

Western Academic
Leadership Forum



A Place for All? Belonging in Higher Education

Western Academic Leadership Forum

Annual Meeting Program

April 24-26, 2019 Boulder, Colorado

A Place for All? Belonging in Higher Education

Message from the Chair

I welcome you to the Forum's 2019 Annual Meeting in beautiful Boulder, Colorado! This year's program theme – "A Place for All? Belonging in Higher Education" – seeks to raise questions about and propose solutions for enhancing the sense of belonging for all who live and work in higher education.

We know that students persist successfully through to graduation when they believe they belong in college. We also know that the student populations we educate increasingly come from traditionally underrepresented populations or are first-generation students. These students often do not believe they belong in college; they also seldom have support systems among family and friends to help them stay in college when they hit the inevitable rough patches everyone faces in pursuit of a postsecondary degree.

How can we create learning environments where all students know they belong and can succeed? Higher education research consistently demonstrates the power of having role models in the classroom – people who look like our students – to help students understand they can succeed. Importantly, then, we have dedicated a portion of our program to the work of contingent faculty in our discussion and the extent to which their sense of belonging (or not) affects students' sense of belonging.

As usual, our Forum program provides an ideal mix of expert commentary on these important topics as well as opportunities for meaningful conversations among colleagues in small group discussions.

To make this possible, a heartfelt thank you to our generous sponsors. We could not produce this meeting without your critical contributions!



A handwritten signature in black ink, which appears to read "Vicki Golich".

Vicki Golich, Forum Chair
Provost and Vice President of Academic and Student Affairs, Metropolitan State University of Denver

Attendees

- Provosts, vice presidents and directors of academic affairs, and directors of research from public and private bachelor's, master's, and doctoral institutions
- Chief executive officers and chief academic officers of systems and statewide agencies
- Other staff, with expertise in the program topic areas, who are accompanying those above at their invitation

About the Western Academic Leadership Forum

The Western Academic Leadership Forum (the Forum), 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 engage in planning and developing innovative regional initiatives addressing common concerns. Through the Forum, you will find colleagues eager to share the lessons they've learned from tackling challenges like the ones you're facing and others with special expertise who will lend you expert advice and assistance. Together, we will help build a stronger future for higher education in the West.

Schedule at a Glance

See the complete program at wiche.edu/forum.

Wednesday, April 24

St Julien Hotel

8:30 a.m.-6:00 p.m.	Registration Open
9:00 a.m.-Noon	Closing Seminar—2018 Academy Cohort (<i>Academy cohort and faculty only</i>)
Noon-1:00 p.m.	Lunch—2018 Academy Cohort and Executive Committee
1:00-4:30 p.m.	Executive Committee Meeting (<i>executive committee members only</i>)
1:15-5:00 p.m.	Pre-Meeting Tour: Transformation Through Innovation—Metropolitan State University of Denver
5:30-6:30 p.m.	Welcome Reception
6:30-8:30 p.m.	Opening Dinner and Keynote: Mattering and Sense of Belonging: A Focus on First-Generation and Ethnic Minority Students

Thursday, April 25

7:30-8:15 a.m.	Breakfast
8:15-8:30 a.m.	Good Morning and Meeting Overview
8:30-9:30 a.m.	Changing Student Demographics: Adapting Our Institutional Practices to Move Toward Greater Equity
9:30-9:45 a.m.	Break
9:45-11:00 a.m.	Great Ideas for Inclusive and Efficient Practices in Higher Education
11:00-11:15 a.m.	Break
11:15 a.m.-12:15 p.m.	Native American Student Access, Experience, and Success in Higher Education
12:15-12:30 p.m.	Break
12:30-1:15 p.m.	Colleagues' Choice Awards Luncheon
1:15-1:30 p.m.	Break
1:30-2:30 p.m.	The Effects of Microaggression on Faculty of Color
2:30-2:45 p.m.	Break
2:45-5:00 p.m.	Workshop: Contingent Faculty and Belonging in Our Institutions
5:45-7:45 p.m.	Reception Hosted by Pearson
Dinner on your own	

Friday, April 26

7:30-8:15 a.m.	Breakfast and Membership Meeting
8:15-8:30 a.m.	Break
8:30-10:45 a.m.	Words Matter
10:45-11:00 a.m.	Break
11:00-11:45 a.m.	Committee Breakouts
11:45 a.m.-Noon	Meeting Wrap Up and Adjournment

April 24-26, 2019, Boulder, Colorado

Host & Sponsors

Special appreciation goes to our host – Metropolitan State University of Denver



And to our generous sponsors who make this meeting possible!

PLATINUM SPONSOR



SILVER SPONSORS



2019 Academic Tool of the Year Colleagues' Choice Award

Voting will take place
during the
Great Ideas Session
on Thursday at 9:45 a.m.

Find your ballot in your packet
and bring it to this session!



Pre-Meeting Tour

Metropolitan State University of Denver—*Transformation Through Innovation*

Join the Director of Graduate Studies on a tour highlighting some of Metropolitan State University of Denver's key assets including ...

- ▶ **Aerospace and Engineering Sciences Building** - A dynamic learning space that integrates product with collaborative design and research. The AES Building provides coordinated disciplines advanced technology opportunities and experiential laboratories, resulting in highly skilled, workforce-ready graduates meeting the needs of advanced manufacturing in Colorado. Thanks to partnerships with Lockheed Martin, Hartwig, Inc. and United Airlines, MSU Denver students have access to the same technology and software used at NASA.
- ▶ **Jordan Student Success Building** - The Jordan Student Success Building, funded entirely by student-approved fees and is LEED Gold certified and serves as a learning assistance center comprised of a collaboration of academic support services.
- ▶ **Marriott Hotel & MSU Denver Hospitality Learning Center** - In a distinctive public/private partnership, MSU Denver and Sage Hospitality have built an on-campus, full-service learning laboratory—the Hotel and Hospitality Learning Center. The HLC is a unique combination of a higher-education classroom building, a teaching laboratory, a commercial hotel—Springhill Suites by Marriott—and a conference center.
- ▶ **Auraria Library** - The library provides academic resources and research experiences to students, staff and faculty at the University of Colorado Denver, Metropolitan State University of Denver, and the Community College of Denver. The library is administratively operated by CU Denver and occupies a building owned by the State of Colorado.
- ▶ And, one more **surprise visit** before heading back to the hotel!



Shannon Campbell
Director of
Graduate Studies



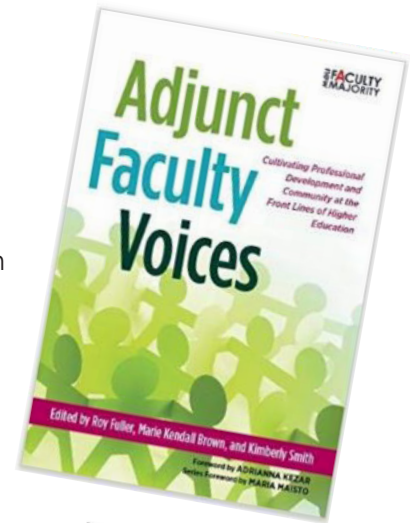
Suggested Readings

Attendees are encouraged to read the following selections to help inform discussions and reflections on this program. Descriptions were retrieved from Amazon.com on September 7, 2018.

Adjunct Faculty Voices: Cultivating Professional Development and Community

by Roy Fuller (Editor), Marie Kendall Brown (Editor), Kimberly Smith (Editor), Adrianna Kezar (Foreword)

As the debate regarding the increasing use of adjunct faculty in higher education continues to swirl, the voices of adjunct faculty themselves are rarely heard. Stories abound regarding the poor working conditions in which most adjunct faculty labor, yet many of those that employ adjunct faculty are unaware of how the conditions impact an adjunct's ability to teach effectively. *Adjunct Faculty Voices* gives a voice to this growing population. It shares the experiences and clear benefits adjuncts gain from having access to professional development opportunities. In spite of a shortage of resources, there are institutions offering development programs that target the pressing needs of this population.



Algorithms of Oppression: How Search Engines Reinforce Racism

by Safiya Umoja Noble (USC)

Run a Google search for “black girls”—what will you find? “Big Booty” and other sexually explicit terms are likely to come up as top search terms. But, if you type in “white girls,” the results are radically different. The suggested porn sites and un-moderated discussions about “why black women are so sassy” or “why black women are so angry” presents a disturbing portrait of black womanhood in modern society.

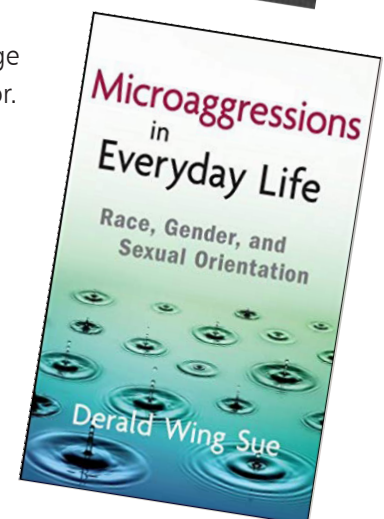
In *Algorithms of Oppression*, Safiya Umoja Noble challenges the idea that search engines like Google offer an equal playing field for all forms of ideas, identities, and activities. Data discrimination is a real social problem; Noble argues that the combination of private interests in promoting certain sites, along with the monopoly status of a relatively small number of Internet search engines, leads to a biased set of search algorithms that privilege whiteness and discriminate against people of color, specifically women of color.



Microaggressions in Everyday Life: Race, Gender, and Sexual Orientation

by Derald Wing Sue

Written by bestselling author Derald Wing Sue, *Microaggressions in Everyday Life: Race, Gender, and Sexual Orientation* is a first-of-its-kind guide on the subject of microaggressions. This book insightfully looks at the various kinds of microaggressions and their psychological effects on both perpetrators and their targets. Thought provoking and timely, Dr.Sue suggests realistic and optimistic guidance for combating—and ending—microaggressions in our society.



Wednesday, April 24

Pre-Meeting Activities

St Julien Hotel, Boulder, CO

8:30 a.m.-6:00 p.m. Registration Open
Ballroom Pre-function

9:00 a.m.-Noon Closing Seminar—2018 Academy Cohort (*Academy cohort and faculty only*)
Calyпсо

Noon-1:00 p.m. Lunch—2018 Academy Cohort and Executive Committee
Lower Terrace/Great Room

[ACADEMIC SEARCH](#)
Identifying leaders for higher education since 1978

1:00-4:30 p.m. Executive Committee Meeting (*executive committee members only*)
Calyпсо

1:15-5:00 p.m. Pre-Meeting Tour: Transformation Through Innovation—Metropolitan State University of Denver
depart from hotel lobby Space is limited. You must register in advance! (See page four for more details.)

5:30-6:30 p.m. Welcome Reception
Ballroom Pre-function

6:30-8:30 p.m. Opening Dinner and Keynote: **Mattering and Sense of Belonging: A Focus on First-Generation and Ethnic Minority Students**
Xanadu II & III



Pearson

This talk will focus on the conceptual differences between mattering and sense of belonging. Research findings that disentangle these constructs, while also then proposing that students' sense of belonging and the extent to which students feel like they matter are related, will be presented. Cole will share the direct and indirect effects of ethnic minority and first-generation student experiences on students' sense of belonging and mattering and offer recommendations for research and practice.

Introducer:

Vicki Golich, Metropolitan State University of Denver (CO)

Speaker:

Darnell Cole, University of Southern California



Thursday, April 25

7:00 a.m.-5:00 p.m. Registration Open
Ballroom Pre-function

7:30-8:15 a.m. Breakfast
Great Room

 HURON

8:15-8:30 a.m. Good Morning and Meeting Overview
Xanadu II & III Vicki Golich, Metropolitan State University of Denver (CO)

8:30-9:30 a.m. Changing Student Demographics: Adapting Our Institutional Practices to Move Toward Greater Equity

In light of changing student demographics, including the increasing number of students of color and non-traditional students, and the predictions of declining numbers of high school graduates in the near future, how can institutions look at these demographic trends through an equity lens? How can that lens guide them toward making changes that will enable them to thrive

as institutions while creating the conditions in which students of the future will thrive? What do we need to know and consider as academic leaders about these demographic trends that will prepare us to lead our institutions' academic missions effectively?

Introducer:

Renny Christopher, Washington State University Vancouver



Speaker:

Joel Pérez, formerly with Whittier College (CA)

9:30-9:45 a.m.

Break

9:45-11:00 a.m.

Great Ideas for Inclusive and Efficient Practices in Higher Education

We claim that all are welcome in higher education, but how does this play out in the lived experiences of our students, faculty, staff, and community members? How do we streamline some of our processes to be more efficient? In this quick-paced session, presenters will share best practices for making higher education an inclusive, welcoming, and efficient place for all. Come enjoy these exciting five-minute explorations of challenge, action, and success in implementing these tools.



Emcee:

Joelle Lien, Northern State University (SD)

- *American Indian Circle Program* – Layton Cooper, Northern State University (SD)
- *Bengal Meal Share* – Selena Grace, Idaho State University
- *Career Path Internship Program* – Emily Jahsman, Idaho State University
- *Cloud-Based Faculty Productivity Reporting* – Daniel Campbell, University of Idaho
- *Friendship Family Program* – Leigh Neys, Northern State University (SD)
- *myNextSteps* – Hans VanDerSchaaf, Portland State University (OR)
- *The Rundown with President Davidson Video Series* – Vicki Golich, Metropolitan State University of Denver (CO)
- *Veterans Education and Transition Services* – Gail Burd, University of Arizona

11:00-11:15 a.m.

Break

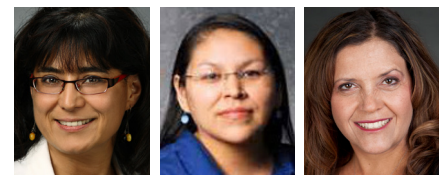
11:15 a.m.-12:15 p.m.

Native American Student Access, Experience, and Success in Higher Education

The underrepresentation of Native American students is due, in part, to the discord between indigenous cultural identity and the culture of higher education. What effective strategies have been deployed to ensure Native American college students' sense of belonging in higher education? What lessons can we learn from tribal college practice and culture? Join us for an informative panel as we discuss ways to improve the retention of our Native American student population by creating a more intentionally inclusive and welcoming culture.

Moderator:

Debbie Storrs, University of North Dakota



Speakers:

Twyla Baker, Nueta Hidatsa Sahnish College (ND)

Staci Emm, University of Nevada, Reno

Yvette Tuell, Shoshone-Bannock Tribes (ID)

Jason Younker, University of Oregon



12:15-12:30 p.m.

Break

12:30-1:15 p.m.
Lower Terrace/
Xanadu II & III



Colleagues' Choice Awards Luncheon

The Academic Leaders Toolkit—a joint project of the Forum and the Western Alliance of Community College Academic Leaders—will announce the winner of this year's competition.



Announcer:

Greg Benson, Utah System of Higher Education

1:15-1:30 p.m.

Break

1:30-2:30 p.m.

Xanadu II & III

The Effects of Microaggressions on Faculty of Color

As leaders of institutions, we must fully grasp the impact microaggressions have upon faculty and staff of color, and upon our institutions more broadly. Microaggressions greatly impact not only the academic pathway to the doctorate and thus our hiring pools, but of great significance, the retention of our faculty. Our knowledge and understandings will be insufficient without a goal of determining paths of action to educate about such communication and behavior and how to bring about change, as well as take steps to ameliorate the effects on individuals and their personal and professional lives. This session will briefly outline some of the research, terminology, examples, and suggested action steps and will also present personal narratives, including that of a tenured faculty of color co-facilitator.

Moderator:

Veronica Dujon, State of Oregon: Higher Education
Coordinating Commission



Speaker:

Carmen Suarez, Southern Illinois University Carbondale
Myron Anderson, University of Texas at San Antonio

2:30-2:45 p.m.

Break

2:45-5:00 p.m.

Xanadu II & III

Workshop: Contingent Faculty and Belonging in Our Institutions

In this extended session, expert panelists from the Center for the Study of Academic Labor will provide an overview of "the characteristics and working conditions of contingent faculty, the academic labor market, university budgets, academic employment policies, and the future of the tenure system." Then they will guide us through some exercises in small groups to share our experiences and learn from one another about some of the more pressing issues we face with contingent faculty and ways we can help ensure that ALL faculty belong at our institutions.

Introducer:

Vicki Golich, Metropolitan State University of Denver (CO)



Panelists:

Sue Doe and Steven Shulman, Center for the Study
of Academic Labor, Colorado State University
Maria Maisto, New Faculty Majority (OH)



5:45 - 7:45 p.m.

Calypso Room



Pearson

Reception Hosted by Pearson

Before dinner on your own, join us for a complimentary reception to network and mingle with peers, exchange ideas, and learn how your colleagues are integrating digital solutions. [Learn more and register now!](#)

Dinner on your own

Friday, April 26

7:30-8:15 a.m. Breakfast and Membership Meeting

Xanadu II & III



8:15-8:30 a.m. Break

8:30-10:45 a.m. Words Matter

A sense of belonging begins with the way we interact among colleagues, peers, and students. Today, we face an evolving cultural climate where managing campus dialogue on controversial issues is essential to providing a welcoming campus climate. How do we do this well in this era of political and ideological polarization where campuses are facing challenges not only internally, but from outside interests as well, drawing upon a range of tactics including social media? This session will explore these topics based upon the research and lessons learned by the speakers and provide you with ideas and tools for proactive approaches to share with your campus.

Moderator:

Greg Fant, New Mexico State University



Panelists:

Jean Bannon, German • Burnette & Associates, LLC (NM)

Abby Ferber, University of Colorado Colorado Springs

10:45-11:00 a.m. Break

11:00-11:45 a.m. Committee Breakouts

In July 2018, the Forum's leadership established several committees to explore opportunities for collaboration at the regional level. Join one of the committees to find out about its progress and how you can take advantage of its work or help shape it.

Committees:

- **Accelerated Learning/Dual Enrollment**

This committee plans to discuss the results of its survey of members on the topic of accelerated learning and dual enrollment. The survey was divided into two parts. Part I asked questions about academic rigor and best practices to ensure quality. Part II asked questions about key elements of concern for higher education policy.

Chaired by Veronica Dujon, Oregon Higher Education Coordinating Commission

- **Library Subscription Fees**

This committee is evaluating the need for and viability of the Forum forming a consortium for joint purchasing of library subscriptions. It will share its findings on the impact of the Freedom of Information Act in regard to sharing contracts between public institutions and publishers. In addition, the members will discuss what they are learning from California's recent negotiations with publishers that might be useful in the Forum's effort.

Chaired by Joelle Lien, Northern State University (SD)

- **Open Educational Resources Repository**

This committee is in the process of identifying higher education OER repositories in the WICHE region and posting links to them on a web page for access by Alliance and Forum members. Next steps will be to identify some best practices around their use.

Chaired by Debbie Storrs, University of North Dakota on behalf of Karen Carey, University of Alaska Southeast

- **Pragmatic Policies to Promote Course-Based Experiential Learning**

This committee may discuss findings from a pending survey about existing policies and

agreements in place at members' institutions related to internships and apprenticeships. The goal would be to determine some good practices and evaluate the need for and viability for developing a common set of guidelines and sample boiler plate language for agreements with partners.

Chaired by David Shintani, University of Nevada, Reno

- **Wellness**

The WICHE Behavioral Health Program (WICHE BHP) and *YOU at College* student well-being team will discuss with committee members best practices for collaborating with services around campus to improve student behavioral health and wellness. The WICHE BHP will highlight services they have available to campuses, including a 365° wraparound campus sexual violence prevention assessment with specific recommendations, technical assistance and follow up. The *YOU at College* team will present a case study of their comprehensive digital well-being platform implemented at over 25 campuses across the country, connecting users to the right resources, at the right time.

Chaired by Selena Grace on behalf of Laura Woodworth-Ney, Idaho State University

- **Diversifying the Faculty Initiative**

This is a new committee that will be convening at this meeting to explore the need for and viability of forming a regional mentoring program to attract, support, and retain faculty of color at Forum member institutions.

Chaired by Renny Christopher, Washington State University Vancouver

11:45-Noon

Meeting Wrap Up and Adjournment

Transportation

Driving Directions from Denver International Airport

Travel Time: 45 minutes

Use Google maps to find the best route.

If renting a car, we advise you to check how tolls will be charged because this varies from one agency to another.

Taxi

Taxi cost is approximately \$84.

Regional Transportation District Bus (RTD - [Click here to see the schedule](#))

From Airport Station Gate 8, take RTD (AB1) to the downtown Boulder bus station at 1800 14th Street (see above schedule link). Cost is \$10.50 one way. You must have exact change or pay by credit card at the ticket vending machine near the escalator at the airport or at the Walnut Steet bus station in Boulder. It is a four-block walk to the hotel along Walnut Street.

Uber or Lyft

Cost is approximately \$60-\$75.

Green Ride

Green Ride is a shuttle service. The cost is approximately \$40 from DIA to the hotel for one person, \$12 more for each additional passenger in the party. From the baggage claim floor on the east side, use door 511 to go to island 5 and stand near the blue special permit sign. Click [here](#) for a discount.

Local Attractions

All descriptions from bouldercoloradousa.com/

Boulder, Colorado is located just 30 minutes northwest of Denver, exactly where the plains meet the Rocky Mountains. The town was founded in 1859 by explorers seeking the riches of gold, and Boulder's history only got more colorful from there. Today, visitors can enjoy the benefits of a community created by residents that embrace a healthy, culturally-enriched lifestyle. Whether you are an outdoor enthusiast, seeking intellectual stimulation or want a relaxing getaway, Boulder offers a variety of experiences for every type of travel. Catch a glimpse of some of Boulder's furry and feathery residents while strolling, hiking or biking through our 300 miles of trails and 45,000 acres of open space, people-watch at an outdoor café or restaurant on Pearl Street, visit one of our many national laboratories, or check out a top attraction like Celestial Seasonings tea factory or the Boulder Dushanbe Teahouse. The City of Boulder sits 5,430 feet above sea level, and Boulder enjoys 300 plus days of sunshine a year and moderate weather. Last we checked, there were 103,166 residents in Boulder, including about 30,000 students who are enrolled at the University of Colorado at Boulder.

Pearl Street

The brick-paved Pearl Street is Boulder's heart and soul—a central gathering place where locals and visitors alike come to stroll and shop among the historic storefronts, dine at buzzed-about restaurants, sip coffee, throw back a microbrew or simply people-watch. If you do only one thing in Boulder, walking this pedestrian mall should probably be it.

The Flatirons

Boulder's beloved Flatirons—those slanting, massive slabs of sandstone that form Boulder's backdrop from just about any angle—tend to have a slightly mystical effect on visitors. We're willing to bet you'll be drawn to them, and the Open Space Mountain Parks area adjacent to the Chautauqua historic district affords the best way to get a closer look. Gaze up at them from the hiking area's beautiful meadow, where dozens of trails lead off into the foothills, then hike right up into the Flatirons if you are seeking a bit more exercise and adventure.

Celestial Seasonings

Get an up-close look at how the largest tea manufacturer in North America blends ingredients into some of the country's most beloved teas (Sleepytime tea, anyone?). See the production floor, catch a whiff of the famous mint room, taste any of the teas and view tea-box art in the gallery—all for free. Celestial Seasonings was named one of the country's best food factory tours by USA TODAY's Readers' Choice.

Boulder Dushanbe Teahouse

Unless you've been to Tajikistan, you've probably never seen a teahouse like this one. Handcrafted by artisans in Boulder's sister city of Dunshanbe, the structure was shipped piece-by-piece from the Tajikistan city and assembled in Boulder. It is an inviting and peaceful place to enjoy one of dozens of types of teas and a bite to eat while taking in the vibrant carvings and paintings that cover every inch of the interior.

Boulder Creek Path

Miles of paved path meander right through the heart of Boulder and are easily accessible to all. Join locals who bike, jog, skate and walk Boulder Creek Path alongside the babbling creek beneath shady old-growth trees for some fresh air and beautiful Boulder views.

Boulder Theater

The historic Boulder Theater has been a stage for music and film since 1906, though in various incarnations. Today, the theater's art deco facade and neon marquis are almost as iconic to Boulder as the Flatirons. And from big-name musical acts like Shawn Colvin and Sheryl Crow to local faves such as Big Head Todd and the Monsters and The Samples, the Boulder Theater has put on some of the finest shows in Boulder's history.

Membership in the Western Academic Leadership Forum

Special Offer for New Members Join your colleagues now at 50% discount!

Eligible members are public and private bachelor's, master's, and doctoral institutions, university system offices, and state governing and coordinating boards located in the WICHE states and territories. The members are represented by provosts, academic vice presidents, chief executive officers, and chief academic officers from system and state governing and coordinating boards.

Benefits include:

- Complimentary registration fee for each member's official representative attending the Forum's Annual Meeting.
- Discounted registration fee for guests of the official representative who are staff with special expertise or responsibility in the Annual Meeting Program's topics.
- Opportunity to participate in and lead innovative initiatives addressing regional concerns.
- Chance to serve on the Forum's Executive Committee if selected as the state representative.
- Access to a very knowledgeable and helpful network of colleagues who can serve as an invaluable year-round resource.

The membership year runs from July 1-June 30. With this limited offer, your dues would be 50% off the following rates for FY2019:

- Bachelor's and master's institutions: \$750
- Doctoral institutions: \$1,500
- System offices and statewide governing and coordinating board offices: \$1,500

Apply today at wiche.edu/forum/membership

Speaker Biographies

Myron Anderson serves The University of Texas at San Antonio as the vice president for inclusive excellence and professor in the college of education. A member of the president's cabinet, Anderson is the university's chief diversity officer, responsible for developing an inclusive campus, and articulating and resolving current and future issues related to campus climate, diversity and inclusion. Prior to his current position, he served as the associate to the president for diversity, associate chair of the Teacher Education Department at MSU Denver and program leader in continuing education and director of student services at Virginia Tech and Winston-Salem State University, respectively. Anderson published the article entitled "Hierarchal Microaggressions in Higher Education" in the *Journal of Diversity in Higher Education*, which has led to the creation of a new term "hierarchal microaggressions" identifying new territory where these actions take place. He recently authored a chapter entitled "Microaggressions in Higher Education: Embracing Educative Spaces" in the book *Microaggression Theory: Influence and Implications*, published by John Wiley & Sons. Anderson earned a Ph.D. in instructional technology, a B.A. in political science from Virginia Tech, and a master's degree in science curriculum and instruction from Radford University (VA).

Twyla Baker is the president of Nueta Hidatsa Sahnish College in New Town, ND. She is a citizen of the Mandan, Hidatsa, and Arikara Nation. Prior to leading the tribal college, she was the director of the National Resource Center on Native American Aging based in Grand Forks, ND. While in Grand Forks she also co-founded the Northstar Council, whose mission is to strengthen and empower indigenous people through research, education, and community development with a focus on the American Indian population of northeast North Dakota. Baker holds a B.S. in environmental geology and technology, a M.S. in education, and a Ph.D. in teaching and learning research methodology.

Jean Bannon enjoys advising clients on employment law compliance, mentoring other German • Burnette & Associates, LLC attorneys, and assisting with the defense of cases in all of the firm's practice areas. Prior to joining the firm in 2009, Bannon served as senior in-house employment counsel for the University of New Mexico for many years and also worked in private practice. She is an experienced employment lawyer, advising clients on a variety of personnel matters, and other civil litigation claims against public and private entities. Bannon offers practical legal advice and a wealth of expertise in employment and other areas of law. She has served as an arbitrator, has participated in numerous mediations and federal settlement conferences and has provided management training for public and private clients. She has been a frequently invited speaker at the American Association of State Colleges and Universities annual conferences.

Shannon Campbell serves as director of graduate studies

at Metropolitan State University of Denver. She develops centralized policies and procedures, leads the graduate council and represents graduate studies at the university level. She has been a professor of strategic communication for 21 years and served as chair of the journalism and strategic communication departments at High Point University in North Carolina, and director of graduate studies for the School of Communication at the University of Miami. Campbell received her B.S. in communication management from Missouri State University, M.A. in organizational communication from Southern Illinois University, and Ph.D. in strategic communication from The University of Texas-Austin.

Darnell Cole is an associate professor of education with an emphasis in higher education and education psychology. His areas of research include race/ethnicity, diversity, college student experiences, and learning. He currently serves as chair of the Multicultural/Multiethnic Education: Theory, Research, and Practice Special Interest Group for American Educational Research Association. He completed his undergraduate work at the University of North Carolina at Charlotte and received his M.A. and Ph.D. degrees at Indiana University, Bloomington. Previously he served as an associate professor in the department of educational administration at the University of Hawaii, Manoa (Honolulu). He was also a faculty member at Marquette University.

Sue Doe is associate professor of English at Colorado State University, vice chair of Faculty Council, director of the Center for the Study of Academic Labor, and co-editor of *Academic Labor: Research and Artistry*. Doe's research spans three distinct areas—academic labor and the faculty career, writing across the curriculum, and student-veteran transitional literacies in the post-9/11 era.

Staci Emm has been with the College of Cooperative Extension at the University of Nevada, Reno for 18 years, with the last 14 as extension educator in Mineral County. Emm is nationally recognized for agriculture and American Indian extension programs, receiving five national awards and senatorial congressional recognition. She is a project director for the Walker River Reservation for the Federally Recognized Tribes Extension Program (FRTEP) and works with American Indian tribes all over the West on land-tenure, water rights management, and business development. Emm has a B.A. in journalism from University of Nevada, Reno and a master's in agriculture from Colorado State University.

Abby Ferber is professor of sociology and women's and ethnic studies at the University of Colorado Colorado Springs, as well as co-founder and director of The Matrix Center for the Advancement of Social Equity and Inclusion and The Knapsack Institute: Transforming Teaching and Learning. She is the author/editor of eight books, including *Home Grown Hate*, and researches, teaches and speaks around the country about intersectionality, privilege, the white nationalist movement, and contemporary issues in

higher education, including inclusive pedagogy, student conflict, academic freedom, and cyber harassment of faculty. She earned her Ph.D. from the University of Oregon in 1994.

Maria Maisto is president of New Faculty Majority: The National Coalition for Adjunct and Contingent Equity and serves on the board of The National Faculty Majority (NFM) Foundation, the Center for the Study of Academic Labor, and on the National Advisory Panel of the Carnegie Classification for Community Engagement. She served as executive director of the NFM Foundation and previously worked as an adjunct faculty member in English in Ohio and Maryland. She currently serves as executive director of the Committee for Montgomery, a coalition of labor, education, business, civic, and arts groups in Montgomery County, Maryland.

Joel Pérez recently served as the vice president and dean of students at Whittier College, a private, historically Quaker, liberal arts, Hispanic/minority-serving institution located in southern California. Over the last 15 years he has held various leadership roles at the regional and national level with the National Association of Student Personnel Administrators (NASPA). Recently, he coauthored the chapter "Pursuing the Dream: Policy, Practice, and Broken Promises for Undocumented Students" in *Latinx/a/os in Higher Education: Exploring Identity, Pathways, and Success*. He earned his three degrees from institutions in California: a B.S. in business administration from Biola University; a M.Ed. in college student affairs from Azusa Pacific University; and a Ph.D. in higher education administration from Claremont Graduate University.

Steven Shulman is a professor of economics and research director for the Center for the Study of Academic Labor at Colorado State University. His current research interest is the economics of higher education. His earlier publications are mostly about labor market outcomes for African Americans, the economic consequences of changes in family structure, the impact of immigration on American workers, and union membership. He earned his B.A., M.A., and Ph.D. from University of Massachusetts at Amherst.

Carmen Suarez is an assistant professor of practice in the educational administration and higher education department of Southern Illinois University Carbondale. Prior to this, she was vice president for global diversity and inclusion at Portland State University. She also served as the founding chief diversity officer of the University of Idaho. Suarez has developed underrepresented faculty/staff/student strategic recruitment and retention plans, investigated and resolved civil rights and trauma informed complaints, monitored various dimensions of institutional equity, and overseen Title IX, ADA, and AA/EEO compliance. She led diversity strategic planning dimensions for two university strategic plans, making concrete the path for institutional inclusive excellence. Suarez has a B.A. and M.A. in history and a Ph.D. in higher education administration.

Yvette Tuell is employed with the Shoshone-Bannock Tribes, serving as the policy analyst since 2016. Tuell is responsible for providing policy guidance for the Fort Hall Business Council, in support of the Tribes' inherent and treaty reserved rights. She also develops, implements, and administers tribal policies, and works to improve tribal/federal and state relations. She has a B.A. in anthropology from Idaho State University, a master's of studies in environmental law from Vermont Law School, and is currently seeking a doctorate in U.S. history at the University of Utah.

Jason Younker is the assistant vice president and advisor to the president on sovereignty and government-to-government relations at the University of Oregon and a citizen of the Coquille Indian Tribe. He received his Ph.D. in anthropology from the University of Oregon and returned to Oregon after teaching at Rochester Institute of Technology for a decade. Younker received the prestigious Ely S. Parker Award from the American Indian Science and Engineering Society (2014) for his work with tribal governments and students in higher education. He is the past-president of the Association of Indigenous Anthropologists and is originally from Coos Bay, Oregon.

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