

CATHY A. SANDEEN, PHD, MBA

EDUCATION

University of California Los Angeles	MBA	Management	2005
University of Utah	PhD	Communication	1992
San Francisco State University	MA	Broadcast Communication	1981
Humboldt State University	BA	Speech Pathology, <i>Summa cum laude</i>	1976

Additional Education/Certifications

American Council on Education	ACE Fellows Leadership Program	2011
UCLA Anderson School of Management	Corporate Director Certification	2010

EMPLOYMENT

University of Wisconsin **2014-present**
Chancellor, University of Wisconsin Colleges and University of Wisconsin-Extension

Scope and responsibility: Oversees the academic, financial, development, and administrative aspects of two statewide institutions. UW Colleges encompasses 13 two-year liberal arts transfer colleges and UW Colleges Online and employs about 300 faculty and 1,000 staff, with an operating budget of about \$146 million. UW-Extension includes Continuing Education, Outreach and E-Learning, Cooperative Extension, Division of Entrepreneurship and Economic Development, Wisconsin Public Radio, Wisconsin Public Television, Instructional Communications Systems and Extension Conference Centers. UW-Extension employs about 260 faculty and 900 staff, with an operating budget of about \$232 million. These institutions embody the Wisconsin Idea, providing access to UW educational programs, knowledge, and connections to all corners of the state.

American Council on Education **2012 - 2014**
Vice President, Education Attainment and Innovation

Scope and responsibility: Oversee ACE's national agenda to increase postsecondary educational attainment in the US, including coordination among national and international leaders from across higher education, foundations, business, and government. Oversee the Center for Education Attainment and Innovation, including major grant programs, federal contracts, service activities, partnerships, and development of new initiatives.

Key accomplishments: Launched new Center, raised visibility and awareness of the postsecondary attainment issue in the US, and obtained major grant funding.

University of California Los Angeles **2006 – 2012**
Dean, Continuing Education UCLA Extension

Scope and responsibility: Academic, financial, operational, enrollment management, outreach, and development functions of a large academic unit within the University of California Los Angeles encompassing a \$75 million annual budget, 400 staff, 2,500 part-time faculty, and serving 50,000 part-time students (approximately 9,000 FTE students). UCLA Extension is California's largest post-baccalaureate professional education organization—and one of the top 10 such programs in the US.

Oversee strategic planning, entrepreneurial, outreach, government relations, development, and fundraising activities. Also oversees statewide Continuing Education of the Bar. As a senior executive, serve on senior management team at UCLA.

Key accomplishments: New academic program development; financial stewardship resulting in revenue and surplus growth despite challenging economic environment; enhanced relationships and partnerships with UCLA campus units; extensive outreach; growth in grants and other private support; growth in international programs; greater national visibility; and personal research and publication activity.

University of California Santa Cruz **2000 – 2006**

- **Vice Provost and Dean, University Extension and Summer Session (2002 – 2006)**
- **Dean, University Extension and Summer Session (2000 – 2001)**

Scope and responsibility: Academic, financial, operational, outreach, and development functions of an academic unit within the University of California Santa Cruz, focused in Silicon Valley, serving between 5,000 and 10,000 part-time students per year. Summer Session unit provided regular degree credit courses for matriculated students on campus. Largest annual self-support budget for combined unit was \$25 million. Part of senior management team for UC Santa Cruz.

Key accomplishments: Enhanced outreach to Silicon Valley industries; developed relationships with campus faculty; increased summer session enrollments; oversaw significant organizational transformation efforts due to major technology industry downturn of 2001.

University of California San Francisco **1990 – 2000**

- **Assistant Dean, Educational Support Services, School of Dentistry (1997 – 2000)**
- **Director, Educational Support Services (1994 – 1997)**
- **Assistant Director, Continuing Education (1992 – 1994)**
- **Management Services Officer, Continuing Education, School of Dentistry (1990 – 1992)**

Scope and responsibility: Increasingly responsible positions focused on building and overseeing a self-support continuing education department within one of the professional schools at University of California San Francisco. The Assistant Dean position also included student services for matriculated post-graduate professional students, alumni services, external communication, and development.

Key accomplishments: Increased enrollments and revenue. Department became the largest program in California and one of the largest in the US. Consolidated department combining continuing education, student services, and alumni services became a national model. Received an award from faculty.

Sandeen, Incorporated, General Manager **1987 – 1990**

Scope and responsibility: Major aspects of business development including finance, administration, marketing, compliance, and investor relations for a start-up toy and sporting goods manufacturing company.

Key accomplishments: Launching a new company from scratch and introducing products into the national market through major retailers.

Mills College, Visiting Assistant Professor **1985 – 1987**

Taught courses in communication, mass communication, media ethics, and video production. Also advised students and assisted in campus student recruitment efforts.

Other teaching positions

Santa Clara University **1984 – 1985**

San Jose State University **1983 - 1984**

University of Utah **1981 - 1982**

Stanford University **Summer 1984**

San Francisco State University **1981 - 1989**

Taught courses in communication, mass communication, new communication technology, radio production, and video production

PROFESSIONAL HONORS AND AWARDS

2009	Research and Scholarship Award	University Professional and Continuing Education Association (UPCEA)
2000	Elected to membership	Omicron Kappa Upsilon, National Honor Society
2000	President's Award	UCSF Dental Alumni Association
1999	Distinguished Colleague of the Year	UC San Francisco School of Dentistry
1998	Appreciation Award	National Dental Association, District VI
1983	Mariner S. Eccles Graduate Fellowship	University of Utah
1982	Mariner S. Eccles Graduate Fellowship	University of Utah
1981	Distinguished Graduate Student	San Francisco State University, Broadcast Communication Arts Department

SELECTED HONORS AND AWARDS RECEIVED BY UCLA EXTENSION

2011	Community Catalyst Award	University of California Los Angeles
2011	National Marketing Awards (5 total)	University Professional and Continuing Education Association (UPCEA)
2010	Outstanding Program (national)	UPCEA
2010	Outstanding Nontraditional Student	UPCEA
2009	Outstanding Program (national)	UPCEA
2009	Outstanding Nontraditional Student	UPCEA (Region West)
2009	Outstanding Process or Service	UPCEA (Region West)
2007	Outstanding Process or Service	UPCEA (Region West)

HONORS AND AWARDS RECEIVED BY UC SANTA CRUZ EXTENSION

2006	Outstanding Process or Service	UPCEA (Region West)
2006	Outstanding Program (national)	UPCEA
2001	Outstanding Program (national)	UPCEA

SELECTED PROFESSIONAL LEADERSHIP ACTIVITY

2014 – present	University System of Maryland Center for Academic Transformation Advisory Board
2014 – present	Grantee Advisory Community, Bill & Melinda Gates Foundation
2013 – present	Research and Innovation Advisory Board, International Higher Education Teaching and Learning Association (HETL)
2013 – 2014	Advisory Board, Servicemembers Opportunity Colleges
2013 – 2014	Commission on Quality Assurance and Alternative Higher Education, Council for Higher Education Accreditation
2011– 2013	Board of Directors, University Professional and Continuing Association
2009	University Continuing Education Association, Regional Chair Region West
2009	UCEA, Program Chair, Region West Annual Conference, October 2009
2008 – 2011	Commissioner, Commission on Instructional Technology, University Continuing Education Association
2008 – 2011	Council on Extension, Continuing Education and Public Service, National Association of State Universities and Land-Grant Colleges, Executive Committee
2002 – 2004	University Continuing Education Association, Program Chair, 2004 Session
2001 – 2002	University Continuing Education Assoc. 2003 Annual Session Committee
1999 – 2000	UCSF Academic Business Officers Group Chair (elected)
1998 – 1999	American Dental Education Association Chair, CE Division
1996 – 1997	Association for Continuing Dental Education President

UNIVERSITY SERVICE

University of Wisconsin

2015 – present	Wisconsin Campus Compact Executive Committee
2015 – present	WiSys Technology Foundation, Inc. Advisory Committee
2015 – present	UW System Strategic Planning Steering Committee
2015 – present	UW-Madison UniverCity Alliance Executive Committee

University of California System

2008 – 2012	Continuing Education of the Bar Governing Committee, Chair
2000 – 2012	University Extension Council of Deans
2009 – 2010	Education and Curriculum Workgroup, UC Commission on the Future

Campus (UCLA)

2012	Online Learning Executive Committee
2006 – 2012	EVC/Provost's Executive Council
2006 – 2012	Council of Professional School Deans
2006 – 2012	Senate Committee on Continuing and Community Education (ex-officio)
2010	Task Force on UCLA-TV (Chair)
2010	Task Force on Self-Supporting Programs
2008 – 2009	Revenue Task Force—Budget Toolbox Project
2008	Postdoctoral Career Services Committee
2007 – 2008	Campus Downtown Los Angeles Strategy Committee (Chair)

Campus (UC Santa Cruz)

2006	School of Management Steering Committee
2006	Succession Management Task Force
2006	Summer Session Planning Task Force
2002 – 2006	Strategic Communication Council
2000 – 2006	Academic Advisory Committee
2000 – 2006	Trustee, UCSC Foundation
2003 – 2005	WASC Accreditation Review Steering Committee
2003 – 2004	Learning Technology Committee
2002 – 2003	Revenue Generating Steering Committee
2002 – 2003	Instructional Technology Task Force
2002 – 2003	Summer Teaching Institute Task Force, Chair
2000 – 2001	Enrollment Management Committee
2000 – 2001	Summer Session Planning and Implementation Committee
2000 – 2002	Silicon Valley Center Steering Committee

Campus (UC San Francisco)

1997 – 2000	Student Financial Services Advisory Committee
1997 – 2000	Academic Business Officer's Group Steering Committee
1997 – 2000	UCSF Public Safety Committee
1995 – 2000	UCSF Student Affairs Group
1997 – 2000	Student Health Services Advisory Committee (Chair)
1997 – 1999	Teaching and Learning Technology Group
1996 – 1998	Americans with Disabilities Coordinating Committee
1995 – 1998	Chancellor's Award for Public Service Selection Committee
1994 – 1996	Science and Education Partnership Steering Committee
1992 – 1996	UCSF Health Policy Board

SELECTED GRANTS AND PRIVATE SUPPORT

Alternative Credit Guidelines and Ecosystem Bill & Melinda Gates Foundation (Principal Investigator)	\$1,860,000	2014
Change and Innovation Lab Lumina Foundation (Principal Investigator)	\$400,000	2013
MOOCs for Credit Research Bill & Melinda Gates Foundation (Principal Investigator)	\$895,484	2012
Student Support Pathway Program Newman's Own Foundation	\$22,000	2011
Student Support Global Sustainability Union Bank of California Foundation	\$11,764	2011
Transition Programs for Students with Intellectual Disabilities into Higher Education (TPSID) US Department of Education	\$2,030,009	2010

Fund for the Improvement of Postsecondary Education (FIPSE) US Department of Education	\$650,975	2010
Endowment to support a Lifelong Learning Program for Older Adults (UCLA) The Bernard Osher Foundation	\$1,000,000	2008
Bridge funding for a Lifelong Learning Program for Older Adults (UCLA) The Bernard Osher Foundation	\$50,000	2008
Renewal support of a Lifelong Learning Program for Older Adults (UCLA) The Bernard Osher Foundation	\$100,000	2007
Renewal support of a Lifelong Learning Program for Older Adults (UCSC) The Bernard Osher Foundation	\$100,000	2006
Renewal support of a Lifelong Learning Program for Older Adults (UCSC) The Bernard Osher Foundation	\$100,000	2005
Renewal support of a Lifelong Learning Program for Older Adults (UCSC) The Bernard Osher Foundation	\$100,000	2004
Development of a Lifelong Learning Program for Older Adults (UCSC) The Bernard Osher Foundation	\$100,000	2003
Osher Scholar Endowment for Student Scholarships (UCSF) The Bernard Osher Foundation	\$1,000,000	1999

SELECTED COMMUNITY AND CORPORATE SERVICE

2014 – 2015 Board of Directors, Hoopla.com Entertainment, Inc., Kelowna, British Columbia, Canada.

Hoopla.com is a pre-revenue technology start-up that combines online gaming and philanthropy to support nonprofit organizations and to instill a philanthropic culture

2011 – 2012 Board of Directors, C5 Youth Foundation (C5LA), Los Angeles, CA

CLA is a five-year youth leadership development program spanning grades 8-12. The program is designed to inspire high-potential, at-risk youth from under-resourced environments in Los Angeles to prepare for and obtain higher education and future leadership careers.

2011 – 2013 Board of Directors, 72U, Los Angeles, CA

72U is a non-profit organization, sponsored by the Los Angeles-based marketing, advertising and design firm, 72andSunny. A postgraduate educational and professional development program, 72U is an intensive, learning experience designed to foster new ways of thinking, collaborating, and tackling modern communication, social, and environmental problems.

PUBLICATIONS

Original articles, book chapters, edited works, and abstracts

Sandeen, C. (2015) Access, Innovation and Our “Sputnik Moment” in Postsecondary Attainment. In D. Shannon and R. Wiltenberg Eds., *Centennial Conversations: Essential Essays in Professional, Continuing, and Online Education*, (p. 215 – 227). Washington, DC: University Professional and Continuing Education Association.

Sandeen, C. (2015). The Balance Sheet on MOOCs: Myth, Hype, and Potential. *Asian Journal of the Scholarship of Teaching and Learning (AJSOTL)*, 5 (1), 9-22.

Sandeen, C. (2014). Competency-Based Education is Not the New “MOOC.” *The Presidency*, Fall 2014, p. 20-22.

Sandeen, C., ed. (2014). Beyond the Inflection Point: Reimagining Business Models for Higher Education. *Presidential Innovation Lab White Paper Series*. American Council on Education.

Sandeen, C, ed. (2014). Signals and Shifts in the Postsecondary Landscape. *Presidential Innovation Lab White Paper Series*. American Council on Education.

Sandeen, C., ed. (2014). Students of the Future. *Presidential Innovation Lab White Paper Series*. American Council on Education.

Sandeen, C., ed. (2014). Unbundling Versus Designing Faculty Roles. *Presidential Innovation Lab White Paper Series*. American Council on Education.

Sandeen, C. (2014). Forward. In G. S. Levey. *A Gift for the Asking: Eight Principles of Successful Fundraising*. Bozeman, MT: Second River Healthcare.

Sandeen, C. (2013). Integrating MOOCs into the Traditional Higher Education Context in a MOOC 3.0 Era. *Change: The Magazine of Higher Learning*, p. 34-39. (Article also published in *Change* journal’s “2013 Editor’s Choice Article Collection.”)

Sandeen, C. (2013). The New Postsecondary Landscape. *Continuing Higher Education Review*, 77, 29-39.

Sandeen, C. (2013). Toward A New Paradigm: ACE’s Education Attainment Initiative. *The Presidency*, p. 24-28.

Sandeen, C. (2013). Assessment’s Place in the New MOOC World. *Research and Practice in Assessment*.

Sandeen, C. (2012). High Impact Practices: What We Can Learn from the Traditional Undergraduate Setting. *Continuing Higher Education Review*, 76, 81-89.

Sandeen, C. (2011, December 9). View from the Top: College Presidents Talk Shop. *The Chronicle of Higher Education*, p.A25.

- Sandeen, C. (2010). Fostering Creativity and Innovation in the Workforce: Selection of Recent Writing. *Continuing Higher Education Review*, 74, 93-99.
- Sandeen, C. with S. Hutchinson. (2010). Putting Creativity and Innovation to Work: Continuing Higher Education's Role in Shifting the Educational Paradigm. *Continuing Higher Education Review*, 74, 81-92.
- Sandeen, C. (2009). It's Not Easy Being Green: Green Marketing and Environmental Consumerism in Continuing Higher Education. *Continuing Higher Education Review*, 73, 93-113.
- Sandeen, C. (2008). Boomers, Xers, and Millennials—Who are they and what do they really want from continuing higher education? *Continuing Higher Education Review*, 72, 11-31.
- Sandeen, C. (2007). Lessons learned from business best-sellers: Applying concepts from *How to Grow when Markets Don't*; *The Tipping Point*; and *Trading Up*. *Continuing Higher Education Review*, 71, 171-182.
- Sandeen, C. (2004). Success defined by television: The value system promoted by *PM Magazine*. In L. R. Vande Berg, L. A. Wenner, and B. E. Gronbeck, *Critical approaches to television*, 2nd ed. (pp. 420-443). New York: Houghton Mifflin Company.
- Sandeen, C. (2004). The new majority: Confronting the changes in our students, our reach, and our institutions. *Continuing Higher Education Review*, 68, 147-162.
- Sandeen, C. and Baudek, M. (2001). Current state of dental school-based online continuing dental education courses. *Journal of Dental Education*, 65, 60.
- Sandeen, C. (2000). Description and assessment of an approval program for dental school-based continuing education programs. *Journal of Dental Education*, 64, 215.
- Sandeen, C., Madson, D, and Casanova, F. (2000). Effectiveness of a pilot project designed to increase annual fund contributions. *Journal of Dental Education*, 54, 200.
- Sandeen, C., Perry, D., and Gerbert, B. (1998). Dental hygiene alumni outcomes and curriculum assessment at a baccalaureate degree program. *Journal of Dental Education*, 62, 98.
- Sandeen, C. (1997). Pilot of an interactive computer-based teaching and evaluation module on infection control protocols. *Journal of Dental Education*, 61, 224.
- Sandeen, C. (1997). Success defined by television. *Critical Studies in Mass Communication*, 14, 77-105.
- Sandeen, C. and Compesi, R. (1990). Television production as collective action. In R. Thompson and G. Burns (Eds.), *Making Television: Authorship and the Production Process*. NY: Praeger.
- Sandeen, C. (1984). Teacher attitudes toward instructional innovations: Past, present, and future. *International Journal of Instructional Media*, 11, 39-50.
- Sandeen, C. and Sillars, M. (1983) Stay the course: Stated and unstated values. *Exetasis*, 7, 13-39.

Selected presentations

Sandeen, C. (2014, September). "Innovations in Technology: Changes in the Future Landscape of Higher Education". Plenary address. Learning in a Digital World: 2014 Education Leadership Conference. American Psychological Association, Washington, DC.

Sandeen, C. (2014, September). "Innovation Leadership and Entrepreneurism." Featured speaker/facilitator. Leadership Institute 2014. University of North Carolina at Greensboro, Greensboro, NC.

Sandeen, C. (2014, May). "Access, Innovation, Outcomes". Featured speaker. SUNY Conference on Instruction and Technology, Ithaca, NY.

Sandeen, C. (2014, May). Graduation convocation address. New York University School of Continuing and Professional Studies undergraduate ceremony, NY, NY.

Sandeen, C. (2014, April). "Exploring the MOOC Business Model." Audio podcast. *The Evollution*, April 11, 2014.

Sandeen, C. (2014, April). "Customized Credentials Come of Age." *U.S. News and World Report* STEM Solutions Conference, Washington, DC.

Sandeen, C. (2014, April). "The Role of MOOCs in Higher Education: Potential, Prospects, and Policy Implications" with Jeff Young. Postsecondary National Policy Institute, New America Foundation, Warrenton, VA.

Sandeen, C. (2014, April). "What Does the Research Say About MOOCs?" Panel moderator. Postsecondary National Policy Institute, New America Foundation, Warrenton, VA.

Sandeen, C. (2014, March). "Enabling Stackable Credentials: The Future is Now." Presenter and moderator. SxSW.edu Conference and Festival, Austin, TX.

Sandeen, C. (2014, March). "MOOCs What's Next?" Presenter and panel moderator. American Council on Education annual meeting, San Diego, CA.

Sandeen, C. (2014, March). "Lessons from the Golden State." Panel moderator. American Council on Education annual meeting, San Diego, CA.

Sandeen, C. (2014, February). "State of US Higher Education." Briefing for Australian Higher Education Leaders. Embassy of Australia, Washington, DC.

Sandeen, C. (2013, November). Digital Democratization of Universities. Panel presentation at Transatlantic Science Week sponsored by the Norwegian Ministry of Education and Research. Washington, DC.

Sandeen, C. (2013, November). Redefining Higher Education: Innovative Practices and Evolving Policies. Panel presentation at Women in Government Relations Education Task Force. Washington, DC.

Sandeen, C. (2013, September). Change, Quality, Scale: The Education Innovation Landscape. Presentation to the Board of Trustees of the University of Massachusetts System. Amherst, MA.

Sandeen, C. (2013, September). Change, Quality, Scale: The Education Innovation Landscape. Keynote presentation at the 2013 Kickoff of the University of Wisconsin Madison Education Innovation Initiative. Madison, WI.

Sandeen, C. (2013, August). Innovation in Higher Education. General Session at the staff convening/retreat of the Council of Regional Accrediting Commissions. Boston, MA.

Sandeen, C. (2013, July). New Postsecondary Education Landscape. Opening keynote at the annual meeting of the Network for Change and Continuous Innovation. Indianapolis, IN.

Sandeen, C. (2013, June). New Postsecondary Education Landscape. Opening keynote at the University System of Georgia Adult Learning Consortium Summer Institute. Savannah, Georgia.

Sandeen, C. (2013, June). Rise of the MOOCs: Foreshadowing the Coming Transformation of Higher Education? Presentation/panel discussion at the Midwest Higher Education Compact Executive Session. Indianapolis, Indiana.

Sandeen, C. (2013, May). Credit, Pathways, and Quality: views from the US and UK. Presentation and panel discussion at the Open and Online Learning Conference, Universities UK (professional association). London, England.

Sandeen, C. (2013, May). MOOCs for Credit: New Pathways, New Credentials. Presentation at the Global Tech Engineering Dean's Meeting. California Institute of Technology, Pasadena, California.

Sandeen, C. (2013, May). What to Make of MOOCs. Presentation/panel discussion at the Education Writer's Association National Seminar. Stanford University, Stanford, California.

Sandeen, C. (2013, April). Success with Massive Open Online courses (MOOCs). Presentation at the Ohio President's Conference, hosted by U.S. Senator Sherrod Brown. U.S. Senate, Washington, DC.

Sandeen, C. (2013, April). Navigating the New Postsecondary Education Landscape. Presentation at the University Professional and Continuing Education annual conference. Boston, Massachusetts.

Sandeen, C. (2013, April). MOOCs for Credit: Current State of -the-Art. Presentation at the Educause Spring Focus Session.

Sandeen, C. (2013, April). New Pathways for Graduate Education and Lifelong Learning: Rethinking Degrees and Certificates and Envisioning New Credentials. Presentation at a workshop sponsored by the University of Illinois at Urbana-Champaign and the National Science Foundation. Urbana-Champaign, Illinois.

Sandeen, C. (2013, March). Roadmap to Attainment. Presentation at the American Council on Education annual meeting. Washington, DC.

Sandeen, C. (2013, January). MOOCs and Other Innovations in the Postsecondary Landscape. Presentation at the Association of American Universities (AAU) Council on Federal Relations annual conference. New Orleans, Louisiana.

Sandeen, C. (2012, March). View from the Presidential Suite: Thoughts about Leadership, Change, and Resilience. Presentation at the University Professional Continuing Education Association annual meeting, Portland, Oregon.

Sandeen, C. , Fleming, C., Hancock, M., Smutz, W. (2012, March). Strategic Partnerships: Innovation through Outside Organizations. Panel presentation at the University Professional Continuing Education Association annual meeting, Portland, Oregon.

Sandeen, C. (2011, October). Attracting a Talented, Diverse Workforce. Presentation at the Fifth Annual California Town and Gown Conference, Berkeley, California.

Sandeen, C. (2010, March). Communication Scenarios: Case Studies. Presentation at the Dean's Leadership Institute 2009-2010. UCLA School of Dentistry, Los Angeles, California.

Sandeen, C. and Hutchinson, S. (2010, April). Putting Creativity to Work. Presentation at the University Continuing Education Association annual meeting, San Francisco, California.

Sandeen, C. (2009, October). It's Not Easy Being Green: Green Marketing and Environmental Consumerism in Continuing Higher Education. Keynote General Session. Presentation at the University Continuing Association Region West annual conference, Santa Fe, New Mexico.

Sandeen, C. (2009, September). Retooling Displaced Professionals. Presentation at the California Workforce Association Workforce Policy and Leadership Conference, Monterey, California.

Sandeen, C. (2009, May). Green Marketing and Environmental Consumerism in US Consumer Markets. Presentation to Tekes (The Finnish Funding Agency for Technology and Innovation), Helsinki, Finland.

Sandeen, C. (2009, May). Update on the Status of University-based Continuing Education in the US. Presentation at the Palmenia Center for Continuing Education University of Helsinki, Helsinki, Finland.

Sandeen, C. (2009, April). "Green Marketing" in Continuing Higher Education: What does this mean and how are students influenced by environmentally friendly programs and practices? Presentation at the University Continuing Education Association annual meeting, Boston, Massachusetts.

Sandeen, C. (2008, October). Boomers, Xers, and Millennials: Real-world market segmentation by generation. Keynote presentation at the University Continuing Education Association Region West Conference, Missoula, Montana.

Sandeen, C. and Kendall, J. (2008, October). Taking Your CE Organization from Good to Great: Applying Lessons Learned from the Book, *Good to Great*, by Jim Collins. Presentation at the University Continuing Education Association Region West Conference, Missoula, Montana.

Sandeen, C. (2008, March). Beyond Boomers, Xers, and Millennials: What Do They *Really* Want? Presentation at the University Continuing Education Association annual meeting, New Orleans, Louisiana.

Sandeen, C. (2007, October). Across the great divide: Generational preferences affecting program design and marketing messages. Presentation at the University Continuing Education Association Region West Conference, Palm Springs, California.

Sandeen, C. (2006, September). Lessons learned from business best-sellers. Presentation at the University Continuing Education Association Region West Conference, Salt Lake City, Utah.

Sandeen, C. (2006, April). The big picture: Using macroeconomic data to predict enrollment trends for professional development programs. Presentation at the University Continuing Education Association annual meeting, San Diego, California.

Sandeen, C. (2003, October). Transforming the future of continuing education in the face of challenge. Presentation at the University Continuing Education Association Western Region annual meeting, Las Vegas, Nevada.

Sandeen, C. and Sherwood, S. (2003, October). Two new deans: Two organizational challenges. Presentation at the University Continuing Education Association Western Region annual meeting, Las Vegas, Nevada.

Sandeen, C. (2003, March). Leadership implications of the major changes affecting higher education. Panelist at the Deans and Directors Institute, University Continuing Education Association annual meeting, Chicago, IL.

Sandeen, C. (2001, November). Growing continuing education through partnering and outsourcing. Session moderator at the Annual Executive Assembly of the University Continuing Education Association, Chicago, IL.

Sandeen, C. and Sandeen, S. (1999, August). Protecting your rights and staying out of trouble: Intellectual property issues affecting current continuing dental education practice. Presentation at the annual meeting of the Association for Continuing Dental Education, Halifax, Nova Scotia.

Sandeen, C. and Grayden, S. (1999, March). Enhancing continuing education presentations: Beyond the talking head. Presentation at the annual meeting of the American Association of Dental Schools, Vancouver, BC.

Sandeen, C., Grayden, S., and Hill, S. (1998, February). Developing successful continuing education activities: The latest principles and techniques. Presentation at the annual meeting of the American Association of Dental Schools, Minneapolis, MN.

Sandeen, C., Compesi, R., and Levitt, R. (1985, February). The San Francisco free speech message program: A ten-year assessment. Presentation at the annual meeting of the Western Speech Communication Association, Fresno, CA.

Sandeen, C. (1983, May). Perspectives on the television production process. Presentation at the annual meeting of the International Communication Association, Dallas, TX.

Sandeen, C. (1983, February). Criticizing the television phenomenon: The *auteur* perspective. Presentation at the annual meeting of the Western Speech Communication, Albuquerque, NM.

Sandeen, C. (1982, November). Toward an *auteur* theory of television. Presentation at the annual meeting of the Speech Communication Association, Louisville, KY.

Sandeen, C. (1982, February). Central control in daytime serial production. Presentation at the annual meeting of the Western Speech Communication, Denver, CO.

Selected blog posts

Sandeen, C. (2015, August). If a Female President is Good for the Ivy League, Why Not the Rest of Us? The Conversation, August, 6, 2015. <https://theconversation.com/if-a-female-president-is-good-for-the-ivy-league-why-not-for-the-rest-of-us-45148>

Sandeen, C. (2015 July). What Can We Learn from Sweet Briar's Near Death? The Conversation, July 1, 2015. <https://theconversation.com/what-can-we-learn-from-sweet-briars-near-death-44055>

Sandeen, C. (2015, June). Wisconsin Controversy: With Fewer Tenured Positions, Who Benefits from Academic Freedom? The Conversation, June 25, 2015 . <https://theconversation.com/wisconsin-controversy-with-fewer-tenured-positions-who-benefits-from-academic-freedom-43167>

Sandeen, C. (2014, May). Three Trends Worth Watching for Continuing Education Leaders. *Higher Education Today*, May 5, 2014. <http://higheredtoday.org/2014/05/05/three-trends-worth-watching-for-continuing-education-leaders/>

Sandeen, C. (2014, February). Shifting to a "Rapid Prototype" Model to Hurdle Education Attainment Barriers. *Huffington Post*, February 12, 2014. http://www.huffingtonpost.com/cathy-sandeen/shifting-to-a-rapid-prototype-model-to-hurdle-education-attainment-barriers_b_4766970.html

Sandeen, C. (2014, February). A Year of Higher Education Aha Moments. *Huffington Post*, February 6, 2014. http://www.huffingtonpost.com/cathy-sandeen/a-year-of-higher-education-aha-moments_b_4736848.html

Sandeen, C. (2013, November). A MOOC by Any Other Name? An Online Course. *Higher Education Today*, November 25, 2013. <http://higheredtoday.org/2013/11/25/a-mooc-by-any-other-name-an-online-course/>

Sandeen, C. (2013, November). "Designed by . . ." a Creative and Innovative Workforce. *Huffington Post*, November 18, 2013. http://www.huffingtonpost.com/cathy-sandeen/designed-by-a-creative-and-innovative-workforce_b_4295877.html

Sandeen, C. (2013, October). Confronting the Liberal Arts Conundrum. *Huffington Post*, October 16, 2013. http://www.huffingtonpost.com/cathy-sandeen/confronting-the-liberal-arts-conundrum_b_4107404.html

Sandeen, C. (2013, October). The Emerging World of Alternative Credentials. *Higher Education Today*, October 1, 2013. <http://higheredtoday.org/2013/10/01/the-emerging-world-of-alternative-credentials/>

Sandeen, C. (2013, August). Toward a Permeable, Interconnected Higher Education System. *Huffington Post*, August 21, 2013. http://www.huffingtonpost.com/cathy-sandeen/toward-a-permeable-interc_b_3785703.html

Sandeen, C. (2013, July). From Hype to Nuanced Promise: American Higher Education and the MOOC 3.0 Era. *Huffington Post*, July 18, 2013. http://www.huffingtonpost.com/cathy-sandeen/from-hype-to-nuanced-prom_b_3618496.html