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Ask a Question
During each plenary session, you may submit questions for the speakers to sunycon2015@suny.edu. A select number of questions will be chosen by the moderator.
Dear Colleagues and Fellow Conference-goers,

About forty years ago, after surveying the American education landscape, not so much with a telescope as with a magnifying glass, noted education historian David Tyack concluded this:

To create urban schools which really teach students, which reflect the pluralism of society, which serve the quest for social justice—this is a task which will take persistent imagination, wisdom, and will.

Tyack wrote these words in what may as well have been, in so many ways, another world. It was 1974, a time when a high school education was enough to prepare many young adults for careers that earned a living wage. Consider the staggering differences between how we live and work then and now—the acceleration and use of technology in every aspect of our lives, the transcendence of the knowledge economy, and the growing need for adults in the 21st century to earn college credentials to hold today’s jobs. Remarkably, as much as the world has changed, the observation about the core challenge of education remains constant—creating education systems that are effective, that rise to meet society’s needs in any era, requires, always, persistent imagination, wisdom, and will.

We at SUNY designed the fifth annual SUNY Critical Issues in Higher Education conference to tap into the imagination, wisdom, and will from a panoply of experts in our own and other fields and learn just how they’ve effected necessary, meaningful change. How have these business and thought leaders adapted for success? How have they created sea changes when such changes were needed? And what can we, in education, learn from their actions?

Education, from cradle to career, must always be in the process of reinventing itself in order to keep up with the world it prepares its students to live and work in. Over these next two days, we will dive deep into the questions about what higher education as a sector must do to continuously renew itself to truly serve all students. The insights from our spectacular speakers and panelists, so wide ranging in their experiences and expertise, are sure to help light the way as we move forward.

On behalf of the State University of New York, it is my great privilege and pleasure to welcome you all here for what promises to be an inspiring, idea-provoking meeting of the minds, do-ers, and change agents. I have every confidence that we will walk away from these conversations enriched and better ready to build and grow our respective systems so that they truly, consistently, excellently serve our students and states.

With best wishes,

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

THURSDAY, 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 – 11:45AM
MORNING PLENARY
Innovators at Work: Harnessing Disruption for Growth

12:00 – 1:15PM
LUNCHEON KEYNOTE
Keynote Address

1:30 – 2:30PM
AFTERNOON PLENARY
Bridging the Gap: Aligning What Higher Ed Delivers with What Employers Want

2:45 – 3:45PM
STRATEGY SESSION 1
[Partnering] The New Student
[Restructuring] The New Faculty
[Disrupting] The New Credential

3:45 – 4:15PM
AFTERNOON BREAK

4:15 – 5:30PM
AFTERNOON PLENARY
The Critical Observers: Journalists on the Future of Higher Education

6:00 – 8:00PM
CONFERENCE RECEPTION  xerox

FRIDAY, OCTOBER 30th

8:00 – 8:45AM
CONTINENTAL BREAKFAST
BOOK SIGNING

8:45 – 9:00AM
TED Talk

9:00 – 10:00AM
MORNING PLENARY
Let’s Get Together: Mergers, Affiliations & Acquisitions

10:15 – 11:15AM
STRATEGY SESSION 2
[Partnering] Academia Meets Industry
[Restructuring] Beyond Butts in Seats: Changing What We Pay For and How We Pay for it

11:30 – 1:00PM
CLOSING PLENARY
Creating New Business Models: Looking Back on Failures and Successes

*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.

[Partnering]  How do we work across departments, institutions, systems, states, and sectors to maximize the value of higher education by understanding the needs of our students, communities, and economies?

[Restructuring]  Can we transform education and its delivery in ways that tap into the needs of increasingly diverse and emergent stakeholders?

[Disrupting]  What can we learn from successful innovations that have broken through entrenched sectors and cultures?
THURSDAY, 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
John Mackey – Co-founder and Co-CEO, Whole Foods Market

10:45 – 11:45AM
MORNING PLENARY: Panel Discussion
Location: The Stage
Innovators at Work: Harnessing Disruption for Growth
Anant Agarwal, CEO, edX
Adam Enbar, President, Flatiron School
Tyra Mariani, Co-founder and Managing Partner, Opportunity@Work
Ted Mitchell, Under Secretary, U.S. Department of Education
Marissa Shorenstein, President, AT&T New York
Moderator: Christine Romans, Correspondent, CNN
Emerging educational platforms and technologies are transforming how we learn, reaching unprecedented numbers of students through nontraditional models. Differing approaches to innovation converge in this plenary to promote evolution in higher education, while also teasing out what works, and what doesn’t.

12:00 – 1:15PM
LUNCHEON PLENARY: Keynote Address
Location: The Hall
Alan Alda – Visiting Professor, Alan Alda Center for Communicating Science at Stony Brook University

1:30 – 2:30PM
AFTERNOON PLENARY: Panel Discussion
Location: The Stage
Bridging the Gap: Aligning What Higher Ed Delivers with What Employers Want
Lorna Donatone, President, Education Market for North America, Sodexo
Roger Ferguson, President & CEO, TIAA-CREF
Timothy Wolfe, President, University of Missouri System
Kathy Wyld, President & CEO, Partnership for NYC
Moderator: Ben Hecht, President & CEO, Living Cities
Creating a business model that addresses customer demands is easier said than done. Higher education’s unique challenge is creating value for its key stakeholders while holding true to its core academic mission. We will hear from industry and higher ed CEOs about how we can align the path to college graduation with the bridge to successful employment.

2:45 – 3:45PM
STRATEGY SESSION 1
[Partnering] The New Student
Location: The Stage
It takes a village to raise a child, and it takes a community to educate a student. Experts will explore how cross-sector partnerships can best promote the persistence and success of an increasingly diverse student body.
Mary Crawford-Mohat, Professor, Onondaga Community College
Melinda Karp, Senior Research Associate, Community College Research Center
Stan Litow, Vice President of Corporate Citizenship & Corporate Affairs, IBM
Monica Martinez, Presidential Appointee to the White House Commission on Educational Excellence for Hispanics & Education Strategist
Dave Paunesku, Director, Stanford University Project for Education Research That Scales
Moderator: Brian Mikesell, Vice President of Market Engagement, Hobsons

[Restructuring] The New Faculty
Location: The Hall
As higher education evolves, so too does the role of faculty. Experts will weigh in on how faculty can work together and leverage new technology and best practices to enhance the quality of education and improve outcomes for all students.
Ann Austin, Program Director, Division of Undergraduate Education, National Science Foundation
Maria DeLucia, Professor, Middlesex County College
Megan Galvin, Senior Vice President of Higher Education Marketing, Cengage Learning
Gary Rhoades, Head of the Department of Educational Policy Studies & Practice, University of Arizona
Michael Tanner, Chief Academic Officer and Vice President, APLU
Moderator: Alexander Cartwright, Provost & Executive Vice Chancellor, The State University of New York

[Disrupting] The New Credential
Location: NY Times Conference Center 15th floor
Reimagining the credential is a vital first step towards aligning needs and expectations with higher education’s award system. This panel will critically examine the changing relevance of the credential to students, communities and employers.
Scott Kirkpatrick, President & Chief Operating Officer, General Assembly
Evelyn Ganzglass, Senior Fellow, Center for Law and Social Policy
Chauncy Lennon, Managing Director of Global Philanthropy, JP Morgan Chase
Martin Van Der Werf, Associate Director of Editorial and Postsecondary Policy, Georgetown Center on Education & the Workforce
Moderator: Dane Linn, Vice President, The Business Roundtable
SCHEDULE OF EVENTS

3:45 – 4:15PM
AFTERNOON BREAK

4:15 – 5:30PM
AFTERNOON PLENARY: The Critical Observers: Journalists on the Future of Higher Education
Location: The Stage
This panel of distinguished journalists will shine light on the perception of higher education among the public, what is next for the higher education sector, and what we can do to continue to drive social mobility and economic growth.
Doug Lederman, Co-Founder & Editor, Inside Higher Ed
David Leonhardt, Managing Editor, The Upshot
Nirvi Shah, Deputy Editor for Policy, POLITICO Pro
Liz Benjamin, Reporter for Time Warner Cable News Editor-in-chief of “State of Politics,” and Host of Capital Tonight
Moderator: Al Roker, Host & Weatherman of NBC Today Show

6:00 – 8:00PM
CONFERENCE RECEPTION
Location: URBO, 11 Times Square

FRIDAY, OCTOBER 30th

8:00 – 8:45AM
CONTINENTAL BREAKFAST
Location: Main Lobby of The Times Center
BOOK SIGNING
Location: The Gallery
All volumes of the Critical Issues in Higher Education series
Jason E. Lane & Bruce Johnstone, editors

8:45 – 9:00AM
TED TALK
André Dua, Director, McKinsey & Company

9:00 – 10:00AM
MORNING PLENARY: Panel Discussion
Let’s Get Together: Mergers, Affiliations & Acquisitions
Location: The Stage
A redesign is in order. A cross-sector panel will discuss how mergers, affiliations and acquisitions can ensure sustainability and realign higher education to the needs of the future.
Patricia Elizondo, Senior Vice President of Global Sales & Marketing, Transportation & Public Sector, Xerox
Hank Huckaby, Chancellor, University of Georgia System
Jim Malatras, Director of State Operations, New York State
James Page, Chancellor, University of Maine System
Cosimo Tangorra, Jr., Superintendent, Niskayuna School District
Sandra Woodley, President, University of Louisiana System
Moderator: Ray Cross, President, University of Wisconsin System

10:15 – 11:15AM
STRATEGY SESSION 2
[Partnering] Academia Meets Industry
Location: The Hall
The rise of the knowledge economy has made the intersections between education and economic development more important than ever before.
This panel will explore those connections, charting a future course for academia and industry.
Solomon Babani, Global Vice President, Alliance Management
Tony Collins, President, Clarkson University
Bruce Kramer, Senior Advisor, National Science Foundation
Haden Land, Vice President of Research and Technology, Lockheed Martin IS&GS Tony Collins, Clarkson University
Caroline Whitacre, Vice President for Research, The Ohio State University
Moderator: Jay Quaintance, Assistant Secretary for Education, NYS Executive Chamber

[Restructuring] Beyond Butts in Seats: Changing What We Pay For and How We Pay for it
Location: NY Times Conference Center 15th floor
Every day there seems to be a new story lamenting the rising costs of higher education. Experts will highlight new approaches to funding and their potential for maximizing return on investment.
Garrett Ashley, Vice President of University Relations and Advancement, California State University
Houston Davis, Executive Vice Chancellor & Chief Academic Officer, University of Georgia System
Michael McLendon, Dean of the School of Education, Baylor University
Zakiya Smith, Strategy Director, Lumina Foundation
Moderator: Rebecca Martin, Executive Director, NASH

Location: The Stage
Too often, social innovations fail because of an information gap. Recent attempts at boosting college completion and closing equity gaps have fallen short due to campaigns that are overly focused on access, student debt, and state disinvestment. Experts who have led tide-changing advocacy efforts will discuss how to alter the status quo and provide key takeaways for the higher education sector.
Tessa Edick, Founder and Executive Director, FarmOn! Foundation
Matt Gandal, Founder, Education Strategy Group
Jeremy Heimans, Co-founder and CEO, Purpose
Eva Moskowitz, Founder & CEO, Success Academy Charter Schools
Moderator: Richard Socarides, Head of Public Affairs, Gerson Lehrman Group
11:30 – 1:00PM
CLOSING PLENARY: Panel Discussion

Creating New Business Models: Looking Back on Failures and Successes

Location: The Stage

Business as usual in higher education is over. Connecting key themes from the conference and drawing on their collective wisdom, panelists will discuss a new business model for higher education that is transformational, sustainable and thriving.

Kenneth Daly, President, National Grid New York
Chris Hughes, Publisher & Executive Chairman, The New Republic
Admiral William McRaven (Ret.), Chancellor, University of Texas System
Donna Shalala, President & Chief Executive Officer, The Clinton Foundation
Nancy L. Zimpher, Chancellor, The State University of New York

Moderator: Errol Louis, Journalist, NY1

Box Lunches will be available in The Hall and The Gallery for your convenience upon departure.
SUNYCON 2015: STUDENT AND FACULTY FELLOWS

We are pleased to introduce the SUNYCON 2015 Fellows, a select group of students and faculty who demonstrate leadership and innovation on their campuses.

The entire purpose of our gathering over these two days is to reimagine a higher education sector that is not just sustainable, but thriving. These SUNY students and faculty have been chosen for their interest in innovation in higher education. 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 innovators, present and future, to this year’s conference.

Student Fellows

KENISE ADAMS
Kenise K. Adams, BS, is a graduate candidate in the higher education and student affairs administration program at SUNY Buffalo State. She earned an AAS in performing arts from SUNY Westchester Community College and a BS in communication studies from SUNY Oneonta. Kenise serves as a resident director in the Office of Residence Life at SUNY Buffalo State, where she supervises the operation of a first-year hall. Her research interests include cultural adjustment in higher education, where she works to support international students through her newly developed mentorship program. As a source of diversity on American campuses, little is known about the experiences of international students. Kenise’s research, The International Student Experience on Campus at Buffalo State, examined levels of engagement in effective educational practices. Other research interests include student success and retention, gender inclusion, public education in the United States, and college-community partnerships. Kenise’s current research efforts focus on bridging the gap between institutions of higher education and local communities in an effort to encourage civic responsibility in students.

CARLI BRAITHWAITE
As a classically trained oil painter, sculptor, and drafter, art has been the main focus of Carl’s studies since she was old enough to understand that Crayons weren’t edible. Carl studied photography in one of the last high school dark rooms on Long Island, painted landscapes in Central Park as soon as she was allowed to ride the train alone, and somehow coated every piece of her wardrobe in red clay or turpentine or vine charcoal. Being surrounded by art for most of her life, studying art history felt like a logical next step after high school. Carli chose to do so at FIT, where she could live in New York among the great artists and thinkers of her generation and those past. Art history—however superfluous a discipline it may seem—is one that requires a deep understanding of history and context, and for that matter, of people and their ideas. This is why art is so important, and so readily preyed upon. She’s had both the opportunity and misfortune of studying art in a time when militant groups, as well as everyday looters and thieves, are using the material history of mankind as collateral for their agendas. This misfortune—however tragic—has inspired her to pursue a legal degree in International law, with the hope of one day working with UNESCO or the World Monuments Fund in the preservation of human history.

YIOTA DIMITRIOU
Yiota Dimitriou is a second-year graduate student working on an MA in Higher Education Administration with the Stony Brook, Manhattan cohort. While raising her children she served public K-12 systems as a Board of Education Trustee in New Jersey and as a president of an educational foundation for a charter school in North Carolina. She enabled a Greek immersion school in rural North Carolina to offer a Confucius schoolroom sponsored by the Confucius Institute. Graduated from Columbia University with a degree in Comparative Literature, she then worked as an analyst on Wall Street. Greatest transformative learning experience: studying Shakespeare at the University of Huntsville, Alabama.

ZACH BEAUDOIN
Zach Beaudoin is a senior English and international studies dual major with a minor in political science at SUNY Fredonia. He is highly involved with connecting his campus and SUNY with the community through the SUNY Student Assembly, the College Democrats, and many other internationally affiliated student groups.

NICK BUTLER
Nick Butler is pursuing his master’s degree in educational administration and policy studies at the University at Albany with a focus on higher education administration. As an undergraduate, Nick served as vice president and chief justice of the University at Albany Student Association, and also served as the student voting representative on UAlbany’s University Council. Following the completion of his master’s degree, Nick hopes to pursue a career in student affairs to help provide students with applied learning opportunities to supplement their academic success while in college. Nick currently serves as the director of student success for the SUNY Student Assembly and as the graduate assistant in the Office of the Vice President for Student Affairs at UAlbany.
This summer, Pat was appointed director of 2014. He continues to be involved in the Hudson Valley campus community and helps with the academic affairs and chair of the Community and is currently pursuing his bachelor’s at the year institution. Pursuing an associate degree in Liberal Arts, and then later major in political science, he began his college career in fall 2014. Colin is active in both campus life and collegiate sports. He is chair of the FLCC Senate and is a member of the SUNY Student Assembly.

SAYSHA CABODEVILLA
Saysha Cabodevilla is a higher education professional and graduate student with special interest in leadership development and digital technology. Her interest in the field was sparked after experiencing the benefits of being a student leader in her own personal and professional development. Cabodevilla currently serves part of the National Board of Directors of her sorority as its director of external affairs. She has a bachelor’s degree in journalism/public relations and is currently working on earning her master’s in higher education administration Stony Brook University.

COLIN DELGADO
At a very early age Colin Delgado had an interest in both higher education and American politics within the United States. Always showing a very strong fascination with the subjects of history, sociology, politics, and government, beginning in grade school he decided he would make it his mission in life to pursue elected office. Colin graduated from Wilson Central High School in 2014, and enrolled in Finger Lakes Community College with the goal of transferring to a four-year institution. Pursuing an associate degree in Liberal Arts, and then later major in political science, he began his college career in fall 2014. Colin is active in both campus life and collegiate sports. He is chair of the FLCC Senate and is a member of the SUNY Student Assembly.

PATRICK GAREAU
Pat has lived in the Capital Region of New York his whole life. He graduated from Hudson Valley Community College in spring 2015 with an associate degree in individual studies and is currently pursuing his bachelor’s at the University at Albany with a double major of psychology and economics.

While at Hudson Valley, Pat was editor-in-chief of the student newspaper, which was recognized for excellence at a national conference in fall 2014. He continues to be involved in the Hudson Valley campus community and helps with the student newspaper and also writes for the Albany Student Press at UAlbany.

This summer, Pat was appointed director of academic affairs and chair of the Community Colleges Committee for the SUNY Student Assembly. Since taking on the position he has been working on many SUNY initiatives on behalf of students.

Pat also works at the Center for Economic Growth in Albany, which is the premier regional economic development organization in the Capital Region. He hopes to continue to be involved in developing a better quality of life for residents of the Capital Region.

ANDREA KIM
Andrea Kim is currently a senior at Cornell University studying Industrial and Labor Relations. Upon graduation, she aspires to attain a joint JD/MA in education in order to pursue her dream career as an education lawyer. As a first generation American/college student, Andrea is motivated by her experiences and the experiences of her peers and this is shown through her various campus involvements. Andrea spends most of her time advocating for needs faced by students of color on Cornell’s campus as the president of the Multicultural Greek Letter Council, sister of Lambda Theta Alpha Latin Sorority Inc., Industrial and Labor Relations Peer Advisor, and several other involvements. As president of MGLC, she is constantly reminded of the need for safe spaces on campus along with educational/cultural programs for students of color.

JESSICA MATHIEU
Jessica Mathieu is currently studying fashion merchandising management with a minor in economics at the Fashion Institute of Technology. She is also a senior resident assistant at the FIT dorm and a student assistant at the SUNY Welcome Center. Her interest in becoming a senior resident assistant began in fall 2013, when she had the opportunity to mentor staff as well as build a positive community for residents. Inspired by this intriguing experience, she decided to continue working with students in higher education. Jessica currently interns at the SUNY Welcome Center on 42nd street, providing resources for the students and brainstorming new ideas for the office. Her dynamic personality, intuitive communication skills, and creative intellect have enabled her to excel in her positions. She wishes to combine her knowledge and experience in these areas, to deliver the best creativity to her residents and students. She aspires to pursue a career in higher education. When she is not busy coming up with projects, Jessica enjoys traveling, going to the gym, watching TED Talks, and spending time with friends. She currently lives in New York.

Samantha Meadows is a senior at Binghamton University, majoring in integrative neuroscience with a minor in women, gender, and sexuality studies. During her time at Binghamton, Samantha has been actively involved in on-campus student organizations, as well as undergraduate research in multiple departments. In addition to her commitment to academic research she is also an active member of the Binghamton University Scholar’s Program. As a sophomore, Samantha was accepted into the Binghamton University Summer Scholars and Artists Program to pursue academic research. She has since presented her research at national and international conferences, and has had the chance to speak on campus about the amazing research opportunities for undergraduates at Binghamton University. After graduation, Samantha hopes to attend a graduate program in behavioral neuroscience and eventually work in academia.

Lori Mould is a non-traditional student who is currently working on her MAAL with a concentration in higher education/student affairs. She graduated in May 2014 with her BA in photojournalism and documentary production from SUNY Empire State College.

At ESC, Lori was co-chair of the Student Affairs Committee (SAC), served on the Student Activity Fee Committee, was a voting member of the ESC Senate, and is an ex-officio board member of the Alumni Federation Board of Governors. She is involved with the SUNY Student Assembly and is currently the body’s immediate past president. Lori recently finished her term as a voting member of the SUNY Board of Trustees and the HESC Board of Trustees. While serving as the president of SUNY SA and as a member of the SUNY BOT, Lori worked closely with the nearly half million SUNY students to implement change on the local, state, and federal levels of government.

Lori is a graduate from Geneseo Community College with dual degrees in communication and media arts and fine arts. While at GCC, she held numerous positions in Phi Theta Kappa (PTK) and
the SGA. She served as the Alpha Iota Upsilon public relations officer, vice president, president, and was part of the 2009-2010 PTK New York Regional Officer Team as the historian. She served in GCC’s SGA as the campus relations officer, public relations, and student trustee.

**JENNIFER PETTIS**

Jennifer Pettis, BS, RN, WCC, is a nurse researcher in the Health Policy Practice of Abt Associates. She participates in data collection, analysis, and reporting related to federal healthcare payment, quality improvement, and quality reporting initiatives. She develops training materials, provides training, and evaluates outcomes related to healthcare improvement projects including those funded by organizations such as the Centers for Medicare & Medicaid Services (CMS) and the Agency for Health Care Research and Quality.

Having begun her career as a nursing assistant, Jennifer has more than 25 years’ experience in healthcare, including as a clinical and regulatory consultant to the Division of Nursing Homes at CMS. She provided staff with technical expertise related to resident assessment and was involved with a variety of nursing-home-focused projects, including those related to survey processes, regulatory guidance, dementia care, and quality reporting. She has extensive clinical, managerial, consulting, and training experience. Jennifer has provided educational sessions around the country related to nursing home resident assessment and a multitude of clinical and leadership issues and has authored or contributed to multiple publications. She is president-elect of the Tau Kappa chapter of Sigma Theta Tau International and is a member of the National Alliance of Wound Care and Ostomy, the American Association of Nurse Assessment Coordination, and the American Nurses Association. Additionally, she chairs the NAWCO’s Wound Care Certified (WCC) Certification Committee and serves as the Student Representative on the Empire State College Nursing Curriculum Committee.

**THIAGO VERONEZ**

Thiago Veronez has taught English and Portuguese to speakers of other languages since 2007. Thiago got his BA in English language and literature at the Universidade Federal do Espirito Santo in Vitoria, Brazil and a post-graduate degree in English Language Teaching and Educational Technology from Universidade Estacio de Sa in Sao Paulo, Brazil. He has attended teacher training courses in both the United Stated and United Kingdom, where he developed a passion for teacher education, making this his career goal. Thiago has also conducted research on classroom interaction, linguistics, and bilingual education, which were published in Portuguese and English in Brazil and Spain. Thiago is currently living in Rockland County, New York, where he is studying business entrepreneurship in order to develop management skills and optimization of resources aimed at a future career in educational leadership.

**ASHLEY WESELA**

As an English education major, Ashley understands the importance of creating a supportive community within schools. She serves as senator to the Graduate Student Association, and is also a member of the Student Welfare Committee and the Budget Allocation and Policy Committee.

Throughout her studies, she has come to recognize literacy as an incredible tool of empowerment, and her current research interests include inquiry-based learning, digital literacy, and ESL (English as a Second Language) studies. Her goal is to work in an urban school that serves refugee students, in hopes that an English classroom will engage students in identity exploration, confidence building, and overall well-being.

Ashley actively seeks opportunities that would best prepare her to teach non-native speakers. For example, she has taught English abroad in Italy, and writing courses to English language learners at a local private college. She continues to question and challenge her teaching pedagogy in graduate school, both within and out of the classroom. Recently, Ashley volunteered with the Anne Frank Project in Rwanda to share the practices of drama-based education. She is determined to return to Rwanda, and has applied for an English Teaching Assistantship through the Fulbright program.

After gaining teaching experience both locally and internationally, she plans to pursue a doctorate in international and comparative education to further promote well-being and meaningful education for students throughout the world.

**KAWAI “JANA” WONG**

Kawai “Jana” Wong is a proud advocate of SUNY. She was an Educational Opportunity Student at SUNY Geneseo, where she graduated with a BA in Sociology in 2013. Currently a master’s of public administration student at The College at Brockport, she splits her time between studying, working as a graduate assistant for the Office of Diversity and the Department of Public Administration, and volunteering on the College Senate, Chancellors Award’s Committee, and Diversity Committee.

Jana has attended SUNY institutions because she was drawn to the close student-faculty interaction and affordable tuition at Geneseo and Brockport. Jana has changed as a result of her time at SUNY. She is a stronger, more well-rounded, and assertive person, and knows that when she graduates from her MPA program she will have the skills to lead in complex, non-profit organizations like these two universities.
**Faculty Fellows**

**EVELYN BENAVIDES**
Evelyn A. Clark Benavides is assistant professor at The State University of New York at Oswego. She teaches courses in globalization, gender, economic development, social inequalities and discrimination, and popular culture. She authored *Victims of Time, Warriors for Change: Chilean Women in a Neoliberal Society*, which explores how globalization has impacted gender roles in Santiago, Chile. Her upcoming book, available in February 2016, *Challenging Neoliberalism: Globalization and the Economic Miracles in Chile and Taiwan*, compares the divergent economies of Chile and Taiwan. Her current research focuses on gender performances portrayed in popular culture.

Evelyn serves as a department representative in the Faculty Assembly, addressing issues of university governance. She is the secretary for the Academic Policy Council, which oversees changes within departments’ majors and minors. She is a member of the Student Issues and Concerns Council, dealing with student problems, and a Board member of the Gender Studies Program. She is also a member of the SUNY Excels/Tomorrow Advisory Group, which promotes student and faculty assessment and retention. Evelyn is an active member in regional, national, and international sociological and global studies associations and is committed to promoting global engagement in higher education.

**TAMMY BRACKETT**
Tammy Brackett is an artist, educator, and department chair at Alfred State. She has an MFA in electronic integrated art from the New York State College of Ceramics at Alfred University and is currently pursuing an MA in higher education administration at Stony Brook University.

Tammy is chair of the growing Digital Media and Animation Department at Alfred State, where she teaches courses in production and motion graphics. As the faculty advisor for the Media Forge, a student-run media design studio, she helps students become effective leaders and designers as they solve real-world problems. She has recently developed a new Bachelor of Science in Media Design program for Alfred State.

As an artist, Tammy has exhibited work in China, Japan, Croatia, Hungary, and the United States. She is a recipient of the College Art Association Professional Development Fellowship for Visual Artists, funded by the NEA. Her work has been included in the Albright Knox’s biennial exhibition, Beyond/In Western NY in 2005 and 2007. Her interactive installation, (*)InFormation, was included in the IDEAS2009 exhibition at the Ball State Museum of Art. Her immersive video projection piece “Field Guide” was exhibited in the The Other New York: 2012, a multi-venue biennial in Syracuse. Tammy’s recent solo exhibition “Deer Dear” explores humans relationship with animals, specifically the white tailed deer.

**KYUNGHEE PYUN**
Dr. Kyunghee Pyun is a specialist in Asian art as well as European medieval art. She published on topics related to Asian-American visual culture and reception of Asian art in Europe and North America while she developed her doctoral dissertation into a book entitled *Jean Pucelle: Innovation and Collaboration in Manuscript Painting* (2013). She has organized a session entitled Rethinking “Influences” of Modern Art in Korea: Beyond Colonial Discourses at the Association for Asian Studies Annual Conference in 2009, which is part of her new book project, *Modern Art in the Asian Soil: Practicing Western Art 1880–2000.*

Kyunghee’s other research interests include global trade of decorative arts in premodern Eurasia and Americas; usage and reception of visual art in context of religious performance and liturgy; interplay of word and image; and history of art collections. Her experience of teaching a diverse range of cultural exchange students between Europe and Asia has become an article, “A Journey through the Silk Road in a Cosmopolitan Classroom,” in *Teaching Medieval and Early-Modern Cross-Cultural Encounters Across Disciplines and Eras* (2014). She is a 2015 recipient of the Field Research Grant Korea Foundation for her upcoming book project called “Decoding Landscape in Portraiture Painting: A Crosscultural Perspective.” Before coming to FIT, she taught at many colleges and universities in New York. Kyunghee contributes to non-profit organizations to support visual artists and advocate their works, especially public art projects. She earned her PhD at New York University and BA at Seoul National University.

**SURINDER KAHAI**
Surinder Kahai, PhD, is an associate professor at Binghamton University. Surinder has a program of research that spans over 20 years and attempts to understand how information and communication technologies mediate leadership, collaborative work, and learning. His work has been funded by the National Science Foundation and UNISYS. Surinder has disseminated his findings through numerous research papers, many of which have appeared in prestigious journals and presented at selective conferences. He has employed his research to coach many business leaders and university teachers about how IT can mediate what they do and influence their performance.

**KATIE LYNCH**
Dr. Katie Lynch received her BA in English and history from Dartmouth College in 2002 and went on to earn her PhD in literary studies at the University of Wisconsin-Madison in 2010. She began at Rockland Community College that same year, serving dual posts as an English faculty member and as coordinator of the Reading and Writing Center. She was elected chair of English, Philosophy, and Religious Studies in 2012 and oversaw the revision of the developmental English curriculum in order to implement the “Accelerated Learning Program” model, thereby fast-tracking developmental students out of remedial English courses. In 2014, she was appointed director of the Sam Draper Mentor/Talented Student Honors Program.

Katie’s research specialty is in Anglo-Saxon (early medieval) English literature, but she has also published on the history of lesbian fiction. In 2012, she was a recipient of the “Forty Under Forty” award granted by the Rockland Economic Development Corporation. In 2013, she was selected to participate in Rockland Community College’s “Leadership Academy,” and in 2014, she was awarded a place in the Faculty Resource Network’s Summer Scholar-in-Residence program at New York University.

Katie serves on the Institutional Review Board and on the executive board of the Faculty Senate. She is the co-advisor to RCC’s Gender and Sexuality Alliance. Her novel, *Confucius Jane*, will be published by Forge (a subsidiary of Macmillan) in January 2016.
David Usinski has been teaching mathematics since 1997 and moved to the collegiate level in 2007. He earned his MA in mathematics from SUNY Brockport in 2007, MS in meteorology from The Pennsylvania State University in 1995, and a BS in meteorology and BA in mathematics from SUNY Brockport in 1991. David has been a member of the New York State Mathematics Association of Two Year Colleges and American Mathematical Association of Two Year Colleges for nearly six years. Over the past three years, he has received several awards at Erie Community College, including Imagine This, Outstanding Classroom or Alternative Instruction Award, Pride and Appreciation Award, and the Academic Excellence Award. In addition to David's teaching duties, he is currently the mathematics/computer science department chair at the city campus, mathematics liaison to the Buffalo Early Middle College HS, serves on a Mathematics Content Advisory Panel for New York State Education Department K-16 Initiative, and has been involved in range-finding for Algebra and Algebra II regents' exam questions. He has also served on SUNY committees, such as the SUNY Seamless Transfer and the FACT 2 Developmental committees. He continues to present at local and national mathematics conferences and assists with range-finding and standard setting New York State Regents' Exams. David's next initiative involves piloting a one-semester statistics course with embedded developmental skills for non-STEM majors.
ANANT AGARWAL

Anant Agarwal is the CEO of edX, an online learning destination founded by Harvard and MIT. Anant taught the first edX course on circuits and electronics from MIT, which drew 155,000 students from 162 countries. He has served as the director of CSAIL, MIT’s Computer Science and Artificial Intelligence Laboratory, and is a professor of electrical engineering and computer science at MIT. He is a successful serial entrepreneur, having co-founded several companies, including Tilera Corporation, which created the Tile multiprocessor, and Virtual Machine Works.

Anant won the Maurice Wilkes prize for computer architecture and MIT’s Smullin and Jamieson prizes for teaching. He holds a Guinness World Record for the largest microphone array, and is an author of the textbook *Foundations of Analog and Digital Electronic Circuits*.

Scientific American selected his work on organic computing as one of 10 World-Changing Ideas in 2011, and he was named in Forbes’ list of top 15 education innovators in 2012. Anant, a pioneer in computer architecture, is a member of the National Academy of Engineering, a fellow of the American Academy of Arts and Sciences, and a fellow of the ACM.

He hacks on WebSim, an online circuits laboratory, in his spare time. Anant holds a bachelor’s degree from IIT Madras and a PhD from Stanford University.

ALAN ALDA

Alan Alda is an acclaimed actor, director, and writer with a lifelong passion for science. As a visiting professor at Stony Brook University’s School of Journalism, he is a founding member of the Alan Alda Center for Communicating Science and a leading national advocate for educating young scientists to connect better with the public.

Mr. Alda, who first became famous playing surgeon Hawkeye Pierce in TV’s M*A*S*H, has won seven Emmy Awards and six Golden Globe Awards. In 2005, he had the distinction of publishing a best-selling book and being nominated for an Oscar, an Emmy, and a Tony, all in a single year. Outstanding as Mr. Alda’s artistic achievements are, they are rivaled by his contributions to science communication. In his work with the Alda Center, he has spoken to thousands of scientists around the country, helped shape courses taken by well over 500 graduate students, and helped build a collaborative network of affiliated programs stretching from Dartmouth to the University of Oregon.

Alan is a Fellow of the American Academy of Arts and Sciences and the American Physical Society, and is a board member of the World Science Festival. He has written plays about Marie Curie (Radiance) and Einstein (Dear Albert) and has received many honors, including the National Science Board’s Public Service Award, “for his contagious enthusiasm in fostering wonder and discovery by bringing complex scientific concepts to all audiences.”

GARRETT ASHLEY

Garrett P. Ashley is vice chancellor of University Relations and Advancement for the California State University, providing oversight for systemwide fundraising, governmental affairs, community relations, alumni relations, communications, and public affairs since November 2008. His division highlights the system’s positive role in California while advocating for public higher education interests.

Garrett is president of the California State University Foundation, which enhances the educational excellence of the system through public and private support and partnerships. Additionally, he serves as vice chair of the St. Mary Medical Center Board of Ambassadors to which he was appointed in 2009.

Previously, Garrett was undersecretary for international trade in the Business Transportation and Housing Agency for California. He chaired the statewide California Trade Partnership, was a member of the U.S. Trade Representative’s Intergovernmental Policy Advisory Committee, and served on the Center for International Business Education and Research Advisory Board at the University of Southern California. He also served as Governor Arnold Schwarzenegger’s deputy chief of staff for operations and as chief deputy director for Governor Pete Wilson’s Office of Emergency Services. Garrett holds a bachelor’s degree in political science from the University of New Mexico.

ANN AUSTIN

Ann E. Austin is program director in the Division of Undergraduate Education at the National Science Foundation in Washington, D.C., on leave from her position as professor of Higher, Adult, and Lifelong Education at Michigan State University, where she was selected for the inaugural term as the Mildred B. Erickson Distinguished Chair in Higher, Adult, and Lifelong Education. Her research concerns faculty careers and professional development, teaching and learning in higher education, the academic workplace, organizational change in higher education, doctoral education, and reform in science, technology, engineering, and mathematics (STEM) education.

Ann is a Fellow of the American Educational Research Association (AERA) and past president of the Association for the Study of Higher Education (ASHE), and she was a Fulbright Fellow in South Africa (1998). She also served for a decade as a co-leader of the Center for the Integration of Research, Teaching, and Learning (CIRTL), and she was the principal investigator of a National Science Foundation-funded grant to study organizational change strategies that support the success of women scholars in STEM fields. Her work is widely published, including Rethinking Faculty Work: Higher Education’s Strategic Imperative (2007) and Educating Integrated Professionals: Theory and Practice on Preparation for the Professoriate (2008), as well as other books, articles, chapters, and monographs concerning higher education issues in the United States and in international contexts. She has worked with colleagues at the national and institutional levels on higher education issues in a number of countries outside the U.S., including Australia, China, Egypt, Finland, Malaysia, Oman, the Philippines, South Africa, Thailand, the United Arab Emirates, and Vietnam.

SOLOMON BABANI

Solomon Babani joined Covance in 2013 as global vice president of Alliance Management with enterprise-wide responsibilities for several strategic clients. Solomon oversees a corporate-wide initiative aimed at cultivating and expanding Covance’s extensive relationships with small pharma and biotech.
Solomon brings extensive knowledge of the outsourcing and partnering challenges that pharma faces from his past experiences in biotech, large pharma and virtual drug development companies, such as Regeneron, Pfizer, Novartis, and Celtic Therapeutics, where he most recently served as vice president of Alliance Management with responsibility for managing relationships with CROs and co-development partners, and leading the Outsourcing and Vendor Management functions. Solomon holds a BA in biology from Yeshiva University and an MBA from New York University.

LIZ BENJAMIN
Liz Benjamin is the host of Capital Tonight, an hour-long TV show that airs nightly on TWC News and focuses on New York politics and policy. She has held this position for a little over five years. Benjamin is also the creator and editor of State of Politics, the show’s companion blog. Prior to joining TWC News, Benjamin worked for four years at the New York Daily News, where she blogged at The Daily Politics on the nexus between NYC and Albany, and also wrote a weekly column. Before her stint at a downstate tabloid, Benjamin worked for ten years at the Albany Times Union, where she covered everything from towns to Albany City Hall to the state Capitol, where she launched Capitol Confidential, the first blog focused on state politics operated out of the Capitol, which is still running strong today.

Benjamin has an MSJ from Columbia Graduate School of Journalism and a BA in political science and French from the University of Rochester. She grew up in New Paltz, and is the daughter of Prof. Gerald Benjamin, an oft-quoted expert on state politics. Liz holds a BA in biology from Yeshiva University and an MBA from New York University. She grew up in New Paltz, and is the daughter of Prof. Gerald Benjamin, an oft-quoted expert on state politics. Benjamin also worked for ten years at the Albany Times Union, where she covered everything from towns to Albany City Hall to the state Capitol, where she launched Capitol Confidential, the first blog focused on state politics operated out of the Capitol, which is still running strong today.

Benjamin has an MSJ from Columbia Graduate School of Journalism and a BA in political science and French from the University of Rochester. She grew up in New Paltz, and is the daughter of Prof. Gerald Benjamin, an oft-quoted expert on state politics. Benjamin is married to Steve Smith, spokesman for the Albany Police Department, with whom she lives in Rensselaer County, New York.

TONY COLLINS
Currently serving as Clarkson University’s 16th president, Anthony Collins is a regional and national advocate for higher education-industrial partnerships that couple research discovery and engineering innovation with enterprise for commercialization and economic development with a focus on advancing sustainable energy solutions and environmental technology innovation. In May 2014, President Obama nominated Dr. Collins to serve on the Advisory Board of the Saint Lawrence Seaway Development Corporation. Governor Andrew Cuomo appointed Dr. Collins in July 2011 to serve as co-chair for the North Country Regional Economic Development Council. Dr. Collins served on a commission established by Governor Cuomo in November 2012 to investigate and study utility companies’ storm preparation and management and to recommend reforms to overhaul regulation of the entire system to better deal with emergencies. He is also the president of the Seaway Private Equity Corporation that invests in new technology companies based in St. Lawrence County, New York and is a member of NYSERDA’s Technology & Market Development Advisory Committee, which provides technical and policy guidance to NYSERDA on energy and environmental research and market development initiatives.

In service to the higher education sector, President Collins is the past chair of the National Association of Independent Technological Universities and a chair emeritus of New York’s Commission of Independent Colleges and Universities. In addition, he serves on the boards of the CenterState Corporation for Economic Opportunity and the NYS Business Council.

MARY CRAWFORD-MOHAT
Mary Crawford-Mohat is a professor of Mathematics at Onondaga Community College in Syracuse, New York. She has been teaching for over 15 years, focusing the majority of her teaching experiences in developmental mathematics. Most recently she has been working with The Carnegie Foundation for the Advancement of Teaching, mentoring new faculty teaching courses in the Quantway pathway. Mary has a BA in mathematics from Utica College, an MSEd in math education from SUNY Oswego, and an MS in Instructional Design, Development and Evaluation from Syracuse University.

RAY CROSS
Raymond W. (Ray) Cross, PhD, is the president of the University of Wisconsin System. The UW System’s two doctoral universities, 11 comprehensive universities, 13 freshman-sophomore UW Colleges, and statewide UW-Extension annually serve approximately 180,000 students and reach more than one million Wisconsin citizens through outreach, public broadcasting, and continuing education programs. Cross leads a UW System workforce of some 40,000 faculty, academic and classified staff, and graduate assistants. He is also responsible for the UW System’s $6 billion annual budget, made up of state support, federal funding, tuition and fees, and private gifts.

Previously, Cross served as chancellor of the University of Wisconsin Colleges and University of Wisconsin-Extension from 2011 to 2014. From 1998 until 2011, Cross was president of Morrisville State College, a residential agriculture and technology college of the State University of New York. Cross served as president of Northwest Technical College in Bemidji, Minnesota, from 1992–1998. Previous to that he was a department head and a professor (1977–1992) at Ferris State University in Big Rapids, Michigan.

Cross received his doctorate in college and university administration from Michigan State University. He earned a master’s degree in industrial education at Central Michigan University and a bachelor’s degree in technical education from Ferris State University. In addition to his career in academia, Cross has experience in...
the private sector as a design engineer, small-business owner, and consultant to business, industry, and government. From 1967-1970, Cross served with the U.S. Army in Vietnam and was awarded four medals for his service.

**HOUSTON DAVIS**

Dr. Houston Davis serves as executive vice chancellor and chief academic officer of the University System of Georgia. USG is composed of Georgia’s 30 public universities and colleges, including four research universities, the Institute of Oceanography, State Archives, the Public Library System, and statewide Information Technology Services. USG enrolls approximately 314,000 students and employs 41,000 faculty and staff.

Prior to May 2012, Houston served as vice chancellor for academic affairs for the Oklahoma State Regents for Higher Education and served as the state’s liaison on the national Complete College America initiative. Prior to 2007, he served as associate vice chancellor for academic affairs for the Tennessee Board of Regents, on faculty and in academic leadership for Austin Peay State University, in fiscal and academic affairs for the Tennessee Higher Education Commission, and as a regional counselor for the University of Memphis. In addition to his past professional duties, he served as director of the National Educational Needs Index project, a Lumina-funded initiative measuring educational, economic, and population pressures in the 50 states that influence policy and planning at local, regional, and national levels.

**KEN DALY**

Kenneth D. Daly, CFA, is president of New York’s National Grid, which serves 4 million natural gas and electric customers in Brooklyn, Queens, Staten Island, Long Island, and Upstate New York.

Ken joined National Grid’s predecessor, Brooklyn Union, which later became KeySpan, in 1988 as a management trainee in the Customer Relations Department. Ken was recently based in London, serving for two years as global financial controller, previously served as CFO of the U.S. and UK gas-distribution businesses, and has held numerous positions in finance, human resources and customer relations throughout his 27-year career.

Ken graduated from St. Francis College with a BA in English and has earned both an MBA in finance from St. John’s University and an MS in human resource management from New York University.

He achieved the distinguished Chartered Financial Analyst (CFA) designation in 2002 and recently completed the Harvard University Advanced Management Program in 2014.

Ken is a member of the Saint Francis College Board of Trustees and has been an adjunct professor at SFC, teaching human resource, business, and finance courses for 20 years. He has been the director of the St. John’s University Executive-in-Residence Program since 1992. He is the past chair of the Kingsborough Community College Board of Directors and a former member of Junior Achievement Board of Directors and United Way Campaign Co-Chair. Ken is also a member of the David Rockefeller Fellows Program, the Long Island Energiea Partnership, the British American Business Board, the Advanced Energy Research and Technology Center Board (AERTC), the Business Council of New York State Board, and the New York State Energy Research and Development Authority (NYSERDA) Board. Ken lives in New York with his wife, Laurie, and their four young children.

**MARIA DELUCIA**

Maria DeLucia received her PhD from the University of Nebraska. She is a full professor at Middlesex County College in Edison, New Jersey, where she served as the Mathematics Department chair for 13 years.

In addition to teaching, she serves on several statewide committees exploring the redesign of the methodology of the delivery of developmental mathematics to better meet the needs of students and increase retention. She is working to reduce the number of students enrolling in developmental math courses by improving common core standards, curriculum for elementary education majors, and bridging the gap between K-12 and the community college.

**LORNA DONATONE**

Lorna Donatone leads business globally as CEO Sodexo Schools worldwide in 42 countries. Prior to this new role, she was chief operating officer and president of Sodexo Education North America. She joined Sodexo in 1999 and has held several key leadership roles in the company, including president of School Services in 2007 and president of Spirit Cruises in 2002. Lorna is a Board member of Jamba Juice Inc., as well as vice chair of the National Restaurant Association Educational Foundation and past chair of the Board of the Women’s Foodservice Forum. She is also a Trustee of the Culinary Institute of America. Lorna serves on the Tulane Business

**TESSA EDICK**

Tessa Edick is a food entrepreneur, author, and co-founder/executive director of the Farm On! Foundation. She launched her career in the food industry 15 years ago as co-founder of Sauces ‘n Love, Inc., a Boston-based food manufacturer. She has been featured in Oprah Magazine “O” list and earned 16 NASFT awards, known in the industry as the Oscars of food.

Tessa founded The Culinary Partnership, where her guidance helps both celebrity chefs and food entrepreneurs launch their recipes to retail
In 2010, she started FarmOn! as a non-profit organization and charity committed to raising awareness of farmers and the farming community, and educating the public on the importance of food-choices and sustainability. FarmOn! offers programs for adults and youth, including a summer camp, the theme of which is connecting our food to its source, thereby supporting the local growing community in the process. Title sponsors include John Varvatos, Whole Foods, Applegate, Chobani, and John Deere, among others.

In 2014, through a generous donation from the John Mack Family Foundation, Farm On! received a deed to the historic Empire Farm in Copake, New York. At almost 300 acres, Empire is the official home base of the organization, and FarmOn! Ag-Academy. The organization now provides CSA shares to local and New York City chefs and restaurants; CSA produce-meat-dairy subscriptions to individuals in a partnership with ABC Kitchen; year-round educational programs in conjunction with Cornell School of Agriculture and SUNY, and a host of fundraising and community events. One of FarmOn’s extraordinary initiatives is the Milk Money program, underwriting local milk to local schools, with the promise of “cow to kid” in 36 hours.

Tessa’s first book, *Hudson Valley Food and Farming: Why Didn’t Anyone Tell Me That?*, was published in 2014, and a second book is expected this year. She also writes a bi-monthly column, “Meet Your Farmer,” for Columbia-Greene newspapers, and is a contributing editor of the national monthly, *Modern Farmer*. She resides in Copake, New York, with her partner, Eric Williams, formerly of the Boston Celtics, and an English bulldog and a mastiff – Ruby Juice and Lady Trudie Astor, respectively.

**PATRICIA ELIZONDO**

Patricia (Pat) Elizondo is senior vice president of global sales and marketing for the Public Sector Business Group in Xerox Business Services. Pat is responsible for leading the sales and marketing resources and go-to-market strategy for all global transportation and government services (excluding government healthcare). Prior to this role, she directed the sales integration of Affiliated Computer Services (ACS) in Xerox’s Acquisition Operations office. This $6.5 billion acquisition enabled the acceleration of Xerox’s “Services Led” growth strategy. The integration was a global sales initiative in North America, Developing Markets, Europe and Asia-Pacific. Previously, Pat was responsible for leading Xerox Eastern Operations in achieving revenue, profit, customer loyalty, and employee satisfaction objectives. She led a fully integrated sales and services delivery operation for eight Xerox Operations employing over 2,300 personnel.

Pat joined Xerox in 1981 as an internal auditor and progressed through a number of financial, sales, operational, and field management assignments, including Indianapolis district controller, Northeast Ohio district manager, vice president/general manager of Maryland/Virginia Customer Business Unit, senior vice president of Industry Major Accounts Operations, and senior vice president of Xerox Global Services Sales. She has been recognized for her successful and dynamic leadership by a number of national publications. *Hispanic Engineer & Information Technology* magazine named her one of the “50 Most Important Hispanics in Technology and Business”, and *Hispanic Business* named her to the “Top 25 Corporate Elite.”

Pat holds an undergraduate degree in finance from Indiana University’s Kelley School of Business and currently serves on the school’s Dean’s Council. She earned an MBA from the University of Notre Dame in 1987. Previously Elizondo served as chairperson of the Multinational Development of Women in Technology (MDWIT). Today she serves on the National Alliance for Partnerships in Equity (NAPE) Board of Directors and on the board of the U.S. Chamber of Commerce. She resides in Ellict City, Maryland, with her husband, John Kitowski, and son, Kyle.

**ADAM ENBAR**

Adam Enbar is CEO of The Flatiron School, which has trained thousands of software engineers and placed them in jobs at companies like Google, Intel, and the New York Times through intensive 3-5 month programs. Flatiron has also partnered with the City of New York to launch the NYC Web Development Fellowship, focused exclusively on students without college degrees, over 90 percent of who come from diverse and low-income backgrounds. In 2015, Flatiron School released the industry’s first and only independently audited jobs report verifying 99 percent graduation rate with 98 percent job placement and $74,000 average starting salary for graduates.

Adam began his career as a real estate developer before moving to Boston where he worked at HubSpot, leading the National Accounts team while the company grew from 70 to 350 employees in two years. He then spent time in venture capital with Charles River Ventures, working with entrepreneurs in education, enterprise software, and connected devices. All the while, Adam remained close to education, teaching first grade in Brooklyn, TA’ing a marketing course at Harvard, and volunteer teaching entrepreneurship at South Bay Correctional Facility in Boston. Adam received his BS from Cornell University and MBA from Harvard Business School.

**ROGER FERGUSON**

Roger W. Ferguson Jr. is president and Chief Executive Officer of TIAA-CREF, the leading provider of retirement services in the academic, research, medical, and cultural fields and a Fortune 100 financial services organization. Roger is the former vice chair of the Board of Governors of the U.S. Federal Reserve System. As the only Governor in Washington, D.C., on 9/11, he led the Fed’s initial response to the terrorist attacks, taking actions that kept the U.S. financial system functioning while reassuring the global financial community that the U.S. economy would not be paralyzed.

Prior to joining TIAA-CREF in April 2008, Mr. Ferguson was head of financial services for Swiss Re and Chairman of Swiss Re America Holding Corporation. He was previously an associate and partner at McKinsey & Company and an attorney at Davis Polk & Wardwell. Roger is a Fellow of the American Academy of Arts & Sciences. He serves on the Board of International Flavors & Fragrances Inc. and on the Advisory Board of Brevan Howard Asset Management LLP.

Roger is a member of the Business-Higher Education Forum’s Executive Committee and serves on the boards of The Conference Board, the American Council of Life Insurers, the Institute for Advanced Study, and Memorial Sloan Kettering Cancer Center. He served on President Obama’s Council on Jobs and Competitiveness as well as its predecessor, the Economic Recovery Advisory Board. He holds a BA, JD, and a PhD in economics, all from Harvard University.

**MATT GandAL**

Matt Gandal founded Education Strategy Group in 2012 to support states, national organizations, and foundations committed to dramatically improving the capacity and performance of the U.S. education system. He brings over 20 years of experience leading advocacy, policy development, and implementation work in both the K-12 and higher education sectors. Matt previously served as a senior advisor to U.S. Secretary of Education Arne Duncan and led a new division responsible for providing policy and implementation support to states.
Before joining the Department of Education, Matt was executive vice president of Achieve, the national organization formed by governors and business leaders to help states raise educational standards. He helped found the organization and was responsible for overseeing its major initiatives, including the American Diploma Project, which helped 35 states advance college and career readiness policies; the Common Core State Standards Initiative, which resulted in 45 states adopting rigorous academic standards; and National Education Summits that brought together governors, CEOs, and education leaders from across the country to commit to ambitious reforms. Before joining Achieve, Matt was assistant director for educational issues at the American Federation of Teachers (AFT) and authored Making Standards Matter, an annual AFT report evaluating the quality of the academic standards, assessments, and accountability policies in the 50 states. A graduate of the Maryland public school system, Matt earned a bachelor’s degree in philosophy from Trinity College in Hartford, Connecticut.

EVELYN GANZGLASS

Evelyn Ganzglass co-directs Connecting Credentials, a national dialogue on building learning-based credentialing systems and is co-author of Connecting Credentials: A Beta Credentials Framework. She is Senior Fellow at CLASP, a creative architect for systems change and one of the country’s most trusted and effective voices for low-income people since 1969. She served as CLASP’s director of the Center for Postsecondary and Economic Success and Workforce Development program from 2005-2013. Previously, Evelyn directed the USAID-funded Global Workforce in Transition initiative, and for more than 20 years she led the NGA Center for Best Practices’ research and technical assistance activities to promote policy innovation in workforce development, youth development, social services, welfare reform, criminal justice, and performance management.

Megan Galvin is senior vice president of Higher Education Marketing at Cengage Learning. A 20-year veteran of the higher education publishing and technology business, Megan has held roles in editorial, sales, and marketing at HarperCollins, Addison-Wesley, and Pearson Education. At Pearson, she was a leader in the development of College and Career Readiness programs and in creating solutions for developmental education. Megan has worked closely with faculty and administrators throughout her tenure, led the creation of faculty-development programs and service offerings at Cengage Learning, and spearheaded numerous partnerships with higher education institutions and education associations. She believes in the vital importance of higher education and in the ability of industry to add value to the goals of institutions, educators, and students.

Ben Hecht was appointed president and CEO of Living Cities in 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, Ben co-founded One Economy Corporation, a non-profit organization focused on connecting low-income people to the economic mainstream through innovative, online content, and increased broadband access. As president, from 2000-2007, Ben led the growth of the organization from four employees to a $12 million organization with 50+ staff, online media properties serving more than 150,000 low-income people a month, and programs in 40 states, the Middle East, and Africa. Ben received his JD from Georgetown University Law Center and his CPA from the State of Maryland. For ten years, he taught at Georgetown University Law Center and built the premier housing and community-development clinical program in the country. In 1997 he was awarded Georgetown’s Charles Fahy Distinguished Adjunct Professor Award.

Ben has written three books, Managing Nonprofits.org (2001) with Rey Ramsey, Developing Affordable Housing: A Practical Guide for Nonprofit Organizations (3rd Edition, 2006), and Managing Affordable Housing: A Practical Guide for Building Stable Communities (1996) with James Stockard, all published by John Wiley & Sons. He is currently chair of EveryoneOn, a national initiative founded by the Federal Communications Commission to connect low-income Americans to digital opportunity. He also sits on the National Advisory Board for StriveTogether and Duke University’s Center for Advancement of Social Entrepreneurship (CASE) Advisory Council. In 2013, Ben was selected as one of the Top 100 City Innovators Worldwide in the area of Urban Policy.

Jeremy Heimans is co-founder and CEO of Purpose, a home for building 21st-century movements and crowd-based social and economic models to tackle the world’s biggest problems. Since its start in 2009, Purpose has launched several major new organizations including All Out, a 2.2 million-strong LGBT rights group, built the world’s first open-source global activism platform, and advised institutions like The Bill & Melinda Gates Foundation, the ACLU, and Unilever.

Jeremy is a co-founder of GetUp, an Australian political organization and internationally recognized social movement phenomenon that today has more members than all of Australia’s political parties combined. In 2007, Jeremy co-founded Avaaz, the world’s largest online citizens’ movement, now with more than 41 million members. In 2011, Jeremy received the Ford Foundation’s 75th Anniversary Visionary Award for his work as a movement pioneer, and the World Economic Forum named him a Young Global Leader. In 2012 Fast Company ranked him on its annual list of the 100 Most Creative People in Business. His work has been profiled in publications like The Economist and the New York Times, and his most recent thinking with Henry Timms on “new power” was featured as the Big Idea in Harvard Business Review, as one of 2014’s top TED talks with more than a million views, and by CNN as one of ten top ideas to change the world in 2015.

Jeremy began his career with the strategy consultants McKinsey & Company, and he has degrees from Harvard University and the University of Sydney. He lives in New York.

Hank Huckaby

Henry “Hank” M. Huckaby was selected to serve as the 12th chancellor of the University System of Georgia by the Board of Regents in May of 2011. As chancellor, he leads the System’s 30 public colleges and universities, as well as the Georgia Public Library System and the Georgia Archives. In this capacity, he’s responsible for managing a $8.1 billion annual budget and overseeing more than 45,000 faculty and staff, and approximately 312,936 students. Prior to becoming chancellor, Hank was a teacher and administrator in the University System and also taught at private colleges and universities. He served in the Governor’s Office of Planning and Budget, first as a senior policy coordinator and later as its director, as well as commissioner of the Georgia Department of Community Affairs,
and as the executive director of the Georgia Residential Finance Authority. He has also represented Georgia House District 113.

Hank is a board member of the Georgia Chamber of Commerce, the Metro Atlanta Chamber of Commerce and the Georgia Partnership for Excellence in Education. He also serves on the Georgia Higher Education Funding Committee, is a commissioner for the Education Commission of the States, and is on the Georgia-based Alliance of Education Agency Heads (AEAH). Hank earned his associate degree from Young Harris College, where he is a Trustee. He earned both his bachelor’s and master’s degrees from Georgia State University, and has continued his education through graduate studies at the University of Georgia.

CHRIS HUGHES

Chris Hughes has spent his career using emerging technologies to transform industries and how we communicate and share. A co-founder of Facebook with Mark Zuckerberg and Dustin Moskovitz, Chris was responsible for communications, user experience, and product development in the early years of the social network.

In 2007 Chris became Director of Online Organizing for Barack Obama’s presidential campaign, creating a social network that empowered Obama supporters to create tens of thousands of grassroots groups and events and to contribute over $500 million to the campaign online. Today Chris is the owner and publisher of The New Republic, a 100-year-old magazine about politics and culture that is growing into a multi-platform digital media company. Integrated across mobile, tablet, web, and print, The New Republic is setting the standard for how mid-sized, traditional media brands can transition to the participatory web.

Chris is also an independent investor in technology and media companies, a Trustee of the Knight Foundation, and a Board member of GiveDirectly. He has been named a Young Global Leader for the World Economic Forum. Chris graduated magna cum laude from Harvard in 2006 with a degree in history and literature.

SCOTT KIRKPATRICK

Prior to joining General Assembly, Scott Kirkpatrick served as president of The Princeton Review where he led the turnaround of the well-established brand, carving it out of a public holding company, and ultimately selling to InterActiveCorp (IAC). Before joining The Princeton Review in 2009, Scott worked at Houghton Mifflin Harcourt, where he served as both executive vice president of strategy and marketing and president of the company’s technology division, Riverdeep. Prior to that, Scott was a strategy consultant at both The Callidon Group (now Oliver Wyman) and The Parthenon Group, where he focused on advising clients in the education and publishing industries. Scott was also a United States Coast Guard officer, where he served as ship navigator and an aide to the president of the United States. Scott holds a BS in Economics & Management from the United States Coast Guard Academy and an MBA from MIT’s Sloan School of Management.

Melinda regularly publishes in academic journals, including Teachers College Record, New Directions for Community College, Community College Review, and The Journal of College Student Retention, as well as in Inside Higher Ed. Dr. Karp is frequently called upon to comment on student success and education reform in media outlets including NPR and the New York Times and is a regular speaker at academic and practitioner conferences. Dr. Karp holds a BS in Human Development and Family Studies from Cornell University; an MA in Sociology and Education from Teachers College, Columbia University; and a PhD in Sociology and Education from Columbia University.

BRUCE KRAMER

Bruce Kramer is a graduate of the Massachusetts Institute of Technology (SB, SM 1972, PhD 1979). He served on the faculty of Mechanical Engineering at MIT from 1979–1985 and George Washington University from 1985–1995. Since 1991, he has been at the National Science Foundation as program director for Materials Processing and Manufacturing; director of the Division of Design, Manufacture and Industrial Innovation; director of the Division of Engineering Education and Centers; and coordinator of Nanoscale Science and Engineering Centers for the Directorate for Engineering. He is currently the senior advisor for Manufacturing in the Division of Civil, Mechanical and Manufacturing Innovation and the point of contact at the NSF for the National Advanced Manufacturing Program. He is the holder of three U.S. patents.

Bruce co-founded and was director of Engineering of Zoom Technologies Inc. of Boston, a NASDAQ company and leading producer of cable and DSL modems and wireless networking products marketed under the Zoom, Hayes, Practical Peripherals, and Global Village brands. Zoom Technologies was acquired by Gold Lion Holding Ltd. of China in 2009.

Professor Kramer was conferred the rank of Fellow of the School of Engineering at the University of Tokyo in 2007. He has also been awarded the F.W. Taylor Medal of the International Institution for Production Engineering Research, the Blackall Award of the American Society of Mechanical Engineers and the R.F. Bunshah Medal of the International Conference on Metallurgical Coatings, all in recognition of outstanding contributions to the manufacturing research literature, and the Distinguished Service Award, the highest honorary award granted by the National Science Foundation. He is a Fellow of the Society of Manufacturing Engineers.

HADEN LAND

Haden Land is vice president of Research and Technology for Lockheed Martin Corporation with 30 years of professional experience. He serves numerous U.S. government agencies, allied nations, and regulated commercial industries. Mr. Land is responsible for technical solutions, strategic partnerships, global innovation centers, research and development, and emerging-technology planning. His areas of expertise include cloud computing, big data, cyber security, enterprise mobility, complex adaptive systems, enterprise architecture, advanced concepts, and has domain knowledge within government, space, energy, law enforcement, transportation, and health care. He serves on several academia/industry boards and is a recognized global speaker.

Haden holds a bachelor’s degree in Mathematics and Computer Science from The State University of New York at Potsdam and a master’s degree in Computer Science from Syracuse University. He has been selected as one of the Top Hispanics in the nation by the National Society of Black Engineers and has been inducted into the Society’s Hall of Fame.
in Business and Technology by numerous organizations; received the prestigious Global CIO Executive Top 10 Breakaway Leader award; received professional lifetime achievement awards; and is the recipient of two honorary doctorate degrees.

DOUG LEDERMAN

Doug Lederman is co-editor and co-founder of Inside Higher Ed. He helps lead the site’s editorial operations, overseeing news content, opinion pieces, career advice, blogs, and other features. Doug speaks widely about higher education, including on C-Span and National Public Radio and at meetings around the country, and his work has appeared in the New York Times and USA Today. Doug was managing editor of The Chronicle of Higher Education from 1999 to 2003, and previously worked at The Chronicle in a variety of capacities beginning in 1986. He has won three National Awards for Education Reporting from the Education Writers Association. He began his career as a clerk at the New York Times. He grew up in Shaker Heights, Ohio, and graduated from Princeton University.

CHAUNCY LENNON

Chauncy Lennon, Head of Workforce Initiatives at JPMorgan Chase, leads New Skills at Work, a five-year $250-million initiative to help workers and industries invest in the skills needed to compete and prosper in the global economy.

He joins JPMorgan Chase from the Ford Foundation, where his grant-making focused on promoting economic advancement for low-income workers by improving access to workforce development and work-support programs. Prior to the Ford Foundation, Chauncy was senior vice president for Asset Building at Seedo, a national workforce-development intermediary, where he was responsible for the growth and operation of national initiatives that connect low-wage workers to income-enhancing benefits and services. He also has extensive experience researching the mobility patterns of the working poor. Chauncy earned his PhD in anthropology from Columbia University, master’s degree from the University of Chicago, and bachelor’s degree from Williams College. He has taught urban studies at Columbia’s School of International and Public Affairs and at Barnard College.

DAVID LEONHARDT

David Leonhardt runs The Upshot, a new Times website dedicated to covering politics and policy. The site takes a conversational, analytical approach to many of the day’s biggest news stories. The Upshot also emphasizes data visualization and interactives from The Times’s award-winning graphics staff.

Before being named to oversee the new venture in late 2013, David was the paper’s Washington bureau chief, overseeing coverage of politics, national security, law, economics, and domestic policy. Previously, David 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, David won the Pulitzer Prize.

DANE LINN

Dane Linn is a vice president of the Business Roundtable. In this role, he oversees the Education & Workforce Committee, advancing the BRT’s positions on education reform, U.S. innovation capacity, and workforce preparedness.

Dane joins the BRT most recently from The College Board, where he served as executive director of state policy. Prior to The College Board, he served as director of the Educational Policy Division of the National Governors Association (NGA) Center for Best Practices. During his 16 years in this role, Dane represented governors’ education policy issues at the federal level and to state and local associations. He also co-led the development of the Common Core State Standards, which have been adopted by 46 states.

In addition, Dane has led national efforts to ensure more students are college and career ready and worked on issues related to STEM, early childhood, Perkins and the Workforce Investment Act, and high school redesign. Before joining the NGA, he worked for 14 years in the education system as coordinator of the Office of Special Education Programs for the West Virginia Department of Education, principal of Guyan Valley Elementary School in West Virginia, and teacher and later the assistant principal at Matheny Grade School also in West Virginia.

Dane is a PhD candidate at Virginia Polytechnic Institute and State University, and holds a master’s degree in Education Administration from West Virginia Graduate College and bachelor’s degree in Elementary Education and Special Education from Cabrini College.

STAN LITOW

Stanley S. Litow is IBM’s vice president of Corporate Citizenship & Corporate Affairs and president of IBM’s Foundation. Under his leadership, IBM has been widely regarded as the global leader in Corporate Citizenship and praised for societal, environmental, and civic leadership and practices. Under Stan’s leadership, IBM has developed innovative voice-recognition technology to help children and adults learn to read, a humanitarian virtual supercomputer to speed research on cancer and AIDS, and new digital imaging technology to improve water quality. He helped devise IBM’s Corporate Service Corps, a corporate version of the Peace Corps, to train and deploy thousands of IBM’s future leaders; the Pathways in Technology Early College High School (P-TECH); and IBM’s Smarter Cities Challenge.

Mr. Litow is a frequent keynote speaker and panelist at major conferences on philanthropy and corporate leadership in the U.S. and around the world. He has served on the President’s Welfare to Work Commission, and currently serves on the board of the Harvard Business School Social Enterprise Initiative, The Citizens Budget Commission, The After-School Corporation, and The Albert Shanker Institute.


Stan is the recipient of the Council on Foundation’s prestigious Scriber Award for creative philanthropy. He also has been recognized by the Anne Frank Center, the Coro Foundation, the Federation of Protestant Welfare Agencies, the Martin Luther King Jr. Commission, and other philanthropic organizations for his commitment to service and leadership. He has twice been voted CEO of the Year by Corporate Responsibility Officer Magazine, and IBM’s efforts to improve American education have won the company two Ron Brown Presidential Awards for Corporate Leadership.

Prior to joining IBM, Stan’s career in public and nonprofit leadership included service as deputy chancellor of the New York City Public Schools, and founder and CEO of Interface, a nonprofit think tank.
ERROL LOUIS

Errol Louis is the host of NY1’s Inside City Hall, the preeminent political news show in New York City, and is a CNN political commentator. He is also the director of Urban Reporting at the CUNY Graduate School of Journalism. Previously, he served as a columnist and editorial board member at the New York Daily News and was a talk show host of WWRL radio. He has won numerous journalism prizes, and has taught at the Pratt Institute, Hunter College, Long Island University, and New York University. He has a BA from Harvard, an MA from Yale, and a JD from Brooklyn Law School.

JOHN MACKEY

John Mackey, co-founder and co-CEO of Whole Foods Market, has led the natural and organic grocer to a $14 billion Fortune 500 company with more than 410 stores and 88,000 team members in three countries. The company has been included on Fortune magazine’s “100 Best Companies to Work For” list for 18 consecutive years and ranked first in the food and drug store industry as part of the magazine’s “Most Admired Companies” list in 2014.

While devoting his career to helping shoppers satisfy their lifestyle needs with quality natural and organic foods, John has also focused on building a more conscious way of doing business. He was the visionary for Whole Planet Foundation to help end poverty in developing nations, the Global Animal Partnership’s rating scale for humane farm animal treatment, and the Health Starts Here initiative to promote health and wellness. John has been recognized as one of Fortune’s “World’s 50 Greatest Leaders,” Ernst & Young’s “Entrepreneur of the Year Overall Winner for the United States,” Institutional Investor’s “Best CEO in America,” Barron’s “World’s Best CEO,” MarketWatch’s “CEO of the Year,” Fortune’s “Businessperson of the Year,” and Esquire’s “Most Inspiring CEO.”

A strong believer in free market principles, Mackey co-founded the Conscious Capitalism Movement and co-authored a New York Times and Wall Street Journal best-selling book entitled Conscious Capitalism: Liberating the Heroic Spirit of Business (2013) to boldly defend and reimagine capitalism, and encourage a way of doing business that is grounded in ethical consciousness. John cut his pay to $1 in 2006 and continues to work for Whole Foods Market out of passion to see the business realize its potential for deeper purpose, for the joy of leading a great company, and to answer the call to service that he feels in his heart.

JIM MALATRAS

Jim Malatras was appointed as the Governor Cuomo’s director of state operations in August 2014. Recently, Jim served as vice chancellor and chief of staff at The State University of New York. Previously, he served as Governor Cuomo’s deputy secretary for policy management from January 2011–June 2013, deputy director of policy to the governor’s 2010 gubernatorial campaign; then-Attorney General Cuomo’s executive director of legislative affairs, and state policy and legislative director to former Assemblyman Richard L. Brodsky. Jim received his BA (summa cum laude), MA, and PhD in political science from the University at Albany, where he won the Presidential Distinguished Dissertation Award. Jim lives in Delmar, New York, with his wife, Jenny, and son, Max.

TYRA MARIANI

Tyra Mariani, co-founder of Opportunity@Work, was appointed chief of staff to the U.S. Deputy Secretary of Education and deputy chief of staff to the U.S. Secretary of Education under the Obama administration. Tyra helped to shape policies and programs impacting education from early learning through college and career, taking complex priorities from vision to strategy and implementation, including the president’s My Brother’s Keeper initiative and RESPECT, an effort to elevate and transform the teaching profession.

Prior to the Department of Education, Tyra launched the Greater New Orleans Region of New Leaders, which drove high academic gains in schools led by New Leaders principals in post-Katrina New Orleans. She was Budget Director for Chicago Public Schools, overseeing the $5 billion budget of the third largest school district in the country. She entered CPS through the Broad Residency in Urban Education. Mariani began her professional career with Kraft Foods Corporate, where her focus on human capital began in training and development. She led efforts to make the company’s training programs more effective as well as broader cross-cutting efforts on improving individual efficiency and productivity. At McKinsey & Company, Tyra worked across a number of sectors across a broad set of industries and functions, ranging from increasing return on invested capital to service productivity in a variety of industries. Tyra received a bachelor’s degree from Howard University and a master’s in business from Stanford University.

REBECCA 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. NASH has 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 boasts more than 35 years of collaboration, system heads in 40 states, more than 5.6 million students, and support for public multi-campus systems, which enroll 75 percent of all students in public four-year colleges and universities.

Rebecca served as director for higher education and Senior Fellow at the Education Delivery Institute from 2010–2015, an innovative non-profit organization that focuses on implementing large-scale system change in public education. Before joining EDI, she 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. Rebecca 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.

MONICA MARTINEZ

Dr. Monica Martinez is an education strategist and consultant for philanthropy and non-profits, Senior Fellow to the William and Flora Hewlett Foundation, and appointee to the White House Commission of Educational
Excellence for Hispanics. As an education strategist, Monica works with philanthropy, non-profits, states, districts, and schools to help them establish or codify strategic priorities and develop plans for their implementation and assist in the design, roll-out, and management of ongoing or short-term initiatives or programs. Her book, *Deeper Learning: How Eight Public Innovative Schools Are Transforming Education in the 21st Century*, was released June 2014 by The New Press and has received positive reviews. Prior to this work, Martinez served as CEO and president of the New Tech Network, a network of over 150 schools that engage in project-based learning that integrates technology, and vice president of the KnowledgeWorks Foundation. In Washington, D.C., Monica was a senior associate at the Institute for Educational Leadership, where she founded the Washington-based National High School Alliance, developed two projects for The Bill & Melinda Gates Foundation, and managed the National Clearinghouse for School Reform in collaboration with George Washington University. Preceding this, Monica worked for the University of Maryland as part of a federal grant, the National Partnership for Excellence and Accountability in Teaching.

Before moving to D.C., Monica was an assistant dean at Williams College and at New York University worked in the Dean’s Office and for the National Urban Partnership Program. Martinez is an international and national speaker on the topics of teaching and deeper learning, education innovation and reform, college readiness, and the future of learning. She currently serves on the Board for the National Commission on Teaching and America’s Future (NCTAF) and 10,000 Degrees, a college access and success intermediary in California.

**H. CARL MCCAII**

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.

**MICHAEL MCLENDON**

Dr. Michael K. McLendon serves as dean of the School of Education and as professor of Higher Education Policy and Leadership at Baylor University. A specialist in the study of U.S. higher education, Michael has published extensively on topics relating to postsecondary education governance, finance, and public policy. In recent studies, he has examined the sources of variation in college costs and prices, the role of public policy in promoting college access and success, and the factors influencing the rise of new accountability and financing policies in K-12 and higher education. He has been named one of the nation’s leading university-based academics whose research contributes most substantially to public debates around education in the United States.

Michael came to Baylor from Southern Methodist University, where he held the Harold and Annette Simmons Centennial Chair in Higher Education Policy and served as the associate dean for academic affairs at the Simmons School of Education and Human Development. Previously, he held appointment as the executive associate dean and chief of staff at Vanderbilt University’s Peabody College of Education and Human Development, on whose faculty he served for 13 years as a professor of public policy and higher education. McLendon currently holds appointment as a Senior Fellow at SMU’s John Goodwin Tower Center for Political Affairs and as a Faculty Fellow at the University of Georgia’s Institute of Higher Education. He holds a PhD in higher education policy from the University of Michigan.

**ADMIRAL WILLIAM MCR AVEN (RET.)**

Bill McRaven began his service as 11th chancellor of The University of Texas System in January 2015. As chancellor, he serves as the chief executive officer of the UT System, managing all operational aspects of the system and reporting to the UT Board of Regents. McRaven retired in August 2014 as a four-star admiral after 37 years as a Navy SEAL. His last assignment was as the Commander of U.S. Special Operations Command, during which time he led a force of 69,000 men and women with an annual budget of more than $10 billion. As leader of the U.S. Special Operations Command, Bill was responsible for conducting counter-terrorism operations worldwide as well as building reliable military partners through programs that stressed the rule of law, universal rights, civil liberties, and military professionalism. In 2011, Admiral McRaven was the first runner-up for Time magazine’s Person of the Year and was subsequently selected by the *Dallas Morning News* as the 2011 Texan of the Year for his leadership of the raid that killed Osama Bin Laden.

Admiral McRaven is also a recognized national authority on U.S. foreign policy. He served two years on the National Security Council Staff under President George W. Bush. As a three- and four-star admiral, he was routinely involved in national policy decisions during both the Bush and Obama administrations. In 2012, *Foreign Policy* magazine named McRaven one of the nation’s Top 10 Foreign Policy Experts and later he was selected as one of the Top 100 Global Thinkers. In 2014, *Politico* magazine also named him one of the Politico 50, citing his leadership as instrumental in cutting through Washington bureaucracy.

As the Commander of U.S. Special Operations Command, Admiral McRaven routinely engaged with the U.S. Congress. While other elements of the Department of Defense were reduced during sequestration, by working closely with congress, McRaven was able to increase the size of the special operations force. Admiral McRaven serves as a member of the Council on Foreign Relations.

**BRIAN MIKESELL**

Brian Mikesell is vice president of Market Engagement at Hobsons, a role designed to bring the voice of the customer back into Hobsons as well as inform the market on strategy and vision. Brian has been with Hobsons for 12 years.
years and has designed, developed, delivered, and supported many solutions focused on helping institutions implement and deploy CRM, online applications, student marketing, recruitment, and enrollment management. Over 1,500 higher education institutions in the country are using these solutions to meet their enrollment goals. Over the last four years, Brian’s focus has been on the next frontier—Hobsons solutions focused on improving student planning, retention, advising, and completion. He has spoken at a number of conferences over the years, including The Bill & Melinda Gates Foundation, Complete College America, Achieving the Dream, Educause, AACRAO, and ASCCU. Brian obtained his bachelor’s in human factors engineering from Wright State University and a master’s in industrial engineering specialized in human-computer interaction from the University at Buffalo. He has been married to his wife, Teresa, for 17 years and has three sons, Ian, Jonah, and Colin. In his spare times he enjoys traveling, exercising, cooking, and watching his kids play sports.

TED MITCHELL

Ted Mitchell is the U.S. under secretary of education. He has served in this post since his confirmation by the U.S. Senate on May 8, 2014, following his nomination by President Barack Obama on Oct. 31, 2013. Ted reports to Secretary of Education Arne Duncan and oversees policies, programs, and activities related to postsecondary education, adult, career and technical education, federal student aid, five White House Initiatives—Asian Americans and Pacific Islanders, Educational Excellence for Hispanics, Educational Excellence for African Americans, Historically Black Colleges and Universities, and American Indian and Alaska Native Education—and the Center for Faith-Based and Neighborhood Partnerships.

To spur education, economic growth, and social prosperity, Ted is charged with planning and policy responsibilities to implement President Obama’s goal for the U.S. to have “the best educated, most competitive workforce in the world,” as measured by the proportion of college graduates by the year 2020. Mitchell and his team are keenly focused on implementing President Obama’s American Graduation Initiative to improve college access, affordability, quality, and completion.

Ted Mitchell is the former CEO of the NewSchools Venture Fund and served as the president of the California State Board of Education. Through his long career in higher education, he has served as the president of Occidental College, vice chancellor and dean of the School of Education and Information Studies at the University of California, Los Angeles; and professor and chair of the Department of Education at Dartmouth College. Mitchell received his bachelor’s and master’s degrees, and PhD from Stanford University. He lives in Washington, D.C., with his wife, Christine, and their two children.

EVA MOSKOWITZ

Eva Moskowitz, a long-time Harlem resident and mother of three, is founder and CEO of Success Academy Charter Schools, the highest-performing charter school network in New York City. In 2006 Eva launched her first school in Harlem, and in just nine years, her network has grown to 34 schools serving more than 11,000 children in the Bronx, Manhattan, Queens, and Brooklyn. Success Academy schools serve a high-poverty population, yet they consistently outperform New York’s most affluent school districts. The flagship Harlem school was chosen as a National Blue Ribbon School in 2012 (one of 219 across the country) by the U.S. Department of Education.

Eva’s leadership in education reform began with her service as a member of the New York City Council. As chair of the Council’s Education Committee, she visited hundreds of city schools and was known for her investigatory hearings. No aspect of public education—from lighting quality to teacher practice—was too insignificant or too controversial to be explored. Success Academy’s distinctive school design, teaching, and curriculum grew out of those experiences, as did Eva’s forceful advocacy for national reform. After completing her BA at the University of Pennsylvania and her PhD in American history at Johns Hopkins University, Eva was a history professor and taught civics at Prep for Prep, a program for gifted minority students.

“Thousands of kids are now going to failing schools, where they have few opportunities to learn and fewer opportunities to stretch their minds in chess, debate, math clubs,” says Ms. Moskowitz. “We fool ourselves into thinking that this is an inner-city problem or a poverty problem or an African-American problem. The reality is that mediocrity is a pandemic in American education.”

JAMES PAGE

Dr. James H. Page was appointed chancellor by the University of Maine System Board of Trustees in March 2012 to lead the repositioning of the University System to meet Maine’s 21st-century higher education needs. Prior to becoming chancellor, Dr. Page was principal and CEO of the James W. Sewall Company, a national consulting organization founded in 1880 and headquartered in Old Town, Maine, specializing in forestry, natural resources, and civil and spatial engineering. James is the first University of Maine System Chancellor to be born in Maine or to have been educated at one of the System’s universities. He was born and raised in Caribou, and obtained his BA in history from the University of Maine at Ft. Kent. Subsequently, he completed master’s work in the philosophy of physics from St. Andrews University, Scotland, and obtained his PhD in the philosophical foundations of mathematics from MIT. He taught at several universities before joining the private sector and has served on a number of boards in the public, private, and NGO sectors. Chancellor Page lives in Old Town with his family.

DAVE PAUNESKU

David Paunesku is the executive director and co-founder of the Stanford University Project for Education Research That Scales (PERTS). He works with educators, online learning platforms, and researchers to develop, validate, and disseminate learning mindset interventions. These are practical, low-cost educational practices that help students develop more motivating beliefs about school and earn higher grades. During Dave’s tenure, PERTS has conducted randomized controlled trials of learning mindset interventions at more than a hundred middle schools, high schools, colleges, and learning platforms around the United States, reaching hundreds of thousands of students. PERTS also actively disseminates research-based, teacher-tested practices for improved student motivation and engagement through its Mindset Kit, a free online tool used for professional development by numerous school districts, including the New York City Department of Education and Baltimore City Public Schools. Dave’s research has been published in top research journals, including Psychological Science and the Journal of Personality and Social Psychology; it has been funded by the National Science Foundation, the Institute of Education Sciences, the Gates Foundation, the Raikes Foundation, and the William and Flora Hewlett Foundation; and it has been featured in a variety of popular media, including The Wall Street Journal, Education Week, The Atlantic, EdSurge, The Scientific American, and Mind/Shift.
JAY QUAINTANCE

Jay Quaintance serves as assistant secretary for education in the New York State Executive Chamber, where he works on both P-12 and higher education policy development and implementation. 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. Additionally, Jay 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 SCC he also served as professor and chair of the Department of Developmental Studies, taught developmental writing, and oversaw the developmental education program. Jay also led college-level curriculum development and alignment for Schenectady Smart Scholars Early College High School. Jay has served as president of the Board of Directors of Cornell Cooperative Extension of Schenectady County and the Open Stage Media Advisory Committee, and is a past member of the Town of Niskayuna Planning Board and Zoning Commission.

AL ROKER

As a co-anchor and weatherman on NBC’s Today Show, Al Roker has the undivided attention of the nation (over 32 million viewers per week) every weekday morning as America prepares for work. During his 35-year-plus career, which includes 13 Emmy awards, Al has conducted interviews with celebrities and newsmakers around the world. He is also the host of NBC’s annual holiday network specials, such as the Macy’s Thanksgiving Day Parade, the Christmas Tree Lighting at Rockefeller Center, and The Rose Bowl Parade. Al is also a regular anchor on The Weather Channel and will be part of “The Lift,” a new digital weather platform launching on Weather.com in October 2015.

An accomplished producer, Al is CEO of Al Roker Entertainment Inc., a thriving multimedia company producing quality programming for traditional TV channels as well as OTT and digital platforms. One program in particular, “Coast Guard Alaska,” (The Weather Channel) was awarded The Meritorious Public Service Medal from the U.S. Coast Guard in August 2012. ARE produces programming for a diverse clientele including NBC News, MSNBC, Spike TV, Lifetime Television, A&E, The History Channel, E!, Discovery Networks, PBS, TV One, Oxygen, The Cartoon Network, The Weather Channel, and NBC Television Stations Group. In 2015 ARE established Roker Labs to partner with cutting-edge media companies interested in exploring the ever-changing way in which people consume content, including live streaming platforms like Meerkat, Periscope, and Facebook Mentions. ARE and Roker Labs also work with ad agencies and PR firms to produce compelling short form traditional media, digital content, branded entertainment, and narrative storytelling for brands and non-profits.

As an in-demand speaker, Al regularly speaks on popular forums to promote media technology, including SXSW Interactive, Pivocon, Cyonsis Digital, Internet Week New York, Stream Con, Playlist Live, Techweek NY, Sunycon, and many others. Al is also a bestselling author with nine acclaimed books to his credit. His latest work, The Storm of the Century, chronicling the great Galveston hurricane of 1900, was released in August 2015. In January 2016, Al will release a book he wrote with his wife, ABC Correspondent Deborah Roberts, titled “Been There Done That: Family Wisdom for Modern Times.” Al and Deborah live in Manhattan with their two children, Leila and Nicky. Al also has a daughter, Courtney, who is a chef.

CHRISTINE ROMANS

Christine Romans is CNN’s chief business correspondent and co-anchor of Early Start. She won an Emmy award for her work on the series “Exporting America” about globalization and outsourcing American jobs overseas, and is author of three books: Smart is the New Rich: If You Can’t Afford it—Put It Down (2010), How to Speak Money (2012), and Smart is the New Rich Money Guide for Millennials (2015).

Christine is known as CNN’s explainer-in-chief of all things money. She covers business and finance from the perspective of American workers and small-business owners, translating what budgets and bailouts and economic data mean for families. Christine brings an award-winning career in business reporting. In 2014, she crossed the country reporting for her series, “Is College Worth it?” In 2010 she co-hosted Madoff: Secrets of a Scandal,” an investigative report examining disgraced financier Bernard Madoff and how he perpetrated one of the largest investor frauds ever committed by an individual. In 2009, her special “In God We Trust: Faith & Money in America” explored the intersection of how our religious values govern the way we think about and spend our money. Her series of reports, “Living Dangerously,” illustrated the risks and precautions for the nearly 30 percent of America’s population living in the path of an Atlantic-coast hurricane. In “Deadly Hospitals,” she examined how hospitals spread dangerous infections and what patients can do to protect themselves.

Christine joined CNN Business News in 1999, spending several years reporting from the floor of the New York Stock Exchange. She was the anchor of CNN’s Street Sweep, tracking the market’s boom through the late 1990s to tragedy of Sept. 11 attacks. She anchored the first democratic elections in Iraq’s history from CNN Center in Atlanta. She was part of the coverage teams that earned CNN a George Foster Peabody award for its Hurricane Katrina coverage and an Alfred I. duPont Award for its coverage of the tsunami disaster in Southeast Asia. The National Foundation for Women Legislators has honored her with its media excellence award for business reporting, and the Greenlee School of Journalism named her the 2009 James W. Schwartz award recipient. Prior to joining CNN, Christine reported for Reuters and Knight-Riddler Financial News in the futures trading pits of Chicago. She is a graduate of Iowa State University.

GARY RHOADES

Gary Rhoades is professor and director of the University of Arizona’s Center for the Study of Higher Education. His research focuses on the restructuring of academic professions and institutions, as in his books, Managed Professors (1998), and (with Sheila Slaughter) Academic Capitalism and the New Economy (2004). A board member of the New Faculty Majority Foundation, and a former general secretary of the American Association of University Professors, Gary has worked with various advocacy groups and academic unions in relation to the working conditions of faculty and postdocs, as well as served on various task forces of management associations (American Council on Education, Association of Governing Boards, and currently the National Association of College and University Business Officers) seeking to shape public policy in regard to the “business model” of higher education and the structure of academic employment. His current research concentrates on the working conditions of faculty generally and of adjunct faculty in particular, as he works on a book entitled, Organizing Professionals: Negotiating the New Academy.

Building a New Business Model for the Academy

(2004). A board member of the Economy Managed Professors (1998), and (with Sheila general secretary of the American Association Stage Media Advisory Committee, and is a past member of the Board of Directors of Cornell Cooperative Extension of Schenectady County and the Open Stage Media Advisory Committee, and is a past member of the Town of Niskayuna Planning Board and Zoning Commission.

The Storm of the Century, chronicling the great Galveston hurricane of 1900, was released in August 2015. In January 2016, Al will release a book he wrote with his wife, ABC Correspondent Deborah Roberts, titled “Been There Done That: Family Wisdom for Modern Times.” Al and Deborah live in Manhattan with their two children, Leila and Nicky. Al also has a daughter, Courtney, who is a chef.

The Cartoon Network, The Weather Channel, and The Rose Bowl Parade. Al is also a regular anchor on The Weather Channel and will be part of “The Lift,” a new digital weather platform launching on Weather.com in October 2015.

An accomplished producer, Al is CEO of Al Roker Entertainment Inc., a thriving multimedia company producing quality programming for traditional TV channels as well as OTT and digital platforms. One program in particular, “Coast Guard Alaska,” (The Weather Channel) was awarded The Meritorious Public Service Medal from the U.S. Coast Guard in August 2012. ARE produces programming for a diverse clientele including NBC News, MSNBC, Spike TV, Lifetime Television, A&E, The History Channel, E!, Discovery Networks, PBS, TV One, Oxygen, The Cartoon Network, The Weather Channel, and NBC Television Stations Group. In 2015 ARE established Roker Labs to partner with cutting-edge media companies interested in exploring the ever-changing way in which people consume content, including live streaming platforms like Meerkat, Periscope, and Facebook Mentions. ARE and Roker Labs also work with ad agencies and PR firms to produce compelling short form traditional media, digital content, branded entertainment, and narrative storytelling for brands and non-profits.

As an in-demand speaker, Al regularly speaks on popular forums to promote media technology, including SXSW Interactive, Pivocon, Cyonsis Digital, Internet Week New York, Stream Con, Playlist Live, Techweek NY, Sunycon, and many others. Al is also a bestselling author with nine acclaimed books to his credit. His latest work, The Storm of the Century, chronicling the great Galveston hurricane of 1900, was released in August 2015. In January 2016, Al will release a book he wrote with his wife, ABC Correspondent Deborah Roberts, titled “Been There Done That: Family Wisdom for Modern Times.” Al and Deborah live in Manhattan with their two children, Leila and Nicky. Al also has a daughter, Courtney, who is a chef.

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SPEAKER BIOGRAPHIES

NIRVI SHAH
Nirvi Shah is the deputy editor for policy for POLITICO Pro. She recently served as pro education editor, launching POLITICO’s coverage of education politics and policy in July 2013. Before joining POLITICO, she worked as special education and school climate and culture reporter at Education Week, covering school safety, health, discipline, and nutrition. Her work exposed flaws in federal data collection about schools’ use of suspension and expulsion and drew attention to the uneven use of these disciplinary practices.

Nirvi previously covered education and other topics at the Miami Herald. Before that, she wrote about education and municipal government for the Palm Beach Post. At both papers, Nirvi won a number of education reporting awards, and in 2006, she and two Post colleagues won a Society of Professional Journalists Green Eyeshade award in deadline reporting for coverage of a South Florida military unit’s videos of Iraqis. Nirvi got her start covering education at her hometown newspaper, the Lakeland, Florida, Ledger, her first job after graduating from the University of Florida.

DONNA SHALALA
Donna E. Shalala is the president of the Clinton Foundation. Previously, she served as president of the University of Miami and professor of political science.

Donna received her AB in history from Western College for Women and her PhD from Maxwell School of Citizenship and Public Affairs at Syracuse University. She served as president of Hunter College of CUNY from 1980–1987, and as chancellor of the University of Wisconsin-Madison from 1987–1993. In 1993 President Clinton nominated her as secretary for health and human services, where she served for eight years. In 2008 President Bush presented her with the Presidential Medal of Freedom, the nation’s highest civilian award. A member of the Council on Foreign Relations, Donna served as a Peace Corps Volunteer in Iran from 1962–1964. In 2010 she received the Nelson Mandela Award for Health and Human Rights, recognizing her dedication to improving the health and life chances of disadvantaged populations in South Africa and internationally.

ZAKIYA SMITH
Zakiya Smith is a strategy director at the Lumina Foundation, where she leads the work of the foundation to develop new models of student financial support for higher education. Prior to her work in philanthropy, Zakiya served as a senior advisor for education at the White House Domestic Policy Council, where she was tasked with developing President Obama’s higher education policy. She also served in the Obama administration as a senior adviser at the U.S. Department of Education.

Earlier in her career, Zakiya authored reports on college access programs, community colleges, and on the ability of low- and moderate-income families to afford college at the Advisory Committee on Student Financial Assistance. She also worked on staff in various capacities for Teach For America, helping to train new teachers, and for the federal GEAR UP program in East Boston, Massachusetts, providing college preparation and financial aid information to high school students. She was introduced to federal policy as an intern on Capitol Hill with the Congressional Black Caucus Foundation, working for her former hometown congresswoman.

Zakiya has provided insights on higher education policy at dozens of conferences, briefings, and panels across the nation. She has been featured on C-SPAN and Fox Business News as well as profiled in the Chronicle of Higher Education, Forbes Magazine, and Diverse Issues in Higher Education. Passionate about college advising, she was recently appointed to the board of the National Association for College Admission Counseling. She is active in the Washington, D.C., community, where she also serves on the board of the National Capital Region of College Summit, Inc. Zakiya holds a bachelor’s degree in political science and secondary education from Vanderbilt University, and a master’s degree in education policy and management from the Harvard Graduate School of Education.

RICHARD SOCARIDES
Richard Socarides was originally appointed as a member of the SUNY Board of Trustees on June 21, 2012, and was reappointed on June 16, 2015. His current term on the Board expires June 30, 2022. Richard is head of public affairs at GLG (Gerson Lehrman…
Group), the leading professional learning platform, overseeing media, communications, marketing, and government relations.

Richard served as White House special assistant and senior advisor to President Bill Clinton, where he focused on policy and political issues. He has also worked on Capitol Hill as special assistant to Senator Tom Harkin and in senior corporate roles in media (Time Warner), entertainment (New Line Cinema), and technology (AOL). A lawyer by training, Richard was formerly a partner in Squadron, Ellenoff, Plesent and Lehrer and of counsel at Brady Klein Weissman LLP, both New York City law firms.

Mr. Socarides is a writer and regular contributor to The New Yorker magazine and is also a frequent social and political commentator on television. He is a long-time gay rights advocate. A native New Yorker, Richard is a graduate of Hofstra University School of Law and Antioch College.

COSIMO TANGORRA, JR.

Cosimo Tangorra Jr. is the superintendent of schools for Niskayuna Central School District, a position he was appointed to in April 2015. Cosimo has extensive and varied management experience in P-12 education. Prior to coming to Niskayuna, New York, he was the deputy commissioner for P-12 education at the New York State Education Department. Preceding his service to SED, he was the superintendent of schools for the Central Valley School District, formed in 2013 by the merger of the lion and Mohawk school districts. As the superintendent of lion at the time, he was instrumental in the successful merger.

School district reorganization is an area of professional interest for Cosimo, and was the subject of his doctoral dissertation. In addition to his experience with the Central Valley reorganization, he led Oppenheim-Ephratah through a reorganization study with the Dolgeville Central School District. Oppenheim-Ephratah reorganized with the St. Johnsville Central School District in 2013.

Dr. Tangorra first became a superintendent in 2002 with the Oppenheim-Ephratah Central School District, and he went on to lead the Trumansburg Central School District prior to his tenure at lion. He began his career as a special education teacher and has also been a school administrator and building principal. He received his associate degree from Herkimer County Community College, a bachelor of arts from Siena College, his master’s degree from the College of Saint Rose, Certificate of Advanced Study (CAS) from SUNY Cortland, and doctorate in education (Ed.D) from the Sage Colleges.

MARTIN VAN DER WERF

Martin Van Der Werf is the associate director for editorial and postsecondary policy at the Georgetown University Center on Education and the Workforce. He helps write and edit the center’s reports, and speaks frequently about the issues facing higher education, and the changing learning and technology models that are helping to transform it. Marty is a former reporter and editor at The Chronicle of Higher Education, where he was responsible for all coverage of the business and financial management of colleges and universities. He is the co-author of the influential report College of 2020: Students, published by the Chronicle.

MARTIN TANNER

R. Michael Tanner joined the Association of Public and Land-grant Universities in January 2011 as vice president for academic affairs. At APLU he organizes the activities of the Council on Academic Affairs and provides guidance on policy issues affecting the academic enterprise (e.g., resource analysis and management, federal student aid, copyright, and public access). He has led projects to foster development and university use of personalized learning technologies to improve student learning, including the formation of a consortium of over 20 universities with that goal. From 2002 to 2011, Michael was provost and vice chancellor for academic affairs at the University of Illinois at Chicago, where he was in charge of 14 academic colleges and the library, had principal responsibility for the budget, led academic planning, and spearheaded major multi-college interdisciplinary initiatives. Prior to UIC, he was for 30 years at the University of California–Santa Cruz, having entered administration as chair of Computer and Information Sciences and ultimately becoming executive vice chancellor. He holds bachelor’s, master’s, and doctoral degrees in electrical engineering from Stanford University. An internationally recognized expert on codes that protect digital messages against errors in transmission and storage, he is considered the founder of the field of “codes on graphs,” which describes codes amenable to high-speed algorithms for correcting errors. He holds four patents and is a Fellow of the IEEE and of the California Council on Science and Technology.

CAROLINE WHITACRE

Caroline C. Whitacre, PhD, serves as the vice president for research at The Ohio State University in Columbus, Ohio. She is a professor of microbial infection and immunity. She served as associate vice president for health sciences research and vice dean for research in the College of Medicine from 2001–2008. Caroline received her BA and PhD degrees at Ohio State and did postdoctoral training at Northwestern University Medical School in Chicago. She returned to Ohio State in 1981, where she has been on the faculty since that time. She served for 12 years as the chair of the Department of Molecular Virology, Immunology and Medical Genetics in the College of Medicine, and her research is in the area of the immunology of multiple sclerosis. She was awarded the OSU Faculty Award for Distinguished University Service in 2001 and the Distinguished Scholar Award in 2008. In 2004 she was named a Fellow of the American Association for the Advancement of Science. In her current role as VP for Research, Caroline is responsible for the overall strategic planning and infrastructure support for the universities $983 million annual research program. She serves on the boards of TechColumbus, Center of Science and Industry (COSI), The Transportation Research Center, The Wellington School, BioOhio, the National Boards for the Multiple Sclerosis Society, and Oak Ridge Associated Universities. She chairs the Board of SciTech, the Ohio State University Research Park. She is immediate past chair of the Council on Research Policy and Graduate Education for the Association of Public and Land-grant Universities (APLU).

TIMOTHY WOLFE

Timothy M. Wolfe is the 23rd president of the University of Missouri System — one of the nation’s largest public research university systems, with more than 77,000 students, 30,000 employees, and nearly a quarter of a million alumni across the state.

Tim is a leader recognized for recruiting, building,
and leading successful teams by creating innovative strategies and clear execution plans across complex enterprises. He has more than 30 years of experience in information technology, infrastructure software, consulting and sales leadership. An alumnus of the University of Missouri–Columbia and Harvard with deep Missouri roots, Tim grew up with the value of higher education instilled in him by his parents — both college professors. Tim and his wife, Molly, have twins, daughter Madison and son Tyler, who are in their third year of college. One of Tim’s early priorities as president is raising overall awareness of the unique role the UM System’s four campuses, health care enterprise, and extension program play in advancing education, the economy, health, innovation, arts, culture and the overall quality of life across the state of Missouri.

SANDRA WOODLEY

Dr. Sandra K. Woodley is president of the University of Louisiana System, one of the largest public university systems in the country and the largest in the state, enrolling about 90,000 students with more than 16,000 graduates each year. Prior to coming to Louisiana, Sandra served as vice chancellor in charge of strategy, performance and policy research for the University of Texas System. She also previously served as chief financial officer and strategic planner in the three higher education systems in Arizona, Kentucky, and Alabama.

A role model for non-traditional students, Sandra completed her education while working and raising three children. She started out in the community college system before earning bachelor’s and master’s degrees in business administration from Auburn University and a doctorate in business administration and management from Nova Southeastern University.

During her first two years as UL System president, Sandra conducted three presidential searches; led a statewide peer analysis project; developed and implemented the System’s first interactive data dashboard to enhance transparency and strategic planning; explored ways to use technology and social media to connect students and employers; and negotiated a collaborative strategy that stabilized higher education funding for the first time in six years with a new $40-million strategic investment in higher education called the Workforce and Innovation for a Stronger Economy (WISE) Fund.

She holds several national leadership positions, including serving on the Board of Directors of the National Association of System Heads (NASH) and participating in the Council of State Representatives for the American Association of State Colleges and Universities (AASCU) and the Southern Regional Education Board (SREB). Her statewide affiliations include the Workforce and Innovation for a Stronger Economy Council, the Louisiana Innovation Council, and the Committee of 100.

Sandra is a native of Weaver, Alabama, and is married to Stan Woodley. She has three grown children and one grandchild.

KATHY WYLDE

Kathryn Wylde is president and CEO of the non-profit Partnership for New York City, the city’s leading business organization. Its mission is to work with government, labor, and the civic sector to build a stronger New York, with a focus on education, infrastructure, and the economy.

Prior to taking over the Partnership presidency in 2001, Kathy was the founding CEO of both the Partnership’s housing and investment fund affiliates. She was responsible for developing and managing affordable housing and economic development programs that contributed to the renaissance of blighted urban neighborhoods across the five boroughs. With the investment fund, she developed a network of business leaders and investors that nurtured the growth of the city’s “innovation economy,” creating thousands of jobs and promoting entrepreneurial business initiatives across the five boroughs.

An internationally recognized expert on urban policy, Kathy has been awarded honorary degrees from Fordham University and St. Francis College and serves on the boards of many nonprofit institutions, including the Lutheran Medical Center, NYC Economic Development Corporation, The Fund for Public Schools, Manhattan Institute, and the NYC Regional Economic Development Council.

KATHY WYLDE

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.

Nancy 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, she 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, Nancy 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. She 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.
SUNY # BY THE # NUMBERS

ECONOMIC IMPACT
The state provides approximately 8.6 percent of SUNY’s operating budget of $12.1 billion. The university delivers a powerful return on the investment - $20 billion annual impact on the state economy.

- 2,432,942 Alumni living and working in NYS
- 170,000 Jobs supported
- $1B In research expenditures
- 31% Capture rate of NYS high school graduates
- 89,000+ Direct Employees
- 71 startup companies formed
- 3,500,000+ degrees granted since 1949
- 93,000+ degrees granted annually
- 7,262 academic programs
- 34,024 faculty
- $460,000,000 In state and local taxes

SUNY’s 30 community colleges are essential to workforce development in their regions.

On average, they offer 32 degrees and certificates that directly meet the needs of the industry sectors that have been identified as regional priorities for economic development.

Each of our community colleges has connections with an average of 175 local employers.

DISTANCE EDUCATION POWERED BY OPEN SUNY

- 130,000 students in
- 15,427 online courses
- 1,124 faculty members of the SUNY Center for Online Teaching Excellence (COTE)
- 1,388 professional development badges issued by COTE

ENROLLMENT 2013-2014

- 459,550 Total
- 219,759 State-operated campuses
- 239,791 Community Colleges

STUDENT SUCCESS

- SUNY is 8.1 percentage points above the average for national public universities
- 64.4% 6-Year Completion Rate
- 62.3% 5-Year Completion Rate
- 50.8% 4-Year Completion Rate
- SUNY is 11.5 percentage points above the average for national public universities
- 56.3% 6-Year Completion Rate
- 54.5% 5-Year Completion Rate
- 50.4% 4-Year Completion Rate
- SUNY is 15.6 percentage points above the average for national public universities
- 81.7% 6-Year Completion Rate
- 79.4% 5-Year Completion Rate
- 75.6% 4-Year Completion Rate
SUNY Series, Critical Issues in Higher Education

Jason E. Lane and D. Bruce Johnstone, editors

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.

978-1-4384-4500-7

HIGHER EDUCATION SYSTEMS 3.0
Harnessing Systemness, Delivering Performance

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.

978-1-4384-4978-4

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.
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BUILDING A SMARTER UNIVERSITY
Big Data, Innovation, and Analytics

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.

978-1-4384-5952-3

HIGHER EDUCATION RECONSIDERED
Executing Change to Drive Collective Impact

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.

978-1-4384-5952-3
Higher education is going through a great restructuring. Demographics are shifting. Business models are changing. The monopoly of the academic credential is under threat. And the higher education marketplace is rapidly globalizing. At the same time, adding to their mission of teaching, research, and service, colleges and universities have become important anchor institutions—critical engines of economic growth, drivers of community enhancement, and developers of human capital.

Indeed, the United States is a land of colleges and universities. These institutions helped build our communities and nation and provided a foundation for our economic strength and competitiveness. Backed by state and federal support, and given a charge to increase access, the nation’s colleges and universities successfully multiplied the percentage of the U.S. population with a college degree many times over the course of the last century, fueling the development of the most prosperous and advanced society in the history of the world. But today, there is a perception is that our colleges and universities have become arcane and archaic, not innovative and entrepreneurial. So what happened?

Everything changed. Technology advanced, the population became more diverse, economic and workforce requirements evolved, the economy became knowledge driven, and income and education gaps have widened. Other nations have surged past the United States in terms of educational attainment, wealth, and research and innovation. Many lay the blame for diminished national prosperity at the door of our public colleges, universities, and university systems, which have been plagued by stagnating graduation rates, widening equity gaps, and a deteriorating research infrastructure.

Today, the higher education model has become destabilized. Institutions are closing or merging. New partnerships with business and government are being developed.

But despite an uncertain environment, there are signs that public colleges, universities, and university systems are beginning yet another cycle of innovation. Across the country, systems and institutions are restructuring, aligning themselves to students, communities, and industries. On behalf of students, university systems are adopting data-informed cultures, embracing evidence-based practices, and working collectively and collaboratively across sectors. The high-cost, inefficient, homogenous higher education business model may soon be a thing of the past as higher education rethinks its path forward, and the United States builds a more unified, advanced higher education system befitting the needs of our time.

This volume, the fifth in SUNY’s Critical Issues in Higher Education series, will critically examine the trends that are reshaping higher education in the U.S. and how our country can harness those trends to shape a system that can be the engine that powers the nation into the next century.
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