



*Center for Enrollment Research, Policy and Practice*

# **Reclaiming Public Trust in Admissions and Higher Education**

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



# CERPP ANNUAL CONFERENCE 2020

## - WELCOME -

Dear Colleagues,

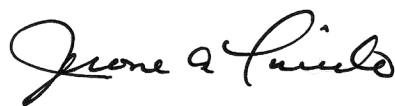
Welcome and thank you for joining us at *Reclaiming Public Trust in Admissions and Higher Education*. Our center is committed to fostering equity and expertise in college access, admissions and outcomes. We know you share these values. Yet the public has been shaken by scandal and the influence of wealth and opacity in the process. Moreover, the public questions whether the high cost of college and unprecedented levels of student debt are worth the cost and the effort. We can look elsewhere for solutions, or we can ask ourselves and our institutions how we can challenge the powerful influences that have brought us here. Then we can take steps, together, to do better.

Today we live in a nation divided by class, opportunity and political tribalism. In the midst of it all, going to college remains the strongest hope for social mobility for low- and middle-income students and families. Sadly, as we will show during this event, social mobility is greatly weakened in our country. We must find a new covenant with the public—a reawakened public trust in the worthiness and social benefit of an educated nation. We are the people who should start this conversation, and we should lead it when our convening concludes.

I 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 do not 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, ACT Center for Equity in Learning, Texas IB Schools, Texas Council for International Studies, USC Rossier School of Education and InitialView for their generous support and encouragement.

With warmest regards,



**Jerome A. Lucido, Ph.D.**

*Professor of Practice and Executive Director  
Center for Enrollment Research, Policy and Practice (CERPP)  
Rossier School of Education, University of Southern California*

**USC**  
**Rossier**  
School of Education  
*Center for Enrollment  
Research, Policy  
and Practice*



# SCHEDULE OF EVENTS

## SUNDAY, JANUARY 26

- 12:00 PM USC CERPP *Leadership in Enrollment Management* Preconference Session  
*Belasco*
- 5:00 PM Registration and Hosted Reception  
*Palace, Olympic & Globe*
- 6:00 PM Welcome and Speaker Introduction  
*Orpheum*  
Jerome Lucido, USC CERPP
- Opening Keynote. Transparency in Admissions, Higher Education and Society  
Harry Brighouse, University of Wisconsin-Madison

## MONDAY, JANUARY 27

- 7:15 AM Continental Breakfast  
*Orpheum Foyer*
- 8:15 AM Morning Address and Introductions  
*Orpheum*  
Jerome Lucido, USC CERPP
- 8:30 AM Session 1. Institutional and Public Priorities: Who We Recruit, Who We Support, How We Can Do Better  
Nicholas Hillman, University of Wisconsin-Madison  
Ozan Jaquette, UCLA
- 9:30 AM Session 2. Admissions and Enrollment in Crisis  
Donald Heller, University of San Francisco  
Jerome Lucido, USC CERPP
- 10:30 AM Break
- 10:45 AM Session 3. Broadening the Definition of Mission Beyond the Institution  
Sandy Baum, Urban Institute  
Michael McPherson, Mellon Foundation; Urban Institute
- 11:45 AM Lunch  
*Metropolitan*

## MONDAY, JANUARY 27 (CONTINUED)

- 1:00 PM Session 4. Leading Change: Senior Leaders Examine What is Possible  
*Orpheum*  
Ted Mitchell, ACE  
Catharine Bond Hill, Ithaca S+R; Vassar College  
James B. Milliken, The UT System
- 2:30 PM Break
- 2:45 PM Session 5. A New Covenant: A Roadmap for Sweeping Reform in Admissions and Higher Education  
Don Hossler, USC CERPP
- 4:00 PM Adjourn for Afternoon and Networking
- 5:00 PM Hosted Reception  
*Grand Staircase*
- 6:00 PM Dinner  
*Metropolitan*

## TUESDAY, JANUARY 28

- 7:15 AM Continental Breakfast  
*Metropolitan*
- 8:15 AM Introductions and Remarks  
*Orpheum*  
Jerome Lucido, USC CERPP
- 8:30 AM Session 6. Stakeholders in Change  
Jim Larimore, ACT  
Jim Montoya, College Board  
Michael Reilly, AACRAO  
Joyce Smith, NACAC
- 9:30 AM Break
- 9:45 AM Session 7. The Quest for Equity in Admissions: Where We Go From Here  
Robert Massa, Dickinson College; USC  
Jonathan Burdick, Cornell University  
Youlonda Copeland-Morgan, UCLA  
Stefanie Niles, Ohio Wesleyan University
- 11:15 AM Closing Remarks: A Call to Action  
Jerome Lucido, USC CERPP  
Don Hossler, USC CERPP  
Robert Massa, Dickinson College; USC
- 11:30 AM Conference End and Box Lunches

# SPEAKERS

Sunday, January 26

6:00 PM - Opening Keynote Address. *Transparency in Admissions, Higher Education and Society*



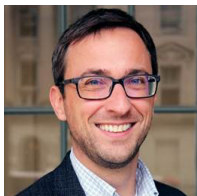
**HARRY BRIGHOUSE** is the Mildred Fish Harnack Professor of Philosophy and Carol Dickson Bascom Professor of the Humanities at University of Wisconsin-Madison. He is author or co-author of several books, including *Educational Goods: Values, Evidence and Decision-Making* (U. of Chicago Press, 2018), *Family Values* (Princeton U. Press, 2015), and *On Education* (Routledge, 2005). *The Aims of Higher Education: Problems of Morality and Justice* (U. of Chicago Press, 2016), which he co-edited with Michael McPherson, won the

2017 Frederic W. Ness book award for “the book that best contributes to the understanding and improvement of liberal education” from the Association of American Colleges and Universities.

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Monday, January 27

8:30 AM - Session 1. *Institutional and Public Priorities: Who We Recruit, Who We Support, How We Can Do Better*



**NICHOLAS HILLMAN** is an Associate Professor in the School of Education at the University of Wisconsin-Madison. Hillman’s research examines how finance, policy and geography shape educational opportunities in the United States. He also directs the Student Success Through Applied Research Lab, a research-practice partnership with the University’s Division of Enrollment Management and Office of Student Financial Aid. Hillman is an alumnus of Indiana University-Bloomington and is a faculty affiliate with the University of Wisconsin-Madison’s Institute for Research on Poverty and the Robert

M. La Follette School of Public Affairs.



**OZAN JAQUETTE** is an Assistant Professor of Higher Education in the UCLA Graduate School of Education & Information Studies. His research specializations are organizational behavior, enrollment management, higher education finance and higher education policy. His research program analyzes how postsecondary institutions change behavior to generate enrollment from desired student populations, with a focus on the tensions between the enrollment pursuits of access, academic prestige and revenue generation. His past research analyzes the causes and consequences of out-of-state enrollment

growth by public universities. His current research analyzes recruiting behavior by colleges and universities, utilizing “data science” methodologies and public records requests as data collection strategies.

# SPEAKERS

Monday, January 27

9:30 AM - Session 2. *Admissions and Enrollment in Crisis*



**DONALD HELLER** is Provost and Vice President of Academic Affairs at the University of San Francisco. He is responsible for the university's five schools, libraries, academic affairs, student life, enrollment management, online programs, branch campuses and international relations. He works in the areas of educational economics, public policy and finance, and he has consulted with the federal government and university systems and policymaking organizations in ten states.

He has testified in front of Congressional committees, state legislatures, and in federal court cases. Heller has over 200 publications, and is editor or co-editor of six books. He has served as a Trustee of DePaul University since 2012 and earned an Ed.D. in higher education from the Harvard Graduate School of Education. Heller holds an Ed.M. in administration, planning, and social policy from Harvard and a B.A. in economics and political science from Tufts University.

10:45 AM - Session 3. *Broadening the Definition of Mission Beyond the Institution*



**SANDY BAUM** is a nonresident Senior Fellow at the Urban Institute and Professor Emerita of Economics at Skidmore College. 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.

Sandy has co-authored the College Board's annual publications *Trends in Student Aid and Trends in College Pricing* since 2002. Through the College Board and the Brookings Institution, she has chaired major study groups that released proposals for reforming federal and state student aid. She is the principal researcher on the Urban Institute's website on college affordability and her recent work includes Urban Institute briefs on Federal Work Study, Parent PLUS loans and college endowments. She is the author of *Student Debt: Rhetoric and Realities of Higher Education Financing* (Palgrave Macmillan, 2016) and co-author with Harry Holzer of *Making College Work: Pathways to Success for Disadvantaged Students* (Brookings Institution Press, 2017).



**MICHAEL MCPHERSON** served as President of the Spencer Foundation for 14 years before retiring in 2017. Previously, he was President of Macalester College in St. Paul, Minnesota for seven years. He is a nationally known economist whose expertise focuses on the interplay between education and economics. McPherson is co-author or editor of several books, including *Lesson Plan: An Agenda for Change in American Higher Education*; *Crossing the Finish Line: Completing College at America's Public Universities*; *The Student Aid Game* and *Economic Analysis, Moral Philosophy, and Public Policy*. McPherson was founding co-editor of the journal *Economics and Philosophy*. He is currently a Senior Research Fellow at the Mellon Foundation, an adjunct Visiting Professor of Philosophy at Stanford University, and a nonresident Fellow at the Urban Institute.



# SPEAKERS

**Monday, January 27**

**1:00 PM - Session 4. *Leading Change: Senior Leaders Examine What is Possible***



**TED MITCHELL**, former college president and top federal policymaker, became president of ACE on September 1, 2017. His background includes service as president of a private liberal arts college, senior administrator at a state university and trustee of a major research institution. Mitchell was president of Occidental College from 1999-2005 and served as U.S. under secretary of education from 2014 until January 2017, reporting to the secretary of education and overseeing postsecondary education policies and programs.

He also served as vice chancellor and dean of the Graduate 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. Prior to becoming under secretary of education, Mitchell was chief executive officer of the NewSchools Venture Fund from 2005-2014 and served as the president of the California State Board of Education. After concluding his service at the Department of Education, Mitchell served as a consultant to ACE in the areas of education attainment and innovation and leadership development.



**CATHARINE “CAPPY” BOND HILL** leads Ithaka S+R’s research and consulting initiatives to broaden access to higher education, reduce costs and improve student outcomes. A noted economist whose work focuses on higher education affordability and access, as well as on economic development and reform in Africa, she joined Ithaka S+R in September 2016. She oversees Ithaka S+R’s two program areas, working to help the higher education, library, scholarly communication, and museum communities adapt to the technological and economic context of the 21st century.

From 2006 to 2016, Bond Hill served as the 10th president of Vassar College. Under her leadership, Vassar reinstated need-blind admissions and replaced loans with grants in financial aid for low-income families. While at Vassar, she also established a first-of-its-kind veterans admission partnership with the Posse Foundation, with Vassar enrolling its first eleven veterans as freshmen in 2013. Prior to her Vassar presidency, Bond Hill was the provost of Williams College, where she had chief academic and financial officer responsibilities. She serves on the board of the Yale-NUS College and is senior fellow on the Yale Board of Trustees.



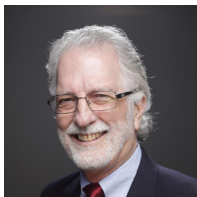
**JAMES B. MILLIKEN** is a national leader of public higher education with more than 30 years of experience and was named chancellor of The University of Texas System in September 2018. He oversees one of the largest public university systems in the United States with 14 health and academic institutions, including six medical schools. Prior to joining the UT System, Milliken served in top leadership positions at major university systems in three states: The City University of New York (CUNY), the University of

Nebraska (NU) and the University of North Carolina (UNC). In those roles, he led efforts that advanced economic development, online education, global engagement, student access and success. In addition to a bachelor’s degree from the University of Nebraska, Milliken earned a law degree from New York University. He began his career at a Wall Street law firm but left to become an administrator and professor at NYU. There he discovered a passion for public higher education and the opportunities it offers through affordable access and high quality.

# SPEAKERS

**Monday, January 27**

**2:45 PM - Session 5.** *A New Covenant: A Roadmap for Sweeping Reform in Admissions and Higher Education*



**DON HOSSLER** is Distinguished Provost and Sonneborn Professor Emeritus at Indiana University Bloomington. He currently serves as a Senior Scholar at the Center for Enrollment Research, Policy and Practice in the Rossier School of Education, at the University of Southern California. He has served as vice chancellor for student enrollment services at Indiana and is the founding director of the National Student Clearinghouse Research Center. He has authored or co-authored 23 books and scholarly reports and more than 100 articles and book chapters. Hossler has lived in and conducted research in Russia. He has consulted with universities, and educational organizations including the College Board, ETS, Pew Charitable Trusts and in desegregation lawsuits in Alabama and Maryland. Hossler has received career achievement awards from the American College Personnel Association, the Association for Institutional Research, the College Board and the National Association of Student Personnel Administrators.

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**Tuesday, January 28**

**8:30 AM - Session 6.** *Stakeholders in Change*



**JIM LARIMORE** is Chief Officer for the Center for Equity in Learning at ACT, where he leads ACT's strategy to engage students, families, educators and communities to promote equity in learning and workplace success. Before joining ACT, Larimore's career in higher education focused on college access and student success. He served as deputy director for student success at the Bill & Melinda Gates Foundation, and as a student affairs leader at campuses including Stanford, Dartmouth, Swarthmore and NYU Abu Dhabi in the United Arab Emirates.

Larimore serves on the Board of Directors for the Iowa City Community School District Foundation and the Leadership Giving Advisory Board for United Way of Johnson and Washington Counties. He has served on the Advisory Council that created the Gates Foundation's Millennium Scholars Program and currently serves on the board of the Branch Alliance for Educator Diversity, and as an Advisor for Michelle Obama's Reach Higher Campaign, the Aspen Institute's Forum for Community Solutions, the United Negro College Fund's Career Pathways Initiative, the Center for Postsecondary Readiness and Success at American University, and the Hope Center for College, Community and Justice at Temple University.



**JIM MONTOYA** leads the College Board's membership, governance, and global higher education teams, managing large-scale, high-impact initiatives that promote equity and access for all students. In his role as Secretary of the Corporation, he oversees all matters relating to its governance structure and Board of Trustees. Montoya has held a number of executive roles at the College Board, including vice president of the three Western Regions, vice president for higher education assessments, vice president for higher education relationship development, and senior vice president of higher education and international.

Before joining the College Board in 2001, he served at Stanford University as vice provost for student affairs and as dean of admission and financial aid and taught through the Center for Comparative Studies in Race and Ethnicity. Prior to his years at Stanford, Montoya held senior leadership positions at Occidental College and Vassar College, respectively.



# SPEAKERS

Tuesday, January 28

8:30 AM - Session 6. *Stakeholders in Change*



**MICHAEL REILLY** has served as the Executive Director of the American Association of Collegiate Registrars and Admissions Officers (AACRAO) since 2012. Prior to coming to AACRAO, he was the executive director for the Council of Presidents, an association of the six public baccalaureate degree granting institutions in the state of Washington. He has more than 25 years of experience in university administration, admissions and enrollment management, including having been the Associate Vice President for Enrollment Management at both Central Washington University and Humboldt State University. He served on the American Council on Education Board of Directors and is currently on the College Board's Access and Diversity Collaborative Advisory Council. He is a frequent writer and speaker on public policy matters impacting higher education.

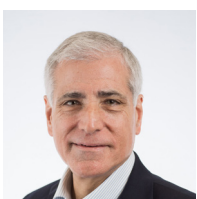


**JOYCE SMITH** began her service in 1991 as NACAC Associate Executive Director and later, Acting Executive Director before being named NACAC's Executive Director (now CEO) in February 1997. She is the longest serving CEO of NACAC with a record of 22 years.

Prior to joining NACAC, Smith worked in both public and private college admissions at Kansas State University, Amherst College and Queens College of the City University of New York, where she served as executive director of admissions for undergraduate and graduate admissions, marketing and scholarship services. She was also a program service officer of the Student Search Service and associate director of the Admission Testing Program with the College Board in New York. Smith has served on numerous boards including the Association of Independent School Admission Professionals, the Institute for Higher Education Policy, and the National Research Center for College and University Admissions. She currently serves as a member of the Scholarship America Board of Trustees.

Tuesday, January 28

9:45 AM - Session 7. *The Quest for Equity in Admissions: Where We Go From Here*



**ROBERT MASSA** has been an enrollment professional in higher education since 1974 and was on the admission/financial staff at Colgate University and Union College before becoming the dean of enrollment at Johns Hopkins University in 1989. In 1999, he became the vice president for enrollment at Dickinson College and in 2009, moved to Lafayette College, as vice president for marketing and communications. He joined Drew University, first as a consultant and then as their senior vice president in January 2015 and retired in May 2019. Massa teaches in USC's Enrollment Management and Policy masters program, has authored chapters in six books, and is a frequent contributor to *Inside Higher Ed* and *The Chronicle*. He also serves as the chair of the board of the Character Collaborative. Massa earned a bachelor's degree from the University of Rochester and a doctorate in higher education from Columbia University.

# SPEAKERS

Tuesday, January 28

9:45 AM - Session 7. *The Quest for Equity in Admissions: Where We Go From Here*



**JONATHAN BURDICK** became the first chief enrollment leader for Cornell University students in Ithaca and at Cornell Tech in NYC in 2019. Burdick manages the directors of admissions, financial aid and student employment, enrollment compliance, and the university registrar. In a new effort to ensure Cornell's enrollment activities reflect best practices, he also co-supervises the enrollment staff in each of Cornell's six colleges, five professional schools and the Graduate School. His principal areas of practitioner focus have been expanding equity and opportunity for underserved students in the United States; achieving transformative breadth and depth in international enrollment; and leading innovation in admissions and financial aid review. He is or has been a member-leader for numerous professional organizations including the College Board, the Educational Testing Service, the International Baccalaureate Organization, the Council of International Schools, and the National Association for College Admission Counseling (NACAC). Burdick received NACAC's award for "Inclusion, Access, and Success" in 2016.



**YOULONDA COPELAND-MORGAN** is the Vice Provost for Enrollment Management at UCLA. Through her role, she achieves the University's undergraduate enrollment goals and has oversight for undergraduate admission, financial aid and scholarships, Early Academic Outreach Program, BruinCorps, as well as strategic community outreach functions. Copeland-Morgan has been a recognized leader in higher education for more than 35 years. She was a two-term chairman of the Board of Trustees for the College Board and served an additional seven years on the Board of Trustees. She was inaugural Vice Chair of the College Board's Advocacy and Policy Center. Copeland-Morgan served as an expert witness in a Town Hall Meeting to Vice President Joe Biden and has served for nearly a decade on the Gates Millennium Scholars Advisory Council. She has testified before the U.S. House of Representatives and the California State Legislature.

Copeland-Morgan is a member of the College Board's distinguished College Scholarship Service Hall of Fame and recently received the National Association of College Admission Counseling's Gayle C. Wilson Service to Education Award for leadership and outstanding devotion to students and the admission counseling profession.



**STEFANIE NILES** currently oversees the offices of admission, financial aid and communications in her role as Vice President for Enrollment and Communications at Ohio Wesleyan University. During her 23-year enrollment career, Niles has served in leadership positions at Dickinson College, Hollins University, Bryn Athyn College and DePauw University. She is the immediate past-president of the 15,000-member National Association for College Admission Counseling (NACAC), the leading national organization for college admission professionals. In 2017, Niles was the recipient of a Fulbright grant to examine the system of higher education in France. She has completed the Harvard Institute for Educational Management and the Educational Leadership Academy co-sponsored by the CIC and the AASCU. Niles holds a Bachelor of Arts degree in English from the University of Virginia, a Master of Science in education from Indiana University, and a Doctor of Education in higher education management from the University of Pennsylvania.

# ABOUT CERPP

**USC Rossier**

School of Education

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## **USC CENTER FOR ENROLLMENT RESEARCH, POLICY AND PRACTICE**

As an independent research center serving admissions and enrollment specialists, the USC Center for Enrollment Research, Policy and Practice (CERPP) is committed to fostering equity and expertise in educational access, admission and outcomes. Established in 2007 at the University of Southern California, CERPP became a part of the USC Rossier School of Education in 2010. For more information on CERPP, please visit our website: <http://cerpp.usc.edu>

## **ONLINE LEADERSHIP CERTIFICATE FOR ENROLLMENT MANAGERS**

Following CERPP's in-depth study of enrollment professionals, we developed an innovative certificate program that cultivates the next generation of leaders and managers in admissions and enrollment managers: *USC Leadership in Enrollment Management*. First launched in 2012, this online 30-week curriculum features faculty and advisors who are experts in the field from around the country. Since its launch, we have certified 120 leaders in enrollment management, with participants from across the United States and internationally, including Canada and China. This October, we welcomed a robust cohort of higher education and independent school leaders. Endorsing our certificate program as valuable professional development, The Enrollment Management Association awards generous scholarships for up to ten independent school participants each year.

For those who are interested in the 2020 academic year (September 2020-May 2021), 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.

## **USC COLLEGE ADVISING CORPS**

The mission of USC CAC is to improve college outcomes for low-income, first-generation and underrepresented students.

Now in its 7th year, USC CAC has expanded from its 2013 launch with three advisers in three high schools in one school district to 44 advisers in 39 schools in eight districts. Our eight partner school districts are Alhambra, Compton, Downey, El Monte, Long Beach, Los Angeles, Lynwood and West Covina.

By placing well-trained, recent college graduates on public high school campuses as full-time college advisers, USC CAC works toward increasing the rate of college enrollment and completion for high school students within these schools. Our advisers encourage and assist high school students with their college searches, applications, financial aid and transition to postsecondary education.

A partnership between the College Advising Corps and USC, USC CAC also benefits from the generous financial support of the Gilbert Foundation, the California Community Foundation-Los Angeles Scholars Investment Fund and CTBC Bank Corp.

For more information on USC CAC, including a full list of our advisers, their bios and respective schools, please visit our website.



# ABOUT CERPP

## MASTER OF EDUCATION IN ENROLLMENT MANAGEMENT AND POLICY (EMP)

The USC Rossier School of Education offers a unique master's program designed for current and aspiring enrollment management leaders. The program's goal is to ensure graduates develop a mastery of key competencies required of future leaders of enrollment management and to prepare its graduates to advance their careers in postsecondary institutions, secondary schools and nonprofits. The 30-unit online program is designed for working professionals and offers courses covering a range of critical topics such as student retention, diversity and legal issues in enrollment management and research planning. The courses are taught by leading practitioners and researchers including Jerome Lucido, Don Hossler, Kedra Ishop and Art Coleman. The program draws students from across the nation and across disciplines including admissions, financial aid, student retention and strategic planning.

To learn more, please contact Liana Hsu, Assistant Director at the USC Rossier Office of Admission and Scholarships at [lianahsu@rossier.usc.edu](mailto:lianahsu@rossier.usc.edu) or at (213) 821-5843.

## ANNUAL MEETING

Since 2008, CERPP has hosted an annual conference for the nation's leading policymakers, practitioners and scholars in college readiness, admission and success. Each event explores in depth the 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.

## RECENT PUBLICATIONS/IN THE NEWS

Hossler, D., Chung, E., Kwon, J., Lucido, J., Bowman, N., & Bastedo, M. (2019). A study of the use of non-academic factors in holistic undergraduate admissions reviews. *The Journal of Higher Education*, 91, 1-27. doi: 10.1080/00221546.2019.1574694

Lucido, J. (2019). Practitioner reflection: Leading for social justice in enrollment management and policy. In A. Kezar & J. Posselt (Eds.), *Higher education administration for social justice and equity: Critical perspectives for leadership*. New York: Routledge.

Hossler, D. & Lucido, J. (2019, April 22). College admissions side doors. *Inside Higher Education*. Retrieved from <https://www.insidehighered.com/admissions/views/2019/04/22/if-colleges-dont-act-deal-in-equities-college-admissions-government-will>

Hossler, D., Massa, B. & Lucido, J. (2019, November 18). Preparing for the great enrollment crash. *Inside Higher Education*. Retrieved from <https://www.insidehighered.com/admissions/views/2019/11/18/colleges-need-prepare-great-enrollment-crash-opinion>

Polikoff, M., Lucido, J., & Posselt, J. (2019, March 15). Why meritocracy is a myth in college admissions. *The Conversation*. Retrieved from <https://theconversation.com/why-meritocracy-is-a-myth-in-college-admissions-113620>

Hossler interviewed in a podcast, *Behind the curtain: An exploratory study of undergraduate admissions*, by the Consortium for Policy Research in Education (CPRE) at the University of Pennsylvania. <https://cprehub.org/research-minutes/behind-curtain-exploratory-study-undergraduate-admissions>

Lucido interviewed on the use of standardized tests in admissions policies on local NPR radio station, KPCC, on "Air Talk," hosted by Larry Mantle. <https://www.scpr.org/programs/airtalk/2019/12/10/65160/lawsuit-alleges-sat-and-act-tests-violate-state-co/>

# CERPP STAFF

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**JEROME A. "Jerry" LUCIDO** (PhD, University of Arizona) is Professor of Practice, and Executive Director and founder of USC CERPP. As professor and center director, he initiated the master's program in Enrollment Management and Policy at USC, designed and teaches in the USC Leadership in Enrollment Management program, initiated the USC College Advising Corps, conducts research in the areas of admission and enrollment management and hosts an annual conference for admission and enrollment professionals. He is the author of numerous articles and book chapters, an advisor to the Access and Diversity Collaborative, Cambridge International, and

is called upon to speak nationally on issues of college admissions, access and success.

Prior to joining the faculty, he served as USC's Vice Provost for Enrollment Policy and Management, responsible for undergraduate and graduate admission, academic records and registration and graduation rates initiatives. 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.



**DON HOSSLER** (PhD, Claremont Graduate College) is Distinguished Provost and Sonneborn Professor Emeritus at Indiana University Bloomington (IUB). He currently serves as a Senior Scholar at CERPP. Hossler's areas of specialization include college choice, student persistence, student financial aid policy and enrollment management. 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.

He recently received the Sonneborn Award for Outstanding Research and Teaching from IUB and was named a Provost Professor.

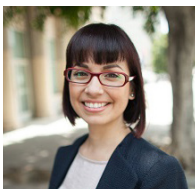


**EMILY CHUNG** (EdD, University of Southern California) is the Associate Director for CERPP. Having joined the Center in July 2011, Chung oversees administrative operations, develops and conducts research and curricular projects to further the Center's mission, fundraises, manages events and public relations and supervises research and administrative staff. Previously she 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.



**WENDY MARSHALL** (EdD, University of Southern California) is the Educational Program Designer for CERPP. 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, Marshall worked with the Office for Professional Development at USC Rossier, 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, she aims to support traditionally underserved students.



**GABRIELA DUNCAN** (BA, University of California, Irvine) is the Budget and Operations Coordinator for CERPP. Having joined the Center from the Rossier School of Education's business office and prior to that Rossier's Office for Professional Development, Duncan manages the administrative and financial operations as well as the research and grant administration processes of the Center. Additionally, she monitors spending, develops budget forecasts and reconciles accounts for CERPP and the USC CAC program. Her work with the Center also involves program support as well as event management and planning.

# CERPP STAFF

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**ARA ARZUMANIAN** (BA, University of California, Irvine) is the Program Director of the USC College Advising Corps for CERPP. Arzumanian has overseen the program's growth from 16 advisers serving three school districts to 44 advisers serving 39 schools across eight school districts. He came to CERPP in 2014 with extensive experience in oversight and development of youth programs ranging from mentoring and after school programs to extended learning and outreach. Previously, he was the Vice President of Programs for Big Brothers Big Sisters of Greater Los Angeles. Due to his expertise in the field of youth development, he has been invited to guest lecture at USC, UCLA, CSUN and CSULA on youth development and issues facing at-risk youth.



**BENJAMIN ROBLES** (BA, University of California, Los Angeles) is a Program Coordinator for the USC College Advising Corps for CERPP. Most recently, Robles 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. Robles 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, he enjoys working within culturally diverse and multidisciplinary teams that are committed to making a positive impact locally and nationally.



**ELISA CASTILLO** (BA, California State University, Long Beach) is a Program Coordinator for the USC College Advising Corps for CERPP. Prior to this role, she served as a college adviser and district chair in the Long Beach Unified School District. During her time as an adviser, she assisted over 1,500 students per year with their college and financial aid applications along with supporting a team of 13 advisers within her district. Now, in her new position, she hopes to provide her team with support and resources so they too can share in a similar experience with the students they assist. Castillo is a first-generation college graduate currently pursuing a graduate degree in College Counseling and Student Development at Azusa Pacific University. She began her academic journey as a community college student and then transferred to California State University, Long Beach to complete her undergraduate degree in anthropology. In her spare time, she enjoys spending time with family, reading ethnographies and Cleopatra-related biographies. She also enjoys outdoor activities such as hiking and horseback riding.



**ARIANA NIEVES** (BA, California State University, Long Beach) is a Program Coordinator for the USC College Advising Corps for CERPP. Prior to this position, Nieves worked with the Nicholas Academic Centers as the academic services manager. During her time there, she was able to help students set academic goals, strategies and offer college access information. She also worked with the Boys & Girls Clubs of Carson as the College Bound coordinator. As the coordinator, she was able to assist 300+ club members reach their college and career goals. As a result of these unique experiences, Ms. Nieves decided to pursue her Masters of Education in School Counseling at USC to help students academically, socially, emotionally and in their career readiness.



# USC College Advising Corps



## The 2019-2020 USC CAC Advisers

Samir Ahmed  
Lorena Alvarez  
Stacy Anguiano  
Morgan Blue  
Roc'kale Bowman  
Francisco Burgos  
Enrique Carranza  
Jose Carrillo  
Alexander Castro  
Annie Chiang  
Nicholas Coleman  
Jocelyn Cortes  
Jesse Cruz  
Ricardo Garcia\*  
Savannah Gonzalez

Joana Granados  
Talia Guiragossian\*  
Sara Lendechy  
Janae Lopez  
Kenia Lopez  
Michael Lugo  
Alex Luong  
Cristina Marin  
Evelyn Marquez  
Guadalupe Martinez  
Ayman Mendoza\*  
Stephany Monterroso  
Diana Morales  
Katherine Nomiya  
Alea Orange

Jaigaitte Packard Jr.  
Stephanie Pagaza  
Liliana Perez  
Izabella Quinones  
Carla Ramos  
Patricia Rodriguez  
Wendi Ruiz  
Rosemary Sanchez  
Gerrel Sayles  
Alaa Shhub  
Mireya Tellechea\*  
Karina Valdez  
Mariangelica Valle  
Judlyne Valmyr

*\*not pictured*



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