



# The Summit FOR Online Leadership and Strategy



**JANUARY 20-22, 2015**  
**Grand Hyatt San Antonio**



**SAN ANTONIO ★ TEXAS**

*a joint presentation by*  
UPCEA & American Council on Education

**UPCEA**  
Leaders in Professional, Continuing  
and Online Education

**ACE** American  
Council on  
Education™  
*Leadership and Advocacy*



# The Summit for Online Leadership and Strategy

*a joint presentation by*

**UPCEA and ACE**

**Grand Hyatt San Antonio  
JANUARY 20-22, 2015**

In a unique partnership between UPCEA and ACE, The Summit convenes key thought leaders and practitioners to address the pivotal challenges and opportunities of strategic growth of online programs, virtual leadership, online marketing, competency-based education, predictive analytics, and more. The rapid changes in our field have wrought new, powerful opportunities that campus leaders must learn to strategically leverage for future institutional success.

The most relevant conversation in online leadership today, The Summit is focused squarely on what managing an online enterprise most requires: thought leadership and informed strategy. Through high-level sessions on the most important aspects of online learning, significant opportunities to dialogue with talented presenters, and facilitated networking with attendees, The Summit provides an unequalled experience.

Welcome to San Antonio!

## **UPCEA**

One Dupont Circle  
Washington, DC 20036  
Phone: 202.659.3130

## **ACE**

One Dupont Circle  
Washington, DC 20036  
Phone: 202.939.9300

Continue the conversation online! Don't miss out on conversations with fellow attendees and speakers during and between sessions. Use **#the2015summit** on Twitter, and check the summit app on Guidebook for speakers' Twitter usernames.

# SUMMIT. at a GLANCE

**1:15 p.m.**

**Opening Remarks** Lone Star D/E/F

**1:30-2:45 p.m.**

**Opening General Session**

**Business Model Meets Innovation**

Lone Star D/E/F [OP](#)

**8:15-9:30 a.m.**

**Breakfast and General Session**

**Designed to Engage**

Lone Star D/E/F [OP](#)

**9:45-10:45 a.m.**

**Concurrent Sessions II**

**Presidential Perspectives on the Convergence of Online Education and Institutional Strategy**

Lone Star A [OP](#)

**Washington Update: Latest Developments in the Online Policy Arena**

Lone Star B [OP](#)

**Myth Busting in Learning Analytics for Decision-Makers**

Lone Star C

**Tackling the Next Phase of Online Program Growth with a Research-Based, Five-Step Approach**

Seguin A&B

**10:45-11:15 a.m.**

**Networking Break** Exhibit Hall

## TUESDAY, JANUARY 20, 2015

**3-4 p.m.**

**Concurrent Sessions I**

**Alignment of Online and Workforce Development**

Lone Star A [OP](#)

**Building the 'Foundation' for the Future of Higher Education: Reflections from America's Leading Foundations**

Lone Star B [OP](#)

**Implementing Online Programs at Small Institutions: Are You Ready?**

Lone Star C

**Digital Badges as Value Add for Degree Attainment: Institutional Perspectives**

Seguin A&B

**4-4:30 p.m.**

**Networking Break** Exhibit Hall

**4:30-5:30 p.m.**

**General Session**

**The Policy Landscape for Online Education**

Lone Star D/E/F [OP](#)

**5:30-7:30 p.m.**

**Opening Reception** Exhibit Hall

## WEDNESDAY, JANUARY 21, 2015

**11:15 a.m.-12:15 p.m.**

**Concurrent Sessions III**

**Key Findings from Joint Study of Adult Learner Persistence and Degree Completion**

Lone Star A [OP](#)

**Strategies for Integrating Online Learning into the Core Academic Enterprise: A Case Study of the Penn State World Campus**

Lone Star B [OP](#)

**The Good, the Bad, and the Ugly: Lessons Learned in State Authorization**

Lone Star C

**Internationalization and Online Learning: Perspectives from the U.S. and Europe**

Seguin A&B

**12:30-1:45 p.m.**

**Lunch and General Session**

**An Interview with Timothy Slottow, University of Phoenix**

Lone Star D/E/F [OP](#)

**2-3 p.m.**

**Concurrent Sessions IV**

**Virtual Leadership in Higher Education**

Lone Star A [OP](#)

**For Student Success, Choose "And" not "Or" in Deciding Course Delivery Modes**

Lone Star B [OP](#)

**Engaging Adult Students through Collaborative Online Programming: The Wisconsin Experience**

Lone Star C

**A Comprehensive Approach to Career Development for Adult Students**

Seguin A&B

**3-3:30 p.m.**

**Networking Break** Exhibit Hall

**3:30-4:30 p.m.**

**General Session**

**Open Education, Open Resources, Open Institutions**

Lone Star D/E/F [OP](#)

## THURSDAY, JANUARY 22, 2015

**8-9:15 a.m.**

**Breakfast and Concurrent Sessions V**

**You've Got Them, Now How Do You Keep Them? Developing a Student Management System That Fosters Retention**

Lone Star A [OP](#)

**Strategic Development of Two Competency-Based Education Programs: University of Wisconsin's "Flexible Option" Program and Capella University's "FlexPath"**

Lone Star B [OP](#)

**Navigating the High Seas: Sailing into Old Dominion University Online**

Lone Star C

**Thriving Online: How Small Colleges Can Succeed in a Competitive Landscape**

Seguin A&B

**9:15-9:45 a.m.**

**Networking Break** Exhibit Hall

**9:45-10:45 a.m.**

**Concurrent Sessions VI**

**What's In It for Us? How Two Institutions and a Consulting Firm Teamed Up for Mutual Success**

Lone Star A [OP](#)

**Personalized Student Experience Drives Student Success**

Lone Star B [OP](#)

**Drive Enrollment Using Online Marketing: Three Things to Ensure Success!**

Lone Star C

**Laying the Foundation for Online Enrollment Growth: A Case Study in Partnership between University of Arkansas and Blackboard**

Seguin A&B

**11 a.m.-Noon**

**Closing General Session**

**Evolving toward Openness amidst the Disruption of Higher Education**

Lone Star D/E/F [OP](#)

**Noon**

**Adjourn**

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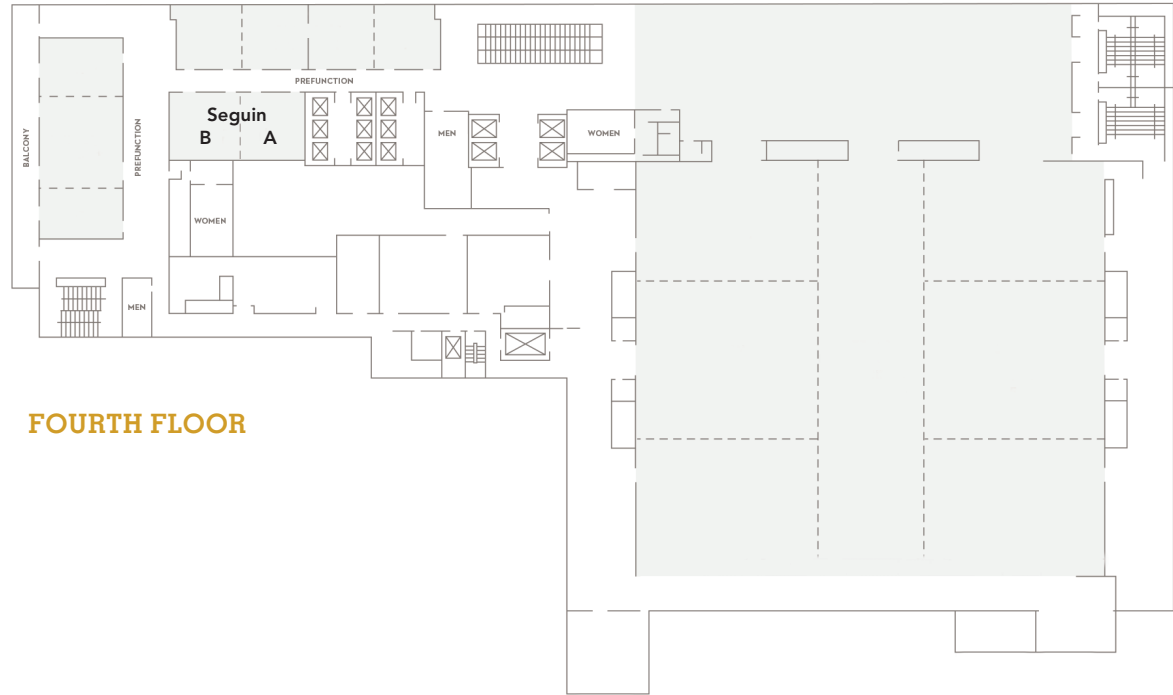
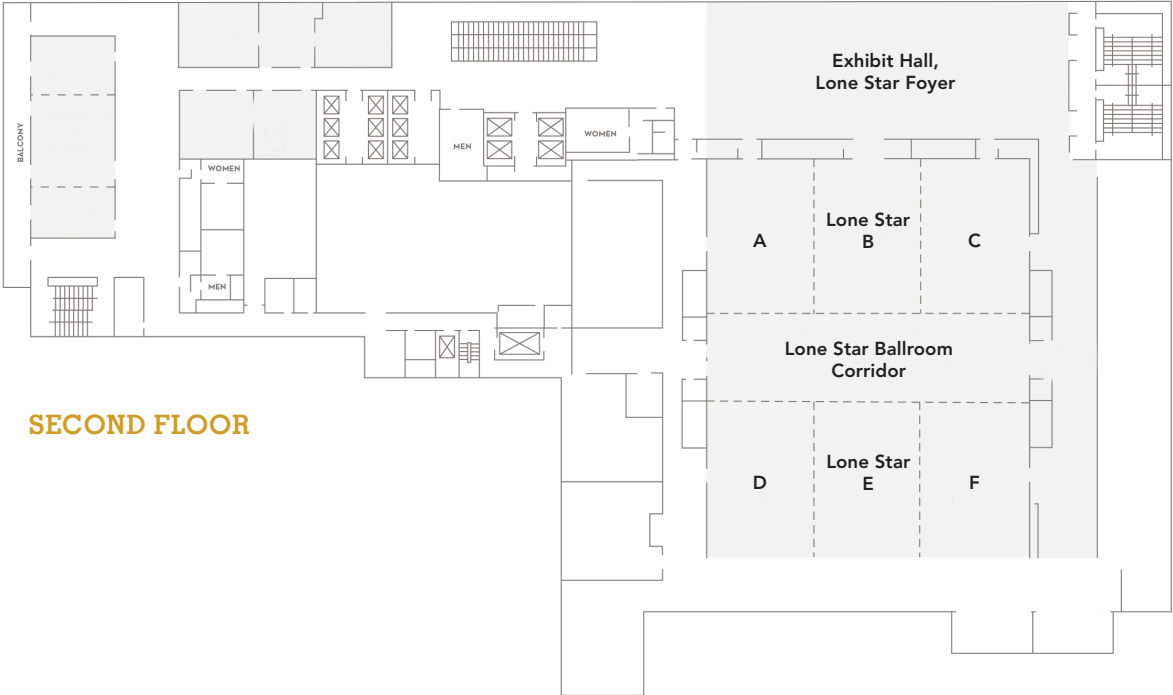


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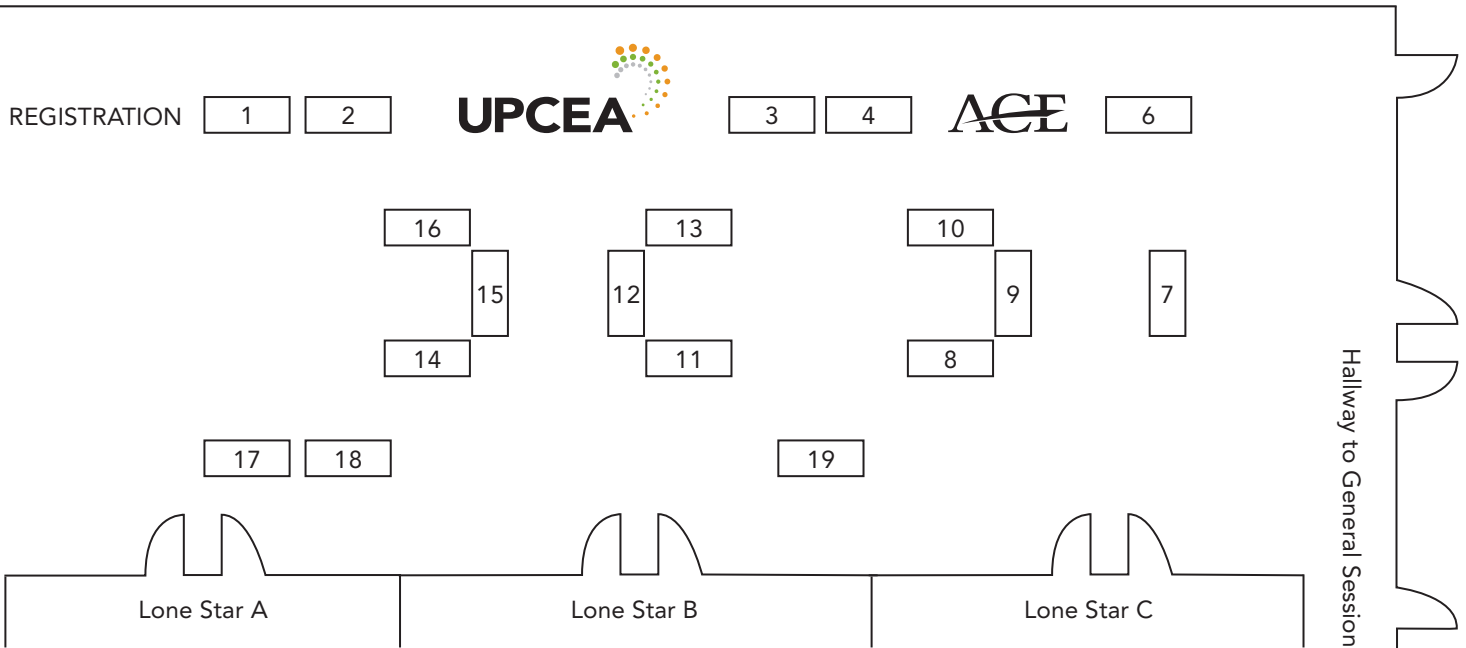


**PEARSON**

# Grand Hyatt San Antonio



## Exhibit Hall Map



- |  |   |  |   |
|--|---|--|---|
| 1.    | 6.     | 11.    | 16.    |
| 2.   | 7.    | 12.   | 17.   |
| 3.  | 8.   | 13.  | 18.  |
| 4.  | 9.   | 14.  | 19.  |
|  | 10.  | 15.  |   |

### EXHIBIT HALL HOURS

Tuesday, January 20 from 1–7:30 p.m.

Wednesday, January 21 from 8:15 a.m.–4:45 p.m.

Thursday, January 22 from 8 a.m.–Noon

## TUESDAY, JANUARY 20, 2015

1:15 p.m.

### Opening Remarks

Lone Star D/E/F

BOB HANSEN UPCEA

1:30–2:45 p.m.

### Opening General Session

#### Business Model Meets Innovation

Lone Star D/E/F 

JOHN WALDA NACUBO

SCOTT JASCHIK Inside Higher Ed

BURCK SMITH StraighterLine

MODERATOR BOB HANSEN UPCEA

John Walda, President and CEO of NACUBO, diagnoses what is driving change in the business model of higher education. Entrepreneur and educator Burck Smith describes various trajectories of innovation in the landscape today. And Scott Jaschik reflects on similar changes in the publishing industry, which led to the success of Inside Higher Education. Against the backdrop of this intriguing cross-section of perspectives, the panelists engage in a dynamic conversation about where higher education is headed, and why.



**Share the Summit with Your Entire Team with the Online Pass, and Receive Institution-Wide, On-Demand Access for Up to One Full Year**

In partnership with Sonic Foundry, UPCEA and ACE are providing an Online Pass, available to UPCEA and ACE members for \$399 (\$599 for non-members). The pass, which includes all six general sessions, and 12 concurrent sessions, provides on-demand viewing for your entire institution. For those unable to attend the event, this is a great opportunity to take advantage of the resources UPCEA and ACE have to offer.

**Purchase on-site during the Summit, and get the full Online Pass for the special price of \$299!**

3–4 p.m.

### Concurrent Sessions I

#### Alignment of Online and Workforce Development

Lone Star A 

NELSON BAKER Georgia Institute of Technology

SALWA MUHAMMAD Udacity

MODERATOR JOSEPH UGRAS La Salle University

Addressing the skills gap in critical software disciplines, Georgia Tech's Online Master of Science in Computer Science (OMS CS), the first accredited degree of its kind delivered exclusively through a MOOC format, provides increased access and affordability, particularly for women, minorities, recent high school graduates, veterans and the long-term unemployed and under-employed. In this interactive session, panelists from Georgia Tech and Udacity will engage the audience in dialogue about this ground-breaking program, noting successes, surprises, and plans for the future.

#### Building the 'Foundation' for the Future of Higher Education: Reflections from America's Leading Foundations

Lone Star B 

JASON PALMER Bill and Melinda Gates Foundation

SHERI RANIS Lumina Foundation

WILLIAM MOSES The Kresge Foundation

MODERATOR DAVID SCHEJBAL University of Wisconsin Extension  
Panelists from some of the most influential foundations in the nation will share their collective ideas about online higher education as well as their individual perspectives as to how they'll help institutions succeed. As brokers and conveners of innovation, foundations are in unique leadership positions, and as such, discussion will include alternative credentials such as competency-based education and prior learning assessment, continued support for the development of online learning, and the role of accrediting bodies and the federal government.



## Implementing Online Programs at Small Institutions: Are You Ready?

Lone Star C

**VICKIE COOK** University of Illinois, Springfield

**MODERATOR RAY SCHROEDER** University of Illinois,

Springfield and UPCEA

This workshop session will focus on the unique positioning of online programs at small institutions in today's marketplace. Specific topics include assessing the needs of online students and faculty, policy development and change related to admissions, and the roles of key personnel and decision-making required for online success at a small institution.

## Digital Badges as Value Add for Degree Attainment: Institutional Perspectives

Seguin A&B

**MICHAEL PALMQUIST** Colorado State University

**DANIEL HICKEY** Indiana University

**JASON FISH** Purdue University

**MODERATOR LAWRENCE RAGAN** Penn State University

Transforming the ways in which we recognize and assess learning, the phenomenon of digital badges in the context of higher education is increasing. Highlighting institutions in varied stages of credentialing informal learning, nano-degrees, and/or badges, this session is designed to help attendees answer for their own institutions the increasingly important question "Should we be doing this?" Through case studies and lively discussion, presenters will share their own stories, challenges, and insights, as well as invite questions from the audience.

**4-4:30 p.m.**

**Networking Break**

Exhibit Hall

**4:30-5:30 p.m.**

**General Session**

**The Policy Landscape for Online Education**

Lone Star D/E/F 

**TED MITCHELL** Under Secretary, U.S. Department of Education

**INTRODUCTION BOB HANSEN** UPCEA

Charged with implementing President Obama's American Graduation Initiative, the Under Secretary will share remarks on innovative solutions aimed at improving access and completion, as well as describe key policy drivers and regulations in postsecondary education. Time for questions and audience discussion will follow the Under Secretary's remarks.

**5:30-7:30 p.m.**

**Opening Reception**

Exhibit Hall

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## WEDNESDAY, JANUARY 21, 2015

8:15–9:30 a.m.

### Breakfast and General Session

#### Designed to Engage

Lone Star D/E/F 

DIANA OBLINGER EDUCAUSE

**INTRODUCTION BETHAIDA GONZALEZ** Syracuse University  
The next generation of digital learning is emerging, integrating formal and informal experiences, personalizing learning and providing clear pathways to student success. The digital environment of social, mobile, cloud, and big data creates unique settings that promise more than replicating offline activities online. Digital learning uses the best that technology has to offer, combining the physical and the virtual, engaging each learner to maximize student success.

9:45–10:45 a.m.

### Concurrent Sessions II

#### Presidential Perspectives on the Convergence of Online Education and Institutional Strategy

Lone Star A 

KATRINA ROGERS Fielding Graduate University

MERODIE HANCOCK Empire State College

SUSAN ALDRIDGE Drexel University

**MODERATOR RICHARD PATTENAUDE** Ashford University  
University presidents are increasingly turning to online education as a key strategy for stable enrollments, which are in turn so critical to the sustainability of their institutions. In this panel, four presidents from very different institutional types discuss the intersection of online learning and the adult market; the challenges faced by experienced players competing in a mature market; advice to new entrants, and the next big thing(s) in online learning.

#### Washington Update: Latest Developments in the Online Policy Arena

Lone Star B 

DAN MADZELAN ACE

CHRIS MURRAY Thompson Coburn, LLC

GREG FERENBACH Cooley, LLC

**MODERATOR JAMES SHAEFFER** Old Dominion University  
Representatives from the Washington policy community will address the latest developments in the policy arena that impact the delivery of online education. Topics to be covered include the policy environment for innovation (MOOCs, competency-based education, adaptive learning), and regulatory/legislative issues such as accreditation, state authorization, financial aid compliance, and student access.

#### Myth Busting in Learning Analytics for Decision-Makers

Lone Star C

ROB ROBINSON Civitas Learning

ELLEN WAGNER Predictive Analytics Reporting

**MODERATOR JOHN LABRIE** Northeastern University  
Educators are just beginning to understand the implications of data analytics, in which patterns of data generation, online engagements, transactions and interactions reveal to us things about us and our students that we never could have anticipated or expected. This session takes a look at the emerging world of data analytics in post-secondary education and busts some of the myths that practitioners and decision-makers are likely to encounter on their analytics journey.

#### Tackling the Next Phase of Online Program Growth with a Research-Based, Five-Step Approach

Seguin A&B

RICHARD NOVAK Rutgers University

BRETT FRAZIER Pearson

**MODERATOR JIM FONG** UPCEA

As more universities are launching online programs, and as online program diversity continues to grow, many online pioneers are beginning to see a slowdown in enrollments. In this session, examine the importance of a research-driven approach to online program selection, development, and launch and differentiation.

Special thanks to our webcasting partner,  
Sonic Foundry, for making it possible for us  
to provide the Online Pass!



**10:45–11:15 a.m.**

**Networking Break**

Exhibit Hall

**11:15 a.m.–12:15 p.m.**

**Concurrent Sessions III**

**Key Findings from Joint Study of Adult Learner Persistence and Degree Completion**

Lone Star A 

**KEVIN KRUGER** NASPA

**JIM FONG** UPCEA

**DEBORAH SEYMOUR** ACE

**DAVE JARRAT** InsideTrack

**MODERATOR BETHAIDA GONZALEZ** Syracuse University

To address the lack of publicly available data on the success of adults returning to college, UPCEA partnered with ACE, InsideTrack, NASPA, and the National Student Clearinghouse to jointly issue benchmarking data for non-first-time (NFT) and first-time (FT) students and preliminary results revealed surprising disparities. In this session, attendees will review the study's full findings and discuss their implications.

**Strategies for Integrating Online Learning into the Core Academic Enterprise: A Case Study of the Penn State World Campus**

Lone Star B 

**CRAIG WEIDEMANN** The Pennsylvania State University

**LAWRENCE RAGAN** The Pennsylvania State University

**MODERATOR KARA VAN DAM** University of Maryland

University College

Innovations and entrepreneurship in online learning can advance an institution's goals of access, affordability, and student success through the integration of online learning into the core academic enterprise. Using Penn State's World Campus as a case study, this session will provide proven strategies that can advance online learning at other institutions.

**The Good, the Bad, and the Ugly: Lessons Learned in State Authorization**

Lone Star C

**SARAH GARVIN** Georgetown University

**KELLY OTTER** Georgetown University

**KRISTEN CONSOLO** Georgetown University

**MODERATOR STEPHANIE GOLD** Hogan Lovells, LLP

Using as case study the Georgetown University School of Continuing Studies' approach to tackling state authorization requirements, this session will share challenges and key lessons discovered in an enterprise-wide, systematized solution. Topics also include navigating the renewals cycle and data management, creating a timeline for authorizing new online programs in the pipeline, and managing support from stakeholders at a variety of levels.

**Internationalization and Online Learning: Perspectives from the U.S. and Europe**

Seguin A&B

**ROBERT WAGNER** Utah State University

**ANNE BOYER** University of Lorraine;

Ministère de l'Éducation Nationale,

de l'Enseignement Supérieur et de la Recherche

**ANGELA PROCOLI** Fondation Maison des sciences de l'homme

**MODERATOR GERALDINE DE BERLY** Syracuse University

This unique session will feature U.S. and European perspectives of online education – challenges, successes, and next steps, as well as an engaging dialogue with attendees about what the future might hold for international online education. Specific topics include the value of international online initiatives as they align with institutional strategic priorities, the unseen issues in getting projects off the ground, and best practices in developing stakeholders in international online initiatives.

**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: UPCEA\_ACE\_Event**

**Password: summit2015**

**12:30–1:45 p.m.**

**Lunch and General Session**

**An Interview with Timothy Slottow,  
University of Phoenix**

Lone Star D/E/F 

**MODERATOR TIMOTHY MCDONOUGH** ACE

In this lively interview, former University of Michigan CFO Timothy Slottow will talk about his vision for the future of University of Phoenix, particularly the desire to solve readiness and completion issues via admissions requirements and innovative partnerships and business models. As online increasingly becomes a proxy for serving adult students, Phoenix' goals of improving student outcomes translates across the higher education landscape to a vision for all students. Time for questions from attendees will follow the interview.

**2–3 p.m.**

**Concurrent Sessions IV**

**Virtual Leadership in Higher Education**

Lone Star A 

**CRAIG WILSON** University of Miami

**MARY NIEMIEC** University of Nebraska

**PETER SMITH** Kaplan University

**MODERATOR WITT SALLEY** Clemson University

Online learning and the ecosystems necessary to support it call for today's higher education administrators to be highly adept at blending time-tested leadership principles with an increasingly mobile and diverse workforce and technologies that constantly change. This potent combination has a direct impact on communication, productivity, and learning. Hot-button issues such as accountability, scalability, collaboration and remoteness warrant increased and specialized attention. Attend this panel session to hear multifaceted perspectives on the challenges and opportunities of leading online initiatives, programs and teams from the viewpoint of three private, public, and proprietary universities.



**SAVE THE DATE**

**2015 UPCEA ONLINE LEADERSHIP ROUNDTABLE**

*The Forum for Chief Online Learning Officers*

**JUNE 17~18, 2015**

**SHERATON BOSTON HOTEL  BOSTON, MASSACHUSETTS**



**ONLINE LEADERSHIP  
• ROUNDTABLE •**

## For Student Success, Choose “And” not “Or” in Deciding Course Delivery Modes

Lone Star B 

**HUNTINGTON LAMBERT** Harvard University

**MODERATOR DAVID CILLAY** Washington State University

At Harvard our goal to best serve our adult part-time students means not endorsing one delivery format or pedagogy. Instead we work with great faculty to build learning opportunities according to the needs of the material and those of our student in a variety of modes: classroom-based learning, lecture capture and web conference options, MOOCs and flipped-classrooms, as well as online active mastery and other modes and blended options. Harvard is doing most of this now at typical in-state tuition pricing and still remains economically self-sustaining. What are you doing and what keeps you from choosing “And” not “Or”?

## Engaging Adult Students through Collaborative Online Programming: The Wisconsin Experience

Lone Star C

**GEORGE KROENINGER** University of Wisconsin Extension

**MODERATOR NANCY COLEMAN** PlattForm

This workshop showcases the experience of the University of Wisconsin Extension’s role in the development, implementation and ongoing management of a growing array of system-wide online collaborative academic programs in both a traditional online and competency-based formats. Specific topics include an overview of the collaborative program model, partnership agreements, partner roles and responsibilities, benefits, challenges and lessons learned. The program will also include a facilitated open discussion regarding the potential of this model for replication at other institutions.

## A Comprehensive Approach to Career Development for Adult Students

Seguin A&B

**KAYLA KRUPNICK WALSH** Golden Gate University

**PAUL MCNEIL** University of California, Davis

**AUTUMN MCCLENAGHAN** Brandman University

**MODERATOR CHRIS TILGHMAN** InsideTrack

Learn how various institutions serving adult, professional, and graduate students are incorporating career development into every stage in the student lifecycle – from recruitment and enrollment, maximizing learning and engagement in the classroom, to graduation and beyond. Panelists reveal how they leverage comprehensive career development strategies, including challenges, opportunities to differentiate their programs in the marketplace, and how they cultivate continuous improvement and innovation.

**3–3:30 p.m.**

**Networking Break**

Exhibit Hall

**3:30–4:30 p.m.**

**General Session**

## Open Education, Open Resources, Open Institutions

Lone Star D/E/F 

**STEVE MINTZ** University of Texas System

**HARRISON KELLER** University of Texas at Austin

**CAROLINE LEVANDER** Rice University

**MODERATOR JOHANNES HEINLEIN** edX

In this panel, three institutions share their varied journeys and unique needs with regard to what works and what doesn’t in the context of open education and MOOCs. Amid the trends in this space, panelists will address how their institutions are working together and with edX – focusing on replicable models, as well as how they differ and how they address the unique perspectives, opportunities, and challenges today’s marketplace presents.

## THURSDAY, JANUARY 22, 2015

8–9:15 a.m.

### Breakfast and Concurrent Sessions V

#### You've Got Them, Now How Do You Keep Them? Developing a Student Management System That Fosters Retention

Lone Star A 

CAROL SMITH Berkeley College

MARLENE COHEN The Chicago School of  
Professional Psychology

MODERATOR AUBRI ADKINS The Chicago School of  
Professional Psychology

The survival of an online program depends not just on student enrollment, but on student retention. This panel presentation will include an overview of three separate institutions and their strategies for developing student-management systems targeted to increase retention and support student success. Each panelist will share an overview of the strategies they have developed and then respond to audience questions.

#### Strategic Development of Two Competency-Based Education Programs: University of Wisconsin's "Flexible Option" Program and Capella University's "FlexPath"

Lone Star B 

JUDEE RICHARDSON University of Wisconsin Extension

KIMBERLY PEARCE Capella University

MODERATOR CAROL SCHEIDENHELM Loyola University of Chicago  
Although public and private institutions of higher education are different entities, they do face common challenges when developing new educational models. The University of Wisconsin Flexible Option and Capella University's FlexPath are both self-paced, competency-based education/direct assessment (CBE/DA) programs that have encountered similar challenges during development and implementation. In this session, panelists discuss issues related to CBE/DA alignment with mission, negotiating internal and external forces, considering institutional culture and our approaches to the academic model, curriculum development, the role of faculty, and student experience.

#### Navigating the High Seas: Sailing into Old Dominion University Online

Lone Star C

ANDY CASIELLO Old Dominion University

S. MITSUE BLYTHE Old Dominion University

MODERATOR KEVIN CURRIE Northeastern

A doctoral research institution on the east coast reinvents its existing distance learning operations to move from a modest closed circuit system to a major player in national and international online delivery, and earns ten (and counting) national accolades in the process. This presentation will afford participants an opportunity to examine how Old Dominion University has navigated the high seas of distance education. In a time of internationalization of college campuses, ODU has responded to a globalized system by offering education in mediums not restricted by the physical.

#### Thriving Online: How Small Colleges Can Succeed in a Competitive Landscape

Seguin A&B

ELIZABETH DOMHOLDT The College of St. Scholastica

ANDREW PERMENTER Southeastern University

DONNA N. MCDANIEL Bellevue University

MODERATOR DAVID CLINEFELTER The Learning House, Inc.

With a strong regional presence and a reputation for quality, smaller institutions can use online programs to extend their brand given appropriate leadership and investment. But for many institutions, getting started can feel daunting. In this panel discussion, learn how three smaller institutions are successfully developing and executing online programs. Discover best practices for determining what programs to offer, ensuring academic quality remains high, how to get faculty buy-in, and more.

9:15–9:45 a.m.

### Networking Break

Exhibit Hall



**9:45–10:45 a.m.**

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**Concurrent Sessions VI**

**What's In It for Us? How Two Institutions and a Consulting Firm Teamed Up for Mutual Success**

Lone Star A 

**MARSHA HAM** University of New Haven

**SUSAN M. KRYCZKA** Excelsior College

**MODERATOR NICOLE FORSCHLER HORN** JMH, Inc.

Why would two higher education institutions partner to build and market one school's online programs and then team with an outside marketing company for additional help? Learn how the University of New Haven, Excelsior College, and JMH Consulting are doing just that to increase the number of online courses and generate leads/new enrollments for UNH's online degree programs.

**Personalized Student Experience Drives Student Success**

Lone Star B 

**JOAN ZANDERS** Northern Virginia Community College

**CRAIG CHANOFF** Blackboard, Inc.

**MODERATOR ANTHONY BRETTI** Tulsa Community College System  
One of the largest systems in the US, the Virginia Community College System is transforming the student experience by embarking on an enterprise-wide initiative to personalize service and customize communication. Through lively discussion focusing on one campus within this system, Northern Virginia Community College, panelists will share what it means to outsource student services to achieve the goal of increased response time, augmented service hours, and, ultimately, increased student persistence.

**Drive Enrollment Using Online Marketing: Three Things to Ensure Success!**

Lone Star C

**ELISA CROSSLAND** Sam Houston State University

**JENNIFER ESAREY** Hobsons

**MODERATOR KAY ZIMMERMAN** North Carolina State University  
Dive deeply into a unique partnership between Sam Houston State University and Hobsons, designed to increase enrollment in online and graduate programs, boost program search engine rankings, and eliminate barriers for students who require distance learning. Key take-aways from the project will be shared, including how the creation of a cross-divisional team at SHSU lead to success.

**Laying the Foundation for Online Enrollment Growth: A Case Study in Partnership between University of Arkansas and Blackboard**

Seguin A&B

**JAVIER REYES** University of Arkansas

**CHRISTINA FLEMING** Blackboard, Inc.

**MODERATOR JULIE URANIS** Western Kentucky University  
Building and growing a diverse set of online programs requires careful planning, commitment, and cross-team collaboration. Learn about our journey together as The University of Arkansas and Blackboard embarked on a yearlong initiative to prioritize programs for investment, determine competitive differentiators, identify target students, and execute on a well balanced, fiscally responsible media plan. Explore the methodologies, models, and techniques we used to establish a data-driven, repeatable process that leads to enrollment growth. Hear firsthand how two partner teams exchanged mutual knowledge and laid the foundation for a relationship built on accountability, results, and long-term success.

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**11 a.m.–Noon**

**Closing General Session**

**Evolving toward Openness amidst the Disruption of Higher Education**

Lone Star D/E/F 

**MICHELLE WEISE** Christensen Institute

**INTRODUCTION RAY SCHROEDER** University of Illinois, Springfield  
and UPCEA

Michelle Weise will illuminate how the theory of disruptive innovation presents an opportunity to rethink the resources, processes, and ways in which higher education addresses the country's challenges and needs. She will discuss the shifting value proposition of postsecondary education as well as the different kinds of models, partnerships, and solutions that exist that will enable institutions to think strategically about the future of higher education.

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**Noon**

**Adjourn**



ACCESS  
◆  
INNOVATION  
◆  
GROWTH

The UPCEA Center for Online Leadership and Strategy (COLS) is dedicated to helping member institutions leverage online education as a critical strategic asset, and to serving as a valued resource for professional administrators charged with building and sustaining successful programs.

Under the leadership of Director Ray Schroeder, COLS is focused on helping institutions best manage the complicated enterprise of online education through this dynamic period in higher education.

**FIND OUT MORE TODAY AT [UPCEA.EDU/COLS](http://UPCEA.EDU/COLS).**



## Center for Online Leadership and Strategy Advisory Council

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## Summit Exhibitors

### All Campus

All Campus partners with universities to expand online program enrollment through research, marketing, and retention strategies. With 30 years of experience developing approaches that highlight the features of online programs, our goal is to help you reach a national audience and increase new student enrollment through unique, effective marketing strategies.

**KYLE SHEA**  
kshea@allcampus.com

### Blackboard

Blackboard Inc. is a global leader in enterprise technology and innovative solutions that improve the experience of millions of learners around the world every day. Blackboard's Student Lifecycle Services help institutions provide students with better guidance, better support and better outcomes throughout their education journey.

**JON POOLE**  
jon.poole@blackboard.com

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**JOHN NEAL**  
jneal@capitaleducation.com

### Colloquy

We take you from vision to visionary! Partner with Colloquy to achieve your vision for world-class online education. Our full service approach empowers you to quickly enhance your institution's brand and reach – by creating self-sustaining, successful online academic programs. Utilizing our approach our partners typically achieve 95 percent term-over-term retention rates.

**AVERIE CONNELL**  
info@colloquy360.com

### ETC

ETC specializes in providing test preparation services to college and university outreach and continuing education programs. We offer contract classes for pre-selected groups as well as open enrollment classes for the community at large.

**STEVEN SHOTTS**  
shotts@etctestprep.com

### Hobsons

Hobsons helps educators, administrators, students, and families maximize success through every stage of the learning lifecycle. Hobsons' personalized learning, academic planning, postsecondary enrollment, and student support solutions serve millions of students across more than 10,000 schools, colleges, and universities worldwide.

**ED JOSEPH**  
ed.joseph@hobsons.com

### Jenzabar

Jenzabar is a leading provider of higher education software, strategies, and services. Jenzabar's award-winning technology portfolio includes Higher Reach™, a full-featured solution for continuing education, workforce development, and non-traditional programs. With over 40 years experience delivering enterprise solutions to colleges and universities, Jenzabar is a trusted technology partner on more than 1,000 campuses worldwide.

**JAYNE EDGE**  
jayne.edge@jenzabar.com

## **JMH**

A proven higher education thought leader, JMH Consulting provides both strategic online marketing and full service certificate programs to create new revenue streams for universities and colleges. Unlike other online higher education providers, the programs created by JMH Consulting are ultimately owned by the university. The group is known for leveraging online marketing and attracting the right prospective student. JMH Consulting helps universities enrich the lives and careers of those students – ultimately creating stronger communities.

**NICOLE FOERSCHLER HORN**

[nfoerschler@jmhconsulting.com](mailto:nfoerschler@jmhconsulting.com)

## **MindMax**

MindMax provides thoughtful deployment of marketing, enrollment and lead management and consulting solutions to create lasting partnerships. We align our solutions to your goals and work hand-in-glove with your team to increase expertise and attain statistically significant results. People love working with us, and not just because we get results.

**QUINN PERKSON**

[qperkson@mindmax.net](mailto:qperkson@mindmax.net)

## **Pearson**

Pearson, the world's leading learning company, partners with institutions and educators to provide personalized and connected learning solutions. Whether your institution requires a full-service approach to creating online degree programs or individual learning solutions to meet specific needs, we have answers. Our innovative solutions, services and delivery models include digital content & courseware, learning management systems & technical support, curriculum & course development, market & program research, enrollment management, student support & retention services, and faculty training.

**DESIRÉE JEWELL**

[desiree.jewell@pearson.com](mailto:desiree.jewell@pearson.com)

## **Proctor U**

ProctorU provides distance proctoring services for institutions that offer examinations online. The service allows examinees to take exams from anywhere in a secure environment using only a computer, webcam and high-speed Internet connection. ProctorU offers live, person-to-person, real-time monitoring to more than 500 colleges, universities and certification organizations worldwide.

**LYNN COLGIN**

[contact@proctoru.com](mailto:contact@proctoru.com)

## **Proctorio**

Proctorio is the only fully automated, scalable, remote proctoring solution. Proctorio utilizes machine intelligence to analyze and highlight student behavior, eliminating the need for a human proctor. The Proctorio lockdown environment is flexible and can meet any exam requirement. With Proctorio, schools can gain confidence in their online programs.

**TEDDY GARLAND**

[teddy@proctorio.com](mailto:teddy@proctorio.com)

## **Software Secure**

Software Secure makes online testing secure, convenient and cost-effective for any distance education environment. Software Secure puts versatility at the center of its proctoring solutions to help UPCEA member institutions like Boston University and Michigan State University protect exam integrity and eliminate cheating – while increasing convenience for all stakeholders.

**STEVE LESSER**

[slesser@softwaresecure.com](mailto:slesser@softwaresecure.com)

## **Story + Structure**

Story+Structure is a human-centered design firm that likes to innovate by applying principles such as empathy, intuition, and friendliness, to our work. We've crafted unique applications to manage workflow, increase student recruiting and engagement, and train people across the country. We like to make services, products, and web experiences better.

**GUY FELDER**

[guy@storyandstructure.com](mailto:guy@storyandstructure.com)



# Everyone Needs a Helping Hand

UPCEA's partners support you in building and growing your program, and achieving your enrollment and financial goals. Together with our partners, we can continue to reach new frontiers in continuing, professional, and online education.

Interested in what our partners have to offer? Visit our website to find out more about these organizations.





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### WHY THE FIREWORKS?

Because it's time to celebrate 100 years of access, innovation, and engagement – values that have defined UPCEA since its origins in 1915. From university extension and night schools to electronically mediated distance courses and online education, we have been the pioneers.

### WHY WASHINGTON, DC?

There's a reason we are based at One Dupont Circle. Washington isn't just the capital but also the center of national higher education policy. What better place to make our case, and to write the next chapter in higher education.