

Joint Annual Meeting

Western Academic Leadership Forum *and*
Western Alliance of Community College
Academic Leaders

Final Program

At the Confluence | Academic Leaders
Steering Their
Communities Forward

Holiday Inn Missoula Downtown, Missoula, MT April 20-22, 2016



About the Western Academic Leadership Forum

The Western Academic Leadership Forum (the Forum), founded in 1984 and based at the Western Interstate Commission for Higher Education (WICHE), provides a unique venue where the West's top academic leaders share perspectives on current issues to help inform their future decision making and leadership, as well as plan and develop innovative regional initiatives addressing common concerns. Through the Forum, colleagues eagerly share the lessons they've learned from tackling a full spectrum of challenges as well as special expertise, expert advice and assistance. Together, they help to build a stronger future for higher education in the WICHE region.



About the Western Alliance of Community College Academic Leaders

The Western Alliance of Community College Academic Leaders (the Alliance) was founded in 2010 and is also based at WICHE. The Alliance's members are represented by the chief academic officers of the community colleges and technical schools along with their associated system and state agencies located in the 15 WICHE states and the U.S. Pacific territories and freely associated states. Through the Alliance, these top academic leaders share perspectives on current issues, work together on regional projects that are beyond the scope of a single institution or state, and contribute resources and expertise to build a stronger future for higher education in the West.

Message from the Co-Chairs

We welcome you to Missoula, Montana, for the 2016 Joint Annual Meeting of the Western Academic Leadership Forum and the Western Alliance of Community College Academic Leaders. The meeting's theme – "At the Confluence: Academic Leaders Steering Their Communities Forward" – is appropriate for the convening of the WICHE region's two-and four- year chief academic leaders. It is also appropriate for our location as author Norman Maclean once started a good story with "We lived at the junction of great trout rivers in western Montana," and concluded the story with "eventually, all things merge into one, and a river runs through it."

This is only the second time that the Forum and the Alliance have held a joint meeting (the last joint meeting was four years ago). By meeting together, we have the opportunity to gain a better understanding of various issues that confront us from different perspectives as well as what can be realized when both two-year and four-year academic leaders share ideas. We believe this occasion to network and build relationships across both sectors in the region poses a significant opportunity to strengthen higher education in the West.

Both organizations' executive committees worked to build this very powerful program for our meeting. It is designed to include stimulating presentations from national and regional experts as well as multiple opportunities to engage in conversations on hot topics with your colleagues in this smaller, more intimate venue.

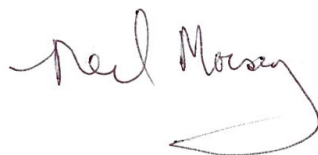
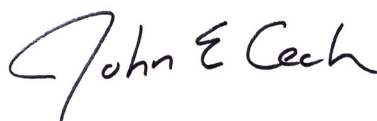
We hope you will stay to experience and enjoy Missoula's proximity to the beautiful outdoors (the rivers, the mountains, trails, and wilderness areas) and the downtown with great shops and restaurants.



Neil Moisey, Forum Chair
Special Assistant for
Academic Affairs
University of Montana



John Cech, Alliance Chair
Deputy Commissioner,
Academic & Student
Affairs
Montana University
System

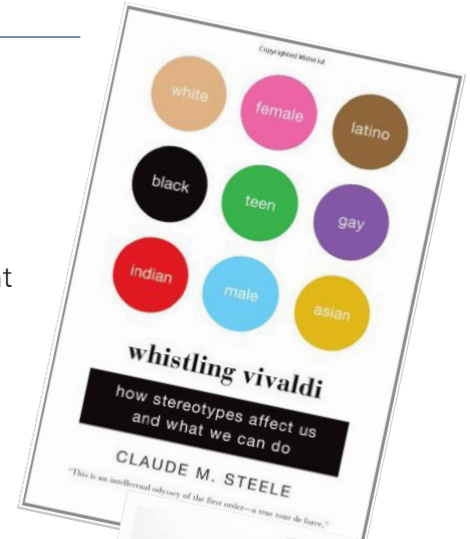
Advance Reading

Whistling Vivaldi

by Claude M. Steele, University of California, Berkeley

“Claude M. Steele, who has been called “one of the few great social psychologists,” offers a vivid first-person account of the research that supports his groundbreaking conclusions on stereotypes and identity. He sheds new light on American social phenomena from racial and gender gaps in test scores to the belief in the superior athletic prowess of black men, and lays out a plan for mitigating these “stereotype threats” and reshaping American identities.”

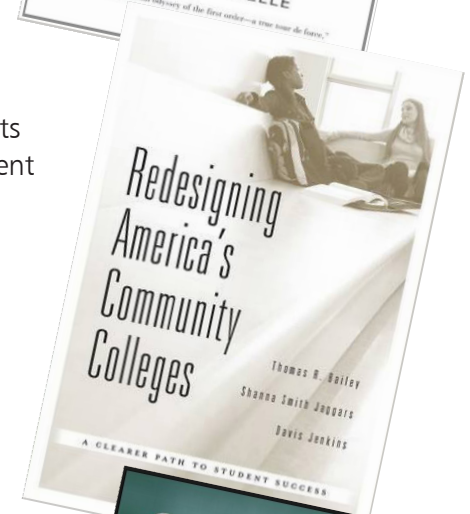
Amazon.com



Redesigning America's Community Colleges

Thomas Bailey, Community Colleges Research Center

“In the United States, 1,200 community colleges enroll over ten million students each year – nearly half of the nation’s undergraduates. Yet fewer than 40 percent of entrants complete an undergraduate degree within six years. This fact has put pressure on community colleges to improve academic outcomes for their students. *Redesigning America’s Community Colleges* is a concise, evidence-based guide for educational leaders whose institutions typically receive short shrift in academic and policy discussions.” Amazon.com



Moving the Attainment Agenda from Policy to Action

Keith Witham, Megan Chase, Estela Mara Bensimon, Debbie Hanson & David Longanecker (2015), *Moving the Attainment Agenda from Policy to Action*, *Change: The Magazine of Higher Learning*, 47:4, 6-15, DOI:10.1080/00091383.2015.1053779

According to the authors’ of this article, “Inequity is fundamentally inefficient. No matter how robust a state’s investment in education, inequities in higher education participation and attainment limit how effectively those systems of education can produce the human capital that states need. Disparities in educational outcomes also undermine our national aspiration to be a society that provides equal opportunities to citizens, regardless of race and socioeconomic status.” Read about how “two imperatives – incorporating equity and engaging campus practitioners – can be implemented as core features of state’s completion agendas.” [link to article](#)



SCHEDULE AT A GLANCE

Wednesday, April 20

8:00 am - 4:30 pm	Registration Open
9:00 - 11:00 am	Forum Executive Committee Meeting (<i>executive committee members only</i>)
11:00 am - 1:00 pm	Western Academic Leadership Academy: 2015 Cohort Convening (<i>cohort, faculty and Forum Executive Committee members-with lunch</i>)
11:00 am - 1:00 pm	Alliance Executive Committee Meeting (<i>executive committee members only-with lunch</i>)
1:00 - 2:00 pm	Pre-Meeting - The Affordable Care Act: Issues and Answers for Higher Education
2:15 - 3:30 pm	Pre-Meeting - Accreditation: Its Role and Expectations in the Future
3:45 - 5:00 pm	Pre-Meeting - A Conversation with Accrediting Commission Presidents
5:30 - 6:30 pm	Opening Reception
6:30 - 8:30 pm	Welcome Dinner and Keynote – Student Swirl, Faculty Swirl, and Us?

Thursday, April 21

7:30am - 5:00 pm	Registration Open
7:30 - 8:30 am	Joint Breakfast
8:30 - 8:45 am	Good Morning and Meeting Overview
8:45 - 9:45 am	Panel Discussion: Reflections on the Confluence of Our Work
9:45 - 10:00 am	Break
10:00 - 11:15 am	A Frank Discussion with Colleagues on Hot Topics of Mutual Interest
11:15 - 11:30 am	Break
11:30 am - 12:30 pm	Concurrent Sessions <ul style="list-style-type: none">▶ Recruiting and Retaining Talented Faculty▶ From One Institution to Another: Smooth Intrastate and Interstate Pathways for Students
12:30 - 1:45 pm	Awards Luncheon
1:45 - 2:45 pm	Concurrent Sessions <ul style="list-style-type: none">▶ The Lifecycle of Faculty Careers: Building the Business Case for Institutional Work-Life Supports▶ The New Math Pathways Project
2:45 - 3:00 pm	Break
3:00 - 4:00 pm	Concurrent Sessions <ul style="list-style-type: none">▶ The Long and Winding Road to Faculty Career Success▶ Redesigning Developmental Education: New Models with Increased Student Success

4:00 - 4:15 pm	Break
4:15 - 5:00 pm	Concurrent Sessions <ul style="list-style-type: none">▶ High Impact Practices: Making a Difference in Faculty Communities▶ Turning the Rhetoric of Equity into Institutional Practice
5:15 - 6:30 pm	Interstate Passport Open House
6:15 pm	<i>Dinner on your own or sign up to participate in a networking dinner</i>

Friday, April 22

8:00 - 9:15 am	Breakfast and Membership Update
9:15 - 10:15 am	Concurrent Sessions <ul style="list-style-type: none">▶ To Strive, To Seek, To Find, and Not to Yield: Supporting Mid- and Late-Career Faculty Productivity and Engagement▶ Economic Development Strategies: Community Colleges Working with Industry and Workforce
10:15 - 10:30 am	Break
10:30 - 11:15 am	Welcoming and Mentoring All: Building Inclusive Communities in Colleges and Universities
11:15 - 11:45 am	David Longanecker, Unabridged
11:45 am - noon	Joint Wrap Up/Adjournment

Program Sessions and Speakers

Pre-Meeting Activities Wednesday, April 20

Holiday Inn Missoula Downtown

8:00 am - 4:30 pm	Registration
<i>Atrium</i>	
9:00 - 11:00 am	Forum Executive Committee Meeting (<i>executive committee members only</i>)
<i>Jefferson Room</i>	
11:00 am - 1:00 pm	Western Academic Leadership Academy: 2015 Cohort Convening (<i>cohort, faculty, and Forum Executive Committee members only-with lunch</i>)
<i>Montana Boardroom</i>	
	Join your fellow colleagues and the faculty for a final convening of the 2015 cohort. Enjoy mini-presentations and small group discussions, share future plans for the Academy, and celebrate the successful completion of its inaugural year over lunch.
11:00 am - 1:00 pm	Alliance Executive Committee Meeting (<i>executive committee members only-with lunch</i>)
<i>Glacier/Yellowstone</i>	

1:00 - 2:00 pm
Gallatin/Jefferson

Pre-Meeting

The Affordable Care Act: Issues and Answers for Higher Education

Are you struggling with ACA's regulations and how they apply to adjuncts, graduate students, and exempt employees? Find out about some of these from the presenters and bring your own issues and solutions to share.

Moderator:

Jere Mock, WICHE

Speakers:

Steven Bloom, American Council on Education

Dan Howard, New Mexico State University

Elizabeth Marks, Mercer Health & Benefits



2:15 - 3:30 pm
Gallatin/Jefferson

Pre-Meeting

Accreditation: Its Role and Expectations in the Future

Find out about some of the new priorities for accrediting agencies and how they may affect your institution now or in the future.

Moderator:

Perry Brown, University of Montana

Speakers:

Sandra Elman, Northwest Commission on Colleges and Universities (NWCCU)

Mary Ellen Petrisko, WASC Senior College and University Commission (WSCUC)



3:45 - 5:00 pm

Pre-Meeting

A Conversation with Accrediting Commission Presidents

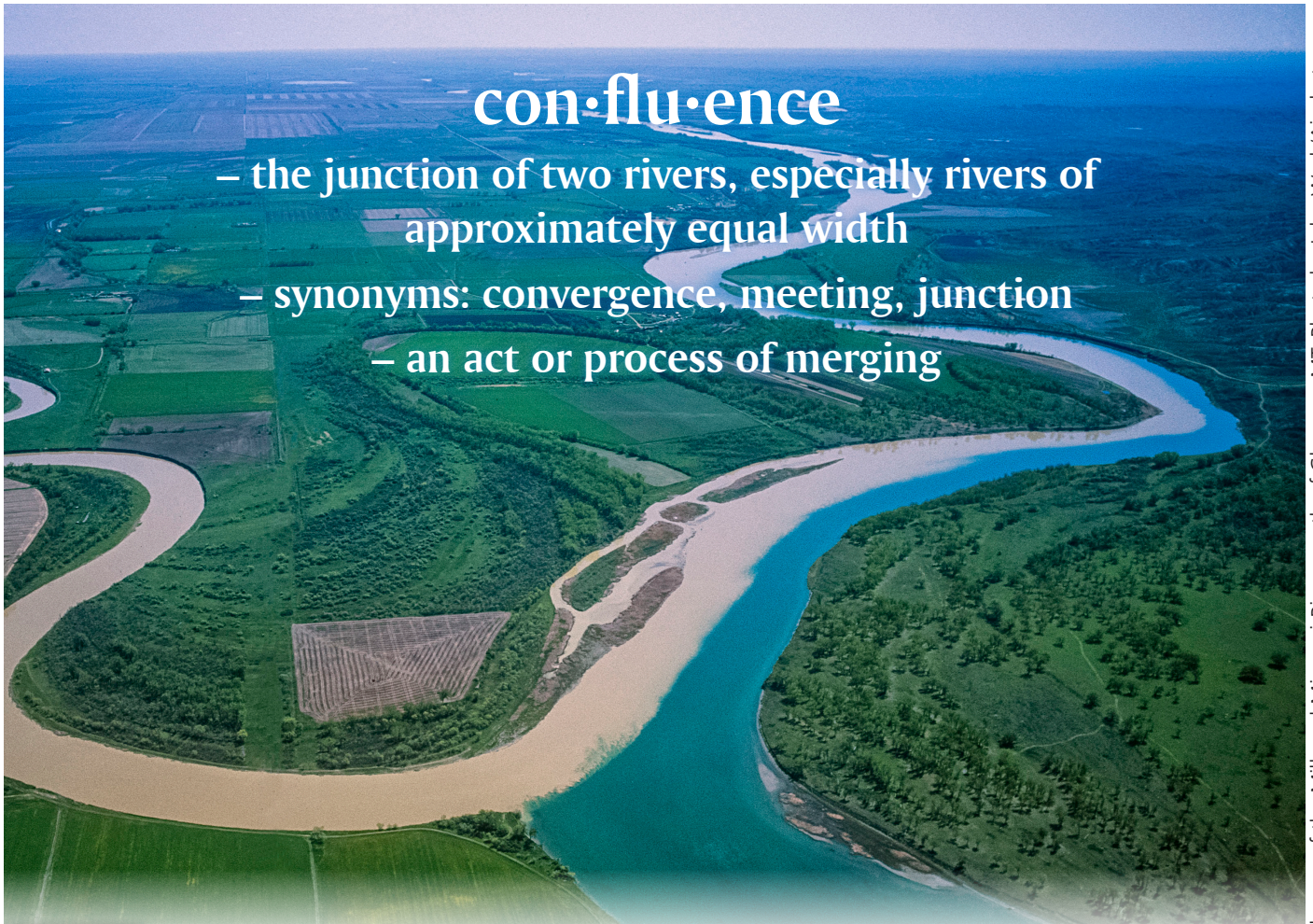
Join the presidents from your institution's particular accrediting agency for some focused conversation on topics of common interest to the group. Be sure to ask the questions that are on your mind and/or share your concerns.

NWCCU: Alaska, Idaho, Montana, Nevada, Oregon, Utah, and Washington
(*Glacier/Yellowstone*)

WSCUC: California and Hawai'i
(*Madison*)

5:30 - 6:30 pm
Atrium

Opening Reception



con·flu·ence

- the junction of two rivers, especially rivers of approximately equal width
- synonyms: convergence, meeting, junction
- an act or process of merging

Confluence of the Milk and Missouri Rivers south of Glasgow, MT. Photo by John Wark/Airphoto.



Kevin Reilly is president emeritus and regent professor at the 26-campus University of Wisconsin System, having served as president from 2004-2013. He came to Wisconsin from the State University of New York System, where he was associate provost for academic programs and then secretary of the university. He has written on higher education leadership, policy, and accreditation, as well as Irish studies. One of his final innovations as president was to establish competency-based degree programs in the UW System. Reilly earned his B.A. at the University of Notre Dame, and his M.A. and Ph.D. at the University of Minnesota, all in English.

6:30 - 8:30 pm
Garden City Ballroom



Pearson

Welcome Dinner and Keynote: Student Swirl, Faculty Swirl, and Us?

Join us for a provocative commentary on the challenges and opportunities the two- and four-year sectors have now and those likely to arise in the future. What are some good models in both policy and practice that are making a difference for students? What are some predictions that are likely to keep some of us up at night and others sleeping soundly?

Neil Moisey, University of Montana and Forum Chair
 John Cech, Montana University System and Alliance Chair



Keynote Speaker:

Kevin Reilly, president emeritus, University of Wisconsin System, and presidential advisor, American Council on Education

Thursday, April 21

 7:30 am - 5:00 pm
Atrium
Registration

 7:30 - 8:30 am
Atrium
Breakfast

 8:30 - 8:45 am
Garden City Ballroom
Good Morning and Meeting Overview

Neil Moisey and John Cech

8:45 - 9:45 am

Panel Discussion: Reflections on the Confluence of Our Work

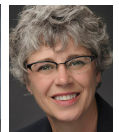
Last night's keynote speaker painted the big picture of some of the challenges and opportunities we share. The members of this panel will provide their perspectives based on day-to-day experiences in their current roles as chief academic leaders at institutions in the West.

Moderator:
Clayton Christian, Montana University System

Speakers:
Loren Blanchard, The California State University Chancellor's Office

Martha Potvin, Montana State University

Joe Schaffer, Laramie County Community College (WY)

Jan Yoshiwara, Washington State Board for Community & Technical Colleges


9:45 - 10:00 am

Break

 10:00 - 11:15 am
Glacier/Yellowstone
Lightning Round: A Frank Discussion with Colleagues on Hot Topics of Mutual Interest

Join the table with the number corresponding to the number on the back of your badge for an opportunity to share perspectives on some hot topics that cross the two- and four-year sectors:

1. Completion Agenda
2. Equity and Access
3. Competency-Based Education
4. College Safety
5. Other Topic of Table's Choice

Discussion Leaders:
Vicki Golich, Metropolitan State University of Denver

Tim Rogers, Chemeketa Community College (OR)

Table Hosts:
Renny Christopher, Washington State University Vancouver

Joe Cline, University of Nevada, Reno

Ken Doxsee, The University of Oregon

Mary Ann Keogh Hoss, Eastern Washington University

Yi Li, California State University, Northridge

or
*Madison/Jefferson/
 Gallatin*
*(Refer to the back
 of your nametag for
 your room location)*

John Miller, Williston State College (ND)
 Rick Miranda, Cerritos College (CA)
 Douglas Murray, New Mexico Military Institute
 Laurie Nichols, South Dakota State University
 Louise Pagotto, Kapi’olani Community College (HI)
 Todd Schwarz, College of Southern Idaho
 Susan Wolff, Great Falls College Montana State University

11:15 - 11:30 am **Break**

11:30 am - 12:30 pm **Concurrent Sessions**

Garden City AB

• Recruiting and Retaining Talented and Diverse Faculty

Successful faculty lead to successful students. Join us to hear about some of the most effective strategies for recruiting and retaining the most talented and diverse faculty in today’s dynamic four-year academic environment.

Introducer:

Paul Turman, South Dakota Board of Regents



Speaker:

Nancy Aebersold, Higher Education Recruitment Consortium

Garden City CD

• From One Institution to Another: Smooth Intrastate and Interstate Pathways for Students

Find out how some states are ensuring that their students move seamlessly from one institution to another – both intrastate and interstate.

Moderator:

Lita Burns, North Idaho College



Speakers:

John Lanning, University of Colorado Denver

Peter Quigley, University of Hawai’i System

Duane Roen, Arizona State University



12:30 - 1:45 pm

Atrium

Awards Luncheon Elsevier
 Research Intelligence

Join us in congratulating the winner of the Fourth Annual Academic Leaders Tool of the Year Award!

Presenters:

Forum: Renny Christopher, Washington State University Vancouver

Alliance: Lita Burns, North Idaho College

America’s College Promise: A New GI Bill for Our Future

One hundred years ago, America made high school universal, and decades of progress is linked to this prescient decision. Seventy years ago, the GI bill helped change working-class citizens who worked with their hands to middle-class citizens who worked with their minds. The College Promise Campaign believes it is again time for our country to make a bold investment in the future by affording responsible students a debt-free education for the first two years of college. Dr. Mellow will outline the current contours

of the national campaign.

Moderator:

Michael Cartney, Lake Area Technical Institute (SD)



Speaker:

Gail Mellow, LaGuardia Community College (NY)

1:45 - 2:45 pm

Garden City AB

Concurrent Sessions

• **The Lifecycle of Faculty Careers: Building the Business Case for Institutional Work-life Supports**

What are the biggest work-life obstacles in various stages of faculty careers? This session will help attendees identify the major career stages of the faculty lifecycle, and how institutions can recruit, retain, promote, and retire faculty through policies and best practices. Speakers will present the business case, and how benchmarking and climate surveys can be used to measure success. Based on current research, institutions can cultivate sound practices for faculty work-life balance.

Moderator:

Sona Andrews, Portland State University (OR)



Speakers:

Jean McLaughlin, formerly of the American Council on Education

Robynn Pease, Oregon State University



Garden City CD

• **The New Math Pathways Project**

High failure rates in both developmental and gateway mathematics courses are creating barriers for students. Far too many students are unsuccessful in these courses, and the course content does not build the mathematical skills needed for their future. The Charles A. Dana Center is addressing this problem through the New Mathways Project. Representatives from states that are implementing new math pathways in collaboration with the Dana Center will provide an overview of the process used, lessons learned, and results from their respective initiatives.

Moderator:

Rick Miranda, Cerritos College (CA)



Speakers:

Amy Getz, Charles A. Dana Center, University of Texas at Austin

Ricardo Moena, University of Cincinnati

Bob Mokwa, Montana State University



2:45 - 3:00 pm

Break

3:00 - 4:00 pm

Garden City AB

Concurrent Sessions

• **The Long and Winding Road to Faculty Career Success**

All universities want their faculty members to be successful and have fulfilling careers, but some seem to be unusually adept at guiding the faculty through the challenges and opportunities of the different stages of this unique profession. Panelists from three

universities – and at three different stages of their careers – will provide insight about how their institutions have supported them in ways that have made a difference in their success.

Moderator:

Jane Sherman, WICHE



Speakers:

Veronica Añover, California State University San Marcos

Kevin Ayotte, California State University, Fresno

Jessica Houston, New Mexico State University



Garden City CD

• **Redesigning Developmental Education: New Models with Increased Student Success**

A 2012 *Complete College America* report calls remediation a broken system and suggests a better way – “start many more students in college courses with just-in-time support.” The Chancellor of the WV Community and Technical College System calls it “the quicksand of higher education. Students get in developmental (education) and they never get out.” But a number of states and colleges have implemented major redesigns showing great promise. Student success is increasing. Learn what is working from leaders in these redesign efforts.

Moderator:

Tom Sugar, Complete College America



Speakers:

Amy Getz, Charles A. Dana Center, University of Texas at Austin

Casey Sacks, Colorado Community College System



4:00 - 4:15 pm

Break ACADEMIC SEARCH

4:15 - 5:00 pm

Garden City AB

Concurrent Sessions

• **High Impact Practices: Making a Difference in Faculty Communities**

Take home some great ideas that can make a real difference for you and your faculty! Each speaker will have just two minutes to tell you what worked and why.

Host:

Laura Woodworth-Ney, Idaho State University

- **Extending Orientation by Cohort throughout the Tenure Track Process: Coffee and Cookies with the Provost** - Sam Gingerich, University of Alaska Anchorage
- **Food for Thought** - Nancy Tribbensee, Arizona Board of Regents
- **Managing Shared Governance** - Graham Oberem, California State University San Marcos
- **A Faculty-Constructed, All-University Rubric for High Impact Practices** - Alan Lamborn, Colorado State University
- **Mentoring Faculty Towards Personal and Institutional Success** - Risa Dickson, University of Hawai'i System
- **Ensuring the Academic Mission Drives the Bus: Best Practices for Aligning Budget**

and Resource Planning with Academics - Laura Woodworth-Ney, Idaho State University

- Provost Forums - Perry Brown, University of Montana
- UNLV General Education Reform: Student Success and Community Engagement - Carl Reiber, University of Nevada, Las Vegas
- Rolling Out the Red Carpet: The Importance of First Impressions in Building Faculty Communities - Daniel Howard, New Mexico State University
- Retention Boosters - Thomasine Heitkamp, University of North Dakota
- Blogging: How to Let Everyone Know How and What You Think - Sona Andrews, Portland State University (OR)
- Telling the Story Over and Over and Over - James Moran, University of South Dakota
- The Passport: Faculty Collaboration Leading to Successful General Education Transfer - Teddi Safman, Utah System of Higher Education
- "At the Heart of It" - Marilyn Levine, Central Washington University

Garden City CD

- **Turning the Rhetoric of Equity into Institutional Practice**

Suddenly the word EQUITY is ubiquitous. Everywhere there is talk about the equity imperative in higher education. The need to close equity gaps in educational outcomes has risen to the top of policy agendas. But claiming equity as a higher education priority is necessary but insufficient to bring about comprehensive change. Tools are needed to attain equity in results. The focus of this session is on the Center for Urban Education's evidence-based practices that can turn an institution's aspiration for equity actionable and measurable.

Introducer:

Mike McFarlane, Great Basin College (NV)



Speaker:

Estela Bensimon, Center for Urban Education, University of Southern California

5:15 - 6:30 pm

Montana Board Room

Interstate Passport Open House

Stop by to enjoy some light refreshments and meet some Alliance and Forum members involved in the Interstate Passport. Find out how your state or institution could get involved in this exciting initiative!

6:15 pm
*Meet in hotel
main lobby*

Dinner on your own or sign up to participate in a networking dinner!

Networking Dinner Hosts/Topics:

- Lita Burns: Prior Learning Assessment – Are We Making Progress?
- Mike Cartney: No Cost Community College #FREECOMMUNITYCOLLEGE
- John Cech: Lessons Learned on Getting Faculty Engaged and Bought into the Math Pathways Conversation
- Mike McFarlane: Going the Distance
- Peter Quigley: Co-Requisite Scale Up as a Solution to Developmental Education Challenges
- Joe Schaffer: Case Management for Intensive Advising

- Laura Woodworth-Ney: Top Concerns of Today’s University Provosts
- Jan Yoshiwara: Guided Pathways

Friday, April 22

8:00 - 9:15 am
Garden City AB

Forum Breakfast and Membership Update



Garden City CD

Alliance Breakfast and Membership Update



9:15 - 10:15 am
Garden City AB

Concurrent Sessions

• To Strive, To Seek, To Find, and Not to Yield: Supporting Mid- and Late-Career Faculty Productivity and Engagement

This session will explore why faculty productivity often declines at predictable stages in a faculty member’s career and how universities can create processes, incentives, and support structures to enhance scholarly productivity and engagement at critical junctures.

Introducer:

Gail Burd, University of Arizona



Speaker:

Dave Attis, Education Advisory Board

Garden City CD

• Economic Development Strategies: Community Colleges Working with Industry and Workforce

An important role of community colleges is to provide training programs that lead directly to jobs in the community. To do so, requires that academic leaders work effectively with representatives of local industry, workforce centers, and other stakeholders to define needs, shape programs, and monitor their success. What are some of the popular trends in economic development where community colleges are playing a strong role? How are these trends playing out in the healthcare and IT sector in particular?

Moderator:

Clifton Sanders, Salt Lake Community College

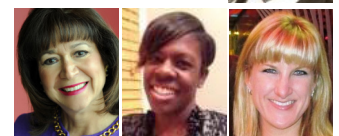


Speakers:

Barbara Damron, New Mexico Higher Education Department

Nneka Jenkins, Aspen Institute

Kristen Nichols, Oracle



10:15 - 10:30 am
Atrium

Break

10:30 - 11:15 am
Garden City Ballroom

Welcoming and Mentoring All: Building Inclusive Communities in Colleges and Universities

Moving into a faculty position is the culmination of years of work, and new faculty members are typically highly enthusiastic and energized. Maintaining that enthusiasm and making sure that they feel connected to, and valued by, the department they are entering requires careful planning and attention. Small things make a difference, so

attention to detail is critical, but perhaps nothing is more important than a department head who genuinely engages his/her faculty and practices inclusivity every day.

Introducer:

Dan Howard, New Mexico State University



Speaker:

Caroline Turner, California State University, Sacramento

11:15-11:45 am
Garden City Ballroom

David Longanecker, Unabridged

As WICHE’s president winds down his long and very productive career, he’ll share some of his reflections, insights, and forecasts. Don’t miss this chance to ask him the really hard questions!

Introducer:

Teddi Safman, Utah System of Higher Education



Speaker:

David Longanecker, WICHE

11:45 - noon

Joint Meeting Wrap-up and Adjournment

Hosts and Sponsors

Thank you to our host, the Montana University System ...



... and to our generous sponsors who helped make this meeting possible...



Pearson



Elsevier
Research Intelligence



ACADEMIC SEARCH



Biographical Information on the Speakers

Nancy Aebersold serves as executive director of the central office of the Higher Education Recruitment Consortium (HERC), a consortium of over 700 U.S. colleges, universities, teaching hospitals, research labs, and affiliated organizations that advances the ability of member institutions to recruit and retain the most diverse and talented workforce and to assist dual-career couples. Her innovative work with HERC provides a tangible resource to HERC member campuses as well as the faculty, staff, and administrators those campuses seek to attract and retain. Aebersold holds a B.A. in sociology from the University of California, Santa Cruz and an M.A. in counseling psychology from John F. Kennedy University.

Veronica Añover is a professor of French and Spanish at California State University San Marcos. Añover has held many leadership positions and has been nominated for several teaching awards. Recently she co-directed the Faculty Center and she served as department chair. In 2008 she received the President's Outstanding Faculty Award for Teaching Excellence. Her research is centered on second language acquisition. She has authored several textbooks in French and Spanish. Añover is working on a Spanish textbook for health professionals incorporating the gaming approach. She received her Ph.D. in French with a minor in Spanish from Florida State University.

David Attis serves as the senior director of academic research at the Education Advisory Board (EAB) where for the past eight years he has led best practices research studies for college and university administrators. Previously, he served as a senior director of policy studies at the Council on Competitiveness and as a management consultant for A.T. Kearney, both in their general consulting practice and in their global business policy council. Attis holds a Ph.D. in the history of science from Princeton University and a B.A. in physics from the University of Chicago.

Kevin Ayotte is chair of the Academic Senate and a professor of communication at California State University, Fresno, where he has taught since 2002.

His research and teaching focuses on rhetorical theory and criticism, U.S. foreign policy rhetoric, and public argumentation surrounding terrorism and weapons of mass destruction. Ayotte received his B.A. in English from DePaul University and his M.A. and Ph.D. in communication from the University of Pittsburgh.

Estela Mara Bensimon is a professor of higher education at the University of Southern California Rossier School of Education and co-director of the Center for Urban Education, which she founded in 1999. Her current research focuses on issues of racial equity in higher education from the perspective of organizational learning and socio-cultural practice theories. She has held the highest leadership positions in the Association for the Study of Higher Education (president, 2005-2006) and in the American Education Research Association-Division on Postsecondary Education (vice president, 1992-1994). Bensimon earned a B.A. in Spanish and an M.A. in student personnel services from Montclair State University and an Ed.D. in higher education from Columbia University.

Loren J. Blanchard is the executive vice chancellor for academic and student affairs for The California State University Chancellor's Office. A veteran higher education system and campus administrator, Blanchard previously served as the provost and senior vice president of academic affairs at Xavier University of Louisiana – his alma mater. He is widely published and known for his research and scholarly articles addressing teacher education and educational strategies to support the success of students of color. Blanchard holds a B.S. in speech pathology education with a minor in psychology from Xavier University, a master's of education in educational administration and supervision from McNeese State University, and a Ph.D. in educational psychology from the University of Georgia.

Steven M. Bloom is the director of federal relations at the American Council on Education. His primary focus is on tax issues, health care reform, immigration, and labor and employment. Bloom came to ACE from the Independent Sector,

where he served as senior lobbyist and director of government relations. Prior to coming to Washington, D.C., Bloom was a practicing attorney for 10 years in Boston, focusing on litigation including employment law, federal civil rights, torts, and commercial disputes. He also clerked for the Massachusetts Appeals Court. Before attending law school, he served as a fellow of the Oberlin Shansi Memorial Association in India. Bloom graduated from Oberlin College and the Northeastern University School of Law.

Clayton T. Christian has served as Montana's commissioner of higher education since January 2012 and as a WICHE commissioner since 2010. He served six years as a member and chairman of Montana's Board of Regents of Higher Education before assuming the chief administrative leadership post in the Montana University System. His previous business experience includes title insurance and escrow services, real estate sales and development, commercial land ownership and management. He is a graduate of the University of Montana with a bachelor's degree in business administration with emphasis in finance, management and advanced studies in economics.

Barbara Damron is the cabinet secretary of the New Mexico Higher Education Department. She has oversight of the state's 28 public institutions of higher education, the four tribal colleges, and the over 150 private and proprietary postsecondary schools. She also chairs the New Mexico Education Trust Board and is a commissioner of WICHE. Most recently she was associate professor at the University of New Mexico (UNM) College of Nursing and in the department of family and community medicine at the UNM Health Science Center School of Medicine. Damron previously worked as professional staff on the U.S. Senate Committee on Health, Education, Labor & Pensions.

Sandra Elman is the president of the Northwest Commission on Colleges and Universities in Redmond, Washington. Previously she served as chair of the Council of Regional Accrediting Commissions and associate director of the Commission on Institutions of Higher Education

of the New England Association of Schools and Colleges. She has lectured nationally and internationally on issues related to quality assurance; institutional finance and governance; and the roles of government and business/industry. She is an adjunct faculty member at Oregon State University. Elman serves as an evaluator for international quality assurance agencies including for the Center for Accreditation and Quality Assurance of Swiss Universities. Elman received her B.A. degree in history and political science from Hunter College in New York and her M.A. and Ph.D. degrees in policy, planning and administration from the University of California, Berkeley.

Amy Getz is the strategic implementation lead for higher education at the Charles A. Dana Center at the University of Texas at Austin. She works with state systems and institutions to reform developmental and gateway mathematics programs through the New Mathways Project. Getz formerly served as the Dana Center's manager of community college services and also led the development of the Quantway™ curriculum in partnership with the Carnegie Foundation. Previously, Getz taught mathematics for 20 years in high school and college. Getz received her B.A. in English/theatre from Fort Lewis College and M.A. in secondary counseling from Adams State College.

Jessica Perea Houston is an associate professor in the department of chemical and materials engineering at New Mexico State University (NMSU). She received her Ph.D. in chemical engineering from Texas A&M University. She became a director's postdoctoral fellow at Los Alamos National Laboratory, then joined the faculty at NMSU. Houston's research expertise is in the area of biomedical engineering, and her laboratory develops high-throughput optical methods for in vitro cellular analyses. Houston received the NSF CAREER award in 2012, the NMSU Early Career award in 2014, and the Outstanding Junior Faculty award by the NMSU Hispanic Caucus in 2010.

Daniel Howard has been New Mexico State University's executive vice president and provost since August 2013, and also serves as the chief

academic officer. The academic success of NMSU students is a top priority, and the Office of the Provost supports their success through efforts such as Student Success Navigators, Discovery Days, and the Aggie Pathway to the Baccalaureate. Howard started his career at NMSU as an assistant professor of biology. Eventually, he earned recognition as a Regents Professor and served as head of the department of biology.

Nneka Jenkins is the program manager for Skills for America's Future (SAF), an employer-led workforce development initiative of the Aspen Institute, which works with community colleges and their leaders to enhance institutional effectiveness in meeting the workforce development needs of employers and communities. Jenkins joined the Aspen Institute upon earning her M.P.A. from the John F. Kennedy School of Government at Harvard University and culminating a year-long fellowship as one of three National Association of Charter School Authorizer fellows. Jenkins also holds a Bachelor's degree in marketing from the University of Massachusetts at Dartmouth where she graduated magna cum laude.

John A. Lanning currently is professor of chemistry, emeritus, and outreach liaison at the University of Colorado Denver. He has held several CU Denver faculty and administrative positions focusing on students transitioning from high school to the university, early intervention programs, support for academically deficient students, general education, and transfer programs. Lanning represents CU Denver on the Colorado Department of Higher Education General Education Council helping to develop guaranteed transfer of general education, statewide articulation agreements, and transfer guides for students transferring from two-year to four-year institutions.

David Longanecker has served as the president of the Western Interstate Commission for Higher Education in Boulder since 1999. Previously, he served for six years as the assistant secretary for postsecondary education at the U.S. Department of Education. Prior to that he was the state higher education executive officer in Colorado and

Minnesota. He was also the principal analyst for higher education for the Congressional Budget Office. Longanecker serves on numerous boards and commissions. He has written extensively on a range of higher education issues. His primary interests in higher education are: expanding access to successful completion for students within all sectors of higher education, promoting student and institutional performance, assuring efficient and effective finance and financial aid strategies, and fostering effective use of educational technologies. He holds an Ed.D. from Stanford University, an M.A. from George Washington University, and a B.A. from Washington State University.

Elizabeth (Liz) Marks is a principal in the Los Angeles office of Mercer Health & Benefits and has 30 years of consulting experience, including expertise in the design, financial management and evaluation of employer-sponsored group health plans. Marks also consults with a number of higher education clients on their student health plans. She is chair of the Board of Emperor's College, a professional graduate school of traditional oriental medicine. She attended Bridgewater State College in Massachusetts, where she majored in English. In 1982, she received the Certified Employee Benefits Specialist (CEBS) designation, sponsored jointly by the International Foundation of Employee Benefit Plans and the Wharton School of the University of Pennsylvania.

Jean McLaughlin is a former associate director at the American Council on Education, where she worked from 2006 to 2016, managing the Alfred P. Sloan Projects for Faculty Career Flexibility. McLaughlin is published in *Academic Medicine*, the *Journal of Dental Education*, *Change* magazine, and co-authored a book chapter in *Establishing the Family-Friendly Campus: Models for Effective Practice*. She is the co-editor and co-author of *Faculty Retirement: Best Practices for Navigating the Transition* (2014). McLaughlin received a B.A. in art history from the Catholic University of America, and an M.A./A.G.S. in career counseling from the University of Maryland.

Gail O. Mellow has served as president of

LaGuardia Community College in Long Island City, Queens, since 2000. A member of the City University of New York system, LaGuardia is a nationally-recognized leader among community colleges for achieving boundary-breaking success educating underserved students. Mellow is co-author of *Taking College Teaching Seriously: Pedagogy Matters!* (2015), which explores a groundbreaking digital model for improving college teaching to increase student success. An expert on the history and future of the American community college, Mellow co-authored *Minding the Dream: The Process and Practice of the American Community College* (2014). She is a member of several national commissions, including the Commission on Postsecondary Education of the American Academy of Arts & Sciences and the National Commission on Financing 21st Century Education.

Ricardo Moena is the chairperson of the Transfer Module Mathematics Committee of the Ohio Department of Higher Education, and also the co-chairperson of the Ohio Mathematics subgroup, focused on redesigning the Ohio Transfer Module (OTM) course criteria and processes. Previously, Moena was the chair of the math and applied sciences department of the former University College of the University of Cincinnati. He is an associate professor of mathematics in the mathematics department at the University of Cincinnati, where he serves as director of entry-level mathematics. Moena received his Ph.D. in mathematics in 1990 from the University of Cincinnati, and an M.S. in mathematics from the University of Concepcion, Chile.

Robert Mokwa is a professor and head of the mathematical sciences department at Montana State University. He recently completed a one-year appointment as MSU's first presidential leadership fellow and previously served as chair of the MSU Faculty Senate and chair of the Montana University System Faculty Association. Mokwa played an integral role in the successful design and implementation of a performance funding allocation model that is now used by all state

institutions in Montana and he is actively involved in the Montana Math Pathways initiative. Mokwa earned a Ph.D. from Virginia Tech, an M.S. from Purdue University and a B.S. from Virginia Tech.

Kristen Nichols is currently a vice president of cloud operations at Oracle and has been with Oracle for the past five years. She manages 100+ global resources within project management, development, provisioning operations, and budget, specializing in mergers and acquisitions. Previously, she served as director of project management for NuVox Communications, headquartered in Greenville, SC, and held a position in management consulting at BearingPoint. Nichols has an M.B.A. from Thunderbird International School of Business and a B.S. in management from Arizona State University.

Robynn M. Pease serves as the director of the academic affairs, Office of Work-Life and Greater Oregon Higher Education Recruitment Consortium, at Oregon State University. She has over 20 years of experience in the field of work-life, including director of work-life at the University of Kentucky. She serves on the executive committees of the College-University Work-Life-Family Association and the Higher Education Recruitment Consortium Advisory Board. Pease received her Ph.D. in sociology with an emphasis in gerontology from the University of Kentucky; an M.A. in German studies from San Francisco State University and a B.A. in sociology from the University of California, Santa Cruz.

Mary Ellen Petrisko has served as WASC Senior College and University Commission (WSCUC) president since September 2013. Previously she served as vice president of the Middle States Commission for Higher Education as the liaison to approximately 80 public, private, and for-profit institutions. Petrisko is a former deputy secretary of higher education for the Maryland Higher Education Commission; vice president for academic affairs at the University of Maryland University College; and academic vice president of the Tai Sophia Institute (now the Maryland University for Integrative Health). Petrisko holds a Ph.D. in

Philosophy from Boston University.

Martha A. Potvin has been provost and vice president for academic affairs at Montana State University since 2011. She previously served as dean of the College of Arts and Sciences at the University of North Dakota. She began her career as a biology professor at West Chester University in Pennsylvania where she taught population biology, plant systematics, plant communities, wetlands and field botany while rising through the ranks to become interim dean of the university's graduate studies and extended education. Potvin has a bachelor's degree in biology from the University of Connecticut, a master's degree in botany and plant ecology from Michigan State University and a doctorate from the University of Nebraska in ecology and evolutionary biology.

Peter Quigley is the University of Hawai'i System Community Colleges' associate vice president for academic affairs and co-chair of the Interstate Passport initiative. He is responsible for academic program planning, evaluation and assessment; course and program articulation; regional accreditation; federal higher education and workforce development issues, and collaboration with external agencies. He also has served as interim vice chancellor for academic affairs at the University of Hawai'i at Manoa and chancellor at Leeward Community College. Prior to coming to Hawai'i, Quigley served as dean of the college of arts and humanities at Minnesota State University and as dean of academics/chief academic officer at Embry Riddle University. Quigley has held tenured professorships in Europe and the U.S., and has been awarded two Fulbright awards to the University of Bergen in Norway. In addition to his administrative position, Quigley holds a tenured full professor position at the University of Hawai'i, Manoa.

Kevin Reilly is president emeritus and regent professor at the 26-campus University of Wisconsin System, having served as president from 2004-2013. He came to Wisconsin from the State University of New York System, where he was associate provost for academic programs and then

secretary of the university. He has written on higher education leadership, policy, and accreditation, as well as Irish studies. One of his final innovations as president was to establish competency-based degree programs in the UW System. Reilly earned his B.A. at the University of Notre Dame, and his M.A. and Ph.D. at the University of Minnesota, all in English.

Duane Roen serves as dean of the college of letters and sciences and the dean of University College at Arizona State University. Previously, he held the positions of assistant vice provost for university academic success programs, director of the Center for Learning and Teaching Excellence, and director of composition. He has served as president of the Council of Writing Program Administrators and secretary of the Conference on College Composition and Communication. He has written widely about composition curriculum and pedagogy. Roen earned his undergraduate and master's degrees from the University of Wisconsin-River Falls and his Ph.D. from the University of Minnesota.

Casey Sacks has worked for the Colorado Community College System (CCCS) academic affairs office for the past seven years. She leads special projects in the office of the provost with an emphasis in grant program management. Her project portfolio includes programs in developmental education, career and technical education, analytics, immersive learning, and credit for prior learning. Sacks received her Ph.D. in higher education administration at Bowling Green State University, an M.A. in clinical psychology from the University of Colorado, and B.S. in psychology from Colorado State University.

Joe Schaffer serves as the president of Laramie County Community College, Wyoming's largest community college. Prior to joining LCCC, Schaffer held many positions at Great Falls College Montana State University, including adjunct faculty, director of outreach, assistant dean of outreach and workforce development and associate dean/ chief academic officer. From 2008 to 2012 he served as the campus' dean and chief executive officer. He received his A.A. degree from Bemidji

State University, a B.S. in recreation resource management from the University of Montana, an M.S. in technical communication from Montana Tech and an Ed.D. from the University of Montana.

Caroline Sotello Viernes Turner is professor and graduate coordinator for the doctorate in educational leadership program at California State University, Sacramento, and serves as immediate past president of the Association for the Study of Higher Education (ASHE). Her research focuses on access, equity, leadership, and qualitative approaches to policy research. Previously, she served as Lincoln professor of ethics and higher education at Arizona State University (ASU) and as professor of educational policy and administration at the University of Minnesota, Twin Cities. Turner received her undergraduate and master's degrees from the University of California, Davis and her Ph.D. from Stanford University.

Tom Sugar is responsible for Complete College America's external and legislative affairs. As former chief of staff to a U.S. senator and nearly 25 years working in government and political campaigns, Sugar brings a wealth of experience building grassroots initiatives and engaging with a variety of stakeholders at state and federal tiers of government. As senior vice president, Sugar oversees engagement with federal policy initiatives, monitors legislative activity relevant to the college completion agenda at both the federal and state levels, and manages Complete College America's relationships with external partners in state and federal policy venues.

Jan Yoshiwara is the deputy executive director for the education division at the Washington State Board for Community and Technical Colleges (SBCTC). Her primary responsibilities are education policy and strategic planning for the community and technical college system, and management of the education division, including instruction, student services, eLearning, policy research and performance accountability. Yoshiwara works with senior staff at colleges, universities, higher education and K-12 agencies, governor's office, legislators and state business and labor partners on

education goals and policies. She joined the SBCTC in 1984, previously serving as associate director of planning and information services and assistant director for student services and minority affairs. Yoshiwara earned her B.S. in zoology from the University of California, Davis and M.Ed. in student personnel administration for higher education from Western Washington University.

CONGRATULATIONS
to the winners of the
2016
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FORUM AWARDEE:
Provost Graduation Initiative
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California State University, Fresno
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Scott Moore

ALLIANCE AWARDEE:
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Laramie Community College
accepting the award is
Kari Brown-Herbst



Local Attractions

Nestled in the Northern Rockies of Montana, surrounded by seven wilderness areas and at the confluence of three rivers, Missoula is an outdoor enthusiast's dream. You can kayak, raft or tube through downtown or take a relaxing hike in 60,000 acres of wilderness minutes from your hotel. Missoula is known for its blue-ribbon trout fishing (made famous by *A River Runs Through It*) and spectacular natural beauty. The outdoor recreational opportunities are limitless.

After the program concludes on Friday, we hope you will stay and explore the spectacular Missoula area. The tourism website is <http://destinationmissoula.org>.

Montana Natural History Center - The mission of the Montana Natural History Center is to promote and cultivate the appreciation, understanding and stewardship of nature through education. The Montana Natural History Center is a great place to learn about Glacial Lake Missoula, and the ecology of native insects, birds and mammals in Missoula.

Smokejumper Visitor Center - Learn about aerial firefighting at the Smokejumper Visitor Center. Smokejumpers are highly trained specialists who parachute into remote areas of national forests to fight the spread of wildfires. The nation's largest training base for smokejumpers is located in Missoula. The visitor center at the depot offers updated displays, dioramas and videos related to fire suppression. Guided tours are given of the parachute loft and training facilities.

Try Your Hand at Fishing - At the confluence of the Clark Fork, Blackfoot and Bitterroot Rivers, Missoula lives up to its name. Whether you prefer to fish from the banks of the river right in the middle of town or prefer to hire a river guide to make a whole day of your fishing adventure, you will not be disappointed with your catch. There are plenty of fishing outfitters who can help you seek out the perfect spot to try fishing in a Montana river.

Travelers' Rest State Park - Follow in the footsteps of the early explorers along US Highway 12 from Missoula, MT to Lewiston, ID. As you follow the same route that Lewis and Clark traveled, marvel in the rugged wilderness that the Corps of Discovery had to hack their way through. Consisting of thick timber and steep mountain climbs, this was by far the most difficult passage for the Corps. Check out Howard Creek, just 18.5 miles west of Lolo on Highway 12. A half mile loop includes part of the original trail.

Lolo Hot Springs - Missoula is surrounded by natural hot springs; some commercialized, and some still in their natural state. Spend a day at Lolo Hot Springs swimming in their outdoor pool or soaking in the hot indoor pool. For natural hot springs, cruise further on Highway 12 until you reach Jerry Johnson or Weir Hot Springs, both within an hour and a half drive from Missoula.

Historical Walking Tour of Missoula - Missoula has one of the state's most extensive listings of properties and places on the National Register of Historic Places. A walk through downtown will un-earth over a dozen well preserved buildings and many more interesting artifacts from days gone by.

Hike Mount Sentinel's "M" Trail - A local favorite, the short scramble up Mount Sentinel takes you, courtesy of 11 switchbacks, 620 feet above the valley floor in less than half a mile, giving you a bird's-eye view of the entire Missoula valley and surrounding mountains. Originally constructed in 1908 out of whitewashed rocks and later concreted in place, the M is a landmark worth the trek.

Become a member of the
Western Academic Leadership Forum
or
Western Alliance of Community College Academic Leaders
and build a better future for higher education in the West

Members are public and private institutions and their associated system offices, and state governing and coordinating boards in the WICHE states. The Forum's members come from the four-year sector while the Alliance's members are from the two-year sector. The members' chief academic leaders are their official representatives.

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- ▶ Discounted registration fees for members of your staff with expertise in the topics covered at the meeting
- ▶ Opportunity to serve on the Executive Committee if selected as the state representative

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The membership year for both the Forum and Alliance runs from July 1-June 30.

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- ▶ Forum: <http://www.wiche.edu/forum/membership>
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For further information, please contact:

Patricia (Pat) Shea
Director, Academic Leadership Initiatives

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303.541.0302

pshea@wiche.edu
www.wiche.edu/forum
www.wiche.edu/alliance

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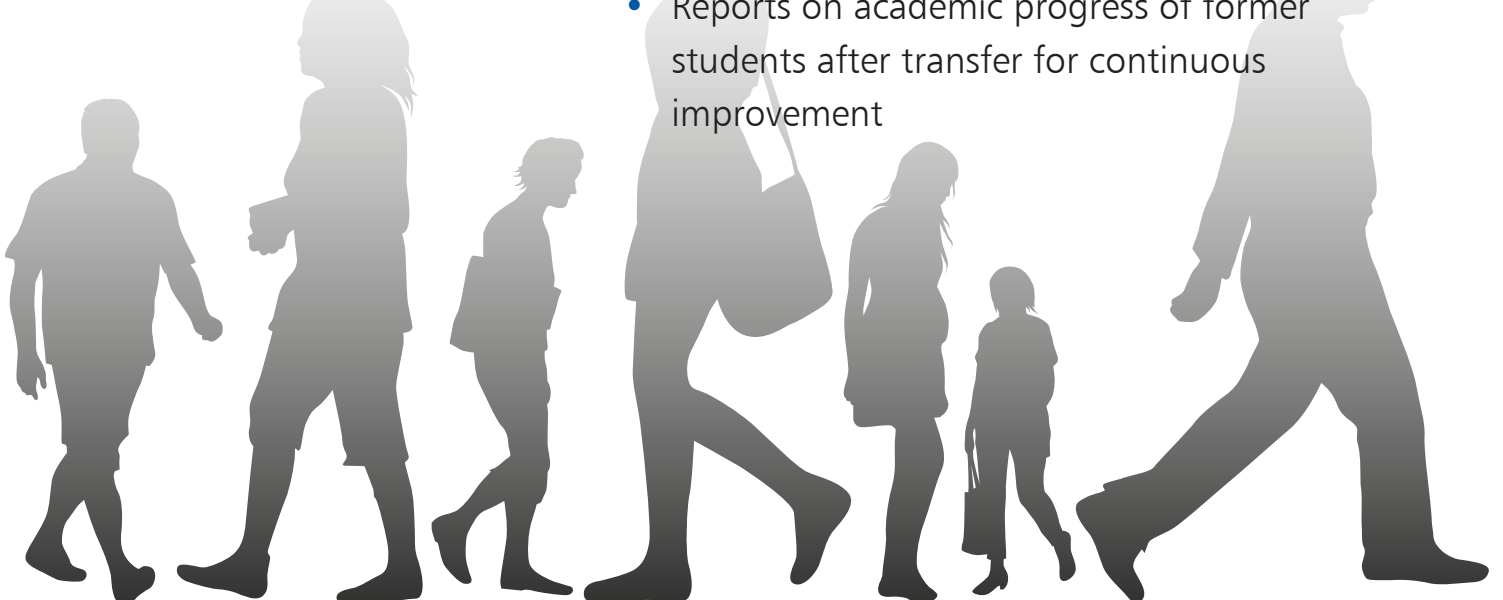
Thursday, April 21

5:15 - 6:30 pm

Montana Board Room

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