Leaders Facing Change: Asking the Right Questions

Annual Meeting
April 8-10, 2015
Rapid City, South Dakota

Western Alliance of Community College Academic Leaders
About the Alliance

The Western Alliance of Community College Academic Leaders (known as the Alliance) was founded by the Western Interstate Commission for Higher Education (WICHE) in 2010. The Alliance’s members are the chief academic officers of the community colleges and technical schools along with their associated system and state agencies located in the 15 WICHE states and the U.S. Pacific Territories and Freely Associated States. 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.

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 the ones you’re 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.

Message from the Chair

Dear colleagues,

Welcome to the Great State of South Dakota! And while you’re here, I hope you’ll take the time to enjoy the beauty of the Black Hills, and explore such sites as Mount Rushmore, Crazy Horse Monument, Sanford Underground Laboratories and the friendly downtown of your host, Rapid City! I look forward to discussing with you today’s important questions concerning what matters most to us as academic leaders: our students, their aspirations, and their success. With the nation’s higher education terrain shifting at every corner, it is often difficult to know what questions to ask, much less how to answer them. But, together, we will do just that. We’ll hear from speakers who will challenge our thinking and push us in new directions. Others will inspire us to ask new questions and to use our collective energy, innovative thinking, and enthusiasm to collaborate on fresh and creative ways to produce a better educated and skilled workforce. And building on our own vast and varied experiences, we’ll boldly face the most elusive of these questions collectively to create a stronger future for higher education in the West.

Michael Cartney, Alliance Chair
President, Lake Area Technical Institute

WICHE members: Alaska • Arizona • California • Colorado • Hawai’i • Idaho • Montana • Nevada • New Mexico • North Dakota • Oregon • South Dakota • Utah • Washington • Wyoming • U.S. Pacific Territories and Freely Associated States
SCHEDULE AT A GLANCE

Pre-Meeting Activities

Wednesday, April 8
12:00 - 4:30 pm Registration Open
1:00 - 4:30 pm Executive Committee Meeting (executive committee members only)
5:15 - 6:15 pm Welcome Reception
6:30 pm Networking dinners at local restaurants

Meeting Program

Thursday, April 9
7:30am - 5:00 pm Registration Open
7:15 - 8:15 am Breakfast
8:30 - 8:45 am Call to Order and Welcome to South Dakota and the Alliance 4th Annual Meeting
8:45 - 9:45 am How a Culture of Inquiry Can Help Your College Move the Needle on Student Success
9:45 - 10:00 am Break
10:00 - 10:45 am Bombs and Breakthroughs
10:45 - 11:00 am Break
11:00 - 11:45 am Analytics for Action!
11:45 am - Noon Break
Noon - 1:00 pm Awards Luncheon
1:00 - 2:15 pm Innovation Circles
2:15 - 2:30 pm Break
2:30 - 3:30 pm Reinventing the Ideal Adult Learning Model through Competency-Based Education
3:30 - 3:45 pm Break
3:45 - 4:30 pm Open Educational Resources: Making Free Textbooks a Reality
5:00 - 6:30 pm Travel to Mount Rushmore / Sightseeing
6:30 - 7:00 pm Reception and Welcome to Mount Rushmore
7:00 - 7:15 pm Mount Rushmore Presentation by National Park Service
7:15 - 8:15 pm Dinner / Peering Into the Future of Education: What’s Just Around the Corner and On the Horizon?
8:30 - 9:30 pm Return to Hotel

Friday, April 10
7:30 - 8:30 am Breakfast and Alliance Membership Meeting
8:30 - 9:45 am For the Love of Learning: New Media Environments
9:45 - 10:00 am Break
10:00 - 11:15 am Aligning Competencies Across Institutions: A Look at Regional and National Initiatives
11:15 - 11:45 am Reflections and Anticipations
11:45 am - Noon Wrap Up/Adjournment
Program Sessions and Speakers

Pre-Meeting Activities – Wednesday, April 8

12:00 - 4:30 pm  Registration

1:00 - 4:30 pm  Executive Committee Meeting (executive committee members only)
Lincoln Room

5:15 - 6:15 pm  Welcome Reception
Vertex Sky Bar
Unwind from the busy day as you catch up with old friends and make new ones!

6:30 pm  Networking Dinners
Join your colleagues for some lively conversation about a topic that concerns you. We have reserved tables for dinner at several nearby restaurants to be hosted by members of the Alliance Executive Committee. Attendees are responsible for the cost of their dinner.

• External Forces Bringing Change: Are They Real, Gimmicks, or Smokescreens. Pete Pinney, University of Alaska Fairbanks
• K-12 Relationships: How Close Should the Ties Be? Douglas Murray, New Mexico Military Institute
• Mental Health Counseling for Online Students: How Are These Students Served? Nancy Szofran, Community Colleges of Spokane, WA
• Networking Potpourri. Mike McFarlane, Great Basin College, NV
• The Biggest Problem I Have Is ... Maria Harper-Marinick, Maricopa Community Colleges, AZ
• Tricks and Traps of Consortia. Susan Jones, Montana University System

Thursday, April 9

7:15 am - 5:00 pm  Registration

7:15 - 8:15 am  Breakfast
Rushmore & Washington Rms

8:30 - 8:45 am  Call to Order: The Alliance 4th Annual Meeting
Yesterday’s Ballroom
Michael Cartney, President, Lake Area Technical Institute and Alliance Chair
Welcome to South Dakota
The Honorable Dennis Daugaard, Governor, State of South Dakota

8:45 - 9:45 am  How a Culture of Inquiry Can Help Your College Move the Needle on Student Success
In the past decade, colleges around the country have significantly evolved the availability of data on their campuses, often in response to accountability and/or accreditation concerns. What hasn’t always followed is a parallel evolution of actually using the data to create insight and eventually take action to improve student outcomes. More recently, a national movement has emerged toward evolving a culture of inquiry and action on campuses— with the result of creating significant improvement

Keynote Speaker: Rob Johnstone
Rob Johnstone is the founder and president of the National Center for Inquiry & Improvement, which he founded in 2013 to continue his improvement and inquiry work with colleges and on national improvement projects in higher education. Previously he was a dean and provost in the California Community College system for over a decade as well as an industry strategic consultant. Johnstone received his B.A. in psychology from Stanford University, his M.A. in Experimental Psychology from San Jose State University, and his Ph.D. in Social Psychology / Psychology and the Law from the University of Oregon.
in the key student outcomes we all are passionate about. Colleges are at different places on the evolutionary continuum toward this culture, with nearly everybody yearning to take the next steps. This session will explore the concept of how to evolve such a culture— but far more importantly, we will explore whether we are asking the right questions to really move the needle on student success. Come ready for an interactive, engaging exploration that will access your subject matter expertise as we collectively explore important student success issues and start brainstorming how to continue to move forward on improving student outcomes.

**Introducer:**
Peter Quigley, *University of Hawai‘i System*

**Speaker:**
Rob Johnstone, *National Center for Inquiry & Improvement*

### 9:45 - 10:00 am Break

### 10:00 - 10:45 am Bombs and Breakthroughs

*Rushmore & Washington Rms*

Join your colleagues in a lively discussion about experiences asking some of the right and wrong questions and some of the lessons learned. Each roundtable will focus on a different topic with a host kicking off the conversation by relating a question he/she asked and what it led to ... a bomb, a breakthrough, or a bomb that resulted in a breakthrough! Then jump in with your own experiences.

**Roundtable Topics and Hosts:**

- **Be Careful What You Ask For.** Nancy Szofran, *Community Colleges of Spokane*
- **From Faculty to Administrator: Things I Wish I Knew Beforehand.** Suzette Robinson, *University of Hawai‘i Community Colleges*
- **Hiring Staff: Questions I Ask or Wish I Had.** Jim Minkler, *Spokane Falls Community College, WA*
- **It Seemed Like a Good Idea at the Time.** Todd Schwarz, *College of Southern Idaho*
- **Open Educational Resources: Key Questions to Ask.** Joanna Schilling, *Cerritos College, CA*
- **Opportunity Knocks: Should You Answer?** Diane Stiles, *Lake Area Technical Institute, SD*
- **The Role of Chief Academic Leaders: What Do You Do and Why, and What Should You Do?** LeBaron Woodyard, *California Community Colleges Chancellor’s Office*
- **Will the System Produce the Outcomes Expected?** Tiffany Sanderson, *South Dakota Department of Education*

### 10:45 - 11:00 am Break

### 11:00 - 11:45 am Analytics for Action!

*Yesterday’s Ballroom*

Many of us are data rich and information poor. We may be swimming in data, but frequently seem to lack what we really need or want to know. How do you know what you need and what it means? Find out how these panelists have used data analytics to make important differences for their institutions.

**Moderator:**
Barbara Grover, *Salt Lake City Community College, UT*

**Speakers:**
Lisa Foss, *St. Cloud State University, MN*
Linda Howdyshell, *Broward County Community College, FL*
John Stanley, *University of Hawai‘i*

### 11:45 am - Noon Break
Noon - 1:00 pm  
**Awards Luncheon**  
Join us in congratulating the winner of the Third Annual Academic Leaders Tool of the Year Award!

**Presenter:** Jose Fierro, vice chair, Academic Leaders Toolkit  
**Recipient:** John Heemstra, Mitchell Technical Institute

1:00 - 2:15 pm  
**Innovation Circles**  
Here’s a great opportunity to learn from your colleagues and our sponsors about some of the recent innovations they’ve put in place. Every twenty minutes a bell will ring and attendees will move to a new topic.

- **Achieving the Goal: Student Retention**
  Retention is top priority for Western Dakota Tech. With very few answers to why we were losing students, WDT’s president invested money in a Student Success Center with three Student Success Coaches. Learn how the center was created and what services the center has brought to the school including how it has brought various departments together across campus to work toward one common goal – student retention.
  
  Kelly Oehlerking, Western Dakota Technical Institute

- **Toolkit Winner: Technical Education at a Distance (TED) Model**
  In 2012, Mitchell Technical Institute was awarded a Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant through the U.S. Department of Labor with the goal of developing a model for delivering technical education at a distance (TED). With this funding, MTI developed a hybrid program/model for hands-on, technical training, incorporating internet, videoconferencing and mobile device technologies into highly engaging coursework and hands-on skills training. The use of this model was piloted with a Speech-Language Pathology Assistant program. The components of this model and lessons learned will be discussed.
  
  John Heemstra, Mitchell Technical Institute, and the 2015 Academic Leaders Tool of the Year Award Winner

- **Linking Learning Outcomes Assessment and Program Evaluation**
  New Mexico Military Institute has developed a comprehensive system that integrates the assessment of learning outcomes with the evaluation of programs which are linked with the strategic plan goals and objectives and accreditation criteria. An internal assurance system was developed which is based upon evidentiary documents, both quantitative evidence with benchmarks and mission documents with the evidence being the nucleus for the database. This system integrates the planning, learning, assessment and feedback loop all together.
  
  Douglas Murray, New Mexico Military Institute  
  Michele Bates, New Mexico Military Institute

- **Partnering to Achieve Your Goals**
  Laramie County Community College has been responsive to their student and faculty needs when designing their courses in Brightspace. Their instructional design team wanted to push the innovation boundaries in their course design to optimize the student experience. With the flexibility of the Brightspace Integrated Learning Platform, D2L and Laramie County Community College were together able to achieve the desired outcome.
  
  Nancy Gold, Brightspace by D2L  
  Jose Fierro, Laramie County Community College

- **Prior Learning Assessment: Creating an Inclusive, Validated System**
  The Colorado Community College System recently developed policy and procedures that created an inclusive, validated system of Prior Learning Assessment in Colorado’s community colleges. The methods used to gather stakeholders, open the conversation, challenge and change damaging
misperceptions and practices, reduce institutional barriers, create a state-wide PLA Handbook and our ongoing efforts to validate our assessment practices will be discussed.

Bitsy Cohn, The Colorado Community College System

▶ The Redesign of Developmental Education: A Success Story

From 2011 to 2014, the thirteen community colleges in Colorado implemented a comprehensive redesign of the developmental education system in math, English and reading that reduced the time required for remediation, mainstreamed students into college level courses, and provided pathways for success. The result was more students successfully completed their college level courses in math and composition. Our student success data and the experiences of the faculty will tell Colorado’s success story.

Marilyn Smith, Colorado Community College System

▶ Reaping the Benefits of Open Educational Resources

Open educational resources (OER) are changing the landscape of course development into a more transparent and open process which fosters collaboration across departments and educational institutions. In the spirit of that process, Colorado Community College System has published 200+ courses into OER, enabling content sharing between 13 system colleges and three independent colleges. This mini-session gives attendees a taste of how beneficial OER can be to their instructors, students and the quality of their programs.

Brenda Perea, Colorado Community College System

▶ The Texas Southmost Direct Access Story

Texas Southmost College launched an operationally independent institution in fall of 2013 with an almost 100 percent digital solution to complement its face-to-face instruction. President Tercero’s vision for TSC is built on a foundation of student success leading to employment and accountability for all, and TSC partnered with Pearson to help them reach this goal. Pearson delivers a service which includes content, technology and custom curriculum services. Direct access to affordable learning materials on day one positively impacted student success. During this session we will discuss how Texas Southmost College implemented a direct access solution and the impact it has had on their student success.

Adriana Dallas, Texas Southmost College

2:15 - 2:30 pm Break

2:30 - 3:30 pm Reinventing the Ideal Adult Learning Model through Competency-Based Education

The emerging popularity of competency-based education programs shows an attempt by institutions to address the needs and desires of the adult learner. When properly developed and implemented, this model can simultaneously provide students with flexibility in scheduling, recognition of prior learning, lower cost of attendance, shorten time to completion and a meaningful representation of a student’s learned skills and abilities. Our panel will describe the similarities and differences in their approaches and lessons learned.

Moderator:
Lita Burns, North Idaho College

Speakers:
Kevin Brockbank, Salt Lake City Community College
Kristine Clerkin, Southern New Hampshire University
Stacey Ludwig Johnson, Western Governors University

3:30 - 3:45 pm Break
3:45 - 4:30 pm  Open Educational Resources: Making Free Textbooks a Reality

Student survey data tell us many students don’t purchase required textbooks for their courses, leaving them without the necessary learning resources to truly succeed. Several initiatives are underway to provide a collection of open educational resources for use in high enrollment courses and others. Are they making a difference for students? What is the business model that ensures continued development and updates?

Moderator:
Charlotte Cepeda, Northern Marianas College

Speakers:
Mary Burgess, BCcampus
Mark Jenkins, Washington State Board for Community and Technical Colleges
Kim Thanos, Lumen Learning

4:45 pm
Buses begin loading in front of the hotel. Buses leave promptly at 5:05 pm.

5:00 - 6:30 pm  Travel to Mount Rushmore/Sightseeing

6:30 - 7:00 pm  Reception and Welcome to Mount Rushmore

Carvers Café

7:00 - 7:15 pm  Mount Rushmore Presentation by the National Park Service

Speaker:
Ed Menard, Mount Rushmore National Memorial

7:15 - 8:15 pm  Dinner and Address: Peering Into the Future of Education: What’s Just Around the Corner and On the Horizon?

New technologies and innovations are pushing us to transform the way we teach and students learn. Indeed, the public and policymakers are demanding that we do so. What are some of the most promising innovations being implemented today? What’s ahead that few see coming?

Introducer:
Mike Cartney, Lake Area Technical College

Speaker:
Steven Mintz, Institute for Transformational Learning, The University of Texas System

8:30 - 9:30 pm  Return to Hotel

Friday, April 10

7:30 - 8:30 am  Breakfast and Alliance Membership Meeting

Yesterday’s Ballroom

8:30 - 9:45 am  For the Love of Learning: New Media Environments

Technologies have created new ways to engage and support student learning. Find out how some of these personalized and customized environments are making a real difference for students.

Moderator:
Jerry Migler, Colorado Community College System

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Speakers:
Vernon Smith, University of the Pacific, CA
Paul Bowers, Pearson
Jeremy Auger, Brightspace by D2L

9:45 - 10:00 am Break

10:00 - 11:15 am Looking at Learning Across Institutions: A Focus on Quality, Symmetry, and Transportability
Two initiatives – the Interstate Passport Initiative and the Multistate Collaborative to Advance Learning Outcomes Assessment (MSC) – are working to do this. Why? What is the role of assessment in these efforts? Will these efforts ensure quality? Can transfer students benefit? How could your institution get involved?

Moderator:
Jan Yoshiwara, Washington State Board for Community and Technical Colleges

Speakers:
Peter Quigley, University of Hawai‘i Community Colleges
Julie Carnahan, State Higher Education Executive Officers (SHEEO)

11:15 - 11:45 am Reflections and Anticipations
Join our keynote speaker as he reflects on some of the key questions threaded through the conference discussions that resulted in or will result in significant changes for the academy. But he won’t stop there. He’ll engage you in forming a few new questions that promise to challenge and excite your thinking as you return to your leadership posts in these most interesting of times!

Introducer:
Maria Harper-Marinick, Maricopa Community Colleges

Speaker:
Rob Johnstone, National Center for Inquiry & Improvement

11:45 - Noon Wrap Up/Adjournment

Hosts and Sponsors
Thanks to our generous host:

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Local Attractions

Only a short drive from many well-known Rapid City attractions such as Mount Rushmore and the Reptile Gardens, the historic Hotel Alex Johnson is also in a prime location for guests to visit other areas of the Black Hills. Travel back in time 2.5 billion years at the Journey Museum, escape into the 144 miles of nature on the Mickelson Trail, or view the beauty of the Black Hills from a new perspective on an 1880 Steam Train. The South Dakota tourism website is http://www.travelsd.com/.

Crazy Horse Memorial - Crazy Horse Memorial is the world's largest sculpture-in-progress, and frequent drilling and mountain blasts make each visit unique. When completed, Crazy Horse Memorial will stand 563 feet tall by 641 feet long.

Badlands National Park - Walk where ancient animals such as the rhino, horse, and saber-toothed cat once roamed at this 244,000 acre park filled with astounding geologic deposits containing one of the world's richest fossil beds.

Broken Boot Gold Mine - The Broken Boot Gold Mine, located on upper Main Street in Deadwood, provides underground tours of an authentic 100-year-old gold mine. Courteous and informed guides show you where miners pursued gold ore veins with black powder and candlelight.

Rushmore Cave - Explore the stalactite-filled caverns of this amazing natural wonder, soar through the sky on the new Soaring Eagle Zipline Ride or try your skill at the New Gunslinger 7-D Interactive Theater.

Reptile Gardens - Reptile Gardens, located six miles south of Rapid City on Hwy 16, offers 50,000 flowers, exotic birds, great shows, minerals and fossils. The world's largest reptile collection is on display along with Tropical Orchids in an indoor jungle, giant tortoises and birds of prey. Now featuring Komodo Dragons, Reptile Gardens was listed as a top 10 roadside attraction by USA Today.

Spearfish Canyon - Black Hills beauty at its finest, Spearfish Canyon is one of the most scenic landscapes in the state. With over 1300 plant species, various types of animals and Bridal Veil Falls to explore, this area is one that sightseers, picnickers, bikers, and families do not want to miss.

Mammoth Site - Located in Hot Springs, SD, the Mammoth Site offers visitors a window into the Ice Ages with an active paleontological dig site and exhibited fossils for all ages to enjoy.

Membership

Membership in the Western Alliance of Community College Academic Leaders

The Western Alliance of Community College Academic Leaders is open to new, eligible members. Members are public and private community colleges and technical schools and their associated system offices, and state governing and coordinating boards in the WICHE region. The member representatives are the chief academic officers of the respective institutions or organizations.

Member Benefits

- An active listserv for instant access to advice from your colleagues across the region.
- Opportunity to participate in regional initiatives addressing common areas of interest.
- Complimentary registration for your institution's or organization's official representative at the Alliance annual meeting.
- Discounted registration fees for members of your staff with expertise in the topics covered at the meeting.
- Opportunity to serve on the Alliance Executive Committee if selected as the state representative.

Dues Schedule

The membership year runs from July 1 to June 30. The dues schedule is set by the Executive Committee.

- Community colleges and technical schools under 5,000 headcount: $500
- Community colleges and technical schools with 5,001+ headcount: $750
- System offices and statewide governing and coordinating board offices: $1,200

Volume Discount: The Alliance offers a 25% volume discount when a system or state agency joins with all eligible public institutions in the system or state and pays via one invoice.

Apply today!
www.wiche.edu/alliance/membership
Biographical Information on the Speakers

Jeremy Auger has been an entrepreneur and technology executive for 20 years. He has been a founder, board member, advisor, COO, CTO, and currently serves as the chief strategy officer and one of the co-founders of D2L Inc., a global company helping to transform the way the world learns through innovative technology solutions. Prior to joining D2L, Auger came from a strong technical and business background, worked with numerous high-tech companies throughout North America, and has been actively involved with eLearning and technology companies for over twenty years, building his first fully online course in 1996. Auger has an Honors Bachelor of math in computer science from the University of Waterloo, and a Master of science in management from Wilfrid Laurier University.

Michele Bates assumed the responsibilities of institutional research officer, New Mexico Military Institute (NMMI) in July 2014. She graduated in 2009 from New Mexico State University with a Bachelor of Business Administration in Leadership Management and Human Resources. Her first assignment at NMMI was special projects analyst for the chief academic officer/academic dean. Bates developed an assurance database to assess support services that links to the strategic plan. In 2013 she was awarded the NMMI Meritorious Service Medal for her efforts in restructuring internal accreditation documentation resulting in a superior finding by the AdvancEd accreditation team.

Paul Bowers, strategic consultant for Learning Strategies with Pearson Higher Education, has worked at the forefront of educational technology and distance learning for 32 years. Bowers has served on the Board of the Instructional Management System (IMS, now IMS-Global), the Board of Advisors for the Monterey Institute NROC open courseware project, and on the Iowa Educational Telecommunications Committee, the educational oversight body for the Iowa Telecommunications Network, one of the largest distance learning networks in the world. Bowers has served in a variety of roles at public and private higher education institutions, including 22 years as a faculty member as well as serving as director, dean, and vice president for online and adult learning at several institutions, including Buena Vista University, Cleveland State University, and Hiram College.

Kevin Brockbank currently serves as the dean of the school of applied technologies and professional development at Salt Lake Community College. He assumed this position in 2013 after a 17-year career in the Montana University System working at two-year colleges as a faculty member and administrator. He focuses on providing innovative approaches to addressing workforce training needs and creating effective learning environments for adults. Brockbank received his B.A. in business education technology education and Master’s Degree in curricular studies from the University of Montana. He is currently working on his Doctorate in educational leadership from the University of Montana.

Mary Burgess has been director, Open Education at BCcampus since 2012. In addition to leading the BC Open Textbook Project, Burgess leads other open educational resource initiatives as well as the development and delivery of faculty professional learning and communities of practice. Previously, Burgess was the director of the Centre for Teaching and Educational Technologies at Royal Roads University in Canada. Burgess has a B.A. in liberal arts and a graduate certificate in the applied management of information technologies from the University of Victoria, and an M.A. in educational technology from the University of British Columbia.

Julie Carnahan is a senior associate at the State Higher Education Executive Officers (SHEEO) which she joined in May 2010. Her position at SHEEO includes coordinating the Peer Consultation Networks, and working on academic policy and planning issues, such as accreditation, assessment of higher education learning outcomes (AHELO), and higher education’s involvement in the Common Core Standards and Assessment initiatives. Prior to joining SHEEO, Carnahan was the chief academic officer for the Colorado Department of Higher Education and was assistant vice-chancellor for planning and information management at the University of Colorado Denver. Carnahan holds a Ph.D. in higher education from the University of Michigan, and an M.A. in sociology and B.A. in psychology from the University of Colorado Colorado Springs.

Kris Clerkin is executive director of College for America (CfA) at Southern New Hampshire University. She leads its mission-driven team of professionals committed to providing greater access and quality in higher education through low-cost competency-based education. CfA has ambitious goals to serve thousands of students with its innovative model of personalized learning at scale. Clerkin has many years of experience in the higher education industry including roles as president of Houghton Mifflin’s Higher Education Division and general manager of Wolters Kluwer Legal Education. She has a B.A. from the University of Wisconsin and an M.P.A. from the Harvard Kennedy School.

Bitsy Cohn has been with the Colorado Community College System as the director of credit for prior learning and coordinator of developmental education since 2012. Her work includes developing and implementing policies...
with college constituents and training and programmatic support for TAACCCT grants from the U. S. Department of Labor. Previously, she spent 22 years at Front Range Community College as the director of learning opportunity services and as an adjunct faculty member. Cohn received her B.A. in English/Linguistics from Keene State College and an M.S. in organizational leadership, online teaching and learning from Colorado State University Global.

Adriana A. Dallas is the clinical coordinator for the diagnostic medical sonography program at Texas Southmost College. Dallas has a Masters Degree in Radiologic Sciences-Education and currently holds credentials in radiology and sonography (general and vascular). Dallas has 8 years experience teaching in higher education and 10 years as a registered sonographer. She was faculty champion at Texas Southmost College and her duties included teaching all faculty the Pearson Learning Studio. Dallas has presented for Texas Southmost College convocation, Texas Southmost College Board of Trustees, and Health Care Career and Technical Education Divisional faculty meeting on the benefits of combining Pearson Learning Studio in the classroom and students success.

Jose Fierro is the vice president of academic affairs at Laramie County Community College (LCCC). Prior to joining LCCC, Fierro served as an academic dean, associate dean of liberal arts and sciences, and professor of biological sciences at Florida State College. During his time at Florida State College, Fierro was involved in college-wide assessment initiatives, and accreditation, and chaired the Center for Teaching and Learning. He has developed several online and hybrid courses in the natural sciences; authored a number of journal articles; and presented at multiple educational conferences on the topic of faculty development for online teaching and the institutional strategies necessary for online programs to succeed. Fierro’s research interests include improving student retention in developmental education, social learning, and the effective use of emerging technologies in the classroom.

Lisa Helmin Foss is the associate vice president and associate provost for strategy, planning, and effectiveness at St. Cloud State University in Minnesota. She holds a Bachelor’s Degree in mass communication, a Master’s in business administration from St. Cloud State University, and a Ph.D. in educational policy and administration – higher education from the University of Minnesota. She completed the Harvard Graduate School of Education’s management and leadership in higher education institute. She presents frequently at the local, national and international level on change management and data analytics in higher education.

Nancy Gold has worked with education related organizations for over 25 years. She was an elementary teacher who transitioned into the technology industry where she worked in marketing support, consulting services, and sales before moving into college industry. In 2013 Gold seized an opportunity to join D2L as an account manager where she partners with her clients to help them achieve their desired goals.

John Heemstra is the outreach coordinator at Mitchell Technical Institute (MTI) in Mitchell, SD, serving in a variety of positions for nearly 20 years. In his current position, Heemstra is responsible for the management of three federal grants awarded by the U.S. Department of Labor through the Trade Adjustment Assistance Community College and Career Training (TAACCCT) program. He received his undergraduate and M.Ed. degrees from South Dakota State University where he was also commissioned a 2nd lieutenant through the Army ROTC program. Heemstra served on active duty until his retirement as a major in 1995.

Linda Howdyshell has served as college provost and senior vice president for academics and student success at Broward College (FL) from October 2010 until the current time. During her tenure, Broward College was named one of the Top Ten Community Colleges by the Aspen Institute, was reaccredited by SACS COC for ten additional years without any recommendations, was noted for implementing competency-based programming, and added both local and international centers. Prior to joining Broward College, Howdyshell served as vice president of instruction and chief administrative officer, Chino campus, at Chaffey College, CA. At Riverside Community College as dean of instruction and vice president, she led the accreditation process for the Norco Campus to become Norco College. Howdyshell began her career as a teacher and has taught at all levels. Howdyshell received her Ph.D. with an emphasis in organizational development from Michigan State University.

Mark Jenkins is director of eLearning & open education at the Washington State Board for Community and Technical Colleges, where he has worked since 2013. Previously he served as associate vice provost for online learning services in Portland State University’s School of Extended Studies, where his team provided production, consulting and training services to faculty. From 1999 to 2006 Jenkins held leadership roles in web-based learning and instructional technology at Marylhurst University near Portland, Oregon. He received his Ph.D. in literature from UCSD in 1996 and holds B.A. & M.A. degrees in English from the University of Washington in Seattle.
Stacey Ludwig Johnson has been with Western Governors University for seventeen years and has been responsible for guiding the development of the systems, policies, and procedures that created the foundation for the competency-based university. She is currently responsible for the academic services of the university that include the Office of the Registrar, career and professional development services, alumni relations, term break and withdraw recovery teams, orientation and student success teams, field placement for the Teachers College and College of Health Professions, and other cross-departmental initiatives that impact the student experience. She has a passion for delivering student services that support on-time progress to graduation, retention, and overall student satisfaction.

Rob Johnstone is the founder and president of the National Center for Inquiry & Improvement, which he founded in 2013 to continue his improvement and inquiry work with colleges and on national improvement projects in higher education. Previously, he was a dean and provost in the California Community College system for over a decade as well as an industry strategic consultant. Johnstone received his B.A. in psychology from Stanford University, his M.A. in experimental psychology from San Jose State University, and his Ph.D. in social psychology/psychology and the law from the University of Oregon.

Ed Menard is a park ranger with the Mount Rushmore National Memorial. He began his career in electronics through trade school and Massachusetts Bay Community College. He then joined the Air Force and started a career in avionics working on an F-106 Interceptor and the new B-1B bomber. Menard’s career with the Air Force lasted for 24-years. During that time, he earned three college degrees in management, business, and history. After leaving the USAF, Menard started a new career with the National Park Service.

Jim Minkler, the vice president of learning for Spokane Falls Community College, serves as the chief academic officer and accreditation liaison officer. He works with K-12 partners and area universities to assure seamless transfer for both incoming and outgoing students and leads accreditation efforts. Minkler serves as co-chair to the state’s Joint Transfer Council and transfer committee chair to the state’s Instruction Commission. Previously, he served as the district academic services officer. A former instructor of philosophy, Minkler received his B.A. in history and philosophy, M.A. in philosophy, and Ph.D. in education from the University of Idaho.

Steven Mintz, a pioneer in the application of new technologies to teaching and research, is executive director of the University of Texas System’s Institute for Transformational Learning, which is charged with leveraging new technologies to make a high quality education more affordable, accessible, and successful. A prize-winning teacher and author, his 14 books include, most recently, The Prime of Life: A History of Modern Adulthood (Harvard). His digital history website has been named one of the top 5 websites for U.S. history. He has been a fellow at Stanford’s Center for Advanced Study in the Behavioral Sciences, president of H-Net: Humanities and Social Sciences Online and the Society for the History of Children and Youth, and chair of the Council on Contemporary Families.

Brigadier General Douglas J. Murray, United States Air Force (Retired), assumed the responsibilities of dean of academics and chief academic officer, New Mexico Military Institute (NMMI) in 2007. Murray’s distinguished 42-year Air Force career in education, administration, leadership and management began with his graduation from the Georgetown University School of Foreign Service with a B.S. in foreign service. He received his M.A. degree from the University of Texas’ Institute of Latin American Studies. He completed a Ph.D in international relations, comparative politics, and defense policy at University of Texas at Austin.

Kelly Oehlerking has worked for Western Dakota Technical Institute (WDT) in South Dakota for 25 years. She currently is the dean of academics, overseeing all academic programs and faculty. Oehlerking received her B.S. in business administration from Black Hills State University and her M.S. in administrative studies with an emphasis in human resources from the University of South Dakota. Prior to her administrative position, she taught in both the general education and business programs at WDT.

Brenda M. Perea serves as the instructional design project manager for Colorado Community College System’s TAACCCT grants. She is currently providing regional and national leadership in the use of, and publication to, open educational resources in blended/online courses. She has spent the last 15 years in the instructional design arena, with projects spanning academia, corporate and government/military. With her post-masters work in adult learning, and the experience she has gained as a Quality Matters Peer reviewer and a Merlot Peer Reviewer, she ensures CCCS’s grant course development projects are both collaborative and OPEN while benefiting post-secondary and workforce partnerships.

Peter Quigley is the University of Hawai’i System Community Colleges’ associate vice president for academic affairs. He is responsible for academic program planning, evaluation and assessment; course and program articulation; regional accreditation; federal higher education and workforce development issues, and
collaboration with external agencies. He also has served as interim vice chancellor for academic affairs at the University of Hawai‘i at Mānoa and chancellor at Leeward Community College. Prior to coming to Hawai‘i, Quigley served as dean of the College of Arts and Humanities at Minnesota State University and as dean of academics/chief academic officer at Embry Riddle University. Quigley has held tenured professorships in Europe and the U.S. He has been awarded two Fulbright awards to the University of Bergen in Norway. In addition to his administrative position, Quigley holds a tenured full professor position at the University of Hawai‘i, Mānoa.

Suzette Robinson has served the University of Hawai‘i Community Colleges (UHCC) for over 36 years. Since 2010, she has been the director of academic programs for the UHCC system office. In this position, she works in collaboration with the vice chancellors of academic affairs for the seven community colleges in UHCC-system efforts such as online tutoring, job placement services, and early alert program. Prior to her work at the UHCC system level, her professional experience was with the University of Hawai‘i Maui College where she served as vice chancellor for academic affairs, assistant dean of instruction, director of continuing education, chair of the Language Arts Division, and director of the Learning Center. Robinson received her B.Ed. and M.Ed. in curriculum and instruction from the University of Hawai‘i Mānoa.

Tiffany Sanderson serves as the director for career and technical education at the South Dakota Department of Education. She leads efforts to ensure students are prepared for college, careers and life through activities such as career exploration, business engagement, technical coursework and postsecondary education. Sanderson’s career has been devoted to student development and success. She has been at the department since 2009. Before working for the state, Sanderson worked for the National FFA Organization and Vivayic, Inc.

JoAnna Schilling currently serves as vice president of academic affairs at Cerritos College in Norwalk, CA. In addition to serving as a faculty member at University of California, Irvine, Riverside Community College, and in the professional conservatory at South Coast Repertory Theatre, she has also served as dean of arts and cultural programs at Rio Hondo College. She is the author of recent journal publications in the Community College Journal of Research and Practice, Community College Enterprise, and Management Learning. Schilling has a Ph.D. in education from Oregon State University, an M.F.A. in playwriting from Carnegie Mellon University, and a B.A. in English from Smith College.

Todd Schwarz has served as the executive vice president and chief academic officer of the College of Southern Idaho since January 2014. Schwarz attended the College of Southern Idaho where he completed an associate’s degree in drafting. Following several years of industry experience, he returned to CSI in 1988 to teach that program, continued his education, and began to advance through various promotions to instructional dean in 2007. During this time he completed baccalaureate and graduate degrees in education and leadership from the University of Idaho and Boise State University. In 2012 the State Board of Education appointed Schwarz as the state administrator of the Idaho Division of Professional-Technical Education where he oversaw all technical secondary and postsecondary education in Idaho, including workforce training and Adult Basic Education.

Marilyn Smith has been the developmental education coordinator for Colorado Community College System (CCCS) for two years. She works with all fifteen community colleges in Colorado as they implement the new model for developmental education. Previously, she was an instructional dean for five years and the dean of student services for two years at Red Rocks Community College (RRCC). Before taking on these administrative roles, Smith was an English instructor at several Colorado community colleges, including 20 years at RRCC. Smith has a B.A. from the University of Colorado and a M.A. from the University of Washington, both in English.

Vernon C. Smith is vice provost for distributed learning at the University of the Pacific. He is formerly chief academic officer at MyCollege Foundation, creating a college from scratch: Portmont College at Mount St. Mary’s (now MSMC Online). He served over 20 years as faculty, faculty chair, dean, and vice president of academic affairs at Rio Salado College, a Maricopa Community College, where he was recognized for outstanding teaching, innovation, and leadership. His B.A. and Master of organizational behavior degrees are from Brigham Young University; his Ph.D. in higher education organization and administration is from the University of Arizona.

John Stanley is the associate director of institutional effectiveness at the University of Hawai‘i- West Oahu, where he is responsible for assessment and institutional research functions. His previous positions include serving as institutional researcher at the University of Hawai‘i at Manoa and Honolulu Community College. He is a frequent presenter and workshop instructor at the Association for Institutional Research Annual Forum. Stanley was awarded best presenter at the 2012 California Association for Institutional Research Conference. He received his B.A. in mathematics from the University of Texas at Austin and
M.Ed. in higher education from the University of Hawaii at Manoa.

**Diane Stiles** is the vice president at Lake Area Technical Institute in Watertown, South Dakota. She is responsible for innovation and continuous improvement. Previously, she served as the assistant vice president of academics at Northwest Kansas Technical College and the executive director of Norton County Economic Development. Stiles earned her M.A. in Education from Ottawa University and her B.A. in political science from Fort Hays State University.

**Nancy Szofran** is the provost for the Community Colleges of Spokane. In the two and a half years she has been at CCS, she has worked with faculty and staff on major initiatives that include the American Honors College, expanding online degree programs, supporting two faculty teams with National Science Foundation grants, growing the international student population, and enhancing relationships with K-12 partners. Prior to working for CCS, her background includes administrative positions at colleges, universities and state government in Missouri, Michigan, Montana, Idaho, and Oregon.

**Kim Thanos** is the co-founder and CEO of Lumen Learning. She works with institutions to improve student learning results using open educational resources, learning analytics, and personalized delivery approaches. Previously, she acted as program manager for Kaleidoscope, a Next Generation Learning Challenges-funded project to improve success of at-risk students through the use of open educational resources. Thanos received her B.A. in international relations and an M.B.A. from Boston University.

**LeBaron Woodyard** is the dean of academic affairs for the chancellor’s office, California Community Colleges. He is responsible for: distance education; library and learning resources programs; faculty and staff minimum qualifications; flexible calendar; noncredit, basic skills; English as a second language (ESL); and open educational resources. Woodyard has 45 years of experience in higher education, and has served in the California State University system, the Claremont Colleges, and the California Community Colleges system. Thirty-five years in the California Community Colleges system, ten years at Laney College in Oakland, and 25 years in the system’s chancellor’s office.

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