Redefining College: Becoming the Partner of Choice for Students, Business, and Your Community!

Western Alliance of Community College Academic Leaders

Annual Meeting: Preliminary Program
March 25-27, 2020   Albuquerque, New Mexico
Redefining College: Becoming the Partner of Choice for Students, Business, and Your Community!

Message from the Chair

Colleagues:

WELCOME TO “THE LAND OF ENCHANTMENT!” On behalf of your executive committee and the good folks of the vital WICHE staff, we look forward to seeing you at our 2020 annual meeting. We have developed a program that we hope will not only “enchant” and inform you, but more significantly energize you with ideas, insights, and inspirations that you will share with your campus colleagues upon your return. The theme, Redefining College: Becoming the Partner of Choice for Students, Business, and Your Community, this year is particularly relevant to the challenges on our campuses. Many responsible people and organizations today question the efficacy of college or any form of post-secondary learning, unable to define its role in a rapidly changing global society and economy. That is more than unfortunate, for today the nation faces a series of challenges at home and abroad, and, as in the past, education provided the critical foundation to address them. But that requires that we engage each other to answer the criticisms. The focus of this year’s conference, developed with input from the membership, is to do just that. Redefining college must be a joint, collaborative and integrating effort, developing operative partnerships among all those who have a critical stake in the outcome—students, faculty and all the sectors of society. As you review the agenda, note that it has been designed to enable you to interact, network and thus partner with members of each of these groups.

I look forward to joining with you and to paraphrase the New Mexico motto “Crescit Eundo.” “That we will have grown as a result of being here.”

Doug Murray, Alliance Chair
Academic Dean/Chief Academic Officer, New Mexico Military Institute

Who should attend

In attendance you will find colleagues from the WICHE region eager to share the lessons they’ve learned from tackling a host of institutional and academic challenges, including some of the ones you may currently be facing.

- Provosts, vice presidents, and directors of academic affairs at community colleges and technical schools
- Chief executive officers and chief academic officers of related systems and statewide agencies
- Institutional staff with expertise in the program topic areas, accompanying those above at their invitation

About the Alliance

The members of the Western Alliance of Community College Academic Leaders (Alliance) are the chief academic officers of community colleges and technical schools along with their associated system and state agencies in the 16 Western states and territories which make up the Western Interstate Commission for Higher Education (WICHE) region. Through the Alliance, these top academic leaders share perspectives on current issues, work together on regional projects that are beyond the scope of a single institution or state, and contribute resources and expertise to build a stronger future for higher education in the West. The Alliance was founded in 2010 with support from the Western Academic Leadership Forum which is also based at WICHE.

Cover image credits: Center: Travelview; Top: Yacobchuk; Left: Xavier Arnau; Right: Michael Wels. All images from istock.com.
Bernice Joseph Award

Call for Submissions

The Academic Leaders Toolkit is a peer-reviewed repository of decision making tools used by academic leaders and their staffs to implement changes at their institutions and systems. By exchanging information on tools, colleagues aid one another in advancing the quality and efficiency of higher education in the West and beyond.

Share your innovative tools with colleagues!

Download the submission form on the Program page at https://www.wiche.edu/alliance/meetings/annual2020/program

Deadline: February 14, 2020!

What a great way to recognize the contributions of your talented staff!

The namesake for the Bernice Joseph Award was vice chancellor of rural, Community, and Native Education for the University of Alaska Fairbanks in 2010 when she became a founding member of the Western Alliance of Community College Academic Leaders. Joseph (1964-2014) was a visionary leader with an infectious energy for making high quality education accessible to all. Her collaborative spirit and love for innovation were driving forces in the creation of the Alliance.
Suggested Advance Reading

Descriptions for the following books were retrieved from Amazon.com on September 20, 2019.

**A New U: Faster + Cheaper Alternatives to College** by Ryan Craig

In *A New U: Faster + Cheaper Alternatives to College*, Ryan Craig documents the early days of a revolution that will transform—or make obsolete—many colleges and universities. Alternative routes to great first jobs that do not involve a bachelor’s degree are sprouting up all over the place. Bootcamps, income-share programs, apprenticeships, and staffing models are attractive alternatives to great jobs in numerous growing sectors of the economy: coding, healthcare, sales, digital marketing, finance and accounting, insurance, and data analytics. *A New U* is the first roadmap to these groundbreaking programs, which will lead to more student choice, better matches with employers, higher return on investment of cost and time, and stronger economic growth.

**Find Your Why: A Practical Guide for Discovering Purpose for You and Your Team** by Simon Sinek

*Start With Why* has led millions of readers to rethink everything they do - in their personal lives, their careers and their organizations. Now *Find Your Why* picks up where *Start With Why* left off. It shows you how to apply Simon Sinek’s powerful insights so that you can find more inspiration at work - and in turn inspire those around you.

With detailed exercises and action steps for every stage of the process, *Find Your Why* can help you address many important concerns, including:

- What if my WHY sounds just like my competitors?
- Can I have more than one WHY?
- If my work doesn't match my WHY, what should I do?
- What if my team can't agree on our WHY?

Whether you’ve just started your first job, are leading a team, or are CEO of your own company, the exercises in this book will help guide you on a path to long-term success and fulfillment, for both you and your colleagues.
## Schedule at a Glance

Please note that this is a preliminary program and subject to change. See the complete program and watch for updates at wiche.edu/coalition

### Wednesday, March 25

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>Noon - 5:30 p.m.</td>
<td>Registration Open</td>
</tr>
<tr>
<td>1:00 - 4:30 p.m.</td>
<td>Executive Committee Meeting (executive committee members only)</td>
</tr>
<tr>
<td>5:00 - 6:00 p.m.</td>
<td>Welcome Reception</td>
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<tr>
<td>6:30 p.m.</td>
<td>Networking Dinners at Local Restaurants</td>
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### Thursday, March 26

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<th>Time</th>
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<tr>
<td>7:00 a.m. - 5:00 p.m.</td>
<td>Registration Open</td>
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<tr>
<td>7:30 - 8:30 a.m.</td>
<td>Breakfast</td>
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<tr>
<td>8:30 - 8:45 a.m.</td>
<td>Welcome and Meeting Overview</td>
</tr>
<tr>
<td>8:45 - 9:45 a.m.</td>
<td>Keynote: Higher Education and American Economic Mobility</td>
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<tr>
<td>9:45 - 10:00 a.m.</td>
<td>Break</td>
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<tr>
<td>10:00 - 10:45 a.m.</td>
<td>What We Didn't Know About Higher Education: Student Perspectives</td>
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<tr>
<td>10:45 - 11:00 a.m.</td>
<td>Break</td>
</tr>
<tr>
<td>11:00 a.m. - noon</td>
<td>The Truth in Advertising and How Advising Models Are Addressing It</td>
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<tr>
<td>Noon - 1:15 p.m.</td>
<td>Awards Luncheon and If Students Come to Us Because They Want Jobs, Is Giving Them Jobs Enough?</td>
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<tr>
<td>1:15 - 1:30 p.m.</td>
<td>Break</td>
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### Friday, March 27

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<tr>
<td>7:30 - 8:30 a.m.</td>
<td>Membership Breakfast Meeting</td>
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<tr>
<td>8:30 - 8:45 a.m.</td>
<td>Break</td>
</tr>
<tr>
<td>8:45 - 11:15 a.m.</td>
<td>The 5 Dimensions of Equity™: Building an Equity Mindset for Personal, Professional, Organizational, and Systemic Transformation</td>
</tr>
<tr>
<td>11:15 - 11:30 a.m.</td>
<td>Wrap Up/Adjournment</td>
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### Concurrent Sessions

- Reimagining College to Better Serve Rural Areas
- Putting Wellness First on Two-Year Campuses
- Prioritizing Sector Partnerships
- The Future of Work and the Role of Higher Education
- Statewide and College Approaches for Promoting Equity in Washington State
- Break
- Break

### Dinner on your own

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## Hosts and Sponsors

Special appreciation goes to our host.

**New Mexico Military Institute**  
[nmni.edu](http://nmni.edu)

And to our generous sponsors who make this meeting possible!

- Blackboard
- CollegeBoard
- Pearson
- WGU

March 25-27, 2020, Albuquerque, New Mexico
Program Sessions and Speakers

Wednesday, March 25

Hotel Albuquerque at Old Town

Noon - 5:30 p.m.  Registration

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

5:00 - 6:00 p.m.  Welcome Reception
Join us for a lovely evening reception where you can meet up with old friends and make new ones!

6:30 p.m.  Networking Dinners
Join your colleagues for some lively conversation about a topic that concerns you. We will reserve tables for dinner at several nearby restaurants to be hosted by members of the Alliance. You can sign up for your preference when you register. Attendees are responsible for the cost of their dinner.

Hosts:
- Doug Murray, New Mexico Military Institute
- Lita Burns, North Idaho College
- Kaylyn Bondy, Williston State College
- Brock Tessman, Montana University System
- Landon Pirius, Colorado Community College System

Thursday, March 26

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

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

8:30 - 8:45 a.m.  Welcome and Meeting Overview

New Mexico Governor Michelle Grisham (invited)

Doug Murray, New Mexico Military Institute and Alliance Chair

8:45 - 9:45 a.m.  Keynote: Higher Education and American Economic Mobility
For most people, gaining an education and thus improving one’s chances in the job market is the key to economic mobility. Historically, progress depended on significant increases high school completion and in more recent generations, in college completion. In today’s increasingly knowledge-based economy, broad-based increases in college completion are necessary. Learn about new strategies and models that have the potential to address the crises of college completion, affordability, and employability and close America’s skills gap.

Introduction:
Peter Quigley, University of Hawai‘i at Mānoa

Speaker:
Ryan Craig, University Ventures

9:45 - 10:00 a.m.  Break
10:00 - 10:45 a.m. What We Didn't Know About Higher Education: Student Perspectives
Students from member states to talk about their achievements, their challenges, what is working well, and what could be improved given their experience in 2-year higher education settings.

*Moderator:*
Kaylyn Bondy, Williston State College (ND)

*Panelists:*
Diego Salido Alejandri, New Mexico Military Institute
Carlos Guerrero, Truckee Meadows Community College (NV)
Alejandra Maya, Glendale Community College (AZ)
Ethan Van, Central New Mexico Community College

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

11:00 a.m. - noon Statewide and College Approaches for Promoting Equity in Washington State
This session will delve into statewide and college specific strategies for addressing equity gaps in the community college system. Leadership from Skagit Valley College and the Washington State Board for Community and Technical Colleges will share their equity-minded approaches to institutional transformation including equity and social justice initiatives that have transformed the work of the state system.

*Moderator:*
Landon Pirius, Colorado Community Colleges System

*Panelists:*
María Peña, Everett Community College (WA)
Thomas Keegan, Skagit Valley College (WA)

Noon - 1:15 p.m. Awards Luncheon
Join us for some stimulating conversation and to congratulate this year's winner of the Bernice Joseph Academic Leaders Award for 2020.

*Host:*
Kaylyn Bondy, Williston State College (ND)

**If Students Come to Us Because They Want Jobs, Is Giving Them Jobs Enough?**
Data shows that graduates overwhelmingly come to college in search of jobs. Employers are not satisfied and 40% of recent graduates reported they did not get the career guidance they needed. The QA Commons has worked with 40 programs at 20 colleges to implement an employability certification program called the EEQ CERT. Wolff will share the significant lessons and challenges from this process and how it has led also to the creation of a Faculty Employability Fellows project and more.

*Introduction:*
Clifton Sanders, Salt Lake Community College

*Speaker:*
Ralph Wolff, QA Commons

1:15 - 1:30 p.m. Break

1:30 - 2:30 p.m. Concurrent Sessions

Reimagining College to Better Serve Rural Areas
For the economic vitality and well-being of rural communities, states are seeking ways to strengthen postsecondary opportunities for those areas. Rural community and technical colleges have the unique capacity to build and sustain better places to live, learn,
work, and grow. Learn from your colleagues how they are addressing these challenges at the national, state, and community level.

**Moderator:**
Lita Burns, North Idaho College

**Panelists:**
Ryan Carstens, Eastern New Mexico University–Ruidoso Branch Community College
Calandra Lockhart, Otero Junior College (CO)
Landon Pirius, Colorado Community College System

### Putting Wellness First on Two-Year Campuses
Campus mental and behavioral health needs are growing. How do we effectively meet these needs with limited resources? How can we collaborate for solutions? Colleagues will discuss campus programming and services, including the lessons learned from both successes and challenges in addressing wellness issues.

**Moderator:**
Eric Leshinskie, Maricopa Community Colleges

**Panelists:**
Charlene S. Gibson, College of Southern Nevada
Liza Tupa, Western Interstate Commission for Higher Education

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

2:45 - 3:45 p.m. Prioritizing Sector Partnerships
Many institutions have an approach to workforce development that is both passive and proactive. They respond to employer requests to build and improve programs, and periodically work to attract new employers to their region. To meet the shifting demands of today's labor market, a more integrated approach coordinating across the public and private sectors is needed. Learn what your colleagues are doing to prioritize partnerships in their communities.

**Moderator:**
Mike Cartney, Lake Area Technical Institute (SD)

**Panelists:**
James Ogsbury, Western Governors’ Association
Josh Wyner, Aspen Institute

3:45 - 4:00 p.m. Break

4:00 - 5:00 p.m. Concurrent Sessions

### The Future of Work and the Role of Higher Education
Preparing for the future of work means creating systems that help people connect to new training and education opportunities throughout their lives. With the rapid advances in technology and automation, how are community and technical colleges navigating the evolving needs of both students and employers?

**Moderator:**
Marie Murgolo, Truckee Meadows Community College
Panelists:
Allen Clarkson, Western Governors University
Matt Sigelman, Burning Glass
Greg Tehven, Emerging Prairie

Dinner on your own

Friday, March 27

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

8:30 - 8:45 a.m.  Break

8:45 - 11:15 a.m.  Building an Equity Mindset for Personal, Professional, Organizational, and Systemic Transformation

Washington State community and technical colleges are moving the dial on equity minded change as a system and as individual colleges. The panelists will share their ever-evolving journey towards social justice and struggles to scale an institutionalized culture of equity-mindedness evidenced in reformed policy and practice. Participants will listen to, reflect upon, and discuss the different ways colleges have approached this work. The panelists will share the institution-wide strategies for structural and transformational change focused on shifting beliefs, practices, and purpose towards organizations in service of social justice. Time will be allocated for participants to identify actions they could take to shift equity from ‘something they talk about’ to ‘something they engage in as part of their king exercises in an effort to move from applying an equity lens to developing an equity mindset and fostering a collective culture of equity.

Moderator:
Carli Schiffner, Washington State Board for Community and Technical Colleges

Panelists:
María Peña, Washington State Board for Community and Technical Colleges
Thomas Keegan, Skagit Valley College (WA)
Michele Siqueiros, The Campaign for College Opportunity (CA)
Kristi Wellington-Baker, Washington State Board for Community and Technical Colleges

11:15 - 11:30 a.m.  Wrap Up/Adjournment
Registration Information

All attendees must register in advance for the Alliance 2020 Annual Meeting. The official program’s registration fee is waived for nonmember speakers and for each Alliance member’s official representative. All others must pay the appropriate fees listed below.

The registration deadline for all attendees is March 6, 2020. Register at https://cvent.me/WN90Z.

Registration Schedule

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<th>Annual Meeting</th>
<th>Early-Bird Registration Up to February 14, 2020</th>
<th>Regular Registration February 15-March 6, 2020</th>
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<tr>
<td><strong>Alliance Member Attendees</strong></td>
<td></td>
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<tr>
<td>• Official Representative &amp; Speakers</td>
<td>Fee waived</td>
<td>Fee waived</td>
</tr>
<tr>
<td>• Staff accompanying official representative</td>
<td>$595 per person</td>
<td>$650 per person</td>
</tr>
<tr>
<td><strong>Non-Member Attendees</strong></td>
<td>$695 per person</td>
<td>$750 per person</td>
</tr>
</tbody>
</table>

*Join today and have your official representative’s registration fee waived!*

Refund/Cancellation Policy

A cancellation request must be received in writing prior to March 6, 2020, to receive a refund, less a $100 processing fee. No refunds will be made for cancellations after the March 6 deadline. WICHE/the Alliance is not responsible for canceling hotel reservations.

Send cancellation requests to:

WICHE
Attn: Kay Hulstrom
3035 Center Green Drive
Boulder, CO 80301
khulstrom@wiche.edu

Accommodations

Please make your room reservations by clicking here to receive the discounted rate of $159.00 or call 866-505-7829 and ask for the Alliance discounted rate. The cut-off date for the discounted rate is February 28, 2020, unless the block fills earlier. Room costs are the responsibility of the meeting attendees.

- Hotel Albuquerque at Old Town
  800 Rio Grande Blvd NW
  Albuquerque, NM 87104
  Phone: 505-843-6300

Airport Information

The Albuquerque International Sunport Airport is served by most major airlines. It is approximately five miles from the Hotel Albuquerque at Old Town.

Transportation

Taxi:
- Fare is approximately $30.00 USD from the Albuquerque International Sunport Airport to the hotel via Ztrip or Albuquerque Taxi.
Driving

*Albuquerque International Sunport Airport*

- Start out going east on Sunport Blvd. SE
- Merge onto I-25 N toward I-40/Downtown/Santa Fe
- Keep right via EXIT 226AB toward Gallup/Santa Rosa
- Keep left to take I-40 W via EXIT 226B toward Gallup
- Take the Rio Grande Blvd. exit, EXIT 157A
- Turn left onto Rio Grande Blvd. NW/NM-194 S
- 800 RIO GRANDE BLVD. NW is on the left.

Dress

Dress for the meeting is business casual. The average temperature in the Albuquerque area in April is 64 degrees.

Local Attractions

The true Southwest awaits you in Albuquerque, New Mexico. Come immerse yourself in the rich culture and heritage, rooted in centuries of history. Below are a few possibilities if you arrive before the meeting begins or stay afterwards.

**Old Town Albuquerque District**

Old Town Albuquerque, New Mexico was constructed around a central plaza and features historic buildings dating back to the 1700s. Visit the San Felipe de Neri Church, which was built in 1793, and see charming attractions along the 10 lovely blocks of Old Town and check out museums, art galleries, boutiques and authentic southwest restaurants. Guided walking tours of Old Town are offered by The Albuquerque Museum. For more information about the fun things to do and see in Old Town Albuquerque, visit [www.albuquerqueoldtown.com](http://www.albuquerqueoldtown.com).

**The Albuquerque Museum**

The Albuquerque Museum was founded in 1967 to celebrate the history and peoples of the Middle Rio Grande Valley of New Mexico, specifically the Albuquerque area. Located just east of Old Town Albuquerque in a gleaming modern structure designed by Antoine Predock, learn more about the fascinating history of the southwest through art exhibitions, maps, handcrafts, photos, sculpture and historic artifacts. To learn more permanent collections and upcoming exhibits at the Albuquerque Museum, visit [www.albuquerquemuseumfoundation.com](http://www.albuquerquemuseumfoundation.com).

**Albuquerque Biological Park**

The Albuquerque Biological Park encompasses four distinct facilities which are connected by railroad: The Rio Grande Botanic Garden, a splendid glass conservatory displaying desert climate plants; The Albuquerque Aquarium, which features aquatic life from the Gulf of Mexico in a 285,000-gallon ocean; The Rio GrandeZoo, where you can see more than 250 species of animals along 64 acres, and Tingley Beach, a picturesque fishing lake for enjoying picnics, walking paths and sailing model boats. To learn more about fun things to do and see at the Albuquerque BioPark, visit [www.cabq.gov/biopark](http://www.cabq.gov/biopark).

**National Hispanic Cultural Center**

The National Hispanic Cultural Center in Albuquerque, New Mexico is dedicated to celebrating the cultural heritage of Hispanic peoples of the United States, Spain and Latin America. One of the fascinating parts of the National Hispanic Cultural Center is its Art Museum, which spans a wide range of Hispanic Arts, from traditional folk arts to contemporary works. To learn more about current exhibitions and the many fun things to see and do at Albuquerque’s National Hispanic Cultural Center, visit [www.nhccnm.org](http://www.nhccnm.org).
Albuquerque Tours

What better way to get acquainted with the Duke City and our history and culture than with a tour of Albuquerque by professional tour guides. There are several different tours that we recommend that leave next door in Old Town so you can walk across the street to catch these tours:

- The Albuquerque Trolley Tour is a great way to see the town. Get a glimpse at some of the top attractions in Albuquerque, NM while enjoying a leisurely open-air trolley tour. To learn more about one of the best ways to see the many tourist attractions in Albuquerque, New Mexico, visit www.abqtrolley.com.
- Tours of Old Town features walking tours about history legends and lore as well as ghost tours of the Historic Old Town area toursofoldtown.com.

Speaker Biographies

Ryan Carstens serves as president of Eastern New Mexico University-Ruidoso community college. He has experience in numerous executive, administrative, leadership and instructional roles, designing systems that span the entire student life cycle and support college efforts to improve student success at rural residential college districts, urban and suburban colleges, multi-campus districts, and state coordinating board. Carstens earned his doctorate from the Community College Leadership Program (CCLP) at the University of Texas at Austin. Prior degrees include an M.S. from Oklahoma State University (OSU) in curriculum & instruction and a B.S. with teaching certificate from OSU in German and social studies.

Allen Clarkson is government relations director at Western Governors University (WGU). He works to increase access to affordable, quality education for students in collaboration with policymakers, institutions, and businesses through state advocacy. He has been with WGU since 2005 in faculty and administrative roles while the institution has grown from 2,500 to almost 120,000 active students, and over 150,000 graduates. Clarkson received a B.A. in classical studies and philosophy, an M.S. in technology management from Marshall University, and J.D. and M.J. degrees from Michigan State University College of Law.

Ryan Craig is the co-founder and managing director of University Ventures. Craig's commentary on where the puck is going in higher education regularly appears in the Gap Letter, Forbes, TechCrunch, Inside Higher Education, Fortune, HR Dive, and VentureBeat, among others. He is the author of A New U: Faster + Cheaper Alternatives to College (Ben Bella, 2018), which describes the critical importance of last-mile training and the emergence of bootcamps, income share programs, staffing and apprenticeship models as preferred pathways to good first digital jobs, and was named in the Wall Street Journal as one the Books of the Year for 2018. He is also the author of College Disrupted: The Great Unbundling of Higher Education (Palgrave Macmillan, 2015), which profiles the coming shift toward competency-based education and hiring. Prior to University Ventures, Craig led the education and training sector at Warburg Pincus, where he was the founding director of Bridgepoint Education, one of the largest online universities in the United States. Craig received bachelor's degrees summa cum laude and Phi Beta Kappa from Yale University, and his law degree from Yale Law School.

Charlene S. Gibson, co-creator and producer of the Emmy-nominated documentary No Greater Odds, is an award-winning tenured communication professor and the faculty initiatives coordinator at the College of Southern Nevada. Additionally, she is an international speaker, trainer, and consultant, providing keynotes, professional development, and support that focuses on the principles and practices of No Greater Odds and innovative, dynamic, and engaging teaching practices. Gibson received her B.A. and M.A. in communication studies from Baylor University and is currently pursuing a Ph.D. in higher education at the University of Nevada, Las Vegas, while continuing to speak and travel around the country.

Carlos Guerrero is a second-year Truckee Meadows Community College (TMCC) Latinx student from rural Dyer, Nevada. Guerrero is a diversity peer mentor in the equity, inclusion, and sustainability office through the Regent Service Program. Here, he works in the Diversity and International Student Center Office focusing on the Men of Color and Students of Color mentorship programs. He is graduating from TMCC in May 2020 with his Associate of Science and plans on transferring to the University of Nevada, Reno to pursue a Bachelor of Science in business management.
Thomas Keegan became president of Skagit Valley College (SVC) in March 2012. Prior to joining SVC, he was president of Peninsula College in Port Angeles, Wash. for 11 years. Keegan is in his 41st year of serving Washington’s community and technical college system. He recently completed two years of leading the Washington State Association of Community and Technical College Presidents’ equity efforts. He is past chair of the Economic Development Alliance of Skagit County and serves on the advisory board for Washington State University-Everett. Keegan recently completed his second term as a commissioner for the Northwest Commission on Colleges and Universities. Keegan earned a doctorate from the University of Washington; a master’s degree from Western Washington University; a bachelor’s degree in psychology from the University of Puget Sound, and an associate degree from Skagit Valley College.

Calandra D. Lockhart is the vice president of academic and student affairs at Otero Junior College (OJC) in the Colorado Community College System. At OJC, Lockhart provides leadership for academic affairs, students affairs, and institutional research, including enrollment management. In her prior position, Lockhart served as provost and vice president of academic affairs at Manor College. Lockhart also served in a variety of leadership roles and faculty roles at Wiley College, University of Charleston, Alverno College, Valdosta State University, and Mercer University. She has also served as state commissioner on the West Virginia Commission for Professional Teaching Standards. She completed her B.S. Ed. in elementary education at Troy University, M.Ed. in rehabilitation and special education from Auburn University, and Ph.D. in educational psychology from Auburn University.

Alejandra Maya is currently studying political science at Glendale Community College (GCC) and intends to transfer to Arizona State University. She plans to pursue a bachelor’s degree in public policy and a master’s in public administration. Maya has held a variety of leadership positions at Glendale Community College, including captain of the cheer team, vice president of membership at Phi Theta Kappa, associated student government member, and president of the Student Honors Organization. She is also active in her community, serving as a volunteer cheer coach at a local elementary school. Previously, Maya volunteered with the GCC Theater, the Maricopa County Community College District Make It Happen campaign, and Women Rising.

Crystine Miller is the director of student affairs and student engagement for the Montana University System (MUS). She leads MUS student success efforts such as student mental health and wellness, open educational resources, and Montana Project 10, a retention and completion pilot project focused on narrowing achievement gaps. Previously, Miller taught writing and literature and led research efforts for an international faculty exchange program designed to develop curriculum and research capacity for undergraduate and graduate English programs. Miller received a B.A. in English from Carroll College and an M.A. in English from the University of Oregon.

James Ogsbury is the executive director of the Western Governors’ Association (WGA), representing the governors of 19 western states and three Pacific territories. Since joining WGA in 2012, Ogsbury has re-established the association as a leading voice on Western issues. Prior to WGA, he served as legislative director for the League of Arizona Cities and Towns and managing principal of the Washington Office of Triadvocates, an Arizona-based public affairs firm. A graduate of Harvard College and Arizona State University College of Law, Ogsbury also served as the clerk and staff director for the U.S. House Appropriations subcommittee on energy and water development.

Maria J. Peña serves as policy analyst with the Student Success Center at the Washington State Board for Community and Technical Colleges. Over the course of 28 years in higher education leadership, Peña has served in progressively responsible leadership experiences committed to furthering equity and eliminating gaps in achievement, access, economic progress, engagement, and aspiration for underserved and underrepresented populations. She is working on the development and implementation of system-level diversity, equity, and inclusion frameworks to enhance and achieve the Guided Pathways vision, mission, and strategic goals. Peña earned a bachelor’s degree in social ecology with an emphasis on human behavior from the University of California, Irvine, and a master’s degree in educational psychology from the University of California, Los Angeles. Peña’s international experiences include an academic year of study in San Sebastian and Madrid, Spain.

Landon K. Pirius is the vice president for academic and student affairs for the Colorado Community College System (CCCS). At CCCS, Pirius provides strategic leadership for all aspects of academic affairs, student affairs, and institutional research. Prior to his current position, he was the vice president for academic and student affairs at North Hennepin Community College. Pirius also served in a variety of leadership roles at Inver Hills Community College, Minnesota State University, Mankato, and Walden University, and as an adjunct faculty member. He completed his B.A. in Russian studies and environmental studies from Gustavus Adolphus College, and his M.A. and Ph.D. in educational policy and administration from the University of Minnesota.
Cadet COL (Colonel) Diego Salido from Hermosillo, Sonora, Mexico, currently serves as the regimental commander, the highest position held by any student in the Corps of Cadets in New Mexico Military Institute. Salido has attended NMMI since his sophomore year in high school and is now enrolled in the junior college pre-engineering program. Salido hopes to continue his education at the University of Arizona, pursuing a degree in environmental engineering.

Carli Schiffner serves as the deputy executive director of education at the Washington State Board for Community and Technical Colleges. She is a dedicated leader in higher education, with over fifteen years of progressive senior leadership experience in positions including interim university president, university provost, vice president for instruction, and dean of arts and sciences. Schiffner values servant leadership, collaboration, quality improvement, focusing on the whole student, an entrepreneurial spirit, equity, hard work, and a sense of humor. She has a B.A. in history and political science from Gonzaga University; a M.A. in cultural and intellectual history from Drew University; and a Ph.D. in American women's history from Washington State University.

Matt Sigelman is chief executive officer of Burning Glass Technologies, a leading labor market analytics firm. For more than a decade, he has led Burning Glass in harnessing the power of data and artificial intelligence technologies that have cracked the genetic code of the job market. Powered by the world's largest and most sophisticated database of jobs and talent, Burning Glass delivers real-time data and breakthrough planning tools that inform careers, define academic programs, and shape workforces. Burning Glass has helped to fill millions of jobs and its data drive initiatives for more than a dozen state and national governments. Sigelman is consulted frequently by national media, by researchers, and industry leaders. He worked previously with McKinsey & Company and Capital One. He holds an A.B. from Princeton University and an M.B.A. from Harvard University.

Michele Siqueiros is the president for The Campaign for College Opportunity. She is an advocate who works to expand college access and success for California students by raising public attention to the critical challenges facing students in our community colleges and universities, mobilizing a broad coalition of supporters, and influencing policymakers. Siqueiros has a B.A. degree in political studies with honors in Chicano/a studies from Pitzer College and a M.A. in urban planning from the University of California, Los Angeles (UCLA). She serves on the boards of the Alliance for a Better Community, the Alliance for College-Ready Public Schools, Pitzer College Alumni, PPIC Strategic Leadership Council and in 2019 was appointed by senate pro tem leader Toni Atkins to the Student Centered Funding Formula Oversight Committee. She previously served on the California Student Aid Commission.

Greg Tehven is the founder and executive director of Emerging Prairie in Fargo, N.D. His work focuses on connecting and celebrating the entrepreneurial ecosystem and is a driving force of the Grand Farm. Previously, he served as a fellow at the Kilbourne Group in Fargo, N.D., and spent seven years leading Students Today Leaders Forever in Minneapolis, Minn. He is an active board member in several early stage companies, is an adjunct professor at North Dakota State University, and is a nationally recognized speaker. Tehven received his B.A. in entrepreneurship from the University of Minnesota and completed an executive education from Stanford University in social entrepreneurship.
Liza Tupa is the director of education and research of the WICHE Behavioral Health Program where she oversees the Rural Psychology Internship Initiative and consults with Western state governments and other entities on behavioral health needs assessments, program evaluation, and clinical issues. Tupa also provides training in suicide prevention and school-based mental health. Her prior experience includes serving as deputy director of Colorado's Office of Behavioral Health, overseeing the state's community behavioral health systems. Tupa is a licensed clinical psychologist and received her B.S. in psychology and Ph.D. in clinical and developmental psychology from the University of Colorado at Boulder. Tupa has been with the WICHE Behavioral Health Program since 2016.

Ethan Van is currently serving as secretary for Central New Mexico Community College's (CNM) chapter of Phi Theta Kappa, Alpha Upsilon Chi since April 2019. He is responsible for keeping and recording minutes during officer meetings. He is also serving as vice president for CNM's LGBTQ+ group Q-CATS. His responsibilities include running meetings in place of the president and keeping records of officers and members. During his junior and senior years he served as a teacher's aide for the drama department at Digital Arts and Technology Academy (DATA). Van received his high school diploma from DATA in Albuquerque, New Mexico.

Kristi Wellington-Baker currently serves as the director of the Student Success Center at the Washington State Board for Community and Technical Colleges focused on evidence-based large-scale reforms designed to close equity gaps and improve the educational attainment levels of all Washington state community college students. Previously, she served as dean of student success and executive director of strategic initiatives at Walla Walla Community College (WA) and provided consultations on retention and completion strategies across the nation. She is a 2018 alumnus of the Aspen Presidential Fellowship program and currently completing doctoral studies focused on understanding how dual enrollment programs can improve equitable access to higher education.

Ralph A. Wolff is president of The Quality Assurance Commons for Higher and Postsecondary Education, created in 2016 to develop a certification process assuring that graduates of postsecondary programs have the Essential Employability Qualities (EEQs) needed for the dynamically changing workforce. Previously, Wolff served as president of the Accrediting Commission for Senior Colleges and Universities of the Western Association of Schools and Colleges (WASC) from 1996-2013. He is currently a member of the National Advisory Committee on Institutional Quality and Integrity (NACIQI) and is a founding member of the University Quality Assurance Institutional Board (UQAIB) in Dubai. Wolff earned a B.A. from Tufts University and a J.D., with high honors, from the National Law Center of the George Washington University.

Josh Wyner is founder and executive director of the College Excellence Program at the Aspen Institute, where he also serves as a vice president. The program aims to advance college and university practices, policies, and leadership that significantly improve student outcomes, with a focus on students who are historically underserved in higher education. Wyner has spent the past two decades designing and building new organizations that promote talent development and social mobility. He has authored numerous publications about education, including the book *What Excellent Community Colleges Do: Preparing All Students for Success* (Harvard Education Press, 2014). He has a B.A. from Vassar College, an M.P.A. from Syracuse University, and a J.D. from New York University School of Law.
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3035 Center Green Drive, Suite 200
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wiche.edu/alliance