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Dear Friends and Colleagues,

Over the next two days, The State University of New York is doing something that has never been done before.

For our fourth annual Critical Issues in Higher Education conference, SUNY is diving deep into the hot topic of collective impact—gathering several of today’s foremost thinkers, doers, and change leaders from a variety of fields so that we may learn from them how to drive meaningful change in our sphere, higher education.

It sounds simple, and perhaps, in theory, it is, but in practice collective impact is complex. At its heart, it’s teamwork, but it’s also so much more than that. It takes an admission on the part of stakeholders from throughout communities—from government, business, philanthropy, the social sector, education—that our most challenging social issues are shared social issues. That as a society we rise and fall together, and because of that we have the shared responsibility to learn and employ new ways to lift everyone up.

To do this kind of work—to clearly identify and articulate the challenge at hand...to assemble the right players at the table...to create and continually work toward a common agenda...to establish a real, shared sense of responsibility...to collect and use data to make the best decisions about how to move forward...to keep the stakeholders coming back to the table in the face of conflict, frustration, and other commitments—all this takes tremendous discipline, patience, and trust building. This doesn’t happen overnight. It’s slow, hard work. But from what we’ve seen so far, it also appears to be the most promising way forward in solving some of society’s most daunting problems, and in SUNY’s case, improving education outcomes, from kindergarten through college.

The purpose of this year’s conference is to explore what it takes to make collective impact happen. Understanding large-scale change in other sectors, such as health care, business, and the social sector, can help inform us of what collective impact looks like and how to get there.

To begin to change so we can collectively meet our needs, we need leaders who understand the science of change, systems that are change-oriented and adaptive, a culture of data-driven decision making across entities, and a renewed commitment to working together across sectors to scale up change. By improving our ability to adapt, we improve our ability to impact.

We are so grateful to the leaders and speakers who have come to New York to join us in this discussion, as well as the generous sponsors who believe in and support this all-important work. Thank you all, and best wishes for an illuminating, enriching few days.

Sincerely,

Nancy L. Zimpher, Chancellor
The State University of New York
SCHEDULE AT A GLANCE

WEDNESDAY, OCTOBER 29th

8:00 – 9:00AM
REGISTRATION AND CONTINENTAL BREAKFAST

9:00 – 10:30AM
WELCOME AND OPENING KEYNOTE
Welcome
Introductory Remarks
Keynote Address

10:45 – 12:00PM
MORNING PLENARY
What Large Scale Change Looks Like and How to Get There: Theories of Action

12:15 – 1:30PM
LUNCHEON KEYNOTE
Create Leaders at Every Level

1:45 – 2:45PM
*BREAKOUT SESSION 1
The Science of Change: Change 101: Continuous Improvement, Design Think, and Process Flow as Models for Change
Creating a Culture of Change: Building Capacity for Change Leadership: Why It’s Not Enough That Your President Gets It
Implementing Large-Scale Change: Improving Student Outcomes: The Role of Systems

3:00 – 4:00PM
*BREAKOUT SESSION 2
The Science of Change: You Can’t Change What You Can’t Measure: Tools for Measuring Improvement

Creating a Culture of Change: Building a Collective Impact
Cross-Sector Partnership: Creating a Shared Vision for the Work
Implementing Large-Scale Change: Moving Toward Population Health: Case Studies in Health care

4:15 – 5:30PM
AFTERNOON PLENARY
Continuous Improvement in Education
Keynote and Panel Discussion

6:00 – 8:00PM
CONFERENCE RECEPTION

THURSDAY, OCTOBER 30th

8:00 – 9:00AM
CONTINENTAL BREAKFAST

9:00 – 10:00AM
MORNING PLENARY
Moving from Change to Collective Impact

10:15 – 11:15AM
*BREAKOUT SESSION 3
Creating a Culture of Change: Notes From the Field: Collaboration in Research
Implementing Large-Scale Change: The Role of the Backbone: What it Means to Host a Collaborative

11:30 – 1:00PM
CLOSING PLENARY
Envisioning a Collective Future for Higher Education

Box Lunches will be available in The Hall and The Gallery for your convenience upon departure.

*In addition to the keynote sessions, attendees will be able to select from three breakout session tracks. Please note that attendees are not required to follow a specific track exclusively; in fact, we encourage you to explore the different tracks as much as possible.

Track 1: The Science of Change: Explore the discipline of change through its history, methodology, and tools of the trade. These sessions will give attendees the nuts and bolts of change mechanics in order to better implement reform.

Track 2: Creating a Culture of Change: Lasting change requires leaders who believe in continuous improvement, demonstrate commitment to improving outcomes, and are fearlessness in the face of failure. Their leadership must inspire a culture change within the organization and push the boundaries of possibilities, remodeling their institution’s core values and practices. Presenters in this track will share their stories and lessons learned of leading large-scale change.

Track 3: Implementing Large-Scale Change: Bridging theory and practice, initiatives across the country are applying improvement science processes to complex issues, such as education, health care, and housing. These innovative models show what can be accomplished when institutions step out of their silos and begin working collaboratively toward large-scale change.
WEDNESDAY, OCTOBER 29th

8:00 – 9:00AM
REGISTRATION AND CONTINENTAL BREAKFAST
Location: Main Lobby of The Times Center

9:00 – 10:30AM
WELCOME AND OPENING KEYNOTE
Location: The Stage
Welcome
H. Carl McCall – Chairman, The State University of New York Board of Trustees
Introductory Remarks
Nancy L. Zimpher – Chancellor, The State University of New York
Keynote Address
Dan Heath – Co-Author, Switch and Made to Stick

We stand united in the quest to radically redesign higher education to expand access, ensure completion, and guarantee success for students, and yet we struggle with how to get ourselves there. How can our large, intricate, and complicated organizations transform themselves into nimble, responsive, and focused institutions? How do we realign ourselves around outcomes, broaden what we hold ourselves accountable for, and begin working toward achieving collective impact outside our current silos? The answer is deceivingly simple: change.

10:45 – 12:00PM
MORNING PLENARY
Location: The Stage
What Large Scale Change Looks Like and How to Get There: Theories of Action
Jeff Edmondson, StriveTogether
Jason Helgerson, New York State Medicaid Redesign Team
Danette Howard, Lumina Foundation
James Kvaal, The White House Domestic Policy Council
Becky Margiotta, The Billions Institute
Joe McCannon, 100,000 Lives Campaign

Creating a Culture of Change: Building Capacity for Change Leadership: Why It’s Not Enough That Your President Gets It
Location: NY Times Conference Center 15th floor
High-level buy-in is essential to move change forward, but large-scale change takes the will of many. How do leaders build capacity for change within their own organizations to ensure the authenticity and longevity of change? We all can lead a horse to water, but can we make them drink?
Steven Aronowitz, McKinsey and Company
Kelli Parmley, Virginia Commonwealth University
Moderator: Jason Lane, SUNY

Implementing Large-Scale Change: Improving Student Outcomes: The Role of Systems
Location: NY Times Conference Center 15th floor
Systems of higher education have scale on their side and educate hundreds of thousands of students at any given moment. But how can they wield their scale to quickly improve outcomes for

12:15 – 1:30PM
LUNCHEON KEYNOTE
Location: The Hall
Create Leaders at Every Level
David Marquet – Retired U.S. Navy Captain and Author

David Marquet delivers the powerful message that leadership is not for the select few at the top. In highly effective organizations, there are leaders at every level. We call these leader-leader organizations.
BOOK SIGNING
Location: Lower Lobby
Turn This Ship Around!: A True Story of Turning Followers into Leaders, L. David Marquet

1:45 – 2:45PM
*BREAKOUT SESSION 1
The Science of Change: Change 101: Continuous Improvement, Design Think, and Process Flow as Models for Change
Location: The Stage
The nuts and bolts of change have been studied and documented for decades, and can be seen through different lenses. In this session, three diverse ways to think about change will be presented, as well as examples of the theories in practice.
Julie Goran, McKinsey and Company
Eric Storey, Xerox Corporation
Mike Taigman, University of Maryland Baltimore
Moderator: Ben Wildavsky, SUNY

BOOK SIGNING
Location: Lower Lobby
Students? Hear from the National Association of System Heads (NASH) on how they are taking student success to scale through a series of innovative, research-based practices across systems all over the nation.

John Morgan, Tennessee Board of Regents
Stephanie Huie, The University of Texas System
Rebecca Martin, National Association of System Heads

Moderator: Jonathan Gagliardi, National Association of System Heads

3:00 – 4:00PM
*BREAKOUT SESSION 2

The Science of Change: You Can’t Change What You Can’t Measure: Tools for Measuring Improvement

Location: The Stage

When it comes to improvement, it isn’t good enough to rely on a sense of things getting better—improvement efforts must be able to measure progress, deliver real-time feedback to the improvers, and demonstrate results. All this can be harder than usual when dealing with large-scale, adaptive problems, such as student success or health care delivery improvement. How we measure and what we measure can be just as important as our will to change. Hear from a panel of measurement specialists about why and how to measure improvement.

John Pryor, PKA Consulting
Geoff Zimmerman, StriveTogether Partnership
Donald Wiesenforth, Albany Medical Center

Moderator: Jay Quaintance, New York State Governor’s Office

Creating a Culture of Change: Building a Collective Impact Cross-Sector Partnership: Creating a Shared Vision for the Work

Location: NY Times Conference Center 15th floor

Building a partnership to take on some of the most complex issues of the day is no easy task, especially when it comes to whittling down exactly what the partnership will focus on. Vision is critically important for any improvement initiative and requires buy-in from all partners—accommodating both the grasstops and the grassroots. Leaders from cross-sector partnerships will share their stories from the field and their lessons learned.

Robert J. Jones, University at Albany
Marguerite Vanden Wyngaard, City School District of Albany
Becky Margiotta, The Billions Institute

Moderator: Jeff Edmondson, StriveTogether

Implementing Large-Scale Change: Moving Toward Population Health: Case Studies in Health care

Location: NY Times Conference Center 15th floor

Health care reform lies at the intersection of many variables, including delivery systems, patient and provider practice, public policy, financing, and breakthroughs in technology, among others.

With so many variables affecting the care of so many, how are innovative actors reinventing the health care system to serve more patients efficiently and effectively, and at a lower cost?

Jason Helgerson, New York State Medicaid Redesign Team
Carlos Dominguez, Cisco
Joe McCannon, 100,000 Lives

Moderator: Juliette Price, SUNY

4:15 – 5:30PM
AFTERNOON PLENARY: Keynote and Panel Discussion

Location: The Stage

Continuous Improvement in Education

Anthony Bryk – President, Carnegie Foundation for the Advancement of Teaching

Despite both internal and external repeated calls for change, the landscape of education remains virtually unmoved. Various improvement efforts have made tiny dents into the day’s most pressing issues, but with rapidly rising aspirations for what a twenty-first-century education system will look like, improvement is needed more than ever before. To meet the challenge head on, our efforts will need to be different than what has come before—more aggressive, more results-driven, and scalable. This improvement paradigm sets the stage for what challenges lie before us.

Panel Discussion
Ellen Hazelkorn, Ireland Higher Education Authority
Harvey Stenger, Binghamton University

Moderator: Scott Jaschik, Inside Higher Ed

6:00 – 8:00PM
CONFERECE RECEPTION

Location: R Lounge, Renaissance New York Times Square Hotel

THURSDAY, OCTOBER 30th

8:00 – 9:00AM
CONTINENTAL BREAKFAST

Location: Main Lobby of The Times Center

BOOK SIGNING

LOCATION: The Gallery

Building a Smarter University, Big Data, Innovation, and Analytics,
Jason E. Lane, editor - Foreword by Nancy L. Zimpher

9:00 – 10:00AM
MORNING PLENARY

Moving from Change to Collective Impact

Location: The Stage

Large-scale change isn’t a new concept, but rarely do we see dramatic improvements in the outcomes that are most pressing...
for our society. Often, lofty goals are left by the wayside as lack of coordination, competing interests, or lack of sustainability overtake even the best of intentions. Collective impact offers a different framework to solve the world’s most complex and adaptive problems, and has been proven to truly move the dial and achieve population-level change. In this moderated conversation, hear from two of the nation’s leading collective impact practitioners and hear about what they’ve observed happening nationwide within the collective impact movement.

Melody Barnes, Aspen Institute Forum for Community Solutions
Ben Hecht, Living Cities
Moderator: Jeff Edmondson, StriveTogether

10:15 – 11:15AM
*BREAKOUT SESSION 3


Location: The Stage
A misunderstood and overused phrase, data-driven decision making is an integral part of enacting lasting change. In fact, data often serves as a catalyst for improvement and measures the effectiveness of an improvement initiative. This panel will explore how understanding data can inform both individual-level practices and systemic reform.

Tristan Denley, Tennessee Board of Regents
Christine Keller, Association of Public Land-grant Universities
Bradley McIlquham, Knewton
Moderator: Jay Quaintance, New York State Governor’s Office

Creating a Culture of Change: Notes From the Field: Collaboration in Research

Location: NY Times Conference Center 15th floor
With diminishing federal funds available for collegiate research, universities are facing a new era of collaboration to gain funding for key areas of discovery. At SUNY, this gave way to forming Networks of Excellence, through which faculty from across the system are able to collaborate on large funding proposals for research done across campus lines. This panel will explore both the theoretical concept of the Networks and the infrastructure put in place to support this new model of collaboration.

Paul Hirsch, SUNY College of Environmental Studies and Forestry
Peter Winkelstein, University at Buffalo
Jose Manuel Alonso, SUNY College of Optometry
Tim Killeen, The Research Foundation for The State University of New York
Moderator: Alexander Cartwright, The State University of New York

Implementing Large-Scale Change: The Role of the Backbone: What it Means to Host a Collaborative

Location: NY Times Conference Center 15th floor
If cross sector partnerships focused on solving complex social issues are proving to be effective, how do colleges and universities serve as host partners to these innovative initiatives? This panel will explore how colleges and universities can realign their existing structures to better serve improvement efforts, and the challenges in doing so.

Vanessa Threate, New York State Cradle to Career Alliance
Kelli Parmley, Virginia Commonwealth University
Tom Quinn, Upstate Medical University
Moderator: Leanne Wirkkula, University at Albany

11:30 – 1:00PM
CLOSING PLENARY

Envisioning a Collective Future for Higher Education

Location: The Stage
Unless we drastically reconsider the roles and responsibilities of higher education in the twenty-first century, we will simply not meet the needs of America or the world. Without a monumental mindset shift in how we deliver high-quality instruction, ensure broad access for all students, guarantee student success post-graduation, and serve as the problem-solving engines of society, we will continue to fall short of the potential of higher education and leave unsolved the largest social issues of our time. This concluding panel will explore what could be if we were to put our differences aside and work collectively towards designing our future.

Jim Shelton, U.S. Department of Education
Patricia Greco, School District of Menomonee Falls, WI
Aims McGuinness, National Center for Higher Education Management Systems
Nancy L. Zimpher, The State University of New York

Box Lunches will be available in The Hall and The Gallery for your convenience upon departure.
It is our pleasure to introduce the SUNYCON Class of 2014 fellows, a select group of students and faculty who demonstrate change leadership on their campuses.

The entire purpose of our gathering over these two days is to spark conversation and action around the power of collective impact in driving systemic, meaningful change in the world. We’ve selected these SUNY students and faculty for their interest in the collective impact approach and their desire to do more and do better in their communities. We have every faith that their participation in these proceedings will be enriching both for them, personally, and for the campuses, as they return home with new tools, clearer vision, and a broader, stronger network of connections in their fields.

Please join us in welcoming these thought leaders and change agents, present and future, to this year’s conference.

**Student Fellows**

**ALISON COMBS**

Alison Coombs is a 4th year graduate student working on a PhD in philosophy at Binghamton University. She is currently doing pre-dissertation research in bioethics and disability. She developed a passion for improving the lives of people with disabilities as a special education paraprofessional and home health care provider prior to beginning her graduate education. She hopes to use her studies in bioethics to change our understanding of disability in philosophical ethics, social life, and public policy. She is also the president of the Binghamton University Graduate Student Organization. As the GSO president she has advocated for university-wide improvements to graduate student advising, career development, and access to campus spaces and resources. She received her BA in Philosophy and Spanish from Metropolitan State University of Denver, where she was also active in student government and other student organizations.

**IMANI CRUZ**

Imani Cruz is a sophomore at SUNY Oswego, majoring in journalism and minorring in both political science and public justice. She has focused her studies on a pre-law track with plans to enter law school upon graduation. Imani serves as a peer advisor for freshman entering into the journalism and broadcasting department, and assists them in developing skills to move forward with their academic studies. She is also president of Oswego’s Residence Hall Association. She hopes to work in the field of journalism and/or law, and anticipates a future working with others to incite change in both the local community and on a broader scale.

**MELISSA KATHAN**

Melissa Kathan is a junior at the University at Buffalo Honors College, pursuing a degree in political science. She plans to graduate a year early, in the spring of 2015, with the intent of pursuing her master’s in public administration at the University at Albany.

At UB, Melissa is heavily involved in the Student Association. She has been serving as the Speaker of the Assembly since the spring of 2013. In addition, she is serving as a voting SUNY Delegate for the campus. She is also the president of the UB Chapter of the National Society of Collegiate Scholars.

In May of 2014, Melissa was appointed to be the associate director of Government Relations for State Operated Colleges for the Student Assembly of the State University of New York.

Ms. Kathan is a graduate of Fairport High School, near Rochester, N.Y. During her senior year, she took a Leadership and Government class in which she worked with a group researching health care. Together, they traveled to Washington, D.C., and she was able to schedule a meeting for her group in the White House with the top health care officials in President Barack Obama’s Administration. This project solidified Melissa’s interest in leadership and change.

**RACHEL LIDDIC**

Rachel Liddic is a full time student at SUNY Broome Community College in the One Year Associate in Arts Program (AA1). Rachel balances her time between education, multiple jobs, community involvement, and spending time with her friends and family. Rachel has a passion for her community, particularly youth projects and teen development work. She enjoys the challenge of leadership roles and has experienced success working with younger students in
Garrett W. Roe

Garrett W. Roe is a Graduate Student in the history department at The College at Brockport, SUNY. Originally from Worcester, N.Y., Garrett attended Brockport as an undergraduate, majoring in history and adolescent inclusive education. Garrett currently serves as a graduate assistant in Student Union and Activities responsible for campus programming and serves as the department’s liaison to the division’s assessment team. Garrett is also currently involved in the campus governance body, the College Senate, as a student senator. He is also a student government Court Justice and serves as a mentor for students in LAUNCH and the Leadership Development Program. After graduating with his Masters of Arts in 2015, Garrett plans to work in higher education and enter a higher education administration graduate program with the aspirations of becoming an administrator serving at a public comprehensive liberal arts institution.

Garrett is thankful for many opportunities provided to him by The College at Brockport and by SUNY. He wishes to acknowledge his mentors: SUNY Distinguished Professor Owen S. Ireland, PhD; SUNY Distinguished Professor W. Bruce Leslie, PhD; and President John R. Halstead PhD. He is particularly grateful to Assistant Provost, Dean, and Associate Professor James Spiller, PhD for his support in his endeavor.

Tami Jo Smith

Tami Jo is a graduate student at SUNY Buffalo’s International Center for Creative Studies, where she is pursuing a Master’s of Science in creativity and change leadership. As wellness coordinator and training specialist at a non-profit adult care facility for senior adults, Tami Jo develops and facilitates a variety of programs focused on improving the quality of life for the clientele. These programs provide wholesome opportunities including forums for lifelong learning, preservation of social and emotional supports, and platforms for remaining active and involved in the local community.

As an expert in the foundational elements of dignified and holistic senior care, Tami Jo also develops and implements effective training and development workshops for frontline personnel with a person-centered care focus. She has also contributed valuable resources and initiatives to her organization in the form of formal proposals for the improvement of organizational policy and procedures, and notable upgrades to administrative documentation and operations. She has also contributed greatly to organizational innovation through the formal and informal facilitation of the CPS (Creative Problem Solving) process with both the Thinking Skills Model and FourSight Model. Tami Jo is currently focusing her education and experience on the development of a series of empowerment and leadership-focused workshops for adolescent girls and women in educational, professional, and community settings with the hope of positively impacting their overall identity development and self-image.

Tucker Sholtes

Tucker Sholtes is a senior double majoring in business administration and public relations with an international business minor at SUNY Oswego. He is the president of the Student Association and has previously been the president and founder of a variety of organizations on campus. He also currently works as an assistant sustainability coordinator for the Office of Sustainability and as the student program coordinator for the Center of Service Learning and Community Service. Currently he is providing leadership to assist the campus in an institutional cultural shift related to a long-held end-of-year tradition. He is also investing in the development of strategic diversity and inclusion programming and training throughout the campus. In his downtime, he publishes leadership focused articles on LinkedIn and studies the science of leadership and motivation. His goal is to pursue a career in management consulting in order to gain the experience needed to follow his dream of becoming a leadership consultant and executive team coach.

Sean Reilley

Sean Reilley is currently a student at Niagara County Community College and will graduate in December 2014 with an associate degree in humanities & social science. He is a member of the Phi-Theta-Kappa Honor Society, as well as a standing member of the Dean’s List. After graduation he plans to transfer to a four-year school, focusing on Education and Educational Psychology and hopes to use the knowledge I gain from his college-career to implement more efficient methods of learning to education systems. He believes that educational psychology can be better used to not just better education, but implement positive values and ethics, stimulating a more united world, and a better, more understanding tomorrow. Whether through research or the college-process, Sean plans on always continuing his education. He believes that learning is essential to maintaining a healthy mind, and healthy life. “Once you stop learning, you start dying” (Albert Einstein).
SUNYCON 2014: STUDENT AND FACULTY FELLOWS IN COLLECTIVE IMPACT

Faculty Fellows

RICHARD BURKE

Richard Burke is a Presidential Fellow at the Research Foundation of the State University of New York, where he is working on building collaborative research opportunities for faculty at comprehensive and technology colleges within the SUNY system. He is on sabbatical from his position as professor of engineering at Maritime College, where he has also served as chair of engineering and executive director of the Global Maritime Center. He has worked in industry as an engineer, manager, and consultant, and he previously served on the faculty of the Rensselaer Polytechnic Institute. Dick is also an alumnus of Maritime College, and holds graduate degrees from the University of Massachusetts at Amherst and the Massachusetts Institute of Technology.

MARY McCUNE

Mary McCune is Associate Professor of History and the Director of the Women’s Studies Program at SUNY Oswego. She received her PhD from The Ohio State University in 2000. Her research interests include twentieth-century women’s history, immigration, and ethnic/racial history. She is the author of The Whole Wide World, Without Limits: International Relief, Gender Politics, and American Jewish Women, 1893-1930 (Wayne State University Press, 2005). She is currently working on a project that examines the impact of the Great Migration on settlement houses that were initially created to serve a largely Jewish immigrant base. Her service commitments at SUNY Oswego, in addition to directing Women’s Studies, include serving on the Services to Aid Non-Traditional Students Committee and acting as co-director of the student-run Women’s Center.

JENNIFER TURNER WALDO

Jennifer Turner Waldo is an Associate Professor of Biology at the State University of New York at New Paltz. She is also serving the second of a two-year term as interim associate dean of the School of Fine and Performing Arts. She earned a BS in Biology at Hobart and William Smith Colleges and a PhD in Molecular Biology from Weill Cornell Medical College. Her post-doctoral studies were conducted at the University of California at San Francisco and supported by the Damon Runyon Cancer Research Fund. Since coming to New Paltz, she has established and maintained an undergraduate-driven research program into the biochemistry and structural biology of proteins involved in cell division. She has published articles on the development of genetic tests for dogs. In addition, she has published in the areas of science teaching, learning and assessment.

JOHN STRONG

John Strong is a tenured Physical Education Teacher Education Assistant Professor and Personal Training Certificate Coordinator at Niagara County Community College. He is the NCCC 2013 recipient of the SUNY Chancellor’s Award for Excellence in Teaching, and sits on the National Council on Strength and Fitness’s Board of Directors as a subject matter expert. John has been happily married to Kelly Strong in West Seneca, N.Y. for more than 14 years and is father to Jackson and Kaden, 11 and 9. John sits on the Board of Directors for the Cheektowaga Youth Baseball Association as the Director of Baseball where both boys enjoy playing travel ball. He is also a regular contributor to pelinks4u.org where he has published articles like Effort Surplus and SMART Goals over the past three years. John also sits on the Executive Council of the NYS Association of Health, Physical Education, Recreation and Dance as the future professionals advisor.

JOHN STRONG

Dr. Watt has been with The College at Brockport since 1998 and has a doctorate in Educational Psychology from the University of Massachusetts.
of Texas. Her first appointment with the college was in the Department of Health Science for 17 years, and she now is chairing and appointed in the Department of Public Administration. She has taught a variety of courses ranging from substance abuse counseling, interpersonal communication, contemporary issues in health, ethics, and statistics courses in addition to mentoring numerous theses and capstone projects. Her research interests are diverse although topics related to tobacco control span her academic career including journal publications and a NIH grant (RO3). Her primary service contributions at the college level, aside from serving as chair of the Department of Public Administration, have been starting and administering for several years an alcohol education program for students violating the campus alcohol policy and chairing the Academic Success Center Committee to conceptualize the creation of a state-of-the-art student center to promote academic achievement. She has contributed to the community and state by providing numerous workshops for counselors and writing a counselor manual (through a grant from the New York Addiction Technology Transfer Center Network) addressing issues related to treatment planning and motivational enhancement theory.

MARGARET WELLS

Margaret is an Associate Professor of Nursing at SUNY Upstate Medical University’s College of Nursing in Syracuse and has been a faculty member since 2000. Currently, she is the assistant dean for Outcomes and Evaluation and chair of the Outcomes and Evaluation Committee at the College. She received a BS in nursing from Georgetown University, an MS and a post-master’s certificate as an adult nurse practitioner from Syracuse University, and a PhD in rural nursing from Binghamton University. Her dissertation and research interest is resilience in older adults. Dr. Wells is participating in a project with an interprofessional research team from SUNY PI in Utica studying the effects of grandparenting and stress levels. At SUNY Upstate she serves as the College of Nursing faculty representative for the Upstate Faculty Council. She was inducted into the first cohort of the Academy of Upstate Educators in 2012 and actively works with other members of the Academy to provide mentoring and educational resources to Upstate faculty. In 2011, she completed the first Upstate Leadership Academy. She volunteers as an adult nurse practitioner at the Poverello free health care clinic in Syracuse, and is also involved in a new initiative at the College of Nursing where they are partnering with a psychiatric center in Syracuse to provide primary care to psychiatric patients and their families.
JOSE MANUEL ALONSO

Dr. Jose Manuel Alonso received his medical degree from the University of Santiago de Compostela (1989) and his PhD in Neuroscience from the University Autonoma de Madrid (1992) in Spain. After finishing his PhD, he joined the laboratory of Torsten Wiesel (Nobel Laureate, 1981) at the Rockefeller University, first as a Fulbright postdoctoral fellow (1993-1995) and later as a research associate (1995-1999). In 1999, he became an assistant professor at the Department of Psychology, University of Connecticut and in 2002 he moved his laboratory to the College of Optometry at the State University of New York (SUNY), where he is currently a Distinguished Professor. Dr. Alonso has made contributions to our understanding of how visual information is processed in the primary visual cortex, the area of the brain with the most detailed representation of visual space. A large body of his work has been devoted to understanding the functional role of thalamocortical connections, which provide the main entrance of visual information to the cerebral cortex. He also made contributions to understanding how the receptive fields of cortical neurons are constructed, the role of neuronal synchrony in sensory processing and the role of spatial attention and alertness in cortical function. More recently, his work has revealed pronounced asymmetries in the cortical processing of dark and light targets in visual scenes, which could potentially explain a wide range of visual phenomena including an almost four-century-old puzzle dating back to Galileo.

STEVEN ARONOWITZ

Steven Aronowitz is an associate principal in McKinsey & Company’s San Francisco office. He is a core member of McKinsey’s State & Local Public Sector practice and a leader in the Transformational Change service line. Steven serves government, social sector and high-tech clients globally with a focus on organizational questions and driving sustainable change at scale. Examples of Steven’s other recent work include:

- Strategic planning and stakeholder engagement, top 20 public university. Designed and implemented a strategic planning process to engage faculty, staff, administrators, students, and the community in setting a long term vision and strategy for a leading public university.
- Governance and organizational design, public mega-infrastructure project. Built a governance system for several public agencies to share leadership of one of the largest infrastructure projects in North America.
- Organizational design and transformational change, leading global foundation. Created and planned implementation for a new organizational design including structure, roles, and coordinating mechanisms to increase impact in global health, development and policy.

As a fellow at the McKinsey Global Institute, Steven analyzed the role of U.S. multinationals in the U.S. economy and the impact policy choices have on multinational investment choices for a white paper. In 2008-9 Steven served as an advisor to the Obama Presidential Transition team focused on performance management in government.

Prior to joining McKinsey & Company Steven worked in federal, state, and local government. He received his BA from Stanford University and his JD from the University of California at Berkeley.

MELODY C. BARNES

Melody Barnes is CEO of Melody Barnes Solutions LLC, a domestic strategy firm, and vice provost for Global Student Leadership Initiatives and Senior Fellow at the Robert F. Wagner School of Public Service at New York University. Ms. Barnes also serves as a senior director at the Albright Stonebridge Group, a global strategy firm; chair of the Aspen Institute Forum for Community Solutions; and on the Board of Directors of the Margarette Casey Foundation. From January 2009 until January 2012, she was assistant to the president and director of the White House Domestic Policy Council.

As director of the Domestic Policy Council, Ms. Barnes provided strategic advice to President Obama and worked closely with members of the Cabinet coordinating the domestic policy agenda across the Administration. Under her leadership, innovative new policies, practices, and partnerships were initiated to address significant national challenges, including education, health care, and the federal government’s relationship with local governments and communities.

Until July 2008, Ms. Barnes was the executive vice president for policy at the Center for American Progress, a progressive research institute and think tank. From December 1995 until March 2003, Ms. Barnes worked for Senator Edward M. Kennedy on the Senate Judiciary Committee; she served as his chief counsel from 1998 until she left the Committee in 2003. Barnes’ experience also includes an appointment as director of legislative affairs for the U.S. Equal Employment Opportunity Commission and serving as a principal at the D.C.-based consulting firm, The Raben Group. Ms. Barnes began her career as an attorney with Shearman & Sterling in New York City.

Ms. Barnes received her law degree from the University of Michigan in 1989. In 1986, she received her bachelor’s degree from the University of North Carolina at Chapel Hill, where she graduated with honors in history. Ms. Barnes’ media appearances include This Week with George Stephanopoulos, The Daily Show with Jon Stewart, Charlie Rose, Morning Joe and NewsHour with Jim Lehrer. She currently resides in Washington, D.C. with her husband, Marland Buckner.

ANTHONY S. BRYK

Anthony S. Bryk is the ninth president of the Carnegie Foundation for the Advancement of Teaching, where he is leading work on transforming educational research and development by more closely joining researchers and practitioners to improve teaching and learning. Formerly, he held the Spencer Chair in Organizational Studies in the School of Education and the Graduate School of Business at Stanford University from 2004 until assuming Carnegie’s presidency in September 2008. He came to Stanford from the University of Chicago, where he was the Marshall Field IV Professor of Urban Education in the sociology department, and where he helped found the Center for Urban School Improvement, which supports reform efforts in the Chicago Public Schools. He also created the Consortium on Chicago School Research,
a federation of research groups that have produced a range of studies to advance and assess urban school reform. He is a member of the National Academy of Education and was appointed by President Obama to the National Board for Education Sciences in 2010. In 2011, he was elected as a member of the American Academy of Arts and Sciences. He is one of America’s most noted educational researchers. His 1993 book, Catholic Schools and the Common Good, is a classic in the sociology of education. His deep interest in bringing scholarship to bear on improving schooling is reflected in his later volume, Trust in Schools, and in the most recent book, Organizing Schools for Improvement: Lessons from Chicago (Chicago Press, 2009). Dr. Bryk holds a PhD in Electrical and Computer Engineering from the University of Iowa.

Dr. Tristan Denley earned his PhD in Mathematics from Trinity College Cambridge, and held positions in Europe and North America before becoming vice chancellor for academic affairs at the Tennessee Board of Regents in August 2013.

Throughout his career, he has taken a hands-on approach in a variety of initiatives impacting student success. He is presently involved in implementing a wide variety of initiatives surrounding college completion, stretching from education redesign across the disciplines and institutional transformation to the role of predictive analytics and data mining in higher education.

His most recent work has created a course recommendation system at APSU that successfully pairs current students with the courses that best fit their talents and program of study for upcoming semesters. This system, which combines hundreds of thousands of past students’ grades with each particular student’s transcript, to make individualized recommendations for current students, was an IMS Global Learning Impact Awards winner.

Alex Cartwright
Dr. Alexander N. Cartwright is provost and executive vice chancellor of the State University of New York. As chief academic officer, he supports the chancellor and Board of Trustees in carrying out their oversight responsibilities of the 64-campus system. An internationally recognized researcher and scholar in the area of photonics, Dr. Cartwright most recently served as vice president for research and economic development at the State University of New York at Buffalo and the acting executive director of the NYS Center of Excellence in Bioinformatics and Life Sciences. His technology for fabricating a rainbow-colored polymer using a one-step, low-cost holographic lithography method was one of five inventions worldwide named to the Society of Manufacturing Engineer’s 2013 list of Innovations that Could Change the Way You Manufacture. Dr. Cartwright has produced more than 150 peer-reviewed journal publications and conference proceedings and received funding from organizations such as the National Institutes of Health, National Science Foundation, Air Force Office of Scientific Research, Department of Defense, and Office of Naval Research. He holds six patents and his work has been licensed by three startup companies. He is a Fellow of SPIE - The International Society for Optical Engineering, a senior member of the Institute of Electrical and Electronics Engineers (IEEE), a member of the American Association for the Advancement of Science (AAAS), the American Society for Engineering Education (ASEE), Eta Kappa Nu, and the Materials Research Society (MRS). Dr. Cartwright holds a PhD in Electrical and Computer Engineering from the University of Iowa.

Jeff Edmondson
Jeff Edmondson is managing director of StriveTogether, a national cradle-to-career initiative that brings together leaders in Pre-K-12 schools, higher education, business and industry, community organizations, government leaders, parents and other stakeholders who are committed to helping children succeed from birth through careers.

Carlos Dominguez, a senior vice president in the office of the chairman and CEO at Cisco, is a technology evangelist and social media maven who motivates audiences worldwide with insights into how technology and adaptable cultures can create winning organizations. Drawing on 21 years at Cisco, personal connections with thought-leaders around the world, and his wide-ranging curiosity, Dominguez highlights groundbreaking new trends in technology, including the Internet of Everything, the democratization of knowledge, and seismic shifts in the retail and social landscapes.

Dominguez is a board member of Medidata, which focuses on improved data collection and analysis in clinical research. He is a member of the CDC Foundation, which connects the Centers for Disease Control and Prevention (CDC) to innovative ideas and expertise from outside partners. He is also on the board of the Institute of Large Scale Innovation (ILSI), a group of international leaders who use innovation to help solve complex global challenges.

Before his current role at Cisco, Dominguez ran Cisco’s Worldwide Service Provider Operations for three years, and previously was vice president for U.S. Service Provider Sales. Under his leadership, Service Provider grew in revenue from $500 million to $2.5 billion. Prior to that, he led Cisco’s enterprise line of business in the northeastern United States, where he established Cisco in the strategic markets of financial services, media, government, and pharmaceuticals.

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http://carlosdominguez.cisco.com
http://tinyurl.com/m53oku8
Serving Universities to help ensure resources in these regions are efficiently and effectively supporting the success of every child. He also served as the foundation officer for KnowledgeWorks Foundation. In this role, Edmondson was responsible for assisting the president & CEO by leading and providing support for priority initiatives, communicating on the vision and strategies of the Foundation, and managing the relationship with the Board of Directors. He also served as a program assistant at the 21st Century School Fund, where he conducted research, published papers, and wrote legislation on local and national policy issues related to school facilities.

Edmondson also worked as the Peaceable Schools Coordinator at Woodrow Wilson Senior High School, the largest public secondary school in Washington, D.C., where he was an advocate for teachers and students in the school, built partnerships between the school and organizations and businesses in the community to improve student outcomes, and trained students and staff in mediation and other alternative conflict resolution techniques.

Edmondson has a bachelor’s of science in biology from University of Richmond and a master’s in public policy from Johns Hopkins University. In addition, he served as a volunteer and supervisor for three years in Peace Corps Gabon, Central Africa. Currently, Jeff has been selected as a fellow to the Ashoka: Innovators for the Public and completed his Annie E. Casey Family and Children Fellowship.

He was recently named the recipient of the Edmondson has a bachelor’s of science in biology from University of Richmond and a master’s in public policy from Johns Hopkins University. In addition, he served as a volunteer and supervisor for three years in Peace Corps Gabon, Central Africa. Currently, Jeff has been selected as a fellow to the Ashoka: Innovators for the Public and completed his Annie E. Casey Family and Children Fellowship.

He was recently named the recipient of the American Express NGen Leadership Award, which honors one accomplished nonprofit leader age 40 and under who has already demonstrated significant impact in addressing society’s critical needs.

JULIE GORAN

Julie Goran is a principal in the New York Office of McKinsey & Company. Julie first joined the firm in 2000 as a business analyst, and then again in 2005 as a senior associate. She focuses on serving clients across industries on organizational issues, in particular on issues of governance, structure, and organizational design. Julie is a leader in McKinsey’s North America Organizational practice.

Recent work includes:

- Developing a new school support model for a major U.S. school district, including assessing needs of schools, other district models, and strengths and weaknesses of current and past district model. Julie worked closely with senior education and city officials to develop recommendations.
- Designing a new governance structure for a global asset manager, including top level organization structure and committee structure. She worked closely with senior leaders to define roles and responsibilities for making firm-wide strategic decisions.
- Designing a transformation program for a U.S. financial institution, including diagnosing and analyzing the company’s organizational health. Julie worked closely with the CEO, head of HR, and senior business leaders to understand issues and develop a broad-based transformation program.
- Designing a top team organization structure and governance model for a top health insurance payer. Julie worked directly with the incoming president to design a structure to enable the organization to achieve its long term strategic goals.
- Designing a governance model for a U.S. financial institution, including committee structure, mandates, membership, and decision-making authorities. Julie worked closely with the CEO to design structure and decision-making rights.
- Designing a new top management structure for a global pharmaceutical company undergoing a major strategic shift. Julie worked closely with the CEO and senior leadership team to define options, implications of options, and implementation plan.

Julie is also leading McKinsey’s Managing Global Organizations knowledge effort, focused on defining how the world’s largest global companies organize and manage given the size, scale, and complexity challenges they face as global organizations.

Julie obtained a BA from Yale University, cum laude, and a Juris Doctorate from New York University School of Law, magna cum laude, where she was elected to the Order of the Coif.

PATRICIA GRECO

Pat Greco is the superintendent of schools for the School District of Menomonee Falls, a suburban district located on the northwest side of Milwaukee. The school system has a strong tradition of excellence and is focused on helping best in class among the nation’s leaders.

Pat received her doctorate from University of Wisconsin in 1995. She has been recognized at state and national levels as an innovative instructional leader and advocate for student learning. She is serving with a team of 20 superintendents and the U.S. Department of Education on the Digital Promise, a White House target for the future of technology in education. Pat was recognized as Educator of the Year by Wisconsin Manufacturers and Commerce, received recognition by state and national PTA for Elementary School of the Year as an elementary principal, and received the Educational Influence Award from Wisconsin ASCD for her advocacy for children and public education.

Pat has extensive background in leading instructional improvement and is published internationally. She has dedicated her professional service to organizations committed to impacting strong learning outcomes for students and educators. Her commitment is to build strong models of learning and share those to influence practice and achieve results at a high level.
ELLEN HAZELKORN  
Professor Ellen Hazelkorn holds a joint appointment as director, Higher Education Policy Research Unit (HEPRU), Dublin Institute of Technology (Ireland), and policy advisor to the Higher Education Authority (HEA). She is also president of EAIR (European Higher Education Society) and Chairperson of the EU Expert Group on Science Education (2014). Professor Hazelkorn has over 20 years senior experience in higher education, holding positions as vice president of research and enterprise, and dean of the Graduate Research School, (2008-2014), and vice president and founding dean of the Faculty of Applied Arts, Dublin Institute of Technology (1995-2008).

Professor Hazelkorn works as a consultant/specialist with international organizations and universities, and has been/is a member of government/international review teams and boards. Ellen is also a member of various editorial/editorial advisory boards: Higher Education Policy, International Journal for Researcher Development, European Journal of Higher Education, Palgrave Communications, and Science and Society, and previously, Higher Education Management and Policy. She was awarded a BA and PhD from the University of Wisconsin, Madison, and the University of Kent, UK, respectively.


www.dit.ie/hepru/

JASON A. HELGERSON  
Jason Helgerson became New York’s Medicaid Director on January 5, 2011. New York’s Medicaid program provides vital health care services to over 5.3 million New Yorkers and has an annual budget in excess of $54 billion. Jason also serves as the executive director for New York’s Medicaid Redesign Team. In this capacity he leads Governor Andrew Cuomo’s effort to fundamentally reshape the state’s Medicaid program in order to both lower costs and improve health care quality.

Prior to arriving in New York, Jason was Wisconsin’s Medicaid Director. In that capacity, he administered the state’s nationally recognized BadgerCare Plus program for children and families (Wisconsin’s Medicaid, and SCHIP); BadgerCare Plus Core Plan; SeniorCare (Pharmacy Plus Waiver); FoodShare (Supplemental Nutrition Assistance Program); and Wisconsin’s Chronic Disease Program.

Jason was also the principal project sponsor for BadgerCare Plus, former Wisconsin Governor Jim Doyle’s signature health care initiative. Through this program, 98% of Wisconsin residents have access to affordable health care, including all children.

Jason served as executive assistant/policy director to the secretary of the Wisconsin Department of Health and Family Services (DHFS) from February 2005 to March 2007. Prior to joining DHFS, Jason served as the executive assistant for the Wisconsin Department of Revenue.

Prior to joining the Doyle Administration, Jason served as the senior education policy advisor for Mayor Ron Gonzales of the City of San Jose, CA. In this role, he provided advice and counsel to the mayor on all issues related to children. Before joining Mayor Gonzales’ staff, Jason worked for the Milwaukee Public Schools (MPS), where he served as both the chief

EXECUTING CHANGE TO DRIVE COLLECTIVE IMPACT

DAN HEATH  
Dan Heath is a senior fellow at Duke University’s CASE center, which supports social entrepreneurs. He is the co-author of Decisive: How to Make Better Choices in Life and Work, as well as two previous New York Times bestsellers, Switch and Made to Stick. Amazon.com’s editors named Switch one of the Best Nonfiction Books of the Year, and it spent 47 weeks on the New York Times Bestseller list. Made to Stick was named the Best Business Book of the Year and spent 24 months on the BusinessWeek bestseller list. Both books have been translated into over 25 languages.

Previously, Dan worked as a researcher and case writer for Harvard Business School. In 1997, he co-founded an innovative publishing company called Thinkwell, which continues to produce a radically reinvented line of college textbooks.

Dan has an MBA from Harvard Business School and a BA from the Plan II Honors Program from the University of Texas at Austin. Two proud (sort of) moments for Dan are his stint driving a promotional car called the “Brainmobile” across the country and his victory in the 2005 New Yorker Cartoon Caption Contest, beating out 13,000 other entrants. He lives in Raleigh, North Carolina.

BEN HECHT  
Mr. Hecht has been the president & CEO of Living Cities since July 2007. Since that time, the organization has adopted a broad, integrative agenda that harnesses the collective knowledge of its 22 member foundations and financial institutions to benefit low-income people and the cities where they live. Living Cities deploys a unique blend of more than $140 million in grants, loans, and influence to re-engineer obsolete public systems and connect low-income people and underinvested places to opportunity.

Prior to joining Living Cities, Mr. Hecht co-founded One Economics Corporation, a nonprofit organization that leverages the power of technology and information to connect low-income people to the economic mainstream through broadband in the home and public-purpose media.

Mr. Hecht received his JD from Georgetown University Law Center and his CPA from the State of Maryland. For 10 years, he taught at Georgetown University Law Center. In 1997, he was awarded Georgetown’s prestigious Charles Fahy Distinguished Adjunct Professor Award.

Mr. Hecht serves as chairman of EveryoneOn, a nonprofit committed to bringing broadband to all low-income households. He also is a member of the U.S. National Advisory Board of the G8 Social Impact Investment Task Force. Mr. Hecht most recently served as Finance Committee chair and Treasurer for the Georgetown Day School (GDS) Board of Trustees.
Paul Hirsch is assistant professor in the Environmental Studies department at SUNY College of Environmental Science and Forestry. He currently serves as presidential fellow for the SUNY-wide “Networks of Excellence” Initiative. He holds a PhD in public policy from the Georgia Institute of Technology, an MS from the Odum School of Ecology at the University of Georgia, and a BS from Cornell University. Dr. Hirsch’s work involves developing approaches to environmental policy analysis and collaborative problem solving that engage with the complexities that emerge when science, politics, and values intersect. Dr. Hirsch has received funding from the National Science Foundation, the MacArthur Foundation, the W.W. Kellogg Foundation, the New York State Department of Environmental Conservation, and the Research Foundation of the State University of New York. A number of government and non-government organizations, including the World Wildlife Fund, the Peruvian Society for Environmental Law, and the New Zealand Ministry of the Environment, have drawn on Dr. Hirsch’s research in the development of programs and initiatives.

Stephanie A. Bond Huie, PhD, is the vice chancellor for the Office of Strategic Initiatives for The University of Texas System. With more than a decade of experience in higher education administration and research, Dr. Huie currently leads a team of research and policy analysts to develop metrics that align with the chancellor’s strategic vision. In addition, she is responsible for monitoring higher education issues at the system, state, and national levels, and for making recommendations on trends and best practices in higher education, particularly as they relate to data-informed policy making, transparency, and performance metrics.

Scott Jaschik is editor and one of the three founders of Inside Higher Ed. With Doug Lederman, he leads the editorial operations of Inside Higher Ed, overseeing news content, opinion pieces, career advice, blogs, and other features. Scott is a leading voice on higher education issues, quoted regularly in publications nationwide, and publishing articles on colleges in publications such as The New York Times, The Boston Globe, The Washington Post, Salon, and elsewhere. He has been a judge or screener for the National Magazine Awards, the Online Journalism Awards, the Folio Editorial Excellence Awards, and the Education Writers Association Awards. Scott served as a mentor in the community college fellowship program of the Hechinger Institute on Education and the Media, of Teachers College, Columbia University. He is a member of the board of the Education Writers Association. From 1999-2003, Scott was editor of The Chronicle of Higher Education. Scott grew up in Rochester, N.Y., and graduated from Cornell University in 1985. He lives in Washington, D.C.

Danette Gerald Howard is vice president for policy and mobilization at Lumina Foundation, the nation’s largest private foundation focused solely on increasing student access and success in postsecondary education. Dr. Howard oversees several of Lumina’s key strategies to increase Americans’ attainment of high-quality postsecondary degrees and credentials, including strategic work in both state and federal policy and the Foundation’s growing national convening function. She also leads the Foundation’s efforts to mobilize and engage employers, metropolitan areas, higher education institutions and other key actors with a stake in postsecondary attainment.

Prior to joining Lumina, Howard served as secretary of higher education in Maryland, leading the state’s postsecondary education coordinating agency, the Maryland Higher Education Commission. As secretary she oversaw Maryland’s statewide financial aid program, approved new academic programs and institutions seeking to operate in the state, and advised the governor and legislators on higher education policies and initiatives.

A nationally regarded analyst and thought leader, Howard previously served as director of research and policy analysis at the Maryland Higher Education Commission. She also held positions as the assistant director of higher education policy at the Education Trust in Washington, D.C., as a researcher at the University of Maryland, College Park, and as a student affairs administrator and admissions counselor at the University of Maryland, Baltimore County.

Dr. Howard earned her bachelor’s degree, summa cum laude, from Howard University. She also received her master’s degree from the Harvard University Graduate School of Education, and her PhD in higher education policy from the University of Maryland, College Park.

Danette resides in Indianapolis with her husband, William II, and their son, William III.

Jason received his Master of Public Policy degree from the University of Chicago in 1995, and his BA in political science from American University in Washington, D.C., in 1993. Jason is also a clinical associate professor at the State University of New York at Albany, School of Public Health.

PAUL HIRSCH

SCOTT JASCHIK
ROBERT J. JONES

Robert J. Jones became the 19th president of the University at Albany in January 2013.

He came to UAlbany following 34 years at the University of Minnesota, where he began as a faculty member in agronomy and plant genetics and later assumed a number of key leadership positions. From 2004 to 2012, he served as senior vice president for academic administration with responsibility for better integrating how the five University of Minnesota campuses worked together. At Minnesota, he also played a critical role in advancing university-community engagement.

As he has charted a course for the University at Albany, Jones has made greater community engagement a key campus priority, and he is deeply involved in building partnerships that strengthen communities.

Jones serves as Regional Council Co-Chair for the Capital Region Economic Development Council. Other boards on which he serves include the Center for Economic Growth, Saratoga Performing Arts Center, Capitalize Albany, and The Albany Promise. At the national level, he serves on the boards of the Bush Foundation, the Coalition of Urban Serving Universities and the Scholars at Risk Network.

A native of Dawson, Georgia, Jones earned a bachelor’s degree in agronomy from Fort Valley State College, a master of science degree in crop physiology from the University of Georgia, and a doctorate in crop physiology from the University of Minnesota, a MBA from the University of Missouri, and a bachelor’s degree in marketing research from Missouri State University.

Christine Keller is a member of several national advisory committees including the Gardner Institute’s Gateways to Completion project and the College Educational Quality study at Columbia University’s Teacher College. She is an incoming member of the National Survey of Student Engagement (NSSE) Advisory Board and is a past board member of the Association for Institutional Research (AIR).

www.studentachievementmeasure.org
www.collegeportraits.org

CHRISTINE KELLER

Christine Keller is the associate vice president for academic affairs at the Association of Public and Land-grant Universities (APLU), where she has provided leadership in the development and application of research, policy, and analysis since 2007. She directs the Voluntary System of Accountability on behalf of APLU and the American Association of State Colleges and Universities (AASSCU), and oversees the cross-sector Student Achievement Measure project on behalf of APLU and AASSCU as well as four other higher education associations.

Before joining APLU, Christine was the assistant director of institutional research and planning at the University of Kansas and the associate dean of continuing education at Sterling College. Christine holds a PhD in educational policy and leadership from the University of Kansas, a MBA from the University of Missouri, and a bachelor’s degree in marketing research from Missouri State University.

Dr. Killeen has led major strategic planning processes, including the development of the 10-year strategic plan for the $2.6 billion annual, 13-agency U.S. Global Change Research Program, and has established several significant new programs including the Science, Engineering & Education for Sustainability (SEES) initiative. He has served on various White House committees and task forces, testified to Congress and the executive branch, and from 2010-2012 was chair of IGFA, the 25-member International Group of Funding Agencies for global change research. Dr. Killeen, a U.S. citizen, grew up in Wales and completed his undergraduate and graduate education at University College London, earning his PhD in atomic and molecular physics.

JAMES KVAAL

James Kvaal is the deputy director of the Domestic Policy Council, which coordinates the domestic policy-making process in the White House. Prior to his current position, he was the policy director on the Obama for America 2012 campaign. In the first term of the Obama Administration, he worked as deputy undersecretary at the U.S. Department of Education and special assistant to the president for economic policy, where he worked on higher education and labor market policies, including student financial aid, community college reform, and simplifying the student aid application. Kvaal previously served in positions...
in the House of Representatives, the Senate, and the Clinton White House. He graduated from Stanford University and Harvard Law School.

JASON E. LANE

Jason E. Lane is vice provost for academic affairs and senior associate vice chancellor for the State University of New York. He is also a member of the educational policy faculty (on leave), senior researcher at the Institute for Global Education Policy Studies, and co-director of the Cross-Border Education Research Team (C-BERT) at the University at Albany (SUNY). Lane’s research focuses on the globalized higher education, with a specific interest in the emergence of the multi-national university and the role of internationalization in quality assurance, public diplomacy, and economic and community development. He has written numerous articles, book chapters, and policy reports and authored or edited nine books, including Higher Education Systems 3.0: Harnessing Systemness; Delivering Performance (SUNY Press, 2013, w/ Bruce Johnstone), Academic Leadership and Governance of Higher Education (Stylus Press, 2012, w/ Robert Hendrickson, James Harris, and Rick Dorman), and Colleges and Universities as Economic Drivers (SUNY Press, 2012 w/ Bruce Johnstone). He has served on the boards of the Comparative and International Education Society (CIESAES), Council for International Higher Education (CIHE), and the Gulf Comparative Education Society (GCES). Lane has been a speaker and consultant in more than 30 countries across Asia, Europe, North and South America, and the Middle East.

@profjasonlane

DAVID LEONHARDT

David Leonhardt runs The Upshot, a new Times website dedicated to covering politics and policy. The site, scheduled to launch in the spring of 2014, will take a conversational, analytical approach to many of the day’s biggest news stories. The Upshot will also emphasize data visualization and interactives from The New York Times’s award-winning graphics staff.

Before being named to oversee the new venture in late 2013, Mr. Leonhardt was the paper’s Washington Bureau Chief, overseeing coverage of politics, national security, the law, economics, and domestic policy from Washington. Previously, Mr. Leonhardt wrote “Economic Scene,” a weekly economics column, for the business section, looking at both the broad American economy and the economics of everyday life. In April 2011, Mr. Leonhardt won the Pulitzer Prize for Commentary for his columns.


Mr. Leonhardt has also worked as a staff writer and contributor for The New York Times Magazine and the Economix blog. In 2005, he was one of the reporters who produced “Class Matters,” the paper’s series on social class in the United States. In 2004, he founded an analytical sports column called “Keeping Score.”


Mr. Leonhardt won the Gerald Loeb Award for magazine writing in 2009 for a Times Magazine article, “Obamanomics.” He was part of a team of Times reporters whose coverage of corporate scandals was a finalist for the Pulitzer Prize in 2003. In 2010, he was a finalist for the Pulitzer Prize for his economics column.

Born in New York on Jan. 1, 1973, Mr. Leonhardt studied applied mathematics at Yale. He is a third-generation native of New York.

BECKY KANIS

BECKY KANIS

Margiotta


Becky and her friend, Joe Mc Cannon, co-founded the Billions Institute to answer one question: how do we unleash a billion people to solve the world’s biggest problems in the next 50 years? As the commander of training for the Institute, Becky is responsible for building a force of change agents who will transform the planet.

Previously, Becky led the highly successful 100,000 Homes Campaign for Community Solutions. Featured on 60 Minutes, the Campaign was a nationwide large-scale change effort to find and house 100,000 of the most long-term and medically vulnerable homeless people in America by July 2014. The Campaign met its objective one month early. Before that, she commanded two Special Operations/Airborne companies in the U.S. Army.

Becky is a graduate of the United States Military Academy and holds a master’s degree from The New School. In 2013, she was recognized as a White House Champion of Change for her service to the nation as a female veteran.

@beckykanis

www.socialchange.be

DAVID MARQUET

Captain David Marquet imagines a work place where everyone engages and contributes his or her full intellectual capacity, a place where people are healthier and happier because they have more control over their work, a place where everyone is a leader. A 1981 U.S. Naval Academy graduate, Captain Marquet served in the U.S. submarine force for 28 years. After being assigned to command the nuclear powered submarine USS Santa Fe, then ranked last in retention and operational standing, he realized the traditional leadership approach of “take control, give orders,” wouldn’t work. He “turned his ship around” by treating the crew as leaders, not followers, and giving control, not taking control. This approach took the Santa Fe from “worst to first,” achieving the highest retention and operational standings in the navy.

After Captain Marquet’s departure from the ship, the Santa Fe continued to win awards and promoted a disproportionate number of officers and enlisted men to positions of increased responsibility, including ten subsequent submarine captains. Further, having been on the ship, Stephen R. Covey said it was the most empowering organization he’d ever seen and wrote about Captain Marquet’s leadership practices in his book, The 8th Habit.

Captain Marquet is the author of Turn the Ship Around! A True Story of Turning Followers Into
Leaders. *Fortune* magazine called the book the “best how-to manual anywhere for managers on delegating, training, and driving flawless execution.”

Captain Marquet retired from the Navy in 2009, and speaks to those who want to create empowering work environments that release the passion, initiative, and intellect of each person. His bold and highly effective framework is summarized as “give control, create leaders.” He is a life member of the Council on Foreign Relations.

**REBECCA R. MARTIN**

Rebecca is the executive director of the National Association of System Heads, an association of chief executives of the 44 college and university systems of public higher education in the United States and Puerto Rico. NASH and its partners have worked hard to form a network of presidents, chancellors, executive directors, and commissioners. Together, this group supports leaders and their peers in the unique roles they play. NASH and its affiliates boast more than 30 years of collaboration, system heads in 40 states, more than 5.6 million students, and support for public multi-campus systems which enroll 75% of all students in public four-year colleges and universities.

Dr. Martin also serves as senior fellow at the Education Delivery Institute, an innovative non-profit organization that focuses on implementing large-scale system change in public education. EDI’s core mission is to develop the capacity of higher education and K-12 leaders to define and deliver on their ambitious reform agendas and key education priorities. EDI helps them set and achieve goals aimed at increasing the number of students who graduate from high school college- and career-ready and who enter and succeed in college. While doing this, EDI strongly emphasizes closing gaps that separate low-income students and students of color from others.

Before joining EDI, Dr. Martin served as senior vice president for academic affairs for the University of Wisconsin System, which includes two doctoral universities, 11 comprehensive campuses, and 13 freshman-sophomore colleges. Under her leadership, the system expanded the use of high-impact practices and aggressively focused on improving the retention and graduation rates of underserved students.

Dr. Martin served for five years as provost and vice chancellor at the University of Wisconsin – Parkside, where she also taught as a tenured professor in political science. Earlier, she served at the University of Vermont, holding several positions including senior vice provost, interim provost, and acting president. She also spent several years in the California State University System. She earned her doctorate in public administration from the University of Southern California, her master’s degree in librarianship from San Jose State University, and her bachelor’s degree in educational psychology and history from the University of California-Santa Cruz. Her research interests include organizational change, equity in higher education, and community-based learning.

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**H. CARL MCCALL**

H. Carl McCall was appointed chairman of The State University of New York Board of Trustees on October 17, 2011. He first joined the Board as a member on October 22, 2007.

Mr. McCall served as comptroller of the State of New York from May 1993 to December 2002. As chief fiscal officer of the state, he was responsible for governmental and financial oversight and pension fund management. As sole trustee of the 880,000-member state and local retirement systems, McCall was responsible for investing a pension fund valued at $120 billion.

Mr. McCall has had a distinguished career as a public servant. He served three terms as a New York State senator representing the upper Manhattan district of New York City; as an ambassador to the United Nations; as a commissioner of the Port Authority of New York and New Jersey; and as the commissioner of the New York State Division of Human Rights.

Mr. McCall has been a passionate advocate for public education. He served as president of the New York City Board of Education from 1991–1993, where he set policy for the largest school system in the nation, and as the chairman of the Public Higher Education Conference Board, a coalition of 14 member organization that supports a strong and vibrant public higher education system in New York State. He has also been active in the private sector, serving as a vice president of Citibank and as corporate director of the New York Stock Exchange, Tyco International, New Plan Realty Corporation, and presently Ariel Investment.

He was educated at Dartmouth College, Andover Newton Theological Seminary, and the University of Edinburgh. He is the recipient of nine honorary degrees.

**JOE McCANNON**

Joe McCannon leads the Billions Institute with his friend Becky Kanis Margiotta.

Joe was previously a political appointee in the Obama Administration, serving as senior advisor to the administrator at the Centers for Medicare and Medicaid Services in the U.S. Department of Health and Human Services and rolling out major pieces of the Affordable Care Act. Before this, he was vice president and faculty on large-scale improvement at the Institute for Healthcare Improvement, leading the organization’s major domestic initiative to improve patient safety, the 100,000 Lives Campaign, and starting its work in Africa. He has supported large-scale transformation in several nations, including Canada, Denmark, England, Japan, and South Africa, and consulted on the topic for a number of organizations, including the Bill and Melinda Gates Foundation and Community Solutions (100,000 Homes Campaign).

He started his career in the publishing industry with roles at *Fast Company*, *The Atlantic Monthly*, and *Outside* magazine. He is a graduate of Harvard University and was a Reuters Fellow at Stanford University.

**AIMS McGUINNESS**

Aims McGuinness is a Senior Associate with the National Center for Higher Education Management Systems (NCHEMS), a private nonprofit policy center in Boulder, Colorado. At NCHEMS, he specializes in state governance and coordination of higher education; strategic
planning and restructuring higher education systems; roles and responsibilities of public institutional and multi-campus system governing boards; and international comparison of education reform.

Prior to joining NCHEMS in 1993, he was director of higher education policy at the Education Commission of the States (ECS). Before joining ECS in 1975, he was executive assistant to the chancellor of the University of Maine system.

Over the past 35 years, McGuinness has advised many of the states that have conducted major studies of their higher education systems and undertaken higher education reforms. McGuinness is active at the international level in conducting policy reviews and advising governments on higher education policy, primarily through the Organisation for Economic Co-operation and Development (OECD) and the World Bank.


McGuinness earned his undergraduate degree in political science from the University of Pennsylvania, an MBA from The George Washington University, and a PhD in social science from the Maxwell School, Syracuse University.

Prior to Knewton, Brad helped run a gang-prevention initiative in Durham, North Carolina. He is specifically interested in helping to provide effective instructional experiences to all students, regardless of socio-economic or geographic limitation. Brad earned a BS in Business from Miami University and a JD from DePaul University College of Law.

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JOHN MORGAN

John Morgan was born January 4, 1952, in Nashville, Tennessee. He is married to Donna Morgan, they have two sons, Brian and Kevin.

Morgan graduated from Austin Peay State University in 1974. He did graduate work at Louisiana State University from 1974-1976. John entered state government as a research assistant for the Legislative Fiscal Review Committee in 1976. From 1978 to 1980 he was a research assistant in the Department of Finance and Administration, and from 1980 to 1982 was an administrative assistant to the State Treasurer. In 1982 he began working in the Office of the Comptroller of the Treasury as assistant director of Bond Finance, and in 1983, as director of Bond Finance. In 1987 he also became assistant to the Comptroller, as well as director of Bond Finance. In October of 1987 Morgan left state government and was vice president, director of Public Finance of Third National Bank in Nashville. In February of 1989 Morgan returned to state government as executive assistant to the Comptroller of the Treasury, and in January 1999 was first elected Comptroller of the Treasury by the Tennessee General Assembly. He was reelected to this position in 2001, 2003, 2005, and 2007. In January 2009, he was appointed to the position of deputy to the governor and served in that position until his appointment as chancellor of the Tennessee Board of Regents on October 1, 2010.

Morgan is vice chair of the National Association of System Heads and a member of the Board of Directors of Complete College America, the President’s Council of the Association of Governing Boards, the Search Advisory Committee of the Association of Governing Boards, the Board of Directors of the Nashville Chamber of Commerce, and the American Society of Public Administration.

He enjoys gardening and golf.

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KELLI PARMLEY

Kelli Parmley was appointed as executive director of Bridging RVA (formerly Bridging Richmond) on August 1, 2012. Her advocacy for Bridging RVA began more than two years prior when she brought her expertise in planning and data-informed decision making to the initial formation of the Operations Leadership Team. She later facilitated the purpose, focus, and selection of metrics in a critical work force study completed by Chmura Economics and Analytics for the Talent Dividend. In August 2013, Parmley, with the commitment and support of the executive committee, re-established and formalized a regionally based governance and leadership structure that represents K-12, higher education, business, government, and civic/philanthropic sectors across nine jurisdictions. Parmley began her VCU career in 2008 as assistant vice provost for institutional effectiveness and spearheaded the data-driven and metrics-based approach to the development of the university’s strategic plan, Quest for Distinction. In meeting the needs set forward by the strategic plan, Parmley led the transformation of the former Center for Institutional Effectiveness into the new Office of Planning and Decision Support.

Prior to joining VCU she worked in the areas of institutional research and planning at SUNY New Paltz, the University of Northern Colorado, and the State Higher Education Executive Officers in Boulder, Colorado. She holds a BS in Industrial and Labor Relations from Cornell University and a MPA from Syracuse University’s Maxwell School.

http://www.bridgingrva.org/

BRADLEY McILQUHAM

D. Bradley McIlquham is Knewton’s Director of Academic Platform Programs, where he manages product integrations with schools and publishers.

Brad has worked on many innovative product launches with Knewton’s partners, including Arizona State University, University of Nevada Las Vegas, Pearson, Houghton Mifflin Harcourt, and Triumph Learning.

Richard Pérez-Peña has been a journalist with The New York Times since 1992, where he has reported on government, politics, health care, the media, and higher education. He was featured in the 2011 film, Page One: Inside the New York Times.
Pérez-Peña was born in Santiago, Cuba, and raised in Southern California. He studied European History at Pomona College. In 1987, he appeared on Jeopardy! and became a 5-time champion, later appearing in the show’s first reunion invitational, Super Jeopardy! In 1990, Pérez-Peña and his wife of 22 years live in New Jersey with their two teenage children. Being parents to teenagers makes college costs, quality, access, and safety of immediate concern to their family.

JOHN H. PRYOR
John H. Pryor is a higher education professional with over 25 years of experience in using research findings to help improve the college experience. John presents frequently on current trends and concerns in higher education. He has published many articles, monographs, white papers, and opinion pieces in higher education publications, including the Journal of College Student Development and The Chronicle of Higher Education. His TEDxUCLA talk “How To Make College Better, And Why We Need To,” looks at the need to increase the connection between what is learned inside the classroom and how it is applied outside the classroom.

Most recently, John held a senior research scientist position with Gallup, where he led their higher education research. For eight years prior to that, John was the director of the Cooperative Institutional Research Program (CIRP), the largest study of higher education in the country and the managing director of the Higher Education Research Institute at UCLA, where CIRP is housed. Before directing CIRP, John was the director of Student Affairs Planning, Evaluation, and Research at Dartmouth College.

John currently serves on the steering committee of the National Resource Center for the First-Year Experience and Students in Transition, and he is a member of the Data Analysis Research Network, a research and advisory group of the National Collegiate Athletic Association.

@john_h pryor

JULIETTE PRICE
Juliette Price serves as education policy manager for SUNY Chancellor Nancy L. Zimpher, managing various aspects of the education pipeline and multiple initiatives related to cradle-to-career partnerships, teacher education, and statewide education policy, focusing on using evidence-based interventions to improve the lives of students and families across the state. A proud SUNY graduate, Juliette has been with SUNY since 2010, previously serving as the coordinator of outreach and engagement, focusing on codifying experiential education to increase student success and supporting SUNY’s strategic plan.

JAY QUAINTANCE
Jay Quaintance serves as assistant secretary for education in the New York State Executive Chamber. Prior to this, Jay served as assistant vice chancellor and assistant provost for community college policy and planning at the State University of New York. In that role he provided system support to the 30 SUNY community colleges for the implementation of the SUNY strategic plan. His portfolio included coordinating efforts to advance many of SUNY’s critical efforts within the community college sector to ensure student access and success with a focus largely on improving outcomes in the areas of college readiness, remediation reform, and workforce and workplace development.

Jay came to this role following 18 years of higher education experience in New York and New Mexico. Immediately prior, he served as the assistant dean of academic affairs at Schenectady County Community College, where he oversaw the College’s retention and enrollment-management efforts. At SCCC he also served as professor and chair of the Department of Developmental Studies, taught developmental writing, and oversaw the developmental education program. Additionally, he led college-level curriculum development and alignment for Schenectady Smart Scholars Early College High School.

Mr. Quaintance currently serves as president of the Board of Directors of Cornell Cooperative Extension of Schenectady County, the Open Stage Media Advisory Committee and is a past member of the Town of Niskayuna Planning Board and Zoning Commission.

TOM QUINN
Tom Quinn is from Upstate University Hospital, Syracuse, N.Y., where he has served as senior vice president for health system development and special assistant to the senior vice president for health affairs.

With a 40-year career in health care, Tom has participated in many changes involving health systems, technologies, economics, and institutional strategies. Past president of Community General Hospital of Greater Syracuse, Tom has served as chief operating officer at Crouse Hospital, also in Syracuse. He has taught health systems management to graduate students as adjunct instructor of public administration & international affairs at Syracuse University’s Maxwell School. He is a board member and officer of the New York eHealth Collaborative.

Tom has negotiated corporate mergers, formed joint ventures, and helped establish collaborations in areas such as health care, information technology, laboratory services, and workforce development. He has experience in contracting, divestiture, strategic planning, operations management, labor negotiations, and corporate reorganization. He currently leads development of a six-county collaborative participating in New York’s Delivery System Reform Incentive Payment (DSRIP) program.

During his career, Tom has served on the boards on approximately 40 non-profit and for-profit corporations, often as officer and committee chair. He has received multiple community service awards, and under his leadership his hospital received recognition from Consumer Reports, HealthGrades, and Thompson Reuters, among others. With degrees from Syracuse University (MBA) and LeMoyne College (BA), Tom is a member of Beta Gamma Sigma national honor society for collegiate schools of business.

JIM SHELTON
Jim Shelton is the deputy secretary at the U.S. Department of Education.

In this role, he oversees a broad range of management, policy, and program functions.

Previously, he served as head of the Office of Innovation and Improvement at the Department, managing a portfolio that included most of the
Department’s competitive programs, such as the Investing in Innovation Fund (I3), Promise Neighborhoods, and others focused on teacher and leader quality, school choice, and learning technology.

Earlier in his career as program director for education at the Bill & Melinda Gates Foundation, Shelton managed portfolios ranging from $2 to $3 billion in non-profit investments targeting increased high school and college graduation rates. Shelton has also been the East Coast lead for NewSchools Venture Fund, and co-founded LearnNow, a school management company that later was acquired by Edison Schools. After four years in Atlanta with McKinsey & Company advising CEOs and other executives on issues related to strategy, business development, and organizational design and effectiveness, he left as a senior manager to join Knowledge Universe, Inc. There he launched, acquired, and operated education-related businesses.

Shelton holds a bachelor’s degree in computer education-related businesses.

As an administrator, his emphasis has been on improving student quality, strengthening academic programs, and increasing international research and academic partnerships.

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ERIC STOREY

Eric Storey is vice president for workflow and business process automation solutions for large enterprise operations – U.S. for Xerox. He is responsible for marshalling Xerox resources to bring best-in-class solutions to clients to help automate and simplify their businesses.

Eric formerly held the role of vice president & general manager, financial services industry – US, responsible for strategic thought leadership and business development within 18 financial services clients. Xerox has formed SBUs at our Top Tier clients to be client-focused operations teams solely dedicated to serving the specific client and all of their lines of business in all aspects of account management, including world class delivery, customer service, billing and finance, as well as rapid issue resolution across the portfolio of services we deliver. Prior to assuming this role, Mr. Storey served as vice president of operations for financial services industry and client operations director for the Bank of America Strategic Business Unit (SBU) from its inception.

Eric joined Xerox in April 2009 as vice president, GDO-US Integrated Business Operations. In this role, Eric was responsible for seamless operation of the bid and proposal construction process from pre-sales integration through contract close and transition to delivery. He led a team of strategic bid managers and consultants, contract specialists and communications managers.

Prior to joining Xerox, Eric was a senior manager at Deloitte Consulting and a leader in the firm’s strategy and operations practice, serving clients and organizations of various sizes on designing and building sustainable business process models to ensure the most effective and productive business processes. With over 12 years of experience in strategy and operations consulting, he has directed or advised on more than four dozen business process improvement projects at Global Fortune 1000 organizations. Eric has successfully led large scale outsourcing transformations spanning the entire sourcing lifecycle, for clients in the U.S. and Europe. He has deep experience in contract management and negotiations, as well as service delivery excellence.

Mr. Storey was a principal at Booz Allen Hamilton after serving as an IT services commercial director for a top 5 global pharmaceutical company during their renegotiation of one of the largest IT outsourcing deals of 2007. For several years, Mr. Storey performed a variety of commercial leadership roles on Accenture’s largest resources and utilities clients. Before beginning a career in strategy and operations consulting, Eric served 15 years as an active duty Army officer, where he first led airborne ranger infantrymen and other special operations teams, and later served as a staff judge advocate in various roles, including Assistant U.S. Attorney, General Counsel for the Ranger Regiment, as well as contracts litigation professor.

Eric is a licensed attorney, having earned a Juris Doctor at the University of Florida as well as an MBA at the University of Pittsburgh Katz Graduate School of Business and a bachelor’s degree in finance from Washington and Lee University in Virginia.

MIKE TAIGMAN

Mike is an adjunct professor in the graduate program in Emergency Health Services Management at the University of Maryland Baltimore County, where he wrote the curricula for and teaches courses in Quality Improvement and Strategic Human Resources Management.

A former paramedic, Mike has worked with emergency medical services in 48 states, most of the Canadian provinces, Israel, Palestine, Australia, and throughout Europe to improve...
the care they provide and change their culture. A Certified Improvement Advisor with the Institute for Healthcare Improvement, he teaches the Science of Improvement in a way that’s easy for people to implement.

Mike has published over 500 articles in peer reviewed and popular journals. He serves as the general manager for the 911-paramedic system operated by American Medical Response in Ventura County California. He lives in Santa Barbara, California, with his wife and 3 year old son, Ax.

**Vanessa Threatte**

Vanessa Threatte has spent more than 10 years working to pursue positive outcomes for the most vulnerable populations in New York State. She currently is the executive director of the NYS Cradle to Career Alliance, which was launched by Chancellor Nancy Zimpher of the State University of New York in February 2013. The Alliance, powered by SUNY, is the first statewide intermediary of the StriveTogether National Network. The Alliance helps cradle-to-career partnerships adapt the StriveTogether framework and implement the StriveTogether Theory of Action. She is currently working with 12 communities across the State of New York establishing collective impact in education partnerships.

Vanessa brings to this position her leadership and education experience helping to found the Brighter Choice Charter Middle School for Girls and her work as a classroom teacher, administrator, and principal, where she worked to ensure the quality of educational experiences for high-risk, high-need urban populations. Additionally, Vanessa brings her understanding of social, emotional, and mental health needs from her clinical training as an art therapist and work with geriatric and special needs adults. Vanessa earned a bachelor’s degree from Dartmouth College, a master’s degree in art therapy from The School of Art Institute of Chicago, and dual master’s degrees in literacy and special education from the University at Albany.

@vanessathreatte

**Ben Wildavsky**

Ben Wildavsky is director of higher education studies at the State University of New York’s Rockefeller Institute of Government, and policy professor at The University at Albany. A former senior scholar at the Kauffman Foundation and guest scholar at the Brookings Institution, he is the author of the award-winning book The Great Brain Race: How Global Universities Are Reshaping the World. He is also the co-editor of Reinventing Higher Education: The Promise of Innovation. His articles have appeared in The Washington Post, The Wall Street Journal, Foreign Policy, The New Republic, The Atlantic, and many other publications. Wildavsky, a former education editor of U.S. News & World Report, has spoken to dozens of audiences in the United States and abroad, including at Google, Harvard, and the World Bank. He has convened gatherings of national education leaders, supervised the editorial operations of the best-selling U.S. News college guides, and managed a $2.5 million foundation grant portfolio. As a strategic and editorial consultant, he has provided advice to education leaders and has written influential policy reports, including the report of the Secretary of Education’s Commission on the Future of Higher Education.

**Peter Winkelstein**

Peter Winkelstein is an educational leader, Dr. Wirkkula holds more than 20 years’ experience encompassing executive leadership, academic programming, policy and project management, and marketing.

Prior to joining the University, she served in multiple capacities with the University of Minnesota. These positions included assistant dean for strategic & academic initiatives at the Carlson School of Management; assistant to the provost; program advisor & coordinator for education student affairs in the College of Education & Human Development; program director for the University of Minnesota Alumni Association; and director of marketing for Men’s Intercollegiate Athletics.

**Leanne Wirkkula**

Leanne Wirkkula was appointed chief of staff of the University at Albany, State University of New York in February 2014.

An accomplished academic strategist and educational leader, Dr. Wirkkula holds more than 20 years’ experience encompassing executive leadership, academic programming, policy and project management, and marketing.
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<th>Speaker Name</th>
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<td><strong>Marguerite Vanden Wyngaard</strong></td>
<td>Marguerite Vanden Wyngaard, PhD, is a third-generation musician and followed in her family footsteps by becoming a choral music director. Effective in schools, civic, and church choir leadership, she honed her skills in facilitating large groups of people toward a common goal. While this may be easily dismissed by many, “Dr. V.” has utilized her gifts of facilitation to bring many people from divergent viewpoints to a common commitment and understanding of a universal goal. Eager to move beyond the limitation of music, she earned a PhD in curriculum and instruction and within that program studied, facilitated, and worked tirelessly within urban communities of Ohio including, Cleveland, Akron, Canton, and Youngstown. It was here that she was “called” to provide exceptional leadership for the world by providing superior leadership in schools with a targeted focus on students who have been historically underserved. With students as a focus and in education throughout his career. His experience includes data use, research and analysis, data and information systems and design, outcomes development, continuous improvement, and strategic planning. Geoff has a bachelor’s of science in business administration from Miami University in Oxford, Ohio, and a master’s in business administration from the University of Cincinnati.</td>
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<td><strong>GEOFF ZIMMERMAN</strong></td>
<td>Geoff Zimmerman is Director of Continuous Improvement for StrivePartnership at KnowledgeWorks. The StrivePartnership is a unique education partnership of schools, providers, universities, businesses, and funders working together to improve academic achievement in Cincinnati and Northern Kentucky. The Partnership serves as a catalyst for working together, across sectors, and along the educational continuum to drive better results in education, for every child, every step of the way, from cradle to career. Geoff also serves StriveTogether in its national efforts to build the capacity of communities to dramatically improve education outcomes for every child by providing strategic assistance, network connections, and high-quality resources to the field. He also serves EDWorks, helping support bold and innovative school design efforts to ensure all students graduate prepared for college and career. Geoff has worked in the nonprofit sector and in education throughout his career. His experience includes data use, research and analysis, data and information systems and design, outcomes development, continuous improvement, and strategic planning. Geoff has a bachelor’s of science in business administration from Miami University in Oxford, Ohio, and a master’s in business administration from the University of Cincinnati.</td>
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<td><strong>NANCY ZIMPFER</strong></td>
<td>Nancy L. Zimpher became the 12th Chancellor of the State University of New York in June 2009. With nearly 463,000 students and 64 colleges and universities, SUNY is the nation’s largest comprehensive system of higher education. Through her strategic plan for the university, The Power of SUNY, Chancellor Zimpher leads a diverse set of successful initiatives in several key areas, including research and innovation, energy, health care, global affairs, and the education pipeline. She has been a vocal advocate for groundbreaking legislative reforms that ensure SUNY can provide broad access to high-quality higher education in an environment of declining state support, while maximizing the system’s impact as an engine of economic revitalization in every region of the state. Under Chancellor Zimpher’s lead, SUNY is undertaking many innovative, system-enhancing initiatives—including shared services, dramatic expansion of online learning opportunities and cooperative education, and new partnerships with K-12 professionals—always with the goal of optimally serving New York’s students and communities and preparing them to succeed in the 21st century. Chancellor Zimpher is active in numerous state and national education organizations, and is a recognized leader in the areas of teacher preparation, urban education, and university-community engagement. She currently serves as chair of the Board of Governors of the New York Academy of Sciences and the National Association of System Heads. From 2012-2013 she was chair of CEOs for Cities, and from 2005 to 2011 she led the national Coalition of Urban Serving Universities. As co-founder of StriveTogether, Dr. Zimpher has been instrumental in creating a national network of innovative systemic partnerships that holistically address challenges across the education pipeline. Prior to coming to SUNY, Dr. Zimpher served as president of the University of Cincinnati, chancellor of the University of Wisconsin-Milwaukee, and executive dean of the Professional Colleges and dean of the College of Education at The Ohio State University. She has authored or co-authored numerous books, monographs, and academic journal articles on teacher education, urban education, academic leadership, and school/university partnerships. Chancellor Zimpher holds a bachelor’s degree in English Education and Speech, a master’s degree in English Literature, and a PhD in Teacher Education and Higher Education Administration, all from The Ohio State University.</td>
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The State University of New York

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* Empire State College has 35 locations throughout New York State.
Local, state, and national economies are facing unprecedented levels of international competition. The current fiscal crisis has hampered the ability of many governments in the developed world to directly facilitate economic growth. At the same time, many governments in the developing world are investing significant new resources into local infrastructure and industry development initiatives. At the heart of the current economic transformation lie our colleges and universities. Through their roles in education, innovation, knowledge transfer, and community engagement, these institutions are working toward spurring economic growth and prosperity.

This book brings together leading scholars from a variety of disciplines to assess how universities and colleges exert impact on economic growth. The contributors consider various methodologies, metrics, and data sources that may be used to gauge the performance of diverse higher education institutions in improving economic outcomes in the United States and around the world. Also presented are new typologies of economic development activities and related state policies that are designed to improve understanding of such initiatives and generate new energy and focus for an international community of scholars and practitioners working to formulate new models for how public universities and colleges may lead economic development in their states and communities while still performing their traditional educational functions.

Universities and Colleges as Economic Drivers is meant to cultivate greater understanding among elected officials, business representatives, policymakers, and other concerned parties about the central roles universities and colleges play in national, state, and local economies.

Jason E. Lane is Vice Provost for Academic Affairs and Senior Associate Vice Chancellor at the State University of New York, senior fellow at the Rockefeller Institute of Government, and a member of the educational policy faculty at the University at Albany, SUNY. D. Bruce Johnstone is Distinguished Service Professor Emeritus of Higher and Comparative Education at the University at Buffalo, State University of New York, and former Chancellor of the State University of New York. Both have published several books focusing on both U.S. and international higher education.
This thought-provoking volume brings together scholars and system leaders to analyze some of the most pressing and complex issues now facing higher education systems and society. *Higher Education Systems 3.0* focuses on the remaking of higher education coordination in an era of increased accountability, greater calls for productivity, and intensifying fiscal austerity. System heads have been identifying ways to harness the collective contributions of their various institutions to benefit the students, communities, and other stakeholders that they serve. The contributors explore the recent dynamics of higher education systems, focusing particularly on how systems are now working to improve their effectiveness in educating students and improving our communities, while also identifying new means for operating more efficiently. This enhanced collaboration, or systemness, is the key aspect of version 3.0.

**Jason E. Lane** is Vice Provost for Academic Affairs and Senior Associate Vice Chancellor at the State University of New York, senior fellow at the Rockefeller Institute of Government, and a member of the educational policy faculty at the University at Albany, SUNY. **D. Bruce Johnstone** is Distinguished Service Professor Emeritus of Higher and Comparative Education at the University at Buffalo, State University of New York, and former Chancellor of the State University of New York. They are the coeditors of *Universities and Colleges as Economic Drivers: Measuring Higher Education’s Role in Economic Development*, also published by SUNY Press.
The third volume in the SUNY Critical Issues in Higher Education Series—Building A Smarter University: Big Data, Innovation and Ingenuity—focuses on three primary themes related to building a smarter university: enhancing the operations and management of higher education institutions, improving the education pipeline, and educating the next generation of data scientists.

Enhancing Operations and Management
For decades, institutional research offices have been collecting student data to analyze things such as retention and graduation rates. As technology rapidly continues to evolve, the breadth and depth of data available to campuses is growing. Student ID cards allow institutions to track library usage, dining habits on and off campus, health center usage, medical treatments, attendance at co-curricular activities, and what residence halls or classrooms are accessed. Course management software can monitor student grades, which students access course material and for how long, and provide real-time learning assessments. Colleges and universities also generate the same infrastructure information that many cities are now using to improve their own effectiveness. This includes data created by parking enforcement, pedestrian patterns, traffic flows, energy usage, and recycling efforts. The data is massive and the possibilities for ingenuity are endless.

Improving the Education Pipeline
Over the last several years, there has been a growing interest both inside and outside of the academy to better insulate the education pipeline, seeking to promote access, completion, and success of our students. There have been a growing number of efforts to capture and use data to better understand where students are coming from, how they experience college, and where they go after graduating. Moreover, new analytical methods being developed inside and outside of the academy are being used to transform the student experience and better insulate the pipeline.

Educating the Next Generation of Data Scientists
In grappling with the big data title wave, one of the most important roles of colleges and universities will be to prepare the next generation of data scientists, which the Harvard Business Review has called “the sexy new job of the 21st century.” Already faculty have led the development of advanced analytical methods needed to use big data, transforming the way some teach and research. As the need for data scientists grows, colleges and universities should be at the forefront of training the workforce for these next generation careers.

Building A Smarter University: Big Data, Innovation and Ingenuity focuses on the opportunities and challenges of using big data to improve the academic enterprise. The book is intended to be thought provoking, analyzing some of the most pressing and complex issues about harnessing big data to build a smarter university, fostering innovation and ingenuity in the academy, and educating the next generation of data scientists. The authors, through their scholarly and practical insights, frame these issues for an international discussion.

Jason E. Lane is Associate Vice Chancellor for Academic Programs and Planning and Associate Provost for Graduate Education and Research at the State University of New York, Deputy Director of the Rockefeller Institute of Government, and Associate Professor of Educational Policy at the University at Albany, State University of New York.
The calls for higher education to change seem to intensify with every media cycle. Some are calling for higher education to expand access, increase completion, and lower costs. Others expect colleges and universities to be economic saviors, ranging from serving as anchor institutions within communities to producing the next great innovation that will drive the national knowledge economy. Yet, because of the complexity and scale of the higher education sector, colleges and universities have struggled to really move the dial in terms of expanding access, ensuring completion, and building economic prosperity.

Yet, if we look to our colleagues in K-12 education, health care, and the social sector, there are initiatives that are making gains toward meeting big and important goals. They followed similar approaches to executing change that included creating a shared agenda among multiple partners, defining an agreed upon set of metrics to measure, implementing a set of mutually reinforcing activities, focusing on continuous improvement, and creating an organizational backbone to support the collaboration.

What could higher education achieve if we adopted a collective impact lens to the work in front of us? In order for change to have real impact, there needs to be a renewed commitment to working together across sectors to scale up change and a desire to embrace an ethos of continuous improvement not as a punitive measure, but as a model to build success.

This is not another book about why higher education needs to change. We take that premise as a given, as our jumping off point. This volume is about how to facilitate change—but not just change for the sake of change.
INSPIRE BRILLANCE TOGETHER

it’s where learning doesn’t always take place in a classroom and where discovery can happen anywhere, at any time. it’s where video has opened the door to learning and collaborating in a whole new way, and where class is always in session. it’s where every single person can connect with teachers of all kinds wherever they may be. it’s where great minds can easily come together, so it’s also where the sky is the limit.

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Green money is for day-to-day living. Orange Money™ is the money you set aside for retirement. Figuring out how to organize both is the challenge.

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Contact us for more information.

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But it's time you also knew us for the digital technology and services we've developed to make learning even more personal to drive achievement worldwide.

Come and see us at The Gallery at the Times Center

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