

USU URBAN TRACK AT THE 2018 APLU ANNUAL

NOVEMBER 11 - 12, 2018

NEW ORLEANS MARRIOTT
555 CANAL STREET
NEW ORLEANS, LOUISIANA 70130



Coalition of
Urban Serving Universities

8:30 am – 10:00 am

Galerie 5

Serving a Broader Cohort of Learners

**Joint Session with the Commission on Innovation, Competitiveness and Economic Prosperity and the Council on Engagement and Outreach*

What if a university education was available to everyone? As a society and an economy, we are transitioning away from a one-size-fits all education system that serves students in schools toward one in which multiple learning methodologies are delivered across varied locations to teach and refresh competences to learners throughout the course of a lifetime. Urban public universities have started to adapt to this changing landscape by creating new learning pathways to a credential or degree; and building new partnerships, such as the one between FedEx and the University of Memphis to broaden education to more people, in more places, at different stages of their lives and careers.

Moderator:

- Mark Becker, President, Georgia State University

Speaker(s):

- Richard Irwin, Dean, University of Memphis Global, and Vice Provost, Academic Innovation/Support Services
 - Barbara Wallander, Senior Vice President, Human Resources, FedEx Express
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10:45 am – 12:00 pm

Galerie 5

Redesigning Delivery

**Joint Session with the Commission on Innovation, Competitiveness and Economic Prosperity and the Council on Engagement and Outreach*

What if the silos across the university no longer existed? What if departments and disciplines supported and measured student success and/or impact the same way? Increasingly, institutions are redesigning their structure(s) for educational delivery to improve student and community outcomes. Specific redesign strategies and tactics often disrupt traditional silos on campus, span disciplinary boundaries, and include new players from the community to build a more resilient, student-centric institutional capacity and culture. This session focuses on changes in the infrastructure and architecture of universities to meet the needs of student success, reach a broader cohort of learners, and improve transitions to the workforce.

Speaker(s):

- Nicole Carr, Associate Vice President, Student Academic Success, University of South Alabama
 - Ryan Goodwin, Founding Director, Center for Higher Education Innovation, University of Central Florida
 - Sukhwant Jhaj, Vice President for Academic Innovation, Planning, and Partnerships, Academic Affairs, Portland State University (**Presenter and Moderator*)
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12:15 pm – 1:30 pm

Galerie 5

USU Membership Luncheon

Presentation:

A conversation with USU and The Bill & Melinda Gates Foundation sharing Gates' vision for their investment strategy, and the future of transformative change to advance student success.

Speaker(s):

- Suzanne Walsh, Deputy Director, The Bill & Melinda Gates Foundation Post-Secondary Success Team
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8:30 am – 10:00 am

Galerie 5

Wellness Partnerships: From Student Wellness to Community Wellness

**Joint Session with the Commission on Innovation, Competitiveness and Economic Prosperity and the Council on Engagement and Outreach*

What if every student felt like they belonged in college and in the community? This interactive session will explore how universities and the communities they serve are working on multiple fronts to redesign learning environments, campus practices, community engagement and experiential learning opportunities to foster students' sense of belonging, agency and purpose and empower success. And how this also advances community resilience.

Speaker(s):

- John Gunkel, Vice Chancellor, Academic Programs and Strategic Partnerships, Rutgers University – Newark
 - Mentha Hynes-Wilson, Vice Chancellor for Student Enrollment Services, University of Washington Tacoma
 - Peter Meiksins, Vice Provost for Academic Programs, Cleveland State University
 - Christine A. Stevens, Associate Professor, Nursing and Healthcare Leadership Program, University of Washington Tacoma
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10:45 am – 12:00 pm

Galerie 5

Learning for Impact: What will the Future Look Like?

As universities seek new ways to engage students with real-world experience, the boundaries between classroom, community, and workplace are blurring. The changes are inspiring students and being applauded by employers. But changing learners experience also requires that universities change in fundamental ways. In this panel, we'll look to the future - the spaces for learning, the blending of disciplines, the new roles of faculty, how we measure competencies of students. You'll hear from the innovators, and how they are revamping educational programs to get in front of the curve.

Moderator

- Tom Moss, Associate Vice-Provost for Undergraduate Affairs and Academic Programs, University of Illinois at Chicago

Speaker(s):

- Paul Jarley, Dean, College of Business, University of Central Florida
 - Ramanan Krishnamoorti, Chief Energy Officer and Professor of Chemical Engineering, University of Houston
 - Garrett Westlake, Executive Director, da Vinci Center, Virginia Commonwealth University
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BIOGRAPHICAL SKETCHES – PRESENTERS & MODERATORS

Mark Becker, President, Georgia State University

Since beginning his tenure as Georgia State University's seventh president in 2009, President Mark P. Becker has led Georgia State through a dynamic period of growth and advancement and put it on a trajectory to reshape itself and its region. Under his leadership, the university has pursued a 10-year strategic plan through which Georgia State has emerged as one of the nation's leading higher education institutions.

Georgia State's consolidation in 2016 with Georgia Perimeter College, a two-year institution with five campuses in metro Atlanta, raised its student population to more than 50,000 and made it the largest university in Georgia and one of the largest in the nation.

One of the most diverse universities in the U.S., Georgia State is a national model for student success, setting records for its graduation rates and the number of students it graduates, and leading the country in eliminating disparities in student achievement based on race, ethnicity and income. Under Dr. Becker's leadership, Georgia State has built a burgeoning research enterprise, growing sponsored research at more than twice the national rate. Through the rapid development of its campus and its engagement with civic and business leaders, the university has been recognized as a major catalyst for the revitalization of downtown Atlanta and the economic vitality of its region.

Adding to Georgia State's increasing national profile, Dr. Becker has fostered the development of NCAA Division I athletics. The university's intercollegiate teams have won six conference championships since rejoining the Sun Belt Conference in 2013, and Georgia State's football team made its first bowl appearance in 2015. With the Atlanta Braves' decision to vacate Turner Field in downtown Atlanta, he led the university's acquisition and renovation of the stadium that became the home for Georgia State football in 2017.

Nicole Carr, Associate Vice President, Student Academic Success, University of South Alabama

Nicole T. Carr is Associate Vice President for Student Academic Success at the University of South Alabama. In this position she provides university leadership targeting one of the five institutional priorities: student success and access. Her unit encompasses a range of services rounding out students' academic experience, including academic advising, tutoring, Career Services, and the university Writing Center. Carr has developed and/or supervised a variety of student success initiatives including a wide-scale implementation of learning communities; the development and implementation of the university's First Year Advising Center; the implementation large scale technology in support of student success; the production of a university-specific first year experience course text and the establishment of common learning objectives for first year courses; a robust peer academic leader program; and the development of the annual South Alabama Conference on Teaching and Learning (now in its 8th year). She has also collaborated extensively with Student Affairs, most notably in designing the university Week of Welcome and instituting an academic Convocation.

Since 2010, Dr. Carr has led the University in improving first year student retention by 13 percentage points, and four year graduation rates by 9 percentage points Persistence from fall to spring for first year students topped 92% for the 2016 freshman cohort. Continued focus on persistence and graduation now involve attendance initiatives, degree milestones, probation advising, and additional engagement with technology in support of success.

Ryan Goodwin, Founding Director, Center for Higher Education Innovation, University of Central Florida

Dr. Ryan Goodwin is the Founding Director of the Center for Higher Education Innovation at the University of Central Florida. Ryan's research and practice focuses on higher education innovations that improve access, success, and completion for all. He is particularly interested in the educational systems and organizational structures that influence student movement to and through postsecondary education.

A native Hoosier, Ryan earned a B.S. in Elementary Education from Indiana University Bloomington and began his career in elementary school classrooms. Ryan continued his education at the University of South Carolina, where he earned a Master's in Higher Education and Student Affairs with a concentration in Higher Education Administration. Later, Ryan was awarded the Erickson Research Fellowship to attend Michigan State University, where he completed a dual Ph.D. in Educational Policy and Higher, Adult, and Lifelong Education. While at MSU, Ryan led the College Ambition Program, a multi-site research study that provided support and resources to promote a college-going culture in Michigan high schools. After leaving MSU, Ryan served as UCF's inaugural University Innovation Alliance Fellow. Ryan has found home in Orlando and at UCF and is inspired by his colleagues' commitment to student success.

John Gunkel, Vice Chancellor, Academic Programs and Strategic Partnerships, Rutgers University – Newark

John Gunkel is Vice Chancellor for Academic Programs and Strategic Partnerships, Rutgers University–Newark, in which capacity he oversees the university's offices of academic technology and scheduling, summer & winter session, student retention, and institutional effectiveness and coordinates the university's academic labor relations, academic advisement, assessment, program development. He leads efforts at the university to improve higher education equity and affordability, improve retention and learning outcomes, reduce time to degree, and transfer pathways as well as speaking and writing on these subjects. He joined the Rutgers–Newark administration in 2003 and moved to the Rutgers University – Newark Chancellor's Office in 2013, where he initially oversaw the offices of admissions, and financial aid, playing a significant role in the creation of the university's UndocuRutgers event and the RUN to the TOP scholarship program.

Vice Chancellor Gunkel completed his bachelor's degree in philosophy from Washington and Lee University and his master's and doctoral degrees in philosophy from Georgetown University. Prior to coming to Rutgers, Dr. Gunkel was a recipient of a Andrew W. Mellon Foundation Fellowship and worked at the American International University of Germany (University of Maryland University College) where he served as Chairperson, Arts and Humanities Faculty and as an Assistant Professor of Philosophy and Government.

Richard Irwin, Dean, University of Memphis Global, and Vice Provost, Academic Innovation/Support Services

Dr. Richard Irwin is the Vice Provost for Academic Innovation and Support Services. In this position, Dr. Irwin chairs the University Undergraduate Council, oversees all undergraduate programs and provides leadership in strategic planning, academic advising, and innovative methods to deliver and acquire college-level knowledge in fulfillment of degree completion.

The position oversees the Center for International Programs and Services, the Fresh Connections Learning Communities, the Academic Counseling Center, the Center for Academic Retention and Enrichment Services, the ACAD academic success seminars, the Center for Athletic Academic Services, and the Center for Innovative Teaching and Learning, comprised of the following units: Prior, Experiential and Continuous Learning; satellite education centers; UofM Online; and Instructional Technology.

From 2010 to July, 2014, Dr. Irwin served as associate dean of the University College. In that capacity, he was responsible for reinvigorating a number of prior learning assessment functions, most notably the Experiential Learning Credit program. In 2011 Dr. Irwin was awarded a three-year Access and Diversity Grant from the Tennessee Board of Regents to support program redesign targeting returning adult students. He was appointed to represent the UofM on the Tennessee Higher Education Commission's Prior Learning Assessment Task Force and chaired the University's Competency-based Education Task Force last summer.

Dr. Irwin also is director of the Bureau of Sport and Leisure Commerce and a professor in the School of Health Studies. As architect of the department's Sport and Leisure Studies and Sport Commerce programs, Dr. Irwin established innovative and nationally recognized curricula. He has managed commissioned projects on behalf of the Memphis Grizzlies, Memphis Redbirds, FedEx St. Jude Classic, Southern Heritage Classic and other sports businesses.

Recently Dr. Irwin and a team of UofM researchers were awarded a NCAA grant to enhance the career readiness skills of student-athletes. His professional service has included serving as president of the Sport Marketing Association and two terms on the North American Society for Sport Management Executive Council.

Dr. Irwin earned bachelor's, master's and doctoral degrees from the University of Northern Colorado.

Mentha Hynes-Wilson, Vice Chancellor for Student Enrollment Services, University of Washington Tacoma

Mentha Hynes-Wilson joined the University of Washington Tacoma team as Vice Chancellor for Student & Enrollment Services in August 2017. Her portfolio includes oversight of the many programs and services that contribute to enhancing student success. She previously served as Associate Vice President at Salisbury University in Maryland, Dean of Student Affairs at the University of San Diego, Director of Student Life at Princeton University, and Associate Dean of Multicultural Affairs and Student Affairs at Smith College.

Ms. Hynes-Wilson has devoted her career to the development, assessment and improvement of programs and policies that facilitate access while maximizing opportunities for student success earning recognition as a "student friendly resource." She has a master's degree in Educational Policy and

Research from the University of Massachusetts, Amherst and is pursuing a doctorate in Organizational Leadership from the University of Maryland, Eastern Shore.

Paul Jarley, Dean College of Business, University of Central Florida

Paul Jarley joined UCF in July 2012 from the University of Nevada, Las Vegas where he served as dean and professor of management. Jarley is widely published in numerous peer-reviewed journals including Industrial Relations Journal, British Journal of Industrial Relations, Journal of Labor Research and the Academy of Management Journal and is currently on the editorial board at the Journal of Labor Research.

Sukhwant Jhaj, Vice President for Academic Innovation, Planning, and Partnerships, Academic Affairs, Portland State University

Sukhwant Jhaj, Vice Provost for Academic Innovation and Student Success at Portland State University, provides vision and leadership to advance student success and undergraduate learning at Oregon's largest and most diverse public university. Trained as an architect, Sukhwant uses design thinking to discover new solutions for student success challenges.

Ramanan Krishnamoorti, Chief Energy Officer and Professor of Chemical Engineering, University of Houston

Ramanan Krishnamoorti is Interim Vice Chancellor for Research and Technology Transfer for the UH System and Interim Vice President for Research and Technology Transfer for UH, a role he assumed in July 2015. Krishnamoorti has oversight responsibilities for the Division of Research, and various centers and institutes that report to the Division of Research.

Ramanan Krishnamoorti also holds the position of chief energy officer at the University of Houston since February 2013, leading the university's efforts to establish energy-centered partnerships on an industry and university level to address the world's most pressing energy challenges. During his tenure at the university, he has served as a department chair of the UH Cullen College of Engineering's chemical and biomolecular engineering, associate dean of research for engineering, professor of chemical and biomolecular engineering with affiliated appointments as professor of petroleum engineering and professor of chemistry.

Krishnamoorti obtained his bachelor's degree in chemical engineering from the Indian Institute of Technology Madras and doctoral degree in chemical engineering from Princeton University in 1994.

Peter Meiksins, Vice Provost for Academic Programs, Cleveland State University

Interests include the sociology of work, particularly technical and creative workers. Also interested in patterns of inequality and in the sociology of technology and science. In the past, I have served as chair of the University Curriculum Committee, the Admissions and Standards Committee, the Task Force on General Education, and the CLASS Curriculum Committee, as well as serving on numerous committees at the College and University levels. I was previously Chair of the Sociology Department and Director of the University Honors Program.

Tom Moss, Associate Vice-Provost for Undergraduate Affairs and Academic Programs, University of Illinois at Chicago

Tom Moss is the Associate Vice Provost for Undergraduate Affairs and Academic Programs at UIC. Moss helps coordinate such initiatives as UIC Summer College, the Office of Undergraduate Research, and the Office of Project Management for Student Success Initiatives, the Undergraduate Advising Resource Center, and the Office of First-Year Initiatives, which oversees UIC's new transition coaching program. From 2001 to 2010, Mr. Moss was Associate Director of the First-Year Writing Program at UIC. Previously he was the assistant director of composition at Columbia College in Chicago. He received his MFA in Creative Writing from the Ohio State University, where he also taught composition and tutored in the OSU Writing Center. In 2010, he received an MA in Communication from UIC.

Christine A. Stevens, Associate Professor, Nursing and Healthcare Leadership Program, University of Washington Tacoma

Dr. Christine Stevens is an associate professor in the UW Tacoma Nursing and Healthcare programs. She received her Doctor of Philosophy in Nursing Science from the University of Washington. Her research focuses on social justice and how structural disadvantages affect health especially in low-income residents and adolescent populations focusing on housing and food insecurity. Dr. Stevens uses participatory research to develop long-term relationships with communities and partners with residents to develop interventions that are relevant at the local level.

Her teaching focuses on the social determinants of health, using social marketing to address social justice in communities, exploring how popular film and media construct our view of adolescents especially in terms of race, class, and gender. She was given the UWT Distinguished Teaching award in 2012 and featured in the Provost 2014 series of Innovators among us: Using technology to engage students.

Barbara Wallander, Senior Vice President, Human Resources, FedEx Express

Barb Wallander is Senior Vice President, Human Resources for FedEx Express, headquartered in Memphis, TN. Appointed in June 2018, Wallander provides strategic direction for U.S. and global human resources functions, policies, systems and practices for the largest FedEx operating company.

She leads the key functions of recruiting, training & development, compensation, occupational safety & health, culture development and quality-driven management. The FedEx Express U.S. workforce served by her H.R. division is comprised of over 100,000 dedicated and diverse employees.

Throughout her 30-year career with FedEx, Barb has held numerous senior leadership positions in the areas of engineering, operations and new service development. From 2011-2015, she served as President & CEO of FedEx SmartPost, a division of FedEx Ground responsible for movement of low cost shipments that received last-mile delivery through an alliance with USPS.

Before assuming her current role, she served as the Senior Vice President of Transportation Systems and Chief Postal Officer at FedEx Ground. In that position, Barb had oversight of engineering and operations for FedEx Ground's long-haul transportation network, as well as the department that works directly with customers on their package pick-up needs. Additionally, she served as Chief Postal Officer to manage FedEx Ground's USPS relationship, and oversaw the safety, vehicle maintenance and sustainability activities for the company. Barb is a two-time winner of the prestigious FedEx Ground Five Star Award.

Originally from Pittsburgh, Barb earned a bachelor's degree in mathematics and business from the University of Pittsburgh. She went onto earn her master's degree in business administration from the school's Katz Graduate School of Business.

She is active in community and professional organizations, including membership in International Aviation Women's Association (IAWA) and Women in Logistics and Delivery Services. Barb was honored in the 12th Annual "Women Worth Watching" issue of the Profiles in Diversity Journal, September/October 2013, which spotlighted women in leadership roles.

Suzanne Walsh, Deputy Director, The Bill & Melinda Gates Foundation Post-Secondary Success Team

Suzanne Walsh, deputy director, Postsecondary Success in the United States Program, leads the foundation's efforts in institutional redesign strategies.

Before joining the foundation, Suzanne worked at two other foundations: The Lumina Foundation for Education in Indianapolis where she managed the Making Opportunity Affordable initiative, which was aimed at increasing college productivity by bringing about fundamental change in the way higher education does business; and, The Heinz Endowments in Pittsburgh where her diverse portfolio included community colleges, universities, workforce development, tech commercialization and transfer, city/county consolidation, immigration and regional economic development. She got her start in community college work as the Coordinator of Special Projects at Cuyahoga Community College.

Suzanne has her juris doctorate and masters in social work from Case Western Reserve University, a bachelor's of science from Cornell University, and an associate's degree in applied science from Hudson Valley Community College. She is a member of the Grantmakers for Effective Organizations board and on the advisory boards for Roadtrip Nation, as well as education start-ups Uncollege and Sokanu. She is also a proud judge for Dance Your PhD.

Garrett Westlake, Executive Director, da Vinci Center, Virginia Commonwealth University

Garret Westlake joined the da Vinci Center at Virginia Commonwealth University on July 1, 2016. He is contributing to the transformation of VCU into one of the nation's leading universities for cross-disciplinary collaboration, innovation and imagination, and the inclusion of innovation and entrepreneurial thinking as requisite skills for success in the 21st century.

Westlake's career as an academic and entrepreneur is defined by his imaginative use of technology and weaving of disciplines to solve critical social challenges. A lifelong advocate for individuals with disabilities, his early work involved the examination of connectionist networks to model and intervene in the treatment of dyslexia. He is a national leader in the design and delivery of biofeedback training to support individuals on the autism spectrum, and the author of widely adopted models for college transition, career counseling, and employment.

Through extensive work with Ashoka U, the Clinton Global Initiative University, the European Innovation Academy, and the Global Venture Lab, Westlake has contributed to award winning curriculum and programs for entrepreneurship and innovation education around the world. He has advised and mentored students whose projects have provided entrepreneurship education to South Sudan, brought greater awareness and services to the victims of sex trafficking, and improved the treatment of jaundice through new medical device technology. Westlake has supported and mentored student ventures accepted to Y Combinator, SXSW, and those receiving significant financial investment from the Resolution Project, the Bill and Melinda Gates Foundation, and private equity.

Prior to joining VCU, Westlake was the associate dean of student entrepreneurship in the Office of Entrepreneurship and Innovation at Arizona State University, where he also taught in the Technological Entrepreneurship and Management program. He is the former founder and CEO of STEM Force Technology, a social impact technology company that he ran successfully for four years before exiting in 2015. Westlake currently serves on the board of directors for multiple for-profit and not-for-profit organizations such as MindSpark Technologies in Santa Monica, California and as a business mentor and consultant for startups such as the medical device company NeoLight, based in Phoenix, Arizona.

Westlake earned his BA in cognitive science from Carleton College, his MEd from Vanderbilt University's Peabody College, and his PhD in curriculum and instruction from Arizona State University. When not engaged with students and entrepreneurs you are most likely to find Westlake enjoying Richmond's plethora of bike trails, climbing walls, and river sports with his family.