Academic Leadership in the West: Harnessing the Power of Disruptive Innovation
Message from the Chair

Educational leaders are confronting increasingly complex issues: demands for increased productivity, decreased resources, greater scrutiny and accountability by the public and policy makers, globalization and the economic impact of education. This year’s annual meeting, “Academic Leadership in the West: Harnessing the Power of Disruptive Innovation” will bring together higher education colleagues and experts to actively discuss the challenges they are facing and to consider new and successful approaches to addressing them in a rapidly changing environment.

The meeting itself has some innovations. First, we are introducing a book discussion. Henry J. Eyring, author of our inaugural book selection, The Innovative University: Changing the DNA of Higher Education from the Inside Out, will be on hand to discuss his book. Second, for the first time, the Forum has invited members of our new sister organization, the Western Alliance of Community College Academic Leaders, to participate in the first two days of the meeting. Their participation should greatly enrich our discussions.

The Forum conference is open to members and non-members alike. I encourage you to attend and look forward to welcoming you to Arizona!

Stephanie Jacobson, Forum Chair
Associate Vice President for Academic and Student Affairs, Arizona Board of Regents

Who should attend

- Provosts, vice presidents and directors of academic affairs, and directors of research from public and private bachelor’s, master’s, and doctoral institutions.
- Chief executive officers and chief academic officers of systems and statewide agencies.
- Other staff with expertise in the program topic areas, who are accompanying those above at their invitation.

About the Forum

The Western Academic Leadership Forum, founded by the Western Interstate Commission for Higher Education (WICHE), provides a unique venue where the West’s top academic leaders share perspectives on current issues to help inform their future decision making and leadership, as well as engage in planning and developing innovative regional initiatives addressing common concerns. Through the Forum, you will find colleagues eager to share the lessons they’ve learned from tackling challenges like the ones you’re facing and others with special expertise who will lend you expert advice and assistance. Together, we will help build a stronger future for higher education in the West.

Forum Executive Committee

| ALASKA – Michael Driscoll | IDAHO – Douglas Baker | OREGON – Sona Andrews |
| University of Alaska, Anchorage | University of Idaho | Oregon University System |
| ARIZONA – Stephanie Jacobson | MONTANA – Sylvia Moore | SOUTH DAKOTA – Sam Gingerich |
| Arizona Board of Regents | Montana University System | South Dakota Board of Regents |
| CALIFORNIA – Ephraim Smith | NEVADA – Bill Cathey | UTAH – Phyllis (Teddi) Safman |
| California State University | University of Nevada, Reno | Utah State Board of Regents |
| COLORADO – Alan Lamborn | NEW MEXICO – Wendy Wilkins | WASHINGTON – Jane Sherman |
| Colorado State University | New Mexico State University | Washington State University |
| HAWAII – TBD | NORTH DAKOTA – Michel Hillman | WYOMING – Myron B. Allen |
|                 | North Dakota University System | University of Wyoming |
### 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 [www.wiche.edu/walf](http://www.wiche.edu/walf).

**Wednesday, April 18**
*Hyatt Regency Phoenix*

<table>
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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>1:30 – 4:30 pm</td>
<td>Executive Committee Meeting</td>
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<tr>
<td>5:30 – 6:30 pm</td>
<td>Welcome and Keynote/The New American University: Facing the Future Now</td>
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<tr>
<td>6:30 – 7:15 pm</td>
<td>Reception</td>
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<td>7:15 – 8:30 pm</td>
<td>Dinner</td>
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**Thursday, April 19**
*Hyatt Regency Phoenix and The Cronkite Building*

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>7:30 – 8:45 am</td>
<td>Breakfast Briefing/Common Core State Standards: Update on Higher Education’s Role</td>
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<tr>
<td>8:45 – 9:00 am</td>
<td>Welcome and Meeting Overview</td>
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<tr>
<td>9:00 – 10:15 am</td>
<td>Hitting the Trifecta via Shared Governance: Increasing College Completion, Enhancing Learning and Strengthening Academic Integrity</td>
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<td>10:15 – 10:30 am</td>
<td>Break</td>
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<tr>
<td>10:30 – 11:45 am</td>
<td>Getting to Know You: Nurturing an Exchange of Views about Educational Objectives and Learning Strategies</td>
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<tr>
<td>Noon – 1:15 pm</td>
<td>Luncheon/Federal Decisions: Implications for States and Institutions</td>
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<tr>
<td>1:15 – 1:30 pm</td>
<td>Break</td>
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<tr>
<td>1:30 – 2:45 pm</td>
<td>What Constitutes a Quality Degree &amp; Its Purpose: A Look at the External and Internal Forces</td>
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<tr>
<td>2:45 – 3:15 pm</td>
<td>Walk to the Cronkite Building: 555 N. Central Ave</td>
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<tr>
<td>3:15 – 4:30 pm</td>
<td>Conversation with the Author--The Innovative University: Changing the DNA of Higher Education from the Inside Out</td>
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<tr>
<td>4:30 – 5:30 pm</td>
<td>Tour: Walter Cronkite School of Journalism &amp; Mass Communication</td>
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<td>5:30 pm</td>
<td>Dinner on your own</td>
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**Friday, April 20**
*Hyatt Regency Phoenix*

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<th>Time</th>
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<tbody>
<tr>
<td>7:30 – 9:15 am</td>
<td>Breakfast and Forum Annual Business Meeting</td>
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<tr>
<td>9:15 – 9:30 am</td>
<td>Break</td>
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<tr>
<td>9:30 – 10:30 am</td>
<td>The New Normal: Doing More With Less</td>
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<tr>
<td>10:30 – 11:30 am</td>
<td>Leading Faculty and Students to Real Improvements in Student Success</td>
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<tr>
<td>11:30 – 12:00 pm</td>
<td>Meeting Wrap Up &amp; Adjournment</td>
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**Participate in the Forum’s New Reading Program**

Selected Book for 2012

*The Innovative University: Changing the DNA of Higher Education from the Inside Out*

By Clayton M. Christensen and Henry J. Eyring

Read the book prior to attending the annual meeting where we’ll have a conversation with the author.
Our Topics and Speakers

The New American University: Facing the Future Now

In the wake of the recent global economic crisis and an ongoing need in the U.S. for a better educated workforce, colleges and universities need a new set of assumptions that encourage institutions to innovate and differentiate and become useful to their local communities, while seeking solutions to global challenges.

According to Newsweek Magazine (August 2008), Arizona State University is “one of the most radical redesigns in higher learning”. Dr. Michael Crow, president of Arizona State University, will describe his vision for and the implementation of the New American University to address these very real challenges.

Michael Crow, Arizona State University

Breakfast Briefing/Common Core State Standards: Update on Higher Education’s Role

A spokesperson for each of the two systems that are being designed to assess student progress and success with the Common Core State Standards will update us on the progress made since our last meeting. Among other topics, they will describe the role that higher education has played in their activities during the past year, discuss how cut scores will be set, including whether or how cut scores might be moved over time, and describe the hoped for relationship between cut scores and college-readiness.

Moderator: Jane Sherman, Washington State University

Allison Jones, Partnership for Assessment of Readiness for College and Careers

Jaci King, Smarter Balanced Assessment Consortium

Hitting the Trifecta via Shared Governance: Increasing College Completion, Enhancing Learning and Strengthening Academic Integrity

Faculty frequently views the credentialing and completion agendas as a threat to learning and academic integrity. The work of the Education Trust on closing achievement gaps suggests that there are ways to create transformational change in student success rates while simultaneously strengthening shared governance, learning, and academic integrity.

José Cruz, The Education Trust

Getting to Know You: Nurturing an Exchange of Views about Educational Objectives and Learning Strategies

Over the last 20 years, there’s been an explosion in research on cognitive development and learning. More recently, policymakers and analysts have been exploring the possibility of establishing a shared understanding of the learning experiences and outcomes that should define different degrees. But faculty are largely uninvolved in these conversations, and off-campus analysts are often unaware of their experiences. Research on cognitive development and learning may provide a way for faculty and external stakeholders to identify a shared agenda for identifying critical educational objectives and learning outcomes.

Moderator: Sam Gingerich, South Dakota Board of Regents

Speakers: Norman Jones, Utah State University

Norma Ming, Nexus Research Center

David Paris, New Leadership Alliance for Learning and Accountability

Michael Tanner, Association of Public and Land-Grant Universities

Federal Decisions: Implications for States and Institutions

Recent federal funding decreases in Pell, GEAR UP, and TRIO programs and new regulations regarding the credit hour definition, gainful employment, and state authorization – to name a few – are having an impact on
the way states and institutions operate. What effects are some of these decisions and others having now and what are their implications for the future? Are other decisions on the horizon?

Terry Hartle, American Council on Education

What Constitutes a Quality Degree & Its Purpose: A Look at the External and Internal Forces

There is an increasing interest in college completion and what students should know when they graduate. Many universities, foundations, states and the federal government are establishing targets, performance measures, and regulations in an effort to ensure the credentials students receive are high quality and meet defined purposes. Panelists will present initiatives their agency is promoting that will require institutional considerations and possible change. Audience dialogue on the opportunities and challenges these initiatives create in strengthening academic integrity will follow.

Moderator: Sona Andrews, Oregon University System

Speakers: Paul Gaston, Kent State University
Rosemarie Nassif, U.S. Department of Education
Tom Sugar, Complete College America
Paul Thayer, Colorado State University

The Innovative University: Changing the DNA of Higher Education from the Inside Out

Join this lively conversation with the author of the Forum Reading Program’s selected book for 2012. What are the disruptive technologies, economies, and expectations that our universities are facing and what does it take to ensure that our universities develop, evolve and continue innovating? Explore with us what education will look like in the future, what changes are needed, and how we will be challenged and can benefit from the disruptive innovations we are facing in the 21st century?

Henry J. Eyring, Brigham Young University-Idaho

Tour: Walter Cronkite School of Journalism & Mass Communication

The Cronkite School’s $71 million building in the heart of downtown Phoenix opened for classes Aug. 25, 2008, following a breakneck 18-month construction project that was launched after Phoenix voters overwhelmingly approved a bond issue that included the Cronkite project. The six-story building – which also houses one of the country’s largest PBS stations, KAET/Eight – is an ultra-modern structure of glass, steel and concrete. Students have access to state-of-the-art technology, including seven professional newsrooms and media incubators, seven other digital computer labs, 17 fully mediated classrooms, nearly 1,000 classroom seats and 280 digital workstations. A special feature is the 1,500-square-foot gallery housing hundreds of artifacts of the history of journalism, including articles from the school’s namesake, Walter Cronkite.

The New Normal: Doing More With Less

The economic downturn has played havoc with higher education budgets. Most are grappling with how to do much more with a lot less. Have all the good times rolled on by? What’s the outlook for higher education in the future? What are some of the new financial models and strategies that institutions will use to thrive?

John Curry, Huron Consulting Group

Leading Faculty and Students to Real Improvements in Student Success

Research seems to show that student retention and completion vary widely even among apparently similar colleges and universities. This session will highlight key innovations that some institutions have embedded into the fabric of the university to change the faculty and student culture and result in more students achieving their learning goals.

Diana Natalicio, University of Texas El Paso
Registration Information

All attendees must register for the meeting, including speakers and each Forum member’s official representative, for whom the registration fee is waived. The registration deadline for all attendees is March 30, 2012. To register please go to: http://www.Regonline.com/forum2012annualmeeting

<table>
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<th>★ See special offer for new FORUM members</th>
<th>Early-Bird Registration</th>
<th>Regular Registration</th>
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<td>Up through March 2, 2012</td>
<td>March 3 - March 30, 2012</td>
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<tr>
<td>Forum Member Attendees</td>
<td>$395 per person</td>
<td>$495 per person</td>
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<td>(fee waived for official representatives)</td>
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<tr>
<td>Non-Member Attendees</td>
<td>$495 per person</td>
<td>$595 per person</td>
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Refund/Cancellation Policy

A cancellation request must be received in writing prior to March 30, 2012, in order to receive a refund, less a $100 processing fee. No refunds will be made for cancellations after the March 30 deadline. WICHE/the Forum is not responsible for canceling hotel reservations.

Send cancellation requests to:
WICHE
Attn: Laura Ewing
3035 Center Green Drive
Boulder, CO 80301
lewing@wiche.edu

★ Special Offer for New Members:
Join your Forum colleagues at 50% off the membership rate!

With this limited offer, you save 50% off your dues for FY 2012; and as your institution’s or organization’s official representative, your registration at the Annual Meeting is complimentary! Plus, you can invite members of your staff with expertise in the program topics to attend at a substantially discounted registration fee.

Find out more about membership on page 7 of this brochure and apply today at http://www.wiche.edu/forum/membership

Accommodations

The Hyatt Regency Phoenix is located in the heart of downtown Phoenix, AZ. Please make your room reservations by asking for the WICHE discounted rate of $159.00 (plus applicable taxes). The cut-off date for the discounted rate is March 24, 2012, unless the block fills earlier. Room costs are the responsibility of the meeting attendees.

Hyatt Regency Phoenix
122 North Second Street
Phoenix, AZ 85004
Tel: 602-252-1234
Fax: 602-254-9472

To make online reservations: https://resweb.passkey.com/Resweb.do?mode=welcome_ei_news&eventID=6504432

Airport Information

The Phoenix Sky Harbor International Airport is served by most major airlines. It is approximately 4 miles from the Hyatt Regency Phoenix. For transportation options to the hotel, see our website.
Dress

Dress for the meeting is business casual. The average temperature in the Phoenix area in April is 73 degrees.

Local Attractions

Phoenix is a world-class destination because of its natural beauty, sunny skies, manicured golf courses and sports and cultural attractions. The city’s extensive desert preserve system offers visitors easy access to the Sonoran Desert and its surprising biological diversity. The Phoenix Points of Pride website http://phoenix.gov/recreation/attract/pride/index.html highlights many of the city’s most unique attractions, and city-run facilities such as Pueblo Grande Museum and Heritage and Science Park offer visitors a chance to learn about the Valley’s native heritage and history.

Special appreciation goes to our hosts ...

Arizona Board of Regents
Arizona State University

Membership in the Western Academic Leadership Forum

Join your colleagues now at 50% discount!

Eligible members are public and private bachelor’s, master’s, and doctoral institutions, university system offices, and state governing and coordinating boards located in the WICHE states. The members are represented by provosts, academic vice presidents, chief executive officers, and chief academic officers from system and state governing and coordinating boards.

Benefits include:

- Complimentary registration fee for the each member’s official representative attending the Forum’s Annual Meeting.
- Discounted registration fee for guests of the official representative who are staff with special expertise or responsibility in the Annual Meeting Program’s topics.
- Opportunity to participate in and lead innovative initiatives addressing regional concerns.
- Chance to serve on the Forum’s Executive Committee if selected as the state representative.
- Access to a very knowledgeable and helpful network of colleagues who can serve as an invaluable resource year round.

The membership year runs from July 1-June 30. With this limited offer, your dues would be 50% off the following rates for FY2012:

- Bachelor’s and master’s institutions: $750
- Doctoral institutions: $1,500
- System offices and statewide governing and coordinating board offices: $1,500

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- the resources they used and costs incurred
- the lessons learned
- who to contact for more information

Share your experiences
- help colleagues save time and energy
- bring recognition to your campus or organization

colleagues helping colleagues
academic leaders at two-year and four-year institutions, systems, and state agencies

Searchable by category, state, and type of institution or organization

alt.wiche.edu

A joint project of the Western Academic Leadership Forum and the Western Alliance of Community College Academic Leaders

For further information, please contact:
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www.wiche.edu/forum