



Western Academic
Leadership Forum



Bridging Place and Purpose

ANNUAL MEETING PROGRAM

April 3-5, 2024 • Honolulu, Hawai'i

*On the cover: Diamond Head State Monument, Honolulu, HI
Photo by: Tristan Rosen, pexels.com*

Higher Education: Creating Pathways for Brighter Futures



Message from the Chair

Aloha, and let me offer you a warm welcome to the Western Academic Leadership Forum (Forum) annual meeting, hosted by the University of Hawai'i System. The island of O'ahu is known as "the gathering place," and so seems an excellent venue to kick off an event bringing together academic leaders from across the Western states and the Pacific to discuss topics around the overarching theme of "Bridging Place and Purpose."

The Forum provides us with the opportunity to address the critical issues facing higher education today and engage in dialogue from our diverse perspectives and bring to the conversation the myriad experiences of our attendees.

In acknowledging the theme of "Bridging Place and Purpose," we cannot overlook the challenges faced by our colleagues and students in Maui during the recent fires. The resilience and community spirit displayed in the face of this devastating event serves as a powerful reminder of the interconnectedness of place and purpose as well as the importance of institutions for higher education in the rebuilding process.

Mahalo for being part of this event and welcome to the Forum in Honolulu. This year's Forum will allow us to explore ways to strengthen leadership in order to build a more resilient and purposeful future for all.

A handwritten signature in black ink that reads "Debora Halbert". The signature is fluid and cursive.

Debora Halbert, Ph.D. Forum Chair
Vice President for Academic Strategy, University of Hawai'i System

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, 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

WEDNESDAY, APRIL 3

8:00 am - 5:00 pm	Registration Open
9:00 am - 12:30 pm	2023 Leadership Academy – Closing Seminar (cohort and faculty only)
12:30 pm - 1:30 pm	Lunch - 2023 Academy Cohort and Executive Committee only
1:30 pm - 4:30 pm	Executive Committee Meeting (executive committee members only)
5:30 pm - 6:30 pm	Welcome Reception
6:30 pm - 8:30 pm	Dinner and Keynote - Building Pipelines: Engaging Data to Meet Workforce Needs

THURSDAY, APRIL 4

7:00 am - 5:00 pm	Registration Open
7:30 am - 8:30 am	Breakfast
8:30 am - 9:00 am	Welcome and Meeting Overview
9:00 am - 10:00 am	University of Hawai'i – Building Place Across the Curriculum
10:00 am - 10:10 am	Break
10:10 am - 11:10 am	Weaving Linguistic Diversity Policies and Support Through Writing Programs
11:00 am - 11:15 am	Break
11:15 am - 12:00 pm	Back to the Basics, Without the Barriers
12:00 pm - 1:00 pm	Colleagues' Choice Award Luncheon
1:00 pm - 2:00 pm	Core Competencies, Curriculum, Careers: How Humanities Students Can Excel in the Marketplace of Ideas
2:00 pm - 2:10 pm	Break
2:10 pm - 2:55 pm	Building Equitable and Sustainable HIPs across the Curriculum
2:55 pm - 3:05 pm	Break
3:05 pm - 3:50 pm	Using a Collaborative Approach to Address Rural Recruitment and Retention for Students and Faculty
3:50 pm - 4:35 pm	Transactional to Transformative: Resetting the Value of Higher Education in a Post-Covid, Skills-Focused World

Dinner on your own

WICHE Academy for Leaders in the Humanities Dinner/ Reception (Invite Only)

FRIDAY, APRIL 5

7:30 am - 8:30 am	Breakfast
8:30 am - 9:00 am	Membership Meeting
9:00 am - 10:00 am	Making "Open" the Default for Postsecondary Education
10:00 am - 10:10 am	Break
10:10 am - 11:10 am	Lessons Learned on Responding to Campus-Wide Emergencies
11:10 am - 11:15 am	Break
11:15 am - 12:00 pm	Leadership Case Studies
12:00 pm	Adjournment
2:00 pm - 5:30 pm	<i>Optional Service-Learning Project – Ka Papa Lo'i o Kanewai'i – Hawai'i inuiakea School of Hawaiian Knowledge</i>

Local Attractions

[Diamond Head State Monument](#)

- This dormant volcano crater is one of Honolulu's major natural landmarks, known for its history, amazing hikes, and stunning coastal views.

[USS Arizona Memorial](#)

- The most visited spot in Hawai'i, this majestic floating memorial honors those who died during the WWII Pearl Harbor attack.

[Battleship Missouri Memorial](#)

- Located a mere ship's length from the USS Arizona Memorial, the "Mighty Mo" completes a historical visitor experience.

[Pearl Harbor National Memorial](#)

- A National Historic Landmark, this site consists of five memorials commemorating the events around WWII and the attack on Pearl Harbor in 1941.

[Hanauma Bay Nature Preserve](#)

- This protected marine life conservation area, named after its unique curved bay, is a popular snorkeling spot in Hawai'i.

[Makapuu Lighthouse Trail](#)

- Makapuu Lighthouse Trail is one of Oahu's most popular coastal hiking trails on its southeastern coast, offering spectacular views of the Kaiwi State Scenic Shoreline.

PROGRAM SESSIONS AND SPEAKERS

WEDNESDAY, APRIL 3

OUTRIGGER Reef Waikiki Beach Resort

- 8:00 am - 5:00 pm** **Registration Open**
- 9:00 am - 12:30 pm** **2023 Leadership Academy – Closing Seminar (cohort and faculty only)**
1&2 Diamond Head Ballroom
- 12:30 pm - 1:30 pm** **Lunch for 2023 Academy Cohort and Executive Committee only**
Hawai'i'loa
- 1:30 pm - 4:30 pm** **Executive Committee Meeting (executive committee members only)**
1&2 Diamond Head Ballroom
- 5:30 pm - 6:30 pm** **Welcome Reception**
Diamond Head Ballroom
- 6:30 pm - 8:30 pm** **Dinner and Keynote – Building Pipelines: Engaging Data to Meet Workforce Needs**
Diamond Head Ballroom
(Guests may attend if prior payment has been received by WICHE)
Learner enrollment engagement and intensity trends over the past few years as reported by the National Student Clearinghouse (NSC) have been providing clear signals on how the role and purpose of 4-year higher education may be evolving. In this discussion, Rick Torres, NSC CEO will highlight these trends and provide some insight into new data and examples of how higher education entities are looking to create new apertures of purpose and place supporting the evolving edu-workforce ecosystem demands.
- Introducer:
▶ Debora Halbert, University of Hawai'i System
- Speaker:
▶ Ricardo Torres, National Student Clearinghouse

THURSDAY, APRIL 4

- 7:00 am - 5:00 pm** **Registration Open**
- 7:30 am - 8:30 am** **Breakfast**
Hawai'i'loa
- 8:30 am - 9:00 am** **Welcome and Meeting Overview**
Diamond Head Ballroom
Ho'olauna and Introduction and Welcome
- Presenter:
▶ Maenette Benham, Chancellor of University of Hawai'i West O'ahu
- Welcome to the Forum Annual Meeting
- ▶ Debora Halbert, Forum Chair
▶ Demi Michelau, President, WICHE

9:00 am - 10:00 am

Diamond Head Ballroom

University of Hawai'i – Building Place Across the Curriculum

This session will give an overview of the different projects and initiatives within the University of Hawai'i system. We will hear from the leaders from each UH institution about how each university is using curriculum to strengthen students' connections to their communities, the island, and the origin of native Hawai'ians. Learn about the Ho'opūliko Kumu Hou Educational Pathway Project program offered at University of Hawai'i-West Oahu, University of Hawai'i at Hilo's Kuleana & Community course, and projects at the University of Hawai'i at Mānoa. All of these institutions have developed projects and courses which reinforce that learning about place names, their stories and significance, along with mālama 'āina, or service-learning activities, engage students with their island environment.

Speakers:

- ▶ Maenette Benham, University of Hawai'i West O'ahu
- ▶ Kiana Frank, University of Hawai'i at Mānoa
- ▶ Bonnie Irwin, University of Hawai'i at Hilo
- ▶ Laura Lyons, University of Hawai'i at Mānoa

10:00 am - 10:10 am

Break

10:10 am - 11:10 am

Diamond Head Ballroom

Weaving Linguistic Diversity Policies and Support Through Writing Programs

This session will provide information on linguistic bias and diversity in college writing programs and show how the writing programs at Nevada State University revised their English Self-Placement methods and first year Composition outcomes and developed practices to support linguistic justice and the institutional mission as an HSI/MSI/AANAPISI.

Speaker:

- ▶ Laura Decker, Nevada State University

11:10 am - 11:15 am

Break

11:15 am - 12:00 pm

Diamond Head Ballroom

Back to the Basics, Without the Barriers

The University of Guam has taken steps to revisit administrative and student services processes to identify barriers to student success. Through WICHE's No Holding Back project, UOG had the opportunity to focus on an academic year's student data to identify the various holds placed on students which prevented registration, transcripts, or both.

Speaker:

- ▶ Marlena Pangelinan, University of Guam

12:00 pm - 1:00 pm

Hawai'iloa

Colleagues' Choice Award Luncheon

1:00 pm - 2:00 pm

Diamond Head Ballroom

Core Competencies, Curriculum, Careers: How Humanities Students Can Excel in the Marketplace of Ideas

At University of Alaska Anchorage, the College of Arts and Science is relaunching its internship program to be clearer, more equitable, and more consistent. Internships are an unparalleled opportunity for students to use skills learned in the classroom into other settings and makes the connections between the classroom and careers visible and explicit.

Speaker:

- ▶ Elizabeth Dennison, University of Alaska Anchorage

2:00 pm - 2:10 pm

Break

2:10 pm - 2:55 pm

Diamond Head Ballroom

Building Equitable and Sustainable HIPs Across the Curriculum

This session will explore the ways in which Central Washington University is working to integrate sustainable, developmental, and equitable High Impact Practices (HIPs) across the curriculum. Presenters will cover their work on a summer institute, mapping HIPs to the curriculum and helping to create equitable spaces where HIPs thrive.

Speakers:

- ▶ Michelle DenBeste, Central Washington University
- ▶ Pamela McMullin-Messier, Central Washington University

2:55 pm - 3:05 pm

Break

3:05 pm - 3:50 pm

Diamond Head Ballroom

Using a Collaborative Approach to Address Rural Recruitment and Retention for Students and Faculty

Despite the national downward trend in enrollment, the University of North Dakota has increased student recruitment and retention at a rural, midsize flagship university. Working collaboratively, emphasizing place, and focusing strategically on community, inclusion, belongingness, and purpose, have helped the university meet and exceed expectations.

Speakers:

- ▶ Janelle Kilgore, University of North Dakota
- ▶ Karyn Plumm, University of North Dakota
- ▶ Randi Tanglen, University of North Dakota

3:50 pm - 4:35 pm

Diamond Head Ballroom

Transactional to Transformative: Resetting the Value of Higher Education in a Post-Covid, Skills-Focused World

This session will examine the ways in which students' experiences during the pandemic have created a highly transactional mindset with respect to higher education and the value of a college degree. This session explores this dynamic and will discuss ways institutions can foster an understanding and appreciation of the transformative value of college education.

Speaker:

- ▶ Adam Bradford, Idaho State University

Dinner on your own

WICHE Academy for Leaders in the Humanities Dinner/ Reception (Invite Only)

FRIDAY, APRIL 5

7:30 am - 8:30 am

Hawai'iiloa

Breakfast

8:30 am - 9:00 am

Diamond Head Ballroom

Membership Business Meeting

Learn about what is happening at WICHE in relation to programs and events, policy and research, tuition savings initiatives, and legislative updates.

Speakers:

- ▶ Ray Burgman Gallegos, WICHE
- ▶ Camelia Naranjo, WICHE
- ▶ Olivia Tufo, WICHE

9:00 am - 10:00 am

Diamond Head Ballroom

Making "Open" the Default for Postsecondary Education

The goals of the session are for attendees to engage in conversations on the value of making "Open" the default for our postsecondary institutions. "Open" can represent not only Open Educational Resources (OER) but the open ecosystem, which can include open content, courseware, knowledge, pedagogy, and new open technologies. Conversations will lead attendees to widen their view of how "open" can become an innovative tool to meet several institutional needs of interest to administrators and serve students and faculty needs.

Speakers:

- ▶ Liliana Diaz, WICHE
- ▶ Billy Meinke, University of Hawai'i System
- ▶ Wayde Oshiro, Leeward Community College
- ▶ Sunyeen "Sunny" Pai, Kapi'olani Community College

10:00 am - 10:10 am

Break

10:10 am - 11:10 am

Diamond Head Ballroom

Lessons Learned on Responding to Campus-Wide Emergencies

In 2023, universities needed to respond to a significant number of emergency situations, both domestically and internally. Whether it is the devastating fires in Maui, the December 6th shooting at University of Nevada, Las Vegas, or the international crises in Ukraine, these emergency situations continue to impact students, staff, and faculty on our campuses. This session will discuss some of the lessons learned from addressing these tragedies and how to provide on-going support to the campus community.

Speakers:

- ▶ Debora Halbert, University of Hawai'i System
- ▶ Kate Hausbeck-Korgan, University of Nevada, Las Vegas

11:10 am - 11:15 am

Break

11:15 am - 12:00 pm

Leadership Case Studies

This session focuses on collaborative roundtable discussions, using a hands-on problem-solving approach.

12:00 pm

Adjournment

2:00 pm - 5:30 pm

Optional Service Learning Project: Ka Papa Lo'i o Kanewa'i - Hawai'iinuiakea School of Hawaiian Knowledge

SPEAKERS

Keynote Speaker



RICK TORRES has served as president/CEO of the National Student Clearinghouse since 2008. Under his leadership, the Clearinghouse extended its mission through accessible, innovative technology-based services and data exchange solutions that enable institutions and organizations to focus on maximizing human potential and is a thought and action-oriented leader in helping to evolve the nation to an edu-workforce data-driven ecosystem. Torres serves on the boards of the Brightpoint Community College Foundation, Achieving the Dream, and ACT, and was a founding member of the Groningen Declaration Network Group, an international consortia dedicated to developing a trusted international data exchange ecosystem. He holds an M.B.A. in international finance from Georgetown University and undergraduate degrees from Manhattan College.

Session Speakers



MAENETTE KAPE'AHIOKALANI PADEKEN AH NEE-BENHAM, a kānaka maoli scholar and teacher, currently serves as chancellor, University of Hawai'i West O'ahu, and previously served as the inaugural dean of the Hawai'i inuiākea School of Hawaiian Knowledge at University of Hawai'i at Mānoa. While on faculty in the College of Education at Michigan State University, she strengthened her commitment to the praxis of social justice through engaged scholarship and the theme of "school/university in community and community in school/university." Her work on alternative cultural frames of educational leadership is nationally and internationally respected. She is author, co-author, and editor of 5 books and numerous published articles, book chapters, monographs and technical reports.



ADAM BRADFORD, PH.D., is interim provost and vice president for academic affairs at Idaho State University. Prior to his current role, he served as dean of the Graduate School, overseeing the expansion of the institution's portfolio of graduate programming, double digit enrollment growth, and significant increases in graduate student funding support. Prior to joining ISU, Bradford served as associate dean of graduate studies in the Dorothy F. Schmidt College of Arts and Letters at Florida Atlantic University, as well as the founding director of the School of Interdisciplinary Studies, department head for the department of philosophy, director of the Ph.D. program in comparative studies, and associate chair of the department of English. Bradford researches and teaches 19th-century American literature and culture. He won the 2018 Gargano Award for work on Edgar Allan Poe.



LAURA DECKER, PH.D., is an assistant professor of English at Nevada State University, where she teaches writing and literacy courses. She also serves the coordinator of first year composition at Nevada State and helped lead the implementation of a statewide corequisite English effort. Previously, she worked for a TRIO Student Support Services Program at the College of Southern Nevada. Decker is part of the inaugural WICHE Humanities Leadership Fellow cohort. She holds a B.A. in English, an M.F.A. in creative writing, and a Ph.D. in literacy education from University of Nevada, Las Vegas.



MICHELLE DENBESTE, PH.D., served as provost at Central Washington University and previously served as dean and department chair at California State University, Fresno. Currently, she is working on a research project on women's leadership as well as serving as a special assistant to the vice president for advancement. She received her Ph.D. in history from Southern Illinois University, Carbondale, with a focus on Russian women's history. In her administrative work, DenBeste has focused on faculty development, high impact practices, student and faculty success, and creating bureaucratic practices which consider equity, diversity, and inclusion as guiding practices.



ELIZABETH (LIZ) DENNISON, PH.D., has served in University of Alaska Anchorage's College of Arts and Sciences dean's office as an associate dean since 2019. She heads the college's efforts in student recruitment and retention through scholarship campaigns. Career readiness initiatives, especially promoting internships, is a top priority. Dennison spearheads the CAS Summer Camps. As a professor of history, she teaches a wide range of courses, specializing in Russian culture and society. Dennison received her B.A. and M.A. in history at the University of Colorado Boulder and a Ph.D. in history at the University of Illinois Urbana-Champaign. She has been at UAA since 1992.



LILIANA DIAZ SOLODUKHIN, PH.D., policy analyst with WICHE, works on a diverse range of activities including conducting and communicating policy research on a wide array of higher education-related topics, developing and sustaining relationships with external stakeholders, and conceptualizing and executing short- and long-term collaborative projects with states. Diaz received her B.S. in journalism and mass communication, B.A. in film studies, and a certificate in Technology, Arts, and Media from the University of Colorado at Boulder, and earned her M.A. and Ph.D. in higher education administration from the University of Denver.



KIANA FRANK serves as an assistant professor at the University of Hawai'i at Mānoa and studies how microorganisms (the smallest forms of life that live on land and in water) shape the land for productivity and health by weaving contemporary western techniques with Native Hawaiian Science. Her work evaluates overall ecosystem health and informs current monitoring, restoration, cultivation, and management of Hawaiian resources to sustainably support the people of Hawai'i. She has strong relationships working within communities using scientific hands-on experiences in native ecosystems, our natural laboratories, to inspire the younger Hawaiian generations to cultivate a connection to science through their culture.



DEBORA HALBERT, PH.D., 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.



KATE HAUSBECK KORGAN, PH.D., is the senior vice provost for academic affairs at the University of Nevada, Las Vegas. After more than 16 years of progressive leadership experiences, Korgan took on this new role leading the office of academic affairs in 2022. Korgan is responsible for academic and student support units including undergraduate and graduate education, the Academic Success Center, the Division of Educational Outreach, online education, academic effectiveness (programs, assessment, and accreditation), global education initiatives, career services, workforce development, the registrar's office, educational compliance, recruitment and admissions, and financial aid. A graduate of the University at Buffalo, Korgan holds a faculty appointment in sociology.



BONNIE IRWIN, PH.D., has served as chancellor at the University of Hawai'i at Hilo since 2019. Chancellor Irwin previously served as provost and vice president for academic affairs at California State University Monterey Bay and served as dean of Arts & Humanities and Honors at Eastern Illinois University. She holds A.B., M.A., and Ph.D. degrees in comparative literature from the University of California, Berkeley, where she specialized in medieval literature and folklore. Irwin serves on the boards of the Hawai'i Island Chamber of Commerce and the 'Iole Stewardship Center and is a fellow of the National Collegiate Honors Council.



JANELLE KILGORE has served as a financial aid advisor, Memorial Union business manager, director of financial aid, and in her current role as vice provost for strategic enrollment management at the University of North Dakota. As a first-generation student-athlete, she had to quickly adapt to life as a college student without family guidance. Kilgore values giving back to her professional communities where she has presented at state, regional, and national conferences. Kilgore received a B.S. in sports management at the University of Minnesota Crookston, and an M.S. in educational leadership at the University of North Dakota.



LAURA LYONS serves as the interim vice provost of academic excellence at the University of Hawai'i at Mānoa. Lyons has also held the positions of professor of English, interim associate vice chancellor for academic affairs, and interim dean, College of Languages, Linguistics & Literature. Lyons has taught courses on colonialism and islands since she started as an English faculty in 1993. Her scholarly work is broadly in life writing, globalization and land and cultural theory.



PAMELA MCMULLIN-MESSIER, PH.D., has served as professor of sociology at Central Washington University since 2009; she is also currently serving as department chair, co-chair of the Academic Department Chair Organization, and provost fellow with a focus on high impact practices and student success. McMullin-Messier received her B.A. in sociology from Central Connecticut State University, an M.A. in sociology from the University of Connecticut, and Ph.D. in sociology and graduate certificate in gender studies from the University of Southern California.



WAYDE OSHIRO is the interim learning commons and library coordinator at Leeward Community College. Since 2014, Oshiro has advocated for adopting open educational resources and practices in the classroom to support student learning and success. He co-leads the University of Hawaii Community Colleges OER Initiative and is a member of the Leeward and University of Hawaii System OER Committees. Oshiro is a co-vice president of the Community College Consortium for OER Equity, Diversity, and Inclusion Committee.



SUNYEEN PAI, PH.D., has served as digital initiatives librarian at Kapi'olani Community College since 2008. She manages the college's open access institutional repository of works by students, employees, and the community. She supports the community colleges and the University of Hawai'i System (UH) with open educational resources and Textbook Cost: \$0 courses. Previously she worked at the University of Hawai'i Mānoa Library and the East West Center. In 2024 she serves as the president of the Hawai'i Library Association. Sunny received her B.A. in sociology (Brandeis University), an M.S. in systems management (University of Southern California), and an M.S. in library and information sciences and a Ph.D. in communications and information sciences (UH).



MARLENA PANGELINAN is vice provost for institutional effectiveness at the University of Guam providing support to all programs and the institution in the areas of assessment, planning, data analysis, and reporting. Pangelinan served in a similar capacity at the Guam Community College prior to joining the University, including the role of assistant accreditation liaison officer, and serving on several accreditation peer review teams for colleges in the region. Pangelinan received an M.S. in computer information systems from the University of Phoenix in 2006 and a B.S. in business administration, MIS specialty, from California State University, Long Beach, in 1993.



KARYN PLUMM, PH.D., has served as vice provost for undergraduate studies and student success at the University of North Dakota since 2018. She oversees academic advising, tutoring and learning services, the essential studies (general education) program, the honors program, undergraduate curriculum processes, the Experiential Learning Center, and Institutional Effectiveness & Accreditation. Previously, she served as associate dean in the College of Arts & Sciences and director of undergraduate programs in the department of psychology. Plumm received her B.A. in psychology, M.A. in general psychology, and Ph.D. in experimental psychology from the University of North Dakota.



RANDI LYNN TANGLEN, PH.D., became vice provost for faculty affairs at the University of North Dakota in January 2023. She has degrees from Rocky Mountain College (B.A., English Education), the University of Montana (M.A., English), and the University of Arizona (Ph.D., English). Previously, Tanglen was a full professor of English at Austin College in Sherman, Texas, and has served as the executive director of Humanities Montana. In her current role, she provides leadership for all aspects of the faculty experience in order to create a culture of faculty excellence and opportunity at the institution.

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- ▶ An opportunity to lead and participate in innovative higher education initiatives, including with WICHE's network of funders and partners
- ▶ Complimentary or discounted meeting registration for Forum member principals and select topic-expert staff
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- ▶ The opportunity to create communities of practice around germane and pressing issues in higher education

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FTE 4,001 - 6,000	\$1,200
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