

# Western Academic Leadership Academy



*Artwork by: Kit Hevron Mahoney*

July 10-12, 2019  
Boulder, Colorado

## Final Program

Western  
Academic  
Leadership  
Forum



The Western Academic Leadership Academy's intensive, two-and-a-half day professional development seminar kicks off a year-long process of building the leadership skills and functional knowledge of academic leaders aspiring to become chief academic officers in the West's postsecondary four-year sector.

# Western Academic Leadership Academy

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## July 10-12, 2019 - Boulder, Colorado

The Western Academic Leadership Academy (the Academy) provides a strong foundation for understanding the broader context in which a chief academic officer and an institution operate, including the intersection with governing boards and external communities. The Academy offers a particular focus on the development of practical skills within academic affairs, fiscal affairs, student affairs, and external relationships.

The program for the Academy's summer seminar, filled with small group discussion, addresses the context of academic leadership, the development of academic goals and priorities, and specific skill sets that are required of chief academic officers. This summer event is followed by opportunities for cohort members to meet with a faculty mentor as well as their cohort colleagues at national meetings or electronically throughout the year for individual consultation about career paths. The Academy culminates in a session at the Western Academic Leadership Forum annual meeting the following spring.

The Academy is sponsored by the Western Academic Leadership Forum (Forum), whose members are the chief academic leaders of the four-year institutions and associated system and state agencies in the 16-member state and U.S. Pacific Territories region of the Western Interstate Commission for Higher Education (WICHE).

## Schedule

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### Wednesday, July 10, 2019

<b>8:30 - 9:00 am</b>	<b>Introductions and Goals for the Day</b> Sona Andrews, Academy program and mentoring coordinator
<b>9:00 - 10:30 am</b>	<b>Role of the Provost: How It Differs from Other Academic Leadership Roles</b> <i>All-Faculty Discussion:</i> Renny Christopher, vice chancellor for academic affairs, Washington State University – Vancouver Brian Jersky, provost and senior vice president academic affairs, California State University, Long Beach Donald Straney, vice president of academic planning and policy, University of Hawai'i System Laura Woodworth-Ney, executive vice president and provost, Idaho State University
<b>10:30 - 10:45 am</b>	<b>Break</b>
<b>10:45 - 11:15 am</b>	<b>Small Group Reflection: Finding and Filling Gaps in Your Preparation</b> Sona Andrews
<b>11:15 am - 12:15 pm</b>	<b>The Importance of Building Coalitions: Presidential and Cabinet Relations</b> Don Straney; Laura Woodworth-Ney
<b>12:15 - 1:15 pm</b>	<b>Working Lunch</b>

<b>1:15 - 2:15 pm</b>	<b>Managing Personnel and Legal Issues</b> Renny Christopher; Jean Bannon
<b>2:15 – 3:15 pm</b>	<b>Small Group Reflection and Case Studies</b>
<b>3:15 – 3:30 pm</b>	<b>Break</b>
<b>3:30 - 4:45 pm</b>	<b>Managing External Relations and Strategic Partnerships to Advance Institutional Goals</b> Ben Boggs; Scott Marshall; Don Straney
<b>4:45 - 5:15 pm</b>	<b>Small Group Reflection: Communications and Media Relations</b> Sona Andrews
<b>5:15 - 5:30 pm</b>	<b>Wrap-up and Adjourn</b> Sona Andrews
<b>6:30 pm</b>	<b>Group Dinner</b>

## Thursday, July 11, 2019

<b>8:30 – 8:45 am</b>	<b>Reflections and Goals for the Day</b> Sona Andrews
<b>8:45 - 9:45 am</b>	<b>Unifying the Academic Vision: Strategic Planning</b> Sona Andrews; Brian Jersky
<b>9:45 - 10:15 am</b>	<b>Small Group Reflection and Case Studies</b>
<b>10:15 - 10:30 am</b>	<b>Break</b>
<b>10:30 – 11:30 am</b>	<b>Understanding Governance and Unions in Successful Faculty Relations and Policy Development</b> Sona Andrews; Laura Woodworth-Ney
<b>11:30 – Noon</b>	<b>Small Group Reflection and Case Studies</b>
<b>Noon - 1:00 pm</b>	<b>Working Lunch</b>
<b>1:00 - 2:15 pm</b>	<b>The Provost and Student Success: Enrollment Management and Collaborating with Student Affairs</b> Renny Christopher; Don Straney; Laura Woodworth-Ney
<b>2:15 – 2:45 pm</b>	<b>Small Group Reflection and Case Studies</b>
<b>2:45 – 3:00 pm</b>	<b>Break</b>
<b>3:00 – 4:15 pm</b>	<b>The Provost’s Role in Finance: Policy, Budget, and Funding Formulas</b> Brian Jersky; Stacy Pearson
<b>4:15 – 5:00 pm</b>	<b>Small Group Reflection and Case Studies</b>
<b>Dinner on your own</b>	

## Friday, July 12, 2019

8:30 – 8:45 am	<b>Reflections and Goals for the Day</b> Sona Andrews
8:45 - 10:00 am	<b>Promoting Diversity, Equity, and Inclusion</b> Renny Christopher; Carmen Suarez
10:00 - 10:15 am	<b>Break</b>
10:15 - 10:45 am	<b>Small Group Reflection and Case Studies</b>
10:45 - 11:45 am	<b>Small Group Reflection: Your Pathway and Making Use of the Year to Come</b> Sona Andrews
11:45 - Noon	<b>Adjourn. <i>Box lunch to go.</i></b>

## Academy Faculty

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**Sona Karentz Andrews** has over thirty-five years of experience as a higher education university faculty member and administrator. She has held many leadership positions, including vice chancellor of the Oregon University System and provost and vice president for academic affairs at two large universities. Andrews has held faculty positions at the University of Minnesota-Twin Cities, University of Wisconsin-Milwaukee, Boise State University and Portland State University. She has served and continues to serve on local, state, regional and national task forces and boards. She earned her undergraduate degree in geography from Worcester State College (Massachusetts) and her master's and Ph.D. degrees in geography from Arizona State University.



**Renny Christopher** is vice chancellor of academic affairs at Washington State University Vancouver. She was previously associate provost at California State University Channel Islands. She holds a B.A. in English from Mills College, a master's in linguistics from San Jose State University, and a Ph.D. in literature from the University of California Santa Cruz. Before she earned her Ph.D., she worked as a printing press operator, typesetter, carpenter and horse wrangler. Her teaching and research interests focus on issues of race, class, and gender in U.S. literature and culture. She was a Fulbright Senior Scholar in Barcelona, Spain, in 2000.



**Brian Jersky** is the provost and senior vice president for academic affairs at California State University, Long Beach. Jersky promotes excellence in academics, including undergraduate and graduate education, research/creative activity and international education. Previously, Jersky served as dean of Cal Poly Pomona's College of Science and dean of the School of Science at Saint Mary's College. Prior to those roles, he spent 15 years at Sonoma State University in the mathematics department. He has a bachelor's degree in mathematical statistics/economics from the University of Witwatersrand in South Africa. He earned his M.S. and Ph.D. in statistics from Cornell University.



**Donald O. Straney** is vice president for academic planning and policy for the University of Hawaii System with overall responsibility for planning and intercampus coordination of academic and student affairs, institutional research and the Hawai'i P-20 Partnerships for Education. Previously, he served as chancellor of the University of Hawaii at Hilo, dean of science at Cal Poly Pomona and assistant to the provost and department chair at Michigan State University. Straney earned his B.S. and M.S. in zoology from Michigan State and his Ph.D. in zoology from the University of California, Berkeley.



**Laura Woodworth-Ney** was named Idaho State University's executive vice president and provost in 2016. Previously, she served as ISU's provost and vice president for academic affairs and as its associate vice president for academic affairs for three years before that. Woodworth-Ney's former administrative appointments at ISU include chair of the department of history and co-director of women studies. She also served on the ISU faculty senate, both as a senator and as an elected member of the faculty senate executive committee. Woodworth-Ney, who has been at ISU since 1999, has authored more than 30 articles, book reviews, and scholarly essays, as well as three books (several co-authored). She earned a bachelor's degree in English from the University of Idaho, and a Ph.D. in American history and public history from Washington State University.

## Guest Speakers

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



**Bennett G. Boggs** is the higher education program principal at the National Conference of State Legislatures. His professional experiences include service as nonpartisan staff to the House and Senate Education Committees of the Kentucky General Assembly, senior associate for academic affairs at the Kentucky Council on Postsecondary Education, and President’s chief of staff at Berea College, a tuition-free liberal arts work college focused on Appalachian students with limited resources. Boggs earned his B.A. from Wake Forest University (NC), an M.Ed. from The College of William & Mary in Virginia and Ph.D. in higher education policy from the University of Virginia.



**Scott Marshall** leads the academic and student affairs team at the Institute for Shipboard Education/Semester at Sea. For each voyage, its team hires, trains and evaluates 25 faculty and 30 staff members; designs and delivers 75 courses and over 200 in-country field programs; and oversees co-curricular programming, residence life and student conduct. The team collaborates with Colorado State University on curriculum management, student matriculation, registration and articulation and library and bookstore processes. Previously, Marshall was at Portland State University, most recently as vice provost for academic and fiscal planning. He holds a Ph.D. in international strategy, University of Oregon; an M.A. in international affairs, George Washington University; and a B.A. in economics, Willamette University, Oregon.



**Stacy Pearson** (MPA, CPA) is Washington State University’s vice president for finance and administration. She is responsible for the coordination of financial and administrative operations, business services, financial reporting, treasury, real estate, contracting, tax and regulatory compliance, facilities services and campus master planning, public safety, environmental health and safety and risk management. Prior to coming to WSU, Pearson served as Boise State University’s vice president for finance and administration. Pearson holds a B.A. in business administration from the University of Idaho and a master’s degree in public administration from Boise State University.



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

## 2019 Cohort

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**Jenn Capps** has served as the dean of the College of Professional Studies (CPS) at Metropolitan State University Denver since 2017. CPS prepares students for career and postgraduate degrees in a broad range of disciplines, including health, STEM fields and cybersecurity. Capps has served as a university leader in developing public-private partnerships and creating interdisciplinary curriculum that is responsive to workforce needs. Capps earned her Bachelor of Science in psychology from George Mason University, her Master of Arts in counseling psychology from the University of Colorado Denver and her doctorate in counseling psychology and counselor education from the University of Northern Colorado.



**Lyle Castle** serves as vice provost for academic outreach and dean for Idaho State University, Idaho Falls. He oversees all aspects of the outreach enterprise for Idaho State University and is involved in developing strategic plans for the individual centers in Idaho Falls and Twin Falls and integrating those plans with an overall plan for all off-campus activities, including e-ISU, dual credit with high schools, and continuing education. Castle has also served as the interim dean of the College of Science and Engineering since July 2016. Castle received his B.S. in chemistry from Southern Utah State University; M.S. in analytical chemistry from University of Nebraska; and Ph.D. in physical chemistry from University of South Florida.



**Tamela Eitle** has served as vice provost at Montana State University since 2017. She manages accreditation, curriculum development, program assessment, and review. She also provides leadership to Testing Services, the Leadership Institute, and Academic Technology and Outreach. Previously, she served as associate dean of the College of Letters and Science. Eitle is a professor of sociology and publishes research on racial and ethnic disparities in health outcomes and educational opportunities, with a special emphasis on understanding contributions of social context. Eitle earned her B.A. in sociology from University of Kansas and her M.A. and Ph.D. in sociology from Indiana University.



**Susan Kalina** has served as vice provost for academic affairs at the University of Alaska Anchorage since 2012. She oversees institutional processes including accreditation, assessment, curriculum, and academic policy development and implementation and is acting director for the Office of International and Intercultural Affairs. She is a full professor at UAA. As a faculty member at UAA she served on Faculty Senate, was founding chair of international studies, Russian program coordinator, and co-chair of women's studies. Kalina received her B.A. in Russian from Carleton College (MN) and her M.A. and Ph.D. in Slavic languages and literatures from the University of Michigan.



**Claudia Lampman** serves as vice provost for student success at the University of Alaska Anchorage (UAA), working to improve student retention, persistence, and course and degree completion. She analyzes institutional data to uncover gaps in programming and designs new initiatives to improve student outcomes. She also develops metrics to measure progress and works to change campus culture surrounding student success. Lampman is also a professor of psychology at UAA and former psychology department director from 2012-2017. She received her B.A. in psychology from Boston University and an M.A. and Ph.D. in social psychology from Loyola University of Chicago.



**David Lehmpuhl** is a professor of chemistry and has served as the dean of the College of Science and Mathematics at Colorado State University Pueblo since 2015, following two interim dean roles starting in 2012. He provides leadership and manages programs in biology, chemistry, math, physics, and wildlife and natural resources. Previous roles included serving for nine years as the chemistry department chair at CSU-Pueblo while also rising through the academic ranks. Lehmpuhl received his B.S. in chemistry from the University of Colorado at Colorado Springs, and Ph.D. in analytical chemistry from the University of Colorado at Boulder.



**David McAvity** is the interim vice provost for budget and planning and academic dean for international programs at the Evergreen State College, in Olympia, Washington, where he has been a faculty member since 2000. He is responsible for providing leadership of strategic initiatives and provides oversight of the personnel, finances and operations of the academic division. In his capacity as dean of international programs his goal is to enhance international understanding by creating opportunities for students to study around the world, to learn together with international students, and bring international exchange groups to Evergreen. He received his B.Sc. in mathematical physics from Simon Fraser University in British Columbia, and Ph.D. in mathematics from the University of Cambridge in England.



**Janice Neger** serves as dean of the College of Natural Sciences at Colorado State University. She received her Ph.D. in experimental psychology from the University of California San Diego and spent two years as a post-doctoral fellow at NASA/Ames Research Center and SRI International. She joined the faculty at CSU in 1990 and was named dean of the college in 2010. Neger is a strong advocate for diversity, particularly for women in science, and is the co-founder for Women in Natural Sciences at CSU. Neger was elected and currently serves as president of the Council of Colleges of Arts and Sciences.



**Andrea Romero** has served since January 2019 as vice provost for faculty affairs at the University of Arizona, where she is professor in family studies and human development. She is co-owner of two initiatives in the Office of Strategic Implementation; Enhancing Our Work Environment and Hispanic-Serving Institution Cluster Hires. Previously, she was director of the Frances McClelland Institute for Children, Youth and Families for three and a half years. She is currently president-elect for the National Latinx Psychological Association. Her Ph.D. is in applied social psychology and her research has investigated Latinx youth health disparities.



**Kris Roney** has served as the associate vice president for academic programs and dean of university college & graduate studies at California State University Monterey Bay since 2014. She supervises service academic programs and student success units and presently serves as the administrative lead for the graduation initiative and curricular change in general education and remediation. Previously, Roney spent 10 years at Gainesville State College (now University of North Georgia) as both faculty and administrator. She received her B.A. in English from Norfolk State University (VA) and her M.A. and Ph.D. in comparative literature from The University of Georgia.



**Alan Rosenfeld** has served as associate vice chancellor for academic affairs at the University of Hawai'i – West O'ahu since 2018. He oversees the development and implementation of academic programs, generates and interprets academic policies, assists with accreditation efforts, and directs faculty professional development. He was previously a member of the UH West O'ahu faculty, rising to the rank of professor and holding positions as humanities division chair, faculty senate chair, and special programs director. Rosenfeld received his B.A. in history from the University of Pennsylvania and his M.A. and Ph.D. in history from the University of California, Irvine.



**Sarah Shannon** has served as dean of the Montana State University College of Nursing since 2017. Previously, she served for one year as senior associate dean for academic affairs of Oregon Health & Sciences University and as faculty for 25 years at University of Washington School of Nursing with an adjunct appointment in the School of Medicine Department of Bioethics and Humanities. While in Seattle, Shannon was a clinical ethics consultant at several organizations. She received her B.S. in nursing from University of Arizona and an M. S. and Ph.D. in nursing science from the University of Washington.



**Tom Thornton** has served as dean of arts & sciences and vice provost for research & sponsored programs at the University of Alaska Southeast (UAS) since 2018. He oversees departments in business and public administration, humanities, natural sciences, and social sciences, and is involved in a variety of statewide and regional research and educational initiatives and consortia. He also taught at St. Lawrence University (global studies), Trinity College (anthropology), Portland State University (anthropology and American Indian studies), and Beijing Normal University (Fulbright Fellowship). His research and publications focus on the peoples, lands, and waters of Alaska and the North Pacific. He earned his B.A. in sociology and anthropology at Swarthmore College and an M.A. and Ph.D. in anthropology from the University of Washington.



**Joanne Tokle** is currently serving as acting dean of the College of Business at Idaho State University. Tokle began her career at Idaho State University in 1988, teaching economics, finance, and business statistics. She served as M.B.A. academic director and associate dean in the College of Business, and as associate vice president for undergraduate affairs for Idaho State University. She earned a B.S. in agricultural economics from the University of Wisconsin-Madison, an M.S. in agricultural and applied economics from the University of Minnesota, and a Ph.D. in economics from Iowa State University.



**Rossitza Wooster** has served as dean of the Graduate School at Portland State University (PSU) since January 2018. She oversees graduate admissions, academic services and student services. Wooster works closely with faculty and administration to improve the quality of graduate education at PSU. She is an active member of the Western Association of Graduate Schools and Council of Graduate Schools. Previously, Wooster was professor of economics for 12 years at PSU. She holds a Ph.D. in international economics from University of Oregon, an M.S. in economics from University of Ohio and a B.A. in economics from St. Lawrence University (NY).

## About the Western Academic Leadership Forum

The **Western Academic Leadership Forum** (Forum) provides a unique avenue by which the West's top academic leaders share perspectives on current issues to help inform their future decision making and leadership. Through the Forum, colleagues share the lessons they've learned from tackling challenges, and provide advice and assistance to one another based on their special expertise. They engage in planning and developing innovative regional initiatives addressing common concerns and together help build a stronger future for higher education in the West. The official representatives of the Forum's members are the chief academic leaders at the four-year institutions and their related system and state agencies in the WICHE region.

[www.wiche.edu/Forum](http://www.wiche.edu/Forum).



## About the Western Interstate Commission for Higher Education

The **Western Interstate Commission for Higher Education** works collaboratively to expand educational access and excellence for all citizens of the West. By promoting innovation, cooperation, resource sharing, and sound public policy among states and institutions, WICHE strengthens higher education's contributions to the region's social, economic, and civic life. WICHE's 16 members include 15 states: Alaska, Arizona, California, Colorado, Hawai'i, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, Wyoming, as well as member U.S. Pacific Territories and Freely Associated States (which currently include the Commonwealth of the Northern Mariana Islands and Guam). [www.wiche.edu](http://www.wiche.edu).



Western Interstate Commission for Higher Education  
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