COLLEGE ADMISSION 2025:
Embracing the Future

January 21-23, 2015
Los Angeles, California
The USC Center for Enrollment Research, Policy, and Practice would like to thank the following sponsors for their generous support of this conference.
Dear Colleagues,

Welcome to “College Admission 2025: Embracing the Future.” Thank you for joining us as we forecast the future of college admissions.

We approach a future in which state and national borders are permeable, degrees are blended, a non-white U.S. population emerges, existing technology becomes obsolete, and outcomes are the key indicators. How will admission policy and practice change? How can we prepare for what we know and what we may not know about the future? What will be the emerging roles of institutions, governments, and entrepreneurs?

We urge you to be active participants as we explore these questions together. Query our speakers, give voice to your thoughts, and expand the discussion. If I, or any member of our conference team, can be of assistance to you throughout the conference, please don't hesitate to let us know. Let us now learn and commit together to make a difference in the lives of our future students and their families.

Finally, I would like to thank the sponsors who made this event, and past events like it, possible. We are indebted to ACT, Cambridge International Examinations, the College Board, Hobsons, International Baccalaureate Organization, and the USC Rossier School of Education for their generous support and encouragement.

With warm regards,

Jerome A. Lucido, Ph.D.

Associate Dean of Strategic Enrollment Services and Professor of Research, USC Rossier School of Education; Executive Director, USC Center for Enrollment Research, Policy, and Practice

CERPP ANNUAL CONFERENCE 2015 WELCOME
Sandy Baum  
Research Professor of Education Policy,  
George Washington University; Senior  
Fellow, Urban Institute

Wayne Camara  
Senior Vice President for Research, ACT

Roderick Chu  
Chancellor Emeritus, Ohio Board of  
Regents

Georgette DeVeres  
Associate Vice President of Admission  
and Financial Aid, Claremont McKenna  
College

William R. Fitzsimmons  
Dean of Admissions and Financial Aid  
to Students in Harvard College; Member  
of the Faculty of Arts and Sciences,  
Harvard University

Donald Heller  
Dean of the College of Education,  
Michigan State University

Don Hossler  
Professor of Educational Leadership and  
Policy Studies, Indiana University

James H. Johnson, Jr.  
William Rand Kenan, Jr. Distinguished  
Professor of Strategy and  
Entrepreneurship; Director of the Urban  
Investment Strategies Center in the  
Frank Hawkins Kenan Institute of Private  
Enterprise, University of North Carolina  
at Chapel Hill

Michael Kirst  
Professor Emeritus of Education and  
Business Administration, Stanford  
University, and President of the  
California State Board of Education

George Kuh  
Chancellor’s Professor and Director of  
the Center for Postsecondary Research,  
Indiana University

Michael Nettles  
Senior Vice President of the Policy  
Evaluation and Research Center;  
Edmund W. Gordon Chair for  
Policy Evaluation and Research,  
Educational Testing Services

Gary Rhoades  
Professor of Higher Education and  
Director at the Center for the Study of  
Higher Education, University of Arizona

Morton O. Schapiro  
President, Northwestern University

William G. Tierney  
Wilbur-Kieffer Professor of Higher  
Education and Co-Director of the Pullias  
Center for Higher Education, University  
of Southern California
### SCHEDULE OF EVENTS

#### WEDNESDAY, JANUARY 21

- **Pacific Ballroom**
  - 5:00 pm: Registration and Cocktail Reception

#### THURSDAY, JANUARY 22

- **Pacific Ballroom**
  - 6:00 pm: Welcome and Speaker Introduction
    - **Dr. Jerome Lucido**, Associate Dean of Strategic Enrollment Services and Professor of Research, USC Rossier School of Education; Executive Director, USC Center for Enrollment Research, Policy, and Practice
  
  **Opening Keynote Address: Diversity as a Strategic Advantage**
  - **Dr. Marta Tienda**, Maurice P. During ’22 Professor in Demographic Studies, Professor of Sociology and Public Affairs, Princeton University

- **California Ballroom Foyer**
  - 7:15 am: Continental Breakfast

- **California Ballroom**
  - 8:15 am: Welcome by Dr. Jerome Lucido
  
  **Morning Keynote Address: The Federal Role: College Ratings, Gainful Employment, and Student Aid**
  - **Dr. Ted Mitchell**, Under Secretary, U.S. Department of Education

  - 9:30 am: Break

  - 9:45 am: Master Class I: On Demographics, Education Consortia, and Crossing State Borders
    - **Dr. David Longanecker**, President, Western Interstate Commission for Higher Education (WICHE)

  - 10:45 am: Master Class II: The Common Core and Higher Education
    - **Dr. Michael Kirst**, Professor Emeritus of Education and Business Administration, Stanford University; President, California State Board of Education

  - 12:00 pm: Lunch

  - **California Ballroom**
    - 1:15 pm: Afternoon Session I: International and Global Education and Student Mobility
      - **Mr. Drew Deutsch**, Director, International Baccalaureate Americas
      - **Mr. Clay Hensley**, Senior Director, International Strategy & Outreach, The College Board
      - **Dr. Tristan Stobie**, Director, Education, Cambridge International Examinations

    - 2:30 pm: Break

- **Pacific Ballroom Foyer**
  - 6:00 pm: Cocktail Reception

- **California Ballroom**
  - 7:15 am: Continental Breakfast

  - 8:15 am: Introductions and Remarks by Dr. Jerome Lucido

  **Morning Session I: Edutopia: A Vision for the Future**
  - **Dr. Steve Arnold**, Vice Chairman/CFO, Edutopia: The George Lucas Educational Foundation

  - 9:45 am: Break

  - 10:00 am: Morning Session II: Entrepreneurs, Vendors, and College Admissions: What the Future Holds
    - **Moderator:** **Mr. Tom Dretler**, CEO, Shorlight Education
    - **Panelists:**
      - **Ms. Anne Dwane**, CBO, Chegg, Inc.
      - **Mr. Stephen Smith**, President, Advising & Admissions Solutions, Hobsons; Co-Founder and CEO, Naviance

  - 11:15 am: Concluding Remarks by Dr. Jerome Lucido

- **Pacific Ballroom Foyer**
  - 6:00 pm: Adjourn for Afternoon and Networking

- **Pacific Ballroom**
  - 7:00 pm: Evening Keynote Address: The 50th Anniversary of the Civil Rights Act
    - **Dr. John Slaughter**, Professor of Education, USC Rossier School of Education; Professor of Engineering, USC Viterbi School of Engineering

#### FRIDAY, JANUARY 23

- **California Ballroom Foyer**
  - 7:15 am: Continental Breakfast

- **California Ballroom**
  - 8:15 am: Introductions and Remarks by Dr. Jerome Lucido

  **Morning Session I: Edutopia: A Vision for the Future**
  - **Dr. Steve Arnold**, Vice Chairman/CFO, Edutopia: The George Lucas Educational Foundation

  - 9:45 am: Break

  - 10:00 am: Morning Session II: Entrepreneurs, Vendors, and College Admissions: What the Future Holds
    - **Moderator:** **Mr. Tom Dretler**, CEO, Shorlight Education
    - **Panelists:**
      - **Ms. Anne Dwane**, CBO, Chegg, Inc.
      - **Mr. Stephen Smith**, President, Advising & Admissions Solutions, Hobsons; Co-Founder and CEO, Naviance

  - 11:15 am: Concluding Remarks by Dr. Jerome Lucido

- **Pacific Ballroom Foyer**
  - 6:00 pm: Adjourn and Box Lunches
Wednesday OPENING ADDRESS: **DIVERSITY AS A STRATEGIC ADVANTAGE**

**DR. MARTA TIENDA**

Marta Tienda is Maurice P. During '22 Professor of Demographic Studies and Professor of Sociology and Public Affairs at Princeton University and former director of the Office of Population Research. Dr. Tienda is past president of the Population Association of America, and chaired the National Academy of Science panel on Hispanics from 2004 - 2006.

Dr. Tienda is an independent trustee of the Teachers Insurance Annuity Association (TIAA), the Alfred P. Sloan Foundation, and the Jacobs Foundation of Switzerland. She serves on the Visitors Committee of Harvard University’s Kennedy School of Government, and the White House Commission on Educational Excellence for Hispanics. Previously she has served on the boards of Brown University, the Federal Reserve Bank of New York, the W.T. Grant Foundation, the Carnegie Corporation of New York, the Kaiser Family Foundation, and the Russell Sage Foundation.

Professor Tienda’s research has focused on the demography of racial and ethnic inequality, social policy, and international migration. She recently completed a decade-long study about equity and access to higher education, and is undertaking new research about the lifecycle timing of migration, with a focus on children and seniors.

Dr. Tienda received a B.A. from Michigan State University (Spanish, 1972) and a Ph.D. in sociology from the University of Texas at Austin (1976).

Thursday MORNING KEYNOTE: **THE FEDERAL ROLE: COLLEGE RATINGS, GAINFUL EMPLOYMENT, AND STUDENT AID**

**DR. TED MITCHELL**

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

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

Mitchell is the former CEO of the NewSchools Venture Fund and served as the president of the California State Board of Education. Through his long career in higher education, Mitchell has served as the president of Occidental College, vice chancellor and dean of the School of Education and Information Studies at the University of California, Los Angeles, and professor and chair of the Department of Education at Dartmouth College.

Mitchell received his bachelor’s and master’s degrees, and Ph.D. from Stanford University. He lives in Washington, D.C. with his wife, Christine, and their two children.

Thursday MASTER CLASS I: **ON DEMOGRAPHICS, EDUCATION CONSORTIA, AND CROSSING STATE BORDERS**

**DR. DAVID LONGANECKER**

David Longanecker has served as the president of the Western Interstate Commission for Higher Education in Boulder since 1999. Previously, Longanecker served for six years as the assistant secretary for postsecondary education at the U.S. Department of Education. Prior to that he was the state higher education executive officer in Colorado and Minnesota. He was also the principal analyst for higher education for the Congressional Budget Office. Longanecker has served on numerous boards and commissions. He has written extensively on a range of higher education issues. His primary interests in higher education are: expanding access to successful completion for students within all sectors of higher education, promoting student and institutional performance, assuring efficient and effective finance and financial aid strategies, and fostering effective use of educational technologies, all for the purpose of sustaining the nation’s strength in the world and increasing the quality of life for all Americans, particularly those who have traditionally been left out in the past. He holds an Ed.D. from Stanford University, an M.A. in student personnel work from George Washington University, and a B.A. in sociology from Washington State University.
Thursday MASTER CLASS II: THE COMMON CORE AND HIGHER EDUCATION

DR. MICHAEL KIRST
Michael W. Kirst is Professor Emeritus of Education and Business Administration at Stanford University, and president of the California State Board of Education. He has been on the Stanford faculty since 1969. Dr. Kirst received his Ph.D. in political economy and government from Harvard. Before joining the Stanford University faculty, Dr. Kirst held several positions with the federal government, including Staff Director of the U.S. Senate Subcommittee on Manpower, Employment and Poverty, and Director of Program Planning for the Elementary and Secondary Education of the US Office of Education. He was a former president of the California State Board of Education. His two latest books are From High School to College with Andrea Venezia, 2009, and Remaking College: The Changing Ecology Of Higher Education, Stanford University press, 2014 with Mitchell Stevens.

Thursday AFTERNOON SESSION 1: INTERNATIONAL AND GLOBAL EDUCATION AND STUDENT MOBILITY

MR. DREW DEUTSCH
Drew Deutsch serves as the Americas Regional Director for the International Baccalaureate. In this role, Drew oversees the work that the organization does to support educators across the region. This includes providing professional development to over 30,000 teachers a year and working with over 2,500 schools that offer nearly 3,000 IB programs. Prior to joining the IB in 2009, Drew had over 15 years experience in the education services industry with The Princeton Review. He served in a wide range of roles across the company’s K12 Services and Test Preparation divisions, most recently as Vice President of Account Management and Operations. In this position, Drew led a large team of educators and support staff that provided high quality interim assessment and intervention programs to school districts across the United States. During his career, Drew has developed strong relationships with educators and school districts across the Americas and conducted professional development seminars on topics such as the college admissions process and improving student achievement.

MR. CLAY HENSLEY
Clay Hensley, senior director of international strategy and outreach at the College Board, leads efforts to advance the international engagement of College Board member institutions. He focuses on supporting universities to attract best-fit prospective undergraduate students internationally. Clay, the 2013 recipient of the Overseas Association for College Admission Counseling (OACAC)’s Distinguished Service award, presents frequently about issues related to international student mobility. Clay is a key member of the College Board’s International team, which is responsible for promoting the effective use of College Board programs, including the SAT, the Advanced Placement Program, and College Board Search resources, in more than 180 countries. He considers it a privilege to spend a significant amount of his time traveling in support of the aspirations of international students and educators. He holds a bachelor’s degree in English literature from Vanderbilt University in Nashville, Tennessee, and a Masters of Fine Art in painting from the University of Tennessee, Knoxville.

DR. TRISTIAN STOBIE
Dr. Tristian Stobie is Director, Education at Cambridge International Examinations (CIE) where he is responsible for leading the development of Cambridge’s educational strategy for schools, supporting Cambridge teachers and learners and working in partnership with Ministries engaged in educational reform initiatives with Cambridge. Previously, Tristian worked as Head of Diploma Programme Development for the International Baccalaureate. He has also worked as Deputy Head at Atlantic College United World College in Wales, Secondary Principal at the International School of Amsterdam, ACS International school Egham UK and the International School of Monaco. He has also taught in Vienna and Maseru, Lesotho.
Thursday AFTERNOON SESSION II: THE AGE OF THE TRANSFER STUDENT

DR. STEPHEN J. HANDEL

Stephen J. Handel is the Associate Vice President - Undergraduate Admissions for the University of California (UC) System. In this capacity, Handel provides leadership concerning freshman and community college transfer admissions policy and practice for the nine UC undergraduate campuses. Prior to this position, Steve served for nearly a decade as the Executive Director of the National Office of Community College Initiatives at the College Board. At the College Board, Handel advocated for and conducted research with community colleges nationally and internationally, with a special focus on initiatives that advance educational access and equity for all students.

Handel also served as UC’s first Director of Community College Transfer Enrollment Planning, where he initiated strategic enrollment policies focusing on the needs of community college transfer students. During this time, Handel worked closely with colleagues at the California Community College Chancellor’s Office to increase significantly the number of community college students transferring to a UC campus. Handel is the author of the Community College Counselor Sourcebook as well as other publications focusing on higher education issues, including Under Match and the Community College Student, Remediating Remediation (with Ronald Williams), Strengthening the Nation By Narrowing the Gap (with James Montoya), and Second Chance, Not Second Class: A Blueprint for Community College Transfer. Handel earned his Ph.D. and M.A. degrees from the University of California, Los Angeles, a B.A. from California State University, Sacramento, and an A.A. from Cosumnes River Community College.

DR. JANET MARLING

Janet L. Marling is the Executive Director of the National Institute for the Study of Transfer Students (NISTS), which allows her to collaborate with individuals, higher education institutions and associations, state agencies, foundations, and legislative bodies to improve transfer policy, practice, and research. Dr. Marling also serves as the Vice President for Student Affairs at the University of North Georgia where she is responsible for overseeing the departments across four campuses that support students’ co-curricular success.

Dr. Marling edited the New Directions for Higher Education volume titled, Collegiate Transfer: Navigating the New Normal, published by Jossey-Bass. She has also been involved as a Project Director and/or Co-Principal Investigator for multiple research grants focusing on transfer student success. Dr. Marling is an affiliate member of the Council for Standards in Higher Education (CAS) board of directors and acted as lead content expert in the collaborative effort to develop the Standards for Transfer Student Programs and Services.

DR. FRANK CHONG

Dr. Frank Chong is the fifth president of Santa Rosa Junior College, having assumed this position in January 2012. Previously he was the Deputy Assistant Secretary for Community Colleges at the U.S. Department of Education in Washington, D.C. He formerly served as President of Laney College in Oakland and Mission College in Santa Clara. He also held the position as Campus Dean and Dean of Student Affairs at San Francisco City College. In addition, he served as Special Assistant to Willie Brown, Speaker of the California Assembly, and as Executive Director of a Bay Area community-based non-profit organization.

Since coming to SRJC, Dr. Chong has led the development of the college’s comprehensive first-ever Strategic Plan that charts the future direction of SRJC in service of its students, college, faculty, and staff, and local community. He quickly became an active Sonoma County community member, and serves on the Boards of Pepperwood Preserve, Santa Rosa Chamber of Commerce, and Health Action Network. Dr. Chong has embraced and actively promoted an atmosphere of openness, team work, inclusivity and responsive interaction at SRJC, and he is deeply connected to the college’s diverse and vibrant community.

Dr. Chong has a Bachelor of Arts degree from UC Berkeley in Social Welfare and Asian American Studies, and a Master in Public Administration from Harvard University. He also completed the Educational Management program at Harvard’s Graduate School of Education, and earned his doctorate in educational administration, leadership and technology from Dowling College in Oakdale, New York.
Thursday EVENING KEYNOTE: THE 50TH ANNIVERSARY OF THE CIVIL RIGHTS ACT

DR. JOHN BROOKS SLAUGHTER

Dr. Slaughter is currently a Professor of Education and Engineering at the University of Southern California. A former Director of the National Science Foundation, Chancellor of the University of Maryland, College Park, and President of Occidental College, Dr. Slaughter has served for many years as a leader in the education, engineering and scientific communities. He is well known for his commitment to increasing diversity in higher education with a special focus on the STEM disciplines.

A member of the National Academy of Engineering - where he has served on the Committee on Minors in Engineering, co-chaired its Action Forum on Engineering Workforce Diversity and served two terms on the NAE Council - he is also the recipient of the Academy’s Arthur M. Bueche Award in 2004. A Fellow of the American Association for the Advancement of Science, the Institute of Electrical and Electronic Engineers (IEEE), and the American Academy of Arts and Sciences, he was elected to the Tau Beta Pi honorary Engineering Society and was named Eminent Member of the Eta Kappa Nu Honorary Electrical Engineering Association. He is a member of Phi Beta Kappa and, in 1993, Dr. Slaughter was named to the American Society for Engineering Education Hall of Fame and was the recipient of the society’s Centennial Medal. He received the UCLA Medal of Excellence in 1989, was elected to the Kansas State University Engineering Hall of Fame in 1990, received the Roger Revelle Award from the University of California, San Diego in 1991 and was named that institution’s Alumnus of the Year in 1982.

Dr. Slaughter, a licensed professional engineer, began his career as an electronics engineer at General Dynamics and, later, served for 15 years at the U.S. Navy Electronics Laboratory in San Diego, where he became head of the Information Systems Technology Department. He has also been director of the Applied Physics Laboratory and professor of electrical engineering at the University of Washington, Academic Vice President and Provost at Washington State University, the Irving R. Melbo Professor of Leadership in Education at the University of Southern California and, until his return to USC in January 2010, president and CEO of the National Action Council for Minorities in Engineering, Inc. (NACME) from August 2000 to September 2009.

Among the boards of directors on which he has served are IBM, Northrop Grumman, Monsanto, Baltimore Gas and Electric Co., Sovran Bank, Union Bank, Avery Dennison, Atlantic Richfield (ARCO) and Solutia, Inc. He was appointed by President Jimmy Carter as Assistant Director and, later, as Director of the National Science Foundation and by President George W. Bush to membership on the President’s Council of Advisors on Science and Technology (PCAST).

Dr. Slaughter earned a Ph.D. in Engineering Science from the University of California, San Diego (UCSD), an M.S. in Engineering from the University of California, Los Angeles (UCLA) and a B.S. in Electrical Engineering from Kansas State University. He holds honorary degrees from 30 colleges and universities. Recipient of the first U.S. Black Engineer of the Year Award in 1987, Dr. Slaughter was awarded the Martin Luther King Jr. National Award in 1997.

He and his wife, Dr. Ida Bernice Slaughter, herself an educational leader, have two children: a son, John Brooks Slaughter II, D.V.M., and a daughter, Ms. Jacqueline Michelle Slaughter, a university administrator and doctoral student in educational administration.

Friday MORNING SESSION I: EDUTOPIA: A VISION FOR THE FUTURE

DR. STEVE ARNOLD

Steve Arnold is co-founder and vice chairman of the board of directors of the George Lucas Educational Foundation (GLEF), an operating foundation that conducts research and publishes stories of exemplary programs in teaching and learning at www.edutopia.org. He is also a co-founder and partner emeritus at Polaris Partners, a multi-stage venture capital partnership, where he has focused on investments in information technology and digital media. Steve is actively engaged in cultivating innovation in K-12 education, serving also on the boards of CASEL, implementing evidence-based social and emotional learning in urban school districts (www.casel.org); Enlearn, building an adaptive platform for personalized learning (www.enlearn.org); Educurious, re-inventing the relevance of high school with learning programs and teacher professional development (www.educurious.org); The Teaching Channel, developing a collaborative learning platform for teacher professional development (www.teachingchannel.org); The New Mexico School for the Arts, a statewide high school serving students with a passion for the arts (www.nmschoolforthearts.org); The Center for Investigating Healthy Minds, Inc., developing translational applications of affective neuroscience research (www.investigatinghealthyminds.org); and the Institute of Play, creating a systems thinking approach to student learning and teacher professional development (www.instituteofplay.org).
Friday MORNING SESSION II: ENTREPRENEURS, VENDORS, AND COLLEGE ADMISSIONS: WHAT THE FUTURE HOLDS

MR. TOM DRETLER
Thomas D. (Tom) Dretler is CEO and Co-Founder at Shorelight Education, which funds and manages the global aspirations of leading universities to drive institutional growth, create new revenue streams, and expand options for international and domestic students.

Previously, Tom was an executive in residence at Sterling Partners, a mission-driven private equity firm that invests in education, healthcare, and business services companies. Tom currently serves as a trustee at Mass Bay Community College, and as a director and advisor on several other corporate and non-profit boards. From 1998–2011, Tom was president and chief executive officer of Eduventures, Inc., where he built the leading information services company in the education sector. He also is the co-author of the 2012 Sterling Partners/Bain & Company white paper, The Financially Sustainable University.

Throughout his career, Tom has taken a leadership role in supporting business involvement in public sector issues. In the mid-1990s, he managed a Harvard Business School program on business involvement in public education, welfare-to-work, and urban investment. In the early 1990s, he served as a consultant to former President Jimmy Carter and was responsible for developing public-private partnerships in association with the Atlanta Committee for the Olympic Games. From 2007–2011, Tom served as the founding president of the Alliance for Business Leadership (formerly known as the Progressive Business Leaders Network). In 2007, Tom was named one of the "40 Under 40" business leaders to watch by Boston Business Journal.

Tom is a Phi Beta Kappa graduate of Johns Hopkins University where he was a Rhodes Scholar candidate and a varsity athlete. He also holds an MBA degree from the Harvard Business School where he was awarded the Goldsmith Fellowship.

MS. ANNE DWANE
Anne is Chief Business Officer at Chegg. Chegg, the student hub, helps 75% of college-bound high school students and nearly 50% of college students save time, save money, get smarter from the time they're in high school considering higher education right up to landing their first job. Anne joined Chegg with the acquisition of Zinch, which enabled millions of students to showcase themselves as “more than test scores” to be matched with colleges, scholarships and other opportunities to learn and succeed. Previously, Anne co-founded Military.com to connect service members and veterans to benefits, including GI Bill and career networking. Military.com was acquired by Monster Worldwide, where she led Affinity Networks. Prior, Anne was in business development at Paul Allen’s Interval Research Corporation and in brand management for Nabisco. She holds a bachelor's degree in Marketing & International Management from Georgetown University and an MBA from the Harvard Business School.

Anne is co-author of Getting In: The Zinch Guide to College Admissions & Financial Aid in the Digital Age (Wiley 2011). She was named a Henry Crown Fellow of the Aspen Institute.

MR. STEPHEN SMITH
Stephen M. Smith is president for advising and admissions solutions at Hobsons. In this role, Steve oversees Hobsons’ global product strategy, marketing, policy, and R&D impacting more than 12 million students and 10,000 schools, colleges, and universities in more than 90 countries. Steve joined Hobsons in 2007 through the acquisition of Naviance, where as co-founder and chief executive he led the company in creating the leading college and career readiness platform for schools and districts.

Prior to co-founding Naviance, Mr. Smith was vice president of digital product development at Peterson’s, then a division of The Thomson Corporation (now Thomson Reuters), where he played a key role in transforming a traditional print publishing business into a leading on-line provider of education information. Prior to joining Peterson’s, Steve was a founding member of the Internet consulting practice at Thomson Technology Services Group. Steve has also served as a practitioner faculty member at The Johns Hopkins University where he taught graduate level coursework in marketing and technology.

Steve earned a Bachelor of Arts degree in history, cum laude, and an MBA from Cornell University.
EDUCATION, RESEARCH, AND SERVICE INITIATIVES

Online Leadership Certificate for Enrollment Managers
Following its in-depth study of enrollment professionals in 2009-2010, the Center for Enrollment Research, Policy, and Practice (CERPP) developed an innovative certificate program that cultivates the next generation of leaders and managers in admissions and enrollment: Leadership in Enrollment Management. First launched in October of 2012, this online 30-week curriculum features faculty who are experts in the field from around the country. Over the last two years, we have enjoyed working with participants from across the United States, and internationally. In September of this year, we not only welcomed a remarkable cohort of higher education leaders, we were also pleased to welcome six students from independent schools who have joined the program to pilot the curriculum and serve as a focus group as we develop curriculum specifically for this audience.

For those who are interested in the 2015 academic year (October 2015-May 2016), we encourage all current and aspiring deans, directors, vice provosts and vice presidents to apply. Completion of the program will enhance knowledge, hone skills, develop a professional network, and help form a deeper understanding of the philosophy and methodology of enrollment management within the institutional and national contexts.

Additional Certificate Prospects
The emergence of social entrepreneurs, both for-profit and non-profit, in college admission counseling creates a market for efficient and effective college counseling credentials. CERPP is now exploring these possibilities with organizations outside the academy.

The USC Center for Enrollment Research, Policy, and Practice (CERPP) was founded in 2007 and is dedicated to research and action that advances the social benefit of college admission and enrollment policies and practices in the United States and internationally. In 2010, the center became part of the USC Rossier School of Education, one of the world’s premier schools committed to strengthening society through excellence in education. For more information on the Center, please visit our website: https://cerpp.usc.edu/

Admission Credentials and Counseling System (ACCS)
The Admission Credentials and Counseling System is dedicated to developing and implementing trusted systems of academic records and college guidance in China in cooperation with U.S. and Chinese institutional participants. It is also dedicated to deepening trust, understanding, and relationships among U.S. colleges and universities and China’s high schools. It was launched in the U.S. in 2013 with two exploratory meetings designed and hosted by CERPP and funded by Dipont Education Management located in China. The project has progressed with the formation of a Steering Committee, a U.S. and a Chinese advisory council, and the design and construction of a sophisticated system of records and educational information. Through both system implementation and educational exchange, the project now aims to coalesce Chinese principals, high school counselors, U.S.-bound Chinese high school students, and U.S. college admission officials through the secondary to higher education transition process.

The Handbook of Strategic Enrollment Management
Hossler, D., Bontrager, B., & Associates. (2015). The handbook of strategic enrollment management. San Francisco, CA: Jossey Bass. CERPP contributed to two chapters of this recently published volume. Dr. Lucido wrote Chapter 8, How Admission Decisions Get Made, and he and Emily Chung contributed to Chapter 18, The Role of the Institution in Increasing College Persistence. We are pleased that the expertise and research efforts of the center were tapped for this industry-defining work.

Annual Meeting
Since 2008, CERPP has hosted an annual conference for the nation’s leading policy makers, practitioners, and scholars in college readiness, admission, and success. Each event explores in depth potential “game changing” issues in college access and success. These events have attracted prominent speakers and participants from across the country, garnered media attention, and have taken a holistic, non-biased look at our students, our commitments, demographic shifts, student preparedness, student aid philosophies, critical research questions, and more. Summary proceedings for each of these events are available on the center’s website.
JEROME A. “JERRY” LUCIDO (Ph.D., Higher Education, University of Arizona) is Associate Dean of Strategic Enrollment Services, Research Professor, and Executive Director Center for Enrollment Research, Policy, and Practice (CERPP) at the Rossier School of Education, University of Southern California. He served from August 2006-July 2010 as USC’s Vice Provost for Enrollment Policy and Management, responsible for undergraduate and graduate admission, academic records and registration, graduation rates initiatives, and overall enrollment policy and planning. Recently, Dr. Lucido served as a trustee of the College Board and as chairman of the College Board’s Guidance and Admissions Assembly Council. He also chaired the Task Force on Admissions in the 21st Century. He has played a leading role at the national level in initiatives to improve access for low-income and underrepresented students and to design and execute effective and principled college admission and enrollment management practices. Dr. Lucido came to USC from the University of North Carolina at Chapel Hill, where he guided enrollment planning and management. During his tenure at UNC, Dr. Lucido played the leading role in UNC’s decision to eliminate Early Decision in 2002, an action that was hailed by the Washington Post, Newsweek, and the New York Times. Prior to his work at UNC, Dr. Lucido served as assistant vice president for enrollment services and academic support at the University of Arizona, where he was honored for his contributions to improve the quality of education for students from underrepresented groups.

CERPP STAFF

EMILY CHUNG (M.A., Asian Studies, Yale University) is Program Director of the Center for Enrollment Research, Policy, and Practice at the University of Southern California. Having joined the center in 2011, Ms. Chung oversees administrative operations, develops and implements research and curricular projects to further the center’s mission, manages events and public relations, and supervises research and administrative staff. Previously Ms. Chung was an associate program officer at the Japan Foundation Center for Global Partnership in New York, where she managed and evaluated a large grant portfolio, initiated educational outreach and international exchange activities, conducted research, managed roundtables, seminars, and workshops, and helped implement a public relations strategy. Her work at the foundation was preceded by her work as development associate at Urban Solutions in San Francisco, where she secured grants and established foundation relations in support of community development programs in the city. Emily earned a bachelor’s degree from the University of Texas at Austin, a master’s at Yale University, and completed Ph.D. coursework at the University of Chicago. She is currently a doctoral student at the USC Rossier School of Education, specializing in higher education administration.

GABRIELA DUNCAN (B.A., Sociology, University of California, Irvine) is the Project Specialist for the Center for Enrollment Research, Policy, and Practice at the University of Southern California. Having recently joined the center from the USC Rossier School of Education’s Business Office and prior to that the Office of Professional Development Programs, Ms. Duncan manages the administrative and financial operations as well as the research and grant administration processes of the center. Additionally, Ms. Duncan monitors spending, develops budget forecasts, and reconciles accounts for CERPP. Her work with the center also involves program support as well as event management and planning. Prior to coming to USC, Ms. Duncan worked as a Customer Advocacy Manager for Marriott Vacation Club International and as a support team member for the Children’s Miracle Network Southern California Chapter. Ms. Duncan received her Bachelor of Arts degree in Sociology from the University of California, Irvine and is currently working on certification for Research Administration from USC.
WENDY MARSHALL (Ed.D., Educational Leadership, University of Southern California) is the Educational Program Designer for the Center for Enrollment Research, Policy, and Practice. Dr. Marshall works closely with the center’s faculty and leaders throughout the country to develop programming that supports excellence in enrollment management. Prior to joining the CERPP team, Dr. Marshall worked with the Office of Professional Development Programs at USC, the College Board, and major educational publishers including Houghton Mifflin and McDougal Littell. She began her career in education in the Paramount Unified School District as a 4th grade bilingual teacher and through her work with CERPP, aims to support traditionally underserved students. Dr. Marshall’s research interests include parental involvement as social capital, college access for traditionally underserved students, and general curriculum development and design approaches for non-traditional learners.

ARA ARZUMANIAN (B.A., English Literature, University of California, Irvine) is the program manager of the Southern California College Advising Corps. A career youth development professional, he has worked with youth and teens in varied settings. Recently he oversaw the development of a new mentoring program with Proyecto Pastoral in Boyle Heights. Prior to that, he was Vice President of Programs for Big Brothers Big Sisters of Greater Los Angeles (BBBSLA) where he developed a new corporate mentoring model with Union Bank winning the National Rising Star Award.

Before joining BBBSLA, Ara was the director of Generation Next Mentorship Program. Ara assembled the team that grew the program five-fold and increased its services to students with the award of a large US Department of Education Grant. During this time, he served as the chair of the Glendale Healthy Start Collaborative, sat on Glendale Unified’s Student Attendance Review Board and served on the violence prevention committees of five schools.

With the City of Glendale’s Youth Outreach Program, Ara specialized in street outreach, runaway recovery and cross-cultural peace-making. Due to his experience and expertise in the field of youth development, he has been invited to guest lecture at USC, CSUN and CSULA on youth development and issues facing at-risk youth.

SOUTHERN CALIFORNIA COLLEGE ADVISING CORPS (SCCAC)

SCCAC ADVISERS visit Washington, D.C. (pictured left to right).
Row 1: Jennifer Escalante, Alejandra Arguelles, Davis Vo, Reyna Valenzuela, Briana Smith, Sarah Promnitz; Row 2: Dylan Purdy, Erick Sanzon, Tilo Lopez, Lilianne Tang, Carmen Macias, Cynthia Le, Shantel Brodhead; Row 3: Pilar Dawson, Max Reza, Dennis Funes, Ara Arzumanian