

CIMA AGENDA

2017 APLU Annual Meeting

Wardman Park, Washington, D.C.
November 12-14, 2017

Sunday, November 12

7:00 AM – 8:15 AM

Breakfast

Room: Marriott Ballroom Salons 2&3

8:30 AM – 10:00 AM

Room: Washington 6

Third-party Vendors for Data Analytics: Friend or Foe? Part I

*Whether you call them vendors, contractors, solution providers, partners, collaborators, or consultants, there is no denying the increasing presence of third-party companies in higher education, especially when it comes to data analytics. This session will feature case studies of institutions that have implemented and/or adopted third-party data analytics systems. Each institution will outline the benefits, challenges, and solutions provided by third-party vendors. Presentations will include examples of collaborative projects and highlight the lessons learned, takeaways, and next steps pertaining to their data analytics tool(s). Case studies will include institutional partnerships with Civitas, EAB, Starfish, HelioCampus, Academic Analytics, Digital Measures, and the Academic Benchmarking Consortium. Note: Each institution will present its case study exclusively from an institutional perspective. This session is **not** about vendor promotion or advertising, but rather it is designed to engage peers about the good, the bad, and the ugly as it relates to third-party partnerships.*

Part I Speakers:

- **Neena Verma**, Director of Institutional Research, University of Massachusetts, President's Office (Panelist and Moderator)
- **Monica Brockmeyer**, Associate Provost for Student Success, Wayne State University
- **Tiffany Mfume**, Assistant Vice President for Student Success and Retention, Morgan State University
- **Brian Fairhurst**, Director of Continuous Improvement, Florida State University

10:00 AM – 10:45 AM

Coffee Break

Room: Marriot Balcony A

10:00 AM – 10:45 AM

Room: Marriott Foyer

New Attendee Orientation

All new APLU Annual Meeting attendees are encouraged to attend our orientation session.

10:45 AM – 12:00 PM

Room: Washington 6

Third-party Vendors for Data Analytics: Friend or Foe? Part II

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Part II Speakers

- **Rodolfo Torres**, Associate Vice Chancellor, Office of Research, The University of Kansas (Moderator)
- **Julie Nagel**, Associate Vice Chancellor for Innovation and Entrepreneurship, University of Kansas
- **Gesele Durham**, Vice Provost for Institutional Effectiveness and Director, Office of Assessment & Institutional Research, University of Wisconsin - Milwaukee
- **Paul Dosal**, Vice President for Student Success and Student Affairs, University of South Florida

12:15 PM – 1:30 PM

Room: Wilson B

CIMA Executive Committee Lunch Meeting

CIMA Executive Committee members only

1:45 PM – 3:00 PM

CRITICAL SESSIONS

CIMA are encouraged to attend a session of interest:

➤ **Political Lightning Rods: Cultivating Democracy and Building Support in a Time of Increased Polarization**

Room: Washington 5

A steadily growing number of Americans view universities as elitist institutions that promote liberal ideas harmful to the nation and shut down the voices of those with different perspectives. Despite a deep, core commitment to free speech and academic freedom, public universities increasingly find themselves thrust into the middle of contentious political and cultural debates which threaten to further erode public trust and embolden policymakers to take action against institutions. How did universities get here? How much of the criticism is fair? Find out how universities can take steps to ensure they adhere to their core stated values while helping the public understand and appreciate their commitment to them. How can universities reverse their new role as political punching bag and regain broad public support for their position as great economic equalizers whose discovery and engagement activities enrich all lives, strengthen our economy, and facilitate a thriving democracy?

Presenters

- **Brandon Busted**, Executive Director of Education and Workforce Development, Gallup Researcher
- **Nancy Thomas**, Director, Institute for Democracy & Higher Education
- **Kent Fuchs**, President, University of Florida
- **Elizabeth Foley**, Law Professor, Florida International University
- **Denise Maybank**, Vice President for Student Affairs and Services, Michigan State University

➤ **Disruption or Boon? Automation, Artificial Intelligence and the Future of Work and Learning**

Room: Washington 4

We are entering the age of robots and machine learning. Technological change is rapidly shifting how we learn, how we work, even how we think, and if we will have work for everyone.

In this session, we will explore how automation and artificial intelligence impact the economy and the future of jobs and what those changes mean for how universities educate and train the workforce of today and tomorrow.

Presenters

- **Vistasp Karbhari**, President, University of Texas at Arlington
- **Mona Mourshed**, Senior Partner, McKinsey & Company
- **Thanassis Rikakis**, Executive Vice President and Provost, Virginia Tech University
- **Michael Amiridis**, Chancellor, University of Illinois at Chicago

➤ **The Knowledge Paradox: How Can Expertise be Dead Amidst Ubiquitous Information?**

Room: Delaware Suite

This panel will tackle how the disparagement of expertise at a time of ubiquity of information is forcing universities and scholars to redefine their role as experts. We must engage more deeply and differently with society to co-create and diffuse knowledge. Citizen science, crowd-sourcing, are among options for universities to move forward and find new ways to collectively address societal challenges.

➤ **Backtracking on the American Dream?**

Room: Thurgood Marshall Ballroom East

Dramatic cuts in state funding, efforts to increase institutional rankings, and increases in the number of applications have all resulted in limiting access to public research universities for many from lower income backgrounds. With access and affordability in higher education on a downward projection we continue to fall short of our goal for public higher education to be attainable for all. Although there are some that believe that higher education isn't for everyone, it is critical that the choice and opportunity should not be based on one's income and background. In this session, we will take a deep dive into this ever-growing threat to this pillar of our democracy and what universities are doing to combat it. From examining the shifting view of education from a public to a private good, the future impact of changing demographics, and the unseen cost that today's inequities will have for our country, we will be unpacking the breadth of the impact these issues are having on higher education and what public research universities can do to address and reduce inequalities in our society.

Presenters

- **John Friedman**, Associate Professor of Economics, Brown University
- **Alfred Rankins**, President, Alcorn State University
- **Samuel Stanley**, President, Stony Brook University

3:00 PM – 3:30 PM

Networking Break

Room: Exhibit Hall A

3:30 PM – 5:15 PM

Institutional Strategies for Degree Completion

Room: Thurgood Marshall Ballroom East

Student success and degree completion is one of the most pressing concerns for institutions of higher education in America; however, ever-changing student needs coupled with evolving workforce demands require institutions to become

expert innovators to meet these complex needs. In an effort to support its members, APLU developed the Project Degree Completion—a joint with AASCU in which nearly 500 institutions have agreed to collectively award an additional 3.8 million degrees by 2025. The Project Degree Completion Award identifies institutions who have made significant evidence-based strides to tackle these complex problems with innovative initiatives. This session includes presentations of the innovative practices from the PDC Award’s 2016 finalist institutions: Boise State University, Colorado State University, the University of Hawai’i at Mānoa, the University of Texas at Austin, and Western Michigan University. Finalist presentations will focus on lessons learned from the creation and implementation of these solutions and practical recommendations for Senior Institutional Leaders wishing to adapt the finalists’ initiatives.

Presenters:

Martin Schimpf, Provost, Boise State University

Paul Thayer, Special Advisor to the Provost & Emeritus Associate Vice President for Student Success, Colorado State University

Debora Halbert, Associate Vice Chancellor for Academic Affairs, University of Hawai’i at Mānoa

Carolyn Connerat, Associate Vice Provost, Student Success Initiatives, University of Texas at Austin

Ronicka Hamilton, Director, Seita Scholar Program, Western Michigan University

Alexis Lenderman, Seita Scholar, Western Michigan University

5:15 PM – 6:45 PM

Keynote Address – Regina Dugan, VP of Engineering, Facebook

Room: Marriott Salons 2&3

Dugan leads Building 8, the team responsible for developing breakthrough products for Facebook by combining R&D with rapid product development, technologies that blend physical and digital worlds, and aggressive, fixed timelines to deliver consumer hardware products at scale.

Prior to joining Facebook, Dugan led ATAP (the Advanced Technology and Projects team) at Google and was director of DARPA (the Defense Advanced Research Projects Agency). She was the first woman to lead DARPA. Dugan obtained her master’s and bachelor’s degrees from Virginia Tech.

Dugan is one of the world’s foremost experts on how disruption spurs innovation. As public universities find themselves navigating a rapidly changing landscape that demands innovative and creative approaches to excel, Sunday night’s keynote address will offer important insight into how universities must reform to thrive in the 21st Century.

6:45 PM – 8:00 PM

Annual Meeting Welcome Reception

Room: Marriott Salons 1

Monday, November 13

7:00 AM – 8:15 AM **Breakfast**

8:30 AM – 10:00 AM **The Ethical Use of Data: Still More Questions Than Answers**
Room: Virginia A

As more and more data becomes available, both aggregate data and student level data, questions persist about the ethical use of this data in higher education. The New America report, Predictive Analytics in Higher Education: Five Guiding Practices for Ethical Use, provides a conceptual framework for this topic. However, deeper questions remain about moving forward with data use and what the future holds for our students who have been predicted to be less successful than other students at our colleges and universities. This session will take a deeper look at where we are, and where we are headed, when it comes to predictive analytics and data use in higher education, and include perspectives from multiple angles – legal, philosophical, and data user – on the topics.

Speaker

- **Iris Palmer**, Senior Policy Analyst, New America
- **Julie Carpenter-Hubin**, Assistant Vice President, Office of Academic Affairs Office of Institutional Research & Planning, , The Ohio State University
- **Don Hubin**, Emeritus Professor, Philosophy, The Ohio State University (Moderator)
- **Alan Rubel**, Assistant Professor, School of Library and Information Studies and Program in Legal Studies, University of Wisconsin-Madison

10:00 AM – 10:45 AM **Coffee Break**
Room: Exhibit Hall A

10:45 AM – 12:00 PM **A Perfect Marriage, Data and Money: Leveraging Institutional Data for the Allocation of Critical Financial Resources**
Room: Washington 5

CFOs and VPs for finance and management are often faced with very difficult decisions regarding which programs to fund, which programs to cut back, and which programs to completely discontinue. Institutional data can, and should, inform these critical decisions. This session will highlight how the allocation of institutional resources can be used to deliver strategic retention initiatives, foster student success, and provide a return on investment for colleges and universities. The session will further demonstrate how Information, measurement, and analysis can be directly linked to funding, the reallocation of resources, and return on investment. In addition to the campus perspective, representatives from AIR and NACUBO will provide a national perspective on how their organizations are partnering to promote stronger relationships between IR and Business Officers.

Presenters

- **Tiffany Mfume**, Assistant Vice President for Student Success and Retention, Morgan State University (Panelist and Moderator)
- **Sidney Evans**, Vice President for Finance and Management, Morgan State University
- **Christine Keller**, Executive Director & CEO, Association for Institutional Research
- **Matt Hamill**, Senior Vice President, Advocacy, Research, and Communication, National Association of College and University Business Officers

10:45 AM – 12:00 PM

USU Redesigning for Equity: How will we measure success?

Additional session of potential interest to CIMA members

(Co-sponsored with the Coalition of Urban Serving Institutions (USU)):

Room: Washington 2

A focus on achieving equity is necessary to increase higher education attainment in the United States and prepare a workforce for the future. Increasingly, universities are considering their mission and investments with an eye toward equity. At the same time, there is a plethora of data showing which students are succeeding—and who is not. But how do universities use this data in a way that is meaningful, and how should universities measure success? This panel will provide perspectives on how the imperative for equity is changing the way universities design initiatives and how they are measuring their outcomes, ranging from student success efforts to broadening participation in STEM and biomedicine fields. Panelists will consider the question of measuring equity from different angles—what is needed nationally, what funders want to see, what metrics matter most, and helpful tools that will enable universities to get started measuring their progress on equity.

Speakers:

- **Lorelle Espinoza**, Assistant Vice President, Policy Research and Strategy, American Council on Education (Moderator)
- **Jennifer Danek**, Senior Director, USU Health Initiatives and Urban Universities for HEALTH
- **Roy Mathew**, Associate Vice-President and Director, Center for Institutional Evaluation, Research, Planning, University of Texas El Paso
- **Dakota Pawlicki**, Strategy Officer for Community Mobilization, Lumina Foundation

12:15 PM – 1:30 PM

Lunch hosted by the Council of Presidents with Bob Woodward, Associate Editor of the Washington Post

Woodward, a journalistic icon whose decades-long reporting and coverage of presidents led to two Pulitzer Prize awards and 18 bestselling books, will pull back the curtain on Washington and its leaders. His insights on presidential leadership and DC's political institutions will provide important context as public research universities seek to navigate a rapidly changing political landscape.

1:45 PM – 3:00 PM

CRITICAL SESSIONS

CSA are encouraged to attend a session of interest:

➤ **Advancing University Responsiveness: Leveraging Education, Research and Engagement to Address Critical Societal Disruptions**

Room: Thurgood Marshall Ballroom West

Ever increasing and evolving are the expectations of the university role in society--particularly in talent development, social mobility, and the application of research to addressing grand challenges. Public universities serve a critical role in society, but as expectations and needs evolve, so must the ways in which our institutions work to meet these expectations. In this session, a diverse panel of stakeholders will explore how institutions can continue to be increasingly responsive to an array of societal needs, from preparation of a ready workforce, to reduction of income and other types of inequality, to the application of research and discovery to economic or societal challenges.

Presenters

- **Franklin D. Gilliam, Jr.**, Chancellor, University of North Carolina, Greensboro
- **Eboni J. Pringle**, Dean, University College, Kent State University
- **Lorne Whitehead**, Professor, University of British Columbia
- **S. Atyia Martin**, Chief Resilience Officer, Mayor's Office of Resilience & Racial Equity, City of Boston
- **Debbie Hughes**, Vice President, Higher Education and Workforce, Business-Higher Education Forum

➤ **Consumer Backlash: How Can Universities Innovate Solutions to Make College More Affordable for Students & Families**

Room: Thurgood Marshall Ballroom North

A growing number of middle-class families are questioning the value of college when getting a degree also means taking on debt that could financially burden them for years. As the backlash intensifies, the need for universities to identify new ways to make college more affordable and help students avoid significant debt becomes more pressing. While there are some federal and state initiatives, this session will explore how universities can respond to the pushback from prospective students, families, and lawmakers who question the value of a degree in light of the costs and prospective job opportunities. Some universities have developed innovative programs that offer a path forward for other institutions. How did those initiatives come together, how are they faring, and what comes next? What are other innovative approaches universities can develop to increase college affordability, particularly in light of reduced state support?

➤ **The Implications of “America First” on North American Higher Education**

Room: Thurgood Marshall Ballroom South

In the current "America First" environment, university leaders are faced with evolving and complex political challenges when planning engaged learning, discovery, and service activities that cross geographical boundaries - local, state, national, and global. Is America's international leadership in higher education in jeopardy? How are institutions outside of the United States responding to the "America First" rhetoric? What does this mean for APLU as a North American higher education organization?

This session will address how institutions can navigate these concerning disruptions. Specifically, this session will explore the questions of:

1. *Is global university engagement in conflict with the "America First" rhetoric?*
2. *How are institutions leveraging global university engagement to address the "America First" rhetoric?*

Presenters

- **Judy Genshaft**, President, USF
- **Eric Kaler**, President, University of Minnesota
- **Guillermo Hernandez**, General Director of Strategic Partnerships, ANUIES
- **Carolyn Watters**, Provost, Dalhousie University

➤ **Where is Presidential Leadership Taking the American University?**

Room: Thurgood Marshall Ballroom East

Several organizations have projected the need for significantly more credentials and bachelor's degrees to be awarded by 2025. One foundation's goal is 16.4 million more high quality credentials by 2025 (4.8 million from typical enrollment patterns, 6.1 million from unenrolled students with some college but no degree, 5.1 million from adults with no college experience). Are our current university plans adequate to the task?

With this foundation's goal as a backdrop and with the knowledge of a wide range of other actual and potential disruptions facing higher education, many of which are being discussed in other collaborative sessions, where is presidential leadership taking the American Public University?

Presenters

- **Michael M. Crow**, President, Arizona State University
- **Lou Anna K. Simon**, President, Michigan State University
- **F. King Alexander**, President, Louisiana State University
- **Kristina M. Johnson**, Chancellor, State University of New York System
- **Mitch Daniels**, President, Purdue University
- **David Wilson**, President, Morgan State University

3:00 PM – 3:45 PM

Networking Break

Room: Exhibit Hall A

3:45 PM – 5:00 PM

CIMA Business Meeting

Room: Wilson B

All CIMA members are invited/ encouraged to attend.

5:15 PM – 6:30 PM

CIMA/CBA Open House Reception

Room: Madison Suite

All attendees are invited to join APLU's newest commission– Commission on Information Measurement & Analysis (CIMA) for a happy hour reception and open house. Come enjoy snacks and a beverage with your colleagues and learn more about CIMA and some of the work APLU and our member campuses are engaged in to use data to guide campus innovation and improvement.

Tuesday, November 14

7:00 AM – 8:00 AM

Breakfast

8:15 AM – 9:30 AM

Closing General Session

Room: Marriott Ballroom Salons 2&3

9:30 AM – 9:45 AM

Coffee Break

Room: Marriott Ballroom Salons 2&3

10:15 AM – 11:30 AM **Ready for Jobs, Career, and a Lifetime: Public Research Universities and Credentials that Count**

Room: Marriott Ballroom Salons 2&3

A college degree matters more than ever before. In the post-recession economy, job gains have been far better for those with college degrees than for those with only a high school degree. Students are clear that a primary purpose for enrolling in college is to get a good job and to put themselves on a path to a successful career. Employers and the public feel that public universities are not doing enough to prepare students for employment. Universities feel that a degree must involve a broader education, though certainly many, probably most, in the public university community agree on the need for preparation for employment. At this session, APLU explores these issues with thought leaders working at the intersection of higher education and talent development, and announces the release of a new paper calling for a “renewed commitment and responsiveness” on the part of public research universities.

SESSION AGENDA

10:15 – 10:30 Opening Remarks

- **Secretary Acosta**, U.S. Department of Labor

10:30 – 10:50 Changing Landscape—Demographics and Student Needs, Skills and Industry Needs

- Discussion led by **Mark Rosenberg**, President, Florida International University
- Featuring **Mary Alice McCarthy**, New America and **Amy Firestone**, U.S. Department of Labor Apprenticeships Office

10:50 – 11:10 Renewed Commitment and Responsiveness—University Action

- Discussion led by **Emily DeRocco**, Director of Education & Workforce, LIFT Manufacturing Institute
- Featuring **Sharon Gaber**, University of Toledo and **Martin Van Der Werf**, Georgetown University Center for Education and Workforce (invited)

11:10 – 11:15 Closing remarks

- **Peter McPherson**, President, Association of Public and Land-grant Universities

Meeting adjourns