

1 **Western Academic Leadership Forum**

2 **BYLAWS**

3
4 **ARTICLE I**

5 Name and Location, Description, and Purpose

6 **Section 1: Name and Location.**

7 The name of the organization is the Western Academic Leadership Forum (Forum). Its principal place of
8 business shall be in Boulder, CO.

9 **Section 2: Description.**

10 The Western Academic Leadership Forum is an organization beneath the umbrella of the Western
11 Interstate Commission for Higher Education (WICHE), a public interstate agency that operates under the
12 Western Regional Education Compact as a 501(c)3 not for profit organization. Forum members are
13 located in the 16 WICHE states and U.S. Pacific Territories and Freely Associated States: Alaska, Arizona,
14 California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South
15 Dakota, Utah, Washington, and Wyoming and the U.S. Pacific Territories and Freely Associated States
16 (i.e., the Commonwealth of the Northern Mariana Islands, Guam, the Federated States of Micronesia,
17 and the Republic of the Marshall Islands).

18 **Section 3: Purpose.**

19 Through the Western Academic Leadership Forum, members build stronger futures for higher education
20 in the West and its citizens by:

- 21 a. Exchanging ideas and information about emerging academic issues and trends affecting higher
22 education;
- 23 b. Sharing resources and expertise on current academic research, policy development, and
24 leadership direction; and
- 25 c. Collaborating on regional initiatives to expand access to higher education, improve its quality,
26 and address workforce needs

27 **ARTICLE II**

28 Membership

29 **Section 1: Institution and Organization Members.**

30 Membership in the Western Academic Leadership Forum at the organization level includes public and

31 private not for profit institutionally accredited¹ institutions at the bachelor’s level and above, along with
32 related higher education systems, and state coordinating and governing boards located in the WICHE
33 states and U.S. Pacific Territories.

34 a. **Eligibility and Rights of Members.** Organizational membership is granted after completion and
35 receipt of a membership application and payment of annual dues. Each organizational member
36 shall appoint its provost, vice president for academic affairs, or another with a similar title
37 constituting a chief academic officer to serve as its official representative. The official
38 representative will cast the member’s sole vote in the organization’s elections and business
39 matters. The official representative shall also be the channel for all official communications
40 between the member and the Western Academic Leadership Forum. By written notification to
41 the Forum’s director, an official representative may designate another individual within that
42 member organization to serve as a proxy and to vote on behalf of that member.

43 b. **Resignation and Termination.** Any member may resign by written notice to the Forum Director.
44 Resignation shall not relieve a member of unpaid dues, or other charges previously accrued. A
45 member may be terminated for failing to pay dues.

46 c. **Dues and Fees.** Members shall be assessed such annual dues as fixed by WICHE with input from
47 the Executive Committee. The annual dues amount will be reviewed and revised on a biannual
48 basis. A financial report shall be presented at the annual membership meeting.

49 **Section 2: Individual Members: Emeritus Status.**

50 Membership in the Western Academic Leadership Forum at the individual level is open solely to any
51 retired individual who formerly served in the position of provost, vice president for academic affairs or
52 with a similar title constituting a chief academic officer of an eligible institution or organization in the
53 WICHE region. WICHE and/or the Executive Committee is authorized to make exceptions in special
54 circumstances.

55 a. **Eligibility and Rights of Emeritus Members.** Emeritus member status is granted after
56 completion and receipt of a membership application and payment of annual dues. Emeritus
57 members shall not have the power to vote, nor are they eligible for election to the Executive
58 Committee, but they may serve on committees and task forces of the organization.

59 b. **Resignation and Termination.** Emeritus members may resign by written notice to the Forum’s
60 director. Resignation shall not relieve a member of unpaid dues, or other charges previously
61 accrued. A member may be terminated for failing to pay dues.

¹ List of approved accrediting agencies for member institutions: Middle States Commission on Higher Education (MSCHE), Higher Learning Commission (HLC), New England Association of Schools and Colleges (NEASC-CIHE) Commission on Institutions of Higher Education, Northwest Commission on Colleges and Universities (NWCCU), Southern Association of Colleges and Schools Commission on Colleges (SACSCOC), Accrediting Commission for Community and Junior Colleges (ACCJC), and Western Association of Schools and Colleges (WASC) Senior College and University Commission (WSCUC).

62 c. **Dues and Fees.** Emeritus members shall be assessed such annual dues and registration fee for
63 the annual meeting as fixed by WICHE with input from the Executive Committee.

64 **ARTICLE III**

65 Relationship to WICHE, Governance and Staff

66 **Section 1: Relationship to WICHE.**

67 The Western Academic Leadership Forum operates under the umbrella of the Western Interstate
68 Commission for Higher Education. As such, the Western Academic Leadership Forum is subject to the
69 authority of the WICHE Commission which serves as the fiscal agent.

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72 **Section 2: Governance by the Executive Committee.**

73 The Western Academic Leadership Forum is governed by an executive committee which has oversight
74 responsibility for the overall policy and direction of the organization. It delegates responsibility for day-
75 to-day operations to the Forum’s staff and committees. The members receive no compensation.

76 a. **Members of the Executive Committee.** The Executive Committee is comprised of 16 official
77 representatives, with one from each of the 15 WICHE states and one from the U.S. Pacific
78 Territories and Freely Associated States.

79 i. **Terms.** All members shall serve a minimum of a two-year term. Members shall
80 stand for re-election every four years. The Executive Committee will vote on a
81 slate of candidates for open seats at the Executive Committee session at the
82 annual meeting. ******(See guidelines about qualifications for serving on the
83 Executive Committee).

84 ii. **Vacancies.** When a vacancy on the Executive Committee exists mid-term, this
85 seat may be filled by the new official representative appointed by the member
86 unless the member asks that the Chair issue a call for nominations among the
87 members in the state.

88 iii. **Resignation, Termination, and Absences.** Resignation from the Executive
89 Committee must be in writing and received by the Forum Director. A member of
90 the executive committee may be terminated by the committee due to excess
91 absences – more than two unexcused absences in a year. A committee member
92 may be removed for other reasons by a three-fourths vote of the remaining
93 committee members.

94 b. **Officers and Duties.** There shall be two required officers of the Executive Committee – a chair
95 and a vice chair – serving a one-year term. The chair and vice chair may serve up to three
96 consecutive terms. The Executive Committee may choose to elect an Annual Meeting Host
97 and/or an Annual Meeting Program Chair – serving a one-year term. Their duties are as follows:

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- i. **The Chair.** The Chair shall convene and preside over all meetings of the Executive Committee and the annual membership meeting. The chair is the official spokesperson for Forum and is the only individual authorized to represent the position of the Forum in statements concerning local, state, and national policy and other such matters related to the Forum’s purpose. Prior to making statements on matters for which the Forum has not taken an official position, the chair will make reasonable efforts to consult with WICHE and the members of the Executive Committee. The chair will share any statements made on behalf of the Forum with WICHE and the Executive Committee within 48 hours of making the statement. The chair is authorized to represent the Forum and the Executive Committee in authorizing adjustments to the approved budget of less than \$10,000, in approving specific expenditures within the approved budget, and in other matters approved at an official meeting of the Executive Committee. The chair must report to the Executive Committee in writing any such actions taken within one week of taking the action. The chair may serve as the Annual Meeting Host should one not be elected by the Executive Committee.
 - ii. **The Vice Chair.** The Vice Chair shall preside over meetings in the absence of or at the request of the chair. Upon confirmation by the Executive Committee and at the end of the chair’s term, the vice chair will assume the role of chair. The vice chair may serve as the Annual Meeting Program Chair should one not be elected by the Executive Committee.
 - iii. **Annual Meeting Host.** The Annual Meeting Host will serve as the primary representative of the institution hosting the Annual Meeting and will work with the Executive Committee, Forum Director, and other WICHE Staff on all matters related to arrangements and logistics for the Annual Meeting.
 - iv. **Annual Meeting Program Chair.** The Annual Meeting Program Chair will work with the Executive Committee, Annual Meeting Host, Forum Director, and other WICHE Staff to design and develop the program for the Annual Meeting. The Annual Meeting Program Chair typically serves as the Annual Meeting Host for the succeeding year’s annual meeting.
- c. Meetings of the Executive Committee.**
- i. **Regular Meetings and Notice.** The Executive Committee shall meet semi-annually – once in conjunction with the annual meeting and another time at an agreed upon location. An official executive committee meeting requires that each member receive a written notification at least two weeks in advance.
 - ii. **Special Meetings.** Special meetings of the committee shall be called upon the request of WICHE, the chair, or one-third of the committee. Notices of special meetings shall be sent out by the Forum Director to each committee member at least two weeks in advance.

- 138 iii. **Quorum.** A quorum or designee must be present (physically and/or virtually) by
139 at least 40 percent of committee members for business transactions to take
140 place and motions to pass.
- 141 iv. **Voting.** All issues to be voted on shall be decided by a simple majority of those
142 members or designees present at the meetings in which the vote takes place.
143 An electronic vote may take place after the meeting.
- 144 v. **Nomination and Election.** At the meeting of the Executive Committee in
145 conjunction with the annual membership meeting, the Chair will confirm that
146 the current vice chair agrees to assume the role of chair on the conclusion of the
147 annual meeting. If so, the chair will confirm their candidacy with a simple
148 majority vote of the committee and then open the floor to nominations for a
149 new vice chair. If not, the chair will open the floor to nominations for both a
150 new chair and a vice chair and, if needed, for Annual Meeting Host and Annual
151 Meeting Chair. By a simple majority vote, the new officers will be elected.
- 152 d. **Budget.** The Executive Committee will review the annual budget and recommend its approval by
153 the WICHE Commission.
- 154 e. **Communications.** The Western Academic Leadership Forum’s logo and member and participant
155 lists are the property of its collective members. All usage of these items is subject to the
156 conditions set forth in the Executive Committee’s Communications Policy at the time of use.

157 **Section 3: Director and Staff.**

158 The Director of Academic Leadership Initiatives shall be responsible for administering the work and
159 budget of the Western Academic Leadership Forum with input from the Executive Committee and
160 within the procedures of WICHE. The Director shall be responsible for the records and accounts of the
161 Forum and oversee the work of the other staff members. The Director shall be appointed and reviewed
162 pursuant to WICHE personnel procedures with input from the Executive Committee. WICHE will retain
163 Forum revenues in a designated account and the Director and Associate Director will review the revenue
164 and expense reports monthly.

165 **ARTICLE IV**

166 Member Meetings

- 167 a. **Annual Meeting.** An annual meeting of the members shall take place on a specific date, and at a
168 time and location designated by the chair. At the annual meeting, the members shall receive
169 reports on the activities and budget of the organization and raise topics and issues for
170 consideration of the executive committee in determining the organization’s direction for the
171 coming year.
- 172 b. **Special Meetings.** Special meetings may be called by the chair or a simple majority of the
173 Executive Committee. A petition signed by 25 percent of the voting members may also call a
174 special meeting.

- 175 c. **Notice of Meetings.** A notice will be sent by the Forum Director to each official representative
176 not less than two weeks prior to the meeting.
- 177 d. **Quorum.** Those present at any properly announced meeting of the membership shall constitute
178 a quorum.
- 179 e. **Rules of Procedure.** In the event a question of order or procedure shall arise which is not
180 covered in these bylaws, Robert’s Rules of Order shall prevail.
- 181 f. **Voting.** All issues to be voted on shall be decided by a simple majority of those present at the
182 meetings in which the vote takes place.
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184 **ARTICLE V**

185 Committees, Task Forces, and Common Interest Groups

186 In addition to the Executive Committee, activities of the Western Academic Leadership Forum may be
187 carried out in committees and task forces that meet physically or virtually.

188 **Section 1: Formation of Committees and Task Forces.**

189 The Executive Committee may establish and dissolve committees and task forces as needed. The chair
190 of the Executive Committee appoints all committee and task force chairs.

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192 **Section 2: Membership on Committees and Task Forces.**

193 The participants on committees and task forces may consist of official representatives or others as
194 approved by the Executive Committee, including appointees with relevant expertise from the official
195 representatives’ staff.

196 **ARTICLE VI**

197 Amendments and Dissolution

198 **Section 1: Amendments.**

199 These bylaws may be amended when necessary by a two-thirds majority of the Executive Committee.
200 Proposed amendments must be submitted to the Forum Director to be sent out with regular Executive
201 Committee announcements.

202 **Section 2: Dissolution.**

203 After discontinuance of business and payment of debts, any surplus shall be transferred as a gift to the
204 WICHE general fund.

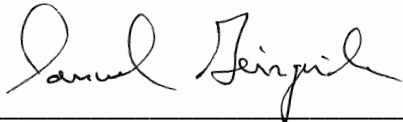
205 **CERTIFICATION**

206 These bylaws were approved at a meeting of the membership by a two-thirds majority vote on April 23,
207 2010.

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4-23-2010

211 Samuel Gingrich, Chair

Date

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AMENDED

213 These bylaws were amended at a meeting of the Executive Committee by a two-thirds majority vote on
214 September 30, 2010.

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9-30-2010

217 Alan Lamborn, Chair

Date

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AMENDED

219 These bylaws were amended at a meeting of the Executive Committee by a two-thirds majority vote on
220 April 13, 2011.

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4-13-2011

223 Alan Lamborn, Chair

Date

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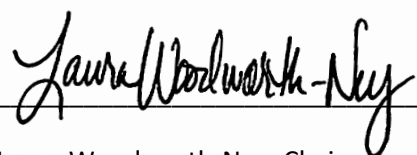
225

AMENDED

226 These bylaws were amended at a meeting of the Executive Committee by a two-thirds majority vote on
227 April 22, 2015.

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4-22-2015

230 Laura Woodworth-Ney, Chair

Date

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AMENDED

232 These bylaws were amended at a meeting of the Executive Committee by a two-thirds majority vote on
233 April 26, 2017.

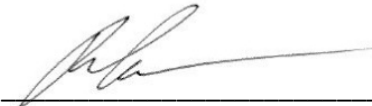
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4-26-2017
Date

AMENDED

These bylaws were amended at a meeting of the Executive Committee by a two-thirds majority vote on April 25, 2018.



4-25-2018
Date

AMENDED


These bylaws were amended at a meeting of the Executive Committee by a two-thirds majority vote on July 19, 2018.



7-19-18
Date

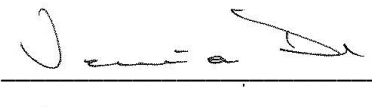
AMENDED

These bylaws were amended at a meeting of the Executive Committee by a two-thirds majority vote on February 23, 2021.



2-23-21
Date

These bylaws were amended at a meeting of the Executive Committee by a two-thirds majority vote on April 20, 2022.



4-20-22
Date

WESTERN ACADEMIC LEADERSHIP FORUM

Qualifications for Serving on the Executive Committee

Guidelines for State's Members Selecting their Representative

Referenced in the bylaws: Article III, Section 2a

The Forum members' official representatives in each state determine who among them will serve as their representative on the Executive Committee. The method used for this process is at the discretion of the members in each state. These guidelines are intended to articulate the level of commitment and the characteristics of individuals who would be meaningful contributors to the Forum Executive Committee.

Commitment

Executive Committee members are expected to attend two face-to-face meetings; one in the summer for planning and the second in conjunction with the annual meeting. Additionally, there may be subcommittee meetings in the interim that meet face-to-face or via conference call.

Characteristics

The members of the Executive Committee provide the leadership and direction to ensure that the organization achieves its mission. Thus, in selecting its representative on the Executive Committee, members in the state are encouraged to select individuals available for a minimum of a two-year term that possess or are willing to cultivate the following characteristics:

- 1.) Desire and capacity to serve with the passion, dedication and commitment to the Forum's mission and goals;
- 2.) Capacity to lead and inspire the Executive Committee to maintain the Forum's position as an innovative organization focused on game changing opportunities to improve higher education for students and the nation;
- 3.) Requisite knowledge and expertise as an executive leader to identify and issue calls to action on opportunities and challenges in higher education and to influence policy in the state, regionally and nationally.
- 4.) Solicit input from Forum members and other relevant stakeholders on Forum areas of interest and represent these diverse views in Executive Committee discussions and decisions;
- 5.) Aware of and active in higher education's change and student success agendas at the state, regional, and national levels. (This includes such topics as transfer, cost of and

time to degree, developmental education, job placement, and other top concerns.); and
as a plus

- 6.) Willing to contact, network and engage in conversation with prospective speakers and sponsors.

A great strength of the Forum is the diversity of its members and their official representatives. Thus, a state's members are encouraged to seek the advice of the professional staff and Executive Committee prior to selecting their representative to determine if a particular need exists on the committee at that time.

Western Academic Leadership Forum

July 2018

COMMUNICATIONS POLICY

To comply with the Western Academic Leadership Forum's bylaws (*Article III, Section 2: Governance by the Executive Committee-e. Communications*), the Executive Committee set this Communications Policy on July 19, 2018.

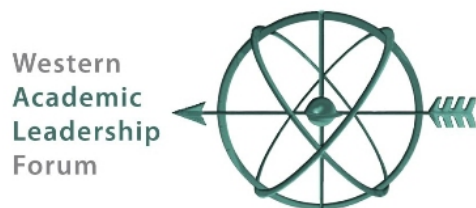
All uses of the Western Academic Leadership Forum's logo and contact lists must be approved by the Executive Committee. The Committee delegates this authority to its Director for the Forum's official activities. For all other requests for the use of the logo and/or contact lists by members and non-members, written approval from the Chair is required. More specifics follow:

1. LOGO

Prior to changing its name to the Western Academic Leadership Forum in 2008 when membership was expanded to include all WICHE states, the Forum was known as the Northwest Academic Forum (NWAFF). Established in 1984 with 11 WICHE states, NWAFF's logo was a gyroscope-like image representing a spinning wheel or disc in which the axis of rotation is free to assume any orientation by itself. It had an arrow through the middle that pointed to the Northwest. When the organization changed its name in 2008, it retained the logo and its colors but modified the direction of the arrow to point due West.

The Western Academic Leadership Forum's logo may appear in the format below. When appearing in color, the image is in green (RGB 61/104/98) with the name of the organization in title case using the Myriad Pro Regular font (gray - RGB 128/128/128, green - RGB 61/104/98). When the image is produced in black and white, the logo must appear in one of the same formats as below.

Horizontal Format (preferred)



Vertical Format



2. LISTSERV

All official representatives of Forum member institutions and organizations are exclusively enrolled in the Forum's listserv—our official communications channel—and they and Forum staff may post messages relevant to the membership at any time using the address: Forum-ALL@listser.wiche.edu . Executive Committee members are also exclusively enrolled in a listserv for communicating and conducting committee business and they and staff may post messages relevant to the Committee at any time using the address: (Forum-EC@listserv.wiche.edu)

3. MEMBERSHIP CONTACT LIST

Member contact information is to be used expressly for the business and activities of the Western Academic Leadership Forum. For these purposes, a copy of the membership contact list can be provided upon request by staff to official representatives of member institutions. Occasionally, non-members may request use of the list for a specific purpose relevant to the membership. In such instances, a copy of the content of the message, description of the distribution method, and proposed timing must be included in the letter of request addressed to the Chair of the Executive Committee. Written approval by the Executive Committee is required in advance of staff providing the list. The contact information may be used only for the message and timing submitted for approval; the information cannot be stored by the requesting party in a database for any additional or future use.

4. SPONSOR ACCESS TO ANNUAL MEETING PARTICIPANT LIST - Policy adopted June 29, 2015

The Forum annual meeting sponsorship program gives **invited** sponsors an opportunity to increase their visibility in a select community. It is an opportunity for sponsors to learn more about the issues academic leaders are facing and to network with them in a smaller and more intimate setting.

Sponsorship levels and the associated benefits will be approved by the Forum executive committee each year at the planning meeting for the annual conference.

The meeting participant list with contact information will be distributed to the sponsors one week in advance of the meeting. Sponsors may request a list without contact information prior to that for planning purposes. Sponsors may not sell or distribute the participant list to any other organization. Sponsors may not schedule any outside activities involving Forum participants that may conflict with the annual meeting agenda.