Calibrating Your Leadership Through New Landscapes

Annual Meeting Program

April 22-24, 2015 • Boise, Idaho
Message from the Chair

It is a pleasure to welcome you to the Annual Meeting of the Western Academic Leadership Forum. We are excited that you have chosen to join us for a powerful program and the open dialogue that has come to characterize this unique annual meeting, which is small enough to allow for the true exchange of ideas, and large enough to ensure the generation of significant and ongoing professional contacts and networks. This week’s events will provide plenty of opportunity for meaningful exchange about the issues confronting academic leaders at all institutions.

I hope that you will take time to experience and enjoy Boise’s historic downtown and unique cultural offerings. A list of restaurants within walking distance appears in this program, but it is just as easy in Idaho’s casual capital city to walk until something interesting beckons.

The Academic Forum has long stood for the academic values of the member institutions, while providing a venue for ongoing support and collaboration. The Forum recently launched its new Western Academic Leadership Academy, designed to provide training for the next generation of academic leaders. As Forum participants, academic leaders have access to a learning community that supports new ideas and continuing professional growth, and programs such as the Leadership Academy. If your institution isn’t a member, please consider joining us. Membership is open to all regionally accredited four-year institutions in the WICHE states. Your active engagement in maintaining strong collegial support among academic leaders for quality and improvement in higher education in the West is both needed and much appreciated.

Laura Woodworth-Ney, Forum Chair
Provost and Vice President for Academic Affairs, Idaho State University

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 – Richard Caulfield | IDAHO – Laura Woodworth-Ney, Chair | OREGON – Sona Andrews |
| University of Alaska Southeast | Idaho State University | Portland State University |
| ARIZONA – Stephanie Jacobson | MONTANA – Neil Moisey | SOUTH DAKOTA – Paul Turman |
| Arizona Board of Regents | Montana University System | South Dakota Board of Regents |
| CALIFORNIA – Ephraim Smith | NEVADA – Erika Beck | UTAH – Phyllis (Teddi) Safman |
| California State University | Nevada State College | Utah System of Higher Education |
| COLORADO – Alan Lamborn | NEW MEXICO – Dan Howard | WASHINGTON – Jane Sherman |
| Colorado State University | New Mexico State University | Washington State University |
| HAWAII – TBD | NORTH DAKOTA – Thomas DiLorenzo | WYOMING – David Jones |
| | University of North Dakota | University of Wyoming |
ADVANCE READING MATERIAL

Using Evidence of Student Learning to Improve Higher Education, by George D. Kuh, Stanley O. Ikenberry, Natasha A. Jankowski, Timothy Reese Cain, Peter T. Ewell, Pat Hutchings, Jillian Kinzie

Dynamic changes are underway in American higher education. New providers, emerging technologies, cost concerns, student debt, and nagging doubts about quality all call out the need for institutions to show evidence of student learning. From scholars at the National Institute for Learning Outcomes Assessment (NILOA), Using Evidence of Student Learning to Improve Higher Education presents a reframed conception and approach to student learning outcomes assessment. The authors explain why it is counterproductive to view collecting and using evidence of student accomplishment as primarily a compliance activity.
Program Sessions and Speakers

Pre-Meeting Activities

Wednesday, April 22

The Grove Hotel

Noon - 4:30 pm  Registration

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

Aspen

5:30 - 6:30 pm  Welcome Reception

Evergreen

6:30 - 8:30 pm  Dinner and Keynote: Look to Your Left, Look to Your Right: Those Students Will Thrive!

Remember when university presidents “welcomed” their freshman classes with ominous pronouncements about their impending failure? Today, we recognize that message does not do our students, our faculty, or our nation any favors. By changing our message, our expectations, and our services, we can move away from the “failure factory” model of the past to a future where students receive a rigorous education of the highest standards accompanied by the tools and support they need to succeed.

Introducer:
Laura Woodworth-Ney, Idaho State University

Speaker:
Waded Cruzado, Montana State University

Thursday, April 23

7:30 am - 5:00 pm  Registration

8:00 - 9:00 am  Breakfast

Cedar

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9:00 - 9:15 am  Welcome and Meeting Overview

Evergreen

Laura Woodworth-Ney, Idaho State University

9:15 - 10:15 am  Promising Approaches to Assuring Quality in Student Accomplishment

Documenting what students know and are able to do as a result of their postsecondary experience is fundamental to the quality and effectiveness of American higher education. Although more institutions are collecting more evidence of student learning than ever before, the tangible benefits to students and academic institutions are embarrassingly modest. In this session we’ll consider several approaches to assuring quality that promise to make assessment and institutional improvement efforts consequential.

Introducer:
Teddi Safman, Utah System of Higher Education

Speaker:
George Kuh, National Institute for Learning Outcomes Assessment

10:15 - 10:30 am  Break
10:30 - 11:15 am Addressing the Value Proposition in Higher Learning
The public and nonprofit higher education sector is beset as never before by public and policymaker questioning of both the value of higher education and the values of the decision makers inside the institutions. Most academics in turn think the public has it wrong, and point to data about both the economic and social value of investments in higher education. They think with better information, more aggressive ‘messaging,’ and smarter institutional branding, that higher education can educate the public and policymakers about the inherent wrongness of their perceptions. This session will explore the reasons behind the perceptual gaps about higher education from inside the academy and from outside of it, and strategies that might be used to forge more informed decision making for the future.

Introducer:
Paul Turman, South Dakota Board of Regents

Speaker:
Jane Wellman, Association of Governing Boards

11:15 – 11:30 am Break

11:30 am - 12:15 pm Focused Discussion: Quality and Completion: Finding the Sweet Spot
Back by popular demand, here is your chance to ponder with colleagues how what you’re hearing applies to what you’re facing as an academic leader. What would it mean at your institution to improve both quality and completion? (Please sit at the table corresponding to the color of the first dot on your nametag.)

Discussion Leader:
Jane Sherman, Washington State University

Table Hosts:
Rick Caulfield, University of Alaska Southeast
Joe Cline, University of Nevada, Reno
Jack Crocker, Western New Mexico University
Selena Grace, Idaho State University
Dan McInerney, Utah State University
Martin Schimpf, Boise State University

12:15 - 12:30 pm Break

12:30 - 1:30 pm Awards Luncheon and Federal Update
The chair of the Academic Leaders Toolkit – a joint project of the Forum and the Western Alliance of Community College Academic Leaders (the Alliance) – will announce the winner of this year’s competition for the four-year sector.

Presenter:
Bobbie Derlin, chair, Academic Leaders Toolkit Oversight Committee, New Mexico State University

Recipient:
Gail Burd, University of Arizona

In the Know: Federal Update
What’s up at the U.S. Department of Education?

Introducer:
Neil Moisey, Montana University System

Speaker:
Daniel Madzelan, American Council on Education
1:30 - 1:45 pm Break

1:45 - 3:00 pm Creating a Culture of Student Success Grounded in Data Analytics
Evergreen
Universities are increasingly seeking to leverage technology, research, and predictive analytics to improve graduation rates by uncovering hidden insights into the patterns of academic success and failure, and deliver actionable intelligence to advisors and retention specialists. But analytics alone won’t solve the problem without best practices for changing the culture around how data is integrated into the workflows of administrators and frontline advisors. This panel will explore how one institution, Georgia State University, has partnered with the Education Advisory Board to transform advising and executive decision-making to realize impressive student success gains.

Moderator:
Sona Andrews, Portland State University

Panelists:
Tim Renick, Georgia State University
Ed Venit, Education Advisory Board

3:00 - 3:15 pm Break

3:15 - 4:15 pm Improving Student Outcomes Through Actionable Data
In higher education, financial resources are often scarce. Data, however, are generally abundant and rarely utilized to full effect. This session will describe how California State University, Fullerton is generating, socializing and framing data to improve student outcomes.

Introducer:
Erika Beck, Nevada State College

Speaker:
José Cruz, California State University, Fullerton

5:15 - 6:30 pm Reception: A Basque Evening in Boise
Aspen/Cedar
Sponsored by

6:30 pm Dinner on your own
Try one of our chair’s favorite local restaurants for a little Basque cuisine. Advance reservations recommended. See page 9.

Friday, April 24

8:00 - 9:15 am Breakfast and Forum Update
Cedar
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9:15 - 9:30 am Break
9:30 - 10:15 am  
**Focused Discussion: Moral Hazards and Practicalities**
 strokes. Many have moral considerations and many end up being thwarted by practical limitations. Let’s help each other think through how to avoid the pitfalls while reaping the benefits of solutions posed by our speakers or other participants. *(Please sit at the table corresponding to the color of the second dot on your nametag.)*

**Discussion Leader:**
Jane Sherman, Washington State University

**Table Hosts:**
Rod Custer, Black Hills State University
Stephanie Jacobson, Arizona Board of Regents
Mike Mays, Washington State University - Tri-Cities
Sarah Witte, Eastern Oregon University
Salam Noor, State of Oregon Higher Education Coordinating Commission

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10:15 - 10:30 am  
**Break**

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10:30 - 11:30 am  
**Leadership Style, Approaches, and Culture**
Leadership doesn’t occur within a vacuum. A good leader must maneuver within the culture defined by the institution, the position and the larger community. What variables should a leader watch for? How does one think systematically about which approach is going to fit in a given culture? An innovative and successful leader in higher education for many years, Dr. Driscoll will discuss his strategies for navigating a variety of settings and cultural environments and lessons learned along the way.

**Introducer:**
Stephanie Jacobson, Arizona Board of Regents

**Speaker:**
Mike Driscoll, Indiana University of Pennsylvania

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11:30 - noon  
**Meeting Wrap-Up and Adjournment**

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**Local Attractions**
Immerse yourself in the rich culture and heritage of the Boise area.

**The Basque Market**
Ongi Etorri! That’s Basque for “welcome” and that’s just how you feel when you visit The Basque Market in downtown Boise. The market, opened in 2000, is a local favorite for tapas-style lunches, Spanish deli items and wines on the patio each Friday evening. ([http://www.thebasquemarket.com/](http://www.thebasquemarket.com/))

**Basque Museum and Cultural Center**
See the latest in Basque artifacts representing thousands of years of rich history and culture. The Basque Museum brings to life the triumphs and struggle of the Basque people with many stories from the U.S. as well as their homeland. ([http://basquemuseum.com/](http://basquemuseum.com/))

**Boise Art Museum**
With an impressive collection of permanent exhibits and ever-changing selection of temporary exhibits, the Boise Art Museum is always fun and fresh. ([http://www.boiseartmuseum.org/](http://www.boiseartmuseum.org/))
Boise Little Theater

Boise Little Theater (BLT) is an all volunteer, non-profit organization with an unwavering dedication to amateur theatrical quality. For over 65 years it has produced plays in all genres: contemporary and classical, comedy, drama and musicals. BLT is one of the longest running community theaters in America. The theater will be presenting “Things My Mother Taught Me” during late April. (http://boiselittletheater.org/)

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A Basque Evening in Boise

Since the 1800s, Boise has been the first U.S. destination for immigrants from the Spanish Basque region. Their lively spirit and beautiful arts and crafts have shaped parts of the community that continues to thrive today.

Join us in celebrating that culture as you enjoy a refreshing drink and some appetizers while chatting with colleagues about the day’s discussions. Watch the Oinkari dance troupe perform their traditional dance. And try a few steps of your own!

Laura’s Restaurant Picks

Bar Gernika – Basque Pub & Eatery
http://bargernika.com
202 S. Capitol Boulevard  (208) 344-2175

Leku Ona – Fine Basque Dining
http://www.lekuonaid.com
117 S. 6th Street  (208) 345-6665

Angell’s Bar and Grill Renato – Idaho Fine Dining
http://www.angellsbarandgrill.com
999 Main Street  (208) 342-4900

Asiago’s – Italian
http://www.asiagos.com
1002 W. Main Street  (208) 336-5552

Bardenay Restaurant & Distillery – American
http://bardenay.com
610 Grove Street  (208) 426-0538

Bodovino – Tapas, Wine Bar
http://bodovino.com
404 S. 8th Street  (208) 336-8466

Boise Fork – American, Local/Farm-to-Table
http://boisefork.com
199 N. 8th Street  (208) 287-1700 reservations recommended

Chandlers – Steakhouse/Seafood
https://www.chandlersboise.com
981 West Grove Street  Located in Hotel 43  (208) 383-4300

The Modern Bar – American/International
http://themodernhotel.com/food-drink
1314 West Grove Street  (208) 424-8244
Biographical information on the speakers

José Cruz is the provost and vice president for academic affairs of California State University, Fullerton. He is a frequent keynote speaker and writer on higher educational issues and has testified on these issues before the U.S. Congress. Previously, Cruz served as vice president of higher education policy and practice of The Education Trust in Washington, D.C., where he oversaw the national Access to Success Initiative and was involved in separate efforts to regulate the for-profit college industry and to protect the Federal Pell Grant Program. He is a former vice president for student affairs of the University of Puerto Rico system and served as chair of the Electrical and Computer Engineering Department and dean of academic affairs at the University of Puerto Rico-Mayagüez. Cruz earned a bachelor’s degree in electrical engineering from the University of Puerto Rico-Mayagüez and master’s and doctorate degrees in electrical engineering from the Georgia Institute of Technology. He is a senior member of the Institute of Electrical and Electronics Engineers and a National Science Foundation Career Award recipient.

Waded Cruzado serves as the 12th president of Montana State University, an institution recognized by the Carnegie Foundation as one of 108 universities for its “Very High Research Activity.” Cruzado has significantly reshaped the face and future of the state’s first land-grant institution. An inspirational speaker on the role of land-grant universities, she has become a well-known champion of the land-grant’s tripartite mission of education, research and public outreach. Prior to coming to MSU, Cruzado served as dean of the College of Arts and Sciences at New Mexico State University (NMSU), and later as provost and vice president for academic affairs, as well as NMSU’s interim president from 2008–2009. Cruzado has a master of arts in Spanish and a doctorate in the humanities, both from the University of Texas at Arlington.

Michael Driscoll became president of Indiana University of Pennsylvania in 2012. He has focused on orchestrating a student experience that connects research and learning with solving real problems in society, paving the way for engaged learning outside the classroom and in the community, and emphasizing face-to-face learning that is enhanced by technology. Driscoll currently chairs the American Association of State Colleges and Universities’ Committee on Economic and Workforce Development. He played a lead role in writing the recently adopted statement on the economic importance universities have in their host regions. Before assuming IUP’s presidency, he served as executive vice chancellor and provost at the University of Alaska Anchorage and was chair of the Western Academic Leadership Forum in 2008-2009.

George Kuh directs the National Institute of Learning Outcomes Assessment (NILOA) co-located at the University of Illinois and Indiana University. Founding director of the National Survey of Student Engagement (NSSE), Kuh has written and consulted extensively about learning outcomes assessment, institutional improvement, and student engagement. His most recent books are Ensuring Quality & Taking High-Impact Practices to Scale (2013) and Using Evidence of Student Learning to Improve Higher Education (2015). Recipient of nine honorary degrees and numerous awards from professional societies, in 2014 he received the President’s Medal for Academic Excellence, the highest honor the Indiana University president can bestow.

Daniel Madzelan joined American Council on Education in 2014 as associate vice president for Government Relations. In his role, Madzelan helps advance ACE’s advocacy on behalf of the higher education community, particularly the array of federal policies and issues critical to the missions of American colleges and universities and the students they serve. From 2009–10, Madzelan served as acting assistant secretary for postsecondary education at the U.S. Department of Education, where he was charged with primary responsibility for administering a $2.6 billion program budget providing financial support to colleges and universities and their students, and had policy and program budget responsibility for the Title IV student financial aid programs that provided nearly $130 billion in grant, loan and work-study assistance to more than 14 million postsecondary students and their families. Previously, he was a longtime director of the forecasting and policy analysis service in the department’s office of postsecondary education. Madzelan is a graduate of the University of Maryland, College Park, with a bachelor of arts in economics with a concentration in mathematics and statistics.

Timothy Renick is vice president for enrollment management and student success, vice provost, and professor at Georgia State University in Atlanta. Since 2008, he has overseen the university’s enrollment and student success programs. During this time period, the university has set records for the number and percent of underrepresented (63 percent) and Pell (58 percent) students enrolled, and has increased its graduation rates by 11 percentage points overall and by 18 points for underrepresented students. Degrees conferred have increased by 1,700 annually. A Phi Beta Kappa, summa
cum laude graduate of Dartmouth College, Renick holds his M.A. and Ph.D. from Princeton University.

**Ed Venit** is a senior director with the Education Advisory Board (EAB). He serves as the firm’s leading expert on student success, retention and graduation, advising, financial aid, and data analytics. In this capacity, he leads the research team supporting the Student Success Collaborative, a consortium of over 100 institutions leveraging data analytics and sharing best practices to transform academic advising and student success decision-making. Venit holds a Ph.D. in evolutionary biology from Duke University and a bachelors degree in biology, also from Duke.

**Jane Wellman** is an independent policy analyst specializing in public policy and postsecondary education in the United States. She is an expert in state and federal policy for higher education, with particular expertise in public budgeting, cost analysis and cost management, institutional governance and change management. Wellman has held numerous leadership positions in higher education in the nonprofit and government sphere, including: executive director of the National Association of System Heads; founding director of the Delta Cost Project; vice president for government relations for the National Association of Independent Colleges and Universities; deputy director for the California Postsecondary Education Commission; and staff director of the California Assembly Ways and Means Committee. She received her B.A. and M.A. degrees from the University of California at Berkeley.

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**Share your expertise and learn from your Forum colleagues year round ...**

**Forum Listserv:**

Forum-All@listserv.wiche.edu
Membership in the Western Academic Leadership Forum

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.
- Opportunity to recommend candidates for participation in the Western Academic Leadership Academy.

The membership year runs from July 1-June 30. With this limited offer, your dues would be 50 percent off of the following rates for FY2015:

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

Apply today at http://www.wiche.edu/forum/membership

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