THE TRANSFORMATION CONTINUUM: STUDENT | INSTITUTION COMMUNITY | WORLD

#WinterAcademicAffairs

AASCU 2020 ACADEMIC AFFAIRS WINTER MEETING

FEBRUARY 6–8, 2020 NEW ORLEANS, LOUISIANA

PROGRAM
Wednesday, February 5

The activities on Wednesday are all by invitation only.

2:30 p.m. – 5:00 p.m.
*La Salle Pre-Function Registration*

3:00 p.m. – 5:30 p.m.
*Algiers Pre-Conference Workshop*

- **AASCU's Frontier Set**
  The six Frontier Set institutions will come together to accelerate transformation efforts through process mapping as a way to build capacity in continuous quality improvement strategies. Participants will explore their campuses’ perspectives on quality, how their campuses are performing in relation to student success, ways to perform better and measure student success outcomes, and the benefits related to the scale of improvements.

- **Pilot Cohort—Student Success Academy #2**
  During this Student Success Academy, AASCU's Center for Student Success will work with a pilot cohort of institutions to refine supports for a new series of cohorts open to all AASCU members, scheduled to be launched in the summer of 2020. Participants will discuss self-identified student success priorities, challenges, and opportunities to overcome those challenges.

5:30 p.m. – 7:30 p.m.
*Algiers Student Success and Frontier Set Joint Reception and Dinner*

Thursday, February 6

7:00 a.m. – 5:00 p.m.
*La Salle Pre-Function Registration*

7:00 a.m. – 8:15 a.m.
*Le Salon General Attendee Breakfast*

7:00 a.m. – 8:15 a.m.
*Algiers Foyer Student Success and Frontier Set Joint Breakfast*
8:00 a.m. – 2:45 p.m.

**Pre-Conference Workshops (By invitation only)**

- **Algiers AB**
  
  **AASCU’s Frontier Set**
  
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- **Frenchmen I**
  
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8:00 a.m. – 4:00 p.m.

**Acadian I**

**JSU CORE Pre-Conference Meeting (By invitation only)**

10:00 a.m. – 12:00 p.m.

**Pelican I**

**Rural-Serving Institutions Pre-Conference Meeting**

AASCU is committed to providing a space for our rural-serving institutions to speak openly about the challenges, opportunities and promising practices on their campuses. Given it is an election year, preparing our students with the knowledge, skills and experiences to be informed and engaged citizens is top of mind. Learn how rural institutions can utilize AASCU’s American Democracy Project programming in what is sure to be an exciting and challenging campaign year.

**Facilitator:**  **Felice Nudelman**, Executive Director, American Democracy Project, AASCU

10:00 a.m. – 1:00 p.m.

**Meet in La Salle Pre-Function**

**New Orleans Architecture Tour**

This three-hour private bus tour will transport you through several neighborhoods while sharing the history of this amazing city through the lens of its beautiful buildings. Neighborhoods include the French Quarter, Warehouse District, Lower Garden District, Uptown, Marigny, Bywater and Esplanade Ridge.

Price: $70 per person
12:00 p.m. – 5:30 p.m.
La Salle Pre-Function, Le Salon

**Sponsor Exhibits**

Visiting the sponsor area is a great opportunity for members to become better acquainted with a wide array of educational suppliers who offer solutions to AASCU leaders and institutions. Sponsors are available to answer questions, demonstrate products and services, and consult with conference attendees. Sponsors will be on hand informally throughout the day.

12:15 p.m. – 1:00 p.m.
Frenchmen and Algiers Foyers

**Student Success and Frontier Set Joint Working Lunch**

2:45 p.m. – 3:45 p.m.
Poydras

**Focus Group: Conversations in Student Success (By invitation only)**
To better support our members, AASCU is hosting a series of conversations on student success. These invite-only conversations, led by consulting firm Matter + Form, will help AASCU understand how to support members with their student success goals and challenges on campus.

2:45 p.m. – 3:45 p.m.
Tremé

**First-Time and New Member Attendee Welcome Reception: Getting the Most From Your AASCU Membership**

Enjoy light refreshments during this overview of the many programs and services available to AASCU members. Learn how provosts and other academic leaders can engage with AASCU, including in areas such as civic engagement, international education, student success and teacher education. Additionally, the session will cover AASCU’s leadership development opportunities; its Grants Resource Center, which provides guidance on securing new funding; and how AASCU can help you achieve your goals. There will also be an opportunity for members to network.

Speaker: **Terry Brown**, Vice President, Academic Innovation and Transformation, AASCU

4:00 p.m. – 5:30 p.m.
La Salle Ballroom AB

**Opening Plenary – College Behind Bars**

Filmmaker Lynn Novick discusses her four-part documentary series about a small group of incarcerated men and women struggling to earn college degrees and turn their lives around in one of the most academically rigorous and effective prison education programs in the U.S.—the Bard Prison Initiative (BPI). The film reveals the transformative power of higher education and poses urgent questions for a country that has the highest incarceration rate in the world: What is prison for? Who has access to educational opportunity? Who among us is capable of academic excellence? How can we have justice without redemption? The filmmaker is joined by an alumnus of the BPI program.
Welcome: Mildred García, President, AASCU
Introduction: Terry Brown, Vice President, Academic Innovation and Transformation, AASCU
Speakers: Lynn Novick, Emmy and Peabody Award-Winning Documentary Filmmaker
Dyjuan Tatro, Government Affairs Associate, Bard Prison Initiative

Support provided by Canvas

5:30 p.m. – 6:30 p.m.
Tremé and Marigny Atrium
Opening Reception and Poster Session
Poster session presentations:

• A Modest Proposal for Enhancing Success of First-Year Students (and Others)
  AASCU institutions are working to improve retention and rates for first-year students and success rates for all students using strategies such as implementing ideas from sister institutions, collaborating more closely with counterparts from across campus, and improving advising and other routine interactions with students. This poster will present an additional approach that has not been widely discussed or attempted: creating and maintaining a sense of “community” within the individual academic disciplines, using curricular and discipline-specific cultural means. Based on anecdotal and quantitative evidence, this proposal will outline an idea that could pay dividends at any institution in terms of retention and persistence to degrees.
  Presenter: Richard Berry, Professor of Music, Stephen F. Austin State University (Texas)

• Bridging the Gap: Building Partnerships Between University Divisions to Strengthen Retention
  Colleges and universities have long prided themselves on their selectivity. Over the last decade, however, more schools are rethinking this position and ensuring students have the support they need to succeed. Stockton University (N.J.) just finalized a new retention plan to improve third-semester retention rates, as well as four- and six-year graduation rates. While the university’s current retention is higher than both the state and national averages, this process revealed important differences when data are disaggregated by race/ethnicity and gender. Such trends are important to identify and ameliorate early, as the university also has an institutional goal to continue diversifying the student body.
  Presenter: Michelle McDonald, Associate Vice President for Academic Affairs and Chief Officer for Academic Programming, Atlantic City, Stockton University (N.J.)

• Building a Campus Culture of Literacy: What Faculty, Staff and Administrators Can Do
  Historically, college-level writing has been addressed via the General Education curriculum and treated as a skills course rather than a breadth course. However, recent efforts to replace extended developmental class sequences with corequisite and stretch models of first-year writing are offering institutions an opportunity to rethink what college writing should teach and what we can expect it to accomplish. This poster presentation draws on scholarship and research in writing studies to suggest what a richer understanding of literacy might look like and how we can develop more robust cultures of literacy on our campuses.
Presenter: **Mary Boland**, Writing Program Director, College of Staten Island, City University of New York

- **Examining Institutional Players for Transformative Change**
  AASCU proposes that few institutions have realized the transformation necessary to meet our students’ and global needs. Session presenters extend this argument, pulling apart the institutional players involved in real examples of attempted campus-wide transformative change. Presenters share examples that highlight potential barriers to transformative change and consider new approaches to age-old problems.

  Presenters: **Sharman Adams**, Dean, College of Education and Behavioral Sciences, Black Hills State University (S.D.)
  **Chris Crawford**, Provost and Vice President for Academic Affairs, Black Hills State University (S.D.)

- **Setting a Wildly Important Goal to Increase Retention: 4DX at Winthrop University**
  This presentation will discuss using the Franklin Covey model of the Four Disciplines of Execution to achieve a goal of increased student retention, setting lead measures (versus lag measures) to enhance the likelihood of successfully achieving the “wildly important goal,” and coordinating student success efforts across divisions. The session would be suited for faculty, staff and administrators considering institution-wide efforts to increase retention.

  Presenter: **Adrienne McCormick**, Provost and Executive Vice President for Academic Affairs, Winthrop University (S.C.)

6:30 p.m. – 8:00 p.m.
*Storyville*
**Transformation Advisory Group Dinner (By invitation only)**

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**Friday, February 7**

7:00 a.m. – 8:00 a.m.
*Algiers C*
**Breakfast Meeting With Plenary Speakers Archie P. Cubarrubia and Patrick Methvin (By invitation only)**

7:30 a.m. – 8:45 a.m.
**Breakfast Focus Groups (By invitation only)**

- **Pelican I**
  **Conversations in Student Success Focus Group**
  To better support our members, AASCU is hosting a series of conversations on student success. These invite-only conversations, led by consulting firm Matter + Form, will help AASCU understand how to support members with their student success goals and challenges on campus.
• Acadian II
  Tracking and Utilizing Critical Engagement Data: Institutional Goals, Collaboratory Contributions

7:30 a.m. – 8:45 a.m.
Acadian I
Breakfast for Women Provosts

7:30 a.m. – 8:45 a.m.
Le Salon
General Attendee Breakfast

7:30 a.m. – 3:00 p.m.
La Salle Pre-Function
Registration

7:30 a.m. – 5:30 p.m.
La Salle Pre-Function, Le Salon
Sponsor Exhibits

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9:00 a.m. – 10:15 a.m.
La Salle Ballroom AB
General Session - Scaling Institutional Transformation for Equitable Student Success

Join us for a conversation with Archie P. Cubarrubia and Patrick Methvin from the Bill & Melinda Gates Foundation to explore how campuses are transforming themselves to achieve more equitable outcomes for students and share reflections about AASCU’s work to accelerate institutional transformation at scale.

Opening Remarks:  Terry Brown, Vice President, Academic Innovation and Transformation, AASCU

Introduction:  Peter O. Nwosu, Provost and Senior Vice President for Academic Affairs and Student Success, Lehman College, CUNY

Speakers:  Patrick Methvin, Director of Postsecondary Success, Bill & Melinda Gates Foundation
         Archie P. Cubarrubia, Deputy Director, Institutional Transformation, Bill & Melinda Gates Foundation

9:00 a.m. – 4:00 p.m.
Storyville
Grants Resource Center Private Consultations
AASCU’s Grants Resource Center (GRC) provides a range of tools, services, expertise and hands-on
support to make your faculty and staff more competitive in pursuing funding and to ensure your institution stays on top of external funding opportunities and trends. Reserve a consultation to learn how GRC can help your campus in this challenging and rapidly changing funding environment.

10:15 a.m. – 10:30 a.m.
La Salle Pre-Function Break

10:30 a.m. – 11:20 a.m.
Concurrent Sessions

• Algiers AB
Aquí Para Ti (Here for You): Differentiated Advising for Retention and Timely Progress to Degree
Presenters from the University of Texas Rio Grande Valley will discuss the institution’s differentiated advising model that addresses the needs of student subgroups to increase progress to degree. The new model fosters a strong working relationship with faculty and leadership in the colleges to ensure that students are receiving the best information and guidance possible for their specific programs of study and career aspirations. The presenting institution participates in the Frontier Set, funded by the Bill & Melinda Gates Foundation.

Presenters:  Luzelma Canales, Senior Associate Vice President for Student Success, The University of Texas Rio Grande Valley
Jonikka Charlton, Associate Vice President for Student Academic Success and Dean of the University College, The University of Texas Rio Grande Valley
Emilia Saqui-Trevino, Financial Manager, Office of Student Success, The University of Texas Rio Grande Valley

Theme/Topic:  Academic planning

• Acadian
Creating a Campus-Wide Culture for Student Success Transformation
This session explores a decade of institutional efforts to improve student success with a focus on creating a campus culture and readiness needed for student success transformation to occur. It will showcase institutional efforts related to student success, aligning student success efforts to strategic planning and engaging stakeholders in the student success journey at a regional, public, rural four-year institution. The presenting institution participates in the Frontier Set, funded by the Bill & Melinda Gates Foundation.

Presenters:  Allison Hoffmann, Director, Academic Success and Retention, Northwest Missouri State University
Jamie Hooyman, Provost, Northwest Missouri State University
John Jasinski, President, Northwest Missouri State University

Themes/Topics:  Data-driven decision-making; diversity, equity and inclusivity; student success; transformational leadership
• Pelican I

**Curriculum and Global Citizenship: Pedagogical Approaches to Civic and Information Literacy**

Current employers are seeking a workforce capable of critical thinking and solving complex problems. Information literacy is essential for workforce readiness, and civic literacy is a precursor for global citizenship. This presentation reports on the results of a study conducted at a mid-size comprehensive university examining the efficacy of intentional strategies employed to advance civic and information literacy among undergraduate students. The presenters will suggest specific pedagogies for inclusion in the general education curriculum to better prepare graduates to be successful, thoughtful and engaged professionals.

Presenters: **Molly Kerby**, Chief Diversity Officer, Academic Affairs, Western Kentucky University  
**Gayle Mallinger**, Associate Professor, Social Work, Western Kentucky University

Themes/Topics: Civic engagement, community engagement, curricular transformation

• Pelican II

**Encouraging Cultural Change: Reimagining the Mission of Public Education**

What is your campus doing to contribute to the public good? Does everyone on campus buy into this mission? We all know that institutional transformation must occur to sustain public higher education, but how do we make that happen in positive ways? Hear one institution’s story of cultural change connected to community and civic engagement. The presenters will highlight successful interventions, initiatives and approaches and provide guidance on how to implement these strategies and action steps to get you started.

Presenters: **Joyce McCauley**, Professor, College of Education and Executive Director, Center for Community Engagement, Sam Houston State University (Texas)  
**Lee Miller**, Professor, Department of Sociology and Director, Center for Community Engagement, Sam Houston State University (Texas)

Themes/Topics: Academic planning, community engagement, curricular transformation

• La Salle Ballroom C

**First Things First: Developing an Academic Master Plan**

Academic master planning is a critical but often overlooked element in institutional planning. This presentation will reflect on how a public comprehensive university of more than 2,100 students has embarked on an inclusive process for developing and implementing its academic master plan—a plan that responds to technological, economic and societal changes while focusing on regional strengths and needs.

Presenter: **Eric Skipper**, Provost and Executive Vice Chancellor for Academic Affairs, University of South Carolina Beaufort

Theme/Topic: Academic planning
• *Frenchmen I*
  **Institutional Mindset on Data Analytics**
  Data analytics is relatively a new concept in higher education. This presentation will focus on New Jersey City University’s evolution of data gathering and utilization and the university’s communication strategy on how to use the available systems effectively. The presenting institution participates in the Frontier Set, funded by the Bill & Melinda Gates Foundation.

  Presenter:  **Nurdan Aydin**, Associate Provost for Academic Affairs, New Jersey City University

  Themes/Topics: Data-driven decision-making, student success

• *Frenchmen II*
  **News From the Newsroom: Top Stories on the Higher Ed Beat**
  Join Steve Drummond of NPR Ed and Caroline Hendrie of the Education Writers Association in a session on hot topics in higher education and how they are covered in the news media.

  Moderator:  **Felice Nudelman**, Executive Director, American Democracy Project, AASCU
  Presenters:  **Steve Drummond**, Executive Producer, NPR News  **Caroline Hendrie**, Executive Director, Education Writers Association

  Themes/Topics: Civic engagement, community engagement, crisis management, curricular transformation, learning innovation

• *Poydras*
  **Stopped-Out Students: Who Stops Out, Why and How They Can Be Re-Engaged**
  How do we demonstrate to the students we have failed in the past that our colleges are better equipped to help them fulfill their goals today? This session will provide the strategies your college needs to recruit back your stopped-out students, engage them on campus and deliver the support they need to succeed.

  Presenter:  **Christina Hubbard**, Senior Director, Strategic Research, EAB

  Themes/Topics: Data-driven decision-making; diversity, equity and inclusivity; student success; transformational leadership

11:20 a.m. – 11:35 a.m.
*La Salle Pre-Function Break*

11:35 a.m. – 12:25 p.m.
**Concurrent Sessions**

• *Pelican I*
  **Campus Commitment to Civic Engagement: A Presidential Perspective**
  Join two AASCU leaders and members of the American Democracy Project (ADP) Steering Committee to discuss the state of civic engagement, ADP in 2020, and the opportunities and
challenges for fostering a civically engaged campus. This interactive session will explore strategies and approaches for leadership in an increasingly polarized higher education and political landscape.

Presenters:  
**Mel Netzhammer**, Chancellor, Washington State University Vancouver  
**Melinda Treadwell**, President, Keene State College (N.H.)

Themes/Topics: Civic engagement, transformative leadership

- **Acadian**
  **Dialogues in Leadership: Leveraging the Power of the Personal Narrative to Develop Academic Leaders and Strengthen Our Institutions**
  Higher education is arguably the most distinctive and complex career environment. Navigating a successful path across increasingly responsible levels of academic leadership presents unique career development challenges. This presentation uses the University of the District of Columbia’s Dialogues in Leadership model to examine the opportunity of the personal narrative as a tool for deans, provosts and presidents to develop next generation higher education leaders.

  Presenters:  
  **Myesha Carter**, Clinical Instructor, Speech-Language Pathology, University of the District of Columbia  
  **April Massey**, Dean, University of the District of Columbia  
  **Sulare Telford**, Assistant Professor, Speech-Language Pathology, University of the District of Columbia

  Theme/Topic: Transformational leadership

- **Algiers AB**
  **Institutional Transformation: Leveraging Technology to Meet Online Learning Objectives**
  This presentation will share strategies on how institutional transformation helped enhance digital learning at the City University of New York’s (CUNY) College of Staten Island. The presenters will not only identify methods on the success of these strategies and note challenges that were encountered, but they will also showcase the online courses as well as provide details on strategies used including faculty involvement, block scheduling and faculty stipends. The presenting institution participates in the Frontier Set, funded by the Bill & Melinda Gates Foundation.

  Presenters:  
  **Patricia Kahn**, Assistant Vice President and Chief Information Officer, Information Technology Services, College of Staten Island, CUNY  
  **Doriann Pieve-Hyland**, Director, Technology Operations, Training & Development, College of Staten Island, CUNY

  Themes/Topics: Learning innovation, student success
• Pelican II

Integrating Course Scheduling Into Student Success: From First-Year Retention to Career Pathways

Course scheduling processes are an often-overlooked aspect of higher education strategic planning that offers tremendous potential for unit and institutional improvement. This session explores how building a more efficient course schedule can help four-year institutions improve their retention, time-to-completion and graduation rates.

Presenter: John Barnshaw, Vice President, Ad Astra

Themes/Topics: Curricular transformation, data-driven decision-making

• Poydras

Key Performance Indicators for Student Success and the Postsecondary Data Partnership

As institutions transform to better support all students in progressing and completing their degrees, they will need to monitor key performance indicators (KPIs) to make decisions and assess the impacts of the reforms. Presenters will share insights about how leading and lagging KPIs collected via the Postsecondary Data Partnership can be leveraged to facilitate a redesign of holistic student support, identify common barriers early in the student experience, and design strategies to support them through barriers.

Presenters: Michelle Blackwell, Manager of Data Partnerships, National Student Clearinghouse Research Center

Bao Le, Director, Data Analytics & Impact, AASCU

Themes/Topics: Data-informed decision-making, learning innovation, student success

• Frenchmen I

Steadying the Waters in a Sea of Change

In this presentation, Columbus State University (Ga.) leaders will share the strengths and challenges the campus has experienced in the midst of budget and enrollment decreases and structural changes. During these turbulent times, the university has remained focused on student success while looking for innovative ways of doing business. The presenters will share how the institution is transforming, structurally and academically, into a place where students’ dreams can come true.

Presenters: Deborah Bordelon, Provost and Executive Vice President, Columbus State University (Ga.)

Kimberly McElveen, Assistant Vice President for Institutional Assessment, Columbus State University (Ga.)

Themes/Topics: Academic planning, curricular transformation, data-driven decision-making

• Frenchmen II

To Partner or Not to Partner? That Is the Question

Southern Oregon University has historically not collaborated with third-party entities,
preferring instead to develop “in-house” solutions to address concerns such as those related to enrollment and retention. Recently, however, the university has engaged with external partners to build adult learner enrollment, improve retention, and streamline and improve faculty reporting. This session takes an introspective approach, sharing experiences, lessons learned, and factors and processes that inform our decisions to partner.

Presenters:  
Karen Stone, Associate Vice President for Academic Resource Management, Southern Oregon University  
Susan Walsh, Provost and Vice President for Academic Affairs, Southern Oregon University  
Jody Waters, Associate Provost and Director of Graduate Studies, Southern Oregon University

Themes/Topics: Academic planning, data-driven decision-making

- **La Salle Ballroom C**  
**Turning Lemons Into Lemonade: Crisis Leadership at Its Best**  
Every university leader will experience a crisis or a major challenge at some point. This session provides a step-by-step guide to crisis leadership and crisis management. It will cover creating a fluid crisis management plan, legal issues, handling traditional media and social media, logistics management and more.

Presenter: Keith Miller, Past President, Virginia State University; President Emeritus, Lock Haven University of Pennsylvania; and Associate, AASCU-Penson Center for Professional Development

Theme/Topic: Transformative leadership

12:30 p.m. – 1:30 p.m.  
**Lunch**  
- **Focus Groups** (*By invitation only*)  
  - La Salle Ballroom C  
  **Collaboratory User Group Meeting**

- **Le Salon**  
  **General Attendee Lunch**

1:40 p.m. – 2:55 p.m.  
**Concurrent Sessions** (Extended sessions)

- **Frenchmen II**  
  **A Shared Governance Approach to Adjusting the Academic Portfolio of a Regional Comprehensive Institution**  
One strategy for student recruitment and enrollment growth is to analyze the portfolio of academic programs offered. At Western Kentucky University, the faculty participated in a comprehensive academic program evaluation process whereby every degree program was evaluated by the faculty, the dean and a representative university committee. Using
institutional metrics and departmental narratives, the review committee recommended to suspend, maintain, grow/enhance or transform each program. The goal was to present a streamlined portfolio of programs to be used strategically as part of a developing enrollment plan.

Presenters:  
**Gregory K. Arbuckle**, Interim Dean, Ogden College of Science and Engineering, Western Kentucky University  
**Corinne Murphy**, Dean, College of Education and Behavioral Sciences, Western Kentucky University  
**Larry Snyder**, Dean, Potter College of Arts & Letters and Professor of Religious Studies, Western Kentucky University  
**Cheryl Stevens**, Acting Provost and Vice President for Academic Affairs, Western Kentucky University

Themes/Topics: Academic planning, curricular transformation, data-driven decision-making

- **Acadian**  
  **A Well-Kept Secret: Sino-American CHEPD 1+2+1 Program—A Leading Force With Great Impact for Transformation and Internationalization**  
  Since 2016, the total number of international students studying in the U.S. is declining, and many campuses are experiencing the effects. AASCU’s Sino-American CHEPD 1+2+1 Program has facilitated a steady growth of the Chinese students at over 40 AASCU institutions and is expected to have its highest enrollment ever in 2020. What is this program and why is it successful? Who can participate and how can you join? This session will provide an overview and general introduction to the Sino-American CHEPD 1+2+1 Program. The speakers will share their campus integration of the program and its impact on internationalization from academic, community and student life perspectives.

  Presenters:  
  **Sohail Agboatwala**, Associate Vice Chancellor for International Operations, Troy University (Ala.)  
  **Tatiana Karmanova**, Associate Vice Provost for International Education and Dean, College of Extended and Global Education, California State University, San Bernardino  
  **Sufei Li**, Manager, International Programs, AASCU  
  **Vilas Prabhu**, Provost and Vice President for Academic Affairs, Millersville University (Pa.)  
  **Bruce (Feng) Wang**, Director of Asian Academic Engagement, Center for International Education, Northern Arizona University  
  **Julie Whitlow**, Assistant Provost for Global Engagement, Salem State University (Mass.)

  Theme/Topic: International education

- **Poydras**  
  **Leading Your Student Success Enterprise**  
  Who owns student success at your institution? Over the last five years, many colleges and universities have moved away from the old “owned by everyone” model in favor of one that
assigns ownership to a specific leader tasked with overseeing key student services. Often these changes are accompanied by formal accountability metrics and goals. This session will explore the emerging role of the “Chief Student Success Officer” and help you decide how best to organize your own enterprise.

Presenter: Ed Venit, Managing Director, EAB

Theme/Topic: Student success

- **Pelican II**

  **Leveraging Initiative Fatigue to Energize the University**

  With increasing demands for accountability from system, state and federal initiatives, institutions tend to take on multiple initiatives, often involving the same leaders and staff to move the needle on a variety of accountability metrics. The question is, how do we leverage initiative fatigue to energize the university to move forward? In this session you will learn how California State University, San Bernardino leveraged several initiatives to focus the institution and energized students, faculty and staff to advance student success at all levels. The presenting institution participates in the pilot cohort of Intermediaries for Scale funded by the Bill & Melinda Gates Foundation.

  Presenters: Lesley Davidson-Boyd, Interim Associate Vice President for Undergraduate Studies, California State University, San Bernardino
  Shari McMahan, Provost and Vice President for Academic Affairs, California State University, San Bernardino
  Samuel Sudhakar, Vice President for Information Technology Services and Chief Information Officer, California State University, San Bernardino

  Themes/Topics: Student success, transformative leadership

- **Pelican I**

  **Nature-Imposed Change: Interactive Disaster Training**

  When an EF-3 tornado devastated Jacksonville, Alabama, in March 2018, Jacksonville State University’s campus took a direct hit, with 50 of 70 campus buildings damaged, leaving the institution with multiple challenges. Similar challenges faced the University of North Carolina Wilmington when Hurricane Florence made landfall five miles from campus on September 14, 2018. And a 7.1 earthquake closed the University of Alaska Anchorage 10 days before finals in November 2018. In this interactive, scenario-based session, attendees will participate in a tabletop exercise to gain additional details, recommend actions and understand how these natural disasters helped transform the three institutions’ campuses.

  Presenters: Ryan Buchholdt, Deputy Director of Facilities and Campus Services, University of Alaska Anchorage
  Tim Lindblom, Dean of the School of Science, Jacksonville State University (Ala.)
  Staci Stone, Dean of the School of Arts and Humanities, Jacksonville State University (Ala.)
David Webster, Associate Dean for Graduate Studies, University of North Carolina Wilmington

Themes/Topics: Crisis management, disaster management

• Frenchmen I

Paving Statewide Pathways to Success in Mathematics: Engaging Across Roles, Disciplines, Institutions and Systems

The University of Wisconsin System seeks to maximize the number of students who enter and remain in the educational system, including those from underrepresented groups. National research identifies college gateway mathematics courses as a significant barrier to postsecondary degree completion for many students. While previous reforms increased success rates in developmental math courses at some of the system’s institutions, the leaky math pipeline persisted. In this session, learn how the university system effectively responded to this issue.

Presenters: John Koker, Provost and Vice Chancellor for Academic Affairs, University of Wisconsin Oshkosh
Jennifer Kosial, Professor of Mathematics, University of Wisconsin–La Crosse
Alice Pulvermacher, Principal Investigator, University of Wisconsin System Administration
Carrie Tirel, Associate Professor of Mathematics, University of Wisconsin Oshkosh, Fox Cities Campus

Themes/Topics: Curricular transformation, student success

• Algiers AB

Positioning AASCU Institutions for Sustained Student Success: Change Leaders Discuss Their Approaches to Institutional Transformation

The session is a moderated panel followed by discussion that allows participants to draw on the experience of student success professionals from a range of AASCU institutions. The panel of student success practitioners will identify what they see as the drivers of transformation on their campuses and provide specific examples of how they are leading transformative initiatives at their institutions. The presenting institutions participate in the Frontier Set, funded by the Bill & Melinda Gates Foundation.

Moderators: Samantha Raynor, Assistant Vice Provost for Strategic Student Success Initiatives, The University of North Carolina at Greensboro
Eugene Van Sickle, Assistant Vice President for Strategic Student Success Initiatives, University of North Georgia

Presenters: Katrina Coakley, Associate Provost for Student Success, Roosevelt University (Ill.)
Andrew Hamilton, Associate Vice Provost and Dean of Undergraduate Studies, University of North Carolina at Greensboro
Michelle Rosemond, Vice President for Student Engagement and Success, Georgia Gwinnett College
Themes/Topics: Student success, transformative leadership

- **La Salle Ballroom C**
  **Promoting Recruitment, Opportunity, Diversity, Inclusion and Growth: SUNY PRODiG Initiatives to Diversify the Faculty**
  The State University of New York’s (SUNY) 13 comprehensive colleges are collaborating in the development of the unique statewide consortium designed to diversify faculty across SUNY comprehensive campuses and to serve as a model for faculty recruitment and retention. The program is designed to help achieve a faculty body that more closely reflects the diversity of SUNY students. This session will share the story behind the development of the consortium by those involved in its creation and what was learned through the collaboration and will also provide an update on the anticipated launch.

  **Presenters:**  
  Bette Bergeron, Provost and Senior Vice President for Academic Affairs, SUNY Potsdam  
  Scott Furlong, Provost and Vice President for Academic Affairs, SUNY Oswego  
  Katy Heyning, Provost and Vice President for Academic Affairs, The College at Brockport, SUNY  
  Stacey Robertson, Provost and Vice President for Academic Affairs, SUNY Geneseo

  **Theme/Topic:** Diversity, equity and inclusivity

  2:55 p.m. – 3:10 p.m.  
  **La Salle Pre-Function Break**

  3:10 p.m. – 4:00 p.m.  
  **Concurrent Sessions**

- **Pelican I**
  **Civic and Community Engagement as a Strategy for Institutional Success: Building Capacity to Measure Impacts and Inform Decision-Making**
  Civic and community engagement is fundamental to how institutions will not only survive but thrive in the future. How do you know if your engagement is effective, efficient, timely or sustainable? What are the goals and how do you measure progress? Learn how a multi-campus system is systematically collecting information about campus-community partnerships to address social issues and foster student learning.

  **Presenters:**  
  William McKinney, Senior Advisor for Regional Campus Affairs, Indiana University  
  Kristin Norris, Director of Assessment, Indiana University–Purdue University Indianapolis  
  TJ Rivard, Associate Vice Chancellor for Academic Affairs, Indiana University East
Themes/Topics: Community engagement, data-driven decision-making

- **Pelican II**

  **Creating a Culture of Equity-Minded Teaching and Inclusive Leadership**
  This session will explore strategies institutions may use to bring about systemic, sustainable change that leads to improved student success, particularly among students from underrepresented groups. The presenters will share a process for developing and implementing a holistic professional development plan, dedicated to supporting the implementation of equity-minded evidence-based teaching practices and leadership practices focused on attracting, retaining and mentoring a diverse faculty.

  Presenters:  
  Kimberly Costino, Dean of Undergraduate Studies, California State University, Dominguez Hills  
  Kirsten Fleming, Associate Vice President for Faculty Affairs, California State University, Long Beach

Themes/Topics: Curricular transformation; diversity, equity and inclusivity

- **Frenchmen I**

  **Engaging a County in Transfer Student Success: The Bronx Transfer Affinity Group**
  Eighty percent of freshmen at community colleges have completing a bachelor's degree as their ultimate undergraduate goal. Six years later, only 17% have done so. Lehman College partnered with three City University of New York (CUNY) community colleges to improve these outcomes for students in the Bronx. While the initiative was just launched in 2018, transfer rates from the partner schools have already increased. This presentation will highlight the efforts of this initiative with the hope of encouraging a robust conversation about transfer student success among participants. The presenting institution participates in the pilot cohort of Intermediaries for Scale funded by the Bill & Melinda Gates Foundation.

  Presenters:  
  Peter Nwosu, Provost and Senior Vice President for Academic Affairs and Student Success, Lehman College, CUNY  
  Reine Sarmiento, Associate Provost and Vice President of Enrollment Management, Lehman College, CUNY

Themes/Topics: Enrollment management, student success

- **Frenchmen II**

  **Identifying and Supporting At-Risk Students in Competitive Majors**
  Auburn University (Ala.) saw students struggle to achieve or maintain the required GPA to move into their desired major. Determined to identify these students earlier to provide the support they needed to stay on track, Auburn provided them with intensive advising support early on in their pre-major curriculum instead of waiting until students would be forced to consider other majors. Attend this session to learn more about the transformational experience of early engagement and intervention with students who show indications they need additional support to thrive in competitive majors.
Presenter: Judith Sanders, Retention Programming Coordinator, Office of Academic Effectiveness, Auburn University (Ala.)

Theme/Topic: Student success

- Algiers AB
  **Investing in Tenure and Promotion Technology and Faculty: Implementation Strategies**
  The decision granting tenure to a faculty is one of the most critical made by higher education institutions. University-wide transparent and consistent workflow is essential for a healthy shared-governance structure. New Jersey City University strongly believes in investing in faculty and their development to achieve its goals of student success. This presentation will focus on investing in tenure and promotion technology and implementation strategies. The presenting institution participates in the Frontier Set, funded by the Bill & Melinda Gates Foundation.

  Presenter: Nurdan Aydin, Associate Provost for Academic Affairs, New Jersey City University

  Theme/Topic: Faculty development

- La Salle Ballroom C
  **Motivation for Institutional Transformation: Survive and (Hopefully) Thrive**
  Rural institutions continue to face significant challenges as demographic shifts and fading public support create increasing pressures and hardships relative to enrollment and concomitant fiscal realities. This presentation will discuss how a rural institution has addressed these evolving challenges and taken strategic steps to “beat the odds” encountered by rural-serving AASCU institutions.

  Presenters: Jeff Briggs, Dean, College of Health and Behavioral Sciences, Fort Hays State University (Kan.)
  Grady Dixon, Dean, Werth College of Science, Technology and Mathematics, Fort Hays State University (Kan.)

  Theme/Topic: Student success

- Poydras
  **“Product” Differentiation in a Crowded Online Marketplace: Taking a Consumer Approach to Marketing, Enrollment and Course Design**
  There are thousands of fully online degrees in the U.S. market today, making program differentiation a unique challenge for institutions. How are you attracting, enrolling and retaining students in a way that sets your institution apart? This presentation will discuss the ways in which Wiley Education Services is helping its strategic partners think differently about the student journey and continue to drive enrollment growth.

  Presenters: Cory Berntson, Senior Director of New Partnerships, Wiley Education Services
  Mark Wheeler, Senior Director of New Partnerships, Wiley Education Services
Themes/Topics: Enrollment management, student success

- Acadian

**The Student Transformative Learning Record**
This session will provide an overview of the University of Central Oklahoma’s Student Transformative Learning Record (STLR) initiative, which has raised retention 15% and better prepares students for employment. The session will address preliminary research findings into why it works, lessons learned, best practices and examples of the process replicated at other institutions.

**Presenter:**  
**Jeff King,** Executive Director, Center for Excellence in Transformative Teaching & Learning, University of Central Oklahoma

Themes/Topics: Curricular transformation, learning innovation, student success

4:00 p.m. – 4:15 p.m.  
*La Salle Pre-Function Break*

4:15 p.m. – 5:05 p.m.  
**Concurrent Sessions**

- Frenchmen II

**Beyond a Performance-Based Funding Metric: Creating a Culture of Institutional Inclusion**
Institutions continue to devote extensive efforts to creating a sense of belonging for their students. This is particularly imperative for underrepresented minority (URM) student populations and their relevance in performance-based funding models. Universities have focused on hiring minority faculty, aggressive minority enrollment and retention programs, unconscious bias trainings and zero tolerance policies, but little has changed. So, what does it really take to create a shift in the culture? This presentation will explore the reasons quick-fix, uniform solutions to the recruitment and retention of URMs often backfire, and offer a model for creating truly sustainable diverse, equitable and inclusive campuses.

**Presenters:**  
**Molly Kerby,** Chief Diversity Officer, Academic Affairs, Western Kentucky University  
**Cheryl Stevens,** Acting Provost and Vice President for Academic Affairs, Western Kentucky University

Theme/Topic: Diversity, equity and inclusivity

- Acadian

**Building Smarter Student Success Models: Synthesizing Artificial Intelligence With Human Intelligence**
Student success is a top issue for colleges and universities. Models today connect student success solutions technologies from smart machines with human expertise and human intelligence (HI). Artificial intelligence (AI) embedded in data systems can allow institutions to
better gather data, perform monitoring, uncover risk indicators and respond to student behavior. This AI allows humans to become smarter by providing enhanced information that allows HI to hone in on insight about the risky conditions and intervene with practices of impact. This session will address how academic leaders can link AI and HI to build smarter student success models.

Presenters: Linda Baer, Senior Consultant  
Amanda Hagman, Data Analyst, Utah State University  
David Kil, Chief Data Scientist, Civitas Learning

Themes/Topics: Data-informed decision-making, learning innovation, student success

- Pelican I  
**Ensuring Equity: It Is Everyone’s Responsibility**  
This session will explore the different types of equity and how inequities may be inadvertently embedded in your programs and practices and result in your students’ inability to achieve their goals. Using practical examples from the field, the presenters will discuss how campus teams can actively and strategically use their institution’s data to conduct inquiry to uncover potential inequities, and how to make use of student-focused frameworks to structure equity-focused conversations. The presenting institution participates in the pilot cohort of Intermediaries for Scale funded by the Bill & Melinda Gates Foundation.

Presenters: Sue Clery, Partner, ASA Research  
Egon Heidendal, Assistant Vice President, Office of Institutional Research & Effectiveness, Northwest Missouri State University  
Allison Hoffman, Director, Academic Success and Retention, Northwest Missouri State University

Themes/Topics: Diversity, equity and inclusivity; student success

- Pelican II  
**Institutional Transformation: The Opportunities in Distance Learning**  
With declining undergraduate enrollment forecasted, Fitchburg State University (Mass.) strengthened and grew its online graduate and professional programs to help the institution diversify its program portfolio. Since the fall of 2016 the institution has increased its graduate enrollment by over 200%. The transformation was fueled by a gradual process of adapting high demand graduate and professional programs into accelerated online platforms. This session focuses on this transformational process, which included a partnership with an online program manager to assist with national marketing and student retention.

Presenters: Catherine Canney, Associate Vice President for Academic Affairs, Fitchburg State University (Mass.)  
Alberto Cardelle, Provost and Vice President for Academic Affairs, Fitchburg State University (Mass.)

Themes/Topics: Academic planning, curricular transformation, enrollment management
• **Poydras**  
**Integrated Pathways for Student Success: Scaling Advising Services With Current Staff to Maximize Student Success 24/7**  
In this session, EduNav will share details from partnerships developed with higher education institutions and what the impact has been, including how one Florida institution has partnered with EduNav to help its 46,000+ students graduate by transforming advising practices with state-of-the-art technology. EduNav will share how this approach empowers students to take ownership of their personal paths to completion.

Presenters:  
Andrew Brown, CEO, EduNav  
Isaac Segal, Founder and Executive Chairman, EduNav

Themes/Topics: Data-driven decision-making, enrollment management, student success

• **Algiers AB**  
**Return on Investing in the Success of At-Risk Students**  
In this session, leaders from the City University of New York’s (CUNY) College of Staten Island will discuss the benefits of creating a new position (academic retention specialist) to oversee all students on warning, probation and at risk of dismissal. The specialist supports and monitors the progress of those on warning and probation. For those who have been dismissed, assistance is given with the readmission appeal process, as well as grade and financial aid appeals. As a result of this new position, there has been an increase in the number of students in good academic standing, a notable decrease in dismissed students and a tremendous impact on students at risk. The presenting institution participates in the Frontier Set, funded by the Bill & Melinda Gates Foundation.

Presenters:  
Jennifer Durando, Academic Advising Manager: Continuing Students,  
College of Staten Island, CUNY  
Ralf Peetz, Associate Provost for Undergraduate Studies and Student Success,  
College of Staten Island, CUNY

Theme/Topic: Student success

• **Frenchmen I**  
**Rewarding Community Engaged Scholarship: Policy Briefs as a Resource for Provosts**  
Community engaged scholarship in higher education is a way that campuses can demonstrate attention to their public good mission. For campuses working toward revising faculty reward policies, the key questions that often emerge are the following: how is community engaged scholarship defined, how it is evaluated, how it is rewarded, and what is the relationship between community engaged scholarship and our ability to recruit the best young faculty to campus? This session focuses on a project to create policy briefs addressing these questions with the Scholars Strategy Network. Presenters will share and discuss four policy briefs that synthesize research on community engaged scholarship.

Presenters:  
Gene Corbin, Graduate Fellow in Community Engaged Scholarship, Swearer Center, Brown University (R.I.); Ph.D. student, Higher Education Program, University of Massachusetts Boston
John Saltmarsh, Professor, Higher Education, University of Massachusetts Boston

Themes/Topics: Community engagement, faculty development

- La Salle Ballroom C
  
  **Transforming Culture Through Instructional Excellence**
  
  This session will explore the notion that one of the strongest mechanisms to enhance student success is to build a culture of instructional excellence. In a panel-style discussion, academic leaders from three universities will share their experiences preparing and supporting their faculty through comprehensive development in evidence-based teaching methods. The panelists will share early-stage impact on faculty and students, as well as significant, sustainable improvements in longer-term outcomes. They will also share evidence of successes and lessons learned along the way—and will offer insights to attendees for applying similar approaches at their institutions.

  Presenters:  
  
  Amy Chasteen, Executive Vice Provost for Academic Affairs, The University of Southern Mississippi
  Scott Furlong, Provost and Vice President for Academic Affairs, State University of New York at Oswego
  Farrah Jackson Ward, Provost and Vice Chancellor of Academic Affairs, Elizabeth City State University (N.C.)
  Penny MacCormack, Chief Academic Officer, Association for College and University Educators

  Themes/Topics: Faculty development, learning innovation, student success

6:00 p.m.

**Tremé**

**BAPA and ELA 10th Anniversary Reception**

Please join Becoming a Provost Academy (BAPA) and Executive Leadership Academy (ELA) alumni for a celebration of 10 years of success. Working together, AASCU and the American Academic Leadership Institute have helped create pathways for leaders in our AASCU institutions. Join your BAPA and ELA colleagues as we celebrate our past and collectively toast our future.

6:00 p.m.

**Grand Isle Restaurant — 575 Convention Center Blvd., New Orleans, LA 70130**

**Community of Student Success Practitioners Dinner**

Members of the Community of Student Success Practitioners are meeting for dinner at the Grand Isle Restaurant. The meeting is informal and intended to provide an opportunity to meet other student success professionals in a relaxed atmosphere and learn how to get involved with this new professional community. Open to all attendees with RSVP. Attendees are responsible for all costs related to the dinner.
Saturday, February 8

7:30 a.m. – 8:45 a.m.
**Breakfast Meetings**

- *Poydras*
  **Focus Group: Conversations in Student Success (By invitation only)**
  To better support our members, AASCU is hosting a series of conversations on student success. These invite-only conversations, led by consulting firm Matter + Form, will help AASCU understand how to support members with their student success goals and challenges on campus.

- *Acadian*
  **Breakfast for Provosts of Color**

- *Le Salon*
  **General Attendee Breakfast**

7:30 a.m. – 1:00 p.m.
**La Salle Pre-Function Registration**

7:30 a.m. – 12:30 p.m.
**La Salle Pre-Function, Le Salon Sponsor Exhibits**

Visiting the sponsor area is a great opportunity for members to become better acquainted with a wide array of educational suppliers who offer solutions to AASCU leaders and institutions. Sponsors are available to answer questions, demonstrate products and services, and consult with conference attendees. Sponsors will be on hand informally throughout the day.

9:00 a.m. – 11:00 a.m.
**Storyville Grants Resource Center Private Consultations**

AASCU’s Grants Resource Center (GRC) provides a range of tools, services, expertise and hands-on support to make your faculty and staff more competitive in pursuing funding and to ensure your institution stays on top of external funding opportunities and trends. Reserve a consultation to learn how GRC can help your campus in this challenging and rapidly changing funding environment.

9:00 a.m. – 9:50 a.m.
**Concurrent Sessions**

- *Algiers AB*
  **College of Staten Island’s Credit Accumulation and English and Math Completion Campaign**
  In January 2018, the City University of New York (CUNY) launched the CUNY Momentum Campaign to increase credit accumulation and gateway English and math course completion in students’ first year. In this session, leaders from the College of Staten Island discuss how this
campaign has significantly increased both credit accumulation and the percentage of students attempting English and math courses in the first year and has increased the number of students attempting 30 credits per year. The presenting institution participates in the Frontier Set, funded by the Bill & Melinda Gates Foundation.

Presenters: Dina Grant Pattelli, Academic Lead Advisor, Freshmen and First-Year Experience, College of Staten Island, CUNY  
Ralf Peetz, Associate Provost for Undergraduate Studies and Student Success, College of Staten Island, CUNY  
Leonardo Pignataro, Academic Program Manager for Student Success, College of Staten Island, CUNY

Theme/Topic: Student success

- **Acadian**  
  *From Re-Org to Remix: Transforming Our Thinking Through Dialogue*  
  Over the past semester, Sam Houston State University’s Academic Success Center implemented a dramatic change in internal communication in response to rapid institutional changes. Realizing years of isolating structures, processes and habits prevented transformation to holistic student support, the center began an intentional process to “think together” through dialogue. This session will explore the intent, design, process, results and next steps of the project and how intentional dialogue may be implemented in other programs. The presenting institution participates in the Frontier Set, funded by the Bill & Melinda Gates Foundation.

  Presenter: Mary Catherine Breen, Academic Success Center Executive Director, Sam Houston State University (Texas)

  Themes/Topics: Community engagement, data-driven decision-making, student success

- **Poydras**  
  *Impacting Student Success, Academic Planning and Resources With the Course Schedule*  
  Is your institution canceling low-enrolled courses after registration has started? Are you experiencing bottlenecks in gateway courses? Are students leaving your institution because they can’t get the courses they need? A strategic focus on student success while doing more with less in an already lean financial environment is a reality for many institutions. Optimizing the course schedule with meaningful educational intelligence is integral to navigate this landscape. This session will focus on the impact of the course schedule on student success, academic planning and resource allocation. The session will share the course scheduling goals, strategies and successes of AASCU institutions.

  Presenters: Sarah Collins, Chief Strategy Officer, Ad Astra  
  Lisa Hunter, Vice President Solutions Architect, Ad Astra

  Themes/Topics: Academic planning, data-driven decision-making, enrollment management, student success
• *Pelican II*

**Initiating Change Through Inclusive and Engaged Leadership**

In this session, leaders from the State University of New York (SUNY) and Towson University (Md.) will use case studies from each of their campuses as a launchpad for discussion of the role of academic leadership in fostering meaningful transformation. The presentation will include examples related to student retention, recruitment and retention of diverse faculty, and managing though budgetary challenges. The panelists will address not only strategies that worked, but also will discuss efforts that were not successful.

Presenters: **Katy Heyning**, Provost and Vice President for Academic Affairs, The College at Brockport, SUNY  
**Melanie Perreault**, Provost and Executive Vice President for Academic Affairs, Towson University (Md.)  
**Stacey Robertson**, Provost and Vice President for Academic Affairs, SUNY Geneseo

Theme/Topic: Transformative leadership

• *Frenchmen I*

**Interstate Passport®: Transferring General Education Credit Across State Lines**

This session focuses on Interstate Passport, a program that promotes student success by saving time and money after transfer by translating the unique general education curricula of multiple institutions into recognized and accepted learning outcomes. Passport earners transfer their completed general education block to any other network institution based on learning outcomes, not on specific courses and credits.

Presenters: **Patricia Shea**, Senior Advisor, Western Interstate Commission for Higher Education (WICHE)  
**Jane Sherman**, Passport State Coordinator, WICHE

Themes/Topics: Curricular transformation, enrollment management, student success

• *Frenchmen II*

**Reorganization of Schools/Colleges of Education During a Period of Instability in Higher Education**

Over the past few years, schools and colleges of education have witnessed some perplexing dilemmas relative to the delivery of preparation programs designed to prepare educational and human service professionals. Declining enrollments, school district shortages, accreditation challenges and questions regarding accountability have all stimulated discussions on what to do next. In this session, presenters will share the steps and challenges of reorganizing Valdosta State University’s (Ga.) College of Education and Human Services to meet the educational demands of the new era in education.

Presenters: **Bernard Oliver**, Dean and Professor, James L. and Dorothy H. Dewar College of Education & Human Services, Valdosta State University (Ga.)  
**Kate Warner**, Interim Associate Dean, James L. and Dorothy H. Dewar College of Education & Human Services, Valdosta State University (Ga.)
Themes/Topics: Teacher education, transformational leadership

- Pelican I
  **Student Employment as a High-Impact Practice: Transforming Current Mindsets and Practices**
  The University of Wisconsin–Whitewater is working toward establishing on-campus student employment as a high-impact educational practice (HIP). Presenters will discuss how on-campus student employment can be transformed into a HIP. Strategies include developing transparent and thoughtful position descriptions, implementing intentional and developmentally appropriate assessments, and providing systematic and HIPs-informed training and support for supervisors and employees.

  Presenters: **Joan Cook**, Interim Associate Vice Chancellor, Academic Affairs and Professor, University of Wisconsin–Whitewater

  Theme/Topic: Student success

- La Salle Ballroom C
  **Student Success Through Integrated Planning: Four Case Studies in Organizational Transformation**
  Campus spaces have a profound effect on student success, yet many institutions overlook them. By considering their spaces, services and staffing together in an integrated planning process, institutions can simultaneously transform the student experience and their organizations to better achieve success. This presentation will introduce and explain integrated planning; share its methods and tools through four case studies: innovation and entrepreneurship, active learning, integrated services, and the future of work; and discuss how it would apply to your institution.

  Presenters: **Elliot Felix**, Founder, brightspot strategy
  **Adam Griff**, Managing Director, brightspot strategy

  Theme/Topic: Student success

9:50 a.m. – 10:05 a.m.
**La Salle Pre-Function Break**

10:05 a.m. – 10:55 a.m.
**Concurrent Sessions**

- Pelican II
  **20/20 Vision: See What Really Works for Your Students**
  Emerging research explores which programs consistently work best to improve student success across the country. But what works for some students doesn’t necessarily work for all. In this session, we will discuss recent rigorous data analyses on student success initiatives and
investments, citing national trends and specific institutional examples, and dive into what this means for helping our students stay on the path to graduation.

Presenter: **Rob Robinson**, Senior Principal Consultant, Civitas Learning

- **La Salle Ballroom C**
  **Academic Affairs Leadership During Institutional Transformation: Authority, Influence and Persuasion**
  Governors State University (Ill.) underwent a dramatic transformation in 2014 when its first-ever freshmen class was admitted, and academic affairs administrators continue to manage the transformation through data-driven change. This session examines how the provost’s office continues to lead the campus transformation into a regional comprehensive. The presenters will focus on two areas of structural change that are part of the institution’s transformation: the creation of a centralized undergraduate academic advising center after decades of de-centralized advising, and the creation of a health and life sciences meta-major pathway as part of a shift from themed cohorts to academic focus areas.

Presenters: **Elizabeth Cada**, Provost and Vice President of Academic Affairs, Governors State University (Ill.)  
**Rosemary Johnsen**, Associate Provost and Associate Vice President for Academic Affairs, Governors State University (Ill.)  
**Colleen Sexton**, Associate Provost and Associate Vice President for Academic Affairs, Governors State University (Ill.)

Themes/Topics: Curricular transformation, student success

- **Acadian**
  **Bridging Workforce Needs and Curriculum Evolution**
  Every university faces the demand of making the curriculum more relevant to workforce needs. This is no easy task, but there are ways to merge workforce needs into traditional curriculum. This session will focus on several examples where Black Hills State University (S.D.) has been successful in evolving curriculum to be more focused on the skills that employers are seeking.

Presenters: **Sharman Adams**, Dean, College of Education and Behavioral Sciences, Black Hills State University (S.D.)  
**Pam Carriveau**, Assistant Provost of Academic Affairs, Black Hills State University (S.D.)  
**Chris Crawford**, Provost and Vice President for Academic Affairs, Black Hills State University (S.D.)

Theme/Topic: Curricular transformation

- **Pelican I**
  **Cultivating a Data-Grounded Leadership Culture**
  Discussions of data integration, management, and utilization are integral to leadership conversations in higher education today. In this presentation, leaders from The University of
Southern Mississippi will share strategies they have used to embed data discussion and to set leadership expectations at their institution, including integration of data into routine decision-making, increased transparency of data across campus sectors, and enhanced empowerment of deans and directors to draw on data in their leadership.

Presenters: **Amy Chasteen**, Executive Vice Provost for Academic Affairs, The University of Southern Mississippi  
**Steven Moser**, Provost and Senior Vice President for Academic Affairs, The University of Southern Mississippi

Themes/Topics: Data analytics, leadership

- **Algiers AB**  
  **Forming a Cross-Departmental Team to Identify and Alleviate Barriers to Success in First-Year Math Courses**  
  As higher education becomes more accessible to the communities we serve, the needs of our first-year students become more varied and more pronounced. With enrollment in a math course required of all incoming Sam Houston State University students, these classes often serve as the place of accumulation for both the academic and non-academic challenges our students face. This session will focus on how a cross-departmental team was developed to address some of these struggles and improve student success in first-year math courses. The presenting institution participates in the Frontier Set, funded by the Bill & Melinda Gates Foundation.

  Presenters: **Melinda Holt**, Professor and Chair, Department of Mathematics and Statistics, Sam Houston State University (Texas)  
  **Brian Loft**, Associate Vice President for Faculty and Student Success, Sam Houston State University (Texas)

  Themes/Topics: Cross-departmental collaboration, student success

- **Frenchmen I**  
  **Pathways to Student Success at the University of Alaska Anchorage**  
  University of Alaska Anchorage serves an ethnically diverse population of students who are largely part-time commuters. As an open-admission institution, half of incoming students enter academically underprepared. Historically, first-year students self-navigated using four-year degree plans that assumed college readiness and often avoided key foundational courses in writing and math. Partnering with EAB's Student Success Collaborative, the university implemented a new first-year advising program, designed academic pathways based on placement-level data and implemented an app to help students find their way in college. This presentation discusses these efforts to address retention and gateway course-completion concerns and build upon the university's current upswing in graduation rates.

  Presenters: **Claudia Lampman**, Vice Provost for Student Success, University of Alaska Anchorage  
  **Valerie Robideaux**, Director, First Year Student Advising & Success, University of Alaska Anchorage
Theme/Topic: Student success

- **Frenchmen II**
  
  **The Impact of a Peer Mentoring Program on Probationary Student Success: A Counterintuitive Result That Led to Programmatic Change**
  
  Probationary students at Northern Arizona University are required to participate in a course titled “Back on Track” that previously mandated weekly peer mentoring meetings. Although the program has shown marked success in improving probationary student academics and retention overall, a quasi-experimental two-year study found peer mentoring as part of the program was not only ineffective, but negatively impacted student success, particularly for male students. As a result, the peer mentoring program was dissolved, saving students $90,000 in course fees and the university $42,000 in state aid annually. This presentation highlights the importance of ongoing, fine-grained assessment to create effective and efficient programming, even within successful programs. The presenting institution participates in the Frontier Set, funded by the Bill & Melinda Gates Foundation.

  Presenter: **Paul Deasy**, Research Analyst, Undergraduate Retention, Northern Arizona University

  Themes/Topics: Curricular transformation, learning innovation, student success

- **Poydras**
  
  **To Assess, We Must First Understand: Meaningfully Measuring Engaged Citizenship**
  
  One stumbling block in assessing civic engagement is the lack of an operational definition and a set of student learning and developmental outcomes to guide programming. In addition, while civic learning is a part of many college and university assessment plans, determining what curricular or co-curricular experience(s) can be attributed to student learning is problematic. This presentation will explore the multi-faceted notions of civic engagement, validate the challenges to useful assessment, and offer roadmaps to creating meaningful institutional assessment.

  Presenters: **Molly Kerby**, Chief Diversity Officer, Academic Affairs, Western Kentucky University  
  **Kristin Norris**, Director of Assessment, Indiana University–Purdue University Indianapolis

  Themes/Topics: Civic engagement, community engagement

10:55 a.m. – 11:10 a.m.  
*La Salle Pre-Function Break*
11:15 a.m. – 12:30 p.m.
La Salle Ballroom AB
Closing Plenary – Why Equity Matters

The focus of this session will be addressing the importance of equity, access, and excellence in today’s schools. Using data on today’s student demographics, the session will address strategies, approaches and resources that school personnel can implement to aid learners, but will place a particular focus on the most vulnerable students. The session will address complex challenges that students encounter in their efforts to be successful and how they can be supported socially, emotionally and academically by practitioners, school staff, and school leaders.

Opening Remarks: Terry Brown, Vice President, Academic Innovation and Transformation, AASCU
Introduction: Katy Heyning, Provost and Vice President for Academic Affairs, The College at Brockport, SUNY
Speaker: Tyrone C. Howard, Director, UCLA Pritzker Center for Strengthening Children and Families and Professor, Graduate School of Education and Information Studies, University of California, Los Angeles
Closing Remarks: Terry Brown, Vice President, Academic Innovation and Transformation, AASCU

Support provided by College Board

1:00 p.m.
Meet in La Salle Pre-Function
Culinary and Tastings Tour
Roam the streets of New Orleans and treat your taste buds to some of the best eats that the city has to offer, while also learning about the history behind its iconic cuisine and locations. This walking tour starts at Tujague’s, which is celebrating 160 years of serving Creole cuisine. The tour then heads to Antoine’s, the oldest restaurant in New Orleans, followed by a stroll through the French Quarter to Coterie Restaurant & Oyster Bar for its famous chargrilled oysters. The tour ends at Palace Café for its famous crabmeat cheesecake.

Price: $90 per person

Plenary Speaker Bios

Archie P. Cubarrubia serves as deputy director, institutional transformation in the Postsecondary Success Team at the Bill & Melinda Gates Foundation. He leads the foundation’s team responsible for understanding how colleges and universities transform themselves to dramatically improve their performance and eliminate student success gaps and translating that understanding into useful tools, methods and resources.
Cubarrubia has worked to improve student success and institutional effectiveness for nearly two decades and from multiple vantage points—from institutional leadership to federal policymaking to state policy advocacy.

He previously served as vice provost for institutional effectiveness at Miami Dade College, where he led the institution’s strategic planning, institutional research, policy analysis, assessment and evaluation, and quality assurance activities.

He also previously served at the U.S. Department of Education, leading the agency’s high-priority and high-profile activities related to postsecondary access, affordability and accountability under the Bush and Obama Administrations. He oversaw the National Postsecondary Education Cooperative and directed research and development activities for the Integrated Postsecondary Education Data System (IPEDS). He also served as the Designated Federal Official for the federal advisory committee on Measures of Student Success under former U.S. Secretary of Education Arne Duncan and as principal analyst for former U.S. Secretary of Education Margaret Spellings’ Commission on the Future of Higher Education.

A lifelong student advocate and national expert on postsecondary policy, programs and data, he earned his B.S. in health studies and Ed.M. in policy, planning and administration from Boston University and his Ed.D. in higher education administration from The George Washington University (D.C.).

**Tyrone C. Howard** is a professor in the Graduate School of Education and Information Studies at the University of California, Los Angeles (UCLA). He is also the inaugural director of the new UCLA Pritzker Center for Strengthening Children and Families, a campus-wide consortium examining academic, mental health, and social emotional experiences and challenges for California’s most vulnerable youth populations. Howard is the former associate dean for equity, diversity and inclusion.

Professor Howard’s research examines culture, race, teaching and learning. He has published over 75 peer reviewed journal articles, book chapters and technical reports. He has published several bestselling books, among them, *Why Race and Culture Matter in Schools* and *Black Male(d): Peril and Promise in the Education of African American Males*. His most recent book, *Expanding College Access for Urban Youth*, documents ways schools and colleges can create higher education opportunities for youth of color.

Howard is also the director and founder of the Black Male Institute at UCLA, an interdisciplinary cadre of scholars, practitioners, community members and policymakers dedicated to examining the nexus of race, class and gender of school-age youth. A native and former classroom teacher of Compton, California, Howard was named the recipient of the 2015 UCLA Distinguished Teaching Award, which is the highest honor provided to teaching excellence at the university. In 2016, Howard was listed by *Education Week* as one of the 50 most influential scholars in the nation informing educational policy, practice and reform.

**Patrick Methvin**, director of postsecondary success at the Bill & Melinda Gates Foundation in the U.S., oversees work designed to significantly increase the number of Americans achieving a post-high school credential and eliminate educational attainment disparities by race and income.
Previously, Methvin served as deputy director for the postsecondary success strategy, focusing on the adoption and scaling of innovations associated with improving student success and institutional sustainability. Prior to joining the foundation in 2013, Methvin served as a principal in the Boston Consulting Group’s Social Impact and Consumer Goods Practice Areas. In the Social Impact Practice, Methvin supported higher education institutions in managing operating model changes necessitated by their rapidly changing funding environments. He also supported K–12 transformation at the state, district and charter school organization levels.

Methvin holds an M.B.A. from the Wharton School of the University of Pennsylvania, a master’s in Educational Leadership from the University of Pennsylvania, and a B.A. in Economics and Political Science from the University of North Carolina, where he was a Morehead Scholar.

**Lynn Novick** is an Emmy and Peabody Award-winning documentary filmmaker and the director and producer of the PBS miniseries *College Behind Bars*. The four-part documentary film series follows the lives of a group of men and women imprisoned in New York state for serious crimes, struggling to earn degrees in one of the most rigorous liberal arts college programs behind bars in America: the Bard Prison Initiative. Ken Burns is executive producer.

Produced by Sarah Botstein, Salimah El-Amin and Mariah Doran, *College Behind Bars* asks several essential questions: What is prison for? Who in America has access to educational opportunity? Can we have justice without redemption?

For nearly 30 years, Novick has been directing and producing films about American history and culture, most recently *The Vietnam War*, an immersive, 10-part, 18-hour epic, directed with Ken Burns, that aired on PBS in the fall of 2017. Novick and Burns have long been creative partners and collaborators, responsible for some of the most respected and top-rated documentaries to have aired on PBS, including *Prohibition*, *Baseball*, *Jazz*, *Frank Lloyd Wright* and *The War*, a seven-part, 15-hour exploration of ordinary Americans’ experiences in World War II. *The Vietnam War*, produced by Sarah Botstein, Novick and Burns, and written by Geoffrey C. Ward, received widespread critical acclaim and was seen by nearly 50 million viewers in the U.S., as well as millions more in nearly 100 countries. A groundbreaking 360-degree exploration of the conflict, the series features testimony from nearly 100 witnesses, including many Americans who fought in the war and others who opposed it, as well as dozens of Vietnamese combatants and civilians from the winning and losing sides. Novick and Burns are currently collaborating on a two-part biography of Ernest Hemingway slated for PBS broadcast in 2020, a series about the presidency of Lyndon Johnson and a series on the history of crime and punishment in America. She is a magna cum laude graduate of Yale University (Conn.) and lives in New York City.

**Dyjuan Tatro** serves as the government affairs associate for the Bard Prison Initiative (BPI). As a BPI alumnus, he leverages his education and experience to further criminal justice reform through increased public investments for college in prison. Prior to his work with BPI, he advised Rep. Sean Patrick Maloney (D-NY) on criminal justice policy and currently sits on the board of directors at The Fortune Society. Originally from Albany, New York, Dyjuan now resides in New York City where the New York City Council recently honored him for his work.
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