Sunday, June 26

10:00-12:00 p.m.  Registration  Rogue Foyer

12:30-1:45 p.m.  Executive Committee Lunch  Rogue Room & Foyer
 (*Executive Committee Members Only)

2:00-5:00 p.m.  Executive Committee Meeting  Rogue Room & Foyer
 (*Executive Committee Members Only)

4:00-6:00 p.m.  Registration  Rogue Foyer

6:00-8:00 p.m.  Welcome Reception  DEN Restaurant
 (Light appetizers will be served)

Monday, June 27

7:00-10:00 a.m.  Registration  River Foyer

7:30-8:45 a.m.  Breakfast  River Foyer

9:00-12:00 p.m.  Data are Everywhere! Drivers of Change and Emerging Models for Managing and Using Data  River Ballroom

Two complementary sessions will introduce and discuss strategies, opportunities, and challenges for institutions as they implement campus-wide models to more efficiently manage and effectively utilize new sources and increasing volumes of data. Three general institutional characteristics will be explored: differences in organizational centrality, changes in functional relationships, and evolving roles/responsibilities across campus.

Panelists from the University of Arizona, Bowling Green State University, and Portland State University will discuss the drivers of organizational evolution on their campuses and emerging organizational structures and new collaborations for managing and engaging with data. The structure of how a campus manages and engages with data for institutional effectiveness and improvement can be framed in various ways. Are the responsibilities for compiling and analyzing data centralized, or located within one specialized office/unit, within the institution? Or de-centralized across several offices/units within the institution? Or somewhere along this continuum? What are the benefits and challenges of centralized vs. federated models? These sessions will further explore how traditional roles and responsibilities for managing campus data resources shape and are shaped by organizational change and structure. The partnerships, new or existing, campus leaders engage in are important to identify and prepare leaders from all areas of an institution to move forward effectively and efficiently for the good of all students.

Moderator: Rita Cheng, President, Northern Arizona University

Panelists:
◊ Angela Baldasare, Assistant Provost for Institutional Research, University of Arizona
◊ Julia Matuga, Associate Vice Provost for Institutional Effectiveness, Bowling Green State University (Ohio)
◊ Kathi Ketcheson, Director, Institutional Research & Planning, Portland State University

9:00-10:15 a.m.  Data are Everywhere! Drivers of Change in Organizational Structures, Roles & Responsibilities (Part 1)  River Ballroom

Why do we need to restructure? What’s driving the need for change? What opportunities and challenges do we face?
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:15-10:45 a.m.</td>
<td>Coffee Break</td>
<td>River Foyer</td>
</tr>
<tr>
<td>10:45-12:00 p.m.</td>
<td>Data are Everywhere! Emerging Models for Effectively Managing and Utilizing “Ubiquitous Data” (Part 2)</td>
<td>River Ballroom</td>
</tr>
<tr>
<td>12:15-1:30 a.m.</td>
<td>Networking Lunch (Meal included with registration)</td>
<td>DEN Restaurant</td>
</tr>
<tr>
<td>1:45-3:00 p.m.</td>
<td>Approaches to Data Governance for Informing Campus Stakeholders</td>
<td>River Ballroom</td>
</tr>
<tr>
<td>3:00-4:30 p.m.</td>
<td>Small Group Networking, Reactions, and Reflections</td>
<td>River Ballroom</td>
</tr>
<tr>
<td>6:30-8:30 p.m.</td>
<td>Dinner in Portland (Meal included in registration) (Guests may join for an additional fee)</td>
<td>Portland City Grill 111 SW Fifth Ave., 30th Floor, Portland, OR 97204.</td>
</tr>
</tbody>
</table>
**Tuesday, June 28**

7:30-8:45 a.m.      | Breakfast                                                             | River Foyer       |
9:00-10:15 a.m.     | CIMA Business Meeting                                                 | River Ballroom    |
10:15-10:45 a.m.    | Coffee Break                                                          | River Foyer       |

The increase in availability of and demand for diverse institutional data poses new challenges to the way universities have traditionally handled data governance. Issues of data security, integrity, and usability have always been of concern, but these days they have been heighten by the growing need to deliver fast and reliable data analysis to inform decisions. Many institutions are rethinking their policies, standards, and accessibility procedures related to data and how to best serve their different stakeholders’ needs around campus. This session will explore different innovative models of data governance currently being implemented, some of the rationale that led to such implementations, the obstacles that need to be overcome in the different approaches, and their accomplishments.

**Speaker/Moderator:** Paul Klute, Director of Institutional Research, University of Georgia

**Panelists:**
- Jason Fishbain, Chief Data Officer, University of Wisconsin-Madison
- Mike Kelly, Chief Data Officer, University of South Carolina

Join a member of the CIMA Executive Committee in smaller groups to get to know some of your fellow Commission members and talk about your reactions and reflections from the day’s presentations. What surprised you? What do you want to know more about? How can you see some of today’s topics guiding conversations on your campus?
10:45-12:00 p.m.  Data-Informed Communications: Beyond the Spreadsheet  River Ballroom

Well-established partnerships among data owners, content experts, and communicators are key to providing messages that tell the right story, in the right way, to the right audience. Organizations with strong, strategic, and proactive communications – including audience-oriented data presentation and messaging – can lessen the urge/need to resort to reactive communications. Using case studies as illustrative examples, this panel will discuss how these strategic partnerships can work effectively in different types of organizational structures. In addition, the panel will discuss some approaches and best practices for creating successful, data-informed communications for a wide variety of stakeholders.

Moderator: Stephanie Bond Huie, Vice Chancellor for Strategic Initiatives, University of Texas System

Panelists:
◊ Paula Bales, Communications Coordinator, Office of Strategic Initiatives, University of Texas System
◊ Mark Johnson, Senior Director of Media Relations and Strategic Communication, Arizona State University
◊ Tom Milligan, Vice President for External Relations, Colorado State University

Commission on Information, Measurement, & Analysis Executive Committee

Officers

Kim Wilcox  
CIMA Chair  
University of California-Riverside, Chancellor  
chancellor@ucr.edu  
Assistant: Suzette Lyons, suzette.lyons@ucr.edu

M. Roy Wilson  
CIMA Chair Elect  
Wayne State University, President  
president@wayne.edu  
Assistant: Laurie Scarborough, laurie.scarborough2@wayne.edu

Stephanie Bond Huie  
CIMA Secretary  
University of Texas System, Vice Chancellor, Office of Strategic Initiatives  
shuie@utsystem.edu  
Assistant: Nancy Nilson, nnilson@utsystem.edu

Lisa Freeman  
CIMA Secretary Elect  
Northern Illinois University, Provost  
lfreeman1@niu.edu  
Assistant: Liz Wright, ewright1@niu.edu

Executive Committee

Joel Hartman  
University of Central Florida, Vice Provost/CIO  
Joel.Hartman@ucf.edu

Rita Cheng  
Northern Arizona University, President  
rita.cheng@nau.edu  
Assistant: Dianna Grimaldi, dianna.grimaldi@nau.edu

Braden Hosch  
Stony Brook, Asst VP for Institutional Research, Planning, and Effectiveness  
braden.hosch@stonybrook.edu

Roy Mathew  
University of Texas-El Paso, Associate VP, Institutional Research  
rmathew@utep.edu

Michael Gower  
Rutgers, Senior VP for Finance Treasurer  
michael.gower@rutgers.edu  
Assistant: Gail Faber, faber@oldqueens.rutgers.edu

Tiffany Beth Mfume  
Morgan State University, Director of Student Success and Retention  
tiffany.mfume@morgan.edu
Executive Committee (Continued)

Gesele Durham  
University of Wisconsin- Milwaukee,  
Assistant Provost for Institutional Effectiveness and  
Director,  
Office of Assessment & Institutional Research  
gedurham@uwm.edu

Greg Schuckman  
CGA Liaison  
University of Central Florida  
Director, Federal Relations  
Greg.Schuckman@ucf.edu

James Morales  
CSA Liaison  
Utah State University, Vice President for Student  
Services  
james.morales@usu.edu  
Assistant: Suzanne Thorpe, Suzanne.thorpe@usu.edu

Meeting Planning Subcommittee

Stephanie Bond Huie  
Co-Chair  
University of Texas System,  
Vice Chancellor, Office of Strategic Initiatives  
shuie@utsystem.edu  
Assistant: Nancy Nilson, nnilson@utsystem.edu

Arley Williams  
University of Wyoming  
Assistant Vice President and  
Special Assistant to the Vice President,  
Division of Administration  
Arley.Williams@uwyo.edu

Tiffany Beth Mfume  
Co-Chair  
Morgan State University,  
Director of Student Success and Retention  
tiffany.mfume@morgan.edu

Julia Mame Matuga  
Bowling Green State University  
Associate Vice Provost, Institutional Effectiveness  
jmatuga@bgsu.edu

Valeria Garcia  
University of South Florida  
Assistant Vice President, Office of Decision Support  
vgarica@usf.edu

Neena Verma  
University of Massachusetts  
Director of Institutional Research  
nverma@umassp.edu

Rodolfo Torres  
University of Kansas  
Associate Vice Chancellor for Research & Professor of  
Mathematics  
torres@ku.edu

APLU Staff

Christine Keller,  
ckeller@aplu.org, 202-478-6043

Teri Lyn Hinds (CIMA Liaison),  
thinds@aplu.org, 202-478-6081

Nathalie Dwyer,  
ndwyer@aplu.org, 202-478-6042