We would like to thank our conference sponsors for their generous support.
Dear Colleagues,

Welcome and thank you for joining us at “Affording College: Costs, Debt, and The Way Forward.” With political candidates debating debt-free education, student loan debt climbing ever higher as a percentage of campus revenue, and with sticker prices exceeding the annual income of many families, it is time for a thoroughgoing and practical examination of college costs, student aid, and sustainable solutions to keep college in reach of those capable of benefiting from it.

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 the College Board, Hobsons, ACT, International Baccalaureate, Texas IB Schools, 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
Research Professor and Executive Director
Center for Enrollment Research, Policy, and Practice (CERPP)
Rossier School of Education, University of Southern California
Sandy Baum  
Senior Fellow, The 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

Bill Fitzsimmons  
Dean of Admissions and Financial Aid to Students; Member of the Faculty of Arts and Sciences, Harvard University

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

Don Hossler  
Professor Emeritus, Indiana University

Michael Kirst  
President, California State Board of Education  
Professor Emeritus of Education, Stanford University

George D. Kuh  
Director of the National Institute for Learning Outcomes Assessment  
Adjunct Professor at the University of Illinois, and the Chancellor’s Professor Emeritus at Indiana University

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

Gary Rhoades  
Head, Department of Educational Policy Studies & Practice  
Professor and Director, Center for the Study of Higher Education, University of Arizona

Morton O. Schapiro  
President, Northwestern University

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

Bill Tierney  
Wilbur-Kieffer Professor of Higher Education and Co-Director of the Pullias Center for Higher Education, University of Southern California
**Wednesday, January 13th**

5:00 PM  
Registration and Cocktail Reception  
*Plaza Ballroom*

6:00 PM  
Welcome & Speaker Introduction  
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: *Is College Worth It? Cost, Value, and Workforce Projections*  
Martin Van Der Werf, Associate Director, Editorial & Postsecondary Policy, Center on Education and the Workforce, Georgetown University

**Thursday, January 14th (continued)**

1:15 PM  
Master Class I: *The Current Landscape of Student Financial Aid and How Families Pay for College*  
Sandy Baum, Senior Fellow, The Urban Institute  

2:30 PM  
Break

2:45 PM  
Master Class II: *Understanding Federal and State Government Funding of Postsecondary Institutions*  
Panelists: Nicholas Hillman, Assistant Professor, Education Leadership & Policy Analysis, University of Wisconsin-Madison  
Ozan Jaquette, Assistant Professor, Educational Policy Studies & Practice, University of Arizona  

4:00 PM  
Adjourn for Afternoon and Networking

**Thursday, January 14th**

7:15 AM  
Continental Breakfast  
*Plaza Arbor*

8:15 AM  
Welcome by Jerome Lucido  
*Plaza Ballroom*

8:30 AM  
Morning Keynote Address: *A Critical Look at the Business Model of Higher Education*  
Richard Staisloff, Principal, rpkGROUP

9:30 AM  
Break

9:45 AM  
Presidential Panel: *The Presidential View of Cost, Price, and Value*  
Panelists: Catharine Bond Hill, President and Professor of Economics, Vassar College  
Barry Glassner, President, Lewis & Clark College

10:45 AM  
Morning Session: *The Evolution of Student Aid, Where It Has Been, and Where It is Heading: Implications for Students and Families*  
Panelists: Youlonda Copeland-Morgan, Associate Vice Chancellor, Enrollment Management, University of California, Los Angeles  
Georgette DeVeres, Associate Vice President & Dean of Admissions & Financial Aid, Claremont McKenna College  
Shirley Ort, Associate Provost and Director, Scholarships and Student Aid, University of North Carolina at Chapel Hill

12:00 PM  
Lunch  
*Plaza Arbor*

**Friday, January 15th**

7:15 AM  
Continental Breakfast  
*Plaza Arbor*

8:15 AM  
Introductions and Remarks by Jerome Lucido  
*Plaza Ballroom*

8:30 AM  
Morning Session I: *Is the Current Higher Education Funding Model Sustainable?*  
Panelists: Neil Theobald, President, Temple University  
Kent Chabotar, Professor of Political Science; Former President, Guilford College

9:45 AM  
Break

10:00 AM  
Morning Session II: *Are We Too Reliant on Student Loans?*  
Robert Shireman, Senior Fellow, Century Foundation

11:00 AM  
Experts Respond: Reverse Press Conference with Senior Education Writers  
Panelists: Eric Hoover, Senior Writer, Chronicle of Higher Education  
Scott Jaschik, Editor, Inside Higher Ed

12:00 PM  
Closing Remarks, Adjourn and Box Lunches
Wednesday, January 13
6:00 p.m. - OPENING ADDRESS: Is College Worth It? Cost, Value, and Workforce Projections

Martin Van Der Werf

Martin Van Der Werf is Associate Director of the Georgetown University Center on Education and the Workforce. He is a longtime writer, journalist, blogger, and consultant in higher education, focusing on how higher education is adapting to changes in finance, regulation, policy, instruction, and student and employer demands. Martin was a reporter and editor at The Chronicle of Higher Education, and worked with the higher education team of Huron Consulting Group. He has written a number of reports on the future of higher education, including The College of 2020: Students, published by The Chronicle, and The Ed Tech Revolution is about to Become the Learner Revolution, published by Education Design Lab. He has also written for Lumina Foundation and other higher education organizations. Since early 2015, Martin has worked at the Georgetown Center, where he directs editorial and postsecondary policy.

Thursday, January 14
8:30 a.m. - MORNING KEYNOTE: A Critical Look at the Business Model of Higher Education

Richard Staisloff

Richard Staisloff is the founder and a principal of rpkGROUP, a leading national consulting firm supporting colleges, universities and other non-profits with their growth and reallocation strategies. rpkGROUP emerged from two decades of leadership positions in the higher education sector, where Mr. Staisloff developed his expertise in finance and higher education from the perspective of public and private, two- and four-year institutions, higher education commissions, and State legislatures.

Mr. Staisloff has worked with institutions nationally and internationally, helping them to combine a mission and market approach to strategic planning and business development. He has been a leading voice in the development of a new business model for higher education, working closely with national foundations and the field. In addition to his consulting practice, Mr. Staisloff teaches in the Executive Doctorate Program for Higher Education Management at the University of Pennsylvania.
Thursday, January 14
9:45 a.m. - PRESIDENTIAL PANEL: *The Presidential View of Cost, Price, and Value*

**Catharine Bond Hill**

Catharine Bond Hill became the tenth president of Vassar College in 2006. Prior to her Vassar presidency, Hill served seven years as the provost of Williams College and originally joined the economics faculty at Williams in 1985. She is a noted economist who studies higher education affordability and access.

During her presidency Vassar has become a national leader in providing access and support for students from all socio-economic backgrounds. In recognition of that work, in 2015 the Jack Kent Cooke Foundation awarded Vassar its inaugural million-dollar prize for Equity in Educational Excellence. In 2012 Hill established a first-of-its-kind veterans admission program with the Posse Foundation. Now 29 veterans attend Vassar through the program, with Wesleyan University and Dartmouth also participating.

**Barry Glassner**

Barry Glassner became Lewis & Clark College’s 24th president in 2010. Since his arrival, Glassner has been building new connections locally and around the globe and deepening ties with alumni and friends. Under his leadership, the college has crafted a strategic plan that will expand Lewis & Clark's impact and influence over the next decade. Prior to his presidency, Glassner served as Executive Vice Provost and Professor of Sociology at the University of Southern California. His many commentaries in national media outlets tackle major issues of the day in higher education and beyond. His writing has appeared in newspapers including *The New York Times, The Wall Street Journal, Los Angeles Times*, and *The Chronicle of Higher Education*, and he has published research studies in *The American Sociological Review, American Journal of Psychiatry*, and other leading journals in the social sciences. He is the author or co-author of 10 books, including *The Culture of Fear: Why Americans Are Afraid of the Wrong Things*, released in 1999 with an updated edition issued in 2010. The book was a national bestseller and was named a “Best Book of the Year” by Knight-Ridder newspapers and by the *Los Angeles Times Book Review*. 
Youlonda Copeland-Morgan

Youlonda Copeland-Morgan was appointed Associate Vice Chancellor for Enrollment Management at the University of California, Los Angeles (UCLA) in February 2012. In her role, she has primary responsibility for achieving UCLA’s undergraduate enrollment goals and oversees the Undergraduate Admission, Financial Aid and Scholarships, as well as outreach functions. She has been a recognized leader in higher education for more than 30 years. She served 9 years on the Board of Trustee of the College Board, including a two-year term (2008-2010) as chairman of the Board of Trustees. In 2009, she was appointed Vice Chair of the College Board’s Advocacy and Policy Center, which was established with support from the Bill and Melinda Gates Foundation to help transform education in America. In 2010, Copeland-Morgan served as an expert witness in a Town Hall Meeting to Vice President Joe Biden on the White House Middleclass Task Force and is currently serving a second three-year term on the Gates Millennium Scholars Advisory Council.

She has received several distinguished service awards from state, regional and national associations in recognition of her contributions to higher education. Copeland-Morgan is a member of the College Board’s distinguished College Scholarship Service Hall of Fame, which honors 50 individuals who made significant contributions to the body of knowledge underpinning the financial aid profession since the College Boards inception. Prior to UCLA, Copeland-Morgan was at Syracuse University where she held the position of Associate Vice President of Enrollment Management.

Georgette DeVeres

Georgette DeVeres has worked at Claremont McKenna College since 1983 as the Director of Financial Aid, Associate Dean of Admission and Financial Aid and is currently the Associate Vice President and Dean of Admission and Financial Aid. She has worked in admission and financial aid for over the past thirty years. She has been employed at public, private, large and small institutions. At Claremont McKenna College she is responsible for developing institutional policies and procedures that impacts both the recruitment and enrollment management decision process.

She is a frequent presenter at workshops and conferences and has given admission and financial aid presentations locally, regionally, nationally and internationally. Georgette served as the Chair of the College Board of Trustees. Georgette has held a number of other leadership positions in professional higher education organizations throughout her career which includes the National Association for College Admission Counseling (NACAC) and the National Association of Student Financial Aid Administrators (NASFAA). Georgette has been a resident of Pasadena for over 30 years. Her passion is to help students of all ages (K-16) to pursue their educational opportunities.

Shirley Ort

Shirley Ort has over 40 years of experience in the financial aid profession, both at the state level and at the institutional level. She has been with the University of North Carolina at Chapel Hill for the past 18 years where she currently serves as associate provost and director of the Office of Scholarships and Student Aid. Prior to this, she was deputy director for student financial aid for the State of Washington’s higher education agency. Shirley is active professionally in higher education associations and within the financial aid profession. She has served in various leadership roles with The College Board and is currently vice-chair of the Board of Trustees of The College Board. Shirley has a Baccalaureate degree in history and political science, a Master’s degree in ancient and medieval history, and a Juris Doctorate, and remains an active member of the Washington State Bar Association.
Thursday, January 14
1:15 p.m. - MASTER CLASS I: The Current Landscape of Student Financial Aid and How Families Pay for College

**Sandy Baum**

Sandy Baum is a senior fellow at the Urban Institute. Professor Emerita of Economics at Skidmore College, Dr. Baum earned her B.A. in sociology at Bryn Mawr College, where she is currently a member of the Board of Trustees, and her Ph.D. in economics at Columbia University. She has written and spoken extensively on issues relating to college access, college pricing, student aid policy, student debt, affordability, and other aspects of higher education finance.

Dr. Baum has co-authored the College Board’s annual publications Trends in Student Aid and Trends in College Pricing since 2002. She also co-authors Education Pays: The Benefits of Higher Education for Individuals and Society. She chaired the College Board’s Rethinking Student Aid study group, which issued comprehensive proposals for reform of the federal student aid system in 2008, and the Rethinking Pell Grants study group, which issued recommendations in April 2013. She chaired a Brookings Institution study group that issued its report, Beyond Need and Merit: Strengthening State Grant Programs in May 2012. Recent work includes studies of how behavioral economics can inform student aid policy; a meaningful definition of college affordability; tuition and financial aid strategies for broad access public institutions; and the NSF-funded Educational Attainment: Understanding the Data. She is a member of the Board of the National Student Clearinghouse.

Thursday, January 14
2:45 p.m. - MASTER CLASS II: Understanding Federal and State Government Funding of Postsecondary Institutions

**Nicholas Hillman**

Nicholas Hillman is an assistant professor at University of Wisconsin-Madison’s School of Education, where he specializes in higher education finance and financial aid policy research. Dr. Hillman’s state policy research examines the effectiveness of financial aid programs and the impacts of performance-based funding. His federal policy research focuses on trends in federal student loan borrowing, loan default, and income-related loan repayment. Dr. Hillman teaches courses on higher education finance, policy, and quantitative research methods; he earned his MPA and PhD both from Indiana University-Bloomington.

**Ozan Jaquette**

Ozan Jaquette is an assistant professor of higher education in the Department of Educational Policy and Practice at the University of Arizona. His research interests are organizational theory, postsecondary education finance, enrollment management, and quantitative methods. His research program analyzes how postsecondary institutions change their behavior to generate enrollments from desired student populations.
Thursday, January 14
7:00 p.m. - EVENING KEYNOTE: The Politics of Student Aid and College Costs

Barmak Nassirian

Barmak Nassirian is director of federal relations and policy analysis with the American Association of State Colleges and Universities, where he coordinates legislative, regulatory and public policy at the federal level. Nassirian has been active on federal higher education policy for more than 25 years, and has worked on a broad range of issues including higher education finance, academic policy, quality assurance, privacy, and tax policy.

AASCU is a Washington-based higher education association of nearly 420 public colleges, universities and systems whose members share a learning-and teaching-centered culture, a historic commitment to underserved student populations and a dedication to research and creativity that advances their regions’ economic progress and cultural development.

Friday, January 15
8:30 a.m. - MORNING SESSION I: Is the Current Higher Education Funding Model Sustainable?

Neil Theobald

Neil D. Theobald is the 10th president of Temple University and a nationally recognized expert on education finance. Since becoming Temple’s president in 2013, he has led the university to new milestones in admissions, research and fundraising.

One of Theobald’s signature initiatives is Fly in 4, an innovative program that helps students take charge of their futures and limit their debt. Theobald also outlined six commitments that will power Temple’s future. He came to Temple after a successful career as an administrator and faculty member at Indiana University, where he directed a research center that assisted five state governments in designing K–12 funding systems. Like many Temple Owls, Theobald was the first in his family to attend college.

Kent Chabotar

Kent Chabotar is President Emeritus and Professor of Political Science at Guilford College in Greensboro, North Carolina. He was President from 2002 to 2014. He is also a partner in MPK&D where he deals with financial issues in higher education.

Previously, Kent was Vice President for Finance and Administration and Treasurer and Senior Lecturer on Government at Bowdoin College. He has spent much of his career as a faculty member at the Harvard Graduate School of Education, University of Massachusetts, and Michigan State University. He received the Distinguished Educator Award for teaching excellence at Michigan State and the Fussa Distinguished Teaching Award at Harvard. In 2015, Kent received an honorary Doctor of Humane Letters degree from Heidelberg University.


Kent holds a B.A. degree from Saint Francis University in Pennsylvania and M.P.A. and Ph.D. degrees in Public Administration from the Maxwell School at Syracuse University.
Friday, January 15
10:00 a.m. - MORNING SESSION II: Are We Too Reliant on Student Loans?

Robert Shireman

Shireman has played key roles in a wide variety of higher education finance, access, quality, and governance issues. He shepherded the evolution of the nation's income-based student loan repayment system from its initial adoption in 1992 to its expansion and improvement by President Barack Obama. He organized the federal response to emerging signs of predatory for-profit career training in 2009, leading to a widely discussed set of regulatory reforms and enforcement actions. He led an effort that significantly simplified the process of applying for federal college aid and pressed for and ultimately won the elimination of costly middlemen from the federal loan programs so that more grant aid could be made available to low-income students. Currently, in addition to being a part of The Century Foundation's education team, Shireman serves on the board of uAspire, a national nonprofit that helps low-income students find quality, affordable college options.

Friday, January 15
11:00 a.m. - EXPERTS RESPOND: Reverse Press Conference with Senior Education Writers

Eric Hoover

Eric Hoover, a senior writer for the Chronicle of Higher Education, has been covering college admissions since 2001. He has written extensively about student recruitment, enrollment management, standardized testing, and higher education's uneasy embrace of Millennials. Eric's journalism also has appeared in the New York Times, Washington Post, Washington Monthly, and Nautilus. His work has been recognized by the Education Writers Association, the Mensa Research and Education Foundation, and the Virginia Press Association. He graduated from the University of Virginia in 1997 with a degree in English, and is pursuing a Master’s degree in the teaching of writing at George Mason University.

Scott Jaschik

Scott Jaschik is editor and one of the three founders of Inside Higher Ed. With Doug Lederman, he leads the editorial operations of Inside Higher Ed, overseeing news content, opinion pieces, career advice, blogs and other features. Scott is a leading voice on higher education issues, quoted regularly in publications nationwide, and publishing articles on colleges in publications such as The New York Times, The Boston Globe, The Washington Post, Salon, and elsewhere. He has been a judge or screener for the National Magazine Awards, the Online Journalism Awards, the Folio Editorial Excellence Awards, and the Education Writers Association Awards. Scott served as a mentor in the community college fellowship program of the Hechinger Institute on Education and the Media, of Teachers College, Columbia University. He is a member of the board of the Education Writers Association. From 1999-2003, Scott was editor of The Chronicle of Higher Education. Scott grew up in Rochester, N.Y., and graduated from Cornell University in 1985. He lives in Washington.
The USC Center for Enrollment Research, Policy, and Practice 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/

Online Leadership Certificate for Enrollment Managers

Following the center’s in-depth study of enrollment professionals in 2009–2010, the center developed an innovative certificate program that cultivates the next generation of leaders and managers in admissions and enrollment managers: Leadership in Enrollment Management. First launched in October of 2012, this online 30-week curriculum features faculty and advisors who are experts in the field from around the country. Over the last three years, we have enjoyed working with participants from across the United States and Canada. This September, we welcomed a robust cohort of higher education and independent school leaders. Endorsing our certificate program as valuable professional development, SSATB awarded scholarships for ten independent school participants. For those who are interested in the 2016 academic year (October 2016–May 2017), 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. The center is now exploring these possibilities with organizations outside the academy.

Southern California College Advising Corps

In its third year, the Southern California College Advising Corps (SCCAC) has expanded to 22 college advisers placed in sixteen high schools across three districts, including Garden Grove, Long Beach and Los Angeles Unified School Districts. The program’s goal is to raise the number of California students who attend and complete college by encouraging and assisting high school students with their college searches, applications, financial aid, and transition to postsecondary education. By placing exceptional, well-trained, recent college graduates on public high school campuses as full-time college advisers, SCCAC works toward increasing the rate of college enrollment and completion for low-income, first-generation college, and underrepresented high school students within these schools. A partnership between the College Advising Corps and USC, SCCAC benefits from the generous financial support of the Gilbert Foundation, the Los Angeles Scholars Investment Fund (a partnership between the California Community Foundation and the College...
Futures Foundation) and CTBC Bank Corp. For more information on SCCAC, including a full list of our advisers, their bios and respective schools, please visit our website.

**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 the Center for Enrollment Research, Policy, and Practice and funded by Dipont Education Management located in China and by the Council for American Culture and Education (CACE) located in New York. 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 (Don Hossler, Bob Bontrager and Associates, Jossey Bass, AACRAO 2015)**

The Center contributed to two chapters of this recently published volume. Jerry Lucido wrote Chapter 8, How Admission Decisions Get Made, and Jerry Lucido 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.

**Study on Use of Nonacademic Factors in Admissions Supported by the College Board**

The USC Center for Enrollment Research, Policy, and Practice is conducting a qualitative study for the College Board to examine how multiple institutions have implemented the use of nonacademic factors in admission policies and the relative importance of these nonacademic factors in the admission decision. As an initial phase of the research project, a literature review has been completed, including a classificatory framework of the different types of admission schemes, and an initial pilot case study to test the validity of the classificatory system and questions for case study and survey research. The next phase will be to conduct interviews for nine additional case studies. This research project should culminate in a written report that will be distributed by the College Board.

**Annual Meeting**

Since 2008, the USC Center for Enrollment Research, Policy, and Practice 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.
DONALD HOSSLER (Ph.D., Higher Education, Claremont Graduate University) is an emeritus professor of educational leadership and policy studies at Indiana University Bloomington (IUB). He currently serves as a Senior Scholar at the Center for Enrollment Research, Policy, and Practice (CERPP) at the Rossier School of Education, University of Southern California. Dr. Hossler has also served as vice chancellor for student enrollment services, executive associate dean of the School of Education, and the executive director of the National Student Clearinghouse Research Center. Dr. Hossler’s areas of specialization include college choice, student persistence, student financial aid policy, and enrollment management. Dr. Hossler has received career achievement awards for his research, scholarship, and service from the American College Personnel Association, the Association for Institutional Research, the College Board, and the National Association of Student Personnel Administrators. He recently received the Sonneborn Award for Outstanding Research and Teaching from IUB and was named a Provost Professor.

JEROME A. “Jerry” LUCIDO (Ph.D., Higher Education, University of Arizona) is Associate Dean of Strategic Enrollment Services, Research Professor, and Executive Director of the 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.

EMILY CHUNG (Ed.D., Educational Leadership, University of Southern California) is Program Director of the Center for Enrollment Research, Policy, and Practice at the University of Southern California. Having joined the center in 2011, Dr. 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 Dr. 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 recently received her doctorate in education 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. 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 recently completed her certification in 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.

BENJAMIN ROBLES (B.A., University of California, Los Angeles) is the program coordinator for the Southern California College Advising Corps for the USC Center for Enrollment Research, Policy, and Practice. Most recently, Benjamin managed outreach efforts for a nonprofit serving minority communities within South Los Angeles. As head of community engagement, he implemented a community partnership strategy to recruit and train school and library personnel within the greater Los Angeles area interested in implementing new science education curriculum with underserved and underrepresented children.

Benjamin also leads a volunteer team of veterans, active duty service members, guardsmen and reservists. United by the common bond of military service, this group offers people the opportunity to make an impact in their community.

As a native of Los Angeles, a veteran, and a first generation college graduate, Benjamin enjoys working within culturally diverse and multidisciplinary teams that are committed to making a positive impact locally, and nationally. Service has always been important factor in Benjamin’s life, and he is very excited to join the Southern California College Advising Corps.

SCCAC ADVISERS visit Atlanta, GA
(pictured left to right).

Row 1: Carmen Macias-Limon, Jennifer Escalante, Kira Magruder, Lila Mendoza, Nicole Hurd, Tilo Lopez, Lili-anne Tang, Aryn Alex, Shantel Brodhead

Row 2: Davis Vo, Reyna Valenzuela, Mitzi Rosales, Chabree Thompson, Emily Chung, Fairooz Faggousseh, Dajanae Palmer, Victor Estrada, Bryan Coreas, Cynthia Le, Tori Saruwatari

Row 3: Benjamin Robles, Max Reza, Dennis Funes, Pilar Dawson