2017 UPCEA Summit
FOR ONLINE LEADERSHIP

JUNE 14–16, 2017 | HILTON SAN DIEGO BAYFRONT | SAN DIEGO, CA
Welcome to the 2017 UPCEA Summit for Online Leadership!

We welcome you to a summit meeting of university leaders — vice presidents, deans, and other senior staff directly engaged in the management and delivery of online programs — to address the key topics and issues affecting the online enterprise.

This week, we will focus on groundbreaking models of successful leadership development, enabling professionals to foster a culture of innovation, creativity, and curiosity throughout their organizations. We encourage you to embrace the challenges presented by our field today as you define and develop an institutional strategy for online learning.

Through high-level sessions featuring national and international leaders, we will assess challenges and opportunities, and help set an agenda for the future that will preserve quality and access while offering affordability and innovation to the students of today and tomorrow.

Welcome to San Diego, and the fourth annual Summit for Online Leadership!

Robert J. Hansen  
CEO  
UPCEA  
Leadership, Professional Continuing, and Online Education

Jeffrey J. Selingo  
Special Advisor, Arizona State University  
Visiting Scholar, Georgia Tech’s Center for 21st Century Universities
# Schedule At A Glance

## Wednesday, June 14, 2017

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>8:00 AM–5:00 PM</td>
<td>Registration Open</td>
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<tr>
<td>9:00–12:00 PM</td>
<td>Pre-Conferences:</td>
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<tr>
<td></td>
<td>• UPCEA Online Leadership Roundtable</td>
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<td>• UPCEA eDesign Collaborative ThinkTank</td>
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<td>2:00 PM</td>
<td>Opening General Session</td>
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<td></td>
<td>The Next Wave: Navigating the Challenges of a New Era for Higher Education</td>
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<td></td>
<td>Jeffrey J. Selingo, Author, visiting scholar at Georgia Tech’s Center for 21st Century Universities, and special advisor to the Arizona State University-Georgetown University’s Academy for Innovative Higher Education Leadership</td>
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<tr>
<td>3:30 PM–6:30 PM</td>
<td>Exhibit Hall Open</td>
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<tr>
<td>3:30 PM</td>
<td>Coffee and Networking in Exhibit Hall</td>
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<tr>
<td>4:00 PM</td>
<td>Concurrent Session I</td>
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<tr>
<td>5:00 PM</td>
<td>Opening Reception</td>
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<td>Hosted by Exhibitors and Sponsors</td>
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## Thursday, June 15, 2017

<table>
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<tr>
<th>Time</th>
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<tr>
<td>8:30 AM–4:45 PM</td>
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<tr>
<td>8:30 AM</td>
<td>Continental Breakfast</td>
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<td>9:00 AM</td>
<td>General Session</td>
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<td>Taking the ‘Alternative’ out of Alternative Credentials: Packaging, Describing, and Differentiating Talent Development for a New Era of Learners and Employers</td>
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<td>Holly Zanville, Senior Advisor for Credentialing and Workforce Development, Lumina Foundation</td>
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<tr>
<td>10:15 AM</td>
<td>Concurrent Session II</td>
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<tr>
<td>11:15 AM</td>
<td>Coffee and Networking in Exhibit Hall</td>
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<td>11:30 AM</td>
<td>Concurrent Session III</td>
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<tr>
<td>12:30 PM</td>
<td>Lunch and General Session</td>
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<td></td>
<td>Choosing in a Modern World</td>
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<td>Sheena Iyengar, Inaugural S.T. Lee, Professor of Business, Columbia University, Author of “The Art of Choosing”</td>
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<tr>
<td>2:00 PM</td>
<td>Concurrent Session IV</td>
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<tr>
<td>3:00 PM</td>
<td>Coffee and Networking in Exhibit Hall</td>
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</tbody>
</table>
Friday, June 16, 2017

8:00 AM–11:15 AM  Registration Open
8:00 AM–12:15 PM  Exhibit Hall Open
8:00 AM  School Spirit Breakfast in Exhibit Hall
8:30 AM  Concurrent Session V
9:30 AM  Coffee and Networking in Exhibit Hall
10:00 AM  Concurrent Session VI
11:15 AM  Closing General Session  
           The Future of Higher Education: What Yesterday Tells Us About Tomorrow  
           Arthur Levine, President, Woodrow Wilson Foundation
12:15 PM  Adjourn

Continue the Conversation Online!
Don’t miss out on conversations with fellow attendees and speakers during and between sessions. Use #UPCEASOL on Twitter.
Thank you to all of our institutional sponsors!

Thank you to all of our overall event sponsors!

Summit At A Glance

Go Mobile with the 2017 Summit App
Create your own schedule, connect with your fellow attendees, and stay up-to-date with announcements and schedule changes with the 2017 Summit app.

Download Guidebook in the Apple App Store or Google Play, or visit guidebook.com/getit. After the app downloads, open it. Then search for and select “2017 UPCEA Summit for Online Leadership.”
Hilton San Diego Bayfront | Sapphire Level (Level 4)
Wednesday, June 14, 2017
8:00 AM–5:00 PM
Registration Open

9:00–12:00 PM
Pre-Conferences:
• UPCEA Online Leadership Roundtable
• UPCEA eDesign Collaborative ThinkTank

2:00 PM
Opening General Session
Sapphire AB
The Next Wave: Navigating the Challenges of a New Era for Higher Education
Jeffrey J. Selingo, Author, visiting scholar at Georgia Tech’s Center for 21st Century Universities, and special advisor to the Arizona State University-Georgetown University’s Academy for Innovative Higher Education Leadership
Jeffrey J. Selingo has written about higher education for two decades. He is the author of three books, the newest of which, There Is Life After College (HarperCollins, 2016), is a New York Times bestseller. Named one of LinkedIn’s “must-know influencers” of 2016, Jeff is a regular contributor to the Washington Post, a special advisor and professor of practice at Arizona State University, and a visiting scholar at Georgia Tech’s Center for 21st Century Universities.

3:30 PM–6:30 PM
Exhibit Hall Open

3:30 PM
Coffee and Networking in Exhibit Hall
Sapphire West Foyer

4:00 PM
Concurrent Session I
Education in the Age of Fake News and Disputed Facts
400 A&B
Lee Rainie, director of Internet, Science and Technology research at the Pew Research Center, will describe the Center’s research about public views related to facts and trust after the 2016 election. He will explore how education is affected as students face challenges finding and using knowledge. In addition, he will cover the Center’s latest research about how ubiquitous technology shapes the new information landscape.
Lee Rainie, Pew Research Center
Moderator: Bob Hansen, UPCEA

Evolution of Learning Design
Curated by the UPCEA eDesign Collaborative
Sapphire C
The growth of online learning models has broadened the skillset required for developing digital learning experiences beyond instructional design. This session will explore structures and frameworks for learning design teams to address the next generation of digital educational challenges; and how user and data-informed design decision making, prototyping, beta and pilot releases can impact student experiences.
Wayne Anderson, Arizona State University
Jocelyn Rojeck, Arizona State University
Moderator: Gary Chinn, Pennsylvania State University

The Universe of Alternative Credentials I: Trends and Analysis
Sapphire D
Business, industry and changing demographics suggest the demand for traditional four year degrees will remain flat or decline, while alternative credentials will increase. Suppliers of alternative credentialing can come from a number of places, but will higher education keep pace? This presentation is a follow-up to a joint study conducted by UPCEA and Pearson. The 2016 study showed that many institutions were not strangers to certificates, but had only just begun to invest in badging and micro-credentialing and most had not integrated alternative credentialing into their strategic planning processes. In this session, we will present the findings from the 2017 survey and will discuss emerging trends in alternative credentialing.
Jim Fong, UPCEA
Peter Janzow, Pearson VUE
Moderator: Veronica Diaz, EDUCAUSE
Opportunities and Challenges of Expanding Internationally  

Sapphire H  
As U.S. universities expand their online and other continuing education programs internationally, regulatory and compliance as well as cultural norms of partner institutions must be managed. Our panelists will share the opportunities and challenges that exist in these new markets.  

Jason Ruckert, Embry-Riddle Aeronautical University  
Mitsue Shiokawa-Baklan, Old Dominion University  
Moderator: Wayne Smutz, University of California Los Angeles

9:00 AM  
General Session  

Sapphire AB  
Taking the ‘Alternative’ out of Alternative Credentials: Packaging, Describing, and Differentiating Talent Development for a New Era of Learners and Employers  

Pat Leonard, Senior Advisor, Global Business Development, Credly  
Matthew Pittinsky, CEO, Parchment  
Catherine Cho Yoo, Senior Director of Strategic Partnerships, edX  
Holly Zanville, Senior Advisor for Credentialing and Workforce Development, Lumina Foundation  
For decades, professional and continuing educators have been providing alternative credentials in the form of certificate programs. More recently alternative credentials have become a hot topic due to partnerships between higher education and industry, new non-postsecondary providers, and the immediate need to address the skills gap in today’s workforce. Join us for a discussion of how non-traditional credential providers are shaping the alternative credential movement.

10:15 AM  
Concurrent Session II  
The Bleeding Edge: What Technology Should You Keep Your Eye On?  

400 A&B  
Online administrators don’t always have time to keep up with the latest innovations and disruptors that will influence our work in the future. Join us for an exploration into the technologies online leaders should keep on their radar.  

Ray Schroeder, University of Illinois-Springfield  
Jason Rhode, Northern Illinois University  
Moderator: Emily Bembeneck, University of Chicago

Thursday, June 15, 2017  

8:30 AM–4:45 PM    
Registration Open

8:30 AM–4:45 PM    
Exhibit Hall Open

8:30 AM  
Continental Breakfast  

Sapphire West Foyer  
Grab breakfast in the Sapphire West Foyer and then join your colleagues in Sapphire AB for breakfast and conversation.

9:00 AM  
General Session  

Sapphire AB  
Taking the ‘Alternative’ out of Alternative Credentials: Packaging, Describing, and Differentiating Talent Development for a New Era of Learners and Employers  

Pat Leonard, Senior Advisor, Global Business Development, Credly  
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State of the (Instructional Design) Union
Curated by the UPCEA eDesign Collaborative
Sapphire D
In this session, eDC leaders will review findings from recent surveys and studies focused on instructional design and will lead a discussion on professional development. Attendees will leave with a greater understanding of the professional development needs of eDesign teams.
Camille Funk, University of Southern California Bovard College; Director, UPCEA eDesign Collaborative
Olysha Magruder, Johns Hopkins University
Moderator: Obiageli Sneed, Arizona State University

Legislative and Regulatory Briefing
Sapphire H
The administration has been in office for nearly six months and has not yet revealed their plans for higher education. Join our presenters as they discuss the key individuals influencing higher education policy in the Trump Administration and Congress. We will discuss the big issues vexing higher education leaders: HEA, financial aid, privacy, new delivery models and providers, and affordability. Participants will leave with a greater understanding of the political climate and how they can influence higher education policies on the horizon.
Chris Murray, Thompson Coburn LLP
Van Davis, Blackboard
Moderator: Karen Sibley, Brown University

11:15 AM
Coffee and Networking in Exhibit Hall
Sapphire West Foyer

11:30 AM
Concurrent Session III
Making a ‘Significant Difference’ in Faculty Research Focused on Online
400 A&B
Occasionally online administrators will observe that research focused on online learning and/or operations lacks rigor and impact. But what role do we have as administrators in seeding research opportunities that are relevant to our work? Are we supporting research collaborations between online team members and faculty? In what ways can we support research projects that can be included in tenure and promotion documents for faculty members and inform our work as online administrators? Join our presenters as they share the ways they encourage online research at their institutions. Participants will discuss how they can take steps to support research collaborations on their campuses.
Katie Linder, Oregon State University
Ray Schroeder, University of Illinois-Springfield
Moderator: Shaun Moore, Oakland University

Online Strategy: Opportunities and Alignment with Institutional Mission
Sapphire C
Leaders are always reflecting on past decisions as they build better online enterprises. We make the best decisions given ambiguous or nonexistent data and pivot when necessary to create opportunities for our institutions and learners. Join three leaders who will share how they strive to align their online units with their institution’s mission and goals — beyond mere enrollment growth. We will focus on four areas of the Hallmarks of Excellence in Online Leadership (Advocacy and Leadership, Entrepreneurial Initiatives, Faculty Support and Student Support) to provide context and guide our discussion on the opportunities to position online units for new opportunities.
Debbie Cavalier, Berklee College of Music
Witt Salley, Maryland University of Integrative Health
Lisa Templeton, Oregon State University
Moderator: Julie Uranis, UPCEA
Show & Tell: Budget Models and Org Charts

*Sapphire D*

At tables, participants will share the opportunities and challenges of their operational and budget models. Participants should be prepared to provide context to their operations by sharing a recent version of their org chart, relevant operational data (e.g., # of degree programs, # of faculty teaching) and a 2–5 minute elevator speech regarding their budget model and any unique attributes that make their budget model particularly advantageous or challenging for their operations.

**Lead Discussants:**

**J. Kim McNutt,** California State University—Dominguez Hills  
**D.Terry Rawls,** Appalachian State University

**Facilitators:**

**Vickie Cook,** University of Illinois-Springfield  
**Asim Ali,** Auburn University  
**Patrice Miles,** Georgia Institute of Technology  
**Beth Laves,** Western Kentucky University

Redesigning Faculty Development Through Adaptive Leadership

*Sapphire H*

Capella University launched a re-envisioned model for faculty development that creates the conceptual map for professional development/training, performance management, and recognition/career pathways with integrated metrics and applicable, to varying extents, to all faculty — full-time, part-time, and adjunct. Join us for an interesting and thought-provoking conversation on faculty development that focuses on the role of faculty and the dynamic and transparent conversations necessary to create an impactful schema for understanding and advancing the roles of online faculty. Discussion will include how tenants of adaptive leadership (Heifitz, Harvard Kennedy School) informed the bottom-up process of creating this schema. Participants will leave this session with a blueprint for rethinking how to re-enliven their faculty development program and a deeper understanding of faculty roles and data necessary to align professional development with faculty goals.

**Laura Sankovich,** Capella University  
**Ying Iverson,** Capella University

**Moderator:** **Dave Cillay,** Washington State University

12:30 PM

**Lunch and General Session**

*Sapphire AB*

Choosing in a Modern World

**Sheena Iyengar,** Inaugural S.T. Lee Professor of Business, Columbia University, Author of “The Art of Choosing”

Sheena S. Iyengar is the inaugural S.T. Lee Professor of Business in the Columbia Business School. She has taught on a wide variety of topics, including leadership, decision making, creativity, innovation, and globalization.

Considered one of the world’s leading experts on choice, Dr. Iyengar’s core research focuses on the psychology of choice and decision-making, addressing how humans face challenges in a world where they are inundated with options. Her book, The Art of Choosing, explores topics such as, why choice is powerful and where its power comes from, the ways in which people make choices, and the relationship between how we choose and who we are. Dr. Iyengar has also turned her attention to tackling issues in the business world through the lenses of network analysis and diversity-inspired research.

2:00 PM

**Concurrent Session IV**

Debunking Online Quality Myths: Using Data to Inform and Promote Growth

*400 A&B*

Despite the rapid growth in online education over the past decade, many faculty and academic leaders still perceive online classes as less rigorous and academically inferior to face-to-face education. Growing your institution’s portfolio of online classes and programs is impossible without faculty support. In this presentation we will discuss how the Indiana University model for online education allows us to compare key metrics and trends between students who participate in the online space and those who do not. We consider three common myths regarding online student demographics, measures of online student success (including retention and graduation rates), and online course completion rates. After sharing our data-driven approach to measuring the effectiveness of our online programs and courses, we’ll open the floor for a broader discussion of how data and business intelligence tools can inform your campus community about the value and place of online education within the larger context of enrollment management, enrollment growth, and student success.

**Sharon Wavle,** Indiana University  
**Chris Foley,** Indiana University

**Moderator:** **Duane Dunn,** Kansas State University

The Event Horizon of Higher Education: Conversations with Leaders on the Learners of the Future

Sapphire C

UPCEA and its members can plan for what it will take to succeed over the next five years or so. Can we anticipate what years 5–20 will look like? The macro demographic global trends of AI, education, technology connectivity, and knowledge work suggest that in 20 years from now (or less) the USA will have a very small percentage of the global education market. Join our panelists as they discuss who we are serving and what we are serving them with in 2040 when the majority of working age learners will be outside the United States. We will discuss the infrastructure and leadership needed in anticipation of the learners that are rapidly becoming a reality for higher education. Further, we will discuss what impact today’s opportunities will have on tomorrow’s challenges (if any).

Karan Powell, American Public University System
Rovy Branon, University of Washington
Lead Discussant: Hunt Lambert, Harvard University

Using Adaptive Learning to Personalize the Learner Experience

Sapphire D

Adaptive Learning is being adopted throughout campuses — face-to-face, blended, competency-based, extension, and online. The versatility of the technology is that it can personalize learning for students no matter how or where they learn. Understanding what students know and what they need to learn is fundamental to scaffolding knowledge and assessing learning. Learn from multiple examples of universities who are scaling adaptive learning from entry level courses to graduate programs. Join us as we discuss adaptive learning and the resources necessary to implement adaptive learning on your campus.

Cristi Ford, University of Maryland University College
Dale Johnson, Arizona State University
Karen Vignare, Association of Public and Land-Grant Universities
Emma Zone, Colorado Technical University
Lead Discussant: Hunt Lambert, Harvard University

The 411 on OPMs

Sapphire H

Join us for a candid conversation among UPCEA members focused on the topic of Online Program Managers (OPMs). We’ll discuss the current trends with regard to these partnerships, the considerations a leader should have when exploring partnerships with OPMs, and key factors institutions should consider before entering into an agreement. Presenters will share a decision tree, a list of things to consider or include in OPM contracts, and discuss the pros/cons of these relationships.

James Broomall, University of Delaware
Richard Novak, Rutgers University
Moderator: Tyler Ritter, University of North Carolina at Chapel Hill

3:00 PM

Coffee and Networking in Exhibit Hall
Sapphire West Foyer

3:30 PM

General Session
Sapphire AB

Building a Scalable, Accessible, and Community Oriented Online Degree: A Story About Georgia Tech’s OMS CS

Dr. Charles Isbell, Professor and Senior Associate Dean at College of Computing, Georgia Institute of Technology

Dr. Isbell’s research interests are varied, but recently he has been building autonomous agents that engage in life-long learning when in the presence of thousands of other intelligent agents, including humans. His work has been featured in the popular media, including the New York Times and the Washington Post, as well as in technical collections where he has been recognized with two best paper awards. Charles also pursues reform in computing education. He was a developer of Threads, Georgia Tech’s structuring principle for computing curricula and one of the key developers in Georgia Tech’s new MOOC-supported Masters of Science in Computer Science. Both efforts support his interest in accessibility of higher education.
4:45 PM
Reception — Sponsored by Blackboard
Blackboard
Sapphire Terrace

6:00 PM
Dinner Groups
Meet in hotel lobby

Friday, June 16, 2017
7:30 AM–8:30 AM
Coffee with Colleagues
Sapphire H
Grab your breakfast in the Sapphire West Foyer and gather with colleagues to explore opportunities to support women in leadership and developing the pipeline of women leaders in higher education.

8:00 AM
School Spirit Breakfast in Exhibit Hall
Sapphire West Foyer
Grab breakfast in the Sapphire West Foyer and then join your colleagues in Sapphire AB for breakfast and conversatio...

8:00 AM–11:15 AM
Registration Open

8:00 AM–12:15 PM
Exhibit Hall Open

8:30 AM
Concurrent Session V
Fostering International Student Success in Online Learning Environments: Effective Strategies and Best Practices
400 A&B
While there has been ample research on the international student experience in on-ground classrooms, we have much to learn regarding the online experience of international students. This session explores international students’ experiences with, and the perceptions they have, of online instruction and learning.
Marissa Lombardi, Assistant Teaching Professor, Northeastern University
Moderator: Beth Mulherrin, University of Maryland University College

Building an Accessibility Infrastructure
Sapphire C
Building infrastructure for online course accessibility is an important step in moving from a reactive to proactive strategy for online course accessibility. In this session, presenters will share how they built their infrastructure and lead a discussion on the opportunities and challenges they faced at their own institutions.
Beth Laves, Western Kentucky University
Justin Louder, Texas Tech University
Scott Ready, Blackboard
Moderator: Roxanne Morrison, University of San Diego

The Universe of Alternative Credentials II: Institutional and System Perspectives
Sapphire D
For decades, professional and continuing educators have been providing alternative credentials in the form of certificate programs. More recently alternative credentials have become a hot topic for online educators in part due to the MOOC movement, partnerships between higher education and industry, and the immediate need to address the skills gap in today's workforce. Join us for a discussion of the opportunities online educators have to collaborate on new initiatives.
Brian Fleming, Southern New Hampshire University
Marni Baker Stein, University of Texas System
Joellen Shendy, University of Maryland University College
Moderator: Amy Heitzman, UPCEA
9:30 AM

Coffee and Networking in Exhibit Hall
Sapphire West Foyer

10:00 AM

Concurrent Session VI
Quality Assurance: Using a Continuum of Excellence to Shape Institutional Online Efforts
Sapphire C
Online leaders care about creating quality online experiences for those engaged in online teaching and learning. Often, quality initiatives are episodic and lack scalability as well as assessment. Join our presenters as they discuss the structures and facets of quality that leaders need to think about to institutionalize quality efforts. Using Quality Matters and the UPCEA Hallmarks of Excellence in Online Leadership we will discuss the online enterprise from a quality assurance perspective and how leaders can drive institutional conversations.
Deb Adair, Quality Matters
Vickie Cook, University of Illinois — Springfield
Moderator: Mary Niemiec, University of Nebraska

Think Your Students Are Learning? How Do you Know?
Approachable, Science-Based Tools for Teaching Adult Learners
400 A&B
How do you know your students are actually learning? This interactive session offers powerful teaching strategies that leverage the unique ways in which the brains of adult learners work. Dr. Friederichs shows how these strategies, rooted in recent discoveries of neuroscience, can be easily adopted by instructors in post-traditional programs to maximize their effectiveness in online teaching. No prior knowledge of brain science is needed to understand and apply these techniques! Participants will leave this fun and exciting workshop with a toolkit of useful tips designed to enrich their post-traditional teaching practice, and — more importantly — ensure that learning is taking place!
Allison Friederichs, University of Denver
Moderator: Joe Miera, University of New Mexico

11:15 AM

Closing General Session
Sapphire AB
The Future of Higher Education: What Yesterday Tells Us About Tomorrow
Arthur Levine, President, Woodrow Wilson Foundation
Arthur Levine, president of the Woodrow Wilson National Fellowship Foundation and president emeritus of Teachers College, Columbia University, is nationally known for his work on the preparation of school leaders, teachers, and education researchers. He has also written and spoken widely on the undergraduate experience, the changing nature of teaching and learning, access to higher education, and equity in the schools. His work has appeared in such publications as The New York Times; The Los Angeles Times; The Wall Street Journal; Education Week; Inside Higher Education; and The Chronicle of Higher Education. The most recent of his 12 books is Generation on a Tightrope, A Portrait of Today’s College Student (with Diane R. Dean).

12:15 PM

Adjourn
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Kyle Shea
kshea@allcampus.com

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Liana Lipkowitz
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Estelita Young
estelita@instructure.com

ExtensionEngine
www.extensionengine.com
ExtensionEngine develops Custom Learning Experiences, delivering online and blended programs for universities, corporations and not-for-profits. Leveraging the latest advances in learning science and technology, the company takes a comprehensive, unbundled, fee-for-service approach to develop programs that engage learners, encourage collaboration, and increase retention. A privately held company based in Cambridge, MA, ExtensionEngine has launched over 70 programs for more than 40 organizations.

Scott Moore
scott@extensionengine.com

Jenzabar
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Jenzabar student information systems have been chosen more often than any other SIS over the past five years. Exclusively serving higher education, Jenzabar software and services are designed to drive higher performance in every department at your institution. Jenzabar collaborates with clients to make higher education amazing.

Rick Krey
rick.krey@jenzabar.com

JMH Consulting, Inc.
www.jmhconsulting.com
JMH Consulting provides strategic marketing, enrollment management, and programming for non-traditional students. Our services are completely customized and, unlike other firms, your school retains ownership of the assets built throughout the engagement. Our unique approach combines sophisticated technologies and relationship-based advising to attract the right students and help them succeed.

Nicole Foerscher Horn
nfoerschler@jmhconsulting.com

Keypath Education
Keypathedu.com
Keypath Education partners with higher education institutions worldwide to launch programs, grow enrollment, improve learning and connect education to careers by focusing on outcomes. The company has helped more than 4,000 higher education institutions better serve students and graduates, resulting in a strong reputation for its education mission and quality in the United States, Canada, the U.K. and Australia. Since its beginning more than 25 years ago, Keypath Education has been dedicated to changing lives through education. Visit keypathedu.com to learn more.

Aaron Edwards
aaron.edwards@marketing.keypathedu.com

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www.mindmax.net
MindMax partners with universities to increase enrollments by optimizing marketing and enrollment functions. We are 100% dedicated to higher education for everyone but the 18-year-old on-campus freshman. By delivering data-driven insights for the entire student lifecycle we help our clients tackle their most pressing enrollment challenges.

Liz Klein
lklein@mindmax.net
Parchment
Parchment.com
Parchment provides a convenient platform to securely send and receive digital academic credentials and is recognized as the most comprehensive digital credential management service. Since 2003, Parchment has exchanged more than 20 million credentials. The Parchment send network, reaching 25% secondary and 17% postsecondary enrollments in the US, is dedicated to turning credentials into opportunities.
Hilary Butler
hbutler@parchment.com

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Pearson is the world's learning company, with 36,000 employees in more than 70 countries working to help people of all ages to make measurable progress in their lives through learning. For more information about Pearson, visit www.pearsoned.com.
Caroline Leary
carine.leary@pearson.com

Shindig
www.shindig.com
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Christopher Downs
Christopher@shindigevents.com

Sparkroom
www.sparkroom.com
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Marcelo Parravicini
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Ashley McCollum
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Owen Burritt
Owen.Burritt@deltak-innovation.com
Thank you, Exhibitors!

We value you and your participation.
Get involved with the UPCEA eDesign Collaborative!

UPCEA is the place for instructional design teams (instructional designers, multimedia developers and team administrators) in higher education for networking and professional development.

The mission of the eDesign Collaborative (eDC) is to support and enhance higher education instructional design. Participation in the UPCEA eDesign Collaborative provides access to a community of professionals who are interested in best practices for online course creation.

Get connected with the eDC!

- **Attend one of the eDC's monthly eDesign Exchanges.** The eDesign Exchange is an ongoing series of informal, online meetups where members of the eDesign Collaborative can dialogue and brainstorm about a wide variety of relative topics, build connections with other members of the community, and learn from one another through idea-sharing, problem-solving, and collaborating on best practices.

- **Join the conversation on Twitter.** Follow the eDC on Twitter @eDesignCollab for news for instructional design teams.

Visit [www.upcea.edu/edesigncollab](http://www.upcea.edu/edesigncollab) to learn more about how you can join the Collaborative.
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