

2016 Symposium for the Marketing of Higher Education Schedule

DAY ONE | SUNDAY, DECEMBER 4, 2016

7:30AM – 7:00PM | CONFERENCE REGISTRATION-Gatlin 1 & 2 Registration, Level 1

8:00AM – 12:00 PM | MORNING PRE-CONFERENCE TUTORIALS*

(*Please note there is a separate registration fee of \$300 for members/\$325 for nonmembers for each tutorial attended.)

Tutorial A-Gatlin A1, Level 1

Basic Marketing for Higher Ed

Tom Hayes, Chair and Professor of Marketing, Xavier University

This session will take the principles of marketing and show how they apply to marketing universities and colleges in a whirlwind, hold on to your hats, highly energetic and interactive fashion. The session is guaranteed to be a great introduction to marketing higher education to the newer attendees and a refresher to even the most seasoned of practitioners.

Tutorial B-Gatlin A2, Level 1

Developing an Integrated Marketing Communications Plan

Bob Sevier, Senior VP Strategy, STAMATS

This is an in-depth review of integrated marketing communication (IMC) with an emphasis on developing an IMC strategy and plan. This session will examine the pitfalls and possibilities of integrated marketing communication and explore how IMC differs from integrated marketing and promotion.

We will deconstruct IMC into its three component parts—brand marketing, direct marketing, and internal communication—and then review the sequential steps for writing and implementing an integrated marketing communication plan. Information on conducting a situation analysis, setting goals, audience definition, identifying target geographies, creating action plans, and budgeting. We will also look at options for increasing faculty support of marketing.

Tutorial C-Gatlin A3, Level 1

Digital Metrics 101: Analytics, Search and Social

Tim Jones, Associate Vice President of Marketing, Clarkson University; Nick DeNardis, Associate Director of Web Communications, Wayne State University

Marketers in digital world need more than intuition to succeed—they need data. Using web analytics, social media insights and search metrics, marketers can measure almost every aspect of owned, earned and paid digital channels to understand what's working and what's not.

This comprehensive, hands-on tutorial covers the basics of creating and implementing an analytics and digital measurement strategy.

Google Analytics 101

Search Engine Optimization basics and how to make simple changes to improve results.

Measuring social media channels: Facebook and Twitter.

Search Marketing basics, and measuring keyword performance to elevate your brand.

Measuring visual design and calls to action with A/B testing.

Measuring and optimizing digital and social media advertising.

1:00PM – 5:00PM | AFTERNOON PRE-CONFERENCE TUTORIALS

Tutorial D-Gatlin A3, Level 1

The Power of Data: Using Research to Build a Brand and Track Performance

Dana Edwards, Vice President, SimpsonScarborough; Molly Jackson, Associate Vice President, SimpsonScarborough

Learn how market research can inform the development of your institution's brand. See what data colleges and universities are using to inform their branding strategies - real-world examples of research used to better understand what is valued and compelling about your institution, how your school is perceived relative to competitors, and what prospective families want in a college or university. Learn what baseline measures can be utilized to track your marketing efforts. And get tips on how to use research data to win support for your future marketing initiatives.

Tutorial E-Gatlin A2, Level 1

Digital Marketing Strategy: Surviving & Prospering in a Changing World

Bob Johnson, President, Bob Johnson Consulting LLC

The challenge is clear:

- How to adapt marketing strategies in a rapidly changing digital world to win favor with people who are increasingly mobile, impatient, and skeptical of traditional marketing messages.
- Websites, social media, video, email, smart TVs, new mobile devices... all compete with traditional marketing channels (telephone, print, person-to-person contact, radio) to require new, cost-effective strategies that create "conversion experiences" in a message-saturated world.

The solution is not quite so clear.

We'll explore "expert opinion" (that often differs) about changes to expect in marketing communications in the near term (the next year or two), take an in-depth look at what type of online advertising will work best as ad-blocker adoption expands, and speculate about what's likely to happen in the next 5 years. In 2012 Google announced Google glasses. In 2013 Google distributed them to developers. In April 2014 Google offered them for sale to the public. In January 2015 Google ceased selling them. Even the mighty can fail.

The lesson: Be careful about spending scarce resources chasing the latest shiny object in technology or social media.

We'll pay attention to the clash between the communication capacity and the habits of people using small screen mobile devices and PCs and laptops. We'll continue to explore the promises and pitfalls of "big data." And we'll put a new emphasis on the "need for speed" in the impatient digital world.

We'll also review the right balance between inbound and outbound marketing, effective content marketing strategies, and the ability (or lack of it) of organizations to "shape the brand" in a world where people are skeptical of traditional brand claims.

We'll use college and university website and advertising examples... and perhaps a few from outside higher education as well.

Our goal: leave the tutorial with (1) an understanding of how the major issues at play will continue to unfold, (2) the best tactics day-to-day tactics to use to stay ahead (or at least abreast) of the ongoing digital revolution, and (3) the online experiences that are most likely to help enroll students, generate gifts, and give your college or university an advantage over your competitors.

5:00PM – 7:00PM | OPENING RECEPTION & EXHIBITS-Gatlin B/C, Level 1

DAY TWO | MONDAY, DECEMBER 5, 2016

7:00AM – 7:45AM MORNING YOGA-Lake Toho Room and Deck, Level 1 Please note that 20 yoga mats will be provided by the yoga instructor, Lisa Jordan, Mindpower

7:45AM – 7:00PM | CONFERENCE REGISTRATION-Gatlin 1 & 2 Registration, Level 1

7:45AM – 8:15AM | CONTINENTAL BREAKFAST-Gatlin B/C, Level 1

8:15AM – 9:30AM | MORNING KEYNOTE-Gatlin D/E, Level 1

The New Trust Mandate for Universities: Why Engagement and Transparency is no Longer Optional

Richard Edelman, President & Chief Executive Officer, Edelman

As the public shows increasingly less trust in institutions, American universities need to up their game in earning and maintaining a trusted reputation. A fraying opinion of the state of American higher education, coupled with an evolving belief of the role universities should play in the public sphere, has changed the way our schools must communicate and engage.

9:45AM – 10:15AM | DEDICATED EXHIBITOR SOLUTIONS AND NETWORKING TIME-Gatlin B/C, Level 1

10:15AM – 11:45AM | ADVANCED MARKETING SESSION 1-Panzacola F1, Level 1

Mythbusting Websites: What Prospects Value (and Don't Value) About #HigherEd Websites

Michael Stoner, Co-Founder & President, mStoner, Inc.; Gil Rogers, Director of Enrollment Marketing, Chegg

New research reveals the truth about what college-going teens look for on .edu websites, what content is most important to them — and when. Think you know? Find out if you (and other college marketers) are right.

10:15AM – 11:00AM | BREAKOUT SESSIONS

Track 1: Brand Strategy-Panzacola F2, Level 1

Turning Research Into Reality: The University of Florida's Quest For The Top Ten

Kent Fuchs, President, University of Florida; Greg Ash, Group Creative and Managing Director, 160over90

To expedite the trajectory of one of the nation's most comprehensive universities it would take a nation. Hear from University of Florida President Kent Fuchs and 160over90 as they outline an audacious plan to transform the national reputation of Florida's flagship institution from football school to preeminent university.

Track 2: Digital Strategy-Panzacola F3, Level 1

Content Strategy for the Web: Providing Prospective Students with Content They Need

Matt Walters, Vice President, Director of Account Services, Vision Point Marketing; Tony Poillucci, Vice President, Creative Director & Senior Strategist, Vision Point Marketing; Noel T. Manning, Associate Vice President for Communications & Marketing, Gardner Webb University

At most institutions, content lacks strategic direction. It's driven by courses, events and random requests. Meanwhile, website visitors are looking for relevant content that helps achieve their goals. This session will walk through the process of developing a content strategy, from goals and personas to creating a detailed publishing schedule.

Track 3: Marketing Intelligence-Panzacola F4, Level 1

Using Market Research to Drive New Program Development: The Case of Mount Sinai's Executive Masters in Health Care Delivery

Brian J Nickerson, Administrative Director, Vice-Chair, and Senior Faculty Icahn School of Medicine at Mount Sinai;

James Murtha, Chairman & CEO, Maguire Associates; Ismael Carreras, Senior Vice President of Research, Maguire Associates

The Icahn School of Medicine at Mount Sinai and partner Maguire Associates, Inc. tested the viability of launching an executive Master's Degree program. Presenters will show how a program moved from an idea to a reality through a combination of empirical research, a connected marketing campaign, and effective program development.

Track 4: Leading Operations and Organizations-Gatlin A1, Level 1

No Longer Blank: Sparking Creative Ideas in your Marketing Team

Laura Shields, Assistant Director for University Marketing, Oregon State University; Kegan Sims, User Experience Specialist for Interactive Communications, Oregon State University

This interactive presentation focuses on fostering a creative work environment and helping your team generate innovative ideas. Higher ed communications demands long-term brilliance not just one-off ideas, and through the use of activities, games and theory sharing, attendees will walk away with tactics to implement with their teams.

Track 5: Engaging Audiences-Gatlin A2, Level 1

Building your Global Brand: It's not America Everywhere

Avery Waxman, Senior Director of External Communications, Navitas North America; Diego Meeroff, Director of Marketing, Florida Atlantic University; Marta Giri, Director of Marketing Communications, Navitas North America

The United States remains the #1 destination of choice for international students, yet as this pool of applicants increases, so does the competition to recruit from this population. This session will examine how – regardless of your marketing budget – you can capitalize on international student demand while ensuring the integrity of your institutional brand. We'll explore the internationalization efforts of one ambitious university that, in spite of already boasting nearly 50% international enrollment, is continuing to innovate in support of their strategic plan. And lastly, we'll offer actionable steps that you can take to achieve maximum ROI from your institution's international marketing efforts.

11:15AM – 12:00PM | BREAKOUT SESSIONS

Track 1: Brand Strategy- Panzacola F2, Level 1

What do you do When the Reputation that Precedes you Isn't Really Yours? Can your Perceived Biggest Challenge be your Biggest Opportunity? We Think So. And we're Proving its Possible. The University at Buffalo Story

Nancy Paton, Vice President for University Communications, University at Buffalo; Ken Pasternak, Managing Director, Marshall Strategy

The initiative, spanning a year and a half to date, engaged a wide range of internal stakeholders, resulting in a strategy that clearly differentiates the university, provides power and momentum under a cohesive academic and athletics identity, and has been widely embraced by the UB community.

Track 2: Digital Strategy- Panzacola F3, Level 1

Leverage The Power of Social Listening

Liz Gross, Data-Driven Marketer, Social Media Strategist, Higher Education Researcher; Mike Horn, Senior Director, Office of Marketing and Communications, Terry College of Business, The University of Georgia

Social listening is more than responding to Facebook and Twitter posts. Used strategically, it supports four business functions: reputation management, brand benchmarking, customer service, and market research. This session will define social listening, explore use-cases for higher ed, and review tools to support a robust social listening program.

Track 3: Marketing Intelligence-Panzacola F4, Level 1

Using Neuroscience Technology to Read the Minds of Prospects

Rob Moore, President & CEO, Lipman Hearne; Elizabeth Douglass, Senior Vice President, Client Consulting, Nielsen Consumer Neuroscience

Building on today's advances in neuroscience and EEG measurement, researchers can determine "exactly" how an individual's brain is reacting to objects, ads, or messages as they are presented. Lipman Hearne, working with the Nielsen Consumer Neuroscience, has completed a study that will allow AMA Higher Ed participants to get a glimpse of a new and revolutionary means to get direct, unfiltered, and nuanced response from a target audience.

Track 4: Leading Operations and Organizations- Gatlin A1, Level 1

Confessions of an Ex Agency Pitchman: Hard-earned (and Perhaps Unpopular) Insights After Nearly 5 Years in Higher Ed.

John Thompson, Associate Vice President for Marketing, Albion College; Rich Whipkey, Principal and Co-Founder, Waybetter Marketing

One of the pleasures of working in higher ed. is getting to feel great, every single day, about helping our students move toward fulfilling futures. But when it comes to marketing and branding with an eye toward ROI, we could learn a little from our colleagues in other industries.

Track 5: Engaging Audiences- Gatlin A2, Level 1-SESSION CANCELLED

Find Your People: Putting a Human Face on Data Acquisitions

Taylor Scott, Senior Director of Marketing and Communications for the Alumnae Association of Mount Holyoke College

In an age of security hacks and identity theft, people are anxious about providing personal information. Yet acquiring and maintaining up-to-date records is crucial when engaging alumni. Learn how to use storytelling, humor, and nostalgia to support your institution's data acquisitions and increase alumni accessing your online directory.

Track 6: Partner Session- Gatlin A3, Level 1

Data Driven Decision Making: Empowering Employees at Every Level of your Organization to be Citizen Data Scientists

Randy Messina, Worldwide Public Sector Leader, IBM Watson Analytics

You know the higher education marketing drill: Make sure that, even before day 1, that every student at your university has the best chance of success possible. You have data that can help you achieve that goal. You even have tools – but somewhere along the way, you got stuck. Maybe you're waiting for someone with statistical training to step in or for IT to author a report.

Find out how new easy-to-use analytical tools are democratizing data and helping users at all levels of an organization make smarter, more fact driven decisions. We will share cases around how marketing teams across the country have leveraged analytics to bring the right students to the university and increased their student success rate. We will also discuss the importance of leveraging Social Media analytics to give your university a complete view of your target audience as well as evaluating the social sentiment towards your school.

12:00PM – 1:45PM | LUNCH AND KEYNOTE-Gatlin D/E, Level 1

Branding Systemness

Nancy Zimpher, Chancellor of the State University of New York System

Branding is an essential part of creating systemness within the nation's public university systems. Chancellor Zimpher will discuss why it is important and detail aspects of SUNY's process and results.

2:00PM – 3:30PM | ADVANCED MARKETING SESSION 2-Panzacola F1, Level 1**5 Ways to Build a More Rewarding Higher Ed Marketing Career**

Moderator: Bill Campbell, VP of Marketing Communications, Chatham University; Panel: Mindy Cohen, President, HigherTalent; Julie Ried, Vice President, The Ward Group; Adrienne Nazon, VP of Marketing, CMO, Ohio State University; Tony Proudfoot, Associate VP Marketing Communications and Brand Management, University of Arizona; Alex Parraga, Chief Digital Officer, UC Santa Barbara; Ashley Budd, Director of Digital Marketing, Cornell University

This extended panel discussion brings higher education recruiters, CMOs and digital marketing leaders together to share lessons learned, trends and insights to help you position yourself for skill advancement and a successful, rewarding career in higher education marketing. Whether you are looking to advance a few more rungs on the career ladder or are ready to reach for the top, this panel will start you on the path to reaching your career goals. The five discussion topics include:

- The Latest Industry & Employment Trends
- The Evolution of Marketing & Communication Roles
- The Impact of Digital Marketing & Technology
- The Importance of Continuing Education & Skill Development
- The Role of Mentoring & Networking Opportunities

2:00PM - 2:45PM | BREAKOUT SESSIONS**Track 1: Brand Strategy-Panzacola F2, Level 1****The Good, the Bad and the Ugly: The Journey of Developing a Successful Academic Sub-Brand**

Kinnari Sejpal, Senior Manager of Marketing Research, Purdue University; Emily Blue, Manager of Brand, Advertising and Sponsorships, Purdue University

We've all heard it before: "I'm different and I need my own logo to prove it!" What started as a request for a new tagline, Purdue University's central marketing department built an entire brand, including key messaging and visual guidelines, for a college within the university using the 3C framework (company, customer and competition). Learn how to successfully differentiate campus units from their parent institution, get buy in and alignment, and implement positioning strategies without diluting the institutional brand or confusing audiences.

Track 2: Digital Strategy-Panzacola F3, Level 1**Brand Storytelling for SEO**

Joshua Dodson, Director of Digital Marketing, Bentley University

Branding is essential. Content is king. Search algorithms change. Keyword stuffing is dead. We know this all to be true, but how can we make it work together? This presentation explores how to build a brand-based content strategy through SEO research and data.

Track 3: Marketing Intelligence-Panzacola F4, Level 1**Take a Walk in Your Prospects' Shoes: Using Customer Journey Mapping to Optimize Your Recruitment Efforts**

Rachel Szala Grant, Director, External Affairs, NYU Robert F. Wagner Graduate School of Public Service

Many savvy brands use "customer journey mapping" to improve the customer experience. This session will show you how to tweak this framework and apply it to the "prospective student journey." You'll learn how to facilitate your own mapping exercise, and use the tool to improve gaps in recruitment efforts, boost prospective students' experiences, and ultimately increase conversion rates.

Track 4: Leading Operations and Organizations-Gatlin A1, Level 1**From Potholes to Performance: Building a Marketing Function from Scratch**

Kim Lawrence, Associate Vice President, Marketing, University of Calgary; Anju Visen-Singh, Director of Integrated Marketing, University of Calgary

The marketing team at the University of Calgary has gone from zero to more than 20 in four years, establishing strong foundations for brand-building, audience-engagement and demand-generation. Join us as we take you through our journey of securing multi-layered institutional buy-in for everything from adding new team members, to endorsement of our institutional marketing strategy, to approval for executing complex plans and campaigns.

Track 5: Engaging Audiences-Gatlin A2, Level 1

The New Typical Student: How Three Schools Are Courting Adult Learners and Winning the Enrollment Game

Jason Smith, Managing Director & Founder, OHO Interactive; Melissa Marcello, Managing Director, Professional Studies, Champlain College; Andrea L Fagon, Director of Marketing and Communications for the City University of New York School of Professional Studies; Cristina Ruggiero, Associate Dean, College of General Studies, University of Pittsburgh

This session on attracting and recruiting adult learners and “non-traditional” students is a panel discussion focused on best practices from three schools’ admissions and marketing directors. Attendees will learn what admission and retention strategies are working for these three schools in engaging adult learners.

Track 6: Partner Session-Gatlin A3, Level 1

The Art of Texting Students

Dave Marshall, President, Mongoose; Suzanne Petrusch, Vice President for Enrollment and Marketing, Presbyterian College

Leaving voicemail is considered rude and email open rates are at an all-time low. Texting both prospective and current students has proven to have a drastic effect on both yield and retention. In this session, you will learn how to be effective - and legally compliant - in this highly personal medium.

3:00PM – 3:45PM | BREAKOUT SESSIONS

Track 1: Brand Strategy-Panzacola F2, Level 1

The Anatomy of a Redesign: Recruiting Gen Z

Maegan Steele, Digital Marketing Specialist, St. Edward’s University; Rick Ramos, Creative Director and Brand Manager, St. Edward’s University

The Anatomy of a Redesign: Recruiting Gen Z. They are digital natives. They multi-task. They’ve been known to use five screens ... at once. They are intelligent self-educators who have options for school. So, how do you tackle a recruitment marketing redesign that will appeal to them and cut through the noise? With data. And great care.

Track 2: Digital Strategy-Panzacola F3, Level 1

Harness the Hype around Virtual, Augmented, and Mixed Reality Experiences

Jeff Johnson, Senior Vice President, Strategic Practices, Primacy; Melissa Tait, Senior Vice President, Technology and Project Management, Primacy; Kim Frisch, Dean of Admissions, Regis University

A revolution of emerging technologies is rapidly insinuating itself into our everyday life. Virtual reality, augmented reality and mixed reality experiences are here. Some in play today, and others on the horizon; likely by the time of the actual AMA Symposium. This presentation will show tangible examples and approaches.

Track 3: Marketing Intelligence-Panzacola F4, Level 1

Analytics 201: Building a Reporting Structure with Data Visualization

Andrea Goldstein, Digital Marketing Analyst, R2integrated; Eli Christopher, Senior Digital Marketing Manager, Seattle University

In order to understand the marketing effectiveness of their graduate program campaigns, Seattle University needed a reporting structure that could transform multiple data sources into an actionable format. Join this session to understand how to optimize a results-driven analytics structure and use data visualization to inform decision-making.

Track 4: Leading Operations and Organizations-Gatlin A1, Level 1

Diversity and Inclusion: What Story is your Campus Equipped to Tell?

Rebecca John, Vice President of Marketing and Communications, Augsburg College

As student populations grow increasingly diverse, so does the challenge of living up to the commitment to create an inclusive campus experience. This presentation will discuss communication and reputation management practices used at Augsburg College, an urban liberal arts college, to address diversity and inclusion needs in today's dynamic context.

Track 5: Engaging Audiences-Gatlin A2, Level 1

Personalizing Social Campaigns: The "Picture Yourself Here" Experience at Northeastern University

Jennie Moore Marshall, Senior Assistant Director of Marketing and Communications, Northeastern University

In the current times of Netflix, Stitch Fix, and Amazon, students are growing up in environments that create personalized "experiences". But how are those experiences translated in the social media sphere? At Northeastern University, the Office of Undergraduate Admissions launched a year-long engagement campaign that strived to push personalization to the edge through micro-campaigns that engaged prospective and admitted students to "Picture Themselves Here" through a variety of tactics. From Coloring Posters to personalized photos to a homegrown version of Instagram, we'll share which campaign caused our hashtag to trend in Boston one day, what surprised us in term of what students most (and least) reacted to, and provide actionable takeaways on how attendees can create personalized experiences for their students.

Track 6: Partner Session-Gatlin A3, Level 1

The Digital Experience for the Student Lifecycle

Ryan Dietz, Senior Solutions Consultant, Adobe

The landscape of higher education is changing rapidly, as students begin to question the value of a college degree, student debt is piling up, with the average student loan debt alone is upwards of \$30,000. On top of that, there is more competition in higher ed than ever before, as the desire for top students is what moves a university forward.

The need for universities to change the way they attract students and parents, build a great student experience, and attain donation goals is huge. Digital is the new frontier in higher education and is meeting constituents where they are, living in a multi-channel world. Students and parents are highly educated consumers and expect a common, personalized message across all channels.

Join Ryan Dietz, Sr. Solutions Consultant for Adobe, as he discusses how universities need to adapt through data-driven marketing. We will provide use cases of successful schools who are the first to understand the power of digital marketing and personalized experiences on their bottom lines.

3:45PM – 4:15PM | DEDICATED EXHIBITOR SOLUTIONS AND NETWORKING TIME-Gatlin B/C, Level 1

4:15PM – 5:00PM | EXHIBITOR SOLUTIONS AND NETWORKING TIME-Gatlin B/C, Level 1

Roundtable Discussions:

Newbies/AMA Higher Ed First-Time Attendees: Paige Booth, Vice President, Marketing and Enrollment, St. Edward's University-**St. John's 22, Level 2**

Engineering/STEM Colleges and Schools: Pamela Phetphongsy, Assistant Dean for Communications, A. James Clark School of Engineering, University of Maryland-**St. John's 23, Level 2**

Colleges of Business/MBA: Yvonne Martin-Kidd, Chief Marketing Officer, Vanderbilt Owen Graduate School of Management-**St. John's 24, Level 2**

Continuing/Professional Education, Binti Harvey, Vice President for Marketing and Communications, Scripps College-**St. John's 25, Level 2**

University Hospitals/Medical Center: Nancy Paton, Vice President for Communications, University at Buffalo-**St. John's 26, Level 2**

Student Affairs/Marketing: Joyce Davis, Director of Marketing, Spelman College-**St. John's 27, Level 2**

Social Media: Seth O'Dell, Vice President, Helix Education-**St. John's 28, Level 2**

Digital : Tony Poillucci, Vice President, Visionpoint Marketing-**St. John's 29, Level 2**

5:00PM – 7:00PM | NETWORKING RECEPTION-Gatlin B/C, Level 1

DAY THREE | TUESDAY, DECEMBER 6, 2016

7:00AM – 7:45AM MORNING YOGA-Lake Toho Room and Deck, Level 1 Please note that 20 yoga mats will be provided by the yoga instructor, Lisa Jordan, Mindpower

7:45AM – 5:15PM | CONFERENCE REGISTRATION-Gatlin 1 & 2 Registration, Level 1

7:45AM – 8:15AM | CONTINENTAL BREAKFAST-Gatlin B/C, Level 1

8:15AM – 9:30AM | MORNING KEYNOTE-Gatlin D/E, Level 1

Reimagining the University: A New Paradigm for Social Justice

Ajay Nair, Senior Vice President and Dean of Campus Life, Emory University

Multiculturalism now stands as the great fault line of our society. Ferguson, Charleston, Orlando, and other major recent events show us that deep social divisions and inequities have been masked for too long.

Change is needed now more than ever before.

Our venerable and often somnolent institutions will be markedly different in the next era of higher education, thanks to a new wave of student activism.

As higher education leaders and administrators, we must replace our current paradigm of multiculturalism with a new approach, [polyculturalism](#). Multiculturalism, a transitional move away from our society's historic oppression of marginalized groups, defines individuals primarily by race, religion, ethnicity, or similarly narrow criteria, placing each of us in categories that too often disregard our other identities and overlook our shared humanity.

However, today's activists and other students are growing up in a wonderfully diverse, polycultural global society that increasingly acknowledges and embraces our individual "multidimensionality" as complex beings with many identities. In doing so, polyculturalism opens the doors to what today's student activists demand – greater inclusion, collaboration, transparency, and accountability.

Dr. Ajay Nair, Senior Vice President and Dean of Campus Life at Emory University, will explore how higher education can lead courageously on issues of social justice.

9:45AM – 10:15AM | DEDICATED EXHIBITOR SOLUTIONS AND NETWORKING TIME-Gatlin B/C, Level 1

10:15AM – 11:45AM | ADVANCED MARKETING SESSION 3-Panzacola F1, Level 1

"The New Normal": Marketing and Communications in a Reactive Climate

John C. Hitt, President, University of Central Florida; Terry Flannery, Vice President for Communication, American University; Teresa Valerio Parrot, Principal, TVP Communications; Lee Gardner, Senior Reporter, Chronicle of Higher Education

When problems arise, responding in a timely and effective way is an opportunity to position your institution and shape its brand. And with the rise of social media, the story you want to tell about your college can be hijacked at any moment.

Join The Chronicle for a discussion with experts who have successfully managed response to crisis. Learn:

- How to set a strategy and ensure the institution's story is the one that gets told.
- What conversations campus leadership should have before a crisis.
- Necessary tools to analyze and respond.

10:15AM – 11:00AM | BREAKOUT SESSIONS**Track 1: Brand Strategy-Panzacola F2, Level 1****Giving a Brand New Direction: The Northwestern Story**

Mary Baglivo, Chief Marketing Officer and Vice President of Global Marketing, Northwestern University; Bill Faust, Managing Partner, Ologie

Known for its many diverse strengths, Northwestern faced the daunting challenge of developing a singular story that was something bigger than a department, discovery, or statistic. In this session, you will hear insights gained from each milestone that contributed to the effort's success. The presenters will describe how the research was analyzed, the close collaboration throughout the creative process, how an inclusive process created shared ownership, and the outcomes of the project. This includes implementing a new identity system, crafting a brand anthem video, the rapid launch of a new, responsive website, signature admissions pieces, and more. Finally, the audience will hear the results of the re-branding project, including advice that can help other similar efforts earn comparable success.

Track 2: Digital Strategy-Panzacola F3, Level 1**Multi-Channel Marketing: Five Reasons to Expand your Higher Ed Online Marketing Beyond Google Paid Search**

Johnna Weary, Marketing Manager, JMH Consulting; Cristina Ruggiero, Associate Dean, College of General Studies, University of Pittsburgh

Discover five important benefits of expanding your online marketing beyond Google Paid Search, and learn how Pitt's College of General Studies benefitted from multi-channel marketing. You will leave with ideas for utilizing multiple channels in order to optimize budgets and connect with prospective students.

Track 3: Marketing Intelligence-Panzacola F4, Level 1**The Three R's: How to Reach, Recruit, and Retain Non-Traditional Students**

James Vineburgh, Senior Director, Campus Explorer; Stephanie Geyer, Vice President, Web Strategy and Interactive Marketing Services, Ruffalo Noel Levitz

Non-traditional students are the new majority on college campuses. Ruffalo Noel Levitz and Campus Explorer will present data on hundreds of thousands of non-traditional students to explore how they research colleges, their communication habits and preferences during the selection and admissions processes, and what factors drive retention.

Track 4: Leading Operations and Organizations-Gatlin A1, Level 1-SESSION CANCELLED**The Crisis Plan is Dead: Team-Building in a Communications Hot Zone**

Karen B Clarke, Vice President for Strategic Marketing and Communications, Temple University; Pete Weissman, Founder, Thought Leader Communications; Tom Farmer, Strategic Content Development, Thought Leader Communications

The first casualty in any crisis is the crisis communications plan itself. A single tweet or Yik Yak post has the power to polarize, antagonize, and tilt news agendas in mere minutes. In this multilateral, out-of-control media environment, conventional crisis communications training no longer addresses harsh reality. Yet even in this media whirlwind, protecting the interests of your institution, its people, and values remains vitally important – and feasible. To learn new ways to respond, Temple University turned to an intensive, story-based, real-time simulation developed by Thought Leader Communications. In the moderated group-format exercise, press relations pros, social media teams, campus

leaders, and other key players are asked to co-manage a response to a rapidly escalating case with contours echoing recent real-life controversies. Team members are called to adopt the perspectives of other stakeholders, and improvise cross-silo collaboration to prevent a strategic communications challenge from mushrooming into big trouble. Many campuses today hold “active shooter” emergency response drills run by security or law enforcement professionals, but communications teams and their needs are too often relegated to the sidelines. This live learning simulation is focused on communications strategy and complements those exercises. Real-time pressure to devise and win approval for credible messages, respond to social media, and assess the veracity of charges and rumors can expose not only what you don’t know, but hidden sources of insight within your own team structure. The lessons of the exercise, called The Hot Zone, can be used to evolve working methodologies of marketing communications professionals. They suggest more productive collaborative models and ways to escalate speed of execution to meet today’s demands. In this session, Temple University and Thought Leader Communications present lessons learned from team-focused role-playing simulations, particularly the value of assuming new roles and tapping horizontal input as clocks tick and pressure builds. We will show video of an actual Hot Zone event and review fruitful follow-up strategies. Developed and proven at Temple, the Hot Zone learning model can be tailored for any university or college. We’re excited to show how a moderated live learning simulation, mixing elements of surprise and “a-ha!” moments with urgency and conflict, can create value for time-pressed marketing communications professionals who may struggle with the demands imposed by today’s media environment.

Track 5: Engaging Audiences-Gatlin A2, Level 1

GivingToHoosDay: How the UVA Alumni Association Leveraged a University-Wide Giving Day into Individual Success

Timothy Zepp, Associate Director of Marketing, University of Virginia Alumni Association

Have you ever been the smaller part of a greater initiative? At the University of Virginia Alumni Association, we participated in GivingToHoosDay, a University-wide giving day. Learn about our communications efforts, challenges, metrics, results and more!

Track 6: Partner Session-Gatlin A3, Level 1

Change Brings Opportunity: The New Landscape of Higher Ed Marketing and How Social Media Fits

Saied Amiry, Global Director, Education Vertical Marketing, LinkedIn; Ira Amilhussin, Global Senior Marketing Manager, Education Vertical, LinkedIn

The higher education market has changed significantly over the past few years. With the rise of social media, increased focus on student outcomes & ROI, and increased competition from online programs, the marketing ecosystem must evolve as well. Join us as we discuss some of the leading trends influencing higher ed marketing today, new research from LinkedIn and CarringtonCrisp that reveals what students believe about the ROI of their graduate degrees and how social media can help, and a sneak preview of changes to the LinkedIn platform that will help you better market your programs in this new connected world.

11:15AM – 12:00PM | BREAKOUT SESSIONS

Track 1: Brand Strategy-Panzacola F2, Level 1

Brick & Mortar Leadership: How a Nationally Ranked Mid-Size Urban-Fringe University Rose Above the ‘Me Too’ Landscape to Have Four Straight Years of Growth – And is Still Going!

Linda Durant, Senior Vice President, University Advancement, Widener University; Brian Tierney, CEO, Brian Communications

A crowded market, indistinguishable characteristics, a muddled story, and tough urban location challenged us. Enrollment suffered. But then things changed. Come and discover the soul-searching, resurgence and real success of Widener University.

Track 2: Digital Strategy-Panzacola F3, Level 1

Building a Social Media Strategy to Yield Gen Z

Lisa Coetzee, Senior Manager of Marketing, Emory University

How do you build a powerful social media strategy with a small staff? See how we leveraged solid project management skills and eager students to build a multi-platform approach in yielding the Class of 2020. (Platforms include Wordpress, Instagram, Google Hangouts, Buzzfeed, Twitter, Facebook, and Snapchat).

Track 3: Marketing Intelligence-Panzacola F4, Level 1

Getting the Most Out of Google Analytics in Higher Ed

Christine Osazuwa, Web and Social Media Coordinator, UMBC

You've installed the code, you've looked at your page views, you know where people coming from but you're not sure what to do next. In this session we will explore setting up goals, tracking conversions, creating funnels, making personas and Google Analytics add-ons that will make your life easier and supplement the data you're already getting.

Track 4: Leading Operations and Organizations-Gatlin A1, Level 1

If You Build It, Will They Come? Ten Insights for Reinventing and Leading Your Department

Joel Seligman, Chief Communications Officer, University of New Hampshire ; Nichole Johnson, Executive Director of Integrated Marketing Communications; Jessica McWade, Senior Consultant, Maguire Associates

Time to reinvent how your university communicates? Two senior practitioners who are rebuilding their departments join a top consultant to offer 10 principles to help you get there. You'll receive specific feedback in areas such as context, self-awareness, talent, advocacy, market research, messaging, project management systems and choice of metrics.

Track 5: Engaging Audiences-Gatlin A2, Level 1

Communicating you're Worth it in a Noisy Marketplace

Paul Redfern, Executive Director of Communications and Marketing, Gettysburg College; Kent Barnds, Executive Vice President & Vice President of Enrollment, Communications and Planning, Augustana College

Hear enrollment and marketing leaders from two liberal arts colleges discuss the common elements needed for the value proposition with two very different tactical approaches within the context of all of the marketing verticals in the marketplace for prospective students.

Track 6: Partner Session-Gatlin A3, Level 1

University of Miami Presents: Transforming Communication Across the Constituent Lifecycle with Personalized Journeys and 1:1 Engagement

Florence Parodi, Manager, IT, University of Miami; Deborah Duran, ERP Business Analyst, University of Miami, Kevin Erzen, Marketing Specialist, Salesforce.org; Brent Wege, Marketing Specialist, Salesforce.org

Meeting students where they are is now more important than ever. And communicating with them in a personalized way, on channels of their choosing, is absolutely critical to success. Students don't have patience for anything less than intuitive, relevant, and fast communication. Salesforce offers a robust solution set for marketing in higher ed's unique and complex landscape. Join the University of Miami and Salesforce.org in this session to hear how Salesforce can transform the way you engage constituents across the student lifecycle with personalized journeys, 1:1 communication at scale, and much more. Hear how Salesforce's Connected Campus can empower student journeys and learn about some of the incredible ways institutions are already taking advantage of Salesforce's marketing solutions.

12:00PM – 2:00PM | LUNCH, KEYNOTE & AMA HIGHER EDUCATION MARKETER OF THE YEAR AWARDS-Gatlin D/E, Level 1

THE LOYALTY SWITCH: How to Make Anyone Loyal to you, your Organization, or Your Cause

James Kane, Renowned Loyalty Expert, Researcher, Speaker, Author

In this fascinating and highly entertaining presentation, James Kane takes his audiences on a journey into the human brain and explains the science behind true loyalty and human relationships. Building on more than 40 years of research on the subject, James will make the case that human beings have a fundamental need to be loyal and actively seek out the specific clues from others that tell them when they can and should be. When an organization, as well as an individual, is able to understand and demonstrate those loyalty-building behaviors, they can develop relationships that will last a lifetime and result in unwavering and unlimited support.

2:15PM – 3:45PM | ADVANCED MARKETING SESSION 4-Panzacola F1, Level 1

Informed Action: Using Market Research to Align Campus Stakeholders and Drive Strategic Success

Brad Bohlander, Chief Communications Officer, Associate Vice Chancellor for University Communications, North Carolina State University; Andrew P. Careaga, Executive Director of Marketing and Communications, Missouri University of Science and Technology; Stephanie Judge-Cripe, Director of Marketing Strategy, Butler University; Jason Simon, Vice President & Partner, SimpsonScarborough

You've gotten your campus stakeholders to support a marketing communications effort; maybe even to help fund it. But how do you align differing viewpoints on strategy, creative, outcomes or whether the effort is worth the investment at all? This session will focus on putting market research into action with real-world case studies from Butler University, NC State University and Missouri S&T.

2:15PM – 3:00PM | BREAKOUT SESSIONS

Track 1: Brand Strategy-Panzacola F2, Level 1

How To Market New Ventures Inside Existing Institutions. Cornell Tech & Sullivan

Nicole Ferry, Executive Director of Strategy, Cornell Tech; Meghan French, Senior Director of External Relations, Cornell Tech

Megan French (Director of External Relations at Cornell Tech) and Nicole Ferry (Partner and Executive Director of Strategy at brand engagement firm Sullivan) share their experiences branding Cornell's new campus, Cornell Tech—and share lessons on how all institutions can market innovative ventures that celebrate heritage while driving the larger institution forward.

Track 2: Digital Strategy-Panzacola F3, Level 1

Beyond Sugar vs. Substance: Rethinking Brand-driven Social Media

Rob Zaebst, Director of Digital Strategy, Michigan State University; Ellen Doepke, Social Media Manager, Michigan State University

With a data-driven approach, Michigan State University restructured its social media strategy to include “brand potpourri”, social-specific content that effectively communicates the brand message, while driving excitement and engagement. Learn how social media performance is tracked to yield the highest engagement per brand post.

Track 3: Marketing Intelligence-Panzacola F4, Level 1

Define Your Identity From Within

J.J. Boehm, Director of Media and Community Relations, Saginaw Valley State University; Tyler Borders, Co-founder, Dartlet

Saginaw Valley State University embarked on a mass-consensus approach to clarify its institutional psychology. Rather than jumping to creative materials, SVSU found critical answers using an internal research model to crystalize a long-term reputation roadmap. SVSU's sense of Self proved to be the critical component to success.

Track 4: Leading Operations and Organizations-Gatlin A1, Level 1

Change Management through Stakeholder Research and Engagement: Leveraging the Transition to University Status

Crista Ruth Cabe, Vice President for Communications, Marketing and Public Affairs at Mary Baldwin University

For all the right reasons, Mary Baldwin College has become Mary Baldwin University, effective August 2016. This case study demonstrates how a small Marcom shop with a shoestring budget can use research, strategic planning, re-branding, and constant stakeholder engagement to effect positive, lasting institutional change.

Track 5: Engaging Audiences-Gatlin A2, Level 1

Be Your Audience: Best Practices for Including Students in Social Content Strategy

Megan Keniston, Associate Director of Marketing, St. Lawrence University; Ryan Orvis, St. Lawrence University

Sometimes the best way to know your audience is to be your audience. To achieve this, St. Lawrence University engages students to assist with content strategy and assessment for Facebook, Twitter, Instagram, and Snapchat accounts. Don't miss this opportunity to hear directly from a senior student who is both a producer and consumer of the University's social content.

3:00 PM-4:00 PM | DEDICATED EXHIBITOR SOLUTIONS AND NETWORKING TIME-Gatlin B/C, Level 1

4:15PM – 5:00PM | BREAKOUT SESSIONS

Track 1: Brand Strategy-Panzacola F2, Level 1

Brand Advertising for Small Brands: How to Make a Case for Brand-building Advertising

Matthew Ward, Vice President, Enrollment Management and Marketing, California Lutheran University; Christie Harper, Assistant Vice President for University Marketing, California Lutheran University

Think brand advertising is just for the D1 schools with athletics prominence and network airtime? Think again. In 2 years, mid-size California Lutheran University went from \$0 investment in brand advertising to a \$300,000 annual budget; and then proved that the investment paid off. Learn how we did it.

Track 2: Digital Strategy-Panzacola F3, Level 1

Inbound Marketing for your MBA Programs- How to do it Smarter, Better and Faster

Sylvia Haas, Executive Director of the Executive MBA Program at the UCLA Anderson School of Management; Ann Oleson, CEO and Founder, Converge

Marketing an MBA program in a sea of sameness can seem daunting. The competition is steep—Google AdWords is driving up costs per click (CPCs)—and the market is oversaturated with display and social media ads. We scratch our heads, wondering how we can differentiate our programs and reach our ideal prospects in the most cost-effective way.

Sylvia Haas, Executive Director of EMBA Admissions at UCLA Anderson School of Management, has new competition in her backyard, an interest in a larger geographic reach, and goals for recruiting more women to her program. Ann Oleson, CEO and Founder of Converge Consulting, will join Sylvia to discuss how Anderson has used digital marketing to attract, convert and delight prospective students.

They'll share best practices, fresh insights and case studies of MBA programs across the country, including University of Missouri, Tulane and UT Dallas. You will leave this session with a list of 10 new ideas to help you more effectively recruit prospective MBA students.

Track 3: Marketing Intelligence-Panzacola F4, Level 1

Making Your Metrics Matter

Dan Esdale, Chief Marketing Officer, Suffolk University; Emily Truax, Digital Engagement Associate, Boston University; Joe Brennan, Vice President, Communications and Marketing, University of Albany; Aaron Blau, Client Executive, Stamats

Analytics in today's higher education digital space can be overwhelming, especially to communicators and marketers already strapped for time. What numbers actually show that a campaign or initiative is working? How can you show your administration or boards that an impact is being made? What sets of data can influence an investment into your digital efforts?

This panel will dig deeper than likes and retweets and show how to quantify your digital media efforts and tie the data into your overall strategic plans. We will discuss what data is important at the CMO level and how it should be delivered, how a vice president with multiple roles uses data to make informed decisions, and how a digital/social media manager compiles the appropriate data to share with a vice president and CMO.

Track 4: Leading Operations and Organizations-Gatlin A1, Level 1

10 Hacks to Take Your Communication Plan to the Next Level

Jennifer Kendall, Account Services Manager, North Carolina State University Communications

There's a lot of buzz in higher education surrounding strategic marketing planning. For many professionals, creating a strategic marketing plan just means checking off another box on a long "to-do" list. In today's increasingly competitive educational landscape and with decreasing budgets, well thought out marketing plans remain your most powerful weapon.

With advice from top industry marketing executives and the country's leading marketing professors, this presentation will uncover everything they don't tell you in Marketing 101. Learn from others' mistakes (and successes) while getting practical tools and best practices to take your strategic marketing plan to the next level.

Join us to explore:

- What a strategic marketing plan is, and more importantly, what it isn't;
- Why a strategic marketing plan is the key ingredient in any marketer's bag of tricks;
- Ten easy and often overlooked ways to make your marketing plan a success; and
- Tips and tools for strategic marketing plan creation

Track 5: Engaging Audiences-Gatlin A2, Level 1

People Are Brands Too: Marketing a New University President

Jackie Ostrowicki, Assistant Vice President for University Affairs, University of Nebraska

Getting a new president is a game changer for universities. Find out how the University of Nebraska team built a successful brand platform for their 7th president—new to the university and new to the state—from his first week on the job to his installment one year later.

Track 6: Partner Session-Gatlin A3, Level 1

Strategic Insights for Marketers (in Higher Education)

Radhika Mathur, Head, Product Market Strategy, Insight Bee

Marketers play a far more strategic role today in terms of driving business critical decisions, and not just branding, or advertising. The kind of insights they need to have at their fingertips has to be relevant, timely and most of all, impactful. Budgets are shrinking, while expectations are rising!

This session will look at “How Marketing functions, across industries (including Higher Education) are building knowledge-based marketing strategies?”

Reigning in Your Web Presence: Brand Control and Cost Efficiency in the Higher Ed Web

Adam Stewart, CTO, Gizra

Most campuses have hundreds - if not thousands - of websites that each projects an image of the college or university. Individual faculty, departments, and programs, all need a web presence, and the culture of a university is much more likely to permit – even encourage – those entities to develop their own solutions. But what is a hallmark of academic freedom, can create a headache for brand managers.

The landscape of higher education is changing. As the competition for high-caliber students becomes more fierce, web presence plays a crucial role in attracting applicants. Yet as a highly-distributed web presence grows, the ability of communications and marketing team to leverage content strategy and analytics actually shrinks.

What would it look like if a college or university could consolidate its web presence under a single system? What if faculty or projects with limited resources and technical capabilities could quickly and easily spin up websites with consistent brand messaging? Colleges and universities can today more easily create a unified, scalable, and easy-to-maintain solution that provides benefit to end users by delivering out-of-the-box, sensible, defaults for academics and their programs.

This presentation will look at the upsides of such a case at Harvard University, which implemented OpenScholar - an open source multi-site solution that runs over 7,000 websites at a savings of \$10 million. It will also seek discussion on the challenges to managing this kind of change in the higher education environment.

3-Key Take-a-Ways:

1. Colleges and universities have a complex and highly-distributed web presence as a result of the culture of academic institutions.
2. Changes in the higher education marketplace are putting higher demand on brand managers and an increased need for a more unified web presence.
3. Modern web frameworks make it easier than it was, even five years ago, to deliver the individual autonomy that faculty and staff demand, and the brand management that a college or university requires.

Track 7: 9X5 Session-Gatlin A4, Level 1

Back again! 9X5 Open Mic Round Robin Session. We have picked nine hot topics, nine super-smart, smooth-talking marketing pros, each sharing five minutes of their most unconventional wisdom TedX-style. Confirmed sessions are as follows:

What Should be in Your Institution’s Branding Toolbox?

Brian Waddle, Director, Brand Management, Houston Community College

The Modern Campus: How Brand Storytelling in Your Facilities can be a Multi-Audience Differentiator

Jay Sharman, CEO/Founder, Team Works Media

The Million Dollar Image

Ineke Caycedo, Senior Brand Strategist, Educational Marketing Group

Designing the Organization for Digital: Five Skillsets every MarCom Team Needs In-house

Kristen Ingels, Senior Brand Strategist, SimpsonScarborough

Feeding the Hungry Brand in 3-Minute Chunks

Will Kopp, Chief Communications Officer, Ohio Wesleyan University

Breaking Down the Silos: Using Snapchat to build a University Brand

Tina Keller, Integrated Marketing Communications, University of Wisconsin-Milwaukee

Retention or Word-of-Mouth: Using the Net Promoter Score in Higher Education

Susanna Warnock, Assistant Professor of Business, Walker School of Business, Piedmont College

Everything Speaks: What is Your Servicescape Saying about Your Brand?

Paige Booth, Vice President of Marketing and Enrollment Management, St. Edward's University

How to Eat and Elephant: Redesigning Your Website One Page at a Time

Julie Zito, Assistant VP for Marketing, American University

2016 Symposium Tuesday Night at the Movies. Please join us in Gatlin D/E, Level 1. Doors will open at 6:30 p.m. and showing will start at 7 p.m. Q and A with filmmakers directly following movie.

Starving the Beast examines the on-going power struggle on college campuses across the nation as political and market-oriented forces push to disrupt and reform America's public universities. The film documents a philosophical shift that seeks to reframe public higher education as a 'value proposition' to be borne by the beneficiary of a college degree rather than as a 'public good' for society. Financial winners and losers emerge in a struggle poised to profoundly change public higher education. The film focuses on dramas playing out at the University of Wisconsin, University of Virginia, University of North Carolina, Louisiana State University, University of Texas and Texas A&M.

Filmmaker Steve Mims will discuss the origin, creation, and surprising national response to their new higher education documentary.

DAY FOUR | WEDNESDAY, DECEMBER 7, 2016

7:45AM – 8:15AM | CONTINENTAL BREAKFAST-Gatlin Foyer, Level 1

7:45AM – 11:30AM | CONFERENCE REGISTRATION-Gatlin 1 Registration, Level 1

8:15AM – 9:45AM | Advanced Marketing Sessions 5 & 6

Building Powerful National Higher Learning Brands-Gatlin D/E, Level 1

Joel Curran, Vice Chancellor of Communications and Public Affairs, University of North Carolina at Chapel Hill; Bill Burger, Vice President for Communications & Chief Marketing Officer, Middlebury College; Carol Keese, Associate Vice President, Marketing, University of Virginia; Yvonne Martin-Kidd, Chief Marketing Officer, Vanderbilt University, Owen Graduate School of Management; Gene Lewis, Partner and Chief Creative Officer, Digital Pulp

Leading colleges and universities are competing for the best and brightest in a marketplace that is becoming more complex and competitive. Many institutions – public and private – also face the challenge of modernizing legacy brands and shedding old notions of exclusivity. Communications experts from prestigious institutions will discuss challenges in building competitive national brands and debate digital marketing strategies to communicate a school's essence and relevance.

The Marketer's Role in Building Diverse, Inclusive, and Equitable Campuses-Gatlin A1/A2, Level 1

Dr. Briant K. Coleman, Executive Director, Strategic Initiatives and Communications, University of Central Florida; Jennifer Kirksey, Chief of Staff and Special Assistant to the President, Ohio University; Binti Harvey, Vice President for Marketing and Communications, Scripps College; Matthew Ward, Vice President for Enrollment Management and Marketing, Cal Lutheran University, Moderator: Teresa Valerio Parrot, Principal, TVP Communications

Many colleges and universities are focused on building more diverse campuses by recruiting nontraditional and underrepresented students. Our conventional role as communicators in those efforts is clear—target those students and families and inspire them to enroll—and we're succeeding.

But as student demographics have shifted, campus cultures have come under scrutiny. Nontraditional and underrepresented students sometimes find that their educational experiences are not reflective of the values of equity and inclusion espoused by their institutions. Demands for change often play out on social and traditional media platforms, when campus constituencies protest the lack of understanding, apathy, and institutional inertia that perpetuate inequality. Our participation in the inclusion conversation is often limited to reactive, issue-specific communications and tactics as we manage the institutional response to demonstrations, petitions, and negative media coverage.

Communicators are in a position to do more than shape the "crisis response" to student activism. A more unexpected role—one we can't expect the student affairs office to carry for us—is to build relationships and communicate with stakeholders on a consistent, not episodic, basis. Whether we work in central communications, in enrollment, or in academic units, we can create dialogue that makes our campuses stronger, more inclusive, more equitable, and more resilient.

In this panel, learn from experienced university communicators who are increasing enrollment diversity at the same time they are creating opportunities for sustained engagement around diversity issues. Learn to strengthen your institution's ability to deal with the challenges that arise as we build more inclusive campuses and respond to the social movements they stimulate.

9:45AM – 10:15AM | MORNING BREAK-Gatlin Foyer, Level 1

10:15AM – 11:30AM | CLOSING KEYNOTE-Gatlin D/E, Level 1

Driving Brand Attachment in Higher Education

Larry Vincent, Founder and Chief Branding Officer, UTA Brand Studio

Attachment is an increasingly important element of brand health. It measures how much consumers view a brand as part of their own identity—how much the brand is “like them.” Recent research has uncovered ways to quantitatively measure attachment. This research has also revealed that attachment drives critically important consumer behaviors, such as willingness to pay a premium price, a tendency to defend a brand when under attack, and a compulsion to recommend the brand to others.

Rarely is there a category more fit for applying attachment-based marketing than higher education, where people have a tendency to identify themselves for life by the school they attended. Yet more can be done to systematize attachment into an ongoing driver of lifetime alumni support. In this keynote address, Larry Vincent will share recent research on attachment, with an emphasis on higher education. He will provide examples of best practices in applying attachment to branding and marketing. And he will offer advice on how to connect attachment to student and alumni identity narratives.

11:30AM | CONFERENCE ADJOURNMENT