

Program Book



# Higher Ground

The future of  
higher education



Higher Learning  
Commission

**2024 Annual Conference**

April 13–16 | Hyatt Regency Chicago



**OFFICE OF THE MAYOR**  
**CITY OF CHICAGO**

**BRANDON JOHNSON**  
MAYOR

April 13, 2024



Dear Friends:

As Mayor, and on behalf of the City of Chicago, I welcome all those gathered for the Higher Learning Commission's Annual Conference.

Founded in 1895 as a part of the North Central Association of Colleges and Schools (NAC), the Higher Learning Commission (HLC) is an independent corporation, and one of seven regional institutional accreditors in the United States. The work of the HLC not only impacts current students, faculty, and administrators but also future generations of learners, thinkers, and teachers. The Higher Learning Commission ensures and upholds standards for quality education throughout several states including Illinois.

HLC's Annual Conference on Quality in Higher Education promotes excellence in higher education through presentations, workshops, and roundtable discussions focused on student achievement, curriculum effectiveness, technology integration, and many more intriguing topics. Attendees will have opportunities to browse the exhibit hall, network, learn about new techniques, and focus on implementing HLC's mission in serving the common good by assuring and advancing the quality of higher learning for all. I commend the Higher Learning Commission for all of its involved inspired work in the greater community.

I hope that during your stay in Chicago you take the time to see all the City has to offer. Explore our downtown and lakefront areas, tour the vibrant neighborhoods across our city, sample our diverse cuisine, visit our distinguished universities, and our world class museums.

I hope you have an enjoyable event. Best wishes for continued success.

Sincerely,



Mayor

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# Letter From the President

## Barbara Gellman-Danley

**Welcome to the 2024 HLC Annual Conference.** This year's conference is titled "Higher Ground" to reflect the importance of taking a strategic view of the current and future state of our nation's colleges and universities, building on the extensive knowledge of speakers and attendees. As stated by Ralph Waldo Emerson, If you would lift me up, you've got to be on higher ground. With that theme in mind, we are excited to welcome you to Chicago for an outstanding experience in learning and networking.

Higher education continues to be in a state of flux, introducing many new innovations while continuing to balance the competing goals of a wide array of stakeholders. We try to bring those diverse views and opportunities to the conference, allowing attendees to follow an individualized journey through each day to meet your learning goals. I encourage you to study the program(s) carefully and map out each day in advance. Be sure to leave time for those valuable hall conversations and social gatherings to advance the relationship building, which is always a strong value-added for everyone.

The many sessions available reflect the rapidly changing world of higher education. Speakers will address citizenship, civic engagement and the current legislative environment. With the exponential growth in Artificial Intelligence (AI), we offer presentations about its impact and the ethical contexts of use. The increased public focus on outcomes and accountability permeates many sessions, including the increasing use of data analytics and Applied AI.

Throughout the conference, speakers will address the wide spectrum of learners, including candid discussions on those that are overlooked and important solutions for serving everyone equitably. As part of new pathways for students, you will hear many cutting-edge ways colleges and universities are integrating short-term certificates and alternative

credentials to create increased economic mobility. Attendees will be able to take the most relevant creative and important issues back to your campuses.

I look forward to sharing with you the latest trends in higher education and their impact on higher education. Many of you have used these trends to hold important discussions about those that impact your own strategic directions.

Attendees will also have the chance to discuss the new proposed Criteria for Accreditation, which demonstrate the agile way HLC implements adaptive change in a dynamic higher education environment. One of the greatest assets of HLC is the diversity of membership types, and the importance of telling your story through the lens of the different missions of our member colleges and universities. The proposed criteria reflect that focus. We encourage your continued input.

The HLC board, staff and I would like to extend a "welcome back" to many of you and a special welcome to new attendees. We look forward to getting to know you as we all learn and lift the boat for higher education together.

Sincerely,

# Welcome to the 2024 HLC Annual Conference

## Conference Services

### HLC Registration Desk

#### Hyatt East Tower

Grand Ballroom Foyer | Ballroom Level

Friday, April 12: 1:30 p.m. – 5:00 p.m.

Saturday, April 13: 7:15 a.m. – 6:00 p.m.

Sunday, April 14: 7:15 a.m. – 4:00 p.m.

Monday, April 15: 7:15 a.m. – 4:00 p.m.

Tuesday, April 16: 8:00 a.m. – 10:00 a.m.

### HLC Information Desks

#### Hyatt East Tower

Grand Ballroom Foyer | Ballroom Level

Friday, April 12: 1:30 p.m. – 5:00 p.m.

Saturday, April 13: 7:30 a.m. – 6:30 p.m.

Sunday, April 14: 7:30 a.m. – 4:45 p.m.

Monday, April 15: 7:30 a.m. – 4:45 p.m.

Tuesday, April 16: 8:00 a.m. – 11:00 a.m.

#### Hyatt West Tower

Regency Ballroom Foyer | Ballroom Level

Saturday, April 13: 7:30 a.m. – 6:15 p.m.

Sunday, April 14: 8:00 a.m. – 4:00 p.m.

Monday, April 15: 8:00 a.m. – 4:00 p.m.

## Stay Connected

### Complimentary Wireless Internet

Sponsored by **HUSCH  
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The 2024 Annual Conference has WiFi access throughout the public spaces and meeting rooms at both the Hyatt and Swissôtel.

**Swissôtel Network:** SwisshotelMeetings

**Hyatt Regency Network:** HLC\_2024

**Password (both networks):** HuschBlackwell

### Conference Mobile App

Enhance your conference experience by downloading the mobile app. All attendees have received instructions on downloading the mobile app via email. With the mobile app, you can:

- Download presentation slides and handouts.
- Log in to take and save notes and access your schedule on multiple devices.
- Create your own personalized schedule by favoriting sessions.
- Scan the list of attendees and add personal appointments to your schedule.



[Download the conference app](#)

### Social Media

Stay in touch with HLC and other attendees throughout the conference. Follow us and use hashtag **#HLC2024** to join the conversation.

# #HLC2024

[in](#) [X](#) [v](#) @hlcommission



# Food Options

In addition to lunch provided at the conference on Sunday (pre-registration required), the Hyatt and Swissôtel have a variety of options for dining throughout the conference. Additionally, for those that want to take a step away from the hotels and explore a little more, the Illinois Center attached directly next to the Hyatt has a variety of quick-serve eateries. **Please note that many dining options in the area are closed on Sunday.** See the mobile app for hours.

## Hyatt

**The Big Bar** | Skyway Level

*Signature cocktails and light entrees*

**Stetsons Modern Steak + Sushi** | Lobby

*Non-traditional steakhouse offering internationally inspired dishes*

**Market Chicago** | Lobby

*Grab and go items*

**American Craft Kitchen and Bar** | Lobby

*Three-course meal dining, a-la-carte available*


## Swissôtel

**The Palm**

*Lunch or dinner, carry-out available*

**Amuse Bar**

*Grab and go breakfast*




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We don't say this enough — **thank you.**



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# Thank You to Our Advisory Committees

## 2024 Annual Conference Advisory Committee

This selected group of faculty and administrative leaders at HLC member institutions played a key role in writing the Call for Proposals, reviewing submissions and planning the General Program for this year's conference. HLC thanks the following committee members:

**Kari Brown-Herbst**

*Laramie County Community College*

**Janelle Elias**

*Rio Salado College*

**Rosemary Erickson Johnsen**

*University of Minnesota, Crookston*

**Leonard Favara**

*Central Christian College*

**Glenda Gallisath**

*Oak Point University*

**Amy Gort**

*Metropolitan State University*

**Sissy Gray**

*Black River Technical College*

**Shawna Herwick**

*Southeast Community College*

**Paula Kinney**

*Saint Paul College - A Community and Technical College*

**Damon Kraft**

*Kansas Wesleyan University*

**Luis Montes**

*University of Central Oklahoma*

**Susan Perry**

*Kent State University*

**Brenda Raad**

*Fox Valley Technical College*

**Paul Savory**

*American College of Education*

**Nanette Smith**

*James A. Rhodes State College*

**Benjamin A. Valdez**

*Southeast Technical College*

**Felix Wao**

*University of Oklahoma*

## 2024 Peer Corps Advisory Committee

**Christon Arthur**

*Andrews University*

**Eric Bolger**

*College of the Ozarks*

**Alan Borcharding**

*Concordia Seminary*

**Tim Cruz**

*Pima County Community College District*

**Lisa Perez-Miller**

*Pratt Community College*

**Kristin Stehouwer**

*Northwood University*

## 2024 Annual Conference Staff Committee

**Heather Berg**

**Claire Berkley**

**Renee Dew**

**Erin Gallagher**

**Sophia Holt-Wilson**

**Doyle D. Hytchye**

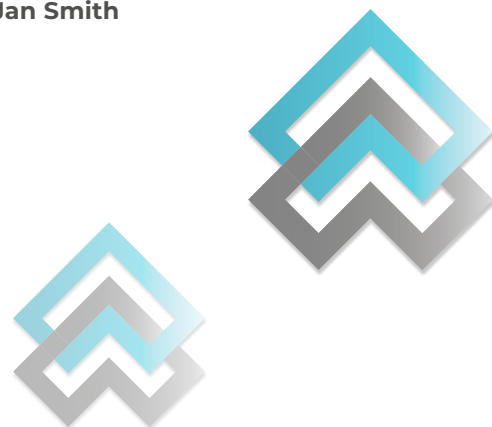
**Eric Martin**

**Diane Nyhammer**

**Daniel Quijano**

**Destiny Quintero**

**Jan Smith**





# Share Fair and Poster Gallery

## Accreditation Share Fair



Plaza Ballroom | Lobby Level | Hyatt | East Tower

**Sunday, April 14:** 3:45 p.m. – 4:30 p.m.

The Accreditation Share Fair provides an opportunity for conference attendees to learn from institutions that have completed an accreditation process in the past 18 months. Representatives of institutions invited to discuss a designated process will describe their experience and lessons learned through informal discussion and will answer questions from attendees.

- Aultman College of Nursing and Health Sciences
- Bowling Green State University
- Butler County Community College
- Capella University
- Cottey College
- Franklin University
- Indiana University East
- Kalamazoo College
- Lake Erie College
- Lincoln University
- Minot State University
- Moberly Area Community College
- Pittsburg State University
- Rochester University
- Southeast Community College Area
- University of Oklahoma
- University of Wisconsin-Milwaukee
- University of Wisconsin-Parkside
- University of Wisconsin-Superior
- Western Wyoming Community College
- West Virginia Northern Community College

## Poster Gallery



Grand Hall and Expo | Ballroom Level | Hyatt | East Tower

**Saturday, April 13:** 3:00 p.m. – 7:00 p.m.

**Sunday, April 14:** 7:30 a.m. – 4:30 p.m.

**Monday, April 15:** 7:30 a.m. – 4:30 p.m.

HLC's Academies spark institution-wide change by helping you develop evidence-based strategies. Posters detailing the objectives and outcomes of projects completed by recent graduates of the Assessment Academy will be on display during the General Program. Visit the Poster Gallery to learn about practices for sustainable institutional improvement!

Posters will be displayed digitally near the expo hall.

### 2024 Posters

- Ashland University
- Chicago State University
- Goldfarb School of Nursing at Barnes-Jewish College
- Iowa Valley Community College
- Kansas City Kansas Community College
- Lorain County Community College
- Rush University
- Saginaw Chippewa Tribal College
- Terra State Community College
- University of Arkansas Community College at Batesville

## New! Learn and Earn

Use the conference mobile app to “Learn and Earn” throughout your conference experience for a chance to win prizes! Scan QR codes found in areas such as the Grand Hall and Expo, Academy Poster Fair, Accreditation Share Fair, at select social functions and more to answer questions and earn points. One correct answer = one point, and 10 points enters you in a drawing to win items including gift cards, books from our Keynote speakers, or a complimentary registration for the 2025 HLC Annual Conference. Winners will be contacted individually after the conference. Learn more in the mobile app.



## Meet Your Liaison

### Office Hours

During the General Program, attendees will have opportunities to drop into “Office Hours with Liaisons” sessions to ask general questions of their HLC liaisons. HLC liaisons will not be scheduling formal, individual appointments with institutional representatives at the conference. Please email your liaison separately if you would like to set up a call or virtual meeting outside the Annual Conference dates.



See page 20, the conference website or mobile app for hours and room locations.

\*Institutions who are currently unassigned are welcome to attend Andrew Lootens-White and Linnea Stenson’s Office Hours.

## Pre-Conference Programs

*(Pre-Registration Required)*

### Saturday, April 13

#### Peer Reviewer Updates and Training

(see page 14)

#### Conversations with Presidents and Trustees

7:30 a.m. – 3:30 p.m.

Zurich | First Floor | Swissôtel

#### Effective Administrators Workshop

8:30 a.m. – 4:00 p.m.

Montreux | Second Floor | Swissôtel

#### Centering Learning Workshop

1:00 p.m. – 4:00 p.m.

Vevey | Second Floor | Swissôtel

#### Seeking Accreditation Workshop

9:00 a.m. – 12:00 p.m.

Plaza Ballroom | Lobby Level | Hyatt East Tower

## Affiliate Meetings

Join these informal sessions hosted by conference attendees. *These meetings are not part of HLC’s programming.*

### Council on Accreditation for Two-Year Colleges (CATYC)

Saturday, April 13, 4:00 p.m. – 4:45 p.m.

Plaza Ballroom | Lobby Level | Hyatt East Tower

### Wisconsin Technical College System Meet-Up

Sunday, April 14, 4:45 p.m. – 5:30 p.m.

Gold Coast | Concourse Level | Hyatt West Tower

### LGBTQ Leaders in Higher Education

Monday, April 15, 4:45 p.m. – 5:15 p.m.

Michigan 1 | Concourse Level | Hyatt East Tower

# Thank You to the 2024 Conference Sponsors

## GOLD SPONSORS



## SILVER SPONSORS

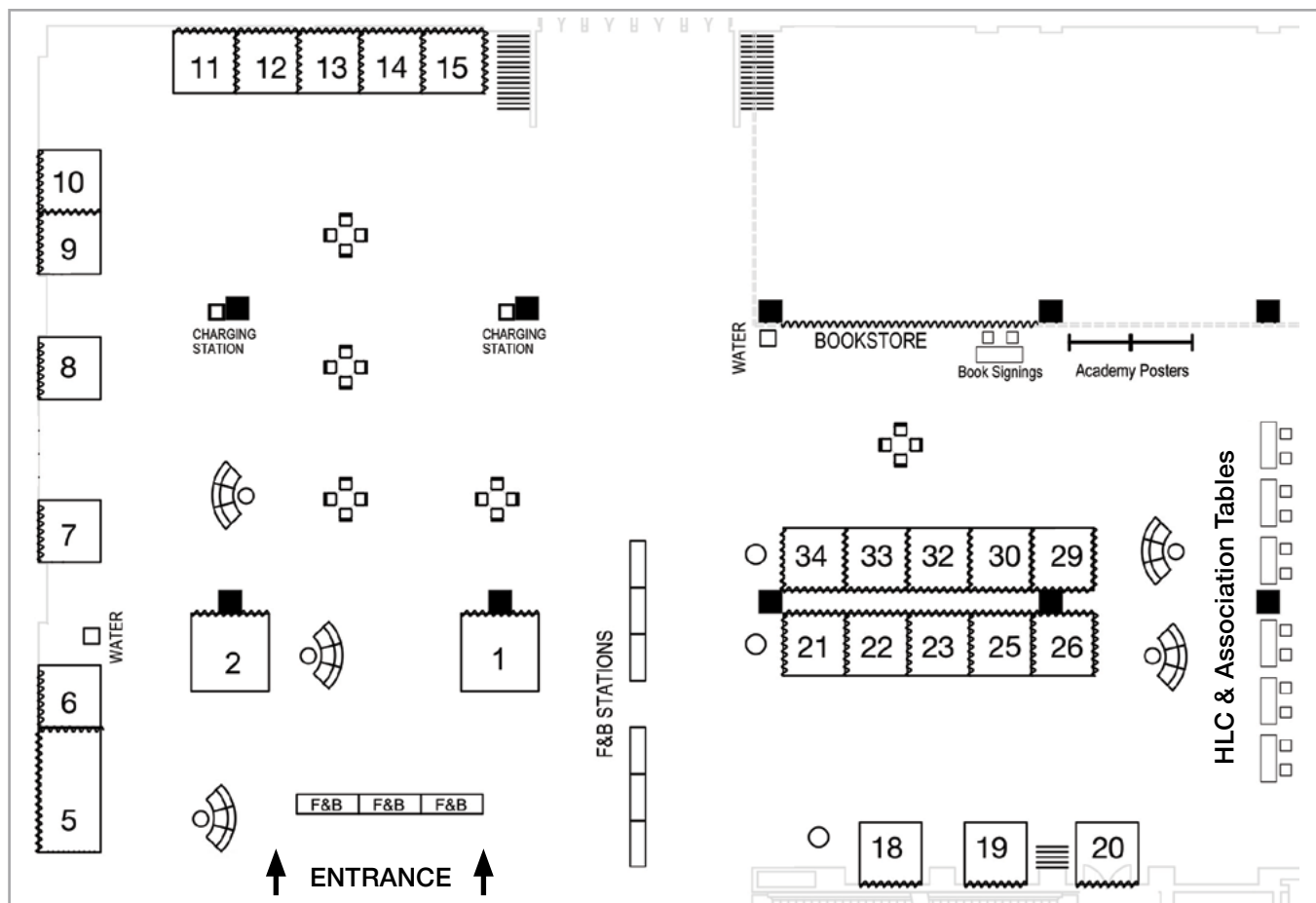
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- Nuventive
- RAGASedu
- The Registry
- Revolution Lightboards
- Rize Education
- Simple Syllabus
- SPOL
- Territorium
- Upswing

## ASSOCIATIONS AND ORGANIZATIONS

- Advising Success Network/NASPA
- Association of Institutional Research (AIR)
- EDUCAUSE
- Higher Education Research Institute (UCLA)
- National Academic Advising Association (NACADA)



ACI Learning.....	14	Cengage.....	21	Husch Blackwell.....	2	Simple Syllabus.....	34
Anatomage, Inc. ....	19	ClassRanked .....	32	Interfolio.....	11	SPOL.....	15
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CapinCrouse LLP.....	13	Harmonize Learning, Inc. ....	20	Revolution Lightboards .....	5		
Capital Education.....	30	HelioCampus.....	33	Rize Education .....	8		

# Navigating the Hotels

Certain pre-conference programs and General Program sessions will be held at the Swissôtel Chicago, which is a short walk from the Hyatt

**Outdoor Route:** Walk east along Wacker Drive. Cross Columbus Drive, and the Swissôtel will be on your right about halfway down the block. Enter the lobby and follow signs to the HLC meeting rooms.

**Indoor Pedway Route:** An entrance to the pedway is located on the Concourse Level of the Hyatt's East Tower. The pedway is accessible 6:30 a.m.–9:00 p.m. Follow signs to the HLC meeting rooms.

## Walking Between Sessions

Most breaks between sessions are at least 15 minutes long. If you are crossing between the East and West Towers of the Hyatt, or between the Hyatt and the Swissôtel, be sure to leave promptly in order to arrive at the next session on time. Look for HLC signage throughout the hotels for the best routes to meeting rooms.

## Access to Riverside Hall

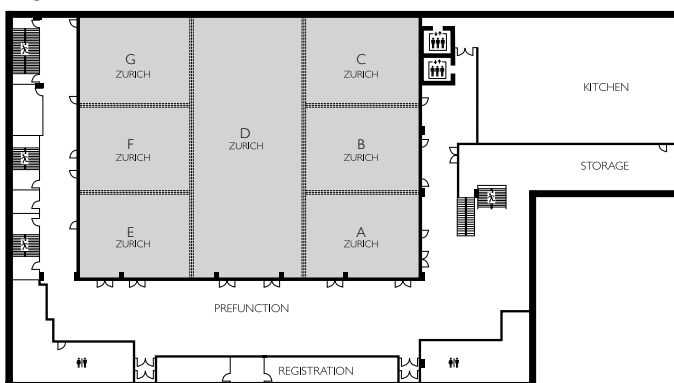
Riverside Hall, where the breakfasts and Sunday Lunch will be held, is accessible from the Ballroom Level in the West Tower. Escalators to Riverside Hall are located near Grand Hall as well as behind the Grand Ballroom.

## Keynote Viewing Options

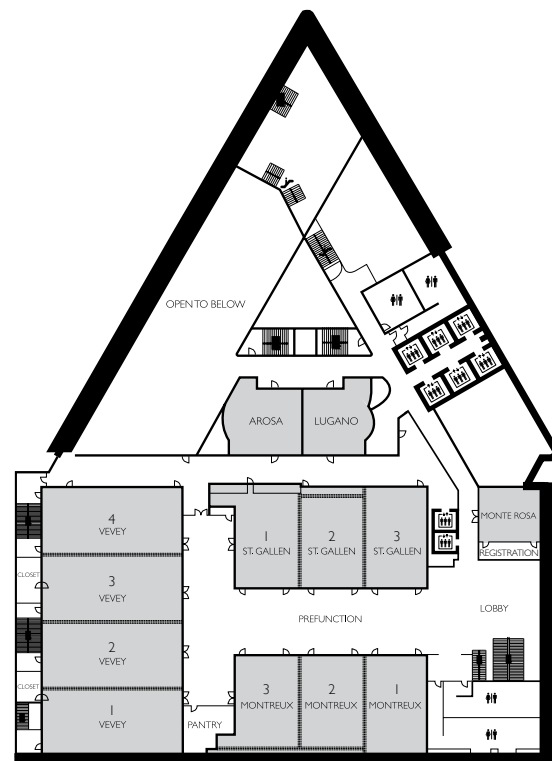
The keynote presentations will be simultaneously broadcast to the Crystal Ballroom in the West Tower Lobby Level and the Regency Ballroom in the West Tower Ballroom Level. Please note that Regency and Crystal are a 5-10 minute walk from Grand Hall.

swissôtel CHICAGO

Exit to Pedway



First Floor

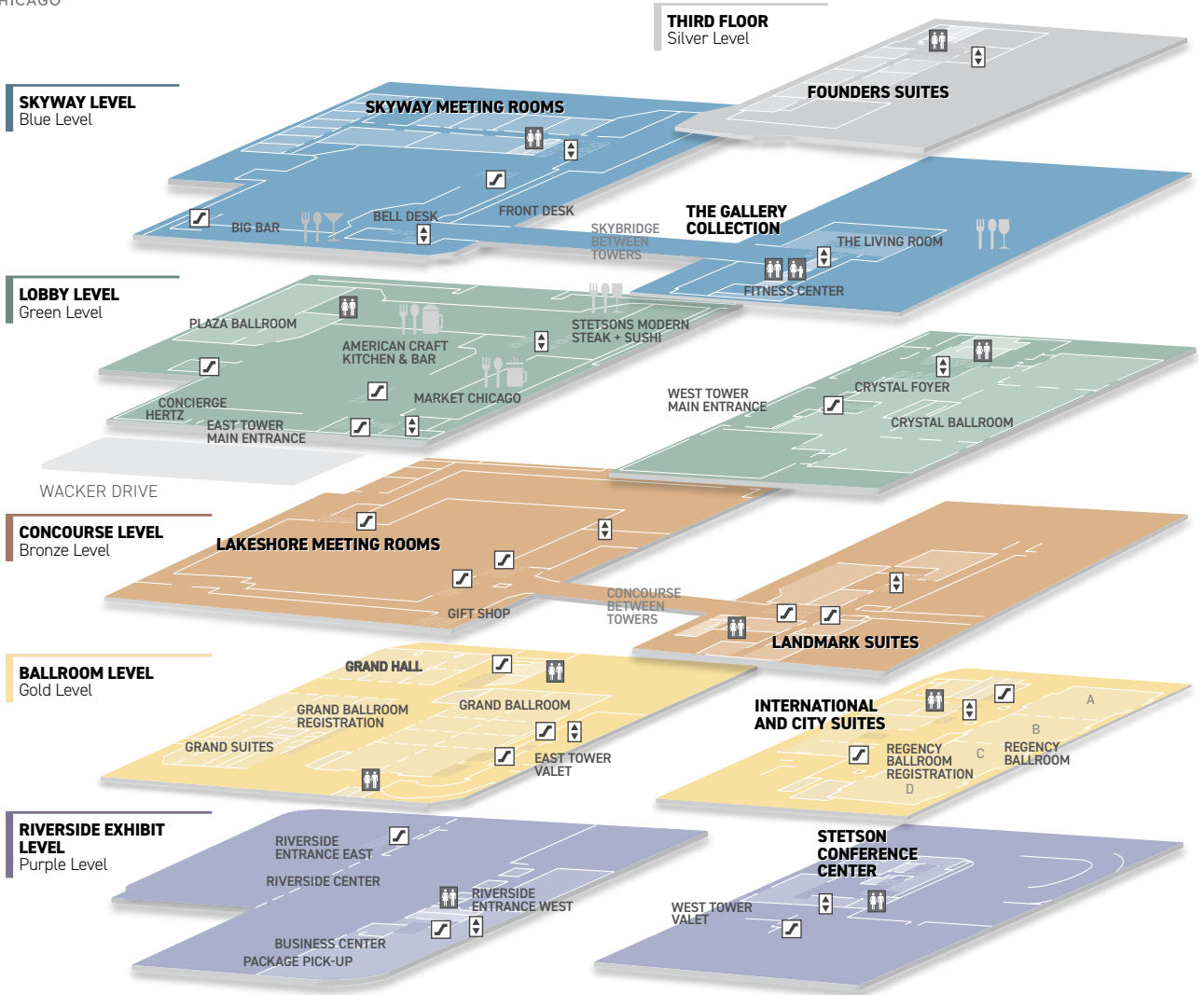


Second Floor



**EAST TOWER**

**WEST TOWER**



- AMERICAN CRAFT KITCHEN & BAR  
East Tower, Lobby Level
- ATLANTA (*International and City Suites*)  
West Tower, Ballroom Level
- BELL DESK  
East Tower, Skyway Level
- BIG BAR  
East Tower, Skyway Level
- BUSINESS CENTER, PACKAGE ROOM  
East Tower, Exhibit Level
- COLUMBIAN (*Landmark Suites*)  
West Tower, Concourse Level
- GRAND HALL (*formerly Columbus Hall*)  
East Tower, Ballroom Level
- CONCIERGE  
East Tower, Lobby
- CRYSTAL BALLROOM  
West Tower, Lobby Level
- EAST TOWER MAIN ENTRANCE  
East Tower, LobbyLevel
- EAST TOWER VALET  
East Tower, Ballroom Level
- FITNESS CENTER  
West Tower, Skyway Level
- FRONT DESK  
East Tower, Skyway Level
- THE GALLERY COLLECTION  
West Tower, Skyway Level
- GIFT SHOP  
East Tower, Concourse Level
- GOLD COAST (*Landmark Suites*)  
West Tower, Concourse Level
- GRAND BALLROOM  
East Tower, Ballroom Level
- PLAZA BALLROOM  
East Tower, Lobby Level
- RANDOLPH (*Lakeshore Meeting Rooms*)  
East Tower, Concourse Level
- REGENCY BALLROOM  
West Tower, Ballroom Level
- RIVERSIDE CENTER  
East Tower, Exhibit Level
- ROOSEVELT (*Lakeshore Meeting Rooms*)  
East Tower, Concourse Level
- WATER TOWER (*Landmark Suites*)  
West Tower, Concourse Level
- WEST TOWER VALET  
West Tower, Exhibit Level

- ELEVATORS
- ESCALATORS AND STAIRS
- RESTROOMS
- MOTHER'S ROOM

ESCALATORS, ELEVATORS AND RESTROOMS are indicated on each floor. Elevators are conveniently located throughout the hotel for guests with disabilities or where no escalator is present.

CROSSING BETWEEN TOWERS: Cross between towers via the Skybridge or the Concourse. You may also cross from the lobby level via the crosswalk on Stetson Drive.

# Peer Reviewer Updates and Training

Pre-Conference Program ( *Pre-Registration Required* )

Saturday, April 13

## Day at a Glance

---

7:45 a.m. – 8:45 a.m.

**Coffee and Networking**

---

8:45 a.m. – 9:30 a.m.

**HLC Peer Corps Updates**

---

9:45 a.m. – 11:30 a.m.

**Concurrent Sessions**

**TEAM CHAIR WORKSHOP: Advice and Tips for Rock Star Team Chairs**

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11:45 a.m. – 1:15 p.m.

**Peer Corps Recognition Luncheon**

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1:15 p.m. – 4:00 p.m.

**Concurrent Sessions**

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### Special Sessions

Participants must sign in to sessions marked **Sign-in Required** for certain types of review, as these sessions provide prerequisite training as indicated in the descriptions.

#### Substantive Change Training

These sessions are intended for peer reviewers who wish to conduct substantive change visits and panels for HLC. Sign-in is required.



Saturday, April 13

## Peer Reviewer Updates and Training Schedule

7:45 a.m. – 8:45 a.m.

### Coffee and Networking

**Regency Foyer** Ballroom Level Hyatt | West Tower

OPEN TO ALL PEER REVIEWERS

8:45 a.m. – 9:30 a.m.

### HLC Peer Corps Updates

**Regency A-C** Ballroom Level Hyatt | West Tower

OPEN TO ALL PEER REVIEWERS

**Allison Langford**, *Higher Learning Commission*

9:45 a.m. – 10:30 a.m.

### PC-1 - Implementing the Criteria: Key Insights for Peer Reviewers

**Crystal B** Lobby Level Hyatt | West Tower

OPEN TO ALL PEER REVIEWERS

In this session, we will explore major trends in the outcomes of the comprehensive evaluations conducted in recent years and the most often cited Core Components requiring additional institutional attention.

**Hoa Khuong**, *Higher Learning Commission*

### PC-2 - The “Multiverse” of HLC Reviews

**Crystal C** Lobby Level Hyatt | West Tower

OPEN TO ALL PEER REVIEWERS

HLC staff share how reviewers can become involved in a variety of review types beyond comprehensive visits.

**Vince Coraci**, *Higher Learning Commission*  
**Allison Langford**, *Higher Learning Commission*

9:45 a.m. – 10:30 a.m. continued

### PC-3 - Institutional Finances and Sustainability for Non-Finance Peer Reviewers

**Regency D** Ballroom Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

Peer reviewers are often tasked with looking at an institution's finances, but many of us are not finance professionals. This session is designed to help you understand the key indicators to consider when determining an institution's financial stability and sustainability.

**Alan Borcharding**, *Concordia Seminary*

**Kathy Parkison**, *Indiana University Kokomo*

### PC-4 - Chair Workshop: Advice and Tips for Rock Star Team Chairs

**Michigan 1** Concourse Level Hyatt | East Tower

#### OPEN TO CURRENT TEAM CHAIRS

In this refresher workshop, team chairs will review and discuss resources focused on getting the team organized and moving, review sample meeting agendas and visit schedules, develop impactful criteria-based questions, write rationale statements fulfilling HLC expectations, and prepare the chair-specific parts of the report.

**Eric Bolger**, *College of the Ozarks*

**Lisa Perez-Miller**, *Pratt Community College*

**Charlene Widener**, *Northeast Community College*

10:45 a.m. – 11:30 a.m.

### PC-5 - Commitment to Civic Learning and Democratic Engagement

**Crystal A** Lobby Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

HLC is a participant in the national "Civic Learning and Democracy Engagement" initiative (CLDE). HLC shares an abiding commitment to make learning about democracy a top priority for postsecondary institutions, a value expressed directly in Core Component 1.C. This session will leverage HLC's ongoing work to clarify expectations for institutions.

**Anthea Sweeney**, *Higher Learning Commission*

### PC-6 - Training for Substantive Change Processes

**Crystal B** Lobby Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS WHO WISH TO BE TRAINED FOR SUBSTANTIVE CHANGE REVIEWS

##### SIGN IN REQUIRED

This session will provide an overview intended primarily for new change reviewers and for any change reviewers who want a refresher on the change process. Anyone completing this session will be able to participate in program change reviews.

**Stephanie Kramer**, *Higher Learning Commission*

**Tom Bordenkircher**, *Higher Learning Commission*

**Tamas Horvath**, *Higher Learning Commission*

**Nicole Perez**, *Higher Learning Commission*

### PC-7 - Bias Unmasked: The Silent Influencer in Accreditation

**Regency D** Ballroom Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

This session will dive into the dynamic world of bias and its pervasive influence on diverse perspectives. This foundational session will set the stage for deeper exploration. It will elevate your grasp on bias, from its intricate foundations to its broad-reaching impacts on accreditation, offering insights for every professional.

**Christon Arthur**, *Andrews University*

**Remy Bruder**, *Rochester University*

**Tim Cruz**, *Pima County Community College District*



11:45 a.m. – 1:15 p.m.



## Peer Corps Recognition Luncheon

**Regency A-C** Ballroom Level Hyatt | West Tower

**Allison Langford**, *Higher Learning Commission*  
**Denise Clark**, *Higher Learning Commission*

1:15 p.m. – 2:00 p.m.

### PC-8 - HLC, Other Recognized Accreditors and Other Agencies

**Crystal A** Lobby Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

An overview of how HLC reviews other accreditor and agency actions in relation to HLC standards.

**Zach Waymer**, *Higher Learning Commission*  
**Tom Bordenkircher**, *Higher Learning Commission*  
**Sarah Hallett**, *Higher Learning Commission*

### PC-9 - Conducting Location, Branch Campus, Multi-Location and Multi-Campus Visits

**Crystal B** Lobby Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

#### SIGN IN REQUIRED

This session prepares peer reviewers to conduct location visits. HLC assures the quality of additional locations and campuses through its initial approval process and subsequently through multi-location and multi-campus visits. Target audience: Reviewers who wish to be trained to conduct location visits.

**Vince Coraci**, *Higher Learning Commission*  
**Julia Goeke**, *Higher Learning Commission*  
**Stephanie Kramer**, *Higher Learning Commission*  
**Nicole Perez**, *Higher Learning Commission*

### PC-10 - Considerations for Institutions Submitting Interim Reports

**Crystal C** Lobby Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

Presenters offer an overview of the process involved in submitting an interim report and how the analysis is done, exploring the most frequently-assigned topics and which types of evidence are typically most helpful. They also suggest ways institutions can ensure their reports meet HLC's expectations.

**Lee Bash**, *Graceland University*  
**Jackie Freeze**, *Western Wyoming Community College*  
**Sherilyn Poole**, *Governors State University*

### PC-11 - Listening Session: Criteria Revisions

**Regency D** Ballroom Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

HLC is currently undertaking a revision of its Criteria for Accreditation for approval by its Trustees in 2024. Adopted revisions will take effect in September 2025. Join this session to learn about and to offer your feedback on the direction of the Criteria during the next decade.

**John Marr**, *Higher Learning Commission*  
**Jamie Stanesa**, *Higher Learning Commission*

### PC-12 - Peer Reviewers: Travel Expenses and Reimbursement

**Water Tower** Concourse Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

Learn about best practices for submitting expenses for traveling on behalf of HLC.

**Susan Pyne-Torres**, *Higher Learning Commission*

### PC-13 - Pell-Eligible Prison Education Programs: Training for Peer Reviewers

**Michigan 1** Concourse Level Hyatt | East Tower

#### OPEN TO ALL PEER REVIEWERS WHO WISH TO BE TRAINED FOR PEP REVIEWS

#### SIGN IN REQUIRED

This session provides training to become Pell-eligible Prison Education Program (PEP) reviewers. We will cover HLC's policy, substantive change application, additional location confirmation visit for PEP, substantive change panel review form and additional guidance. HLC staff will be joined by representatives from Vera Institute of Justice and the Department of Corrections.

**Pat Newton-Curran**, *Higher Learning Commission*  
**Heather Gay**, *Michigan Department of Corrections*  
**Anthea Sweeney**, *Higher Learning Commission*  
**Belinda Wheeler**, *Vera Institute of Justice*

2:15 p.m. – 4:00 p.m.

### PC-17 - Reviewer's Roadmap: Tips from Prep to Visit to Valuable Outcomes

**Regency D** Ballroom Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

Elevate your peer reviewing approach. This interactive session will explore navigating visit preparation and logistics, crafting compelling queries, curating meaningful open sessions, enhancing co-leader collaborations, fostering strong team dynamics, and championing self care. Join with your questions and insights.

**Tim Cruz**, *Pima County Community College District*  
**Barbara Andereck**, *Ohio Wesleyan University*  
**Roberta Teahen**, *Ferris State University*

2:15 p.m. – 3:00 p.m.

### PC-14 - Leaders and Followers: The Art of Successful Peer Review Teams

**Crystal A** Lobby Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

This dynamic interactive session provides tools and skills for chairs and members to maximize team effectiveness. Participants will identify ways to maximize team members' strengths, collaborate through a foundation of trust, and reflect on their own role within peer review teams before, during and after reviews and site visits.

**Kristin Stehouwer**, *Northwood University*  
**Paul Pribbenow**, *Augsburg University*

### PC-15 - Becoming Acquainted with Canopy

**Crystal B** Lobby Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

Join HLC staff for an overview of Canopy, HLC's system for institutions and peer reviewers to easily update their records and stay informed about upcoming reviews and other requirements. Presenters will demonstrate key features, tutorials, and provide details on future developments.

**Jon Davenport**, *Higher Learning Commission*  
**Stephanie Kramer**, *Higher Learning Commission*  
**William Mahoney**, *Higher Learning Commission*

### PC-16 - Assigning Sanctions

**Crystal C** Lobby Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS, RECOMMENDED FOR TEAM CHAIRS AND IAC MEMBERS

How do peer reviewers determine when to recommend a sanction following an evaluative visit? In this session, HLC staff and an experienced peer reviewer will provide information about HLC sanctions and other similar actions and provide guidance on formulating recommendations in this area.

**Marla Morgen**, *Higher Learning Commission*  
**Rita Gulstad**, *Central Methodist University*

### PC-18 - Panel Discussion: Conducting Reviews at Correctional Facilities

**Michigan 1** Concourse Level Hyatt | East Tower

#### OPEN TO ALL PEER REVIEWERS

Join representatives from Vera Institute of Justice, Department of Corrections, HLC staff and the Peer Corps to discuss considerations when conducting reviews at correctional facilities. Come with questions and shared experiences.

**Pat Newton-Curran**, *Higher Learning Commission*  
**Heather Gay**, *Michigan Department of Corrections*  
**Anthea Sweeney**, *Higher Learning Commission*  
**Belinda Wheeler**, *Vera Institute of Justice*

3:15 p.m. – 4:00 p.m.

### PC-19 - Accreditation and the Role of Equity and Consumer Protection

**Crystal A** Lobby Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

Participants will learn how equity, an understanding of student intent, and consumer protection practices are connected to HLC Criteria, core components, and evidence. Peer reviewers will gain an understanding of the role of equity and consumer protection in quality assurance and how to apply these concepts as a peer reviewer.

**Lisa Perez-Miller**, Pratt Community College  
**Remy Bruder**, Rochester University

### PC-20 - Building and Maintaining Quality Distance Education Programs

**Crystal B** Lobby Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

Staff liaisons will discuss recent initiatives in distance education and how HLC determines quality and compliance when evaluating distance education programs. This session will also examine national trends and quality metrics.

**Tom Bordenkircher**, Higher Learning Commission  
**Karen Solomon**, Higher Learning Commission

### PC-21 - Being Active in the Peer Corps During Retirement

**Crystal C** Lobby Level Hyatt | West Tower

#### OPEN TO ALL PEER REVIEWERS

Peer reviewers who are retired from employment at an institution provide a wealth of expertise and experience in the Peer Corps. HLC staff will describe how retirees can continue to be active in the Peer Corps, as well as provide guidance on how to report retirement status in Canopy.

**Allison Langford**, Higher Learning Commission  
**Denise Clark**, Higher Learning Commission

### PC-22 - Listening Session: Criteria Revisions

**Michigan 1** Concourse Level Hyatt | East Tower

#### OPEN TO ALL PEER REVIEWERS

HLC is currently undertaking a revision of its Criteria for Accreditation for approval by its Trustees in 2024. Adopted revisions will take effect in September 2025. Join this session to learn about and to offer your feedback on the direction of the Criteria during the next decade.

**John Marr**, Higher Learning Commission  
**Jamie Stanesa**, Higher Learning Commission



Join upcoming HLC programs that will help you **solve problems** and **improve processes** at your institution.

### Advancing Strategy

June 17 & 18, 2024 | Chicago

Gain tools and strategies for cross-functional groups of administrators to design processes and improve the effectiveness of strategic planning efforts

### NEW! Program Review Workshop

June 20 & 21, 2024 | Chicago

Develop a comprehensive program review plan with information gathered through plenaries, discussion sessions and peer consultations.

### Supporting Student Success

July 25 & 26, 2024 | Virtual

Engage in a series of activities to identify your institution's current realities and discover areas of opportunity for improving student success within your sphere of influence.

Register now at [hlcommission.org/programs](https://hlcommission.org/programs)

# General Program

The General Program for the 2024 HLC Annual Conference begins at 5 p.m. on Saturday, April 13 with a keynote presentation from Eric Liu, followed by a welcome reception. HLC President Barbara Gellman-Danley kicks off the first full day of the General Program with a welcome address on Sunday, April 14. The conference will conclude Tuesday, April 16.

## Navigating the General Program

### Presentation Types

#### HLC Sessions

Presentation delivered by HLC staff.

#### Institutional Sessions

Presentation by representatives from HLC member institutions.

#### Keynote/Featured Presentations

Presentation delivered by invited researchers and thought leaders in higher education.

#### Showcase Presentations

Presentation sponsored through HLC's conference sponsor program.

#### Viewpoint Presentations

Presentation delivered by higher education experts from outside of HLC's institutional membership.

### Tracks

#### Institutional Experiences with Accreditation

#### Teaching and Learning in a Changed Environment

#### Promoting Student Success

#### Leading and Managing for the Future

#### First-Time Attendees

These presentations might be beneficial if you're attending the conference for the first time, or if you're new to accreditation.

#### HLC Academy Sessions

These sessions are related to HLC's Student Success and Assessment Academies, including presentations by Academy graduates. Join these sessions to engage with Academy scholars, mentors and participants, learn about promising practices that can be applied at your institution, and discover the benefits of participation in these multi-year programs for institutional improvement.



## Meet Your Liaison

### Office Hours

We recommend selecting a single preferred timeslot to attend Office Hours with Liaisons instead of attending more than once.

#### Tom Bordenkircher and Andrew Lootens-White

Sunday and Monday: 3:45 p.m. – 4:30 p.m.  
Zurich E-G

#### Stephanie Brzuzu and Jamie Stanesa

Sunday and Monday: 3:45 p.m. – 4:30 p.m.  
Grand Ballroom D

#### John Marr and Karen Solomon

Monday: 3:45 p.m. – 4:30 p.m., Grand Ballroom B  
Tuesday: 10:00 a.m. – 10:45 a.m., Crystal A

#### Linnea Stenson and Anthea Sweeney

Sunday: 3:45 p.m. – 4:30 p.m., Zurich A-D  
Tuesday: 9:00 a.m. – 9:45 a.m., Regency A

*Find your assigned HLC staff liaison in Canopy.*



April 13

## Saturday Evening Schedule

4:00 p.m. – 4:45 p.m.

### First Time Attendees

#### Orientation for First Time Conference Attendees

**Regency A-C** Ballroom Level Hyatt | West Tower

**Andrew Lootens-White**, *Higher Learning Commission*

**Jan Smith**, *Pittsburg State University*

5:00 p.m. – 6:00 p.m.



### Keynote: The Civic Purpose Of College

**Grand Ballroom** Ballroom Level Hyatt | East Tower

#### KEYNOTE PRESENTATION

When higher education is under pressure to be a commodity and a product, let's remember that one of the core purposes of college is to prepare students for self-government. Two core questions of civic life are these: How shall we live together? And who decides? In this presentation, Eric Liu, CEO of Citizen University, will talk about what institutions can be doing to better equip young people with the civic skills, values, and habits needed to be able to answer those questions in a way that enables the mass multiracial democratic republic of the United States to survive and thrive.

**Eric Liu**, *Citizen University*

**The presentation will also be broadcast to these locations:**

**Regency A-D** Ballroom Level Hyatt | West Tower

**Crystal A-C** Lobby Level Hyatt | West Tower

6:00 p.m. – 7:00 p.m.

### Welcome Reception (*Pre-Registration Required*)

**Grand Hall and Expo** Ballroom Level Hyatt | East Tower

Sponsored in part by



Network with colleagues and sponsors following the opening keynote.  
Pre-registration and ticket required.

# General Program

## Sunday, April 14

### Sunday, April 14

## Day at a Glance

7:30 a.m.–8:45 a.m.

#### **Complimentary Continental Breakfast**

Sponsored in part by  Cengage

9:00 a.m.–10:00 a.m.

#### **Welcome Address**

**Barbara Gellman-Danley**, *Higher Learning Commission*

10:00 a.m.–10:30 a.m.

#### **Networking Break and Expo**

10:30 a.m.–12:15 p.m.

#### **WORKSHOP: Collaborating on Higher Ground: AI's Role in Elevating Institutional Partnerships and Outcomes**

10:30 a.m.–12:15 p.m.

#### **Concurrent Sessions**

11:30 a.m.–12:15 p.m.

#### **FEATURED: New Route to Student Success: Presidents and Boards Together**

12:15 p.m.–1:30 p.m.

#### **Lunch** (*Pre-Registration Required*)

1:30 p.m.–3:15 p.m.

#### **Concurrent Sessions**

1:30 p.m.–2:15 p.m.

#### **FEATURED: Washington Update**

3:15 p.m.–3:45 p.m.

#### **Networking Break and Expo**

3:45 p.m.–4:30 p.m.

#### **Concurrent Sessions**

Sunday, April 14

## General Program Schedule

7:30 a.m. – 8:45 a.m.

### Continental Breakfast

Riverside Hall Exhibit Level Hyatt | East Tower

Sponsored in part by



Start your day with a complimentary breakfast in Riverside Hall.

9:00 a.m. – 10:00 a.m.



### Welcome Address

Grand Ballroom Ballroom Level Hyatt | East Tower

#### HLC SESSION

HLC President Barbara Gellman-Danley welcomes General Program attendees with an overview of the dynamic change HLC's community is facing and the opportunities in the future.

**Barbara Gellman-Danley**, Higher Learning Commission

#### Overflow locations for Welcome Address:

**Regency A-D** Ballroom Level Hyatt | West Tower

**Crystal A-C** Lobby Level Hyatt | West Tower

10:00 a.m. – 10:30 a.m.

### Networking Break and Expo

**Grand Hall and Expo** Ballroom Level Hyatt | East Tower

**International Suites** Ballroom Level Hyatt | West Tower

**Zurich Foyer** First Floor Swissôtel

10:30 a.m. – 12:15 p.m

**C-1 - WORKSHOP: Collaborating on Higher Ground:  
AI's Role in Elevating Institutional Partnerships and Outcomes**

**Zurich A-D** First Floor Swissôtel

**WORKSHOP**

This workshop will examine AI's capacity to elevate inter-unit collaboration and lift educational practices and assessment to new heights of effectiveness and innovation. Participants will discuss the intersection of AI with academic collaboration and contemplate how they might develop partnerships between AI, faculty, staff, and administrators to improve organizational and student outcomes. An AI assistant will support an interactive dialogue with attendees.

**Susan Wegmann**, *Southern Illinois University Carbondale*  
**Pinckney Benedict**, *Southern Illinois University Carbondale*  
**Craig Engstrom**, *Southern Illinois University Carbondale*

10:30 a.m. – 11:15 a.m.

**First Time Attendees**

**C-2 - Accreditation Liaison Officers: An  
Overview of the Role**

**Crystal B** Lobby Level Hyatt | West Tower

**HLC SESSION**

This session is designed for new Accreditation Liaison Officers (ALOs) who have not participated in the ALO orientation course, but all ALOs are welcome. Presenters will provide an overview of the role, share resources available to ALOs, review relevant HLC processes and share important components of the HLC accreditation relationship.

**Pat Newton-Curran**, *Higher Learning Commission*  
**Linnea Stenson**, *Higher Learning Commission*

**C-3 - Change of Control, Structure  
or Organization**

**Grand Hall J** Ballroom Level Hyatt | East Tower

**HLC SESSION**

Animated by current trends in higher education, institutions continue to explore strategies or solutions often warranting a Change of Control review. This session engages participants in examining the various types of change that require review, while describing HLC's review and monitoring procedures.

**Robert Rucker**, *Higher Learning Commission*  
**John Marr**, *Higher Learning Commission*

**C-4 - Commitment to Civic Learning and  
Democratic Engagement**

**Regency D** Ballroom Level Hyatt | West Tower

**HLC SESSION**

HLC is a participant in the national "Civic Learning and Democracy Engagement" initiative (CLDE). HLC shares an abiding commitment to make learning about democracy a top priority for postsecondary institutions, a value expressed directly in Core Component 1.C. This session will leverage HLC's ongoing work to clarify expectations for institutions.

**Jamie Stanesa**, *Higher Learning Commission*  
**Anthea Sweeney**, *Higher Learning Commission*

**C-5 - Embedding Certifications Within Degrees**

**Regency B** Ballroom Level Hyatt | West Tower

**HLC SESSION**

HLC is in Year 2 of a grant, sponsored by Workcred, to assist institutions in embedding industry-recognized certifications in new degree programs. Join this session to hear about the roll out of the new programs and lessons learned throughout the process.

**Karen Solomon**, *Higher Learning Commission*  
**Colette Atkins**, *Kirkwood Community College*  
**Isabel Cardenas-Navia**, *Workcred*  
**Eduardo Suniga**, *Delta College*  
**Kevin Vaccaro**, *Moraine Valley Community College*

### C-6 - HLC's Next Strategic Plan: Opportunities and Challenges post-EVOLVE 2025

**Regency A** Ballroom Level Hyatt | West Tower

#### HLC SESSION

Join a conversation about the direction of HLC! This listening session will have HLC staff and board members facilitating a conversation about the trends in higher education and the opportunities and challenges that HLC may tackle in the years ahead.

**Eric Martin**, *Higher Learning Commission*  
**Heather Berg**, *Higher Learning Commission*

### Leading and Managing for the Future

### C-7 - Articulation Agreements: Meeting Student Interest and Strategic Goals

**Michigan 1** Concourse Level Hyatt | East Tower

#### INSTITUTIONAL SESSION

In the turbulent higher education landscape, institutions must collaborate to create affordable degree completion pathways while creating strategic opportunities for increased enrollment and financial stability. Two mission similar institutions worked together to create undergraduate to graduate pathways that promote student success, retention, and accomplish institutional strategic initiatives.

**Lynn Kilburg**, *St. Ambrose University*  
**Sara Glover**, *Loras College*

### Institutional Experiences with Accreditation

### C-8 - Communication, Preparation, and Confidence: Keys to a Successful Site Visit

**Regency C** Ballroom Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

Southern Arkansas University successfully transitioned from AQIP to the Open Pathway in 2018, culminating in a site visit and reaffirmation of accreditation in November 2022. The University's Quality Leadership Team will share visit preparation strategies and tactics, along with lessons learned from a post-visit campus survey.

**Brian Logan**, *Southern Arkansas University*  
**Jennifer Rowsam**, *Southern Arkansas University*  
**Gerald Plumlee**, *Southern Arkansas University*

### Leading and Managing for the Future

### C-9 - Developing Department Leaders: Preparing New and Future Leaders

**Zurich E-G** First Floor Swissôtel

#### INSTITUTIONAL SESSION

New department leaders often have little preparation for their roles. New department chairs attend our campus-based Chairs Academy, focused on the nuts-and-bolts of department leadership. It also familiarizes department leaders with campus personnel and processes. This presentation provides a model for institutions wishing to create campus-based department leadership development programs.

**Luis Montes**, *University of Central Oklahoma*  
**Elizabeth Maier**, *University of Central Oklahoma*  
**Katrina Lacher**, *University of Central Oklahoma*

### Leading and Managing for the Future

### C-10 - From Challenges to Opportunities: Navigating Higher Education's Top Business Issues

**Vevey** Second Floor Swissôtel

#### VIEWPOINT PRESENTATION

With input from business officers from institutions across the country, the National Association of College and University Business Officers (NACUBO) identified the most pressing higher education business issues. Examine these issues and share how your institution is navigating the current landscape. Differing missions, values, cultures, and data suggest strategies are diverse.

**Susan Scroggins**, *Valparaiso University*  
**Randy Roberson**, *NACUBO*

### Institutional Experiences with Accreditation

### C-11 - How a Center for Teaching and Learning Supports Accreditation

**Crystal A** Lobby Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

The presenters of this session will describe how Mohave Community College's Center for Teaching and Learning (CTL) developed as a hub of support for college's instructional and accreditation activities and leverage the expertise and work of the CTL staff to achieve positive accreditation outcomes.

**Danette Bristle**, *Mohave Community College*  
**Abigail Jaimes-Gomez**, *Mohave Community College*

10:30 a.m. – 11:15 a.m. continued

### Promoting Student Success

#### C-12 - Navigating White Waters: Generation Z (Un)traditional College Transition

**Montreux** Second Floor Swissôtel

##### INSTITUTIONAL SESSION

Over the last few years, Generation Z, along with the rest of the world's lives were disrupted due to the pandemic, social justice unrest, and a polarizing political environment. Higher education institutions must develop a clear understanding of the lived experience of this generation as they return to college campuses.

**Patrick Turner**, *New Mexico State University*

### Academies

#### C-13 - Improving Learning: Lessons from an Assessment Academy Scholar and Mentor

**Water Tower** Concourse Level Hyatt | West Tower

##### HLC SESSION

In this session, participants will learn and share best practices for developing, implementing and sustaining assessment processes to improve student learning. Led by an experienced mentor and scholar from the HLC's Assessment

Academy, strategies for successful assessment programs will be highlighted. The presenters will also share advice for addressing common assessment challenges facing institutions.

**Susan Murphy**, *Central New Mexico Community College*  
**Julie Furst-Bowe**, *Arkansas Tech University*

### Promoting Student Success

#### C-14 - Visibility of Values: Critical Components for Native Student Success

**Crystal C** Lobby Level Hyatt | West Tower

##### VIEWPOINT PRESENTATION

This session focuses on promising transformation strategies, and building connections to support Native student success across institutions. We will discuss our initiatives and learnings on how aligning strategic enrollment management components, operating capacity and retention practices creates opportunity for small, rural colleges with values-based missions foundational in their approaches.

**Lisa Silverstein**, *American Indian College Fund*  
**Jana Hanson**, *American Indian Higher Education Consortium*  
**Tiffany Gusbeth**, *American Indian College Fund*

11:30 a.m. – 12:15 p.m.

#### C-15 - FEATURED: New Route to Student Success: Presidents and Boards Together

**Grand Ballroom D** Ballroom Level Hyatt | East Tower

Improved student success outcomes undergird the outcomes both presidents and boards seek: improved institutional viability, morale, revenues, reputation, satisfaction, athletics, retention and completion. So how can we bring presidents and boards together in pursuit of student success? A president, board chair, and a thought leadership team will share their experiences.

**John N. Gardner**, *John N. Gardner Institute for Excellence in Undergraduate Education*  
**Victoria McGillin**, *The Gardner Institute*  
**Lori Gonzalez**, *Ohio University*  
**Kevin Reilly**, *University of Wisconsin System*  
**Aaron Thompson**, *Kentucky Council on Postsecondary Education*  
**Peggy Viehweger**, *Ohio University*

#### C-16 - HLC and Other Recognized Accreditors and Agencies

**Regency D** Ballroom Level Hyatt | West Tower

##### HLC SESSION

An overview of how HLC views other accreditor and agency actions in relation to HLC standards.

**Zach Waymer**, *Higher Learning Commission*  
**Tom Bordenkircher**, *Higher Learning Commission*  
**Sarah Hallett**, *Higher Learning Commission*



### C-17 - HLC Updates for Accreditation Liaison Officers

**Crystal B** Lobby Level Hyatt | West Tower

#### HLC SESSION

In this session for new and experienced ALOs, presenters address a variety of topics, including the Institutional Status and Requirements Report (ISR), Canopy, and new information about distance delivery, Pell-Eligible Prison Education Programs, additional locations, and more.

**Pat Newton-Curran**, *Higher Learning Commission*  
**Linnea Stenson**, *Higher Learning Commission*

### C-18 - New Credential Models and Institutional Transformation: Field Case Studies

**Grand Ballroom F** Ballroom Level Hyatt | East Tower

#### HLC SESSION

Panelists will share effective practices, challenges, and strategic institutional approaches designed to offer alternative credentials in support of student success and workforce and economic development. Discussion will touch upon faculty engagement, policies, academic integration and integrity, co-designing credential programs with employers and industries, and participation in state and national initiatives.

**Melanie Booth**, *Higher Learning Commission*  
**Mickey Jack**, *Oklahoma City Community College*  
**Michael Lorenz**, *Purdue Global*  
**Laura Pedrick**, *University of Wisconsin-Milwaukee*

#### First Time Attendees

### C-19 - The Open Pathway

**Regency A** Ballroom Level Hyatt | West Tower

#### HLC SESSION

This presentation will review the activities and events that take place on the Open Pathway, addressing the eligibility factors that permit institutions to participate in this pathway, the Quality Initiative process, the unique qualities of the Year 4 Assurance Review and the Year 10 comprehensive evaluation.

**Andrew Lootens-White**, *Higher Learning Commission*

#### First Time Attendees

### C-20 - The Standard Pathway

**Regency C** Ballroom Level Hyatt | West Tower

#### HLC SESSION

Interested in learning the basics about the Standard Pathway? This session will review various elements of the 10-year cycle and requirements for maintaining accreditation.

**Karen Solomon**, *Higher Learning Commission*

#### Teaching and Learning in a Changed Environment

### C-21 - Building an Assessment Culture

**Regency B** Ballroom Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

In this session, we will highlight challenges, successes, and plans for improvement with assessment. We will examine curriculum and assessment committee strategies, leveraging technology to increase efficiency, and the role of leadership across the campus in positively shifting assessment culture.

**Randy Van Wagnen**, *Washtenaw Community College*  
**Jessica Hale**, *Washtenaw Community College*

#### Promoting Student Success

### C-22 - First Year Experience Course: Help or Hindrance

**Crystal A** Lobby Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

In-depth analysis of Lakeland Community College's First Year Experience course revealed that it may unintentionally be operating as a barrier to persistence and completion. We will examine how this may have happened and what the college is doing to ensure the course functions as a vehicle for student success.

**Laura Barnard**, *Lakeland Community College*  
**Rick Amster**, *Lakeland Community College*  
**Stephanie Brown**, *Lakeland Community College*

#### Institutional Experiences with Accreditation

### C-23 - From Sanction to Distinction

**Crystal C** Lobby Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

Black River Technical College (BRTC) was placed on probation in February 2017. Following considerable effort, BRTC was removed from sanction in March 2019, and the college's most recent review resulted in reaffirmation with no interim monitoring. Presenters will share the process by which BRTC navigated from sanction.

**Sissy Gray**, *Black River Technical College*  
**Martin Eggensperger**, *Black River Technical College*  
**Jason Smith**, *Black River Technical College*

11:30 a.m. – 12:15 p.m. continued

### Leading and Managing for the Future

#### C-24 - Health of Program Review: Change Makers With Vision and Agility

**Zurich E-G** First Floor Swissôtel

##### INSTITUTIONAL SESSION

Franklin University has created and implemented the Health of Program (HoP), a visionary and agile program review system, to foster engagement, transparency and accountability among institutional stakeholders. We will shed light on the crucial change management strategies that are fundamental for ensuring the sustained success and effectiveness of HoP.

**Yuerong Sweetland**, *Franklin University*  
**Kelly Evans-Wilson**, *Franklin University*  
**Alyncia Bowen**, *Franklin University*

### Promoting Student Success

#### C-25 - More Than Just a Number: Promoting Inclusion in Data Collection

**Grand Hall J** Ballroom Level Hyatt | East Tower

##### INSTITUTIONAL SESSION

Individuals from underrepresented populations can feel overlooked on college campuses because of the “low n” issue, i.e., not enough people on campus to warrant reporting. Using a CRT framework, this session will review ways in which data analysts can provide voice to underrepresented groups in an ethical and meaningful way.

**Mitsu Narui**, *Ohio State University*

### Leading and Managing for the Future

#### C-26 - Shared Governance and the Impact on Student Debt Levels

**Montreux** Second Floor Swissôtel

##### INSTITUTIONAL SESSION

Institutional expenses, tuition, and student debt levels are rising in higher education and are a major concern. Accountability and a functioning shared governance between the Executive team and the Board of Trustees are critical in keeping institutional expenses, student tuition, and graduate debt levels in check.

**Jodi Feikema**, *American College of Education*  
**Geordie Hyland**, *American College of Education*  
**Jeri Nowakowski**, *American College of Education*

### Teaching and Learning in a Changed Environment

#### C-27 - Social Support and Personalized Learning in BSN Education

**Michigan 1** Concourse Level Hyatt | East Tower

##### INSTITUTIONAL SESSION

This presentation supports the goal of equitable education for all and improved licensure pass-rates, through a Social Determinants of Learning (SDOL) framework and an AI-driven personalized learning platform that promotes content mastery in a BSN curriculum and provides relearning resources across the curriculum when content mastery is not achieved.

**Ilse Wallace**, *Chamberlain University*  
**Patricia Esparza Ferguson**, *Chamberlain University*

12:15 p.m. – 1:30 p.m.

### Sunday Luncheon

*(Pre-Registration Required)*

**Riverside Hall** Exhibit Level Hyatt | East Tower

### C-28 - **FEATURED: Washington Update**

**Grand Ballroom D** Ballroom Level Hyatt | East Tower

Join Jon Fansmith for a federal legislative and regulatory update focused on the latest developments in higher education. Topics will include priority issues for federal policymakers and what to expect ahead of the 2024 election.

**Jon Fansmith**, *American Council on Education*

### C-29 - **Achieving Organizational Success through Agile Principles and Practices**

**Grand Hall J** Ballroom Level Hyatt | East Tower

#### HLC SESSION

Join HLC and Americaneagle.com to learn about organizational agility, agile practices, and how to go from good to great applying these concepts to all aspects of your institution's work. HLC will share its journey to becoming an agile, data-driven organization, along with insights and recommendations for your own agile transformation.

**Jon Davenport**, *Higher Learning Commission*

**Vince Coraci**, *Higher Learning Commission*

**Landon De Pasquale**, *Americaneagle.com*

#### First Time Attendees

### C-30 - **Criteria for Accreditation: Criteria 1 and 2**

**Grand Ballroom F** Ballroom Level Hyatt | East Tower

#### HLC SESSION

This session will provide a brief overview of Criteria 1 & 2, discussing their context and evidentiary examples, informed by a peer review perspective.

**Anthea Sweeney**, *Higher Learning Commission*

**Rex Ramsier**, *University of Akron*

### C-31 - **Key Insights: Team Determinations for Comprehensive Evaluations**

**Grand Ballroom B** Ballroom Level Hyatt | East Tower

#### HLC SESSION

This presentation provides highlights from a retrospective analysis of HLC comprehensive evaluations, including observations on the reasons teams used to determine when Core Components were met with concerns or not met, as well as the most cited Core Components of the Criteria for Accreditation.

**Hoa Khuong**, *Higher Learning Commission*

#### First Time Attendees

### C-32 - **Substantive Change: Part One**

**Zurich A-D** First Floor Swissôtel

#### HLC SESSION

Intended for institutional representatives who are new to substantive change, this presentation will cover various aspects of substantive change including review processes, screening forms, application overview, off-campus activities, official letter process and more.

**Stephanie Kramer**, *Higher Learning Commission*

**Tom Bordenkircher**, *Higher Learning Commission*

**Tamas Horvath**, *Higher Learning Commission*

#### Teaching and Learning in a Changed Environment

### C-33 - **AI / ChatGPT 202**

**Zurich E-G** First Floor Swissôtel

#### INSTITUTIONAL SESSION

AI / ChatGPT 202 is designed to engage attendees who are familiar with AI basics in a discussion about specific AI implementations in academic and administrative processes. This will include AI policy examples, training opportunities for AI, use of AI in grant applications, marketing, HR, and similar topics.

**Bob Haas**, *Marion Technical College*

**Jonathan Dryden**, *Lorain County Community College*

**Kelly Gray**, *North Central State College*

#### Institutional Experiences with Accreditation

### C-34 - **Beyond the Comprehensive: Strategies for Ongoing Campus Engagement in Accreditation**

**Regency B** Ballroom Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

The presentation explores a lean, multi-level campus engagement strategy. By the end of the session, participants will: 1. Analyze Kotter's Change Management Theory for campus-specific engagement of institutional accreditation efforts given their institution's context. 2. Identify informal and formal strategies to promote a continuous improvement mindset across campus.

**Catherine Golden**, *Purdue University*

**Anne Weiss**, *Purdue University*

### Leading and Managing for the Future

#### C-35 - CEO Transition: Maintaining Optimum Governance to Forge Ahead Effectively

**Crystal A** Lobby Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Given the exodus of CEOs in the academy coupled with a shrinking service tenure, Southeastern Illinois College turned inside to find its next CEO in a multi-year process. Presenters will describe the choices the Board faced and how they laid a foundation for success leading up to the announcement.

**Jonah Rice**, *Southeastern Illinois College*  
**Karen Weiss**, *Southeastern Illinois College*  
**Frank Barbre**, *Southeastern Illinois College*

### Institutional Experiences with Accreditation

#### C-36 - Cost Study: Academic Departments

**Regency C** Ballroom Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Developing an actionable program cost analysis is critical to decision making. The Grand Rapids Community College Academic Cost Study is a discipline-level, comparative analysis of enrollment/section management and direct revenue/expenses. It provides current information and historical trends for insights about program costs, productivity and resource allocation to support strategic academic decisions.

**Todd Hurley**, *Grand Rapids Community College*  
**Lisa Freiburger**, *Grand Rapids Community College*  
**Sheila Jones**, *Grand Rapids Community College*

### Promoting Student Success

#### C-37 - Quality Initiative: Promoting Success in Gateway Courses for All Students

**Regency D** Ballroom Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Learn about a 3-year Quality Initiative project to improve student success and reduce equity gaps in gateway courses. Employing a shared leadership model for maximizing institutional engagement, the presenters will share their institutional process for assessing, improving and modifying approaches in gateway courses to support higher levels of student success.

**Nichole Knutson**, *Northern Illinois University*

### Promoting Student Success

#### C-38 - Reimagining Assessment with Visualization and Assessment Stories

**Crystal B** Lobby Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Delta College assessment strategies connect four types of student learning outcomes: institutional, academic programs, general education, and co-curricular into one system using the Delta Assessment Dashboard. The Dashboard is evolving and will align information flow from advisory boards, program review processes, BEDI projects, and program accreditation.

**Reva Curry**, *Delta College*  
**Toni Clegg**, *Delta College*

### Teaching and Learning in a Changed Environment

#### C-39 - Student Success Through Trauma-Informed Pedagogy at a Tribal College

**Crystal C** Lobby Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Trauma profoundly impacts learning. Trauma-informed pedagogy involves recognizing trauma signs, such as physical, emotional, and cognitive indicators. Identifying these signals enables empathetic responses and the implementation of strategies to foster success and well-being. This presentation introduces trauma-informed pedagogy principles and explores their outcomes in a tribal college setting.

**Dianna Dekelaita-Mullet**, *Navajo Technical University*  
**Alex Tallant**, *Navajo Technical University*

### Leading and Managing for the Future

#### C-40 - The Chief Data Officer Role: Improving Data Literacy and Capacity

**Regency A** Ballroom Level Hyatt | West Tower

##### VIEWPOINT PRESENTATION

The AIR Statement of Aspirational Practice for IR called for leadership for the IR function; this role is now called the Chief Data Officer (CDO). Come learn how your institution can adopt this valuable role by utilizing expertise that already exists on campus.

**Darlana Jones**, *Association for Institutional Research*

**First Time Attendees**

**C-41 - Criteria for Accreditation: Criterion 5**

**Zurich A-D** First Floor Swissôtel

**HLC SESSION**

This session will provide a brief overview of Criterion 5 discussing its content, context and intent. Attendees are encouraged to watch the more in-depth, pre-recorded Criterion 5 presentation available on HLC's website before attending this session and come with questions for the presenter.

**Tom Bordenkircher**, *Higher Learning Commission*

**C-42 - Graduate Education: Considerations for Program Development**

**Grand Ballroom D** Ballroom Level Hyatt | East Tower

**HLC SESSION**

Thinking about starting a graduate program for the first time, or moving from master's to doctoral level programs? Join this session for an overview of the elements necessary for proposing and offering high-quality, rigorous graduate education.

**Jamie Stanesa**, *Higher Learning Commission*  
**Stephanie Brzuzy**, *Higher Learning Commission*

**C-43 - HLC Peer Corps: What It Is and How to Apply**

**Regency A** Ballroom Level Hyatt | West Tower

**HLC SESSION**

In this session, HLC staff will introduce the role of the HLC Peer Corps and expectations for peer reviewers. The application, selection, and training process for new peer reviewers will also be presented.

**Allison Langford**, *Higher Learning Commission*  
**Denise Clark**, *Higher Learning Commission*

**C-44 - The Whole Story: The Importance of Cocurricular Assessment in Demonstrating Student Learning**

**Grand Ballroom F** Ballroom Level Hyatt | East Tower

**HLC SESSION**

Learning takes place inside and outside the classroom – so why only assess the formal curriculum? Why tell only half the story? Attend this session to hear from two institutions that recognized the importance of cocurricular assessment in demonstrating what their students are learning and discover how they drew from curricular assessment processes to develop an integrated cocurricular assessment process that works for them.

**Destiny Quintero**, *Higher Learning Commission*  
**Angela Felix**, *Maricopa Community Colleges-Rio Salado Community College*  
**Lisa-Marie Norris**, *University of Arkansas-Fort Smith*

**C-45 - Tracking and Reporting Changes to Existing Academic Programs**

**Zurich E-G** First Floor Swissôtel

**HLC SESSION**

HLC policy and federal regulations require that institutions notify HLC of certain changes to existing academic programs. This panel will review HLC requirements and feature representatives from institutions who will share their methods for tracking programmatic changes over time so that timely notification to HLC can be made when required.

**Andrew Lootens-White**, *Higher Learning Commission*  
**Jill Russell**, *University of Nebraska at Omaha*  
**Susan Perry**, *Kent State University*  
**Victoria Steel**, *Columbia College*

**Teaching and Learning in a Changed Environment**

**C-46 - AI in Education: Boosting Literacy and Integrity Through Collaboration**

**Vevey** Second Floor Swissôtel

**INSTITUTIONAL SESSION**

Grand Canyon University (GCU) has embarked on a comprehensive initiative to foster AI literacy across its entire community. This presentation will unveil GCU's new model that encourages interdepartmental collaboration, illustrate our collective efforts in AI implementation, and elucidate our robust academic integrity policies that harmonize AI use with educational objectives.

**Breanna Naegeli**, *Grand Canyon University*  
**Rick Holbeck**, *Grand Canyon University*

**Leading and Managing for the Future**

**C-47 - Assessing Assessment: How to Jump-Start Enthusiasm!**

**Grand Hall J** Ballroom Level Hyatt | East Tower

**INSTITUTIONAL SESSION**

This presentation discusses our process of re-energizing faculty and staff for assessment of student learning through a series of campus listening sessions with an assessment consultant and institutional reflection. We share our institution's "assessment pain points" including our revitalized assessment plan for meaningful institutional change.

**Gail Jensen**, *Creighton University*  
**Guy McHendry**, *Creighton University*  
**Marie Baehr**, *Coe College*

## Institutional Experiences with Accreditation

### Academies

#### C-48 - Building a Mission-Driven, Coherent and Sustainable Assessment Protocol

Montreux | Second Floor | Swissôtel

#### INSTITUTIONAL SESSION

A small liberal arts college leverages an Interim Report on assessment to engage undergraduate faculty and administrators in building a new mission-driven assessment protocol. Participation in the Assessment Academy provided the scaffolding for this collaborative endeavor. Lessons learned during a two-year pilot for implementing a more coherent and sustainable protocol.

**John Szukalski**, *Divine Word College*

**Yasmin Rioux**, *Divine Word College*

### Leading and Managing for the Future

#### C-49 - MBA Program Redesign: A Responsive Model Built for Growth

Crystal A | Lobby Level | Hyatt | West Tower

#### INSTITUTIONAL SESSION

Learn about the process for revision, implementation, and growth of the Herberger Business School's MBA program. The program features an innovative curriculum structure with flexible learning paths to meet individual student learning needs and goals, new marketing partnerships, a reimagined admission process, and a new student support structure.

**Matt Trombley**, *Herberger Business School, St. Cloud State University*

**Katherina Pattit**, *St. Cloud State University*

### Promoting Student Success

#### C-50 - Predictive Analytics: Leveraging Data to Enhance Enrollment and Student Success

Crystal B | Lobby Level | Hyatt | West Tower

#### INSTITUTIONAL SESSION

In the last half-decade, Johnson County Community College pursued implementing cutting-edge predictive analytics to enhance student success. This presentation delves into scientific methods and models meticulously crafted, unearthing invaluable insights into student outcomes. These insights played a pivotal role in informing decisions regarding enrollment, advising, and other critical support services.

**John Clayton**, *Johnson County Community College*

**Connor Nyberg**, *Johnson County Community College*

**Alex Wells**, *Johnson County Community College*

## Teaching and Learning in a Changed Environment

#### C-51 - Ready Student One! Game-based Higher Education Course in Virtual Reality

Crystal C | Lobby Level | Hyatt | West Tower

#### INSTITUTIONAL SESSION

A higher education course as a Game-Based Learning (GBL) experience utilizing cutting edge Virtual Reality (VR) technology and Method of Loci (ML). A meta-analysis of current research was done to guide the build. The presentation explores the positive impact on learning. A research study was also integrated into the course.

**Robert Jesiolowski**, *Indiana Wesleyan University*

**Monique Jesiolowski**, *Indiana Wesleyan University*

**Mike Jones**, *Indiana Wesleyan University*

### Promoting Student Success

#### C-52 - The 4P Model to Support Adult Learner Access and Success

Regency D | Ballroom Level | Hyatt | West Tower

#### INSTITUTIONAL SESSION

UNO's Division of Continuing Studies excels in serving adult learners. The 4P Model – People, Policies, Practices, Programs – is utilized to foster an inclusive learner ecosystem and guide organizational improvement. Learn how to leverage this adaptable, holistic approach to support learners, optimize policies, refine practices, and tailor programs.

**Christine Billings**, *University of Nebraska at Omaha*

**April Paschall**, *University of Nebraska at Omaha*

## Institutional Experiences with Accreditation

#### C-53 - The Year 4 Comprehensive Evaluation Experience: A Panel Presentation

Regency C | Ballroom Level | Hyatt | West Tower

#### INSTITUTIONAL SESSION

Attend this panel session to get insights from institutional representatives on the experience of going through the Year 4 Standard Pathway Comprehensive Evaluation process.

**Jennifer Miller**, *Simpson College*

**Kelly Evans-Wilson**, *Franklin University*

**Daniel Ringrose**, *Minot State University*

**Johnathan Tedesco**, *Lake Erie College*

## Institutional Experiences with Accreditation

#### C-54 - The Year 10 Comprehensive Evaluation Experience: A Panel Presentation

Regency B | Ballroom Level | Hyatt | West Tower

#### INSTITUTIONAL SESSION

Attend this panel session to get insights from institutional representatives on the experience of going through the Year 10 Comprehensive Evaluation process.

**Alan Borcharding**, *Concordia Seminary*

**Shawna Herwick**, *Southeast Community College Area*

**Danette Johnson**, *Kalamazoo College*

**Jan Smith**, *Pittsburg State University*



3:15 p.m. – 3:45 p.m.

### Networking Break and Expo

<b>Grand Hall and Expo</b>	Ballroom Level	Hyatt   East Tower
<b>International Suites</b>	Ballroom Level	Hyatt   West Tower
<b>Zurich Foyer</b>	First Floor	Swissôtel

3:45 p.m. – 4:30 p.m.

### C-55 - Analytics for Student Success: Opportunities and Challenges for IR/IE Practitioners

**Crystal C** Lobby Level Hyatt | West Tower

#### HLC SESSION

In this interactive table discussion session, we will explore opportunities, challenges, and strategies for institutional research (IR), institutional effectiveness (IE), assessment, and planning professionals to empower their institutions with data and analytics to improve student success.

**Hoa Khuong**, *Higher Learning Commission*  
**Darlana Jones**, *Association for Institutional Research*

### C-56 - Curating Information to Foster Consumer Awareness in Higher Education

**Grand Ballroom F** Ballroom Level Hyatt | East Tower

#### HLC SESSION

This session will explore opportunities for members of the Triad to work together and with others to meaningfully curate information about higher education in order to foster consumer awareness and consumer protection.

**Marla Morgen**, *Higher Learning Commission*  
**Scott Cheney**, *Credential Engine, Inc.*  
**Ken Sauer**, *Indiana Commission for Higher Education*

### C-57 - Member Education and Training at HLC: A Commitment to Quality Improvement

**Grand Hall J** Ballroom Level Hyatt | East Tower

#### HLC SESSION

As a value – and commitment – to its members, HLC offers a wide range of education and training opportunities to help institutions prepare for evaluations and improve the quality of education they offer. Attend this session to learn about

HLC's framework for educating and training its members and talk with program leaders about their approaches to promoting knowledge and skill development around the most pressing issues in higher education.

**Claire Berkley**, *Higher Learning Commission*  
**Kim Davis**, *Higher Learning Commission*  
**Destiny Quintero**, *Higher Learning Commission*

### C-58 - Office Hours with Liaisons: Bordenkircher and Lootens-White

**Zurich E-G** First Floor Swissôtel

#### HLC SESSION

Drop in to this informal Q&A session to ask general questions of HLC staff liaisons.

**Andrew Lootens-White**, *Higher Learning Commission*  
**Tom Bordenkircher**, *Higher Learning Commission*

### C-59 - Office Hours with Liaisons: Brzuzy and Stanesa

**Grand Ballroom D** Ballroom Level Hyatt | East Tower

#### HLC SESSION

Drop in to this informal Q&A session to ask general questions of HLC staff liaisons.

**Stephanie Brzuzy**, *Higher Learning Commission*  
**Jamie Stanesa**, *Higher Learning Commission*

### C-60 - Office Hours with Liaisons: Stenson and Sweeney

Zurich A-D First Floor Swissôtel

#### HLC SESSION

Drop in to this informal Q&A session to ask general questions of HLC staff liaisons.

**Linnea Stenson**, *Higher Learning Commission*  
**Anthea Sweeney**, *Higher Learning Commission*

### Institutional Experiences with Accreditation

#### Academies

### C-61 - Assessment is Hard and that's OK: An Assessment Academy Experience

Michigan 1 Concourse Level Hyatt | East Tower

#### INSTITUTIONAL SESSION

Central New Mexico Community College's participation in the Assessment Academy led to a streamlined process for assessing program and general education outcomes. Prioritizing constructive use of data, the approach aims to go beyond compliance, focusing on improvement. We share faculty insights from the pilot, emphasizing challenges, engagement, and implementation strategies.

**Kristen Ferris**, *Central New Mexico Community College*  
**Judith Tomasson**, *Central New Mexico Community College*

### Leading and Managing for the Future

### C-62 - Campus Planning with Limited Resources

Crystal B Lobby Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

Learn how a small institution developed and implemented an internal version of a Campus Vision Plan. Processes for utilizing data and feedback to prioritize projects and related costs, establishing goals based on internal input, a timeline for implementation, and identifying various methods of financial support will be discussed.

**Lisa Kirmer**, *Flint Hills Technical College*  
**Mike Crouch**, *Flint Hills Technical College*

### Teaching and Learning in a Changed Environment

### C-63 - Culture of Inquiry: Creating Curricular and Co-Curricular Assessment Synergy

Vevey Second Floor Swissôtel

#### INSTITUTIONAL SESSION

Develop a culture where Academic and Student Affairs work together to improve processes in a student-centered atmosphere by following curiosities and documenting trends. Create a flexible and informative unified assessment collection tool for curricular and co-curricular outcomes to encourage data-driven decisions. Explore methods of providing transparent and accessible assessment data.

**John Stahl**, *Lake Michigan College*  
**Kristopher Zook**, *Lake Michigan College*  
**Melissa Grau**, *Lake Michigan College*

### Teaching and Learning in a Changed Environment

### C-64 - Gateway Course Redesign for Equity and Success: A Replicable Model

Grand Ballroom B Ballroom Level Hyatt | East Tower

#### INSTITUTIONAL SESSION

Capital University and the Gardner Institute will present a case study of a multi-year multi-course faculty led task force driven process to redesign first- and second-year gateway courses at Capital. They will discuss the implementation process, lessons learned, initial results, and next actions associated with the large-scale campus process.

**Jody Fournier**, *Capital University*  
**Brent Drake**, *Gardner Institute*  
**Deanna Wagner**, *Capital University*

### Institutional Experiences with Accreditation

### C-65 - Guess We're Not Done Writing Yet: Navigating Interim Reports

Regency C Ballroom Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

Dakota College at Bottineau received four Met with Concerns following its 10-year Comprehensive Evaluation resulting in the need to submit three interim reports on faculty qualifications, co-curricular assessment, and institutional effectiveness. This presentation walks through a two-year period of preparation and submission, from HLC Team Report to completion of the interim reports.

**Lexi Kvasnicka-Gates**, *Dakota College at Bottineau*  
**Kayla O'Toole**, *Dakota College at Bottineau*  
**Linda Burbidge**, *Dakota College at Bottineau*

## Visit the Share Fair!

See page 9 for details.

3:45 p.m. – 4:30 p.m. continued

### Leading and Managing for the Future

#### C-66 - The Journey to Higher Ground: Leading Through Change

**Crystal A** Lobby Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Colleges and Universities experienced sharp enrollment declines as the result of the pandemic, exacerbated by public division, and declining confidence in higher education. To avoid an impending fiscal crisis, we applied three primary strategies: rebuilding our campus community, establishing pedagogical innovation, and implementing adaptive restructuring.

**Lori Montalbano**, *Indiana University-Purdue University Indianapolis*

**Reinhold Hill**, *Indiana University-Purdue University Columbus*

**Joan Poulsen**, *Indiana University-Purdue University Indianapolis*

### Institutional Experiences with Accreditation

#### C-67 - Utilizing Institutional Cross-Functional Charter Teams for Evidence Artifact Discovery

**Regency B** Ballroom Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Northcentral Technical College discusses the formation of cross-functional charter teams drawn from departments across the institution to uncover artifacts for the Assurance Report. By leveraging interdisciplinary expertise, these teams promise a comprehensive and efficient approach to evidence collection, promoting an agile, collaborative culture within the institution. Process, challenges, and results are discussed.

**Emily Stuckenbruck**, *Northcentral Technical College*

### S-1 - Regulatory Update for Higher Education Institutions

**Regency A** Ballroom Level Hyatt | West Tower

##### SHOWCASE PRESENTATION

Husch Blackwell attorneys take a high-level look at federal regulatory changes and current issues that impact campuses. Note that this is a high-level presentation on federal regulatory requirements for higher education institutions and is not a discussion of HLC's Federal Compliance filing or review during the accreditation process.

**Hayley Hanson**, *Husch Blackwell*

**Lisa Parker**, *Husch Blackwell*

**HUSCH  
BLACKWELL**

### S-2 - Can AI Write This? Exploring Accreditation's Biggest Yes and No Answer

**Regency D** Ballroom Level Hyatt | West Tower

##### SHOWCASE PRESENTATION

Institutions want to write meaningful and compliant accreditation self-studies. Self-study writers want to balance the responsibilities of this resource-intensive activity by leveraging technology. This presentation explores the possibility of using predictive artificial intelligence as a tool to make writing a self-study more efficient.

**Glenn Allen Phillips**, *Watermark Insights*

 **watermark**

4:30 p.m. – 5:15 p.m.

### HLC Credential Lab Meet and Greet

**Roosevelt 3AB** Concourse Level Hyatt | East Tower

##### HLC SESSION

HLC's Credential Lab is a newly formed innovation hub that supports institutions and learners in navigating the complex and growing ecosystem of alternative postsecondary credentials. Stop by and casually connect with some of the staff and leaders involved in this new initiative; share your questions or suggestions; or just say hello!

# General Program

## Monday, April 15

### Monday, April 15

## Day at a Glance

7:30 a.m.–8:45 a.m.

**Complimentary Continental Breakfast**

Sponsored in part by



9:00 a.m.–10:00 a.m.

**Keynote: The Future of Education and Training**

**Daniel Susskind**, *King's College London*

10:00 a.m.–10:30 a.m.

**Networking Break and Expo**

10:30 a.m.–12:15 p.m.

**WORKSHOP: Providing Evidence Within the Context of Your Institution**

10:30 a.m.–12:15 p.m.

**Concurrent Sessions**

11:30 a.m.–12:15 p.m.

**FEATURED: Thinking Through Your Data Strategy**

12:15 p.m.–1:15 p.m.

**Lunch With Tribal College Representatives**

*(Pre-Registration Required, Tribal Colleges Only)*

1:30 p.m.–3:15 p.m.

**Concurrent Sessions**

1:30 p.m.–2:15 p.m.

**FEATURED: The Privileged Poor: How Elite Colleges Are Failing Disadvantaged Students**

3:15 p.m.–3:45 p.m.

**Networking Break and Expo**

3:45 p.m.–4:30 p.m.

**Concurrent Sessions**

Monday, April 15

## General Program Schedule

7:30 a.m. – 8:45 a.m.

### Continental Breakfast

**Riverside Hall** Exhibit Level Hyatt | East Tower

Sponsored in part by



Start your day with a complimentary breakfast in Riverside Hall.

9:00 a.m. – 10:00 a.m.



### Keynote: The Future of Education and Training

**Grand Ballroom** Ballroom Level Hyatt | East Tower

Every day, we hear stories of new technologies taking on tasks and activities that, until recently, we thought only human beings could ever do: making medical diagnoses and driving cars, drafting legal contracts and designing buildings, composing music and writing news reports. To prepare people for the future of work, we have to radically re-think our education system: transforming 'what' we teach, 'how' we teach, and 'when' we teach.

**Daniel Suskind**, *King's College London*

#### Overflow locations for Keynote:

**Regency A-D** Ballroom Level Hyatt | West Tower

**Crystal A-C** Lobby Level Hyatt | West Tower

10:00 a.m. – 10:30 a.m.

### Networking Break and Expo

**Grand Hall and Expo** Ballroom Level Hyatt | East Tower

**International Suites** Ballroom Level Hyatt | West Tower

**Zurich Foyer** First Floor Swissôtel

10:30 a.m. – 12:15 p.m.

### C-68 - **WORKSHOP: Providing Evidence Within the Context of Your Institution**

**Crystal C** Lobby Level Hyatt | West Tower

#### WORKSHOP

To demonstrate an institution is meeting HLC's Criteria for Accreditation, compelling evidence must be provided. This workshop will help participants consider sources of evidence for supporting an Assurance Argument. **Note:** *This workshop is based on HLC's current criteria for accreditation, not the newly proposed criteria that will take effect in September 2025.*

**Rita Gulstad**, *Central Methodist University*  
**Brad Piazza**, *Waukesha County Technical College*

10:30 a.m. – 11:15 a.m.

### C-69 - **Building Incremental and Stackable Credentials to Transform Higher Education**

**Regency D** Ballroom Level Hyatt | West Tower

#### HLC SESSION

Presenters from Colorado and Minnesota will share efforts to develop incremental and stackable credentials based on learning through credit-bearing and non-credit work, including job experience and industry certifications. This includes both states' engagement with Credential As You Go, a national initiative to build a fairer and learner-centered credentialing system.

**Melanie Booth**, *Higher Learning Commission*  
**Rufus Glasper**, *League for Innovation in the Community College*  
**Mary Beth Lakin**, *Minnesota State Colleges and Universities*  
**Chris Rasmussen**, *Colorado Department of Higher Education*  
**Holly Zanville**, *George Washington University; lead, Learn & Work Ecosystem Library*

### C-70 - **From Risk to Closure: HLC's Analysis of Factors Informing Sustainability**

**Regency A** Ballroom Level Hyatt | West Tower

#### HLC SESSION

HLC is continuing to analyze factors that contribute to financial risk and sustainability challenges at member institutions. This session will look at the effect of these challenges on students, data points and patterns related to closure, as well as provide helpful resources for institutions.

**Eric Martin**, *Higher Learning Commission*  
**Deanna McCormick**, *Simpson College*  
**Jamie Stanesa**, *Higher Learning Commission*

#### First Time Attendees

### C-71 - **Substantive Change: Part Two**

**Regency B** Ballroom Level Hyatt | West Tower

#### HLC SESSION

This presentation will provide an overview of HLC's different substantive change applications, documents required to submit complete application, how to navigate the decision process and tracking your substantive change information through Canopy.

**Stephanie Kramer**, *Higher Learning Commission*  
**Tom Bordenkircher**, *Higher Learning Commission*  
**Tamas Horvath**, *Higher Learning Commission*

### C-72 - **The Focused Visit**

**Regency C** Ballroom Level Hyatt | West Tower

#### HLC SESSION

Focused Visits occur between comprehensive evaluations to examine specific aspects of an institution or to follow up on concerns identified by a previous evaluation process. This session will discuss preparation of the institutional report, the focused visit itself, and the decision-making process.

**Linnea Stenson**, *Higher Learning Commission*  
**Steve Eckman**, *York University*

### C-73 - **Using the Assurance System**

**Michigan 1** Concourse Level Hyatt | East Tower

#### HLC SESSION

Whether you are new to the Assurance System or just want a refresher, come to this session for a discussion regarding how the system works from both the institution's and peer reviewer's perspectives. We will allow lots of time for Q&A.

**Jon Davenport**, *Higher Learning Commission*  
**William Mahoney**, *Higher Learning Commission*

**Promoting Student Success**

**C-74 - 2SLGBTQIA+ Success Initiative: Improving Retention, Belonging, Safety for Queer Students**

**Vevey 1-2** Second Floor Swissôtel

**INSTITUTIONAL SESSION**

University of Central Oklahoma's 2SLGBTQIA+ Success Initiative improves retention and success, using Peet's (2017, 2023) Generative Knowledge connect/reflect methods. Session includes an interactive example activity facilitated among attendees. Collaboration between Academic Affairs and Student Affairs helps new students connect and navigate their academic journey. Cohorts 1-5 averaged 23% higher retention.

**Camille Farrell**, *University of Central Oklahoma*  
**Liz Wallace**, *University of Central Oklahoma*

**Teaching and Learning in a Changed Environment**

**C-75 - Crafting an Institutional Response to Artificial Intelligence**

**Grand Hall J** Ballroom Level Hyatt | East Tower

**INSTITUTIONAL SESSION**

This session will provide details about how a mid-sized institution responded to the swift expansion of generative artificial intelligence, including the process and implementation of initial statements/guidelines, method for engaging faculty in discussion and eliciting feedback, and the professional development resources created for support.

**Jonathan Pickering**, *Olivet Nazarene University*  
**Beth Schurman**, *Olivet Nazarene University*

**Teaching and Learning in a Changed Environment**

**C-76 - Focus on Faculty: Michigan's Approach to Reforming Math at Scale**

**Plaza Ballroom** Lobby Level Hyatt | East Tower

**INSTITUTIONAL SESSION**

The Michigan Reconnect Scholarship Act guarantees free community college to students 21 and older. Michigan community colleges must offer co-requisite support for gateway English and mathematics courses. This session will focus on specific tactics used from the state level to the classroom to engage faculty and administrators in scaled reform.

**Jessica Van Slooten**, *Bay de Noc Community College*  
**Kathleen Almy**, *Almy Education*  
**Jenny Schanker**, *Michigan Community College Association*

**Institutional Experiences with Accreditation**

**C-77 - From Interim Reports to the Open Pathway: One Institution's Journey**

**Zurich E-G** First Floor Swissôtel

**INSTITUTIONAL SESSION**

Leaders from Gustavus Adolphus College will discuss how, after years of interim reports, they created processes around assessment, post-tenure review, and program review that both served the college and met HLC's criteria. They will also outline a manageable approach to accreditation that involved campus constituents without over-burdening already stretched offices.

**Sarah Ruble**, *Gustavus Adolphus College*  
**Brenda Kelly**, *Gustavus Adolphus College*  
**Charlie Potts**, *Gustavus Adolphus College*

**C-78 - Interrogating Outcomes of Academic Advising: Aspirational Frameworks and Relevant Research**

**Vevey 3-4** Second Floor Swissôtel

**VIEWPOINT PRESENTATION**

Academic advising is a prominent institutional intervention for students at every level and within every program of study. This session addresses information and evidence related to relevant evaluative frameworks, outcomes research, and actionable steps toward institutional commitment to student success and equitable practices through academic advising interactions and strategies.

**Wendy Troxel**, *Kansas State University*

**Institutional Experiences with Accreditation**

**C-79 - Making Accreditation Part of the Narrative: The ALO's Work**

**Zurich A-D** First Floor Swissôtel

**INSTITUTIONAL SESSION**

Accreditation must be part of the institutional narrative. This presentation will talk about how Community College of Aurora has worked to integrate accreditation into its direction and the work of the College. This has been done strategically through community collaboration and communication.

**Kathryn Skulley**, *Community College of Aurora*  
**Mordecai Brownlee**, *Community College of Aurora*  
**Bobby Pace**, *Community College of Aurora*



10:30 a.m. – 11:15 a.m. continued

### Leading and Managing for the Future

#### C-80 - Shared Governance: Strategies for Creating a Fearless Organization

**Crystal B** Lobby Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Shared governance is essential for institutional resilience and effectiveness; yet is a practice often contested and misunderstood by faculty and senior administrators. Current challenges in higher education require leaders at all levels who can work to navigate organizational change, collaborate and establish what Edmondson calls a fearless organization.

**Mardell Wilson**, *Creighton University*  
**Mary Ann Danielson**, *Creighton University*  
**Sandra Cassidy**, *Rockhurst University*

### Leading and Managing for the Future

#### C-81 - Stepping Up the Program Review Process

**Crystal A** Lobby Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Most of us have established a program review process that meets minimum requirements so now is the time to step up the process. UTTC has revamped its process to more

objectively evaluate programs based on multiple sources of data. Presenters will share how this process reduces bias in decision-making.

**Lisa Azure**, *United Tribes Technical College*  
**Leah Woodke**, *United Tribes Technical College*

### Institutional Experiences with Accreditation

#### C-82 - Surprise Delivery: It's a Nursing Program!

**Montreux** Second Floor Swissôtel

##### INSTITUTIONAL SESSION

How do you navigate a neighboring university's closure and what do you do when local healthcare leaders ask you to take on a nursing program for the benefit of the community? An ALO and Nursing Program Director's retrospective on how we moved a nursing program in approximately 6 months.

**Alexandria Guth**, *Michigan Technological University*

11:30 a.m. – 12:15 p.m.

#### S-3 - Affirmative Action Decision & Anti-DEI Legislation: Impact on Higher Education

**Michigan 1** Concourse Level Hyatt | East Tower

##### SHOWCASE PRESENTATION

Join Husch Blackwell attorneys as they discuss the Supreme Court's landmark decision against affirmative action that deemed the admissions programs at Harvard and UNC-Chapel Hill to be unconstitutional. Hayley and Lisa will analyze the ruling's immediate and long-term implications for colleges and universities.

**Hayley Hanson**, *Husch Blackwell*  
**Lisa Parker**, *Husch Blackwell*

**HUSCH  
BLACKWELL**

#### C-83 - **FEATURED:** Thinking Through Your Data Strategy

**Grand Ballroom D** Ballroom Level Hyatt | East Tower

Drawing on the expertise of a leader of a multi-national corporation, the session will provide practical advice for institutions of all types and sizes on how to advance the use of data and improve outcomes. The pillars of a sound data strategy will be shared as well as insights into where to start and the fundamentals you can skip!

**Sol Rashidi**, *Estee Lauder*

### C-84 - Building and Maintaining Quality Distance Education Programs

**Regency B** Ballroom Level Hyatt | West Tower

#### HLC SESSION

Staff liaisons will discuss recent initiatives in distance education and how HLC determines quality and compliance when evaluating distance education programs. This session will also examine national trends and quality metrics.

**Tom Bordenkircher**, *Higher Learning Commission*  
**Karen Solomon**, *Higher Learning Commission*

#### First Time Attendees

### C-85 - Criteria for Accreditation: Criterion 4

**Regency C** Ballroom Level Hyatt | West Tower

#### HLC SESSION

This session will provide a brief overview of Criterion 4 discussing its content, context and intent.

**John Marr**, *Higher Learning Commission*  
**Jan Smith**, *Pittsburg State University*

### C-86 - HLC's Complaints Policy and Procedure: An Overview and Practical Guidance

**Crystal B** Lobby Level Hyatt | West Tower

#### HLC SESSION

This presentation is designed for institutions and will provide an understanding of HLC's policy and procedure related to complaints. This includes an overview of how HLC receives, reviews, and follows up on such complaints, as well as information on how institutions should review and respond to complaints received by HLC.

**Robert Rucker**, *Higher Learning Commission*  
**Sarah Hallett**, *Higher Learning Commission*

### C-87 - Pell-Eligible Prison Education Programs: An Overview for Institutions

**Grand Ballroom F** Ballroom Level Hyatt | East Tower

#### HLC SESSION

Current and future providers of higher education in correctional settings will gain valuable information about Pell Grant reinstatement with key insights offered by Vera Institute of Justice and Department of Corrections.

**Pat Newton-Curran**, *Higher Learning Commission*  
**Heather Gay**, *Michigan Department of Corrections*  
**Anthea Sweeney**, *Higher Learning Commission*  
**Belinda Wheeler**, *Vera Institute of Justice*

#### Institutional Experiences with Accreditation

### C-88 - Career and Technical Education and Program Review: Challenges and Strengths

**Zurich E-G** First Floor Swissôtel

#### INSTITUTIONAL SESSION

The purpose of Career and Technical Education (CTE) is to prepare students for high wage, high skill careers. Washburn University Institute of Technology (WIT) developed a Program Review process that is adaptable to the needs of CTE programs and industry accreditation requirements.

**Tara Lindahl**, *Washburn University of Topeka*  
**Paul Mallory**, *Washburn University of Topeka*

#### Promoting Student Success

### C-89 - Enhancing Student Success Through Financial Literacy

**Vevey 1-2** Second Floor Swissôtel

#### INSTITUTIONAL SESSION

Aurora University shares the institutional effectiveness system that identified financial literacy as a student success priority, development of an action plan, implementation and evaluation of the initiative, and successful outcomes. Participants explore the data-driven decision-making process and envision how it may apply to issues facing their own institutions.

**Katie Tharp**, *Aurora University*  
**Matthew Dabros**, *Aurora University*  
**Hannah Anderson**, *Aurora University*

#### Teaching and Learning in a Changed Environment

### C-90 - Evaluating Solutions for Improving Program Assessment

**Plaza Ballroom** Lobby Hyatt | East Tower

#### INSTITUTIONAL SESSION

This provides an overview of how Minot State University identified and responded to areas of improvement for program assessment. It describes methods of assessing needs, assessing theory of potential solutions, and assessing efficiency of appropriate solutions to ensure they could be implemented within the parameters of available resources.

**Nathan Anderson**, *Minot State University*  
**Linda Cresap**, *Minot State University*  
**Alaric Williams**, *Minot State University*

11:30 a.m. – 12:15 p.m. continued

### C-91 - Flexibility and Choice: Research Findings on Student and Faculty Technology Needs and Experiences

**Vevey 3-4** Second Floor Swissôtel

#### VIEWPOINT PRESENTATION

This session will highlight findings from EDUCAUSE's most recent student and faculty research, while also weaving in parallel findings from our Top 10 and workforce research, to make the case for a greater focus on flexibility and choice in higher education. We will also engage in direct conversations with one another about if and how institutions might begin to adopt such a focus for the future.

**Mark McCormack**, *EDUCAUSE*  
**Kathe Pelletier**, *EDUCAUSE*

### Teaching and Learning in a Changed Environment

#### C-92 - Future Thinking: The Process of Developing an AI Curriculum Guide

**Regency D** Ballroom Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

Purdue University Global developed an Artificial Intelligence (AI) Curriculum Guide for faculty to develop courses. Based on survey data from faculty and research, the AI Curriculum Guide supports integrating AI tools into curriculum and instruction. Participants will be guided in an AI Curriculum Guide development process.

**Julia Nyberg**, *Purdue University Global*  
**Stuart Collins**, *Purdue University Global*  
**Sean Doyle**, *Purdue University Global*

### Leading and Managing for the Future

#### C-93 - Moving Your Campus Safety Planning Process From Reactive to Proactive

**Regency A** Ballroom Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

Community colleges take pride in being open and accessible to the community. This culture of accessibility presents challenges to implementing changes that increase campus

safety. Adding in resource constraints, and implementing security enhancements can be a heavy lift. Learn how we drove cultural changes and improved safety for our community.

**Rebecca Whitman**, *Grand Rapids Community College*  
**Lisa Freiburger**, *Grand Rapids Community College*  
**Victoria Janowiak**, *Grand Rapids Community College*

### Institutional Experiences with Accreditation

#### C-94 - Prepping for a Successful Change Visit

**Zurich A-D** First Floor Swissôtel

#### INSTITUTIONAL SESSION

The overall goal of this presentation is to help colleges understand how Marion Technical College (MTC) prepared for a successful change visit, especially community colleges seeking to gain approval to offer a bachelor's degree for the first time. MTC completed the BSN process in 2021-2022.

**Bob Haas**, *Marion Technical College*  
**Stacie Campbell**, *Marion Technical College*  
**Laura Woughter**, *Marion Technical College*

#### C-95 - Transformational Leadership Development Through Change

**Crystal A** Lobby Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

Higher education is at an inflection point with serious challenges such as budget deficits, enrollment declines, retention stagnation, and mental health concerns. The presenters share the strategies they have employed to develop teams and collaborate on student success, budget reduction, and finance management while maintaining well-being as a leader.

**Feng-Ling Johnson**, *St. Cloud State University*  
**Elaine Carey**, *Oakland University*

12:15 p.m. – 1:30 p.m.

### Lunch with Tribal College Representatives *(Pre-Registration Required)*

**Grand Ballroom B** Ballroom Level Hyatt | East Tower

Open to all attendees from Tribal Colleges and Universities.

**Karen Solomon**, *Higher Learning Commission*  
**Barbara Gellman-Danley**, *Higher Learning Commission*

**C-96 - FEATURED: The Privileged Poor: How Elite Colleges Are Failing Disadvantaged Students**

**Grand Ballroom D** Ballroom Level Hyatt | East Tower

Anthony Jack examines how class and culture shape how undergraduates navigate college by exploring the “experiential core of college life,” those too often overlooked moments between getting in and graduating. He sheds new light on how inequality is reproduced by contrasting the experiences of the Privileged Poor—lower-income students who graduate from boarding, day, and preparatory high schools—and the Doubly Disadvantaged—lower-income undergraduates who graduate from public, typically distressed high schools. Jack interrogates the social and personal costs of exclusion that have implications for undergraduates’ objective opportunities and their social well-being.

**Anthony Jack**, *Boston University*

**S-4 - Story, Storying, and Storytelling in Accreditation**

**Michigan 1** Concourse Level Hyatt | East Tower

**SHOWCASE PRESENTATION**

This presentation uses Banks-Wallace’s (2002) definitions of story, storying, and storytelling



to reframe accreditation work as creative, ethical, and constructive work. Part creative writing workshop and part accreditation writing consultancy, this presentation hopes to make the work less work and, instead, spark adventure.

**Glenn Allen Phillips**, *Watermark Insight*

**C-97 - Discussion with Tribal College Representatives**

**Grand Ballroom B** Ballroom Level Hyatt | East Tower

**Karen Solomon**, *Higher Learning Commission*  
**Barbara Gellman-Danley**, *Higher Learning Commission*  
**Robert Martin**, *Institute of American Indian and Alaska Native Culture and Arts Development*

**First Time Attendees**

**C-98 - Federal Compliance Overview**

**Grand Ballroom F** Ballroom Level Hyatt | East Tower

**HLC SESSION**

This session overviews HLC’s Federal Compliance requirements with an emphasis on recent updates and practical tips for preparing for submitting a federal compliance filing.

**Marla Morgen**, *Higher Learning Commission*  
**Anthea Sweeney**, *Higher Learning Commission*  
**Bob Haas**, *Marion Technical College*

**C-99 - Listening Session: Criteria Revision**

**Regency C** Ballroom Level Hyatt | West Tower

**HLC SESSION**

HLC is currently undertaking a revision of its Criteria for Accreditation for approval by its Trustees in 2024. Adopted revisions will take effect in September 2025. Join this session to learn about and to offer your feedback on the direction of the Criteria during the next decade.

**John Marr**, *Higher Learning Commission*  
**Eric Martin**, *Higher Learning Commission*

**C-100 - Workforce Development Programs, Partnerships, and Innovation: Addressing Statewide Needs**

**Regency B** Ballroom Level Hyatt | West Tower

**HLC SESSION**

In Illinois, state agencies and university systems launched a statewide Behavioral Health Workforce Education Center to address the workforce shortage. The Wyoming Innovation Partnership brought together higher education entities, industry leaders, and state agencies to develop collaborative workforce training. Examples to bolster entrepreneurship, energy, healthcare and tourism will be shared.

**Zach Waymer**, *Higher Learning Commission*  
**Glenda Gallisath**, *Illinois Board of Higher Education*  
**Ben Moritz**, *Wyoming Community College Commission*

**Teaching and Learning in a Changed Environment**

**C-101 - Applying Online Learning Strategies to International Collaborative Experiences**

**Crystal C** Lobby Level Hyatt | West Tower

**INSTITUTIONAL SESSION**

In changing and uncertain times, providing international experiences to students is more essential than ever. Learn about the four collaborative in-person and online learning initiatives which comprise Andrews University’s seven-year collaboration with Osaka Metropolitan University: Collaborative Online International Learning (COIL), joint social innovation projects, virtual language tables, and traditional exchanges.

**Janine lim**, *Andrews University*

### C-102 - Competency-Based Education: Quality Innovative Learning Models, Trends, and Regulations

**Regency A** Ballroom Level Hyatt | West Tower

#### HLC SESSION

The emergence of CBE models has significantly increased nationally. As these innovative learning models grow, it is imperative to uphold quality, rigor, and relevance in CBE offerings. Speakers will discuss the alignment of CBE Quality Framework with accreditation standards/requirements, national data, program models, current trends, and updated CBE federal regulations.

**Laurie Dodge**, *Competency-Based Education Network*  
**Jamie Stanesa**, *Higher Learning Commission*

### Leading and Managing for the Future

### C-103 - Creating a 4/2 Credit Hour System to Improve Student Experience

**Crystal A** Lobby Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

Calvin University switched from a 3-credit hour course structure to a 4/2 system. This has resulted in fewer course preparations, less adjunct usage, improved course scheduling, significant budget savings, and a more equitable faculty load distribution. We will present two guiding principles and a detailed road map for this change.

**Laura DeHaan**, *Calvin University*  
**Arlene Hoogewerf**, *Calvin University*

### Promoting Student Success

### C-104 - Data Extremes: Identifying Suitable Data for Student Success

**Grand Hall J** Ballroom Level Hyatt | East Tower

#### INSTITUTIONAL SESSION

Institutions are either drowning in data, or don't have enough! Our presentation will share how faculty and administrators at one online institution use high-tech and low-tech data analytics at the course, department, and institutional level for program assessment, while focusing on student success and closing the loop on action items.

**Mukul Bhalla**, *American InterContinental University System*  
**Kathleen Embry**, *American InterContinental University System*

### Teaching and Learning in a Changed Environment

### C-105 - From Compliance to Collaboration: Supporting Faculty Growth in Learning/Teaching

**Regency D** Ballroom Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

The Wisconsin Technical College System (WTCS) created a professional learning community focusing on faculty development and professional learning; clarifying expectations, sharing ideas and resources, and developing the faculty quality assurance framework that supports equitable student learning. WTCS colleges demonstrate how this framework increases faculty engagement and impacts student success.

**Julie Ashlock**, *Milwaukee Area Technical College*  
**Stephanie Atkins**, *Northeast Wisconsin Technical College*  
**Kristin Long**, *Wisconsin Technical College System*

### Institutional Experiences with Accreditation

### C-106 - Get Your Ducks in a Row: Engaging Campus in Accreditation

**Zurich A-D** First Floor Swissôtel

#### INSTITUTIONAL SESSION

Western Wyoming Community College successfully completed their 10-year reaffirmation of accreditation. "Get Your Ducks in Row: Engaging Campus in Accreditation," will address the challenges faced while showcasing successful campus engagement strategies. Participants will learn about proven strategies and implementation ready resources.

**Mark Rembacz**, *Western Wyoming Community College*  
**Cammie Pollastro**, *Western Wyoming Community College*

### Institutional Experiences with Accreditation

### C-107 - Instilling a Culture of Accreditation: A Case Study

**Zurich E-G** First Floor Swissôtel

#### INSTITUTIONAL SESSION

All colleges and universities are unique but structurally similar. This session will examine the very different organizational structure of Mayo Clinic College of Medicine and Science and the institutional commitment to building a culture of continuous improvement and accreditation readiness through the creation of a team of dedicated accreditation professionals.

**Dave Dahlen**, *Mayo Clinic College of Medicine and Science*  
**Donna Scott**, *Mayo Clinic College of Medicine and Science*

1:30 p.m. – 2:15 p.m. continued

### Leading and Managing for the Future

#### C-108 - Reshaping the Academic Program Portfolio During Lean Times

**Crystal B** Lobby Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

This presentation describes a comprehensive approach to redesigning the portfolio of academic programs through intentional support for purposeful program development, program transformation, consolidation and elimination as well as curricular efficiency strategies – with the goal of addressing the fundamental sea of change facing liberal arts education.

**Carolyn Haynes**, *Miami University*

### Promoting Student Success

#### C-109 - Strengthening Transfer Pathways Between Community and Private Colleges in Iowa

**Plaza Ballroom** Lobby Level Hyatt | East Tower

##### INSTITUTIONAL SESSION

Community college students have many options when it comes to career and education pathways, including transfer to a bachelor-degree granting institution, but sometimes this isn't a seamless transition. This presentation will discuss efforts to improve transfer and increase access and affordability to a liberal arts education for community college students.

**Jennifer Miller**, *Simpson College*

**Jeremy Pickard**, *Eastern Iowa Community College District*

**Heather Meissen**, *Iowa Department of Education*

2:30 p.m. – 3:15 p.m.

### Academies

#### C-158 - Factors That Influence Student Success: Infrastructure and Engagement

**Grand Hall J** Ballroom Level Hyatt | East Tower

##### HLC SESSION

Institutions participating in the Student Success Academy describe the benefits of engaging in the infrastructure and engagement inventories that are a part of the program. Academy team members will share their sense of impact relative to completing these two inventories and how the findings changed their assumptions regarding student success and shaped the development of a Student Success Plan.

**Susan Hatfield**, *Winona State University*

**Kelly Kirkpatrick**, *Labette Community College*

**Gieselle Taylor**, *MidAmerica Nazarene University*

**David Torres**, *Northern New Mexico College*

### Academies

#### C-159 - Factors That Influence Student Success: Data and Initiatives

**Plaza Ballroom** Lobby Level Hyatt | East Tower

##### HLC SESSION

Institutions participating in the Student Success Academy describe the benefits of engaging in the data and initiatives inventories that are a part of the program. Academy team members will share their sense of impact relative to completing these two inventories and how the findings changed their assumptions regarding student success and shaped the development of a Student Success Plan.

**Janice Denton**, *University of Cincinnati Blue Ash College*

**Richard Esvang**, *Donnelly College*

**Lisa Waldner**, *University of St. Thomas*

### First Time Attendees

#### C-110 - Asking for a Friend: Anonymous ALO Questions From the Field

**Crystal B** Lobby Level Hyatt | West Tower

##### HLC SESSION

Questions gathered anonymously will be responded to in this fun and informative session for ALOs. Submit your questions in advance at the registration desk in the Grand Ballroom Foyer.

**Linnea Stenson**, *Higher Learning Commission*

**Marla Morgen**, *Higher Learning Commission*

**Pat Newton-Curran**, *Higher Learning Commission*

#### C-111 - Becoming Acquainted with Canopy

**Michigan 1** Concourse Level Hyatt | East Tower

##### HLC SESSION

Join HLC staff for an overview of Canopy, HLC's system for institutions and peer reviewers to easily update their records and stay informed about upcoming reviews and other requirements. Presenters will demonstrate key features, tutorials, and provide details on future developments.

**Jon Davenport**, *Higher Learning Commission*

**Stephanie Kramer**, *Higher Learning Commission*

**William Mahoney**, *Higher Learning Commission*



### C-112 - Benchmarking Student Success Outcomes: HLC's Pilot Process in 2024

**Grand Ballroom D** Ballroom Level Hyatt | East Tower

#### HLC SESSION

During the 2022 and 2023 Annual Conferences, HLC previewed work being done to benchmark and evaluate student success outcomes. At this year's session, staff will update the membership on progress in this area, key refinements anticipated in 2024 through a pilot process, and plans for institutional monitoring beginning in 2025.

**Eric Martin**, *Higher Learning Commission*  
**Hoa Khuong**, *Higher Learning Commission*  
**Stephanie Brzuzy**, *Higher Learning Commission*

### C-113 - Considerations for Institutions Submitting Interim Reports

**Regency C** Ballroom Level Hyatt | West Tower

#### HLC SESSION

Presenters offer an overview of the process involved in submitting an interim report and how the analysis is done, exploring the most frequently-assigned topics and which types of evidence are typically most helpful. They also suggest ways institutions can ensure their reports meet HLC's expectations.

**Sharon Ulmer**, *Higher Learning Commission*  
**Lee Bash**, *Graceland University*  
**Jackie Freeze**, *Western Wyoming Community College*  
**Sherilyn Poole**, *Governors State University*

### C-114 - Government Relations and Advocacy

**Regency B** Ballroom Level Hyatt | West Tower

#### HLC SESSION

An overview of advocacy work and government relations that HLC conducts. Will include updates on state and federal legislation and regulations.

**Zach Waymer**, *Higher Learning Commission*

### C-115 - Listening Session: HLC's Credential Lab

**Grand Ballroom F** Ballroom Level Hyatt | East Tower

#### HLC SESSION

In this listening session, representatives from HLC's Credential Lab team wish to hear institutions' needs and ideas for helping HLC members address responsible innovation in the alternative credential space.

**Melanie Booth**, *Higher Learning Commission*  
**Eva Sitek**, *Higher Learning Commission*  
**Karen Solomon**, *Higher Learning Commission*

### Teaching and Learning in a Changed Environment

#### C-116 - Faculty Engagement: Key to Implementing General Education Assessment

**Regency D** Ballroom Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

This presentation centers on a successful, multi-year, faculty-driven process of developing and implementing a systematic process of assessing the general education curriculum at a large research institution following recommendations by HLC. Details of the assessment process, as well as challenges encountered and how they were addressed will be highlighted.

**Felix Wao**, *University of Oklahoma*

### Institutional Experiences with Accreditation

#### C-117 - Developing a Campus-Wide Accreditation Plan

**Montreux** Second Floor Swissôtel

#### INSTITUTIONAL SESSION

Our institution's successful review was dependent on a strategic accreditation plan. A campus-wide plan included diverse campus membership, an evidence system, core component teams who articulate the achievement of each criterion, and prepared the campus community. With this plan we achieved reaffirmation and improved operational functions.

**Monica Varner**, *University of Tulsa*  
**Marki Alexander**, *University of Tulsa*

### Leading and Managing for the Future

#### C-118 - Leveraging Data, Teamwork, and Speed to Rethink Enrollment and Retention

**Crystal A** Lobby Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

It is becoming increasingly important for higher education to rethink, improve, and pivot enrollment and retention efforts quickly. Clarkson College will share firsthand experience and a guide in how it used an interdisciplinary team to overhaul enrollment and retention practices and achieve successful college-wide outcomes through quick decision-making.

**Andreia Nebel**, *Clarkson College*  
**Carla Dirkschneider**, *Clarkson College*  
**Deirdre Hodgson**, *CliftonLarsonAllen LLP*



2:30 p.m. – 3:15 p.m. continued

### Institutional Experiences with Accreditation

#### C-119 - Leveraging Technology for a Dynamic Evidence-informed Assurance Argument

Zurich A-D First Floor Swissôtel

##### INSTITUTIONAL SESSION

This session will describe the multi-phased process used to identify, gather, and organize the evidence for this institution's recent, successful Assurance Argument. Presenters will share examples of the tools and reporting used, provide practical strategies, and reflect on the strengths and weaknesses of the overall process.

**Shawna Herwick**, Southeast Community College Area  
**Rebecca Carr**, Southeast Community College Area  
**Sara Pegram**, Southeast Community College Area

### Teaching and Learning in a Changed Environment

#### C-120 - OER as Instructional Innovation and Sharing a New Perspective

Crystal C Lobby Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Barton's OER initiative took a teaching and learning centered approach. Typically, OER initiatives are learner-centered. However, we shifted our focus to address teaching goals first that may then drive learning goals. By doing so we have created a sustainable initiative that can achieve identified faculty goals and student success outcomes.

**Lee Miller**, Barton County Community College

### Promoting Student Success

#### C-121 - Providing Prison Education Programs On-Campus: Successes and Lessons Learned

Regency A Ballroom Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Learn how Western Dakota Technical College partnered with South Dakota DOC bringing prison education programming to the main campus. Incarcerated students received the holistic student experience while enrolled in Construction Technology, which included 240+ hours paid internship. This led to meaningful work toward overall equality and a first cohort completion rate of 75%.

**Jill Elder**, Western Dakota Technical College  
**Kelly Oehlerking**, Western Dakota Technical College  
**Belinda Wheeler**, Vera Institute of Justice

### Institutional Experiences with Accreditation

#### C-122 - Redefining Our University-Wide DEIB Lens through the Quality Initiative Process

Zurich E-G First Floor Swissôtel

##### INSTITUTIONAL SESSION

This symposium presents the strategies of Milwaukee School of Engineering, as it utilized the HLC Quality Initiative process as an opportunity to strategize and refine efforts on diversity, equity, inclusion, and belonging (DEIB) and engage in meaningful dialogue on creating belongingness for all stakeholders within the university.

**Seandra Mitchell**, Milwaukee School of Engineering  
**Kimberly Underwood**, KMU Consulting Group

3:15 p.m. – 3:45 p.m.

### Networking Break and Expo

<b>Grand Hall and Expo</b>	Ballroom Level	Hyatt   East Tower
<b>International Suites</b>	Ballroom Level	Hyatt   West Tower
<b>Zurich Foyer</b>	First Floor	Swissôtel

3:45 p.m. – 4:30 p.m.

### C-123 - **EVOLVE/Bridge to New Strategic Plan**

**Crystal A** Lobby Level Hyatt | West Tower

#### HLC SESSION

Join a conversation about the direction of HLC! This listening session will have HLC staff and board members facilitating a conversation about the trends in higher education and the opportunities and challenges that HLC may tackle in the years ahead.

**Eric Martin**, *Higher Learning Commission*  
**Heather Berg**, *Higher Learning Commission*

### C-124 - **Office Hours: Assurance System Overview**

**Michigan 1** Concourse Level Hyatt | East Tower

#### HLC SESSION

Drop in on these office hours to ask any questions you might have after the Assurance System Overview session. Please review the on-demand session on this topic before attending this session.

**Jon Davenport**, *Higher Learning Commission*  
**William Mahoney**, *Higher Learning Commission*

### C-125 - **Office Hours with Liaisons: Marr and Solomon**

**Grand Ballroom B** Ballroom Level Hyatt | East Tower

#### HLC SESSION

Drop in to this informal Q&A session to ask general questions of HLC staff liaisons.

**John Marr**, *Higher Learning Commission*  
**Karen Solomon**, *Higher Learning Commission*

### C-126 - **Office Hours with Liaisons: Bordenkircher and Lootens-White**

**Zurich E-G** First Floor Swissôtel

#### HLC SESSION

Drop in to this informal Q&A session to ask general questions of HLC staff liaisons.

**Andrew Lootens-White**, *Higher Learning Commission*  
**Tom Bordenkircher**, *Higher Learning Commission*

### C-127 - **Office Hours with Liaisons: Brzyu and Stanesa**

**Grand Ballroom D** Ballroom Level Hyatt | East Tower

#### HLC SESSION

Drop in to this informal Q&A session to ask general questions of HLC staff liaisons.

**Stephanie Brzyu**, *Higher Learning Commission*  
**Jamie Stanesa**, *Higher Learning Commission*

### Leading and Managing for the Future

### C-128 - **Developing an AI Model for Teaching and Learning**

**Grand Ballroom F** Ballroom Level Hyatt | East Tower

#### INSTITUTIONAL SESSION

As technology rapidly advances, Artificial Intelligence (AI) continues to impact various domains. Higher education is no exception, resulting in the need for tailored teaching and learning strategies around AI. This presentation highlights one university's approach to developing an AI-driven conceptual model designed to foster innovation in teaching and learning.

**Rick Holbeck**, *Grand Canyon University*  
**Meredith Critchfield**, *Grand Canyon University*

### Leading and Managing for the Future

### C-129 - **Essential Education: Engaging Shared Governance to Enact Institutional Change**

**Crystal B** Lobby Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

Using a case study from Michigan Tech's recent general education reform initiative, we will share how we engaged with shared governance structures and developed a strategic communication plan in order to mobilize campus stakeholders, break down long-standing barriers, develop campus leadership, and drive institutional change.

**Marika Seigel**, *Michigan Technological University*  
**Maria Bergstrom**, *Michigan Technological University*  
**Kelly Steelman**, *Michigan Technological University*

### Promoting Student Success

### C-130 - **Implementing Student Success Initiatives**

**Plaza Ballroom** Lobby Level Hyatt | East Tower

#### INSTITUTIONAL SESSION

Institutions frequently develop efforts to improve student success without consideration of the alignment with student needs and institutional priorities. During this moderated conversation, the institutions will share their efforts to develop targeted student success initiatives.

**Rosemary Niedens**, *Kansas College of Osteopathic Medicine*  
**Julie Flegal-Smallwood**, *Redlands Community College*  
**Marianne Croze**, *Lansing Community College*  
**Karen Hicks**, *Lansing Community College*

### Institutional Experiences with Accreditation

#### C-131 - Interim Reports Are Not Scary

Zurich A-D First Floor Swissôtel

##### INSTITUTIONAL SESSION

Mitchell Technical College welcomed the Interim Report as an opportunity for introspection and self-assessment. We will walk you through the process of crafting a comprehensive interim report and aligning evidence files that effectively showcase the exceptional daily contributions and achievements of all employees.

**Carol Grode-Hanks**, *Mitchell Technical College*  
**Marla Smith**, *Mitchell Technical College*

### Promoting Student Success

#### C-132 - Meeting Students Where They're At: Mobile Training and Workforce Housing

Regency A Ballroom Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Two workforce challenges facing Northwestern Wisconsin include limited education opportunities in rural communities and a lack of adequate workforce housing. Through a collaborative partnership with Impact Seven and a grant opportunity offered through the Wisconsin Economic Development Corporation, Northwood Tech is leading an effort to tackle both challenges.

**Susan Yohnk Lockwood**, *Northwood Technical College*  
**Dori Marty**, *Northwood Technical College*  
**John Will**, *Northwood Technical College*

### Promoting Student Success

#### C-133 - Student Success Quality Initiative Project: Impact, Innovation, and Culture Shift

Crystal C Lobby Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Northwest Missouri State's QIP focused on increasing student success. Since 2017, enrollment and retention has increased to record levels and has given rise to new initiatives focused on promoting student success that includes personnel, technology, and policy that has transformed the culture of a rural, public, regional comprehensive university.

**Jay Johnson**, *Northwest Missouri State University*  
**Allison Hoffmann**, *Northwest Missouri State University*  
**Terri Vogel**, *Northwest Missouri State University*

#### C-134 - Support Minoritized and Poverty-Affected Students Through Advising Redesign

Regency B Ballroom Level Hyatt | West Tower

##### VIEWPOINT PRESENTATION

The Advising Success Network has launched free, online, self-paced courses available to anyone interested in learning what they can do to increase student success outcomes for Black, Latinx/a/o, Indigenous, Asian, Pacific Islander and poverty-affected students, through holistic advising redesign efforts. Participants will learn about these free courses as well as other free Advising Success Network resources, how to get connected in the network, and will join in a vibrant discussion about holistic advising at a variety of institution types.

**Elise Newkirk-Kotfila**, *Advising Success Network (NASPA)*  
**Amy Geist**, *Advising Success Network (NASPA)*

### Teaching and Learning in a Changed Environment

#### C-135 - Training and Determining Qualified Online Faculty Using Key Performance Indicators

Regency C Ballroom Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

A KPI instrument used at onboarding and informed by the Community of Inquiry framework will be presented as an approach to training and determining qualified online faculty. Participants will receive the scalable instrument and a customizable implementation plan to meet the unique needs of their institutions.

**Brett Gallagher**, *Blue Ridge Community and Technical College*  
**R. Miller**, *Blue Ridge Community and Technical College*  
**Kathryn Moore**, *Blue Ridge Community and Technical College*

### Teaching and Learning in a Changed Environment

#### C-136 - Trends in Assessment: Enduring Principles, Emerging Opportunities

Regency D Ballroom Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

This session shares ten "meta-trends" in assessment identified in the second edition of Trends in Assessment: Ideas, Opportunities, and Issues for Higher Education (Routledge, 2023), which draws its content, in part, from the Assessment Institute in Indianapolis, part of IUPUI.

**Stephen Hundley**, *Indiana University-Purdue University Indianapolis*

# General Program

## Tuesday, April 16

### Tuesday, April 16

## Day at a Glance

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8:00 a.m.–9:00 a.m.

**ALO Coffee and Conversation**

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10:00 a.m.–10:45 a.m.

**FEATURED: Committing to Academic Freedom**

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10:00 a.m.–11:45 a.m.

**WORKSHOP: Developing and Maintaining Cross-Functional Collaboration Toward Holistic Student Support**

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10:00 a.m.–11:45 a.m.

**Concurrent Sessions**

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### Tuesday, April 16

## General Program Schedule

8:00 a.m. – 9:00 a.m.

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**ALO Coffee and Conversation**

**Grand Ballroom B** | Ballroom Level | Hyatt | East Tower

Join fellow ALOs at a complimentary coffee networking hour to discuss matters related to your role.

9:00 a.m. – 9:45 a.m.

### First Time Attendees

#### C-137 - Criteria for Accreditation: Criterion 3

**Crystal B** Lobby Level Hyatt | West Tower

#### HLC SESSION

This session will provide a brief overview of Criterion 3 discussing its content, context and intent.

**Jamie Stanesa**, *Higher Learning Commission*  
**Monica Varner**, *University of Tulsa*

#### C-138 - Listening Session: Criteria Revision

**Regency C** Ballroom Level Hyatt | West Tower

#### HLC SESSION

HLC is currently undertaking a revision of its Criteria for Accreditation for approval by its Trustees in 2024. Adopted revisions will take effect in September 2025. Join this session to learn about and to offer your feedback on the direction of the Criteria during the next decade.

**John Marr**, *Higher Learning Commission*  
**Eric Martin**, *Higher Learning Commission*

#### C-139 - Office Hours with Liaisons: Stenson and Sweeney

**Regency A** Ballroom Level Hyatt | West Tower

#### HLC SESSION

Drop in to this informal Q&A session to ask general questions of HLC staff liaisons.

**Linnea Stenson**, *Higher Learning Commission*  
**Anthea Sweeney**, *Higher Learning Commission*

#### C-140 - What Happens After an HLC Evaluation Occurs?

**Regency B** Ballroom Level Hyatt | West Tower

#### HLC SESSION

This panel, representing HLC and institutional perspectives, highlights the due process steps involved following a team or panel recommendation. The focus will cover logistics and

related timelines, and explore how the Institutional Response can be leveraged to provide additional perspective to IAC or HLC's Board before final action is taken.

**Andrew Lootens-White**, *Higher Learning Commission*  
**Vince Coraci**, *Higher Learning Commission*  
**Jan Smith**, *Pittsburg State University*  
**Sharon Ulmer**, *Higher Learning Commission*

### Institutional Experiences with Accreditation

#### C-141 - Preparing Your Campus for the Comprehensive Evaluation

**Crystal A** Lobby Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

In this session, participants will hear how one college prepared its campus community to actively engage in the comprehensive evaluation process using a variety of activities and communication strategies. Insights from the college president, the ALO, and the external project manager will be shared, along with activity and communication templates.

**Hara Charlier**, *Central Lakes College*  
**Mark Johnson**, *Minnesota State College Southeast*  
**Denine Rood**, *Lily Lane Consulting LLC*

### Leading and Managing for the Future

#### C-142 - Shifting a Campus Culture: Strategic Enrollment Management and Data Science

**Michigan 1** Concourse Level Hyatt | East Tower

#### INSTITUTIONAL SESSION

This presentation will examine how "new" Enrollment Management leaders must have a lens of vision, relationship building, resiliency, and data science. We will introduce audience members to the state of West Virginia higher education, overview strategic enrollment management, and discuss outcomes of strategic enrollment management at Fairmont State.

**Alicia Kalka**, *Fairmont State University*  
**Heath Howard**, *Fairmont State University*

9:00 a.m. – 9:45 a.m. continued

### Teaching and Learning in a Changed Environment

#### Academies

#### C-143 - Transforming Assessment: Focus on Student Learning and Equity Data

**Regency D** Ballroom Level Hyatt | West Tower

#### INSTITUTIONAL SESSION

Lorain County Community College will share its experience redesigning assessment processes and structures, including development of student learning and learning equity data dashboards. Participation in HLC's Assessment Academy informed the redesign, resulting in increased faculty engagement and collaboration, improvements in learning and equity in courses, and positive assessment culture.

**Tracey Meilander**, *Lorain County Community College*

**Thomas Benjamin**, *Lorain County Community College*

**Blerta Ereditario**, *Lorain County Community College*

### Institutional Experiences with Accreditation

#### C-144 - Voices From the Field: Experienced ALOs in Conversation

**Grand Hall J** Ballroom Level Hyatt | East Tower

#### INSTITUTIONAL SESSION

Experienced Accreditation Liaison Officers offer insights on successfully engaging a campus community and HLC representatives. ALOs discuss their role as both a campus resource and point of contact for HLC.

**David Moon**, *University of Colorado Colorado Springs*

**Janna Oakes**, *Rocky Vista University*

10:00 a.m. – 11:45 a.m.

#### C-146 - WORKSHOP: Developing and Maintaining Cross-Functional Collaboration Toward Holistic Student Support

**Regency A** Ballroom Level Hyatt | West Tower

#### WORKSHOP

Institutions that foster collaborative practices across functional areas are best positioned to support students holistically. This interactive workshop brings together representatives from EDUCAUSE, NACADA, and NASPA to provide participants with specific actionable strategies for building and maintaining shared goals and communication across the functional units and departments focused on equitable student success.

**Elise Newkirk-Kotfila**, *Advising Success Network (NASPA)*

**Kathe Pelletier**, *EDUCAUSE*

**Wendy Troxel**, *Kansas State University*

**C-145 - FEATURED: Committing to Academic Freedom**

**Crystal B** Lobby Level Hyatt | West Tower

This presentation will spotlight AAUP's widely adopted conception of academic freedom and what an institution's commitment to that conception entails. Suggestions on how to advance academic freedom and freedom of expression will also be shared.

**Mark Criley**, *American Association of University Professors*

**C-147 - Canopy Drop-in Session**

**Michigan 1** Concourse Level Hyatt | East Tower

**HLC SESSION**

Drop in during this time to ask questions about HLC's new online system, Canopy. Canopy allows HLC institutions and peer reviewers to easily update their records and stay informed about upcoming reviews and other requirements. HLC staff will have a live connection to Canopy for demonstration purposes.

**Jon Davenport**, *Higher Learning Commission*  
**William Mahoney**, *Higher Learning Commission*

**C-148 - Office Hours with Liaisons: Marr and Solomon**

**Crystal A** Lobby Level Hyatt | West Tower

**HLC SESSION**

Drop in to this informal Q&A session to ask general questions of HLC staff liaisons.

**John Marr**, *Higher Learning Commission*  
**Karen Solomon**, *Higher Learning Commission*

**Leading and Managing for the Future**

**C-149 - Exploring the Opportunity of Mergers and Other Major Organizational Restructuring**

**Regency C** Ballroom Level Hyatt | West Tower

**VIEWPOINT PRESENTATION**

Most higher education institutions are under significant stress. Leaders must be willing to explore and, if appropriate, undertake major restructuring initiatives, including mergers and acquisitions. These tactics may represent not only opportunities to survive, but also to thrive. This session will explore how to begin to consider these opportunities.

**Ricardo Azziz**, *Foundation for Research and Education Excellence*  
**Richard Katzman**, *Foundation for Research and Education Excellence*  
**Karla Leeper**, *University of Kansas*

**Institutional Experiences with Accreditation**

**C-150 - Surviving (and Thriving) Through an HLC Sanction**

**Grand Hall J** Ballroom Level Hyatt | East Tower

**INSTITUTIONAL SESSION**

Cloud County Community College shares its experiences from Probation, successfully overcoming the sanction, and positive impacts of the experience to provide guidance to other institutions. Topics include an overview of HLC's Probation process, implementing change, and creating a culture of continuous improvement.

**Brandon Galm**, *Cloud County Community College*  
**Cindy Lamberty**, *Cloud County Community College*  
**Kimberly Zant**, *Otero College*

**Promoting Student Success**

**C-151 - Summer Edge: Mixed Methods Evaluation of an Academic Recovery Program**

**Regency D** Ballroom Level Hyatt | West Tower

**INSTITUTIONAL SESSION**

In Summer 2023, the University of Illinois Chicago implemented an academic recovery program, Summer Edge, giving students who failed key courses in the academic year the opportunity to retake them at no cost with wraparound services. This presentation explores findings and implications from a mixed methods evaluation of the program.

**Lindsey Back**, *University of Illinois Chicago*  
**Darima Butitova**, *University of Illinois Chicago*  
**Nikos Varelas**, *University of Illinois Chicago*

**Leading and Managing for the Future**

**C-152 - The Seismic Shift from Institutional Research to Institutional Effectiveness**

**Regency B** Ballroom Level Hyatt | West Tower

**INSTITUTIONAL SESSION**

The Office of Institutional Research, once a staple of academic org charts, has undergone a metamorphosis. How a one-person IR shop became a six-person IE office serving two colleges, the challenges and the wins, will be examined through both the lens of leadership and that of primary analyst.

**Wendy Marson**, *Inver Hills Community College*  
**Allison Reeck**, *Inver Hills Community College*



### Leading and Managing for the Future

#### C-153 - Program Prioritization: Year Two of a Qualitative and Quantitative Approach

Michigan 1 Concourse Level Hyatt | East Tower

##### INSTITUTIONAL SESSION

Shrinking budgets and enrollment challenges require institutions to be proactive in managing their academic portfolio. Following last year's presentation, a mid-size institution describes its second year of activities related to ongoing review of academic programs, including mission, strategic plan, market demand, faculty expertise, and net revenue.

**Jonathan Pickering**, *Olivet Nazarene University*

**Mark Frisius**, *Olivet Nazarene University*

**Elizabeth Gassin**, *Olivet Nazarene University*

### Institutional Experiences with Accreditation

#### C-154 - Reflections on the Quality Initiative Journey: Community, Connection, Engagement

Regency C Ballroom Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Maryville University's Quality Initiative co-leads discuss QI implementation strategies any institution can utilize. The QI process allowed Maryville to meet university goals and define institutional engagement and communication. Designed for institutions embarking on the QI journey, we focus on involving faculty/staff, honoring institutional culture, leveraging resources, and developing sustainable practices.

**Sue Henderson**, *Maryville University of St. Louis*

**Laura Ross**, *Maryville University of St. Louis*

### Teaching and Learning in a Changed Environment

#### C-155 - Revamping Onboarding: Preparing Students for Higher Learning

Grand Hall J Ballroom Level Hyatt | East Tower

##### INSTITUTIONAL SESSION

This session will detail Western Illinois University's revamp to student transition, success, and onboarding efforts focused on connecting students to faculty, staff, each other, and the local community. This presentation explores the newly implemented initiatives allowing attendees to discover tangible takeaways for implementation on their own campuses

**Justin Schuch**, *Western Illinois University*

**Mark Mossman**, *Western Illinois University*

**Lori Baker-Sperry**, *Western Illinois University*

### Teaching and Learning in a Changed Environment

#### C-156 - Strategies to Increase Remote Faculty Engagement Via Intentional Community Building

Regency D Ballroom Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

A shift in priorities in higher education has led to an increase in online program offerings, and in turn, the use of online faculty. Faculty perception of higher education leadership and online teaching improved with feelings of support and community. Join this interactive session for community-driven remote faculty engagement strategies.

**Katie Sprute**, *Grand Canyon University*

### Leading and Managing for the Future

#### C-157 - Strategy, Culture, and Data: Executing on Critical Change Initiatives

Regency B Ballroom Level Hyatt | West Tower

##### INSTITUTIONAL SESSION

Every institution faces internal and external pressures accelerating the need for change. Leaders shepherd their organizations through transformations that disrupt institutional dogma. Learn how a Michigan community college leads change by developing strategy, influencing culture, and executing data-informed approaches to meeting the challenges of today and preparing for the future.

**Steven Simpson**, *Oakland Community College*

**Rilie Sibold**, *rpK GROUP*

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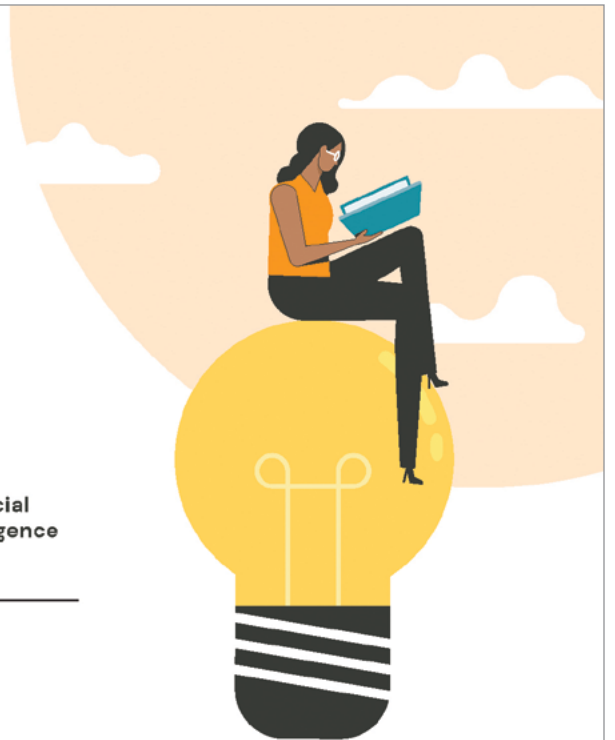


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