Joint Annual Meeting
Western Academic Leadership Forum and
Western Alliance of Community College
Academic Leaders

Preliminary Program

At the Confluence
Academic Leaders Steering Their Communities Forward

Holiday Inn Missoula Downtown, Missoula, MT   April 20-22, 2016
About the Western Academic Leadership Forum
The Western Academic Leadership Forum (the Forum), founded in 1984 and based at 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 plan and develop innovative regional initiatives addressing common concerns. Through the Forum, colleagues eagerly share the lessons they’ve learned from tackling a full spectrum of challenges as well as special expertise, expert advice and assistance. Together, they help to build a stronger future for higher education in the WICHE region.

About the Western Alliance of Community College Academic Leaders
The Western Alliance of Community College Academic Leaders (the Alliance) was founded in 2010 and is also based at WICHE. The Alliance’s members are represented by 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.

Message from the Co-Chairs
We welcome you to join us in Missoula, Montana, for the 2016 Joint Annual Meeting of the Western Academic Leadership Forum and the Western Alliance of Community College Academic Leaders. The meeting’s theme – “At the Confluence: Academic Leaders Steering Their Communities Forward” – is appropriate for the convening of the WICHE region’s two-and four-year chief academic leaders. It is also appropriate for our location as author Norman Maclean once started a good story with “We lived at the junction of great trout rivers in western Montana,” and concluded the story with “eventually, all things merge into one, and a river runs through it.”

This is only the second time that the Forum and the Alliance have held a joint meeting (the last joint meeting was four years ago). By meeting together, we have the opportunity to gain a better understanding of various issues that confront us from different perspectives as well as what can be realized when both two-year and four-year academic leaders share ideas. We believe this occasion to network and build relationships across both sectors in the region poses a significant opportunity to strengthen higher education in the West.

Both organizations’ executive committees worked over the summer to build this very powerful program for our upcoming meeting. It is designed to include stimulating presentations from national and regional experts as well as multiple opportunities to engage in conversations on hot topics with your colleagues in this smaller, more intimate venue.

As you make your plans to attend, we hope you will build in some time to experience and enjoy Missoula’s proximity to the beautiful outdoors (the rivers, the mountains, trails, and wilderness areas) and the downtown with great shops and restaurants – our hotel is situated for easy access to all of these.

And, of course, a river runs right by our hotel so be sure to bring your fly rod!

Neil Moisey, Forum Chair
Special Assistant for Academic Affairs
Montana University System

John Cech, Alliance Chair
Deputy Commissioner, Academic & Student Affairs
Montana University System
Who should Attend

- Provosts, vice presidents and directors of academic affairs, and directors of research from public and private bachelor’s, master’s, doctoral institutions, 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.

Advance Reading

**Whistling Vivaldi**
by Claude M. Steele, University of California, Berkeley

“Claude M. Steele, who has been called “one of the few great social psychologists,” offers a vivid first-person account of the research that supports his groundbreaking conclusions on stereotypes and identity. He sheds new light on American social phenomena from racial and gender gaps in test scores to the belief in the superior athletic prowess of black men, and lays out a plan for mitigating these “stereotype threats” and reshaping American identities.”

[Amazon.com](https://www.amazon.com/Whistling-Vivaldi-Acculturation-American-Social/dp/1479808019)

**Redesigning America’s Community Colleges**
Thomas Bailey, Community Colleges Research Center

“In the United States, 1,200 community colleges enroll over ten million students each year – nearly half of the nation’s undergraduates. Yet fewer than 40 percent of entrants complete an undergraduate degree within six years. This fact has put pressure on community colleges to improve academic outcomes for their students. *Redesigning America’s Community Colleges* is a concise, evidence-based guide for educational leaders whose institutions typically receive short shrift in academic and policy discussions.”

[Amazon.com](https://www.amazon.com/Redesigning Americas-Community-Colleges-Educational/dp/1935941786)

**Moving the Attainment Agenda from Policy to Action**

According to the authors’ of this article, “Inequity is fundamentally inefficient. No matter how robust a state’s investment in education, inequities in higher education participation and attainment limit how effectively those systems of education can produce the human capital that states need. Disparities in educational outcomes also undermine our national aspiration to be a society that provides equal opportunities to citizens, regardless of race and socioeconomic status.” Read about how “two imperatives – incorporating equity and engaging campus practitioners – can be implemented as core features of state’s completion agendas.”

[link to article](https://changeonline.org/moving-the-attainment-agenda-from-policy-to-action/)

Missoula, Montana
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/forum.

Wednesday, April 20

8:00 am - 4:30 pm  Registration Open
9:00 - 11:00 am  Forum Executive Committee Meeting (executive committee members only)
11:00 am - 1:00 pm  Western Academic Leadership Academy: 2015 Cohort Convening (cohort, faculty and Forum Executive Committee members-with lunch)
11:00 am - 1:00 pm  Alliance Executive Committee Meeting (executive committee members only-with lunch)
1:00 - 2:00 pm  Pre-Meeting - The Affordable Care Act: Issues and Answers for Higher Education
2:15 - 3:30 pm  Pre-Meeting - Accreditation: Its Role and Expectations in the Future
3:45 - 5:00 pm  Pre-Meeting - A Conversation with Accrediting Commission Staff
5:30 - 6:30 pm  Opening Reception
6:30 - 8:30 pm  Welcome Dinner and Keynote – Student Swirl, Faculty Swirl, and Us?

Thursday, April 21

7:30am - 5:00 pm  Registration Open
7:30 - 8:30 am  Joint Breakfast
8:30 - 8:45 am  Good Morning and Meeting Overview
8:45 - 9:45 am  Panel Discussion: Reflections on the Confluence of Our Work
9:45 - 10:00 am  Break
10:00 - 11:15 am  A Frank Discussion with Colleagues on Hot Topics of Mutual Interest
11:15 - 11:30 am  Break
11:30 am - 12:30 pm  Concurrent Sessions
  ▶ Recruiting and Retaining Talented Faculty
  ▶ From One Institution to Another: Smooth Intrastate and Interstate Pathways for Students
12:30 - 1:45 pm  Awards Luncheon and Presentation
1:45 - 2:45 pm  Concurrent Sessions
  ▶ The Lifecycle of Faculty Careers: Building the Business Case for Institutional Work-Life Supports
  ▶ The New Math Pathways Project
2:45 - 3:00 pm  Break
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3:00 - 4:00 pm Concurrent Sessions
  ▶ The Long and Winding Road to Faculty Career Success
  ▶ Redesigning Developmental Education: New Models with Increased Student Success

4:00 - 4:15 pm Break

4:15 - 5:00 pm Concurrent Sessions
  ▶ High Impact Practices: Making a Difference in Faculty Communities
  ▶ Turning the Rhetoric of Equity into Institutional Practice

5:30 - 6:30 pm Reception

6:30 pm Dinner on your own or sign up to participate in a networking dinner

Friday, April 22

8:00 - 9:15 am Breakfast and Membership Update

9:15 - 10:15 am Concurrent Sessions
  ▶ To Strive, To Seek, To Find, and Not to Yield: Supporting Mid- and Late-Career Faculty Productivity and Engagement
  ▶ Economic Development Strategies: Community Colleges Working with Industry and Workforce

10:15 - 10:30 am Break

10:30 - 11:15 am Welcoming All: Building Inclusive Communities in Colleges & Universities

11:15 - 11:45 am David Longanecker, Unabridged

11:45 am - noon Joint Wrap Up/Adjournment

Program Sessions and Speakers

Pre-Meeting Activities
Wednesday, April 20

Holiday Inn Missoula Downtown

8:00 am - 4:30 pm Registration

9:00 - 11:00 am Forum Executive Committee Meeting (executive committee members only)

11:00 am - 1:00 pm Western Academic Leadership Academy: 2015 Cohort Convening (cohort, faculty, and Forum Executive Committee members only-with lunch)

Join your fellow colleagues and the faculty for a final convening of the 2015 cohort. Enjoy mini-presentations and small group discussions, share future plans for the
Academy, and celebrate the successful completion of its inaugural year over lunch.

11:00 am - 1:00 pm  
**Alliance Executive Committee Meeting** *(executive committee members only—with lunch)*

1:00 - 2:00 pm  
**Pre-Meeting**

**The Affordable Care Act: Issues and Answers for Higher Education**
Are you struggling with ACA’s regulations and how they apply to adjuncts, graduate students, and exempt employees? Find out about some of these from the presenters and bring your own issues and solutions to share.

*Moderator:*  
Jere Mock, WICHE

*Speakers:*  
Steven Bloom, American Council on Education  
Elizabeth Marks, Mercer Health & Benefits  
Dan Howard, New Mexico State University

2:15 - 3:30 pm  
**Pre-Meeting**

**Accreditation: Its Role and Expectations in the Future**
Find out about some of the new priorities for accrediting agencies and how they may affect your institution now or in the future.

*Moderator:*  
Perry Brown, The University of Montana

*Speakers:*  
Barbara Beno, Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges (ACCJC-WASC)  
Sandra Elman, Northwest Commission on Colleges and Universities (NWCCU)  
Mary Ellen Petrisko, WASC Senior College and University Commission (WSCUC)

3:45 - 5:00 pm  
**Pre-Meeting**

**A Conversation with Accrediting Commission Staff**
Join staff from your institution’s particular accrediting agency for some focused conversation on topics of common interest to the group. Be sure to ask the questions that are on your mind and/or share your concerns.

**ACCJC-WASC:** California, Hawai’i, the Commonwealth of the Northern Mariana Islands  
**NWCCU:** Alaska, Idaho, Montana, Nevada, Oregon, Utah, and Washington  
**WSCUC:** California and Hawai’i
Western Academic Leadership Forum
Western Alliance of Community College Academic Leaders
ANNUAL MEETING - Preliminary Program

Missoula, Montana

5:30 - 6:30 pm
Opening Reception

6:30 - 8:30 pm
Welcome Dinner and Keynote: Student Swirl, Faculty Swirl, and Us?

Join us for a provocative commentary on the challenges and opportunities the two- and four-year sectors have now and those likely to arise in the future. What are some good models in both policy and practice that are making a difference for students? What are some predictions that are likely to keep some of us up at night and others sleeping soundly?

Neil Moisey, Montana University System and Forum Chair
John Cech, Montana University System and Alliance Chair

Keynote Speaker:
Kevin Reilly, president emeritus, University of Wisconsin System, and presidential advisor, American Council on Education

Confluence of the Milk and Missouri Rivers south of Glasgow, MT. Photo by John Wark/Airphoto.
Thursday, April 21

7:30 am - 5:00 pm  Registration

7:30 - 8:30 am  Breakfast

8:30 - 8:45 am  Good Morning and Meeting Overview

Neil Moisey and John Cech

8:45 - 9:45 am  Panel Discussion: Reflections on the Confluence of Our Work

Last night’s keynote speaker painted the big picture of some of the challenges and opportunities we share. The members of this panel will provide their perspectives based on experiences in their current roles as chief academic leaders at institutions in the West.

Moderator: Clayton Christian, Commissioner for Higher Education, MT

Speakers:
Maria Harper-Marinick, Maricopa Community Colleges (AZ)
Joe Schaffer, Laramie County Community College (WY)
Martha Potvin, Montana State University Bozeman
Loren Blanchard, California State University System

9:45 - 10:00 am  Break

10:00 - 11:15 am  Lightning Round: A Frank Discussion with Colleagues on Hot Topics of Mutual Interest

Join the table with the number corresponding to the first dot on your badge for an opportunity to share perspectives on some hot topics that cross the two- and four-year sectors:

1. Completion Agenda
2. Triad Regulations
3. Equity and Access
4. Competency-Based Education
5. College Safety

Discussion Leaders:
Vicki Golich, Metropolitan State University of Denver
Tim Rogers, Chemeketa Community College (OR)

Table Hosts:
Joe Cline, University of Nevada, Reno
Renny Christopher, Washington State University Vancouver
Ken Doxsee, The University of Oregon
Mary Ann Keogh Hoss, Eastern Washington University
Yi Li, California State University Northridge
Bobbi Merfalen, Northern Marianas College
Laurie Nichols, South Dakota State University
Louise Pagotto, Kapiolani Community College (HI)
JoAnna Schilling, Cerritos College (CA)
Todd Schwarz, College of Southern Idaho
Susan Wolff, Great Falls College MSU (MT)
11:15 - 11:30 am  Break

11:30 am - 12:30 pm  **Concurrent Sessions**

• **Recruiting and Retaining Talented Faculty**
  Successful faculty lead to successful students. Join us to hear about some of the most effective strategies for recruiting and retaining the most diverse and talented faculty in today’s dynamic four-year academic environment.

  *Introducer:*
  **Paul Turman**, South Dakota Board of Regents

  *Speaker:*
  **Nancy Aebersold**, Higher Education Recruitment Consortium

• **From One Institution to Another: Smooth Intrastate and Interstate Pathways for Students**
  Find out how some states are ensuring that their students move seamlessly from one institution to another – both intrastate and interstate.

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

  *Speakers:*
  **John Lanning**, University of Colorado-Denver
  **Peter Quigley**, University of Hawai‘i Community Colleges
  **Duane Roen**, Arizona State University

12:30 - 1:45 pm  **Awards Luncheon**

Join us in congratulating the winner of the Fourth Annual Academic Leaders Tool of the Year Award! Make sure your campus, system, or state agency is in the running this year. Submit your successful tools today at [http://alt.wiche.edu](http://alt.wiche.edu)

**America’s College Promise: A New GI Bill for Our Future**

One hundred years ago, America made high school universal, and decades of progress is linked to this prescient decision. Seventy years ago, the GI bill helped change working-class citizens who worked with their hands to middle-class citizens who worked with their minds. The College Promise Campaign believes it is again time for our country to make a bold investment in the future by affording responsible students a debt-free education for the first two years of college. Dr. Mellow will outline the current contours of the national campaign.

  *Moderator:*
  **Mike Cartney**, Lake Area Technical Institute

  *Speaker:*
  **Gail Mellow**, LaGuardia Community College (NY)

1:45 - 2:45 pm  **Concurrent Sessions**

• **The Lifecycle of Faculty Careers: Building the Business Case for Institutional Work-life Supports**
  What are the biggest work-life obstacles in various stages of faculty careers? This session will help attendees discern what are the major career stages of the faculty lifecycle, and how institutions can recruit, retain, promote, and retire faculty through policies
and best practices. Speakers will present the business case, and how benchmarking & climate surveys can be used to measure success. Based on current research, institutions can cultivate sound practices for faculty work-life balance.

Moderator:
Sona Andrews, Portland State University (OR)

Speakers:
Jean McLaughlin, American Council on Education
Robynn Pease, Oregon State University and CUWFA

• The New Math Pathways Project

High failure rates in both developmental and gateway mathematics courses are creating barriers for students. Far too many students are unsuccessful in these courses, and the course content does not build the mathematical skills needed for their future. The Charles A. Dana Center is addressing this problem through the New Mathways Project. Representatives from states that are implementing new math pathways in collaboration with the Dana Center will provide an overview of the process used, lessons learned, and results from their respective initiatives.

Moderator:
Jose Fierro, Cerritos College (CA)

Speakers:
Amy Getz, Charles A. Dana Center, University of Texas at Austin
Bob Mokwa, Montana State University Bozeman
Ricardo Moena, University of Cincinnati

2:45 - 3:00 pm
Break

3:00 - 4:00 pm
Concurrent Sessions

• The Long and Winding Road to Faculty Career Success

All universities want their faculty members to be successful and have fulfilling careers, but some seem to be unusually adept at guiding the faculty through the challenges and opportunities of the different stages of this unique profession. Panelists from three universities – and at three different stages of their careers – will provide insight about how their institutions have supported them in ways that have made a difference in their success.

Moderator:
Jane Sherman, WICHE

Speakers:
Veronica Añover, California State University, San Marcos
Kevin Ayotte, California State University, Fresno
Jessica Houston, New Mexico State University

• Redesigning Developmental Education: New Models with Increased Student Success

A 2012 Complete College America report calls remediation a broken system and suggests a better way – "start many more students in college courses with just-in-time
support.” The Chancellor of the WV Community and Technical College System calls it “the quicksand of higher education. Students get in developmental (education) and they never get out.” But a number of states and colleges have implemented major redesigns showing great promise. Student success is increasing. Learn what is working from leaders in these redesign efforts.

_Moderator:_
Bruce Vandal, Complete College America

_Speakers:_
Casey Sacks, Colorado Community College System
Amy Getz, Charles A. Dana Center, University of Texas at Austin

4:00 - 4:15 pm  Break
4:15 - 5:00 pm  _Concurrent Sessions_

• High Impact Practices: Making a Difference in Faculty Communities
  Take home some great ideas that can make a real difference for you and your faculty! Each speaker will have just two minutes to tell you what worked and why.

  _Host:_
  Laura Woodworth-Ney, Idaho State University

  ◦ Extending Orientation by Cohort throughout the Tenure Track Process: Coffee and Cookies with the Provost - Sam Gingerich, University of Alaska Anchorage
  ◦ Food for Thought - Nancy Tribbensee, Arizona Board of Regents
  ◦ Managing Shared Governance - Graham Oberem, California State University San Marcos
  ◦ A Faculty-Constructed, All-University Rubric for High Impact Practices - Alan Lamborn, Colorado State University
  ◦ Mentoring Faculty Towards Personal and Institutional Success, Risa Dickson, University of Hawai‘i System
  ◦ Ensuring the Academic Mission Drives the Bus: Best Practices for Aligning Budget and Resource Planning with Academics - Laura Woodworth-Ney, Idaho State University
  ◦ Provost Forums - Perry Brown, The University of Montana Missoula
  ◦ UNLV General Education Reform: Student Success and Community Engagement - Carl Rieber, University of Nevada, Las Vegas
  ◦ Rolling out the Red Carpet: The importance of first impressions in building faculty communities - Daniel Howard, New Mexico State University
  ◦ Retention Boosters - Tom DiLorenzo, University of North Dakota
  ◦ Blogging: How to Let Everyone Know How and What You Think - Sona Andrews, Portland State University (OR)
  ◦ Managing Faculty - Influence the Old Fashioned Way: Managing by Walking Around - Rod Custer, Black Hills State University (SD)
• The Passport: Faculty Collaboration Leading to Successful General Education Transfer - Teddi Safman, Utah System of Higher Education

• “At the Heart of It” - Marilyn Levine, Central Washington University

• Turning the Rhetoric of Equity into Institutional Practice
All of a sudden the word EQUITY is ubiquitous. We talk about the “equity-imperative” in higher education, “stepping-up” for equity, the economic need for “equity” – but invoking the word is meaningless without the tools to make it actionable. The focus of this session is on how leaders, policymakers, faculty, and staff can perform equity as an everyday practice. Participants will be introduced to the Center for Urban Education’s principles and tools for creating Equity by Design.

Introducer:
Mike McFarlane, Great Basin College (NV)

Speaker:
Estela Bensimon, University of Southern California

5:30 - 6:30 pm
Reception

6:30 pm
Dinner on your own or sign up to participate in a networking dinner!

Networking Dinner Hosts/Topics:
• Lita Burns: Prior Learning Assessment – Are We Making Progress?
• Mike Cartney: No Cost Community College #FREECOMMUNITYCOLLEGE
• John Cech: Lessons Learned on Getting Faculty Engaged and Bought into the Math Pathways Conversation
• Jose Fierro: Enhancing Collaboration Between Student Services and Academic Affairs
• Maria Harper-Marinick: Equity and the Completion Agenda
• Mike McFarlane: Going the Distance
• Pete Pinney: Case Management for Intensive Advising
• Peter Quigley: Co-Requisite Scale Up as a Solution to Developmental Education Challenges
• Laura Woodworth-Ney: Top Concerns of Today’s University Provosts
• Jan Yoshiwara: Guided Pathways

Friday, April 22

8:00 - 9:15 am
Breakfast and Membership Update

9:15 - 10:15 am
Concurrent Sessions

• To Strive, To Seek, To Find, and Not to Yield: Supporting Mid- and Late-Career Faculty Productivity and Engagement
This session will explore why faculty productivity often declines at predictable stages in a faculty member’s career and how universities can create processes, incentives,
and support structures to enhance scholarly productivity and engagement at critical junctures.

*Introducer:*
Erika Beck, Nevada State College

*Speaker:*
Dave Attis, Education Advisory Board

**Economic Development Strategies: Community Colleges Working with Industry and Workforce**

An important role of community colleges is to provide training programs that lead directly to jobs in the community. To do so, requires that academic leaders work effectively with representatives of local industry, workforce centers, and other stakeholders to define needs, shape programs, and monitor their success. What are some of the popular trends in economic development where community colleges are playing a strong role? How are these trends playing out in the healthcare and IT sector in particular?

*Moderator:*
Clifton Sanders, Salt Lake Community College

*Speakers:*
John Colborn, Aspen Institute
Barbara Damron, New Mexico Higher Education Department
Kristen Nichols, Oracle

10:15 - 10:30 am  Break

10:30 - 11:15 am  Welcoming All: Building Inclusive Communities in Colleges & Universities

Moving into a faculty position is the culmination of years of work, and new faculty members are typically highly enthusiastic and energized. Maintaining that enthusiasm and making sure that they feel connected to, and valued by, the department they are entering requires careful planning and attention. Small things make a difference, so attention to detail is critical, but perhaps nothing is more important than a department head who genuinely engages his/her faculty and practices inclusivity every day.

*Introducer:*
Dan Howard, New Mexico State University

*Speaker:*
Caroline Turner, Sacramento State University

11:15-11:45 am  David Longanecker, Unabridged

As WICHE’s president winds down his long and very productive career, he’ll share some of his reflections, insights, and forecasts. Don’t miss this chance to ask him the really hard questions!

*Introducer:*
Teddi Safman, Utah System of Higher Education

*Speaker:*
David Longanecker, WICHE

11:45 - noon  Joint Meeting Wrap-up and Adjournment
Registration Information

All attendees must register in advance for the Joint Forum and Alliance 2016 Annual Meeting. The official program’s registration fee is waived for non member speakers and for each member’s official representative. All others must pay the appropriate fees listed below.

The registration deadline for all attendees is April 7, 2016. Register at www.regonline.com/ForumAlliance2016.

Registration Schedule

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<tr>
<th>Annual Meeting</th>
<th>Early-Bird Registration</th>
<th>Regular Registration</th>
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<tr>
<td></td>
<td>Up to March 11, 2016</td>
<td>March 12 - April 7, 2016</td>
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<td><strong>Member attendees</strong></td>
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<td>◦ Official Representative &amp; Speakers</td>
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<td>◦ Staff accompanying official representative</td>
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<tr>
<td><strong>Non-Member attendees</strong></td>
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*Join today and have your official representative’s registration fee waived!*

Refund/Cancellation Policy

A cancellation request must be received in writing prior to April 1, 2016, in order to receive a refund, less a $100 processing fee. No refunds will be made for cancellations after the April 1 deadline. WICHE, the Forum and the Alliance are not responsible for canceling hotel reservations.

Send cancellation requests to:

WICHE
Attn: Kay Hulstrom
3035 Center Green Drive
Boulder, CO 80301

knavrocki@wiche.edu
Accommodations

The Holiday Inn Missoula Downtown hotel near the University of Montana is centrally located, with easy access to restaurants, shops, and galleries, along with numerous outdoor activities such as hiking, biking, fishing, and skiing. Please make your room reservations by calling 406-721-8550 or toll free at 1-800-Holiday and ask for the WICHE discounted rate of $99.00 or go to http://goo.gl/HKPzNw. The cut-off date for the discounted rate is March 18, 2016, unless the block fills earlier. Room costs are the responsibility of the meeting attendees.

200 South Pattee
Missoula, MT 59802
(406) 721-8550

Airport Information

The Missoula International Airport is served by most major airlines. It is approximately six miles from the Holiday Inn Missoula Downtown.

Transportation

Shuttle

The Holiday Inn provides a complimentary shuttle service. Call the front desk at 406-721-8550 after you get your bags.

Airport Shuttler - $17 one way. Make arrangements in advance by calling 406-880-7433.

Taxi

• Yellow Cab - $15.00 one-way, http://www.yellowcabmissoula.com or 406-543-6644
• Green Taxi - $17.50 one way, http://www.missoulagreentaxi.com or 406-728-8294

Driving instructions to Holiday Inn Missoula Downtown from Missoula International Airport

• Head East on West Broadway Street/US-10 for 5.6 miles.
• Turn right on South Pattee Street and continue for three blocks.
• The hotel will be on your left.

Dress

Dress for the meeting is business casual. The average temperature in the Missoula area in April is 60 degrees.
Local Attractions

Nestled in the Northern Rockies of Montana, surrounded by seven wilderness areas and at the confluence of three rivers, Missoula is an outdoor enthusiast’s dream. You can kayak, raft or tube through downtown or take a relaxing hike in 60,000 acres of wilderness minutes from your hotel. Missoula is known for its blue-ribbon trout fishing (made famous by *A River Runs Through It*) and spectacular natural beauty. The outdoor recreational opportunities are limitless.

After the program concludes on Friday, we hope you will stay and explore the spectacular Missoula area. The tourism website is [http://destinationmissoula.org](http://destinationmissoula.org).

**Montana Natural History Center** - The mission of the Montana Natural History Center is to promote and cultivate the appreciation, understanding and stewardship of nature through education. The Montana Natural History Center is a great place to learn about Glacial Lake Missoula, and the ecology of native insects, birds and mammals in Missoula.

**Smokejumper Visitor Center** - Learn about aerial firefighting at the Smokejumper Visitor Center. Smokejumpers are highly trained specialists who parachute into remote areas of national forests to fight the spread of wildfires. The nation’s largest training base for smokejumpers is located in Missoula. The visitor center at the depot offers updated displays, dioramas and videos related to fire suppression. Guided tours are given of the parachute loft and training facilities.

**Try Your Hand at Fishing** - At the confluence of the Clark Fork, Blackfoot and Bitterroot Rivers, Missoula lives up to its name. Whether you prefer to fish from the banks of the river right in the middle of town or prefer to hire a river guide to make a whole day of your fishing adventure, you will not be disappointed with your catch. There are plenty of fishing outfitters who can help you seek out the perfect spot to try fishing in a Montana river.

**Travelers’ Rest State Park** - Follow in the footsteps of the early explorers along US Highway 12 from Missoula, MT to Lewiston, ID. As you follow the same route that Lewis and Clark traveled, marvel in the rugged wilderness that the Corps of Discovery had to hack their way through. Consisting of thick timber and steep mountain climbs, this was by far the most difficult passage for the Corps. Check out Howard Creek, just 18.5 miles west of Lolo on Highway 12. A half mile loop includes part of the original trail.

**Lolo Hot Springs** - Missoula is surrounded by natural hot springs; some commercialized, and some still in their natural state. Spend a day at Lolo Hot Springs swimming in their outdoor pool or soaking in the hot indoor pool. For natural hot springs, cruise further on Highway 12 until you reach Jerry Johnson or Weir Hot Springs, both within an hour and a half drive from Missoula.

**Historical Walking Tour of Missoula** - Missoula has one of the state’s most extensive listing of properties and places on the National Register of Historic Places. A walk through downtown will un-earth over a dozen well preserved buildings and many more interesting artifacts from days gone by.

**Hike Mount Sentinel’s “M” Trail** - A local favorite, the short scramble up Mount Sentinel takes you, courtesy of 11 switchbacks, 620 feet above the valley floor in less than half a mile, giving you a bird’s-eye view of the entire Missoula valley and surrounding mountains. Originally constructed in 1908 out of whitewashed rocks and later concreted in place, the M is a landmark worth the trek.
Hosts and Sponsors

And to our generous sponsors who helped make this meeting possible...

Become a member of the

Western Academic Leadership Forum

or

Western Alliance of Community College Academic Leaders

Join now and take advantage of the special meeting offer!

Members are public and private institutions and their associated system offices, and state governing and coordinating boards in the WICHE states. The Forum’s members come from the four-year sector while the Alliance’s members are from the two-year sector. The members’ chief academic leaders are their official representatives.

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 annual meeting
► Discounted registration fees for members of your staff with expertise in the topics covered at the meeting
► Opportunity to serve on the Executive Committee if selected as the state representative

Special Meeting Offer

Each organization’s membership year runs from July 1-June 30. By applying before the 2016 Annual Meeting, you can take advantage of this limited offer of 50% off the regular dues and the registration fee for your official representative will be waived.

Apply Today!

► Forum: http://www.wiche.edu/forum/membership
► Alliance: www.wiche.edu/alliance/membership
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<th>Alliance Executive Committee</th>
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<td>Samuel Gingerich</td>
<td>Peter Pinney</td>
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<td>University of Alaska Anchorage</td>
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<td><strong>ARIZONA</strong></td>
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<td>Gail Burd</td>
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<td><strong>CALIFORNIA</strong></td>
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<td>Loren Blanchard</td>
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<td>The California State University Chancellor’s Office</td>
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<td><strong>COLORADO</strong></td>
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<td><strong>IDAHO</strong></td>
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<td>Laura Woodworth-Ney</td>
<td>Lita Burns</td>
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<td><strong>MONTANA</strong></td>
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<td>Neil Moisey, Forum Chair</td>
<td>John Cech, Alliance Chair</td>
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<td>Mike McFarlane</td>
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<td>Renny Christopher</td>
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<td>David Jones</td>
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