100TH ANNUAL MEETING • WASHINGTON, DC
March 10–13, 2018 • Marriott Marquis, DC

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ROBERT FOSTER
CHERRY AWARD
FOR GREAT TEACHING™

INSPIRED TEACHING
REWARDED

CONGRATULATIONS TO
NEIL K. GARG
Professor of Chemistry, UCLA
RECIPIENT OF THE 2018 CHERRY AWARD

UCLA professor Dr. Neil K. Garg challenges students to overcome their preconceptions of organic chemistry. His transformational teaching methods connect the complex subject to everyday life, inspiring students to learn organic chemistry, while simultaneously developing critical thinking and problem-solving skills.

Baylor University honors Dr. Garg’s exceptional teaching. In addition to being accomplished scholars, Dr. Garg and the other extraordinary teachers nominated for the Cherry Award provide positive and long-lasting contributions to the lives of their students.

Established in 1991 to honor excellence in the classroom, the Cherry Award includes $250,000 for the recipient and $25,000 for the recipient’s home department.

Nominations for the 2020 Cherry Award open May 1.
For more information about the Cherry Award, please visit baylor.edu/cherry_awards.
Dear Colleagues:

On behalf of the American Council on Education (ACE) Board of Directors, welcome to Washington, DC, and ACE2018, ACE’s 100th Annual Meeting. As ACE celebrates its centennial, we recognize a century of service to our members and to all of American higher education and look ahead to helping institutions meet today’s challenges and anticipate what’s around the corner.

We started in 1918, during the final months of World War I, as the Emergency Council on Education. Over the decades, ACE’s role expanded into serving as the major coordinating body for all of the country’s colleges and universities. The Council’s focus has included federal public policy advocacy, expanding the higher education leadership pipeline, and increasing access to postsecondary education for all types of students, such as underrepresented groups, adult learners, and members of the military and veterans.

We are delighted you are joining us now at ACE2018, where hundreds of higher education leaders will share ideas and best practices and discuss the most pressing issues of the day. Plenary and breakout sessions will unpack the public policy and practice issues impacting the decisions leaders make every day.

A great deal of work goes into planning this event. In particular, we are grateful to all of the ACE staff who contributed their time and talents to this year’s meeting, as well as the ACE Board of Directors committee that guided ACE2018 planning. Together with our Board, ACE staff, and sponsors, we are proud to present this guide to ACE2018’s many opportunities to learn, network, and engage in key topics. We hope you will also download the ACE2018 app for additional useful information about the meeting and ACE’s history.

ACE2018 opens the afternoon of Saturday, March 10, with events that include an International Welcome and Networking Reception, the Reception for Presidents and Chancellors, and the ACE Women’s Leadership Dinner. The first plenary session is Sunday afternoon, when Nancy L. Zimpher, chancellor emeritus of The State University of New York (SUNY) and senior fellow at SUNY’s Nelson A. Rockefeller Institute of Government, will keynote the annual Robert H. Atwell Plenary.

We encourage you to attend the full slate of sessions that follow, all of which feature noted scholars, authors, thought leaders, newsmakers, and analysts, and to connect with colleagues and expand your professional network. We also invite you to meet our international guests, including distinguished leaders from around the world. And we urge you to congratulate your colleagues being honored as recipients of awards.

We also hope you will check out the ACE timeline on the M2 Level and on acenet.edu. In addition, while you are in the Networking Lounge, take a look at a new book documenting ACE’s history—American Council on Education: Celebrating 100 Years.

We appreciate the contributions of our speakers, your loyalty as ACE members, and your attendance. Enjoy ACE2018 and celebrate with us as we prepare for the century ahead. Thank you for your commitment to higher education and to ACE.

Sincerely,

Ted Mitchell
President
American Council on Education

Judy C. Miner
Chair, 2017–18 ACE Board of Directors
Chancellor, Foothill–De Anza Community College District (CA)
ACHIEVE STUDENT SUCCESS AND SUSTAINABILITY.

Join us at the following sessions to learn more:

This Isn’t Your Dad’s Alumni Association
Sunday, March 11th from 12:15 – 12:45 PM
Supreme Court Room

How Data Collaboration & Partnership Drove Enrollment Gains at Wyoming
Monday, March 12th from 9:30 – 10:45 AM
Georgetown University Room

Data-Driven View of Portfolio Management
Monday, March 12th from 1:45 – 2:15 PM
Supreme Court Room

www.huronconsultinggroup.com/studentlifecycle
REGISTRATION

Meeting Level 2: Registration Desk

Pick up your badge and program materials. Admission to Annual Meeting sessions and events is open only to those who have registered and have been issued a badge. Badges are required for admission to all sessions, meal events, receptions, and the Exhibit Hall. (A separate ticket is required for admission to the ACE Women’s Leadership Dinner. If you have registered for this event, your ticket can be picked up at the registration desk. Tickets will not be sold onsite.)

**Saturday:** 7:00 a.m.–6:00 p.m. **Sunday:** 7:00 a.m.–5:00 p.m. **Monday:** 7:00 a.m.–5:00 p.m. **Tuesday:** 7:00–11:00 a.m.

ACE NETWORKING LOUNGE

Meeting Level 4: Foyer Between Independence and Liberty Ballrooms

Relax, network, charge your phone, and check your email with complimentary Wi-Fi in the ACE Networking Lounge. Discuss campus challenges with colleagues and meet new acquaintances in the lounge area, where complimentary coffee and snacks will be available. In addition to having great giveaways, ACE staff will provide information and answer your questions about making the most of ACE membership, resources, programs, and initiatives.

**Sunday:** 11:00 a.m.–5:00 p.m. **Monday:** 9:30 a.m.–2:30 p.m.

PRESS ROOM

Meeting Level 3: Adams Morgan Room

Media representatives obtain information, meeting updates, materials, and receive general assistance. Computers and printers are also available. Credentials must be obtained at main registration desk.

**Saturday:** Closed **Sunday:** 3:00–7:30 p.m. **Monday:** 7:00 a.m.–7:00 p.m. **Tuesday:** 7:00 a.m.–noon

ONLINE RESOURCES

- **Conference App:** Download “CrowdCompass AttendeeHub” and search for “ACE2018”
- **Twitter:** #ACE2018DC
- **Facebook:** @AmericanCouncilEducation
- **LinkedIn:** www.linkedin.com/company/american-council-on-education
- **YouTube:** www.youtube.com/ACEducationTV

ATTENDEE WI-FI ACCESS

Network: ACE2018
Password: Liaison
Sponsored by Liaison

The American Council on Education (ACE) is the nation’s most influential, respected, and visible higher education association. We represent the presidents of U.S. accredited degree-granting institutions, which include two- and four-year colleges, private and public universities, and nonprofit and for-profit entities. No other association represents the broad interests of higher education’s top leaders like ACE. Our strength lies in our loyal and diverse base of more than 1,800 member institutions. We convene representatives from all sectors to collectively tackle the toughest higher education challenges, with a focus on improving access and preparing every student to succeed. Higher education is America’s best hope for long-term economic growth and social progress, and ACE’s core objective is to advance activities that support institutions, students, faculty, and staff.
DID YOU KNOW?

ACE was founded in 1918 as the Emergency Council on Education, tasked with addressing the shortage of educated and trained field officers during World War I.
The Adult Student

The population colleges—and the nation—can’t afford to ignore.

The Chronicle’s special report series examines some of the most critical issues facing institutions today. With our latest release, you will gain insights into the growing imperative for colleges to better serve adult students, a population that has long been an afterthought in higher education.

Other reports in our series include:

- **The Future of the Degree:**
  How Colleges Can Survive the New Credential Economy

- **The Future of Work:**
  How Colleges Can Prepare Students for the Jobs Ahead

- **The Future of Enrollment:**
  Where Colleges Will Find Their Next Students

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SCHEDULE AT-A-GLANCE
As the subsidiary of the American Academic Leadership Institute (AALI), Academic Search provides significant funds each year to AALI so that it can deliver professional development programs to educators who have been nominated by their campuses to enhance their leadership potential.

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# SCHEDULE AT-A-GLANCE

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<thead>
<tr>
<th>DAY</th>
<th>TIME</th>
<th>EVENT</th>
<th>OPEN TO</th>
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<tbody>
<tr>
<td>SATURDAY, MARCH 10</td>
<td>7:00 a.m.–6:00 p.m.</td>
<td>REGISTRATION OPEN</td>
<td>ALL</td>
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<tr>
<td></td>
<td>5:30–7:00 p.m.</td>
<td>Receptions</td>
<td>ALL</td>
</tr>
<tr>
<td></td>
<td>7:00–9:00 p.m.</td>
<td>ACE Women’s Leadership Dinner</td>
<td>Ticketed</td>
</tr>
<tr>
<td></td>
<td>7:00 a.m.–5:00 p.m.</td>
<td>REGISTRATION OPEN</td>
<td>ALL</td>
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<tr>
<td></td>
<td>7:30–8:15 a.m.</td>
<td>Breakfast for Presidents, Chancellors, and Rectors</td>
<td>P/C/R</td>
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<tr>
<td></td>
<td>7:45–8:45 a.m.</td>
<td>Breakfast for Chief Academic Officers</td>
<td>CAO</td>
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<tr>
<td></td>
<td>8:30–9:30 a.m.</td>
<td>ACE Networking Breakfast</td>
<td>ALL</td>
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<tr>
<td></td>
<td>8:15–11:00 a.m.</td>
<td>Presidents/Chancellors/Rectors Caucus Sessions</td>
<td>P/C/R</td>
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<tr>
<td></td>
<td>9:45–11:00 a.m.</td>
<td>Concurrent Sessions</td>
<td>ALL</td>
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<tr>
<td></td>
<td>11:45 a.m.–5:00 p.m.</td>
<td>EXHIBIT HALL OPEN</td>
<td>ALL</td>
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<tr>
<td></td>
<td>11:15 a.m.–4:30 p.m.</td>
<td>Focus Zones</td>
<td>ALL</td>
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<tr>
<td></td>
<td>11:45 a.m.–1:30 p.m.</td>
<td>Joint Presidents, Chancellors, and Chief Academic Officers Luncheon</td>
<td>P/C/R/CAO</td>
</tr>
<tr>
<td></td>
<td>1:00–2:00 p.m.</td>
<td>Afternoon Coffee Break in the Exhibit Hall</td>
<td>ALL</td>
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<tr>
<td></td>
<td>2:00–3:15 p.m.</td>
<td>Concurrent Sessions</td>
<td>ALL</td>
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<tr>
<td></td>
<td>3:15–3:45 p.m.</td>
<td>Book Signing with Elaine P. Maimon</td>
<td>ALL</td>
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<tr>
<td></td>
<td>3:30–4:45 p.m.</td>
<td>Concurrent Sessions</td>
<td>ALL</td>
</tr>
<tr>
<td></td>
<td>4:30–5:00 p.m.</td>
<td>Book Signing with Cathy N. Davidson</td>
<td>ALL</td>
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<tr>
<td></td>
<td>5:00–6:15 p.m.</td>
<td>The Robert H. Atwell Plenary Session</td>
<td>ALL</td>
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<tr>
<td></td>
<td>6:15–7:15 p.m.</td>
<td>ACE Connects Opening Reception in the Exhibit Hall</td>
<td>ALL</td>
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<tr>
<td></td>
<td>6:15–7:15 p.m.</td>
<td>EXHIBIT HALL OPEN</td>
<td>ALL</td>
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<tr>
<td>SUNDAY, MARCH 11</td>
<td>7:00 a.m.–5:00 p.m.</td>
<td>REGISTRATION OPEN</td>
<td>ALL</td>
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<tr>
<td></td>
<td>8:00–9:30 a.m.</td>
<td>Breakfast Plenary</td>
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<tr>
<td></td>
<td>9:30–10:30 a.m.</td>
<td>Mid-morning Energizer in the Exhibit Hall</td>
<td>ALL</td>
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<tr>
<td></td>
<td>9:30 a.m.–2:30 p.m.</td>
<td>ACE NETWORKING LOUNGE OPEN</td>
<td>ALL</td>
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<tr>
<td></td>
<td>9:30–10:30 a.m.</td>
<td>EXHIBIT HALL OPEN</td>
<td>ALL</td>
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<tr>
<td></td>
<td>9:45 a.m.–3:00 p.m.</td>
<td>Focus Zone Presentations</td>
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<td></td>
<td>10:30–11:45 a.m.</td>
<td>Concurrent Sessions</td>
<td>ALL</td>
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<tr>
<td></td>
<td>Noon–1:30 p.m.</td>
<td>Luncheon Plenary Session</td>
<td>ALL</td>
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<tr>
<td></td>
<td>1:30–2:30 p.m.</td>
<td>Ice Cream Social in the Exhibit Hall</td>
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<tr>
<td></td>
<td>1:30–2:30 p.m.</td>
<td>EXHIBIT HALL OPEN</td>
<td>ALL</td>
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<tr>
<td></td>
<td>2:30–3:45 p.m.</td>
<td>Concurrent Sessions</td>
<td>ALL</td>
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<tr>
<td></td>
<td>5:00–7:30 p.m.</td>
<td>Receptions</td>
<td>ALL</td>
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<tr>
<td>MONDAY, MARCH 12</td>
<td>7:00 a.m.–11:00 a.m.</td>
<td>REGISTRATION OPEN</td>
<td>ALL</td>
</tr>
<tr>
<td></td>
<td>7:00–8:00 a.m.</td>
<td>ACE Networking Breakfast</td>
<td>ALL</td>
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<tr>
<td></td>
<td>8:15–9:30 a.m.</td>
<td>Concurrent Sessions</td>
<td>ALL</td>
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<tr>
<td></td>
<td>9:30–9:45 a.m.</td>
<td>Coffee Break</td>
<td>ALL</td>
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<tr>
<td></td>
<td>9:45–11:00 a.m.</td>
<td>Closing Plenary</td>
<td>ALL</td>
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<tr>
<td>TUESDAY, MARCH 13</td>
<td>7:00–11:00 a.m.</td>
<td>REGISTRATION OPEN</td>
<td>ALL</td>
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</table>

**Open Session**

**Closed Session**

**ACE Board of Directors**

**ACE Council of Fellows**

**Presidents/Chancellors/Rectors**

**Registration Required**

**All Attendees**
SESSION FORMATS

MASTER CLASSES  Pre-registration Required
Engaging, interactive classes focused on leadership skill development and pressing higher education issues (four hours)

CONCURRENT SESSIONS  OPEN TO ALL
Panel sessions led by senior leaders and issue experts on higher education topics (75 minutes)

FOCUS ZONES  OPEN TO ALL
Sponsored sessions from corporate and nonprofit service and solution providers highlighting thought leadership (30 minutes)

PARTNER SESSIONS  OPEN TO ALL
Sponsored presentations from higher education solution providers and college or university senior executives about new and innovative approaches to complex challenges (75 minutes)

PRESIDENTS CAUCUS SESSIONS  OPEN TO P/C/R
Panel sessions designed for presidents, chancellors, and rectors led by senior leaders and issue experts on pressing higher education issues (75 minutes)

ACKNOWLEDGMENTS
ACE is grateful to the organizations listed below for their generous support of ACE2018, ACE’s 100th Annual Meeting.

DIAMOND
Fidelity Investments
TIAA

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ACUE
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## SATURDAY, MARCH 10, 2018

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<tr>
<td>7:30–9:30 a.m.</td>
<td><strong>BREAKFAST</strong> ACE Board of Directors Breakfast and Registration</td>
<td>BoD</td>
<td>Mezzanine: Dogwood Room</td>
</tr>
<tr>
<td>8:00–9:15 a.m.</td>
<td><strong>MEETING</strong> ACE Board of Directors Advancement and Membership Committee Meeting</td>
<td>BoD</td>
<td>Mezzanine: Cherry Blossom Room</td>
</tr>
<tr>
<td>8:00–9:15 a.m.</td>
<td><strong>MEETING</strong> ACE Board of Directors Audit Committee Meeting</td>
<td>BoD</td>
<td>Mezzanine: Magnolia Room</td>
</tr>
<tr>
<td>8:00–10:00 a.m.</td>
<td><strong>MEETING</strong> ACE Council of Fellows Executive Committee Meeting</td>
<td>CoF</td>
<td>Mezzanine: Tulip Room</td>
</tr>
<tr>
<td>9:30–10:45 a.m.</td>
<td><strong>MEETING</strong> ACE Board of Directors Public Policy Committee Meeting</td>
<td>BoD</td>
<td>Mezzanine: Cherry Blossom Room</td>
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<tr>
<td>9:30–10:45 a.m.</td>
<td><strong>MEETING</strong> ACE Board of Directors Finance Committee Meeting</td>
<td>BoD</td>
<td>Mezzanine: Magnolia Room</td>
</tr>
<tr>
<td>10:30 a.m.–noon</td>
<td><strong>MEETING</strong> Association of Chief Academic Officers Board Meeting</td>
<td>Members Only</td>
<td>M1: Howard University Room</td>
</tr>
<tr>
<td>11:00 a.m.–noon</td>
<td><strong>MEETING</strong> ACE Board of Directors Executive Committee Meeting</td>
<td>BoD</td>
<td>Mezzanine: Cherry Blossom Room</td>
</tr>
<tr>
<td>Noon–4:00 p.m.</td>
<td><strong>MEETING</strong> ACE Board of Directors Meeting</td>
<td>BoD</td>
<td>M2: Marquis Salons 12–13</td>
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<tr>
<td>1:00–5:00 p.m.</td>
<td><strong>MASTER CLASS</strong> Harnessing the Analytics Revolution</td>
<td>REG</td>
<td>Mezzanine: Tulip Room</td>
</tr>
</tbody>
</table>

The amount of data is growing at a faster rate than any previous time in history. So too is the imperative for colleges and universities to use it ethically and effectively at the intersection of student success and sustainability. College presidents must lead the charge in nurturing a campus-wide culture of data-informed decision making. Yet, something is missing. While the broader higher education community has awoken to the importance of data-informed decision making, the day-to-day pressures and time constraints placed on presidents make it difficult to become data-enabled executives. Drawing on the wisdom and experiences of presidents who have committed to building smarter campuses, this session will unpack the opportunities and challenges facing them in their work to harness the analytics revolution.

**Jonathan S. Gagliardi**, Associate Director, Center for Policy Research and Strategy, ACE

**Jason E. Lane**, Vice Provost for Academic Planning and Strategic Leadership and Senior Associate Vice Chancellor, The State University of New York
### TIME
1:00–5:00 p.m.

### EVENT
**MASTER CLASS**

**Strategic Allies: Presidents and Board Chairs Navigating Complex Issues**

Today is an era in which the academy’s relationship to society is in flux. From free speech to racial injustice to questions about the value of higher education itself, college leaders are balancing serving societal needs with ensuring institutional integrity to mission. No relationship is more important to guiding this balancing act than that of college president and board chair. In this session, we explore how to deepen and deploy this relationship to ensure institutional integrity, while allowing for the resilience and adaptability that keeps a college or university relevant to today’s society. Participants will learn about personal styles, strategic thinking, and systemic solutions that can align presidents and board chairs to advance your institution.

Jonathan R. Alger, President, James Madison University (VA)
Margaret L. Drugovich, President, Hartwick College (NY)
Vanessa M. Evans-Grevious, Vice President, Ron Brown Scholars Program
Joseph A. Ferrara, Vice President and Chief of Staff, Georgetown University (DC)
Francis D. Landrey, Senior Counsel, Proskauer Rose LLP

REG  Mezzanine: Dogwood Room

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### TIME
1:00–5:00 p.m.

### EVENT
**MASTER CLASS**

**Learning from Conflict: Campus Climate Lessons from the University of Missouri**

As campuses increasingly become targets for hate speech and other forms of conflict, it is imperative that leaders demonstrate a repertoire of skills to navigate the complexity of a potential crisis. Senior leaders are expected to address the concerns of multiple stakeholders, who likely have divergent perspectives. At every stage in a conflict, leaders display their competency through actions, behaviors, and words. Participants will examine the lessons learned in the conflict at the University of Missouri, as well as the rebuilding process to restore trust and respect, and to move the campus forward. Learning from the University of Missouri at a time when it is rebuilding provides a unique opportunity for frank and honest discussion about the challenges and opportunities before and after a conflict. This opens a unique space for identifying the real tensions inherent in rebuilding trust and respect, as well as the development of policies and procedures that endeavor to establish a new campus racial climate and culture.

Sharon Fries-Britt, Professor, Higher Education, University of Maryland, College Park
Kevin McDonald, Chief Diversity, Equity, and Inclusion Officer, University of Missouri

REG  Mezzanine: Silver Linden Room
## SATURDAY, MARCH 10, 2018

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<tr>
<td>1:00–5:00 p.m.</td>
<td><strong>MASTERC LASS</strong>&lt;br&gt;Accelerating Completion: What Presidents and Provosts Need to Know About Digital Learning&lt;br&gt;The second generation of digital courseware can help institutions to increase their retention rates and the persistence of their students to graduation. New versions of digital courseware using artificial intelligence and data analytics adapt to the students, personalizing their learning and changing the digital content of their courses by providing immediate feedback in areas where students need help. This type of course adaptation promotes student success in courses identified as obstacles for students in their first 60 credit hours, thereby increasing overall net tuition dollars. During the session, experts in student retention, along with chief academic officers from undergraduate and community colleges in the public and private sectors, will share successful strategies to lower the dropout/fail/withdraw rates in problem courses. Participants will engage in group work focused on the selection of digital courseware and change management. Case studies will be presented by the following Association of Chief Academic Officers (ACAO) Digital Fellows: Junius J. Gonzales, Senior Vice President for Academic Affairs, University of North Carolina System; and Connie Johnson, Chief Academic Officer and Provost, Colorado Technical University.&lt;br&gt;&lt;br&gt;<strong>Laura Niesen de Abruna</strong>, Provost, York College of Pennsylvania&lt;br&gt;<strong>John N. Gardner</strong>, Chair and Chief Executive Officer, John N. Gardner Institute for Excellence in Undergraduate Education&lt;br&gt;<strong>Gwen Gorzelsky</strong>, Executive Director, Institute for Learning and Teaching, Colorado State University&lt;br&gt;<strong>Kenneth C. Green</strong>, Founding Director, The Campus Computing Project&lt;br&gt;<strong>Rick Miranda</strong>, Provost and Executive Vice President, Colorado State</td>
<td>REG</td>
<td>Mezzanine: Scarlet Oak Room</td>
</tr>
<tr>
<td>3:00–5:00 p.m.</td>
<td><strong>MEETING</strong>&lt;br&gt;LGBTQ Presidents in Higher Education Business Meeting</td>
<td><strong>Members Only</strong></td>
<td>Mezzanine: Magnolia Room</td>
</tr>
<tr>
<td>5:00–6:00 p.m.</td>
<td><strong>RECEPTION</strong>&lt;br&gt;International Welcome and Networking Reception&lt;br&gt;&lt;br&gt;Sponsor: International Association of University Presidents</td>
<td><strong>ALL</strong></td>
<td>Mezzanine: Foyer</td>
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<tr>
<td>5:30–6:30 p.m.</td>
<td><strong>RECEPTION</strong>&lt;br&gt;ACE Women’s Network Reception&lt;br&gt;&lt;br&gt;Sponsor: Academic Search, Inc.&lt;br&gt;&lt;br&gt;Award: ACE State Network Leadership Award</td>
<td><strong>ALL</strong></td>
<td>M2: Marquis Salons 1–4</td>
</tr>
<tr>
<td>5:30–7:00 p.m.</td>
<td><strong>RECEPTION</strong>&lt;br&gt;Reception for Presidents and Chancellors</td>
<td><strong>P/C/R</strong></td>
<td>M3: Chinatown</td>
</tr>
<tr>
<td>7:00–9:00 p.m.</td>
<td><strong>DINNER</strong>&lt;br&gt;ACE Women’s Leadership Dinner&lt;br&gt;&lt;br&gt;Award: Donna Shavlik Award&lt;br&gt;&lt;br&gt;<strong>Margee Ensign</strong>, President, Dickinson College (PA)</td>
<td><strong>Ticketed</strong></td>
<td>M2: Marquis Salons 7–10</td>
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</table>
Greenwood/Asher & Associates, Inc. congratulates the American Council on Education for **100 years** of leadership and advocacy on behalf of the millions of professionals who work tirelessly to elevate higher education.

Since 1927 Early, Cassidy & Schilling, LLC has partnered with established schools and universities providing a broad base of insurance, planning and risk management solutions.

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EC&S congratulates the American Council on Education on their **100th Anniversary**!

Early, Cassidy & Schilling, LLC  
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The PhD Project

a higher degree of diversity in education.

In 1994, we had a vision: invest in greater diversity – in the boardroom and the classroom. Today, we’re proud to see so many others follow our lead. Are you part of our diversity solution?

Diversified classrooms lead to richer learning experiences, more vibrant communities, and a stronger economy. The PhD Project helps accomplish this by supporting African-Americans, Hispanic-Americans and Native Americans in the pursuit of higher education and in their journey to become business professors and mentors to the next generation of business students.

The number of minority business professors in the U.S. has more than quadrupled since our founding in 1994. Participating universities are illustrating a clear commitment to creating a diverse academic environment and have the distinct advantage of recruiting from our network of more than 1,500 minority faculty and doctoral students.

The PhD Project is also focusing on the need for diversity in administration, having found fewer than 30 African-American, Hispanic American and Native American Deans at non-HBCU business schools in the U.S. Our Project AHEAD, Achieving Higher Education Administration Diversity, encourages tenured minority faculty to explore positions in administration and provides resources, support and mentors to help members pursue this path.

Thank you to the business schools who are dedicated to diversifying their campuses with The PhD Project. To view a full list of participating schools, visit phdproject.org and click on ‘Support the PhD Project’.

Learn more about participating to The PhD Project by contacting Bernard J. Milano at 201.307.7662 or bamilano@kpmg.com.

Stay connected to see all we’re achieving:
Follow us on facebook at: Facebook.com/thephdproject
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Owens Financial Corporation
Thrivent Financial
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Fidelity Investments

*Founders

To learn more, visit us in the NADOHE exhibit area, or visit our website at www.phdproject.org

Participating Universities, post to our job board! Visit: jobs.phdproject.org
## Sunday, March 11, 2018

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<th>TIME</th>
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<tr>
<td>7:30–8:15 a.m.</td>
<td><strong>BREAKFAST</strong></td>
<td>P/C/R</td>
<td>M2: Marquis Salons 1–4</td>
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<td></td>
<td>Breakfast for Presidents, Chancellors, and Rectors</td>
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<tr>
<td>7:45–8:45 a.m.</td>
<td><strong>BREAKFAST</strong></td>
<td>CAO</td>
<td>M3: Shaw and LeDroit Park Rooms</td>
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<td>Breakfast for Chief Academic Officers</td>
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<td><strong>Sponsor:</strong> Association of Chief Academic Officers</td>
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<tr>
<td>8:30–9:30 a.m.</td>
<td><strong>BREAKFAST</strong></td>
<td>ALL</td>
<td>M2: Marquis Salons 5–6</td>
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<td></td>
<td>ACE Networking Breakfast</td>
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<td>Full breakfast buffet</td>
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<tr>
<td>8:00 a.m.–3:00 p.m.</td>
<td><strong>MEETING</strong></td>
<td>Members Only</td>
<td>Mezzanine: Dogwood Room</td>
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<td>Executive Search Roundtable Business Meeting</td>
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<tr>
<td>8:15–9:30 a.m.</td>
<td><strong>PRESIDENTS/CHANCELLORS/RECTORS CAUCUS</strong></td>
<td>P/C/R</td>
<td>M2: Marquis Salons 1–4</td>
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<td></td>
<td><em>Telling the Truth in Public: A Dialogue on Free Speech, Inclusion, and Social Movements on Campus</em></td>
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<td><strong>Sponsor:</strong> Western Governors University</td>
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<td>Free speech crises have emerged on campuses across the country in recent years, in part because of conflict over how to handle hate speech and accommodate the activism of students calling for change in the name of social justice. Ungar and McKesson will engage each other, and the audience, on the evolving nature of activism, the role of social media, how to talk about race in a way that people learn and grow from, and the implications for free speech on campus and changing attitudes toward the First Amendment.</td>
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<td></td>
<td><em>DeRay McKesson,</em> Civil Rights Activist and Host, <em>Pod Save the People</em></td>
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<td></td>
<td><em>Sanford J. Ungar,</em> President Emeritus, Goucher College (MD); Director, Free Speech Project, Georgetown University (DC)</td>
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<tr>
<td>8:45–10:00 a.m.</td>
<td><strong>MEETING</strong></td>
<td>Members Only</td>
<td>M3: Shaw and LeDroit Park Rooms</td>
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<td></td>
<td>Association of Chief Academic Officers Business Meeting</td>
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### Did You Know?

Approximately 20 million people have taken and passed the GED® test since it was developed in 1942. In 2011, ACE formed a joint venture with Pearson and created the GED Testing Service.
**SUNDAY, MARCH 11, 2018**

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<tr>
<td>9:45–11:00 a.m.</td>
<td><strong>PRESIDENTS/CHANCELLORS/RECTORS CAUCUS</strong>&lt;br&gt;<strong>Labor Market 2.0: Preparing for the Future of Work</strong>&lt;br&gt;<em>Sponsor: The Registry</em>&lt;br&gt;The knowledge, skills, and abilities necessary for work and life success are changing at breakneck speeds. Historic missions and roles of higher education institutions and employers are challenged to keep up with the demands of developing, identifying, engaging, and challenging students and workers to optimize human capital for the nation. This is creating Labor Market 2.0—when higher education institutions and employers are aligning systems from curriculum development to experience-based learning in more strategic ways. Labor Market 2.0 is also driving the rise of organizational collaborations to bridge the skills, recruiting, and hiring gaps between higher education institutions and employers. A high-functioning Labor Market 2.0 is critical to individual opportunity and national competitiveness. In this session, <em>Marketplace</em> host and senior editor Kai Ryssdal will do a deep dive on Labor Market 2.0 with leaders who are driving its emergence.&lt;br&gt;&lt;br&gt;<strong>Shawn Jacqueline Bohen</strong>, Chief Transformative Impact Officer, YearUp&lt;br&gt;<strong>Kai Ryssdal</strong>, Host and Senior Editor, <em>Marketplace</em>&lt;br&gt;<strong>Barbara R. Snyder</strong>, President, Case Western Reserve University (OH)&lt;br&gt;<strong>Mark A. Weinberger</strong>, Global Chairman and Chief Executive Officer, EY</td>
<td>P/C/R</td>
<td>M2: Marquis Salons 1–4</td>
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<tr>
<td>9:45–11:00 a.m.</td>
<td><strong>CONCURRENT</strong>&lt;br&gt;<strong>Ready or Not, Here They Come: Preparing the Next Generation of Students for Our Changing Economy</strong>&lt;br&gt;In this session, we will examine six major demographic trends that will impact higher education in the coming decades. These trends will dramatically change who attends college. They will create a demand for significant changes in what students need to learn and how they learn, and the support and services needed to ensure that they can successfully participate in and contribute to the regional, national, and global economy. Participants will leave this session with an understanding of the demographic shifts that will affect their institutions and be better prepared to lead their institutions through the transformation that will be needed to ensure global competitiveness.&lt;br&gt;&lt;br&gt;<strong>Sherri Lind Hughes</strong>, Associate Vice President, ACE Leadership, ACE&lt;br&gt;<strong>James H. Johnson Jr.</strong>, William R. Kenan Jr. Distinguished Professor of Strategy and Entrepreneurship and Director, Urban Investment Strategies Center, University of North Carolina Kenan-Flagler Business School</td>
<td>ALL</td>
<td>M2: Marquis Salons 12–13</td>
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## SUNDAY, MARCH 11, 2018

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<tr>
<td>9:45–11:00 a.m.</td>
<td><strong>CONCURRENT</strong>&lt;br&gt;Addressing College Student Health and Well-Being: What Senior Leaders Need to Know&lt;br&gt;Sponsors: JED and The Steve Fund</td>
<td><strong>ALL</strong></td>
<td>M1: George Washington University Room</td>
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<tr>
<td>9:45–11:00 a.m.</td>
<td><strong>CONCURRENT</strong>&lt;br&gt;Innovation-Driven Approaches to Teaching Effectiveness&lt;br&gt;Sponsor: Western Governors University</td>
<td><strong>ALL</strong></td>
<td>M3: Chinatown Room</td>
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### Addressing College Student Health and Well-Being: What Senior Leaders Need to Know

College student mental health and well-being has come into sharp focus for senior campus leaders over the past decade. This is unsurprising in light of troubling statistics: a third of college students report problems functioning because of depression; half feel overwhelming anxiety; and one in five has suicidal thoughts. Understanding student mental health is critical to designing strategies, treatments, and interventions that will help students successfully navigate their college experience. A select group of experts will field TED Talk-style presentations with a moderator to broaden understanding, facilitate conversation, and foster action. Presenters come with various vantage points on student mental health and well-being, each working to inform institutional policy and practice with a strong base of evidence. National data on students and college counseling centers will be shared, as will research on youth cognitive development, and evidence-based frameworks that campuses can use to support their communities in a holistic and nimble way.

- **John J. DeGioia**, President, Georgetown University (DC)
- **Frances Elizabeth Jensen**, Chair, Department of Neurology at Perelman School of Medicine, University of Pennsylvania
- **Ben Locke**, Senior Director, Counseling and Psychological Services, The Pennsylvania State University
- **Annelle Primm**, Senior Medical Director, The Steve Fund
- **Nance Roy**, Chief Clinical Officer, The Jed Foundation

### Innovation-Driven Approaches to Teaching Effectiveness

This session explores new and innovative approaches to pedagogy as a lever to realize gains in student learning and improving outcomes. The presenters frame the adoption and implementation of digital pedagogy from the perspective of institutional mission, model, and modality, to explore solutions to implementing evidence-based teaching practices in the modern learning environment.

- **Lauren Herckis**, Simon Initiative Research Scientist and Adjunct Instructor, Department of History, Carnegie Mellon University (PA)
- **Joel Smith**, Distinguished Career Teaching Professor, Dietrich College of Humanities and Social Sciences, Carnegie Mellon University (PA)
- **Marni Baker Stein**, Provost and Chief Academic Officer, Western Governors University (UT)
- **Steven Taylor**, Director of Academic Innovation and Initiatives, ACE
CONGRATULATIONS!

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To the American Council on Education for 100 years of Leadership and Advocacy.

CONGRATULATIONS!
SUNDAY, MARCH 11, 2018

**PARTNER SESSION**

**1+1=3 and Other Merger Math Lessons**

**Sponsor:** 160over90

On July 1, 2017, Philadelphia University and Thomas Jefferson University (PA) announced their official union, turning heads throughout the City of Brotherly Love and across the national higher education landscape. But the resulting headlines weren’t about the sum of the parts of the two universities. Rather—at a time when higher education is increasingly under fire for not providing sufficient return for students—the story became about eclipsing the industry and identifying the exponential value that sits within a new, comprehensive university model focused on professional education. Stephen Spinelli Jr.—former president of Philadelphia University, now chancellor of the new Jefferson—offers a peek behind the curtain of “a university that’s never been done before” and, alongside branding partner 160over90, impresses the urgency to redefine the higher education value proposition and to redefine “humanly possible.”

**John Campanella,** Chief Executive Officer, Principal, 160over90

**Stephen Spinelli Jr.,** Chancellor, Jefferson (Philadelphia University + Thomas Jefferson University)

**ACE NETWORKING LOUNGE**

**Sponsor:** Charles Koch Foundation

**FOCUS ZONE**

**Supporting the Education-to-Employment Pipeline with Digital Credentials**

**Sponsor:** Credly

The national shortage of skilled workers in a multitude of industries has boosted the need for alignment, innovation, and communication between higher education and the workforce. Digital credentials can provide the link between education institutions and employers to help close the skills gap. During this session, you will learn strategies to successfully launch, scale, and implement digital credentials at your institution to bridge the gap between education and employment.

**Jonathan Finkelstein,** Founder and CEO, Credly

**William Tammone,** Provost and Vice President for the Learning Unit, Macomb Community College (MI)

**EXHIBIT HALL**

**Exhibit Hall Open**
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<tr>
<td>11:45–12:15 p.m.</td>
<td><strong>FOCUS ZONE</strong></td>
<td><strong>ALL</strong></td>
<td>M4: Monument Room</td>
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<td>The Forgotten Students: The Completion Crisis in Higher Education</td>
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<td><strong>Sponsor:</strong> ReUp</td>
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<td>Each year, millions of students drop out of college—some 31 million Americans in the last two decades. The reasons students drop out are varied and often multi-dimensional, with the primary barriers being the high cost of college, work and family obligations, and health-related issues. The social and economic impact is massive—the loss of human potential even bigger. This session will further define and quantify the completion crisis, define myths and realities of this fragile student population, discuss why it’s so hard to bring them back, and outline specific strategies—using technology, data, and people—to guide students back to school and toward degree completion.</td>
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<td><strong>Nitzan Pelman,</strong> Chief Executive Officer, ReUp Education</td>
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<td>11:45 a.m.–1:30 p.m.</td>
<td><strong>JOINT SESSION</strong></td>
<td><strong>P/C/R/CAO</strong></td>
<td>M2: Marquis Salons 5–6</td>
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<td>Joint Presidents, Chancellors, and Chief Academic Officers Luncheon</td>
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<td><strong>Sponsor:</strong> Fidelity Investments</td>
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<td>Competency-based education (CBE) isn’t a silver bullet. It’s more than that! CBE is a way of thinking about teaching and learning that is rooted in established research on pedagogy. Somewhat paradoxically, it also holds the potential to truly transform institutions and student outcomes with new technologies. Join us for this discussion with two pioneers of the CBE movement to look beyond the headlines and explore how this innovation can be a tool for engaging your campus in generative academic change.</td>
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<td><strong>AWARD:</strong> ACE/Fidelity Investment Awards for Institutional Transformation</td>
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<td><strong>Scott D. Pulsipher,</strong> President, Western Governors University (UT)</td>
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<td><strong>Paul J. LeBlanc,</strong> President, Southern New Hampshire University</td>
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<tr>
<td>11:45 a.m.–1:00 p.m.</td>
<td><strong>EXHIBIT HALL</strong></td>
<td><strong>ALL</strong></td>
<td>M4: Independence and Liberty</td>
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<td>Luncheon</td>
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**DID YOU KNOW?**

Since its establishment in 1974, ACE’s College Credit Recommendation Service (CREDIT®) has reviewed more than 35,000 programs and courses for potential college credit.
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<tr>
<td>12:15–12:45 p.m.</td>
<td><strong>FOCUS ZONE</strong>&lt;br&gt;This Isn't Your Dad's Alumni Association: Engaging Rising Generations</td>
<td><strong>ALL</strong></td>
<td><strong>M4: Supreme Court Room</strong></td>
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<td><strong>Sponsor:</strong> Huron</td>
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<td>Is your alumni association grappling with any of the following?: New institutional conditions and strategies that may not be well understood across your constituencies; a student population that differs dramatically from generations past; declining participation in traditional alumni events and programs; expectations of career support from graduates across their professional lifecycle; or a portfolio of offerings that resembles an overflowing closet before a trip to Goodwill. Some of the country’s most forward-thinking alumni associations are partnering with Huron to ensure that their focus and programming are best aligned with the contemporary needs of their graduates. Core to this work is market research with the alumni audience, usually with a focus on rising generations (from graduation through mid-career) who will be the stewards and donors of the institution moving forward. In this session, Huron will share findings from alumni research anticipating what the next era will hold for alumni relations.</td>
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<td><strong>Joselyn Zivin,</strong> Director of Constituent Research, Huron Consulting Group</td>
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<td>12:45–1:15 p.m.</td>
<td><strong>FOCUS ZONE</strong>&lt;br&gt;Foothill College’s Key Step in Improving Student Completion</td>
<td><strong>ALL</strong></td>
<td><strong>M4: Monument Room</strong></td>
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<td><strong>Sponsor:</strong> EduNav</td>
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<td>Foothill College (CA) has seen the same approach from several different companies when it comes to offering academic-planning solutions—plenty of promises that do not fit the needs of students. Come learn how Foothill College has worked with EduNav to build a science-based academic-planning solution that ensures better-informed students, fewer wasted credits, and a more effective path to degree completion. What is the fastest route to completion for this part-time transfer student with specific financial aid restrictions? How many seats will we need for a key milestone course next year? Which degree would be quickest to complete for each enrolled student? Join the session to learn how they have created smarter, more personalized education plans, and how that work is driving better student, academic, and institutional outcomes.</td>
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<td><strong>Isaac Segal,</strong> Founder, President, and Chief Executive Officer, EduNav</td>
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<td><strong>Denise Swett,</strong> Vice President of Student Services, Foothill College (CA)</td>
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<td>1:00–2:00 p.m.</td>
<td><strong>EXHIBIT HALL</strong>&lt;br&gt;Afternoon Coffee Break</td>
<td><strong>ALL</strong></td>
<td><strong>M4: Independence and Liberty Foyer</strong></td>
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**SUNDAY, MARCH 11, 2018**

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<tr>
<td>1:15–1:45 p.m.</td>
<td><strong>FOCUS ZONE</strong>&lt;br&gt;Data and Methodology for Program Portfolio Assessment&lt;br&gt;&lt;br&gt;<em>Sponsor: Gray Associates</em>  &lt;br&gt;Declining enrollment and rising costs are threatening the long-term viability of many institutions. Gray will share an approach to reduce cost and restore growth, using market data and a proven process to assess current and potential programs. The approach helps to improve student outcomes by explicitly assessing the number of jobs available, wages, and required skills for graduates of each program. It also aligns with accreditors’ demands for more frequent, data-driven program assessments. Gray will identify data sources and over 40 variables that include student demand, employment opportunities, competition, and degree level. We will describe a proven process that enables institutions to use the data to make better and faster decisions while building consensus among faculty and administrators. The combination of market data and participative process has enabled dozens of institutions, including Regis University (CO), to reallocate funds and invest in existing or new programs that spur growth.&lt;br&gt;&lt;br&gt;<em>Robert G. Atkins,</em> CEO and Founder, Gray Associates, Inc.&lt;br&gt;<em>Linda Osterlund,</em> Vice Provost, Regis University (CO)</td>
<td><strong>ALL</strong></td>
<td>M4: Supreme Court Room</td>
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<td>2:00–3:15 p.m.</td>
<td><strong>CONCURRENT</strong>&lt;br&gt;Advances at the Frontier of Work and Learning: The GE-Northeastern-ACE EQUIP Advanced Manufacturing Partnership&lt;br&gt;&lt;br&gt;ACE is a participant in a groundbreaking program started by the U.S. Department of Education called Educational Quality through Innovation Partnerships (EQUIP), which focuses on providing access to innovative learning and training opportunities that lead to good jobs and improving quality assurance processes associated with these innovative programs. ACE partnered with General Electric and Northeastern University (MA) and serves as the quality assurance organization that will review the programs provided. This session will focus on this landmark collaboration and the lessons learned from this innovative partnership.&lt;br&gt;&lt;br&gt;<em>Kemi Y. Jona,</em> Founding Director, Lowell Institute School, Northeastern University (MA)&lt;br&gt;<em>Andrew Perry,</em> Manager, Lynn Materials Application Engineering, GE Aviation&lt;br&gt;<em>Steven Taylor,</em> Director of Academic Innovation and Initiatives, ACE</td>
<td><strong>ALL</strong></td>
<td>M1: George Washington University Room</td>
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**DID YOU KNOW?**

Nearly 2,000 vice presidents, deans, department chairs, faculty, and other emerging leaders have participated in the ACE Fellows Program since its inception in 1965.
### SUNDAY, MARCH 11, 2018

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<td>2:00–3:15 p.m.</td>
<td><strong>PARTNER SESSION</strong>&lt;br&gt;Redesigning International Education and the Global Micro-Campus  &lt;br&gt;<em>Sponsor: Shorelight Education</em>&lt;br&gt;Higher education has entered a period of reduced international student participation due to geopolitical, economic, and internal challenges. International branch campuses of U.S. universities, once deemed an ideal solution to such a downturn, have proliferated over the past two decades. These campuses were created with the intention of increasing the university’s branding in market and furthering goals of internationalization, but have inevitably resulted in financial burden and disappointment. The Global Classroom at the University of Massachusetts provides a technological solution for increasing international enrollment in a pedagogically effective and financially beneficial manner. Speakers share specific challenges and solutions: mitigation of the cost of education for international students, a significant barrier to enrollment; cost-effective utilization and expansion of universities’ branch campuses and international partnerships; augmentation of existing recruitment channels with industry-specific recruitment; and the adaptation of static degree offerings to the dynamic needs of domestic industry.  &lt;br&gt;<em>Chris Hoehn-Saric</em>, Vice President, Portfolio Design, Shorelight Education  &lt;br&gt;<em>Katherine Newman</em>, Senior Vice President for Academic Affairs, University of Massachusetts System  &lt;br&gt;<em>Eugene So</em>, Director of Operations for Business Development, Shorelight Education</td>
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<td>M1: Georgetown University Room</td>
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<td><strong>PRESIDENTS/CHANCELLORS/RECTORS CAUCUS</strong>&lt;br&gt;Federal Relations Session  &lt;br&gt;<em>Sponsor: AGB Search</em>  &lt;br&gt;The Trump administration and the Republican-controlled Congress pushed forward a number of proposals over the past year that created a complex and challenging public policy environment for higher education: immigration actions such as the travel ban and the rescission of the Obama administration’s Deferred Action for Childhood Arrivals policy; a new approach to Title IX regulations; the White House’s proposed budget cuts to student financial aid and research funding; and an ambitious overhaul of the tax code. This session will take a look at where higher education stands today and explore what college and university presidents can expect from federal policymakers in the coming year.  &lt;br&gt;<em>Terry W. Hartle</em>, Senior Vice President for Government and Public Affairs, ACE</td>
<td>P/C/R</td>
<td>M2: Marquis Salon 1–4</td>
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## CONCURRENT

**Higher Education’s Diversity Journey Part I: Past and Future**

*Hosted by: ACE Council of Fellows*

*Sponsor: ACT*

This panel discussion will provide a comprehensive and historical overview of the achievements that colleges and universities have made in promoting diversity, equity, and inclusion on their campuses, reflect on the ongoing challenges that institutions face as they strive for inclusive excellence, and identify the issues that are likely to take center stage in the coming decades. As leaders work to ensure that higher education serves students, faculty, and staff, and their communities, these efforts have a substantial impact on experience, learning, and success. Leaders must be prepared to serve as champions who can confront difficult realities, inspire others to take action, and celebrate success. Participants will leave this session with an inventory of success stories and an awareness of the difficulties they may encounter as they work to make their institutions places where everyone feels welcome, challenged, and supported.

- Bethami Dobkin, Provost and Vice President for Academic Affairs, Saint Mary’s College of California
- Barbee Oakes, Chief Diversity Officer, University of Nevada, Las Vegas
- Elizabeth F. Ortiz, Vice President for Institutional Diversity and Equity, DePaul University (IL)
- Dereck J. Rovaris Sr., Vice Provost for Diversity and Chief Diversity Officer, Louisiana State University

### TIME: 2:00–3:15 p.m.  
**LOCATION: M3: Chinatown Room**

## CONCURRENT

**Transforming Academic Culture: An Imperative for Change**

In this session, Elaine P. Maimon, president of Governors State University (IL) and author of *Leading Academic Change: Vision, Strategy, Transformation*, will share key insights about how leaders can effectively transform their institutions to meet the changing demands on higher education. Maimon calls for a radical transformation of the academy to prepare students for decision making, innovation, and creativity and a renewed commitment to scholarship. Participants will leave this session with a framework for thinking about how these transformations might be possible on their campus.

- Elaine P. Maimon, President, Governors State University (IL)
- Christopher Washington, Executive Vice President and Provost, Franklin University (OH)

### TIME: 2:00–3:15 p.m.  
**LOCATION: M2: Marquis Salons 12–13**
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<td>2:15–2:45 p.m.</td>
<td><strong>FOCUS ZONE</strong>&lt;br&gt;The Common Application: Partnering for Transfer Success&lt;br&gt;&lt;br&gt;&lt;br&gt;Sponsor: The Common Application</td>
<td><strong>ALL</strong></td>
<td>M4: Monument Room</td>
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<td>This session will highlight the value of early engagement and the impact proactive outreach can have on institutional student success. There is much support for the value of student engagement in high-impact practices (i.e., freshman seminars, meeting with the career center, peer leadership, learning communities, undergraduate research, and service learning). Early engagement and proactive outreach allows an institution to identify and recommend student success best practices to larger populations, specifically first-year students. Session participants will leave with a greater knowledge and understanding of proactive and reactive interventions that prompt student success provided through institutional examples and success metrics.</td>
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<td><strong>Laurie Koehler</strong>, Vice Provost for Enrollment Management and Retention, The George Washington University (DC)&lt;br&gt;&lt;br&gt;&lt;br&gt;<strong>Jenny Rickard</strong>, President and CEO, The Common Application</td>
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<td>2:45–3:15 p.m.</td>
<td><strong>FOCUS ZONE</strong>&lt;br&gt;Helping Employees Pay Off Student Debt Faster: A Powerful Talent Management Strategy&lt;br&gt;&lt;br&gt;&lt;br&gt;Sponsor: Fidelity Investments</td>
<td><strong>ALL</strong></td>
<td>M4: Supreme Court Room</td>
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<td>Student debt is a $1.4 trillion intergenerational issue that impacts 44 million Americans. Eighty-six percent of young workers would commit to their employer for five years if the employer helped pay off their student loan debt. As the workforce changes, employers are considering ways to modernize their benefits offerings. Adding a program to help employees pay off their student debt can help not only with retaining valuable employees and contributing to their overall financial wellness, but also with attracting top new talent.</td>
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<td><strong>Asha Srikantiah</strong>, Vice President, Emerging Products, Fidelity Student Debt Program, Fidelity Investments</td>
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**DID YOU KNOW?**

In 1981, ACE created the Office of Minorities in Higher Education to help foster greater diversity in higher education. Today, ACE Leadership’s programs help advance mid-level leaders from diverse backgrounds into senior higher education leadership roles.
### Time: 3:15–3:45 p.m.

**EVENT**  
**BOOK SIGNING**

*Leading Academic Change: Vision, Strategy, Transformation* takes on the big questions and issues of change and change management, what needs to be done, and how to do it. Writing in a highly accessible style, the author recommends changes for higher education such as the reallocation of resources to support full-time faculty members in foundation-level courses, navigable pathways from community college to the university, infusion rather than proliferation of courses, and the role of state universities in countering the disappearance of the middle class. The book describes how these changes can be made, as well as why we must make them if our society is to thrive in the twenty-first century.

**LOCATION**  
**M2: Foyer**

### Time: 3:30–4:00 p.m.

**EVENT**  
**FOCUS ZONE**
*The Case for Change: Revenue Growth and Diversification*

**Sponsor:** AGB Institutional Strategies

As institutions consider how to manage new revenue-generation and financial-sustainability strategies, their leaders need to act accordingly. Committee structures need to be rethought, and timelines for action need to be shortened. In this session, AGB Institutional Strategies will explore the implementation practices that allow new strategies for prosperity to become a reality and bring change to campuses. Participants have the opportunity to articulate strategies for implementing new programs and initiatives and will walk away with examples of new business models.

- **Rick Beyer,** Managing Principal, AGB Institutional Strategies
- **Jim Hundrieser,** Associate Managing Principal, AGB Institutional Strategies

**LOCATION**  
**M4: Monument Room**

### Time: 3:30–4:45 p.m.

**EVENT**  
**PARTNER SESSION**
*Transitioning to Digital: A Model to Drive Affordability and Access*

**Sponsor:** Pearson

Most educators agree that access to required course materials is a prerequisite for success; students who don’t have equitable access from the first day of class are at a disadvantage. This session will explore how transitioning to digital delivery positively impacts access, achievement, and affordability. Discussion will include research and analysis of New England Institute of Technology’s implementation of digital delivery of course materials.

- **Thomas Kennally,** Executive Director, Strategic Partnerships, Pearson Education
- **Tom Thibodeau,** Assistant Provost, New England Institute of Technology (RI)

**LOCATION**  
**M1: Georgetown University Room**
### SUNDAY, MARCH 11, 2018

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<td>3:30–4:45 p.m.</td>
<td><strong>CONCURRENT</strong> Bench Strength: Developing Deans, Department Chairs, and Directors</td>
<td><strong>ALL</strong></td>
<td><strong>M2: Marquis Salons 12–13</strong></td>
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<td>In this session, three experienced chief academic officers will share their experience and insight into creating a robust team within academic affairs that can effectively respond to new or changing demands, recover from crises and setbacks, and allow for smooth ongoing operation through changes in leadership. To be effective, colleges and universities need effective institutional leaders at the cabinet level and throughout the organization. During this session, panelists will share best practices for developing these institutional leaders to ensure that they have the knowledge, skills, and disposition to contribute to an institution’s success and to allow for succession planning. Participants will leave this session with a toolkit for how to promote leadership development throughout the academic affairs team.</td>
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<td><strong>Sona Andrews,</strong> Provost Emeritus and Professor, Portland State University (OR)</td>
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<td><strong>Sherri Lind Hughes,</strong> Associate Vice President, ACE Leadership, ACE</td>
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<td><strong>Deneese Jones,</strong> Vice President for Academic Affairs, Trinity University (TX)</td>
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<td><strong>Peter O. Nwosu,</strong> Provost and Vice President for Academic Affairs, Clark Atlanta University (GA)</td>
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<td>3:30–4:45 p.m.</td>
<td><strong>CONCURRENT</strong> Higher Education’s Diversity Journey Part II: Having Hard Conversations</td>
<td><strong>ALL</strong></td>
<td><strong>M3: Chinatown Room</strong></td>
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<td><strong>Hosted by:</strong> ACE Council of Fellows</td>
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<td>In this interactive session, a panel of experts and experienced leaders will reflect on a role play of a cabinet responding to a critical incident on their campus. Using this scenario as a starting point, they will invite participants into a conversation about how to engage in authentic dialogue about and effective response to events that reveal bias and discrimination on a campus. Participants will leave this session with greater awareness of both the challenges and opportunities in those conversations and insight into how promote an open, honest, and productive dialogue that leads to positive change in campus climate.</td>
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<td><strong>Anne Clark Bartlett,</strong> Dean, School of Interdisciplinary Arts &amp; Sciences, University of Washington Tacoma</td>
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<td><strong>Archie W. Ervin,</strong> Vice President, Institute Diversity, Georgia Institute of Technology</td>
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<td><strong>Lisa Guion Jones,</strong> Associate Provost for Strategy and Special Assistant to the President; Professor of Higher Education, University of Central Florida</td>
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### Time and Event

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<td>3:30–4:45 p.m.</td>
<td><strong>Concurrent</strong> Revolutionizing the University</td>
<td><strong>ALL</strong></td>
<td>M2: Marquis Salons 7-10</td>
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Cathy N. Davidson, distinguished professor and founding director of The Futures Initiative at The Graduate Center, The City University of New York, discusses her new book, *The New Education: How to Revolutionize the University to Prepare Students for a World in Flux* ("Davidson writes in the tradition of DuBois and Dewey, a pragmatist tradition that puts inquiry first and sees learning through the potential of the full, complex human beings students can become."—The Washington Post). She demonstrates how our current system of higher education, developed in the age of the telegraph but inadequate to today’s economy, can be remade by emphasizing creativity, collaboration, adaptability, and activism.

**Cathy N. Davidson**, Founding Director of the Futures Initiative, Distinguished Professor, and Co-director, CUNY Humanities Alliance

**Robert M. Groves**, Executive Vice President and Provost, George-town University (DC)

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For more information, contact us at cup@acenet.edu.

[www.acenet.edu/CUPNetwork](http://www.acenet.edu/CUPNetwork)
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<td>3:30–4:45 p.m.</td>
<td><strong>CONCURRENT</strong>&lt;br&gt;The Future of Teaching Across American Higher Education&lt;br&gt;A drumbeat of reports has raised an unequivocal alarm: we are simply not graduating enough students prepared for rewarding careers, civic engagement, and purposeful lives. This has placed our value in doubt and our finances at risk. To complicate matters, it’s unclear whether existing “student success” efforts are sufficient. What else must we do? Faculty members remain an underappreciated student success resource. They spend the most time with students and have the greatest opportunity for positive impact. Research has identified teaching approaches that promote stronger outcomes. Yet, at present, these approaches are in limited use. In this session, higher education leaders will share how their efforts to improve college outcomes are increasingly understood to be dependent on—and evolving to support—great teaching. They’ll also discuss new and national initiatives to prepare and credential faculty members to teach well so that, in plainspoken words from the American Academy of Arts and Sciences, “students learn more and fail less.”&lt;br&gt;<strong>David Brailow</strong>, Vice President for Development, The Council of Independent Colleges&lt;br&gt;<strong>Penny MacCormack</strong>, Chief Academic Officer, Association of College and University Educators&lt;br&gt;<strong>George L. Mehaffy</strong>, Vice President for Academic Leadership and Change, American Association of State Colleges and Universities&lt;br&gt;<strong>Ken O’Donnell</strong>, Associate Vice President, Student Success Program Integration and Assessment, California State University, Dominguez Hills&lt;br&gt;<strong>Beth Tankersley-Bankhead</strong>, Executive Director, KC Scholars Network</td>
<td>ALL</td>
<td>M1: George Washington University Room</td>
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<td>3:30–4:45 p.m.</td>
<td><strong>COMMISSION</strong>&lt;br&gt;Commission on Internationalization and Global Engagement</td>
<td>Invite</td>
<td>Mezzanine: Scarlet Oak Room</td>
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<td>3:30–4:45 p.m.</td>
<td><strong>COMMISSION</strong>&lt;br&gt;Commission on Education, Attainment, and Innovation</td>
<td>Invite</td>
<td>Mezzanine: Cherry Blossom Room</td>
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**DID YOU KNOW?**

ACE has produced over 200 amicus (friend of the court) briefs to support its member institutions and advocate on behalf of the entire higher education community on a range of issues.
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<td>4:00–4:30 p.m.</td>
<td><strong>FOCUS ZONE</strong>&lt;br&gt;Advance Equity, Improve Learning, and Boost Student Success by Partnering with the Nonprofit Gardner Institute  &lt;br&gt;&lt;br&gt;<em>Sponsor: John N. Gardner Institute for Excellence in Undergraduate Education</em></td>
<td><strong>ALL</strong></td>
<td><strong>M4: Supreme Court Room</strong></td>
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This session focuses on lessons learned and outcomes associated with the nonprofit Gardner Institute’s work helping colleges and universities create and subsequently implement strategic plans for student success. Particular emphasis will be placed on work that the Gardner Institute has done to transform teaching, learning, and success in the first year, with transfer experiences, in gateway courses, and at various stages of transition such as the sophomore/second year. The session is of great significance for administrators and faculty concerned with identifying and implementing evidence-based, contemporary, student success efforts that improve outcomes for all students—especially for students from underserved and underrepresented backgrounds.

*Betsy O. Barefoot*, Senior Scholar, John N. Gardner Institute for Excellence in Undergraduate Education  
*John N. Gardner*, Chair and Chief Executive Officer, John N. Gardner Institute for Excellence in Undergraduate Education  
*Andrew Koch*, President and Chief Operating Officer, John N. Gardner Institute for Excellence in Undergraduate Education

| 4:30–5:00 p.m. | **BOOK SIGNING**<br>*The New Education*, by Cathy N. Davidson  
In *The New Education*, Cathy N. Davidson reveals there is a desperate need for a revolution in higher education if we want our students to succeed in our age of precarious work and technological disruption. She profiles the profound educators who are remaking their classrooms by emphasizing creativity, collaboration, and adaptability over expertise in a single, often abstract discipline. *The New Education* ultimately shows how we can educate students not only to survive but also to thrive when challenges come their way. | **ALL**  | **M2: Foyer** |

| 5:00–6:15 p.m. | **PLENARY**<br>The Robert H. Atwell Plenary—Solving the Completion Puzzle: Leadership Counts  
*AWARD: ACE Council of Fellows/Fidelity Investments Mentor Award*  
*Sponsor: Fidelity Investments*  
*AWARD: ACE Council of Fellows/Fidelity Investments Mentor Award*  
*Sponsor: Fidelity Investments* | **ALL**  | **M2: Marquis Salons 5–6** |

| 6:15–7:15 p.m. | **RECEPTION**<br>ACE Connects Opening Reception  
*Sponsor: Fidelity Investments* | **ALL**  | **M4: Exhibit Hall** |

| 7:00–9:00 p.m. | **DINNER**<br>Latin American Delegation Dinner  
*Sponsor: Santander Universidades/Universia* | **Invite** | **M4: Archives Room** |
Clemson University has been ranked by U.S. News & World Report among the top-25 public universities in the nation for 10 straight years. To further the University’s goals of inclusive excellence, Clemson’s Office of Inclusion and Equity hosts the Clemson University Men of Color National Summit to close the achievement gap for African-American and Hispanic males by increasing the number of these students who finish high school and go on to college.

COMMITTED TO INCLUSIVE EXCELLENCE

2018 SUMMIT SPEAKERS:
Roland Martin • Serita Acker • Derrell Bradford • James Clark • Marco Clark • Brian Heat • Chris Howard • Roy Jones • Wes Moore • Steve Perry • Carlos Santiago • Damon Williams • Juan Williams

CLEMSON LEADING THE WAY
• Call Me MISTER® increases the pool of available teachers from a broader, more diverse background.
• The Charles H. Houston Center for the Study of the Black Experience in Education examines issues that impact the educational experiences of African-Americans.
• Clemson Career Workshop supports college readiness of high-achieving students from diverse populations.
• Emerging Scholars helps establish a college-going culture among students from the state’s economically disadvantaged areas.
• The Harvey and Lucinda Gantt Multicultural Center supports and advocates for all Clemson students’ needs while providing diverse and experiential learning opportunities.
• PEER/WISE provides collaborative experiences for underrepresented students and women in science and engineering.
• Tiger Alliance mentors and prepares African-American and Hispanic high school males for college entrance and success.

CLEMSON UNIVERSITY

April 12-13, 2018

The summit brings together approximately 2,000 high school and college students, business professionals, educators, government officials and community leaders from around the country.

clemson.edu/menofcolor

National Media Sponsor

INSIGHT Into Diversity

Clemson University is the 2017 recipient of the HEED award for demonstrating an outstanding commitment to diversity and inclusion.
Investing in the growth, sustainability, and internationalization of U.S. colleges and universities.

Shorelight partners with ambitious universities to drive institutional growth, create new sources of revenue, expand their global reach and profile, and help talented international students thrive, graduate, and become successful, globally minded alumni.

Thank you, ACE, for your leadership in higher education, celebrating the 100th Annual Meeting!

Please join our presentation on Sunday, March 11 at 2 p.m. in the Georgetown Conference Room.

www.shorelight.com

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BOLD IDEAS

challenge the status quo.

The Charles Koch Foundation supports thousands of scholars, professors, and students as they ask bold questions and remove barriers to better lives through education, free expression, criminal justice reform, and more.

charleskochfoundation.org
Happy 100th Anniversary ACE!

In honor of the Centennial, Oak Hall is offering $100 off a complete custom regalia outfit. Stop by booth 803 “the one with all the pretty regalia” to learn more.

*For regalia 100% Made in the USA, the label must read Oak Hall Cap and Gown*
BREAKFAST PLENARY
Facing History
Sponsor: Bill & Melinda Gates Foundation
Under the leadership of President Ruth Simmons, in 2006, Brown University (RI) released a landmark report from the Steering Committee on Slavery and Justice. The report documented the participation of some of Brown's founders and benefactors in the eighteenth-century Atlantic slave trade and presented recommendations on how to address this troubling legacy. Simmons’ pioneering effort encouraged other colleges and universities to undertake similar projects and to discover and reveal histories of injustice and the complex political, legal, and moral issues that emerge. A decade later, President John J. DeGioia of Georgetown University (DC) followed suit, releasing a 2016 report from the university’s Working Group on Slavery, Memory, and Reconciliation. Such examination by these and other institutions creates a unique opportunity for higher education to confront the past in an effort to better our future. During this session, Simmons and DeGioia will reflect on the role of historical legacies of injustice on the modern day fulfillment of higher education’s mission.

AWARD: Reginald Wilson Diversity Leadership Award
John J. DeGioia, President, Georgetown University (DC)
Judy C. Miner, President, Foothill-De Anza Community College District (CA)
Ruth J. Simmons, President, Prairie View A&M University (TX)

EXHIBIT HALL
Mid-morning Energizer
Sponsor: Ruffalo Noel Levitz

ACE Networking Lounge
Sponsor: Charles Koch Foundation

FOCUS ZONE
The Emerging Discipline of Student Success Management
Sponsor: EAB
Why is the pace of progress so slow? After a decade of intense investment, national graduation rates have increased just two points, while time to degree and career placement continue to lag. Yet some institutions are improving much faster than others by adopting a managerial mindset centered on real-time process metrics—such as registrations, advising contacts, and early alerts—that roll up to their broader institutional student success goals.

Based in EAB best practice research, this session will explore how progressive institutions are organizing staff, leveraging technology, and operationalizing real-time data to accelerate their student success efforts. These practices enable institutions to make progress in weeks and months, not years. Taken together, they represent the advent of a new discipline in higher education: student success management.

Ed Venit, Managing Director, EAB
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| 10:15–11:30 a.m. | MEETING  
ACE Council of Fellows Annual Business Meeting                  | Invite    | M3: Union Station Room |
| 10:15–10:45 a.m. | FOCUS ZONE  
Giving Back Through the Workplace: Understanding Workplace Giving Programs  
**Sponsor: Fidelity Investments**  
Charitable giving in the U.S. grew by nearly $400 billion in 2017. It is event driven, and the act of donating is moving online. Research indicates that employees are very interested in these types of programs through their employer. However, the marketplace for programs is complex, and it is difficult to sort through what program will best meet your employees’ needs. This session will provide background on the marketplace, considerations, and how programs are using technology to make administration easier for both HR and employees.  
**Grant Kaley**, Vice President, Program Management, Fidelity Investments | ALL       | M4: Monument Room |
| 10:30–11:45 a.m. | PARTNER SESSION  
How Data, Collaboration, and Partnership Drove Enrollment Gains at Wyoming  
**Sponsor: Huron**  
Within just one academic year, the University of Wyoming began the transformation of its student enrollment management (SEM) process, yielding a larger and better-prepared freshman class. This session will share insights into how the institution achieved its quick wins, while laying the groundwork for sustainable success. University of Wyoming and Huron presenters will discuss how they co-created a five-year SEM plan designed to increase the size of incoming undergraduate cohorts, as well as improve University of Wyoming’s student retention and graduation rates for all undergraduates. The inaugural results of the first freshman admissions cycle proved promising: an enrollment increase of 13 percent, a yield increase from 32 percent to 42 percent, and the average ACT of the entering class rising by one-half point. Learn how the partners developed data-informed initiatives, mapped these initiatives against University of Wyoming’s ongoing strategic planning process, and engaged constituents across campus in a collaborative effort to transform recruitment and retention.  
**Rosemaria Martinelli**, Senior Director, Huron Consulting Group  
**Kate Miller**, Provost and Vice President for Academic Affairs, University of Wyoming | ALL       | M3: Chinatown Room |

**DID YOU KNOW?**

ACE’s College Is Possible campaign in 1999 aimed to bring awareness to the variety of scholarships, low-interest loans, and grants available to students of all academic and financial backgrounds.
### 10:30–11:45 a.m.  CONCURRENT

**Our Campuses and the Office of Civil Rights: Sexual Misconduct and the Promise of Title IX**

*Hosted by: National Association of College and University Attorneys*

With a particular focus on Title IX, this session will address the historical, current, and ongoing roles of campuses and the Office of Civil Rights in preventing and responding to sexual misconduct, recognizing the ultimate goal of eradicating sexual misconduct from the campus experience, and the importance of all constituencies having trust and confidence in how a campus attends to challenging issues and situations.

- **Jonathan R. Alger**, President, James Madison University (VA)
- **Pamela J. Bernard**, Vice President and General Counsel, Duke University (NC)
- **Candice E. Jackson**, Acting Assistant Secretary for Civil Rights and Deputy Assistant Secretary for Strategic Operations and Outreach, Office for Civil Rights, U.S. Department of Education
- **Michele Minter**, Vice Provost for Institutional Equity and Diversity, Princeton University (NJ)

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### 10:45–11:15 a.m.  FOCUS ZONE

**Strategically Building a Degree Portfolio That Leverages Data to Increase Enrollment**

*Sponsor: Wiley Education Services*

At many universities, program development begins by evaluating similar in-demand programs. The risk with this approach is saturation and duplication with competitor programs. At Wiley Education Services we partner with universities using our proprietary Strategic Portfolio Development (SPD) approach, which identifies unique and scalable opportunities across diverse audiences for a variety of programs and modalities. SPD is a methodology by which strategic and scalable programs are identified for growth. These degree offerings leverage the unique strengths of the institution to meet market demands. By implementing this approach, our partners attract a larger section of the market to their program offerings, maximize resources, quickly increase high market demand programs offered, and ultimately grow a more robust and lasting market presence with minimal impact on resources or additional investment. This session will provide an overview of SPD and highlight how it is empowering our partners with tools to plan, develop, launch, and grow successful programs.

- **David Capranos**, Market Research and Strategy Department Manager, Wiley Education Services
- **Polly J. Smith**, Associate Provost for Online Learning and Vice President for Online and Extended Studies, Utica College (NY)
### MONDAY, MARCH 12, 2018

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<td>10:30–11:45 a.m.</td>
<td><strong>CONCURRENT</strong> Harmonizing Interests in Campus Inclusion and Free Expression: Perspectives and Policy Recommendations</td>
<td><strong>ALL</strong></td>
<td>M2: Marquis Salons 12–13</td>
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<td>Tensions surrounding diversity, inclusion, and freedom of expression remain incredibly high on college and university campuses, with each week bringing new and highly visible conflicts. Caught in the crosshairs are university leaders who want to do right by the First Amendment and their communities. This session will provide a space to unpack these tensions, offering actionable solutions to both crises and everyday conflicts. A moderated discussion will address legal underpinnings, preparing for and responding to campus incidents, and steps needed to create inclusive environments. Newly released polling data commissioned by the John S. and James L. Knight Foundation on student attitudes towards the First Amendment will also be shared.</td>
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<td><strong>Trae Byrd</strong>, Vice President for Legal Affairs and Human Resources and General Counsel, Towson University (MD)</td>
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<td><strong>Art Coleman</strong>, Managing Director and Co-founder, EducationCounsel</td>
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<td><strong>Kevin McDonald</strong>, Chief Diversity, Equity, and Inclusion Officer, University of Missouri</td>
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<td><strong>ALL</strong> M2: Marquis Salons 12–13</td>
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<td>10:30–11:45 a.m.</td>
<td><strong>CONCURRENT</strong>&lt;br&gt;Student Success, Attainment, and Equity: International Lessons</td>
<td><strong>ALL</strong></td>
<td>M3: Shaw and LeDroit Park Rooms</td>
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</table>

**Sponsor: Lumina Foundation**

American colleges and universities operate today as part of a global higher education ecosystem, with students, faculty, and ideas more mobile than ever. The challenges institutional leaders face for improving teaching and learning, strengthening student support, and increasing the rate of degree completion also transcend borders. What can U.S. and global higher education leaders learn from one another about helping all students succeed? ACE is engaged with Lumina Foundation in a two-year initiative to form a global learning community that is exploring this topic in-depth through research, global and regional meetings, and information exchange. Leading higher education experts from three countries will compare innovative policies and programs shown to improve rates of success and degree attainment, particularly among traditionally underserved student populations.

- **Marta Losada Falk**, President, Universidad Antonio Nariño (Colombia)
- **Paul J. LeBlanc**, President, Southern New Hampshire University
- **Fernando León-García**, President, CETYS University (Mexico)
- **Ralph Nilson**, President and Vice-Chancellor, Vancouver Island University (Canada)

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**Visit Booth 1203 to find out how you can serve today’s learners!**

Hear from our partners about pathways to postsecondary credentials:

- **The University of Memphis (TN) and Saylor Academy**: Finish Line Program
- **Montgomery College (MD)**: Credit for prior learning pathways
- **GED Testing Service and GEDWorks™**: College collaborations and employer partnerships
- **Statistics.com and Thomas Edison State University (NJ)**: BS in data science analytics
- **Faculty evaluators on the ACE review process**: Military, corporate, and workforce training

**Center for Education Attainment and Innovation**

www.acenet.edu/CEAI
### TIME  
**EVENT**  | OPEN TO | LOCATION
--- | --- | ---
Noon–1:30 p.m.  | LUNCHEON PLENARY  
A 50-Year Experiment: The Evolution of Higher Education and American Society  
Sponsor: TIAA  
AWARD: TIAA Institute Theodore M. Hesburgh Award for Leadership Excellence  
AWARD: ACE Lifetime Achievement Award  
Freeman A. Hrabowski III, President, University of Maryland, Baltimore County  | ALL | M2: Marquis Salons 5–6

1:30–2:30 p.m.  | EXHIBIT HALL  
Ice Cream Social  
Sponsor: Greenwood Asher & Associates  | ALL | M4: Independence and Liberty

1:45–2:15 p.m.  | FOCUS ZONE  
A Data-Driven View of Portfolio Management  
Sponsor: Huron  
Holistic academic planning is gaining in prominence as a best practice at future-facing institutions. Financial pressures, including tuition dependency, declining government funding, and mounting costs of technology and services, demand strategic budgeting. At the same time, student characteristics and market interests in degrees and programs are evolving rapidly. Top institutions integrate evidence-based understanding of the impact of all these factors—as well as institutional mission and competitive position—in devising an academic strategy built for long-term sustainability. This requires an understanding of the cost of each academic activity, and thinking in terms of a portfolio of offerings. This session will provide best practices for approaching portfolio management and will arm leaders with ideas to help them better address budgetary constraints and improve resource allocation. Participants will emerge with a better understanding of how to calculate the true cost to implement new and existing programs and to assess their profitability.  
Lauren Halloran, Director, Huron Consulting Group  | ALL | M4: Supreme Court Room

### DID YOU KNOW?  
In response to the 1972 passage of Title IX, ACE created the Office of Women in Higher Education to assist members with compliance and increase women’s participation at all levels of higher education. Today, the ACE Women’s Network continues that mission.
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<td>2:30–3:45 p.m.</td>
<td><strong>CONCURRENT</strong>&lt;br&gt;Generations of Women Leaders in the Academy&lt;br&gt;&lt;br&gt;<em>Sponsor: Greenwood Asher &amp; Associates</em>&lt;br&gt;The number of women in higher education administrative positions has grown significantly over the past several decades. Over that same time period, we have seen an evolution in societal perspectives on social norms, attitudes, and roles around gender. This session is designed to share insights into the lived experiences and leadership perspectives of women from various generations and at different career stages within the academy. With representation from multiple generations, panelists will share their perspectives on women’s leadership and discuss how various experiences have shaped their career plans and paths and leadership approach. This session will ultimately be a conversation on the ways in which changes in societal norms over time have had a role in the lives of women in the academy.&lt;br&gt;&lt;br&gt;<em>Mamta Accapadi,</em> Vice President for Student Affairs, Rollins College (FL)&lt;br&gt;<em>Teresa M. Boyer,</em> Founding Director of the Anne Welsh McNulty Institute for Women’s Leadership, Villanova University (PA)&lt;br&gt;<em>Felecia Commodore,</em> Assistant Professor, Educational Foundations and Leadership, Old Dominion University (VA)&lt;br&gt;<em>Patricia A. McGuire,</em> President, Trinity Washington University (DC)&lt;br&gt;<em>Lynn Pasquerella,</em> President, Association of American Colleges and Universities</td>
<td><strong>ALL</strong></td>
<td>M2: Marquis Salons 1–2</td>
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<tr>
<td>2:30–3:45 p.m.</td>
<td><strong>CONCURRENT</strong>&lt;br&gt;ACE and the Global Engagement of Higher Education: Learning from the Past to Navigate the Future&lt;br&gt;ACE was founded as a response to international conflict, and it has prioritized global engagement throughout its history. As the United States struggles with fundamental questions about its future role as a world leader, ACE’s centennial year is the ideal time to ask whether our historical experience can be a guide for the future. The session will start with a review of broad historic trends in international higher education, focusing on shifting political and economic forces. We will then turn to the experience of institutions and hear leadership perspectives from the United States and Canada. We will conclude with an open discussion of how we can address some of the challenges facing international education today, including public skepticism over the value of internationalization and global engagement.&lt;br&gt;&lt;br&gt;<em>Gretchen M. Bataille,</em> Senior Academic Advisor, Navitas&lt;br&gt;<em>Sylvia M. Jenkins,</em> President, Moraine Valley Community College (IL)&lt;br&gt;<em>Patti McGill Peterson,</em> Senior Fellow, Center for Internationalization and Global Engagement, ACE&lt;br&gt;<em>Tim Rahilly,</em> Vice Provost and Associate Vice President, Students and International, Simon Fraser University (Canada)</td>
<td><strong>ALL</strong></td>
<td>M2: Marquis Salons 3–4</td>
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Philadelphia Marriott Downtown
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<tr>
<td>2:30–3:45 p.m.</td>
<td>CONCURRENT</td>
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<td>Enabling the Data-Informed CEO</td>
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**Sponsor:** Western Governors University  

The amount of data is growing at a faster rate than any previous time in history. So too is the imperative for colleges and universities to use it ethically and effectively at the intersection of student success and sustainability. College presidents must lead the charge in nurturing a campus wide culture of data-informed decision making. Yet, something is missing. While the broader higher education community has awoken to the importance of data informed decision making, the day-to-day pressures and time constraints placed on presidents that make it difficult to become a data-enabled executive. Drawing on the wisdom of and experiences of presidents who have committed to building smarter campuses, this session will unpack the opportunities and challenges facing them in their work to harness the analytics revolution.

**Mark P. Becker,** President, Georgia State University  
**José Luis Cruz,** President, Lehman College of The City University of New York  
**Jonathan S. Gagliardi,** Associate Director, Center for Policy Research and Strategy, ACE  
**Christine M. Keller,** Executive Director, Association for Institutional Research  
**Scott D. Pulsipher,** President, Western Governors University (UT)

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<td>2:30–3:45 p.m.</td>
<td>CONCURRENT</td>
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<td>Strengthening Transfer Pathways to Improve Student Success</td>
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The best laid plans of many of the nation’s undergraduates too often go awry. While about 80 percent of first-time community college students plan to earn a bachelor’s degree, only 13 percent go on to complete one. In the past, the blame for this lack of success would have been placed squarely on the shoulders of the student. More recently, however, college leaders and policymakers have begun to realize that this may be more indicative of flaws embedded within and between America’s colleges and universities. To overcome these flaws, both two- and four-year institutions must work to better facilitate transfer and increase degree completion rates. In this session, a panel of researchers and senior college and university leaders will highlight some of the major barriers facing transfer students, discuss research on promising practices, and share some of their experiences implementing institutional and system-wide transfer policies and practices.

**John Fink,** Research Associate, Community College Research Center Teachers College, Columbia University  
**Alexandra W. Logue,** Research Professor, City University of New York Graduate Center  
**Christopher Mullin,** Director, Strong Start to Finish  
FOCUS ZONE
Using Analytics to Reach the Right Students with Precision to Raise Retention and Graduation Rates and Unlock Performance-Based Funding

This session will explain how the University of South Florida (USF) implemented a Student Success Platform bringing people, processes, and technology together to use analytics to identify and reach at-risk students with more precision. This work has raised the first-year retention rate to 90.02 percent—the highest in USF history, and pushed the six-year graduation rate to nearly 70 percent, potentially unlocking millions in state performance-based funding.

Paul Dosal, Vice President for Student Affairs and Student Success, University of South Florida

CONCURRENT
Federal Relations Session

The Trump administration and the Republican-controlled Congress pushed forward a number of proposals over the past year that created a complex and challenging public policy environment for higher education: immigration actions such as the travel ban and the rescission of the Obama administration's Deferred Action for Childhood Arrivals policy; a new approach to Title IX regulations; the White House's proposed budget cuts to student financial aid and research funding; and an ambitious overhaul of the tax code. This session will take a look at where higher education stands today and explore what campus leaders can expect from federal policymakers in the coming year.

Terry W. Hartle, Senior Vice President for Government Relations and Public Affairs, ACE

DID YOU KNOW?
The American College President Study has been conducted by ACE since 1986. The most recent edition was released in June 2017.
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ACT’s Center for Equity in Learning is proud to work alongside the American Council on Education (ACE). We support ACE’s American College Application Campaign, which is increasing the number of students who apply to college, and strengthening the high school-to-higher education pipeline. Our efforts aim to help all students succeed in education, the workplace, and in the global economy.

Stepping Up To The Challenge

The Center is proud to be part of this outstanding effort and work alongside such a strong and committed partner.

www.equityinlearning.act.org
@ACTEquity
ACE’s Center for Internationalization and Global Engagement

CONGRATULATES

Internationalization Laboratory Cohort #14 as they complete the program this spring.

We wish you continued success with your internationalization efforts, and look forward to further collaboration.

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Lehigh University (PA)
Loyola University Maryland
Missouri University of Science & Technology
Mount Saint Mary’s University (CA)

Northeast Ohio Medical University
Old Dominion University (VA)
Southeast Missouri State University
Universidad Antonio Nariño (Colombia)
University of Nebraska Omaha

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<td>7:00–8:00 a.m.</td>
<td>BREAKFAST</td>
<td>ALL</td>
<td>M2: Marquis Salons 5–6</td>
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<td>ACE Networking Breakfast</td>
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<td>8:15–9:30 a.m.</td>
<td>CONCURRENT Higher Ed and the High Court</td>
<td>ALL</td>
<td>M2: Marquis Salon 3–4</td>
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<td>Sponsor: Mintz, Levin, Cohn, Ferris, Glovsky and Popeo P.C.</td>
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<td>In profound ways, the judiciary shapes the higher education landscape. In recognition of this, ACE has submitted more than 200 amicus briefs over the years in cases of broad significance. This session will focus, in particular, on the U.S. Supreme Court’s impact on higher education.</td>
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<td>Judith Areen, Executive Director and CEO, Association of American Law Schools</td>
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<td>Peter McDonough, Vice President and General Counsel, ACE</td>
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<td>Lori Alvino McGill, Partner, Wilkinson Walsh + Eskovitz</td>
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<td>Martin Michaelson, Partner, Hogan Lovells</td>
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<td>8:15–9:30 a.m.</td>
<td>CONCURRENT Adults and the Learning Economy: How Colleges Can Redesign for Post-traditional Student Success</td>
<td>ALL</td>
<td>M2: Marquis Salons 12–13</td>
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<td>The complex lives of adults pursuing postsecondary education are increasingly being understood as pivot points in the redesign of colleges and universities. The emergence of real learning ecosystems that support human capital development for the working age population is catalyzing change. This ecosystemic view has implications for finance, learning outcomes, and how learning workplaces and communities are being connected to formal higher education. In this session, thought leaders will unpack adults’ learning journeys and the ecosystems they travel to life success.</td>
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<td>Goldie Blumenstyk, Senior Writer, The Chronicle of Higher Education</td>
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<td>Martha Kanter, Executive Director, College Promise Campaign, Senior Fellow, Steinhardt Institute for Higher Education Policy, New York University</td>
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<td>Jane Oates, Executive Committee Member, Working Nation</td>
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<td>Julie Peller, Executive Director, Higher Learning Advocates</td>
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<td>8:15–9:30 a.m.</td>
<td>CONCURRENT The Chronicle of Higher Education: Trends Report</td>
<td>ALL</td>
<td>M2: Marquis Salons 1–2</td>
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<td>In a fast-changing and ever-evolving higher education landscape, it can be a fraught process to predict what’s next for college campuses. In this session, editors and reporters from The Chronicle of Higher Education will unveil and discuss the publication’s 2018 Trends Report, outlining 10 key shifts in higher education and offering case studies, commentary, and other resources to help college and university leaders assess what’s happening on their own campus and chart a course for taking action.</td>
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<td>Liz McMillen, Editor, The Chronicle of Higher Education</td>
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<td>Carolyn Mooney, Senior Editor, The Chronicle of Higher Education</td>
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<td>8:15–9:30 a.m.</td>
<td><strong>CONCURRENT</strong></td>
<td>ALL</td>
<td>M2: Marquis Salons 7–10</td>
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<td>Public Policy Pop-Up</td>
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<td>During this pop-up session, ACE Senior Vice President Terry W. Hartle and Purdue University President Mitchell E. Daniels Jr., a former two-term governor of Indiana and director of the White House Office of Management and Budget under President George W. Bush, will explore some of the most pressing issues of the day and how they are impacting higher education.</td>
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<td><em>Mitchell E. Daniels Jr.</em>, President, Purdue University (IN)</td>
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<td><em>Terry W. Hartle</em>, Senior Vice President for Government and Public Affairs, ACE</td>
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<td>9:30–9:45 a.m.</td>
<td><strong>BREAK</strong></td>
<td>ALL</td>
<td>M2: Marquis Ballroom Foyer</td>
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<td>Coffee Break</td>
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<td>9:45–11:00 a.m.</td>
<td><strong>CLOSING PLENARY</strong></td>
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<td>M2: Marquis Salons 5–6</td>
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<td>Free Speech on Campus: What Students Think and How We Respond</td>
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<td><em>Sponsor: ACT</em></td>
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<td>Over the past three years, campus leaders have seen an escalation of tensions around the First Amendment, attempting to manage the often competing goals of encouraging an open exchange of ideas while making sure all students feel respected and welcome. Important to these efforts is understanding just how college students view and exercise their First Amendment rights. A landmark poll conducted by the John S. and James L. Knight Foundation in 2016 provided a window into student beliefs, attitudes, and behaviors. The 2018 poll finds dramatic shifts in how students perceive First Amendment freedoms, and explores significant new ground in how students understand the relationship between values of free expression and values of diversity and inclusion. Join us for a closing plenary to unpack these new findings and talk about what they mean for campuses now and in the future.</td>
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<td><em>AWARD: ACE Student of the Year Award</em></td>
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<td><em>Sylvia M. Burwell</em>, President, American University (DC)</td>
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<td><em>Brandon Busteed</em>, Executive Director, Education and Workforce Development, Gallup</td>
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<td><em>Lorelle L. Espinosa</em>, Assistant Vice President, Policy Research and Strategy, ACE</td>
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<td><em>Steven L. Isenberg</em>, Former Publisher, New York Newsday; Chairman Emeritus and Former Interim President, Adelphi University (NY)</td>
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<td><em>Maxwell Little</em>, Student Activist, Concerned Student 1950</td>
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<td><em>Becky Petitt</em>, Vice Chancellor for Equity, Diversity and Inclusion, University of California, San Diego</td>
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**DID YOU KNOW?**

The first official listing of accredited higher education institutions was published by ACE in 1920.
In 2017, Philadelphia University and Thomas Jefferson University officially merged, turning heads across higher education. At a time when the category is increasingly under fire for not providing sufficient return for students, the story became about eclipsing the industry and identifying the exponential value that sits within a new university model focused on professional education.

In this session, Stephen Spinelli, Jr., PhD, Chancellor of the new Jefferson, and branding partner John Campanella, CEO of 160over90, share how Jefferson is ‘redefining humanly possible’ and impress the urgency to redefine the higher education value proposition at large.

Sunday
March 11th
9:45—11AM

Georgetown Room
Session location may be subject to change

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www.iaup.org

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Jenzabar
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Liaison
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www.liaisonedu.com

Lumina Foundation
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Indianapolis, IN 46204
www.luminafoundation.org

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www.mintz.com

National Collegiate Athletic Association
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Washington, DC 20036
www.ncaa.org

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www.registryinterim.com

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reupeducation.com

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Cedar Rapids, IA 52404
www.ruffalonl.com

Santander Universidades/Universia
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www.santanderuniversidades.com.mx
www.universia.net.en

Shorelight Education
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https://shorelight.com

The Steve Fund
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www.stevefund.org

TIAA
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Charlotte, NC 28262
www.tiaa.org

Western Governors University
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Wiley Education Services
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To view these and other publications from CPRS, visit www.acenet.edu/cprs.

**The Data-Enabled Executive:**
Using Analytics for Student Success and Sustainability

This paper highlights what college and university leaders need to be better equipped to handle the opportunities and challenges that result from efforts to implement data analytics to spur student success.

**The Post-traditional Learners Manifesto Revisited:**
Aligning Postsecondary Education with Real Life for Adult Student Success

This report digs deeper into the identities and needs of twenty-first century postsecondary students and offers recommendations to guide institutions, researchers, and policymakers in their efforts to increase degree completion among them.

**Pulling Back the Curtain:**
Enrollment and Outcomes at Minority Serving Institutions

The analysis in this first-of-its-kind report uses data from the National Student Clearinghouse to examine how students who started college at a minority serving institution in 2007 moved through higher education.

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