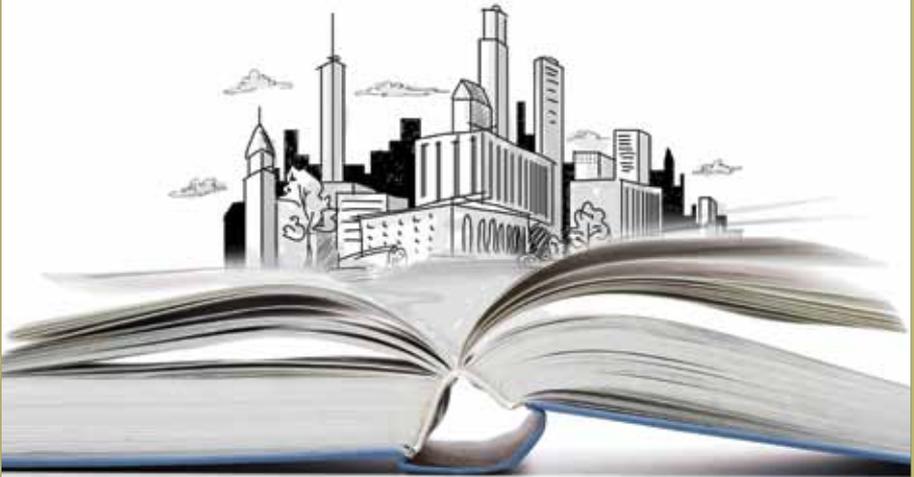




NYU

**SCHOOL OF
PROFESSIONAL STUDIES**



Industry Through the Lens of Education:

**Changing Perceptions of Career
and College Readiness**

**December 3, 2014
The Pierre**



NYU

SCHOOL OF
PROFESSIONAL STUDIES



Industry Through the Lens of Education:

Changing Perceptions of Career and College Readiness

Participate in provocative discussions on timely topics that are changing the way we think about higher education and its relationship to industry and the workforce. We will explore in depth the issues that matter most: the rise of the Millennials in a global economy, the increasing need for institutions of higher learning and employers that will accommodate new modes of learning, and the evolving demands of the marketplace.



SCHEDULE

9-10 AM

BREAKFAST AND REGISTRATION

10-10.10 AM

INTRODUCTION:
NYU SCHOOL OF PROFESSIONAL STUDIES
DEAN DENNIS DI LORENZO

10.10-11.10 AM

PANEL 1: "THE ACCOUNTABILITY FACTOR:
WHO'S IN CHARGE OF WORKFORCE READINESS?"

11.10-11.30 AM

BREAK

11.30 AM-12.30 PM

PANEL 2: "THE GENERATION GAP:
WHAT MUST EDUCATORS DO TO EVOLVE PROFESSIONAL
EDUCATION AND CAREER READINESS?"

12.45-2 PM

LUNCH

KEYNOTE: LINDSEY POLLAK, LEADING EXPERT
ON TRAINING, MANAGING, AND MARKETING TO
THE MILLENNIAL GENERATION

**PROGRAM MODERATOR: LAWRENCE INGRASSIA,
DEPUTY MANAGING EDITOR, *THE NEW YORK TIMES***

**PANEL 1: “THE ACCOUNTABILITY FACTOR:
WHO’S IN CHARGE OF WORKFORCE READINESS?”**

A topic that has been continually debated in the news, in the classroom, and in the workplace, will provide a stimulating point for discussion on: the ways higher education must evolve to serve the work force now and in the future, the reasons why corporate budgets for education and training continue to shrink, how Millennials are changing the work environment, and the ways in which education and industry must collaborate to more effectively build a workforce that is ready for the challenges that lie ahead.

Anthony P. Abbatiello, Managing Director, Accenture Strategy -
Global HR Consulting Lead

Alphonso David, Deputy Secretary and Counsel for Civil Rights,
Office of the New York State Governor

Rosemary Haefner, Vice President of Human Resources, CareerBuilder

Lauren Weber, Reporter, Careers and Workplace Issues,
The Wall Street Journal

Kathryn S. Wylde, President and CEO, Partnership for New York City

**PANEL 2: “THE GENERATION GAP:
WHAT MUST EDUCATORS DO TO EVOLVE PROFESSIONAL
EDUCATION AND CAREER READINESS?”**

What are the generational differences (perceptions and needs) for higher and professional education? Are Millennials really lost? How can educators help to support this generation to succeed professionally? How does online education impact professional education trends across generations? How can higher education and industry start to prepare for Gen Z now? These are just some of the questions that will be addressed by a panel of education experts who bring diverse views to a conversation that is required in order for professional education to move forward.

Jay Bhatt, President and CEO, Blackboard Inc.

Jordan Goldman, Founder, Unigo; Vice President of Business
Development, Unigo Group

Matthew Philips, Associate Editor, Bloomberg *Businessweek*

Deborah A. Santiago, Cofounder, Chief Operating Officer,
and Vice President for Policy, Excelencia in Education

Peter J. Stokes, Managing Director, Huron Education,
Huron Consulting Group Inc.

Paul Taylor, Senior Fellow, Pew Research Center

**HOST****DENNIS DI LORENZO
HARVEY J. STEDMAN DEAN,
NYU SCHOOL OF PROFESSIONAL STUDIES**

Dennis Di Lorenzo was named dean of the NYU School of Professional Studies in September 2013, after an extensive national search. In 2014, his deanship was named in honor of former Dean Harvey J. Stedman.

Having previously served as interim and vice dean, as well as in various other senior leadership positions for nearly 20 years, Dean Di Lorenzo has an in-depth understanding of the School that few others can claim. His knowledge of the NYU School of Professional Studies is eclipsed only by his enthusiastic passion for, and palpable dedication to, the School, which is evidenced by the key leadership role he has played in its evolution and growth. Dean Di Lorenzo has, among many other initiatives, fostered the development of innovative programming; provided insight and guidance on faculty and student affairs issues; expanded the School's horizons both here and abroad; and oversaw the renovation of 7 East 12th Street, the flagship home for the NYU School of Professional Studies. This significant undertaking has served to transform the School's identity and brand, helping it to establish its rightful place as a trailblazer in professionally oriented higher education.

The NYU School of Professional Studies serves as the NYU home for study and applied research related to key knowledge-based industries where the New York region leads globally. Given the current emphasis on the need to bridge the gap between the practical learning needs of everyday citizens and the requirements of industry, the School's 80-year history and mission is proving to be of even greater application and import today. The bond between the student and the workplace and between the classroom and industry will strengthen under Dean Di Lorenzo's stewardship. He foresees a future in which students will become leaders and socially minded change agents in their disciplines, accomplished individuals who have acquired not only

an in-depth professional expertise grounded in the lexicon and culture of their fields, but who also have the requisite critical thinking and writing skills of a liberal arts education. In turn, the School can serve not only as a source for highly talented and trained industry professionals but also as a think tank for industry, helping to address challenges in business models and in anticipating the next needed skill set. Hence, the NYU School of Professional Studies, under Dean Di Lorenzo's leadership, has introduced programs in areas such as healthcare, political campaign management, and data analytics.

Consistent with NYU's mission to expand its global network, and with the opening of the NYU School of Professional Studies American Language Institute Tokyo Center, the dean is fostering initiatives that will bring the School's brand of education to locations around the world, by increased use of the existing University sites and by exploring other international possibilities—enterprises that will respect and accommodate the cultures of the countries with which the School engages. In leading the charge of professional education here and abroad, the NYU School of Professional Studies will implement, seek out, and nurture the development of programs that mirror the professional requirements and trends of industries where future leaders need to prepare for career entry and advancement. Dean Di Lorenzo believes that the School will lead the conversation and be at the forefront in defining the 21st century classroom. He envisions an on-campus classroom experience that serves as a vibrant hub for networking, engagement, Socratic dialogue, and applied learning, with lectures taking place almost exclusively online.

In addition to his role at the NYU School of Professional Studies, from July 1, 2011–June, 30, 2014, Dean Di Lorenzo acted in a public service capacity, building consensus and creating public policy, as the president of the Harrison Board of Education, Harrison, NY, which serves a multicultural, pre-K through 12th grade student population. He currently serves as a trustee of the Harrison Board of Education. Dean Di Lorenzo holds a B.A. from Fordham University.

**MODERATOR****LAWRENCE INGRASSIA**
DEPUTY MANAGING EDITOR, *THE NEW YORK TIMES*

Lawrence Ingrassia is a senior editor at *The New York Times*. Since 2013, first as an assistant managing editor and then as a deputy managing editor, he has been the masthead editor with responsibility for working with *Times* executives on new initiatives and digital products.

He joined *The New York Times* in January 2004 as business and financial editor, overseeing a staff of about 110 reporters and editors responsible for covering the economy, business, and related topics. At *The Times*, he directed coverage that was a finalist for a Pulitzer Prize nine times and won five Pulitzers, in national reporting, international reporting, commentary, and twice in explanatory reporting; and coverage that won numerous other journalism prizes, including Gerald Loeb and George Polk Awards.

He was the winner of the 2009 Minard Editor Award, honoring excellence in business and economic journalism, one of the annual Gerald Loeb Awards for distinguished financial journalism.

Before joining *The New York Times*, Mr. Ingrassia had a 25-year career at *The Wall Street Journal*, where he held a variety of positions, including assistant managing editor from December 2003 until he joined *The New York Times*. From February 1999 until December 2003, he was editor of the Money & Investing section. Mr. Ingrassia, who joined *The Wall Street Journal* in August 1978 as a reporter in the Chicago bureau, also worked in *Journal* bureaus in Minneapolis and Boston.

Before joining *The Wall Street Journal*, Mr. Ingrassia worked as a reporter for the *Chicago Sun-Times* from August 1974 until August 1978.

Mr. Ingrassia graduated with honors with a B.A. in Journalism from the University of Illinois in 1974.

PANELISTS



ANTHONY P. ABBATIELLO
MANAGING DIRECTOR, ACCENTURE STRATEGY -
GLOBAL HR CONSULTING LEAD

Anthony Abbatiello is a managing director and the Global HR Consulting lead within Accenture's Strategy practice, based out of the New York office.

Mr. Abbatiello has spent his career advising leading firms on building high performance businesses that drive optimization and growth through human resources and talent management.

He began his career helping financial services clients increase the effectiveness of HR by creating innovative strategies, global operating models, and bringing HR into the digital age. He also helped pioneer Accenture's HR transformation capabilities with the first HR outsourcing arrangement in the financial services industry. Continuing to build expertise in enterprise business transformation, Mr. Abbatiello has led key mergers/acquisitions and the transformation of global enterprise functions such as HR, operations, finance, and information technology. Consulting experiences span a wide spectrum of functional areas, namely human resources strategy, human resources service delivery, talent acquisition, talent development, learning design, leadership development, enterprise technology integration, and mergers/acquisitions.

In his role leading the practice, Mr. Abbatiello focuses on creating innovative HR solutions, researching trends to provide thought leadership, developing more than 3,000 HR practitioners to deliver quality results to clients, and supporting global project teams as an HR advisor.



JAY BHATT
PRESIDENT AND CEO, BLACKBOARD

Jay Bhatt is the president and chief executive officer at Blackboard, where he couples his professional experience with a strong passion for education.

Mr. Bhatt works to position the company to higher education institutions, K-12 districts, and professional education organizations around the world as a strategic partner that is helping to transform the educational experience through technology and innovative ideas.

Mr. Bhatt has a deep background in building and growing software and technology companies, spanning early-stage, privately held businesses to more mature public corporations. He also is a former teacher with a passion for Blackboard's mission of building a better educational experience for everyone.

Before joining Blackboard in 2012, Mr. Bhatt served as president and chief executive officer at Progress Software (NASDAQ: PRGS). Prior to his role at Progress, he was the senior vice president of the global architecture, engineering, and construction solutions division at Autodesk, Inc. (NASDAQ: ADSK). In this role, he oversaw software development, marketing, product management, product design, business development and finance, and human resources.

Mr. Bhatt joined Autodesk through the acquisition of Buzzsaw.com, a privately held, cloud-based software company, where he was chief financial officer and senior vice president of business development. Before Buzzsaw.com, he worked as an investment banker and transactional attorney.

Mr. Bhatt holds a Juris Doctor degree from the University of California, Los Angeles School of Law, and a Bachelor of Arts degree from the University of Pennsylvania.



ALPHONSO DAVID
DEPUTY SECRETARY AND COUNSEL FOR CIVIL RIGHTS,
OFFICE OF THE NEW YORK STATE GOVERNOR

Alphonso David is a civil rights attorney, law professor, and policy advisor with significant litigation and management experience in the public, private, and not-for-profit sectors. In January 2011, he was appointed by Governor Andrew Cuomo as deputy secretary and counsel for civil rights, the first position of its kind in New York State. In this role, he works on a full range of legal, policy, legislative, and operational matters affecting civil rights and labor throughout the State.

He previously served as special deputy attorney general for civil rights for the Office of the New York State Attorney General, where he managed assistant attorneys general on a variety of state-wide anti-discrimination cases, including employment and housing discrimination, fair lending, reproductive rights, and anti-bias claims. He also was responsible for strategic planning, case development, and policy analysis.

Prior to joining the Attorney General's Office, Mr. David served as deputy commissioner for operations and special counselor to the commissioner for the New York State Division of Human Rights. He also previously served as a staff attorney at Lambda Legal Defense and Education Fund, where he litigated cases relating to marriage, parenting rights, discrimination in schools, and access to healthcare.

Prior to working in the public and non-profit sectors, he served as corporate counsel for Canyon at Peace Park; and as a litigation associate at the law firm, Blank Rome LLP. Mr. David began his legal career as a judicial clerk to the Honorable Clifford Scott Green in the United States District Court for the Eastern District of Pennsylvania. He also serves as an adjunct professor of Law at Fordham University School of Law and at Benjamin N. Cardozo School of Law.



JORDAN GOLDMAN
FOUNDER, UNIGO; VICE PRESIDENT OF BUSINESS
DEVELOPMENT, UNIGO GROUP

As an 18 year-old, Jordan Goldman created the best-selling *Students' Guide to Colleges* series of college guidebooks, which was released in five annual editions by Penguin Books.

After graduating, Mr. Goldman founded Unigo.com, which *The Wall Street Journal's* Walt Mossberg called "a college resource built for the age of YouTube and Facebook." As Unigo's CEO, Mr. Goldman grew the site to hundreds of thousands of college reviews and more than 10 million unique visitors per year, won education grants from The Gates Foundation, raised venture capital from McGraw-Hill Ventures, and received strategic investment from News Corp.

Mr. Goldman also founded Unigo Connect, a SaaS technology licensing business, with clients including McGraw-Hill Education, News Corp, Macmillan Publishing, Triumph Learning, Wesleyan University, and Colgate University.

In May 2014, Unigo and Unigo Connect were acquired by Aequitas Capital, a private credit firm with more than \$750 million under management.

Aequitas has since renamed its education operation The Unigo Group. With more than 45 employees, The Unigo Group has offices in New York, Florida, and Portland. Today, The Unigo Group provides products and services reaching more than 50% of all college-bound high school students, with a mission to optimize the higher education experience by establishing connections through content and community between students, parents, educators, and partners.

As an education expert, Mr. Goldman has been a guest on 75+ episodes of ABC News, Fox News, CNN, CNBC, MSNBC, Bloomberg News, Fox Business News, and Reuters TV. He was named "One of the Top 30 Young Entrepreneurs in America" by *Inc Magazine*, "One of the Top 100 Young Entrepreneurs in America" by the White House, and "One of the 100 Most Influential People in NYC Business and Technology" by *Business Insider*. Mr. Goldman is on the advisory board of the Young Entrepreneur Council (YEC), and serves as a lead mentor for the Techstars/Kaplan Ed-tech start-up accelerator.



ROSEMARY HAEFNER
VICE PRESIDENT, HUMAN RESOURCES,
CAREERBUILDER.COM

As vice president of human resources for CareerBuilder.com, Rosemary Haefner is responsible for developing and implementing global strategies for employee engagement, talent management, organizational design, recruiting, benefits, and community outreach.

Drawing from her more than 20 years of extensive HR experience and research, Ms. Haefner is an employment expert who regularly addresses a variety of industry forums and appears on national television (CNN, Fox News Channel, the *Today* show, *The Early Show*, etc.) and radio (NPR, CBS *Marketwatch*, etc.) programs to discuss the state of the job market, hiring practices, and a multitude of workplace issues.

Under her leadership, CareerBuilder has received numerous employment focused awards including *Businessweek's* "Best Places to Launch a Career," *Training* magazine's Top 125, *ComputerWorld's* "Best Places to Work in IT," and "Best Places to Work" features by *Chicago* magazine, *The Atlanta Journal-Constitution*, Glassdoor.com, and the *Chicago Tribune*. Ms. Haefner also received the 2008 American Business Award for "Human Resource Executive of the Year."

Before joining CareerBuilder.com, Ms. Haefner headed up the Midwest Region's Employee Services team for RCN Corporation. Prior to this, she served as vice president of human resources for AGENCY.COM as well as a senior human resources consultant at McGladrey & Pullen. Ms. Haefner earned a B.A. in Political Science from the University of Chicago and an M.B.A. from Northwestern University's Kellogg Graduate School of Management.



MATTHEW PHILIPS
ASSOCIATE EDITOR,
BLOOMBERG *BUSINESSWEEK*

Matthew Philips is an associate editor at Bloomberg *Businessweek*, where he covers energy, markets, and the economy from Washington. His stories range from the generational economics of the Millennials, to the secretive world of high-frequency trading, to the booming oil fields of Texas and North Dakota.

Prior to joining Bloomberg in 2012, Mr. Philips studied at the Columbia Business School as a Knight-Bagehot Fellow. He spent the next year as head of business development for Freakonomics, where he helped manage the digital transformation of the brand from a blog on *The New York Times* to an integrated site with video components, a blog, and one of iTunes' most successful podcasts produced with WNYC.

From 2006 to 2010, Mr. Philips worked as a reporter and editor at *Newsweek* where, among other things, he covered the 2008 Presidential campaign, traced the origin of credit-default swaps during the financial crisis, and was part of a team nominated for a National Magazine Award.



DEBORAH A. SANTIAGO
COFOUNDER, CHIEF OPERATING OFFICER,
AND VICE PRESIDENT FOR POLICY,
EXCELENCIA IN EDUCATION

Deborah A. Santiago is the cofounder, chief operating officer, and vice president for policy at Excelencia in Education. For more than 15 years, she has led research and policy efforts, from the community to federal and national levels, to improve educational opportunities and success for all students. Her current work focuses on federal and state policy, financial aid, Hispanic-Serving Institutions (HSIs), and effective institutional practices for student success. She has been cited in numerous publications and media outlets for her work, including *The Economist*,

The New York Times, *The Washington Post*, AP, and *The Chronicle of Higher Education*. Ms. Santiago serves on the board of the National Student Clearinghouse, the Fund for the Improvement of Postsecondary Education (FIPSE), and the advisory board of Univision's Education Campaign.



PETER J. STOKES
MANAGING DIRECTOR, HURON EDUCATION,
HURON CONSULTING GROUP INC.

In his role as managing director of Huron Education, Peter J. Stokes works with college and university leaders to assist them in setting strategy to support institutional differentiation, growth, expansion, and improved performance. He has worked with hundreds of institutions across the U.S. and globally to support their efforts to reach new audiences and to achieve compelling student outcomes by focusing on work readiness and employability, competency-based education models, online learning, adaptive learning, geographic expansion, internationalization, and nontraditional student markets.

Prior to joining Huron Education, Mr. Stokes served as the vice president for global strategy and business development at Northeastern University, where he also previously served as the executive director for Postsecondary Innovation with the College of Professional Studies. He also has held the position of executive director within the higher education practice at Russell Reynold Associates, a global executive search firm, and served as executive vice president and chief research officer at Eduventures, a higher education research firm. He has worked as a research analyst in the IT industry, and served as the special assistant to the president of a management consulting firm. In addition, Mr. Stokes also has been a lecturer, a visiting lecturer, and a part-time lecturer at, respectively, Tufts University, the Massachusetts College of Art, and Northeastern University.

Mr. Stokes earned a B.A. and a Ph.D. in English Literature from Stony Brook University.



PAUL TAYLOR
SENIOR FELLOW, PEW RESEARCH CENTER

Paul Taylor is a senior fellow at the Pew Research Center, a nonpartisan “fact tank” that provides information on the issues, attitudes, and trends shaping America and the world. From 2004 to 2014, he served as the Center’s executive vice president and oversaw its demographic, economic, social, and generational research.

He is the author of *The Next America: Boomers, Millennials, and the Looming Generational Showdown* (PublicAffairs, 2014), a book about demographic change; *See How They Run* (Knopf, 1990), a book about presidential campaigns; and coauthor of *The Old News Versus the New News* (Twentieth Century Fund, 1992), a book about political journalism.

Before helping to launch the Pew Research Center in 2003, he served as president and board chairman of the Alliance for Better Campaigns, a public interest group that sought to reduce the cost and improve the content of political campaign communication on television. The Alliance’s honorary cochairs were Walter Cronkite and former Presidents Gerald Ford and Jimmy Carter.

Prior to launching the Alliance, he was a newspaper reporter for 25 years, the last 14 at *The Washington Post*, where he covered national politics and served as bureau chief in South Africa during the historic transformation from apartheid to democracy.

He earned a B.A. from Yale University and twice served as the visiting Ferris Professor of Journalism at Princeton University Institute.



LAUREN WEBER
REPORTER, *THE WALL STREET JOURNAL*

Lauren Weber is a reporter at *The Wall Street Journal*, covering careers and workplace issues. Her stories address employment law, the impact of technology on the workplace, workforce training, and the changing nature of work and work arrangements, among other topics. She was previously a reporter at Reuters and *Newsday*, and has written for *The New York Times*, *The Los Angeles Times*, *The Chicago Tribune*, and other publications. She also is the author of the 2009 book *In Cheap we Trust: The Story of a Misunderstood American Virtue*.



KATHRYN S. WYLDE
PRESIDENT AND CHIEF EXECUTIVE OFFICER,
PARTNERSHIP FOR NEW YORK CITY

Kathryn S. Wylde is president and chief executive officer of the nonprofit Partnership for New York City, the City's leading business organization. The Partnership works with leaders of business, government, labor, and the not-for-profit sectors to build a stronger New York, with a focus on education, infrastructure, and the economy.

Ms. Wylde has been with the Partnership since 1982. She served for 14 years as founding president and chief executive officer of the Housing Partnership Development Corporation, where she was instrumental in the creation of pioneering initiatives in affordable housing at the local, state, and national levels. Under her leadership, more than \$2 billion in private funds were invested in public-private partnerships that produced affordable housing and commercial developments throughout New York's most economically distressed communities.

Ms. Wylde also was founding president and chief executive officer of the Partnership Fund, a \$120 million civic fund, that has helped to diversify the City's economy, create thousands of jobs, and promote entrepreneurial business initiatives across the five boroughs.

She serves on the boards of many institutions, including the Lutheran Medical Center, NYC Economic Development Corporation, The Fund for Public Schools, Manhattan Institute, and the Governor's Regional Economic Development Council.



LUNCHEON KEYNOTE SPEAKER



LINDSEY POLLAK LEADING EXPERT AND AUTHOR ON THE MILLENNIAL GENERATION

Lindsey Pollak is one of the world's leading experts on training, managing, and marketing to the Millennial generation.

She is *The New York Times* best-selling author of *Becoming the Boss: New Rules for the Next Generation of Leaders* and *Getting from College to Career: Your Essential Guide to Succeeding in the Real World*, both published by HarperCollins. She serves as an official ambassador for LinkedIn, a spokesperson for The Hartford's "My Tomorrow" campaign, and as chair of *Cosmopolitan* magazine's Millennial advisory board.

Ms. Pollak's corporate consulting and keynote speaking clients total more than 150 corporations, conferences, and universities, including Barclays, Citi, GE, IBM, PwC, Ralph Lauren, Time Inc., Yale, Harvard, Princeton, and MIT. Her areas of expertise include marketing to Millennials, managing Millennials, succeeding in the multigenerational workplace, personal branding, and career development.

Her advice and opinions have appeared in media outlets such as the *Today* show, *The New York Times*, *The Wall Street Journal*, MSNBC, FOX Business, *Glamour*, CNN, and NPR. She appears on several lists of "Best People to Follow on Twitter," including Mashable's list of top nonfiction authors. Forbes named her blog one of the "Top 100 Websites for Your Career."

In her charitable work, Ms. Pollak serves as chairwoman of the board of She's the First, a nonprofit organization that sponsors girls' education in developing countries so they can be first in their families to graduate from high school.

She is a graduate of Yale University and is based in New York City.



ABOUT THE NYU SCHOOL OF PROFESSIONAL STUDIES

Celebrating its 80th anniversary, the NYU School of Professional Studies (sps.nyu.edu) is one of NYU's several degree-granting schools and colleges, each with a unique academic profile.

The reputation of the School of Professional Studies arises from its place as the NYU home for study and applied research related to key knowledge-based industries where the New York region leads globally. This is manifest in the School's diverse graduate, undergraduate, and noncredit programs in fields such as Accounting, Finance, and Law; Applied Politics; Creative Cities and Economic Development; English-Language Learning; Foreign Languages, Translation, and Interpreting; Fundraising and Grantmaking; Global Affairs; Graphic Communications Management and Technology; Health Information Management; Hospitality and Tourism; Human Resource Management and Development; Liberal and Allied Arts; Management and Systems; Marketing; Professional Writing; Project Management; Public Relations and Corporate Communication; Publishing; Real Estate, Real Estate Development, and Construction Management; Social Entrepreneurship; and Sports Management, Media, and Business.

More than 100 distinguished full-time faculty members collaborate with an exceptional cadre of practitioner/adjunct faculty and lecturers to create vibrant professional and academic networks that annually attract nearly 5,000 degree-seeking students from around the globe. In addition, the School fulfills the recurrent continuing higher education needs of local and professional communities, as evidenced by close to 48,000 annual noncredit enrollments in individual courses, specialized certificate programs, workshops, and seminars. The School's community is enriched by more than 28,000 degree-holding alumni worldwide, many of whom serve as mentors, guest speakers, and advisory board members. For more information about the NYU School of Professional Studies, visit sps.nyu.edu.



NYU

**SCHOOL OF
PROFESSIONAL STUDIES**