

DYNAMIC LEADERSHIP FOR CHANGING TIMES

2017 Governor's Conference
on Postsecondary Education Trusteeship

SEPTEMBER 11-12, 2017

Louisville Marriott East

Sponsored by the Council on Postsecondary Education and
Kentucky's Public Colleges and Universities



About the Council on Postsecondary Education

The Council on Postsecondary Education is Kentucky's adult and higher education coordinating agency committed to strengthening our workforce, economy and quality of life. We do this by guiding the continuous improvement and efficient operation of a high-quality, diverse, and accessible system of postsecondary education.

Key responsibilities include:

- developing and implementing a strategic agenda for postsecondary and adult education that includes measures of progress.
- producing and submitting a biennial budget request for adequate public funding of postsecondary education.
- determining tuition rates and admission criteria at public postsecondary institutions.
- collecting and distributing data about postsecondary education performance.
- ensuring the coordination and connectivity of technology among public institutions.
- administering adult education programs serving every county in Kentucky.
- licensing non-public postsecondary institutions to operate in the Commonwealth.

WELCOME FROM PRESIDENT KING



GOVERNOR'S CONFERENCE ON POSTSECONDARY EDUCATION TRUSTEESHIP

September 11-12, 2017
Louisville, Kentucky

Thank you for attending the 2017 trusteeship conference, sponsored by the Council on Postsecondary Education and Kentucky's public colleges and universities. Over the next two days, you will have an opportunity to meet with trustees, regents, presidents, policy leaders, and other professionals from across the state and nation to discuss the higher education issues that affect us all.

This year's conference theme, "Dynamic Leadership for Changing Times," is a call for Kentucky's postsecondary institutions to respond to the economic and demographic shifts that are rapidly transforming our workforce and economy. Advances in technology and automation are eliminating some jobs but creating others. According to the Georgetown University Center on Education and the Workforce, nearly all of the jobs created in America since the Great Recession—11.5 million out of 11.6 million—have gone to workers with at least some postsecondary education. Kentucky cannot benefit from these changes unless more workers upgrade their knowledge and skills and pursue degrees and credentials.

This year's theme also focuses on leadership. Well-informed college and university governing boards can push their institutions to be more visionary, ambitious and innovative. This year's event offers a range of sessions to help you engage in strategic leadership, encourage diversity and inclusion, respond to legal challenges, improve educational outcomes, and arm students with the knowledge and skills they need to succeed. This conference also will provide new board members an opportunity to complete the mandatory state-level orientation required by the passage of House Bill 15 in 2016.

Thank you for your commitment to Kentucky's postsecondary education institutions and the near quarter of a million students they serve. Together, we can build a stronger, more economically competitive Commonwealth that is poised to meet the challenges that lie ahead.

Sincerely,

A handwritten signature in blue ink that reads "Robert L. King". The signature is fluid and cursive.

Robert L. King, President
Council on Postsecondary Education

CONFERENCE-AT-A-GLANCE

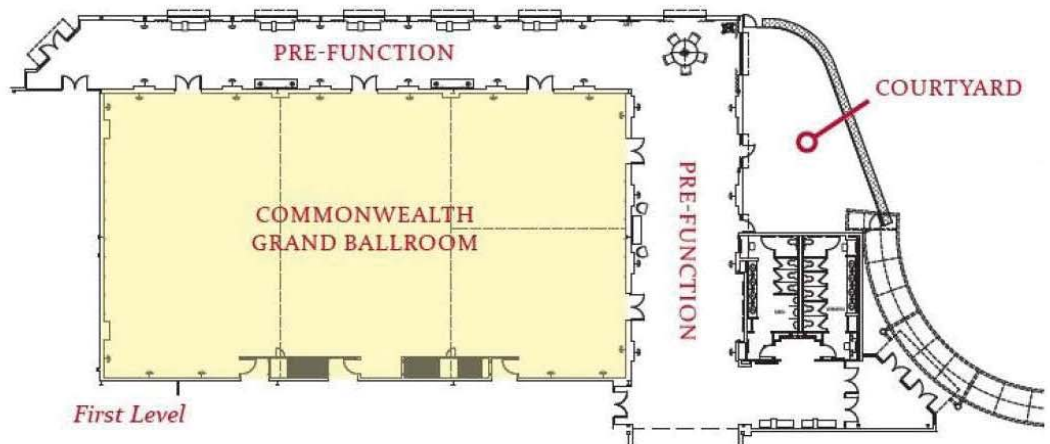
MONDAY, SEPTEMBER 11, 2017		ROOM ASSIGNMENTS
10:00 a.m.	Information & Registration Table Opens	Hallway (1st Floor)
1:30 p.m.	OPENING SESSION: Recognizing Our Challenges: A New Day for Kentucky Higher Education	Commonwealth Ballroom A (1st Floor)
2:00-3:00 p.m.	KEYNOTE: Transforming American Higher Education: A 50-Year Experiment and its Lessons for Leaders in Changing Times	Commonwealth Ballroom A (1st Floor)
3:15-4:15 p.m.	CONCURRENT BREAKOUT SESSIONS Governance in Higher Education: New Board Member Training, Part 1* Navigating Campus Legal Issues in 2017 Change Leadership for the Innovative Institution Why Does Diversity Matter? Building Pathways from College to Career	2nd Floor Cardinal Room Bluegrass Room A Bluegrass Room B Bluegrass Room C Bluegrass Room D
4:30-5:30 p.m.	CONCURRENT BREAKOUT SESSIONS Legal Issues for Boards: New Board Member Training, Part 2* Beyond Financial Aid: How Colleges & Universities Can Support Students Change Leadership for the Innovative Institution (Repeat) Why Does Diversity Matter? (Repeat) Building Pathways from College to Career (Repeat)	2nd Floor Bluegrass Room A Cardinal Room Bluegrass Room B Bluegrass Room C Bluegrass Room D
5:30-6:30 p.m.	Networking Reception	Mezzanine (2nd Floor)
TUESDAY, SEPTEMBER 12, 2017		ROOM ASSIGNMENTS
7:30 a.m.	Information & Registration Table Opens	Hallway (1st Floor)
7:30-8:30 a.m.	Networking Breakfast Presidents Board Chairs & Vice Chairs Board Members Appointed in 2017 All Other Attendees	2nd Floor Colonel Room A Colonel Room B Colonel Room C Bluegrass Ballroom
8:45-10:45 a.m.	Striving for Excellence: How Ambitious Goals and Innovative Strategies Drive Change and Improvement*	Commonwealth Ballroom A (1st Floor)
11:00-12:00 p.m.	Higher Education Outlook: A Discussion with Key Legislative Leaders	Bluegrass Ballroom (2nd Floor)
12:00-1:30 p.m.	Luncheon, featuring Governor Bevin Presentation of the Acorn & OAK Awards	Commonwealth Ballroom A (1st Floor)
1:30 p.m.	Closing and Adjournment	Commonwealth Ballroom A (1st Floor)

*Required session for board members appointed in 2017.

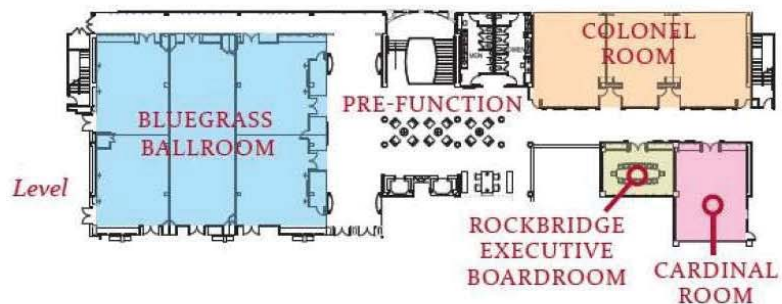
VENUE FLOOR PLAN



First Level



Second Level



CONFERENCE PROGRAM

Day 1 - Monday, September 11, 2017

1:30-2:00 p.m.

Location: Commonwealth Ballroom (1st floor)

WELCOME AND OPENING SESSION

Sherrill Zimmerman, Chair, Council on Postsecondary Education

RECOGNIZING OUR CHALLENGES: A NEW DAY FOR KENTUCKY HIGHER EDUCATION

What developments are transforming the workforce, and what types of workers are needed for Kentucky to prosper now and in the future? The speed and skill with which our colleges and universities respond to change will mean the difference between simply surviving and thriving. CPE President Bob King will review higher education strengths on which to build, and outline the policies and practices Kentucky is pursuing to lead our institutions through this time of rapid change.

Presenter: Robert L. King, President, Council on Postsecondary Education

2:00-3:00 p.m. - Keynote

Location: Commonwealth Ballroom (1st floor)

TRANSFORMING AMERICAN HIGHER EDUCATION: A 50-YEAR EXPERIMENT AND ITS LESSONS FOR LEADERS IN CHANGING TIMES

Fifty years ago, our nation launched a national experiment focused on increasing access to higher education. The GI Bill was a watershed following World War II, but it was the passage and implementation of the *Civil Rights Act of 1964* and the *Higher Education Act of 1965* that truly transformed American colleges and universities, and even America. Freeman Hrabowski, President of the University of Maryland, Baltimore County, will discuss the progress made over the last 50 years and how colleges and universities are working to close gaps in academic achievement and completion. Hrabowski will explore the challenges and opportunities we face today—adapting to demographic change, improving access and affordability, enhancing teaching and learning, harnessing technology, and developing partnerships—as we work to sustain higher education as a central force in the American Dream.

Presenter: Freeman A. Hrabowski, III, President, University of Maryland, Baltimore County

3:15-4:15 p.m. - Concurrent Breakout Sessions

LOCATION

GOVERNANCE IN HIGHER EDUCATION: NEW BOARD MEMBER TRAINING, PART 1*

College and university board members are frequently leaders in their respective fields, but the higher education enterprise is unlike for-profit businesses or even non-profits in a number of important ways. This session will cover the basic fiduciary responsibilities of board members; the system of shared governance that distinguishes higher education from other professions; what responsibilities belong to the board, the president, and the faculty; and the characteristics of high performing boards and board members.

Cardinal Room,
2nd Floor

Presenter: William E. "Brit" Kirwan, Chancellor Emeritus, University System of Maryland

NAVIGATING CAMPUS LEGAL ISSUES IN 2017: FREEDOM OF SPEECH, TITLE IX & SEXUAL ASSAULT

What speech is protected by the First Amendment? How do campuses ensure that students are afforded their rights to free expression, and how are those protections managed in uncomfortable or potentially dangerous situations? How has Title IX been expanded to provide protections against sexual assault on campus, and what procedures must an institution have in place in order to comply with the federal law? This session features discussion and analysis from experts in higher education law on these timely campus legal issues.

Bluegrass
Room A,
2nd Floor

Presenters:

- Jim Newberry, Chair, Steptoe & Johnson Higher Education Practice Team
- William Thro, General Counsel, University of Kentucky

*Required session for board members appointed in 2017.

CONFERENCE PROGRAM

Day 1 - Monday, September 11, 2017

3:15-4:15 p.m. - Concurrent Breakout Sessions (cont.)

LOCATION

CHANGE LEADERSHIP FOR THE INNOVATIVE INSTITUTION

Design thinking, a methodology for innovation, is everywhere in higher education today. Stanford, Georgia Tech, Georgetown University, Arizona State University, University of Virginia, Dartmouth and more are among the institutions using this methodology to innovate on their campuses. While design thinking is a powerful process for creating innovation, the leadership mindset shifts it enables might be the difference between organizations that can adapt, sustain and scale change and organizations that continually struggle with it. This session will offer an interactive exploration of the four leadership mindsets enabled by design thinking that can foster and cultivate a culture of innovation in higher education.

Bluegrass
Room B,
2nd Floor

Presenter: Darcie Milazzo, Director for Leadership Development, Academy for Innovative Higher Education

WHY DOES DIVERSITY MATTER?

Our nation is changing. More than half of all U.S. births today are people of color, and by 2050 minorities will be the majority population in America. Differences in religion, sexual orientation, gender identification and socioeconomic status are creating more diverse campuses where students have sharply different perspectives and views. As a nation we have come a long way in terms of inclusiveness, but our work is far from done. This session will explore how campus diversity and inclusiveness improve the campus experience for everyone, and how campuses have demonstrated their commitment to diversity through goals established as part of Kentucky's Public Postsecondary Education Policy for Diversity, Equity, and Inclusion.

Bluegrass
Room C,
2nd Floor

Presenter: Aaron Thompson, Executive Vice President, Council on Postsecondary Education

Moderator: Caroline Atkins, Sr. Associate, Council on Postsecondary Education

Panelists:

- Kathleen Roberts, Sr. Advisor to President for Inclusive Excellence, Northern Kentucky University
 - Mordean Taylor-Archer, Vice Provost for Diversity and International Affairs, University of Louisville
 - Natalie Gibson, System Director for Cultural Diversity, Kentucky Community & Technical College System
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BUILDING PATHWAYS FROM COLLEGE TO CAREER

Assuring a smooth transition from college to the workplace involves a give-and-take relationship between campuses and employers. Employers should take an active role in communicating their needs and providing career development opportunities for students, while campuses need to solicit employer input and have clear pathways in place for students to move seamlessly from college to career. This session will highlight the findings of a recent Kentucky employer survey identifying ways to "Bridge the Talent Gap," and discuss "Career Pathways: Five Ways to Connect College and Careers," a report by The Georgetown University Center on Education & the Workforce to position students for a changing, more competitive workforce.

Bluegrass
Room D,
2nd Floor

Presenters:

- Beth Davisson, Workforce Center Executive Director, Kentucky Chamber of Commerce
- Bridget Strickler, Director for Network Engagement, The Graduate! Network
- Tanya Garcia, Associate Director of Postsecondary Policy Research, Georgetown University Center on Education & Workforce

CONFERENCE PROGRAM

Day 1 - Monday, September 11, 2017

4:30-5:30 p.m. - Concurrent Breakout Sessions

LOCATION

LEGAL ISSUES FOR BOARDS: NEW BOARD MEMBER TRAINING, PART 2*

While your university's legal counsel can help your board resolve complicated legal issues, it is helpful for all board members to have a rudimentary understanding of the laws pertaining to open meetings and open records. This session will overview some of the basic rules and requirements with which boards must comply.

Bluegrass
Room A,
2nd Floor

Presenters:

- Travis Powell, General Counsel, Council on Postsecondary Education
- Dana D. Fohl, General Counsel, Eastern Kentucky University

BEYOND FINANCIAL AID: HOW COLLEGES & UNIVERSITIES CAN SUPPORT STUDENTS WITH FINANCIAL INSTABILITY

Far too many students leave college before they graduate due to financial difficulties. This session will expand the concept of financial supports for college beyond grants, scholarships and loans by presenting a framework of college-tested strategies that have helped low-income students overcome obstacles to graduation. Participants will discuss resources designed to help two- and four-year institutions close attainment gaps for low-income students, including a self-assessment that college teams can use to analyze their service capacities and an interpretation guide to help map out their first steps.

Cardinal Room,
2nd Floor

Presenter: Nicole McDonald, Strategy Officer, Lumina Foundation

WHY DOES DIVERSITY MATTER?

Repeat of 3:15-4:15 p.m. session

Bluegrass
Room C,
2nd Floor

CHANGE LEADERSHIP FOR THE INNOVATIVE INSTITUTION

Repeat of 3:15-4:15 p.m. session

Bluegrass
Room B,
2nd Floor

BUILDING PATHWAYS FROM COLLEGE TO CAREER

Repeat of 3:15-4:15 p.m. session

Bluegrass
Room D,
2nd Floor

5:30-6:30 p.m. - Networking Reception

Location: Mezzanine (2nd floor)

Enjoy an opportunity to interact and network with your peers at the reception. Appetizers will be served, and a cash bar will be available.

Please note that a dinner will not be served. Check with your board liaison for group dinner arrangements, or see the conference registration desk for a list of restaurants near the hotel.

CONFERENCE PROGRAM

Day 2 - Tuesday, September 12, 2017

7:30 a.m. - Information & Registration Table Opens

Location: Hallway (1st floor)

Visit the registration table for conference information, materials, and answers to general questions.

7:30-8:30 a.m. - Networking Breakfast

Location: Bluegrass Room (2nd floor)

All conference attendees are invited to a breakfast buffet and to enjoy casual conversation with your peers in the Bluegrass Ballroom on the second floor. Buffet will close 15 minutes before the first plenary session.

If you are a member of one of the following groups, please visit the buffet and join your group at 7:30 a.m. in the designated location.

Public & Independent College Presidents (Moderator: Robert L. King)

Colonel Room A, 2nd Floor

Board Chairs & Vice Chairs (Moderator: Sherrill Zimmerman)

Colonel Room B, 2nd Floor

Board Members Appointed or Elected in 2017 (Moderator: Aaron Thompson)

Colonel Room C, 2nd Floor

8:45-10:45 a.m. - Plenary*

Location: Commonwealth Ballroom (1st floor)

STRIVING FOR EXCELLENCE: HOW AMBITIOUS GOALS AND INNOVATIVE STRATEGIES DRIVE CHANGE AND IMPROVEMENT

The morning's plenary sessions will highlight work at the state and national level to ensure a greater proportion of America's citizens have access to and succeed in postsecondary programs leading to success in the workforce and a higher quality of life.

- **Eileen Klein**, President of the Arizona Board of Regents, will discuss IMPACT ARIZONA, Arizona's strategic plan for higher education that sets ambitious goals for state universities to educate students, improve educational and employment outcomes, discover new knowledge and impact the state and local communities. Klein will also discuss how the Arizona Board of Regents used their strategic plan to lead state universities to even greater levels of excellence and student success.
- **Tom Sugar**, President of Complete College America, will discuss CCA's mission to work with states to significantly increase the number of Americans with quality career certificates or college degrees and to close attainment gaps for traditionally underrepresented populations. CCA coordinates an alliance of more than forty states to advance game-changing education and policy strategies in support of their college completion goals.
- **Bob King**, President of the Council on Postsecondary Education, will discuss Kentucky's 2016-21 Strategic Agenda for Postsecondary and Adult Education, Stronger By Degrees, which sets forth objectives, strategies and metrics to address some of the biggest challenges facing our Commonwealth, including low educational attainment and sizable achievement gaps among low-income and minority students. King will outline some of the key initiatives to accelerate degree production, employment, and economic growth. The passage of SB 153, which established a new performance funding model for public institutions, should accelerate our progress.

CONFERENCE PROGRAM

Day 2 - Tuesday, September 12, 2017

10:45-11:00 a.m. - Coffee Break

11:00 a.m.-Noon - Legislative Panel

Location: Bluegrass Ballroom (2nd floor)

HIGHER EDUCATION OUTLOOK: A DISCUSSION WITH KEY LEGISLATIVE LEADERS

Fiscal challenges and constraints, college access and affordability, increased regulatory scrutiny—these are just a few of the issues at the forefront of state higher education policy discussions. In this interactive session, Kentucky legislative leaders will discuss what higher education issues will take center stage during the 2018 General Assembly.

Moderator: Renee Shaw, Host of *Connections* and *Legislative Update*, KET

Panelists:

- Mike Wilson, Senator, representing Senate Majority Caucus
 - Morgan McGarvey, Senator, representing Senate Minority Caucus
 - James Tipton, Representative, representing House Majority Caucus
 - Derrick Graham, Representative, representing House Minority Caucus
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Noon-1:30 p.m. - Luncheon

Location: Commonwealth Ballroom (1st floor)

EMCEE

Benjamin Brandstetter, Vice Chair, Council on Postsecondary Education

LUNCHEON ADDRESS

Matthew G. Bevin, Governor of the Commonwealth of Kentucky

PRESENTATION OF ACORN & OAK AWARDS

The Acorn Award, first given in 1992, is presented to outstanding faculty members at Kentucky's colleges and universities. The OAK Award, inaugurated in 1987 by the Kentucky Advocates for Higher Education, recognizes outstanding graduates of Kentucky's colleges and universities. Both awards are sponsored by Kentucky's public colleges and universities.

1:30 p.m. - Conference Adjourns

ELECTED OFFICIALS SPEAKING



GOVERNOR MATTHEW G. BEVIN was elected the 62nd Governor of the Commonwealth of Kentucky in 2015. He is a husband, father of nine children, veteran and successful small business owner. Growing up, Matt Bevin and his family of eight lived in an old farmhouse, sharing three bedrooms and one bathroom. The humble home stood on a farm where the family raised crops and livestock, instilling in their children a strong work ethic and solid Christian values. Bevin later attended Washington and Lee University in Virginia on an ROTC scholarship. Upon graduation, he served on active duty as a U.S. Army officer and left the service having achieved the rank of captain. After his military service, Governor Bevin worked for many years in the financial industry. A job opportunity brought him and his wife Glenna, a registered nurse, to Kentucky in 2000, where they decided to settle down and raise their family. Bevin founded several companies in Kentucky and invested in a number of others in the Commonwealth as well as in other states.

He managed and expanded multiple businesses, ranging from manufacturing, investment management and medical devices. His businesses created a great many well-paying jobs for hard-working Americans. In 2011, Governor Bevin became the president of Bevin Bros., a small bell manufacturing company founded in 1832, and a family business for six generations. Although the company was bankrupt when he took over, Governor Bevin's leadership brought it back from the edge and saved more than 25 jobs. Today, Bevin Bros. makes all bells used by the Salvation Army volunteers each year. Governor Bevin served on many non-profit boards, including as Chairman of the Board for the American Red Cross, Louisville Area Chapter. He has permanently endowed several scholarship funds, grants, and centers that provide educational opportunities for young people with limited financial resources.



SENATOR MIKE WILSON (R) represents Senate District 32 (Warren County). He is Chairman of the Education Committee, Co-Chair of Education Assessment and Accountability Review Committee, and also serves on the Education Budget Oversight Committee, the Military and Veterans Affairs/Public Protection Committee, and the Economic Development &

Tourism Committee. Senator Wilson received his bachelor's degree in business administration management in May 1986 from California State University at Fullerton. He has served in the Senate since 2011.



SENATOR MORGAN MCGARVEY (D) represents Senate District 19 (part of Jefferson county). He serves on a number of committees including Appropriations & Revenue, Banking & Insurance, and State & Local Government. Senator McGarvey graduated from the University of Missouri with a bachelor's degree in journalism. He received his juris doctor

degree from the University of Kentucky College of Law. He is a practicing attorney with Morgan & Pottinger, PSC, and has served in the Senate since 2013.



REPRESENTATIVE JAMES TIPTON (R) represents House District 53 (Anderson, Spencer, and part of Bullitt counties). He serves as Chair of the Budget Review Subcommittee on Postsecondary Education and on the Education Committee. Representative Tipton received his bachelor's degree in agriculture and his master's degree in vocational education from the

University of Kentucky. He has served in the House since 2015.



REPRESENTATIVE DERRICK GRAHAM (D) represents House District 57 (part of Franklin County). He previously served as Chair of the House Committee on Education and Co-Chair of the Interim Joint Committee on Education. He currently serves on the Education Assessment and Accountability Review Committee.

Representative Graham graduated from Kentucky State University with a bachelor's degree in history and political science and from the Ohio State University with a master's degree in political science. He has served in the House since 2003.

SPEAKERS & PRESENTERS



CAROLINE ATKINS is a Senior Associate in Academic Affairs at the Council on Postsecondary Education. She facilitates the Committee on Equal Opportunities, works with campus diversity officers to encourage the implementation of high impact practices to improve student success, and assists with academic program review and approval, among

other duties. Caroline is especially interested in supporting campus efforts to diversify faculty, staff and campus leadership to mirror statewide demographics. She also is interested in facilitating faculty development and peer support initiatives to underrepresented minority faculty and staff on Kentucky's campuses. Prior to coming to the Council, Caroline worked at Murray State University and Eastern Kentucky University. Caroline received a Bachelor of Science in police administration and a Master of Science in criminal justice from Eastern Kentucky University. She received an Ed.D. in Educational Leadership-Postsecondary from Western Kentucky University.



BEN BRANDSTETTER serves as the vice chair of the Council on Postsecondary Education. He is the president of Brandstetter Carroll Inc., a national architectural and engineering firm with locations in Lexington, Cincinnati, Cleveland and Dallas. Brandstetter grew up in Lexington and attended the Georgia Institute of Technology where he received

a bachelor's degree in civil engineering. He worked as a civil engineer in Raleigh, North Carolina for a national engineering firm before becoming licensed as a professional engineer and returning to Kentucky to work at Brandstetter Carroll, Inc. He served six years as a member of the Boone County Planning Commission. Mr. Brandstetter will serve on the Council through December 2019, and as Vice Chair through January 2018.



BETH DAVISSON, Executive Director of the Kentucky Chamber Workforce Center, serves as the immediate past President of the Louisville Society for Human Resource Management and District Director for the Kentucky Society for Human Resource Management. Ms. Davisson is a proven workforce strategist and consensus builder, with 5+ years

advocating for workforce needs in the KY and U.S. capitals. She earned her bachelor's degree in integrated strategic

communications from the University of Kentucky, and a Master of Business Administration from Sullivan University. Beth was honored as a "Top 40 under 40," and named a "Top 20 People to Know in Human Resources" by Business First Louisville. She currently is participating in the 2017 Leadership Louisville Bingham Fellowship program, focusing on "Winning the Talent of the Future."



DANA D. FOHL is University Counsel and Secretary to the Board of Regents at Eastern Kentucky University. As the chief legal officer, Dana provides legal advice and counsel to the Board of Regents, President, and all University units. Prior to joining ECU in November 2014, Dana worked in private practice at Bowles Rice, LLP, representing Kentucky public school

boards and defendants in civil litigation. She received her undergraduate degree from Eastern Kentucky University and her juris doctor degree from the University of Kentucky College of Law.



TANYA GARCIA, Associate Director of Postsecondary Policy Research & Associate Research Professor at the Georgetown University Center on Education and the Workforce, lends her postsecondary policy expertise on various projects. Her current focus is on sub-baccalaureate credentials and supporting states integrating postsecondary and labor market data as a tool to improve policy and practice. Prior

to joining the Georgetown Center, Dr. Garcia served as Director of Programs at Wiki Education Foundation, and as State Policy Officer at Lumina Foundation, she operationalized the state policy strategy to increase postsecondary attainment in the 50 states, connected state and local leaders to experts via the Strategy Labs Technical Assistance Fund, and managed the award-winning StrategyLabs.LuminaFoundation.org. A first-generation student, Dr. Garcia earned bachelor's degrees in philosophy and biology at Florida International University. Her master's degree in higher education administration is from The George Washington University. She earned her Ph.D. in public administration at American University.

NATALIE GIBSON, System Director in the Student Services division of the Kentucky Community and Technical College System, leads systemwide action planning, assessment, and program development in the areas of diversity and inclusion, as well as strategic enrollment management. With an eye on

SPEAKERS & PRESENTERS



open access for all students and closing achievement gaps among traditionally underserved populations, she also provides leadership, support and service to administrators, faculty and staff from the 16 KCTCS colleges. Under her leadership, KCTCS received the Charles Kennedy Equity Award from the Association of Community College Trustees in 2011, and the

Corporate Champion of Diversity Award from the Lexington (KY) Urban League in 2016. Natalie is a doctoral candidate in community college leadership at Morgan State University in Baltimore, MD. She earned a Master of Public Administration from the University of Kentucky. In February 2017, Natalie was one of 39 recipients nationwide of the Giving Back Leadership Award presented by *INSIGHT Into Diversity* magazine.



FREEMAN A. HRABOWSKI, President of UMBC (University of Maryland, Baltimore County) since 1992, is a consultant on science and math education to national agencies, universities, and school systems. He was named by President Obama to chair the President's Advisory Commission on Educational Excellence for African Americans. He also chaired the National Academies' committee that produced the

report, "Expanding Underrepresented Minority Participation: America's Science and Technology Talent at the Crossroads" (2011). Named one of the 100 Most Influential People in the World by *Time* magazine (2012) and one of America's Best Leaders by *U.S. News & World Report* (2008), he also received TIAA-CREF's Theodore M. Hesburgh Award for Leadership Excellence (2011), the Carnegie Corporation's Academic Leadership Award (2011), and the Heinz Award (2012) for contributions to improving the "Human Condition." UMBC has been recognized as a model for inclusive excellence by such publications as *U.S. News & World Report*, which for the past eight years recognized UMBC as a national leader in academic innovation and undergraduate teaching.



EILEEN KLEIN, President of the Arizona Board of Regents, oversees the \$5.2 billion Arizona public university enterprise and manages the Enterprise Executive Committee, comprised of the university presidents, which is responsible for the ambitious 2025 goals outlined in the Board's strategic plan to increase student success and enhance Arizona's economy

and competitiveness through greater levels of educational

attainment, research and commercialization. Ms. Klein worked with the board and the university presidents to create a more performance driven, accountable and student-centered public university enterprise. Ms. Klein also spearheaded Arizona's attainment initiative - Achieve60AZ - that aims to increase the number of Arizonans with a certificate or degree to 60 percent by 2030, which has been endorsed by Gov. Doug Ducey and supported by more than 60 organizations across Arizona. She is a graduate of Florida State University and holds a Master of Public Administration from Arizona State University.



ROBERT L. KING became the third president of the Kentucky Council on Postsecondary Education in January 2009. Since coming to the post, he has led statewide efforts to work collaboratively with his counterparts in K-12 education, has focused campus attention on student success, and is encouraging significant reform in teacher and principal training.

He recently served on the Executive Committee of the State Higher Education Executive Officers (SHEEO), serving as its Chair and Vice Chair. Mr. King is the former Chancellor of the State University of New York, one of the largest comprehensive systems of universities, colleges and community colleges in the world. More recently, he served as president and CEO of the Arizona Community Foundation, a statewide charitable foundation with a strong focus on education, economic development, and scientific research. Mr. King received a bachelor's degree in 1968 from Trinity College in Hartford, Connecticut, and a juris doctor degree in 1971 from Vanderbilt University School of Law. He is married to Karen, his wife of 40 years. They have four grown children and two grandchildren.



WILLIAM E. "BRIT" KIRWAN, Chancellor Emeritus of the University System of Maryland (USM) and Senior Fellow at AGB, is a nationally recognized authority on critical issues shaping the higher education landscape. He served as Chancellor of USM for 13 years (2002-15), President of the Ohio State University for four years (1998-02) and President of the University

of Maryland, College Park for 10 years (1988-98). Prior to his presidency, he was a member of the of Maryland faculty for 24 years. A respected academic leader, Dr. Kirwan is a sought-after speaker on a wide range of topics, including access and affordability, cost containment, diversity, innovation, higher education's role in economic development, and academic transformation. Along with his national and international

SPEAKERS & PRESENTERS

presentations on key issues, Dr. Kirwan has authored many articles on issues in higher education and has been profiled and cited in academic and mainstream publications. Currently, Dr. Kirwan chairs the National Research Council Board of Higher Education and Workforce and Co-Chairs the Knight Commission on Intercollegiate Athletics. He also serves on the Business-Higher Education Forum and served a term as its Chair. Dr. Kirwan received his bachelor's degree in mathematics from the University of Kentucky and his master's and doctoral degrees in mathematics from Rutgers, the State University of New Jersey.



NICOLE MCDONALD is a Strategy Officer at Lumina Foundation and is responsible for developing strategic approaches to increase the educational attainment of college students. Her portfolio includes initiatives to help institutions plan and implement policies, partnerships, and practices to increase student success, and the creation of quality credential systems and pathways to increase attainment.

Previously, she served as the system Director for Transfer and Retention with the Kentucky Community and Technical College System (KCTCS), where she developed system-wide strategies to facilitate postsecondary student transition and success and managed the development of KCTCS' system-wide dual and articulated credit initiatives. Her background includes education policy as well as academic and student affairs administration—including work as an associate in academic affairs at the Kentucky Council on Postsecondary Education, in various capacities at Vanderbilt and Emory universities, and at the Tennessee Higher Education Commission. Nicole earned a Ph.D. in leadership and policy studies from Vanderbilt University as well as a M.Ed. in higher education administration from George Peabody College of Vanderbilt. She earned a B.A. in political science from Wright State University.



DARCIE MILAZZO is the founder of the Penn Cannon Group, where she serves as an executive coach. She is dedicated to developing leaders with a commitment to making a positive difference in the world. As a coach, consultant and higher education executive, she has supported higher education, start-up, nonprofit, government and private sector

organizations in the successful pursuit of game-changing initiatives. While serving as the Associate Dean for Strategic

Initiatives at the Georgetown University School of Continuing Studies, Ms. Milazzo was responsible for identifying, developing and leading mission-centric, cross-disciplinary programs. She co-created the Institute for Transformational Leadership at Georgetown University and served as one of its first Co-Directors. She also serves as Director for Leadership Development for the Academy of Innovative Higher Education Leadership, a partnership between the presidents of Arizona State University and Georgetown University. Darcie earned a master's degree in higher education administration from the University of Michigan and a bachelor's degree in organizational communication from Ohio University. She holds executive certificates in organization development and leadership coaching from Georgetown University, and has earned the Associate Certified Coach credential from the International Coach Federation.



JIM NEWBERRY is a member of Steptoe & Johnson PLLC, where he chairs the firm's higher education team. He formerly served as Mayor of Lexington and as Vice President and General Counsel at Georgetown College. At Georgetown, Jim served on the Executive Cabinet, and he was responsible for the development office functions, including alumni affairs, and for the legal affairs of the college. He also has

served as a member of the University of Kentucky Board of Trustees. He currently represents a number of independent colleges in a variety of matters with a particular emphasis on Title IX compliance. Jim currently serves as a member of both the Legal Services Review Panel at the National Association of Independent Colleges and Universities and the Employment, Education, and Training Committee of the United States Chamber of Commerce. He frequently speaks at national and regional higher education events on legal issues in higher education. Jim is frequently quoted on legal topics in *Inside Higher Education* and *Chronicle of Higher Education*. Jim is a Phi Beta Kappa graduate of the University of Kentucky College of Arts & Sciences. He received his law degree from the University of Kentucky College of Law.



TRAVIS POWELL is General Counsel and Associate Vice President for the Kentucky Council on Postsecondary Education. Travis manages all legal matters for the Council and assists in the development of policy in all areas of Council operations, including the licensure of private colleges and universities. Prior to joining the

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Council staff on November 1, 2011, Travis worked in the Office of the General Counsel at Kentucky's Finance and Administration Cabinet for five years and served the last two and a half years as Deputy General Counsel. He received his undergraduate degree from Kentucky Wesleyan College and earned Master of Business Administration and juris doctor degrees from the University of Kentucky.



KATHLEEN ROBERTS, Senior Advisor to the President for Inclusive Excellence and Title IX Coordinator at Northern Kentucky University, advises leadership on best practices for advancing inclusive excellence throughout the institution. Initiatives include promoting cultural competence, increasing faculty diversity, delivering related workshops, and leading

the university's efforts in developing the 2022 Inclusive Excellence Plan. Prior to arriving at NKU, Dr. Roberts served as Chief Diversity Officer at Samuel Merritt University (SMU), a health sciences university, where she participated on a team that successfully obtained a \$5.2 million grant that provided scholarships for historically underrepresented students. She also has served in similar roles at Idaho State University and at the University of Southern Maine. Prior to working in higher education, Dr. Roberts served as an Assistant Attorney General in the State of Maine's Office of the Attorney General, where she prosecuted consumer fraud, white collar crime, and hate crimes. She also served as an Assistant District Attorney for Cumberland County in Portland, Maine. Roberts received her J.D. from the University of Maine School of Law and her Ph.D. in Leadership & Change from Antioch University.



RENEE SHAW is the managing producer of KET's public affairs programming and content and currently serves as host of KET's *Kentucky Tonight* and *Connections with Renee Shaw*. During sessions of the Kentucky General Assembly, she produces and hosts KET's nightly *Legislative Update*, a half-hour recap of the day's legislative news. In election season, she hosts KET's live primary and election

night coverage, and throughout the year she serves as a contributing host for several other KET public affairs series, including *Health Three60* and *Education Matters*. A native of Portland, Tennessee, Shaw graduated from Western Kentucky University in 1994 with baccalaureate degrees in broadcast journalism and political science. She earned a master's degree in organizational communications from Western Kentucky

University in 1996. Shaw is a 2007 graduate of Leadership Kentucky and a longtime member and recording secretary of the Frankfort/Lexington Chapter of The Links, Incorporated, an international, not-for-profit corporation of women of color committed to volunteer service. She has served on the boards of the Kentucky Historical Society, Lexington Minority Business Expo, and is a current member of the Board of Governors for the Ohio Valley Chapter of the National Academy of Television Arts and Sciences.



BRIDGETT STRICKLER is the Director of Network Engagement at The Graduate! Network. Bridgett is passionate about educational attainment issues related to adult learners and has encouraged advancement in the greater Louisville region through her work with two Graduate! Network sites—Degrees At Work and Education Matters Southern Indiana. Bridgett

also is the co-principal investigator and business engagement lead of Bridging The Talent Gap, a new project funded by Lumina Foundation and sponsored by The Graduate! Network. She has a unique 20-year background combining education and entrepreneurship. Bridgett recently earned her Master in Business Administration as part of University of Louisville's and University of Kentucky's Joint Executive M.B.A. program. She also holds a master's degree in teaching from the University of Louisville. Strickler earned a bachelor's degree in economics and international relations from Bucknell University in 1988, where she was a Division I student athlete. Recently she was awarded an honorary associate degree from Ivy Tech Community College in Sellersburg, IN.



TOM SUGAR was named president of Complete College America in March of 2017, taking the helm of the national nonprofit after serving as senior vice president and one of the founding staff members since 2009. Prior to serving as president, Sugar served as the chief strategist and senior advisor for the organization, overseeing activities in a number of states and leading

work around the country on guided pathways. Sugar has also led efforts to grow the organization's Alliance and doubled the size of the Annual Convening, a national event that now brings together more than 600 higher education and policy leaders in furtherance of the college completion agenda. Additionally, Sugar has served as Complete College America's chief communications officer, leading advocacy efforts and managing the development and publication of multiple,

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nationally-recognized college completion reports. Prior to joining Complete College America, Sugar served for 25 years in government and public policy, including assignments as director of communications and planning for a governor and as chief of staff to members of both the United States House of Representatives and the United States Senate.



MORDEAN TAYLOR-ARCHER is Vice Provost for Diversity at the University of Louisville. She provides leadership and support for diversity planning and programs and works collaboratively with administrators, faculty, staff and students to achieve diversity goals. These include increasing the number of underrepresented faculty, staff and

students; improving retention and graduation rates; and supporting curricula and global activities that help prepare students to live and work in a diverse and global society. The overarching goal is to build an inclusive campus community where everyone is valued and can develop his or her full potential. Under her leadership, UofL has received the Higher Education Excellence in Diversity (HEED) Award and The Minority Access Commitment to Diversity Award in 2014 and 2015. In addition, UofL recently has been recognized as one of the most LGBT friendly universities in the South by Campus Pride. She received her Ph.D. in social policy from Brandeis University and holds a master's degree in sociology from the University of Arkansas. She also completed the management development program at Harvard University and the Leadership Louisville program.



AARON THOMPSON is the Executive Vice President and Chief Academic Officer for the Kentucky Council on Postsecondary Education, as well as a Professor of Sociology in the Department of Educational Leadership and Policy Studies at Eastern Kentucky University. He is the former Interim President of Kentucky State University. Dr. Thompson

has a Ph.D. in sociology in the areas of organizational behavior and race and gender relations. He has over 27 years of leadership experience in higher education and business. In addition, he has spent numerous years serving on non-profit boards in leadership roles. Thompson has researched, taught and/or consulted in areas of diversity, leadership, ethics, multicultural families, race and ethnic relations, student success, first-year students, retention, cultural competence and organizational design throughout his personal career. He has over 30 publications and numerous research and

peer-reviewed presentations and has given more than 800 workshops, seminars and invited lectures across the country in areas of race and gender diversity, living an unbiased life, overcoming obstacles to gain success, creating a school environment for academic success, cultural competence, workplace interactions, leadership, organizational goal setting, building relationships, the first-year seminar, and a variety of other topics.



WILLIAM E. THRO, General Counsel of the University of Kentucky, is an accomplished university attorney, appellate advocate, and legal scholar. As the Chief Legal Officer for the University of Kentucky, he provides proactive strategic advice on critical legal and policy issues confronting a public flagship land grant research university with an integrated academic medical center and

a high-profile athletics program. Before assuming his present position in 2012, he spent more than 20 years representing public universities, including eight years as the first in-house counsel at Christopher Newport University. As a legal scholar, he focuses on constitutional law in educational contexts. He has more than 60 publications in law reviews or peer-reviewed journals as well as numerous monographs, book chapters, and encyclopedia entries. In recognition of his scholarly work, he received Stetson University's Kaplin Award for Excellence in Higher Education Law & Policy Scholarship (2014) and became a Fellow of both the National Education Finance Conference (2012) and the National Association of College and University Attorneys (2007). A native of Kentucky, he received his undergraduate degree summa cum laude from Hanover College, and his law degree from the University of Virginia.



SHERRILL ZIMMERMAN serves as Chair of the Council on Postsecondary Education. She is a retired educator from Louisville where she was a teacher, assistant principal and a magnet program coordinator for Jefferson County Public Schools. She has made numerous presentations at state and national conferences on many aspects of middle school education. She also coached

cheerleading at the University of Louisville, leading them to three national championships. Ms. Zimmerman has served on several boards including the Children's Hospital Foundation Board in Louisville. In addition, she holds a bachelor's degree in biology, a master's degree in education and an administrative certification, all from the University of Louisville. Ms. Zimmerman will serve on the Council through December 2019, and as Chair through January 2018.

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MICHAEL T. BENSON is the 12th President of Eastern Kentucky University, a position he assumed on August 1, 2013. He is an accomplished communicator and scholar committed to diversity and expanding global academic opportunities, and is a proven financial manager focused on developing and sustaining political and external support for EKU.

Prior to his chief executive post at EKU, Benson was the 15th President of Southern Utah University, and a five-year President of Snow College. Born in Utah and raised in Texas, Benson earned his B.A. cum laude from Brigham Young University in 1990 with a major in political science and double minor in English and history. He completed his doctorate in modern Middle Eastern history from the University of Oxford (St. Antony's College) in 1995, where he was a Rotary Foundation Scholar and recipient of the Oxford Graduate Overseas Fellowship. He also earned a master's degree cum laude in 2011 from the Mendoza College of Business at the University of Notre Dame in nonprofit administration, where he was the recipient of the prestigious Father Theodore Hesburgh Founder's Award.



M. CHRISTOPHER BROWN is the 18th President of Kentucky State University and Founder of the Atwood Institute on Race, Education, and the Democratic Ideal. Prior to this, he served on the faculties of the University of Missouri-Kansas City, the University of Illinois at Urbana-Champaign, and The Pennsylvania State University as well as Executive Director of the Frederick D.

Patterson Research Institute of the United Negro College Fund (FDPRI/UNCF), Director at the American Educational Research Association (AERA), and Vice President at the American Association of Colleges for Teacher Education (AACTE). Dr. Brown was named Professor and Dean of the College of Education at the University of Nevada-Las Vegas before being appointed a University Professor, Executive Vice President and Provost at the historic Fisk University. He also served as the 18th president of the nation's first historically black land-grant institution – Alcorn State University – in Lorman, Mississippi, and as the inaugural Executive Vice President and Provost of the Southern University and A & M College System in Louisiana. A native of Charleston, South Carolina, Dr. M. Christopher Brown II earned a Bachelor of Science degree in Elementary Education from South Carolina

State University, a Master of Science in Education Policy and Evaluation from the University of Kentucky, and a Doctor of Philosophy in Higher Education from the Pennsylvania State University.



JAY BOX is the 2nd President of the Kentucky Community and Technical College System (KCTCS). He is a community college graduate and has more than 30 years of experience in community college leadership. Prior to being named KCTCS President, Dr. Box served as KCTCS Chancellor, where he provided systemwide leadership for academic affairs, economic development,

workforce training and research policy and analysis. Dr. Box has a history of leadership with KCTCS, having served as the President of Hazard Community and Technical College from 2002-07, followed by being named KCTCS Vice President with the primary responsibility of providing leadership to administrative systems, network operations, distance learning technologies and visualized learning and innovation. Prior to that, he was a Vice President at McLennan Community College in Waco, Texas. Dr. Box received an associate degree from Howard College, a bachelor's degree in education from Southwest Texas State University, a master's degree in education from Texas Tech University, and a doctorate degree in educational administration, higher education/community college specialty from Baylor University.



TIMOTHY C. CABONI is the 10th President of Western Kentucky University. During his inaugural year as President, Caboni is leading a comprehensive strategic planning process to serve as a roadmap for WKU's next decade of growth. Of particular importance will be renewing WKU's mission of advancing the city of Bowling Green, the Commonwealth of Kentucky and

the world by inspiring innovation, elevating communities and transforming lives. President Caboni, who holds a Ph.D. in higher education leadership and policy from Vanderbilt University, served as the Vice Chancellor for Public Affairs at the University of Kansas for six years. Prior to that he was Associate Dean of the Peabody College of Education and Human Development at Vanderbilt University in Nashville, Tennessee. President Caboni is a native of New

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Orleans, La., and received a bachelor's degree in speech communication and rhetoric from Louisiana State University. He earned a master's degree in corporate and organizational communication from WKU. His higher education professional experience includes alumni relations, fundraising, prospect research, teaching, academic administration, communications, marketing and government relations.



ELI CAPILOUTO became the 12th President of the University of Kentucky on July 1, 2011. Under his leadership, the \$3.7 billion flagship and land grant research university has gained significant momentum in fulfilling its multi-faceted mission of teaching, research, service and health care. Dr. Capilouto has led a process to enrich UK's academic experience by investing in priorities that

maintain affordability and access; support the institution's talented faculty and staff; and revitalize the living, learning and research facilities across campus. Essential to the service mission of the University is the advanced patient care provided by UK HealthCare. As the flagship academic-medical center in the region, UK serves patients through a network of health care professionals around the state while providing acute, sub-specialty medical care at UK Chandler Hospital. A native of Alabama, Dr. Capilouto previously served as Provost of the University of Alabama-Birmingham (UAB) and Dean of the UAB School of Public Health. He holds several undergraduate and graduate degrees from schools within the University of Alabama system, and a doctorate in health policy and management from Harvard University.



GARY S. COX, President of the Association of Independent Colleges and Universities, coordinates AIKCU's legislative, public policy, advocacy, fundraising, and cooperative activities. He is a highly visible advocate for independent higher education in Kentucky. He works closely with state and national public policymakers and higher education agencies to promote the

interests of independent institutions and their students. He also makes fundraising appeals to corporate and foundation leaders on behalf of independent higher education and student scholarships. Cox holds a bachelor's degree in political science and history from Morehead State University. He completed his master's and Ph.D. in political science

at the University of Kentucky. He worked for the Kentucky Council on Higher Education from 1977-97, serving as Executive Director from 1986-97. Gary is active in numerous education, civic, and community organizations at the local, state and national levels.



ROBERT O. DAVIES is the 13th President of Murray State University. Since joining Murray State University, he has overseen the development and implementation of the University's 2015-22 strategic plan that focuses on four pillars: 1) academic quality; 2) student success; 3) research, scholarship and creative activities; and 4) community engagement. Through

this effort, he has led a resurgence of a commitment to academic and program excellence focused on rigorous and relevant curricular and co-curricular programs throughout the University. Prior to Murray State, Davies served as the President of Eastern Oregon University in La Grande and Vice President for University Relations at Indiana University of Pennsylvania. Davies received his Ph.D. in higher education administration from the State University of New York at Buffalo in 2005. He earned his M.B.A. in finance and marketing in 1991 from the University of Oregon and his B.S. in management at the University of Nevada in Reno in 1989.



JOSEPH A. MORGAN is the 14th President of Morehead State University. He holds a Ph.D. from Oklahoma State University in agriculture education with a minor in management, and B.S. and M.S. degrees from Murray State University. Prior to the presidency, Dr. Morgan served as Chief Academic Officer and Vice President for Academic Affairs and

Student Success for the Kentucky Council on Postsecondary Education, as well as holding a myriad of related positions over the years as high school teacher and coach at Martin-Westview High School, entrepreneur, university professor, graduate program coordinator, special projects coordinator, leadership program coordinator, university faculty regent, Associate Provost, and Provost and Vice President of Academic Affairs at Murray State University. He serves as a board of trustees member of the Southern Association of College and Schools Commission on Colleges (SACSCOC), and has formally served on several other boards including the Kentucky Teachers Retirement System Board and Kentucky Education Professional Standards Board. He has

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taught, worked and traveled in more than 15 countries for academics, research and development, while remaining active in both research and grant development.



GREGORY C. POSTEL assumed the interim presidency of the University of Louisville in January 2017. Dr. Postel already was serving as Interim Executive Vice President for Health Affairs, a position to which he was appointed in December 2015. Dr. Postel has been with the University of Louisville School of Medicine since 1994, where he began as an Assistant Professor of radiology and

the head of the neuroradiology section. He served as acting Chairman of radiology from 1997-1999, and was named permanent Chairman in April 1999. In July 2011, Dr. Postel became the founding Chairman of the board for University of Louisville Physicians (ULP), and then served as the Interim Chief Executive Officer from 2013-14. In August 2014, he was named permanent CEO of ULP. He is an active member of a number of academic societies including the American College of Radiology, Radiological Society of North America, et al., was a board examiner for the American Board of Radiology and is a graduate of the Academy of Radiology Leadership and Management.



GERARD ST. AMAND has served as Interim President of Northern Kentucky University since May 2017. St. Amand has a long tenure with NKU, joining Chase College of Law as Dean and Professor of law in 1999. In 2006, he was selected to serve as NKU's Vice President for University Advancement, a position he served in until 2013, when he elected to return to the law school in a full-

time teaching capacity. He postponed retirement to serve as Interim President after Geoffrey S. Mearns announced he was leaving the University. St. Amand has served the national, Kentucky, and Ohio legal communities in multiple capacities, including service as a member of many notable legal and educational boards, commissions and committees. He also has served on the NKU foundation board as a member of the executive, investment, governance, and membership committees. Prior to coming to NKU, St. Amand dedicated nearly 25 years to serving his country by practicing law as an officer and lawyer in the Army's Judge Advocate General's Corps.

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*Indicates Interim President

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