

Western Academic
Leadership Forum

Looking to the Future:



New Directions in Higher Education

Western Academic
Leadership Forum

Annual Meeting Program

April 20-22, 2022 Portland, Oregon

Looking to the Future: New Directions in Higher Education

Message from the Chair

As chair of the Western Academic Leadership Forum, I welcome you to the 2022 Forum Annual Meeting in eclectic and fun Portland, Oregon. Portland is located on the Willamette River, has a wealth of urban green spaces, spectacular vistas of mountains, a hip restaurant scene, and Powell's Books, the largest independent bookstore.

With the theme "*Looking to the Future: New Directions for Higher Education*," our program will take stock of the impact of the pandemic and the future of higher education as it responds to the new and changing landscape. How do we improve retention, persistence and completion under COVID/post-COVID conditions? In light of the recent wave of social justice awareness and the BLM movement, how might we transform recruitment and retention of diverse faculty and administrators and recalibrate our institutions to address disciplinary equity? What might we learn from Indigenous serving institutions in western higher education? We will also have opportunity to explore how we center public universities as drivers of research and economic development.

These difficult questions are facing many of us right now. Our program will provide a focused space to learn from each other about how we might navigate the current challenges. Speakers will include experts in the higher education field, faculty, administrators, and representatives from WICHE and SREB and you will have opportunity to engage in conversations and network with your peers during the forum.



Veronica Dujon,

Forum Chair, Director, Academic Planning and Policy, Oregon Higher Education Coordinating Commission



Message from the Director

Hello! Welcome to Portland and welcome to the 25th Annual Meeting of the Western Academic Leadership Forum (Forum). It's hard to believe that it has been three years since we've had the opportunity to gather in person. I hope you take these next few days to connect with old and new colleagues, to celebrate the successes (no matter how small!) your institutions and systems have accomplished, and to learn something new that you can take back to your colleagues at home.

I've been at the Western Interstate Commission for Higher Education (WICHE) since 2013 and took on the role of director of Academic Leadership Initiatives in March 2021. One of my favorite things about working at WICHE is the opportunity to bring people together to meet new collaborators and to share best practices and lessons learned. I've enjoyed getting to know many of you over the last year and look forward to strengthening those relationships; I also look forward to getting to meet those of you I haven't yet met. I'm excited to expand the offerings WICHE provides to members of the Forum – keep an eye out for new and interesting ways to connect with your colleagues across the West!

Enjoy your time in Portland. See you next year for the Forum Annual Meeting in Tucson, Arizona, April 26-28, 2023.



Sarah Leibrandt,

Director, Academic Leadership Initiatives, WICHE



Schedule at a Glance

Wednesday, April 20

Embassy Suites

8:30 - 11:45 a.m.	Closing Seminar – 2021 Academy Cohort
11:45 a.m. - 1:00 p.m.	Lunch for 2021 Academy Cohort and Executive Committee
1:00 - 4:30 p.m.	Executive Committee Meeting (<i>executive committee members only</i>)
5:30 - 6:30 p.m.	Welcome Reception
6:30 - 8:30 p.m.	Dinner and Keynote – The Future of Higher Education

Thursday, April 21

7:30 - 8:15 a.m.	Breakfast
8:15 - 8:30 a.m.	Welcome and Meeting Overview
8:30 - 10:00 a.m.	Addressing Faculty Recruiting and Retention Challenges
10:00 - 10:15 a.m.	<i>Break</i>
10:15 - 11:45 a.m.	Universities as Changemakers: Innovation in Research and Economic Development
11:45 a.m. - 1:00 p.m.	Luncheon
1:00 - 2:30 p.m.	Post-COVID: How Do We Improve Retention, Persistence, and Completion?
2:30 - 2:45 p.m.	<i>Break</i>
2:45 - 4:15 p.m.	Facilitated Discussions <ul style="list-style-type: none">• Tensions Across Differences: Leading in Times of Crisis• Improving Financial Stability During Unstable Times• Disciplinary Equity in Higher Education• Indigenous-Serving Institutions in Western Higher Education
4:15 - 5:00 p.m.	Reception

Dinner on your own

Friday, April 22

7:30 - 8:30 a.m.	Breakfast and Membership Meeting
8:45 - 10:15 a.m.	Changing Demographics, COVID-19, and Enrollment: Knocking at the College Door
10:15 - 10:30 a.m.	<i>Break</i>
10:30 - 11:45 a.m.	Beyond Tradition(al): Marketing Higher Education to All
11:45 a.m. - Noon	Wrap-up and Adjournment

About the Western Academic Leadership Forum

The Western Academic Leadership 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.

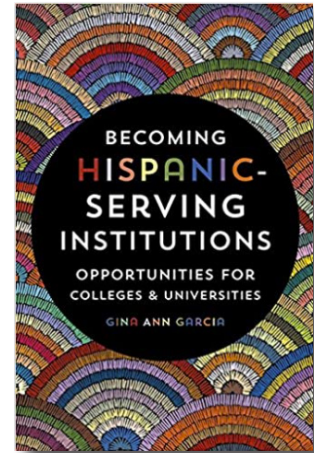
Suggested Readings

Attendees are encouraged to read the following selections to help inform discussions on the program. Descriptions were retrieved from Amazon.com on October 19, 2021.

Becoming Hispanic-Serving Institutions: Opportunities for Colleges and Universities, by Gina Garcia

In *Becoming Hispanic-Serving Institutions*, Gina Ann Garcia explores how institutions are serving Latinx students, both through traditional and innovative approaches. Drawing on empirical data collected over two years at three HSIs, Garcia adopts a counternarrative approach to highlight the ways that HSIs are reframing what it means to serve Latinx college students. She questions the extent to which they have been successful in doing this while exploring how those institutions grapple with the tensions that emerge from confronting traditional standards and measures of success for postsecondary institutions.

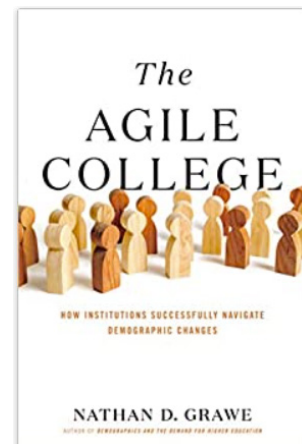
Laying out what it means for these three extremely different HSIs, Garcia also highlights the differences in the way each approaches its role in serving Latinxs. Incorporating the voices of faculty, staff, and students, *Becoming Hispanic-Serving Institutions* asserts that HSIs are undervalued, yet reveals that they serve an important role in the larger landscape of postsecondary institutions.



The Agile College: How Institutions Successfully Navigate Demographic Changes, by Nathan Grawe

Demographic changes promise to reshape the market for higher education in the next 15 years. Colleges are already grappling with the consequences of declining family size due to low birth rates brought on by the Great Recession, as well as the continuing shift toward minority student populations. Each institution faces a distinct market context with unique organizational strengths; no one-size-fits-all answer could suffice.

In this essential follow-up to *Demographics and the Demand for Higher Education*, Nathan D. Grawe explores how proactive institutions are preparing for the resulting challenges that lie ahead. While it isn't possible to reverse the demographic tide, most institutions, he argues persuasively, can mitigate the effects. Drawing on interviews with higher education leaders, Grawe explores successful avenues of response, including recruitment initiatives, retention programs, revisions to the academic and cocurricular program, institutional growth plans, retrenchment efforts, and collaborative action.



Host and Sponsors

Special appreciation goes to our Host:

Oregon Higher Education Coordinating Commission



And to our Sponsors:



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mentorcollective.org



tiaa.org



artsci.com



economicmodeling.com

Transportation

Driving Directions from Portland International Airport

Travel Time: 20 minutes

- Get on I-205 S from NE Airport Way
- Follow I-205 S and I-84 W/US-30 W to SE Morrison Bridge. Take the exit toward City Ctr from I-84 W/US-30 W
- Continue on SE Morrison Bridge. Take SW 2nd Ave to SW 3rd Ave

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.

Program Sessions and Speakers

Wednesday, April 20

Embassy Suites

8:30 a.m. - 5:00 p.m. Registration Open

8:30 - 11:45 a.m. Closing Seminar – 2021 Academy Cohort

Gevurtz

11:45 a.m. - 1:00 p.m. Lunch for 2021 Academy Cohort and Executive Committee

Fireside



Academic
Search

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

Gevurtz

5:30 - 6:30 p.m. Welcome Reception

Queen Marie Mezzanine

6:45 - 8:30 p.m. Dinner and Keynote – The Future of Higher Education

Queen Marie Ballroom



The demographics of the student population in higher education are shifting. How can institutions prepare for these changes and thrive while creating the conditions in which students of the future will also thrive? What do academic leaders need to know and consider about these shifts that will prepare us to lead our institutions' academic missions effectively?

Introducer:

Veronica Dujon, Oregon Higher Education Coordinating
Commission



Speaker:

Mary Ann Villarreal, University of Utah

Thursday, April 21

7:30 a.m - 5:00 p.m. Registration Open

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

Colonel Lindbergh



MENTOR
COLLECTIVE

8:15 - 8:30 a.m. Good Morning and Meeting Overview

Queen Marie Ballroom

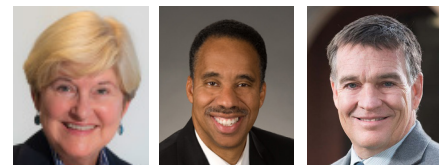
Veronica Dujon, Forum chair

8:30 - 10:00 a.m. Addressing Faculty Recruiting and Retention Challenges

This session looks to address the numerous challenges institutions face in recruiting (and retaining) top-quality faculty, including how best to demonstrate support for diverse faculty and unique challenges brought on by the COVID-19 pandemic.

Moderator:

Mary Beth Walker, California State University,
Northridge



Speakers:

Ansley Abraham, Southern Regional Education Board
Jerry McMurtry, University of Idaho

10:00 - 10:15 a.m. Break

10:15 - 11:45 a.m. **Universities as Changemakers: Innovation in Research & Economic Development**
This interactive 3-part session engages participants to consider the modern university as an engine for research and economic development. Participants will experience a master class by Dr. Chaouki Abdallah, Executive Vice President for Research at the Georgia Institute of Technology, then collaborate on a case study with Dr. Joseph Wright, Associate Vice President for Research and Economic Development at the South Dakota School of Mines & Technology. Last, participants will have the opportunity to engage Dr. Abdallah and Dr. Wright in a wide-ranging Q&A session focused on academic leadership that facilitates research, innovation, and economic development.

Moderators:

Eric Link, University of North Dakota
Rebecca Hoey, South Dakota Board of Regents

Speakers:

Chaouki Abdallah, Georgia Tech
Joseph Wright, South Dakota School of Mines and Technology



11:45 a.m. - 1:00 p.m. Luncheon
Colonel Lindbergh



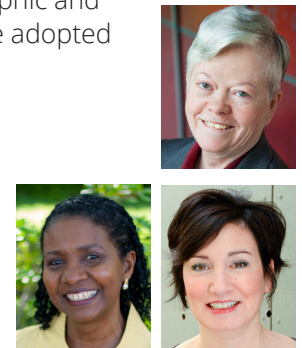
1:00 - 2:30 p.m. **Post-COVID: How Do We Improve Retention, Persistence and Completion?**
The panel will address the following questions: What were some of the challenges that students faced with persisting or returning to campus during the pandemic? What are strategies and innovations that universities are putting into place to increase the retention, persistence, and completion rates for our current student demographic and population? What innovations coming out of the pandemic might be adopted going forward?

Moderator:

Renny Christopher, Washington State University Vancouver

Panelists:

Veronica Dujon, Oregon Higher Education
Coordinating Commission
Claudia Lampman, University of Alaska Anchorage



2:30 - 2:45 p.m. Break



2:45 - 4:15 p.m. **Facilitated Discussions**
Participants will have the opportunity to visit 2-3 tables for about 25 minutes each.

• **Tensions Across Differences: Leading in Times of Crisis**

The COVID-19 pandemic has shone a light on many systemic issues in American society, and universities are experiencing rising levels of friction across faculty, administrators, and student bodies alike. This session will discuss how best to engage the campus community in difficult discussions and navigate issues across conflicting stakeholders.

Discussion Leaders:

David Connelly, Utah Valley University

Veronica Dujon, Oregon Higher Education Coordinating Commission



Speaker:

Lynn Vidler, University of Colorado, Colorado Springs

• **Improving Financial Stability During Unstable Times**

How can leaders ensure their institutions are financially sound despite declining state support, shifting or declining enrollment, rising costs, and concerns for equity and access for students? Listen to panelists share a variety of strategies and discuss options that work for a variety of institution types.

1. How might a more holistic approach, one that integrates instructional costs, space allocation, student support structures, and other associated costs, be used to ensure a balanced portfolio for fiscal sustainability for the institution?
2. Which strategies for engaging stakeholders in resource allocation decisions provide the best outcomes over the longer term?
3. In what ways does an equity lens change the institution's decisions around resource allocation? Can institutions be more intentional about supporting all students through focused efforts on underserved or marginalized ones?

Discussion Leaders:

Denise Runge, University of Alaska Anchorage

Elizabeth Chilton, Washington State University

David Vuletich, EAB



• **Disciplinary Equity in Higher Education**

This session will focus on combatting erasure or the near absence of Black faculty and students across a high percentage of academic disciplines in higher education. The session is designed to frame a platform to move beyond equity broadly defined to disciplinary equity.

Discussion Leader:

Alfred Tatum, Metropolitan State University of Denver



• **Indigenous-Serving Institutions in Western Higher Education**

An initial inquiry into what it means to be an indigenous serving institution and how best to live up to this title.

1. How do we work to integrate indigenous knowledge into the existing curriculum in a manner that is meaningful?
2. How do we negotiate who can teach such indigenous knowledge once (or if) it is worked into courses? What type of training should they have?

Discussion Leader:

Debora Halbert, University of Hawai'i System



4:15 - 5:00 p.m.

Reception



Dinner on your own

Friday, April 22

7:30 - 8:30 a.m. Breakfast and Membership Meeting
Queen Marie Ballroom



8:30 - 10:00 a.m. **Changing Demographics, COVID-19 and Enrollment: Knocking at the College Door**
Universities are facing a “perfect storm” of challenges impacting current and future enrollments. Not only will we soon be entering a period when the number of age-eligible college recruits is likely to decrease, but we are also experiencing the backlash from the pandemic that has altered the way students perceive and how universities execute the college experience. The recently published WICHE report, “Knocking at the College Door,” discusses the impact of these and other challenges on institutions of higher education. In this session, the authors of this report will summarize and reflect on the findings of this report.



Moderator:
David Shintani, University of Nevada, Reno

Speakers:
Patrick Lane, WICHE

10:00 - 10:15 a.m. Break

10:15 - 11:45 a.m. **Beyond Tradition(al): Marketing Higher Education to All**
Most institutions in the West share the same mission of further expanding access to postsecondary education. At the same time, most institutions in the West face a looming “demographic cliff” in terms of annual high school graduates. Combined, these factors make it more important than ever for Western institutions to market the value of higher education to adult learners, students with some college credit but no credential, Veterans, and candidates for early college credit. Effectively engaging these populations will require new approaches to outreach, admissions, and enrollment management. In this panel, you will hear from both campus-level and system-level administrators about innovative strategies they have employed in this important area.



Moderator:
Brock Tessman, Montana University System

Panelists:
Tom Gallagher, Missoula College
Scott Lemmon, Montana University System
Neil Woolf, Southern Oregon University

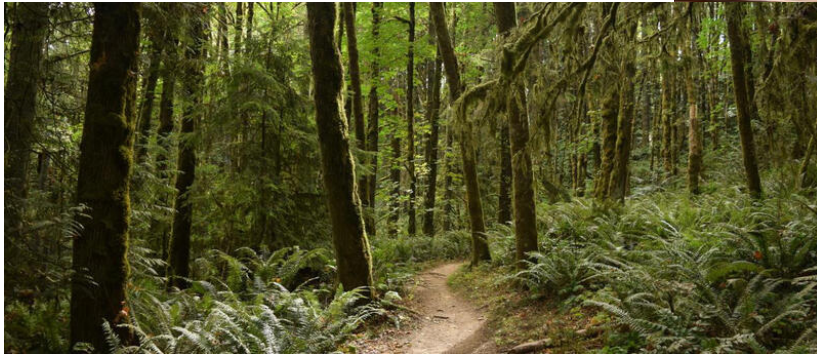
11:45 - Noon Meeting Wrap-Up & Adjournment

Local Attractions

It's safe to say a visitor will never experience the same Portland twice. The city's top attractions are constantly evolving, creating exciting pop-ups, debuting new works and hosting events that attract both locals and visitors alike.

Powell's City of Books

Covering an entire city block, [Powell's City of Books](#) is more than a great bookstore: It's a microcosm of Portland, packed with smart and eclectic offerings, passionate people. And, just like Portland, it's open 365 days a year!



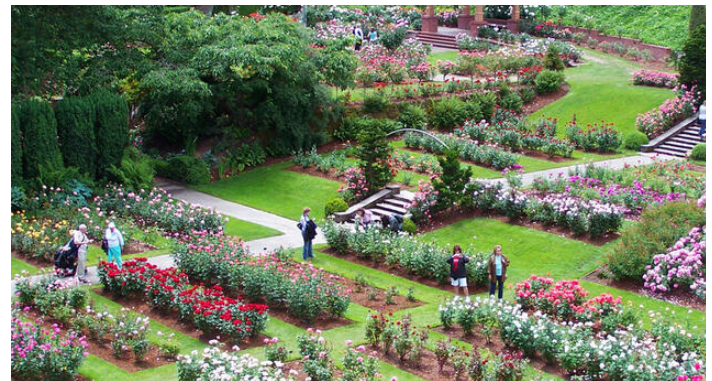
Forest Park

Escape the city without leaving Portland in this massive urban wilderness that's a haven for animals and adventurers alike. With 70 miles (113 km) of trails, aptly named [Forest Park](#) is a popular escape for runners, equestrians and

hikers alike — leashed dogs are even allowed to enjoy its splendor. Located in the city's northwest corner, this 8-mile-long (13 km) conservancy covers 5,156 acres (2,086 ha), providing a respite from urban life, supporting more than 112 bird and 62 mammal species and acting as a natural air purifier.

Portland International Rose Test Garden

The [Portland International Rose Test Garden](#) is the oldest official continuously operated public rose test garden in the United States. Unofficially known as the Portland Rose Garden, the space features more than 10,000 roses. Hundreds of thousands of visitors from around the world enjoy its sights and scents annually. The garden also offers spectacular views of downtown and Mount Hood.



Portland Japanese Garden

Tucked into the scenic West Hills of Portland, above Washington Park and near the International Rose Test Garden, the [Portland Japanese Garden](#) is a haven of meticulously maintained, tranquil beauty. Proclaimed one of the most authentic Japanese gardens outside of Japan, the 5.5-acre (2.2 ha) space includes an authentic Japanese tea house, meandering streams, intimate walkways and an unsurpassed view of Mount Hood.

Speaker Biographies

Chaouki T. Abdallah is the executive vice president for research at the Georgia Institute of Technology. Abdallah provides overall leadership for the more than \$1 billion annual research enterprise that includes the Georgia Tech Research Enterprise, as well as economic development, and other related support units. Previously, he served at the University of New Mexico (UNM) as professor of electrical and computer engineering. In 2017-18, he served as the 22nd president of UNM. Abdallah obtained a bachelor of engineering degree from Youngstown State University in 1981, and a M.S. and Ph.D. in electrical engineering from Georgia Tech in 1982 and 1988.

Ansley Abraham is founding director of the Southern Regional Education Board State Doctoral Scholars Program (DSP) that focuses on diversifying the faculty by supporting underrepresented and underserved minority scholars to earn their Ph.D. The DSP is one of the nation's best-documented, nationally recognized, and successful programs for producing minority Ph.Ds. who seek faculty careers in academe. Abraham brings more than 30 years of experience working on issues of policy and practice as it relates to higher education. Prior to arriving at SREB, Abraham worked in Florida as a program specialist in the Florida State Department of Education and management analyst in the Florida Governor's Office. Abraham earned his M.S. and Ph.D. in sociology from Florida State University.

Elizabeth Chilton was named provost and executive vice president in May of 2020 and began serving at Washington State University (WSU) in July. She is a tenured professor in WSU's Department of Anthropology and will assume the role of the inaugural WSU Pullman chancellor position in July 2022. Prior to joining WSU, she served as dean of the Harpur College of Arts and Sciences at Binghamton University, one of the four research universities in the SUNY system, from 2017 to 2020. Chilton is a first-generation college student and earned her M.A. and Ph.D. at the University of Massachusetts Amherst, after earning her B.A. at the University at Albany, State University of New York.

David R. Connelly is the associate provost for academic programs at Utah Valley University. He is a former faculty senate president and chair of the

History and Political Science Department. His primary teaching interests are in public administration. Connelly previously worked for the Illinois Institute for Rural Affairs (IIRA) and taught at Western Illinois University. He has also worked developing and implementing information technology policy at the local, state and federal level while at the Center for Technology in Government (CTG) at the University at Albany. Connelly has a Ph.D. from the University at Albany while his M.P.A. is from Brigham Young University.

Veronica Dujon, Ph.D., is the director for academic policy and authorization at Oregon Higher Education Coordination Commission. She leads the Commission's efforts to coordinate academic programs, degree pathways, and student success initiatives among Oregon's public universities. Dujon also oversees degree authorization for private schools, and licensing and compliance for private career schools. Prior to joining the HECC she was an associate dean in the College of Liberal Arts and Sciences at Portland State University. Dujon did her graduate work at the University of Wisconsin-Madison. She is an environmental sociologist by training. Dujon's research and publications focus on conflicts over declining natural resources; the role of women in the global economy; and the tensions between national development strategies and forces of globalization.

Thomas Gallagher, Ed.D., serves as dean for Missoula College at the University of Montana (UM). He holds academic rank as a full professor in the Business & Technology department with expertise in information technology, computer science, and cybersecurity. During his 20 years at UM he has been a faculty member, associate dean, and faculty union president. Gallagher received his B.A. in mathematics from Carroll College, M.S. in computer science from Western Washington University, and the Ed.D. from UM. He is currently building CyberMontana, a hub for cyber workforce education, economic development, and community awareness.

Debora Halbert is the associate vice president for academic programs and policy at the University of Hawai'i System where she works on student success and transfer related issues. Prior to her current

position, she was the associate vice chancellor for academic affairs at the University of Hawai'i at Mānoa. She received her B.A. and M.A. from Western Washington University and her Ph.D. in political science from the University of Hawai'i at Mānoa. Prior to returning to Hawai'i where she was a professor in the political science department teaching law, policy and also futures studies, she taught for 12 years at Otterbein University in Westerville, Ohio.

Patrick Lane is the vice president of WICHE's Policy Analysis and Research unit. He previously was its director of data initiatives, a role that has included managing the Multistate Longitudinal Data Exchange, which seeks to improve linkages between state data systems to provide better information to students and their families while also improving education, workforce, and economic development policy. He previously coordinated WICHE's Adult College Completion Network and has worked extensively on the Non-Traditional No More: Policy Solutions for Adult Learners project. He came to WICHE having spent several years working in education policy in the Republic of the Marshall Islands. Lane received a master's degree from the Heller School for Social Policy and Management at Brandeis University in 2007 and completed a Ph.D. in public administration at the University of Colorado Denver in 2015.

Claudia Lampman has held the position of vice provost for student success at the University of Alaska Anchorage (UAA) since 2017. She works to increase student persistence, retention, graduation and course pass rates and to decrease time to degree by implementing university-wide student success initiatives. Lampman is also the dean of the Honors College and professor of psychology at UAA and previously served as director of the psychology department. Lampman received a B.A. in psychology from Boston University and both an M.A. and Ph.D. in applied social psychology from Loyola University of Chicago.

Scott Lemmon joined the Office of the Commissioner of Higher Education with the Montana University System in July of 2020 as the inaugural director of admissions and enrollment strategy after previously serving as the associate vice president for enrollment management with the University of Montana. He has over a decade in various admissions and enrollment

management roles with UM-Missoula, Indiana University-Bloomington and Davenport University. He holds his bachelor's degree in marketing and an M.B.A. from Davenport University and is currently finishing his doctorate (A.B.D.) with Indiana University-Bloomington. He has taught both undergraduate and graduate coursework in the Department of Management and Entrepreneurship at Indiana University-Bloomington's Kelley School of Business.

Jerry McMurtry, Ph.D., has been the dean of the College of Graduate Studies at the University of Idaho since 2016. While serving as dean he has led the College of Graduate Studies in expanding the professional development opportunities for graduate students and post-doctoral fellows across the institution. Additionally, McMurtry has led a number of efforts pointed toward supporting Native American and Alaska Native graduate students, with particular success in supporting Indigenous doctoral students in STEM disciplines. McMurtry previously served as associate dean of the Graduate College and dean of the College of Education at the University of Idaho. McMurtry received his Ph.D. in human resource development from Colorado State University.

Denise Runge, Ph.D., has served as provost and vice chancellor for academic affairs at the University of Alaska Anchorage since 2020. She leads programming across five campuses and collaborates closely with the other campuses in the Alaska system. Previously, she held similar positions in Montana and Georgia. Denise received her B.A. in political science from Washington and Jefferson College, an M.A. from Jacksonville State University, and Ph.D. in policy and administration from the University of Alabama.

Alfred Tatum has served as provost and executive vice president at Metropolitan State University of Denver since March of 2021. In this role, he works collaboratively with faculty, staff, administrators, and the Board of Trustees to create and sustain a vibrant environment to advance MSU Denver's mission "to provide a high-quality, accessible, enriching education that prepares students for successful careers, post-graduate education, and lifelong learning in a multicultural, global, and technological society." Previously, Tatum served as professor and dean of the College of Education at the University of Illinois at Chicago and is an accomplished author.

L. Lynn Vidler, Ph.D. (they/them) has served as professor of Spanish and dean of the College of Letters, Arts & Sciences at the University of Colorado Colorado Springs since 2020. Their administrative interests lie primarily in radical transparency, DEI and building a deliberately developmental organizational culture. They were previously professor, program director of Spanish and associate dean at the United States Military Academy (West Point) and chair and associate dean at the University of South Dakota. Vidler serves as a board member of the Association for Hispanic Classical Theater and is a trustee of the Bee Vradenburg Foundation. They earned their B.A. in Spanish at New York University and their M.A. and Ph.D. in Spanish from the University of California, Irvine.

Mary Ann Villarreal serves as the inaugural vice president for equity, diversity, and inclusion at the University of Utah. Villarreal provides leadership of all EDI initiatives across the academic and health science campuses. Villarreal works to strengthen equity at the university and in higher education while serving as the vice chair of the Association of American Colleges & Universities, and on the executive committee of the Association of Public Land-Grant Universities' Commission on Access, Diversity and Excellence, and TIAA Inclusion Council. Villarreal holds a bachelor's in women's studies from Mount Holyoke College and a Ph.D. in history from Arizona State University.

David Vuletich, Ph.D., is a senior director in EAB's Research Advisory Services and serves as the academic strategy team lead. The academic strategy team houses EAB's experts in academic affairs, student success, and university budget models, and is responsible for driving value for our partner institutions through consensus building, decision support, and guidance on best practices implementation. Previously, Vuletich worked for the American Institutes for Research as a content leader in standardized testing and was a summer associate at Huron Consulting. Prior to this, he was an assistant

professor of biochemistry at the College at Brockport in the SUNY system, where he helped design a new biochemistry major and started an externally funded research program. Vuletich has earned bachelor's degrees in astrophysics and chemical physics from Michigan State University, a dual-title Ph.D. in biochemistry and astrobiology from the Pennsylvania State University, and an M.B.A. from Indiana University's Kelley Direct online program.

Neil Woolf leads enrollment management and student affairs functions in support of Southern Oregon University's (SOU) strategic plan. Programs under his direction include enrollment services, records, and registration, financial aid, admissions, dean of students, student life, the university's student resource centers, student organizations, the Stevenson Union, campus recreation, and student health and wellness programs. Prior to joining SOU, Woolf led enrollment management and student affairs efforts in Wisconsin, Washington, and Nevada. Woolf earned his bachelor's degree in government and business administration from Eastern Washington University, his master's degree in public administration from the University of Utah, and his doctorate in higher education administration from the University of Nevada, Las Vegas.

Joseph Wright, J.D. is the associate vice president for research-economic development at South Dakota Mines. He has held this position for a decade. Wright graduated with a degree in biology and chemistry from Utah Valley University. He also graduated from the University of Kansas School of Law. Wright has worked both on the academic and private side of economic development. Wright held positions at the University of Kansas's Office of Intellectual Property and Technology Transfer and The Siouland Initiative, a regional economic development organization. This varied background, gives him an understanding of economic development internal and external to higher education.

Forum Executive Committee

ALASKA

Denise Runge
University of Alaska Anchorage

ARIZONA

Gail Burd
University of Arizona

CALIFORNIA

Mary Beth Walker
California State University Northridge

COLORADO

Alfred Tatum
Metropolitan State University Denver

GUAM

Anita Borja Enriquez
University of Guam

HAWAI'I

Debora Halbert
University of Hawai'i System

IDAHO

Torrey Lawrence
University of Idaho

MONTANA

Brock Tessman
Montana University System

NEVADA

David Shintani
University of Nevada, Reno

NEW MEXICO

James Holloway
University of New Mexico

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Eric Link
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Coordinating Commission

SOUTH DAKOTA

Rebecca Hoey
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David Connelly
Utah Valley University

WASHINGTON

Renny Christopher
Washington State University Vancouver

WYOMING

Kevin Carman
University of Wyoming

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wiche.edu/forum

Are you a leader in the postsecondary sector in one of WICHE's Western States? Looking for a professional development program to encourage the talents of the next generation of chief academic officers?

Nominate a candidate for 2023's Western Academic Leadership Academy!

You missed this year's nominations but can get a head start on 2023. We are happy to take your possible nomination names now and connect with you in fall 2022.

Details at wiche.edu/forum/academy



INTERSTATE PASSPORT

Interstate Passport® is a national program that enables seamless block transfer of lower-division general education attainment based on an agreed upon set of learning outcomes rather than on specific courses and credits.

Members of the Interstate Passport Network are institutionally accredited, nonprofit, public and private two- and four-year institutions. Students who earn a Passport and transfer to another Network member institution will have met all or nearly all of the receiving institution's lower-division general education requirements. To join the Interstate Passport Network, an institution or system should declare its intent to become a member and define and submit a Passport Block.

Interstate Passport is based on four guiding principles: student focused; faculty driven, institutional autonomy; and quality assurance.



Please visit our website to find more information for:

[Prospective Members](#)

[Members](#)

[Students](#)

interstatepassport.wiche.edu

— What People Say —

"The process of developing the learning outcomes in each knowledge and skill area – something that was done by faculty from institutions in multiple Western states – is truly an integral part of the Interstate Passport itself."

*L. Lynn Vidler, Professor and Dean,
College of Letters, Arts & Sciences,
University of Colorado, Colorado Springs*

"The Interstate Passport program's streamlined transfer process will allow our students to complete their education faster with less debt, and lower foregone earnings from unduplicated learning."

*Jose Fierro, President/Superintendent,
Cerritos College, California*

"Interstate Passport serves students. It is that simple. The common sense Interstate Passport is long overdue and its implementation will be one of the most impactful reforms higher education has seen in decades."

*Ann Clemmer, Senior Associate Director,
Academic Affairs, Arkansas Department
of Higher Education*

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. 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 current rate. In FY 22, rates were:

- 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