Western Academic Leadership Forum

Annual Meeting – Preliminary Program
April 25-27, 2018  Vancouver, Washington

Breaking through the NOISE Messaging for Maximum Impact
Breaking Through the Noise: Messaging for Maximum Impact

Message from the Chair
As chair of the Western Academic Leadership Forum, I want to invite you to attend our annual meeting in beautiful downtown Vancouver, Washington. With the theme “Breaking Through the Noise: Messaging for Maximum Impact,” our program looks to the present and future of higher education and how we can better tell our story to multiple audiences (students, legislators, faculty) through multiple channels ranging from face-to-face, to social media, to online education platforms, to new channels we haven’t yet dreamed of. How do we focus and enhance our message in this noisy environment? These questions are of great importance in higher education right now. I hope you will enjoy our recommended advance reading by our keynote presenter, Claude Steele: *Whistling Vivaldi*, which examines how messaging (in this case, stereotype threat) can affect academic performance. This meeting provides an ideal mix of expert commentary on our topics and opportunities for meaningful interactions with colleagues in small group discussions. I believe we will all leave with new ideas and perspectives that will be reinvigorating.

Renny Christopher, Forum Chair
Vice Chancellor for Academic Affairs, Washington State University Vancouver

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 Western Academic Leadership Forum
The Western Academic Leadership Forum (the Forum), 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 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.
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 25

*Hilton Vancouver Washington Hotel*

- **9:00 a.m. - noon** 2017 Academy
- **Noon - 1:00 p.m.** Lunch for Academy and Executive Committee
- **1:00 - 4:30 p.m.** Executive Committee Meeting (executive committee members only)
- **5:30 - 6:30 p.m.** Opening Reception
- **6:30 - 8:30 p.m.** Welcome, Dinner, and Keynote – *Stereotype Threat and Identity Threat: The Science of a Diverse Community*

Thursday, April 26

- **7:30 - 8:15 a.m.** Breakfast
- **8:15 - 8:30 a.m.** Welcome and Meeting Overview
- **8:30 - 9:30 a.m.** Taking the Temperature of Today’s Student Body
- **9:45 - 11:00 a.m.** Storytelling Secrets: How to Make Your Message Resonate with Legislators & Other Key Stakeholders
- **11:15 a.m. - Lightning Round: Telling the Compelling Wellness Story**
- **12:15 p.m.** Awards Luncheon: Transforming How We Teach; Great Opportunities and Challenges
- **1:30-2:30 p.m.** Delivering the Right Message at the Right Time in the Right Way for the Right Effect
- **2:30-3:30 p.m.** Scaling Up Boutique Student Success Efforts for Broader Impact
- **3:45-4:45 p.m.** Good Ideas with the Evidence to Prove It!
- **Dinner on your own**

Friday, April 27

- **7:30-8:45 am** Breakfast and Forum Annual Business Meeting
- **9:00-10:00 am** Artificial Intelligence and Its Place in the Future of the Professoriate
- **10:15-11:00 am** Lightning Round: Preparing our Faculty for the Intriguing Future of Teaching and Learning
- **11:00-11:45 am** Tackling Wicked Problems from Campus: The Critical Role of University Centers, Faculty, and Students as Key Local Resources for Deliberative Engagement
- **11:45-noon** Wrap-Up and Adjournment

Host & Sponsors

Special appreciation goes to our host
Washington State University Vancouver

[Website Link]

And to our generous sponsors who make this meeting possible!
Academic Leaders Toolkit

Tool of the Year

Call for Submissions

The Academic Leaders Toolkit is a peer-reviewed repository of decision making tools used by academic leaders and their staffs to implement changes at their institutions and systems. By exchanging information on tools, colleagues aid one another in advancing the quality and efficiency of higher education in the West and beyond.

Share your innovative tools with colleagues!

*Just create an account, fill out the form, and press submit.*

http://alt.wiche.edu/

Deadline: March 1, 2018!

What a great way to recognize the contributions of your talented staff!

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Are you a leader in the postsecondary four-year sector in one of WICHE’s Western States? Looking to develop your leadership skills and aspire to be a chief academic officer?

Become a candidate for 2018’s Western Academic Leadership Academy!

An exciting year-long professional development program for a cohort of talented academic leaders.

Details at www.wiche.edu/forum/academy
Keynote Speaker – Claude Steele

Claude Steele is an American social psychologist and currently serves as emeritus professor at Stanford University. He is best known for his work on stereotype threat and its application to minority student academic performance. His earlier work dealt with research on the self (e.g., self-image, self-affirmation) as well as the role of self-regulation in addictive behaviors. In 2010, he released his book, *Whistling Vivaldi: How Stereotypes Affect Us and What We Can Do*, summarizing years of research on stereotype threat and the underperformance of minority students in higher education. He has served in several major academic leadership positions such as the executive vice chancellor and provost at University of California Berkeley, the I. James Quillen dean for the school of education at Stanford University, and as the provost of Columbia University. He holds B.A. in psychology from Hiram College (OH), an M.A. in social psychology from Ohio State University, and a Ph.D. in social psychology and statistical psychology from Ohio State University.

Luncheon Speaker – Carl Wieman

Carl Wieman has been a professor of physics at the graduate school of education at Stanford University since 2013, and before that was at the Universities of Colorado and British Columbia and was the associate director for science in the White House Office of Science and Technology Policy. Wieman has carried out extensive research in both atomic physics (Nobel Prize 2001) and undergraduate science education (Carnegie Professor of the Year 2004), including institutional change in teaching. Wieman received his B.S. from MIT and Ph.D. from Stanford University. Wieman recently published a book on large scale change, *Improving How Universities Teach Science: Lessons from the Science Education Initiative*.

Advance Reading

In advance of the annual meeting, attendees are encouraged to read selections to help inform discussions on the program. The books shown above are two selections and there is one further title, *Mindset: The New Psychology of Success*, by Carol S. Dweck.

*Mindset: The New Psychology of Success* by Carol Dweck

“After decades of research, world-renowned Stanford University psychologist Carol S. Dweck, Ph.D., discovered a simple but groundbreaking idea: the power of mindset. In this brilliant book, she shows how success in school, work, sports, the arts, and almost every area of human endeavor can be dramatically influenced by how we think about our talents and abilities. People with a fixed mindset—those who believe that abilities are fixed—are less likely to flourish than those with a growth mindset—those who believe that abilities can be developed. Mindset reveals how great parents, teachers, managers, and athletes can put this idea to use to foster outstanding accomplishment.”

Descriptions were retrieved from Amazon.com on August 31, 2017.
**Wednesday, April 25**

*Hilton Vancouver Washington Hotel*

8:30 a.m. - 5:00 p.m.  Registration Open

9:00 a.m. - noon  2017 Academy

Noon - 1:00 p.m.  Lunch for Academy and Executive Committee

1:00 - 4:30 p.m.  Executive Committee Meeting (executive committee members only)

5:30 - 6:30 p.m.  Opening Reception

6:30 - 8:30 p.m.  Welcome, Dinner, and Keynote:  
*Stereotype Threat and Identity Threat: The Science of a Diverse Community*  
Drawing on stereotype threat and social identity threat research, this talk will address the why, what and how of diverse learning communities: why they are important, a working hypothesis about what is critical to their success and what research reveals about how to achieve that success. The talk’s practical aim is to identify features of diverse learning communities—schools, universities and academic disciplines—that while good for all students, are especially helpful for minority students generally, and for women in STEM fields. The talk will also explore the psychological significance of community and its role in learning.

*Introducer:*  
Dan Howard, New Mexico State University

*Speaker:*  
Claude Steele, University of California Berkeley

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**Thursday, April 26**

7:30 a.m. - 5:00 p.m.  Registration Open

7:30 - 8:15 a.m.  Breakfast

8:15 - 8:30 a.m.  Welcome and Meeting Overview  
Renny Christopher, Washington State University Vancouver

8:30 - 9:30 a.m.  Taking the Temperature of Today’s Student Body  
For many students, the college experience is the gateway to career and life success. For others, it is a constant struggle to balance the demands of college with those of life. While some students are dealing with mental health issues, others are facing food and shelter insecurity making our goals for student success much more challenging to achieve. What are the effects of some of the social determinants on our students? What can we learn from the data on our students’ wellness? How do we tell this story successfully to stakeholders so that it leads to more understanding and resources? Our panelists will engage in thoughtful dialogue around these and other important questions.

*Moderator:*  
Laura Woodworth-Ney, Idaho State University

*Speakers:*  
Sona Andrews, Provost Emerita, Portland State University  
Carlos Crespo, Portland State University  
Dennis Mohatt, WICHE

9:30 - 9:45 a.m.  Break
9:45 - 11:00 a.m.  Storytelling Secrets: How to Make Your Message Resonate with Legislators & Other Key Stakeholders

The challenges faced by higher education institutions are increasingly complex. How can we help legislators and other key stakeholders understand some of these issues and effectively engage with us as partners in developing solutions that will lead to increased student success? Let’s hear what these WICHE commissioners with experience on both sides of the conversation can share with us.

*Moderator:*
Clayton Christian, Montana University System

*Speakers:*
Dave Buhler, Utah System of Higher Education
Barbara Damron, New Mexico Higher Education Department

11:00 - 11:15 a.m.  Break

11:15 a.m. - 12:15 p.m.  Lightning Round: Telling the Compelling Wellness Story

In our role as chief academic leaders we need to help our stakeholders understand the challenges our institutions face in meeting the goals for students’ success, given the diverse needs of today’s student population. Join this session to participate in very frank roundtable discussions among colleagues about the lessons learned from both successes and failures when speaking to critical audiences on this very important topic.

*Discussion Leader:*
Gail Burd, University of Arizona

*Table Hosts:*
Greg Benson, Utah System of Higher Education
Karen Carey, University of Alaska Southeast
Vicki Golich, Metropolitan State University of Denver
Kamel Haddad, California State University, San Marcos
Jim Moran, University of South Dakota
Carl Reiber, University of Nevada
Megan Selheim, University of Wyoming
Laura Woodworth-Ney, Idaho State University

12:15 - 1:15 p.m.  Awards Luncheon

The Academic Leaders Toolkit—a joint project of the Forum and the Western Alliance of Community College Academic Leaders—will announce the winner of this year’s competition. Make sure your institution is in the running by submitting a tool at alt.wiche.edu by March 1.

**Transforming How We Teach; Great Opportunities and Challenges**

Research advances have led to new teaching methods that produce large improvements in outcomes for all undergraduate students, particularly those at-risk, but the implementation requires expertise that few faculty have. The challenge for universities is; how can we change the culture so faculty collectively value and learn this expertise, and what support will make this learning most efficient and effective. This session will discuss issues and solutions.

*Introducer:*
Joe Garcia, president, WICHE

*Speaker:*
Carl Wieman, Stanford University
1:15 - 1:30 p.m.  Break

1:30 - 2:30 p.m.  Delivering the Right Message at the Right Time in the Right Way for the Right Effect
Today's students and faculty are inundated with messages from sun up to sun down and most of the time in between. What are some effective strategies that ensure our communications will rise above the rest with one or both audiences? How can we deal with some of the ethical and boundary challenges that arise with the use of social media?

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

*Speakers:*
Carina Beck, Montana State University Bozeman
Michael Caulfield, Washington State University Vancouver
Laura Malcomb, Civitas

2:30 - 3:30 p.m.  Scaling Up Boutique Student Success Efforts for Broader Impact
A plethora of student success initiatives abound in the two-year sector and some are making a real difference for students. More effective counseling of high school students, guided pathways, apprenticeships and lifelong learning are just a few of these efforts. Yet, many are boutique in nature, providing excellent service to those they reach. How will some of these efforts scale in the future to ensure more students benefit from their first-rate services?

*Moderator:*
John Cech, Montana University System

*Speakers:*
Patrick Briggs, AVID
Kimberly Green, CareerTech

3:30 - 3:45 p.m.  Break

3:45 - 4:45 p.m.  Good Ideas with the Evidence to Prove It!
In this fast-moving session, we'll hear about some of our members' exciting ideas, how they brought them to life, and what evidence exists to verify their success. Each speaker will have just two minutes to tell us all about it. What a great way to wrap up the day with a whole collection of new, proven ideas to try out back home!

*Emcee:*
Veronica Dujon, State of Oregon: Higher Education Coordinating Commission

*Speakers:*
Alaska: Using iPads at a Distance – Karen Carey, University of Alaska Southeast
Arizona: Modified UAccess Employee area of PeopleSoft to collect data and report on faculty credentials for the Higher Learning Commission Qualified Faculty requirement
California: How to Spread the Effective Use of Data Effectively on Campus – Brian Jersky, California State University, Long Beach
Colorado: Supporting ALL Our Students: Immigrants, DACA, Refugees – Vicki Golich, Metropolitan State University of Denver
Hawai‘i:
Idaho: Institutional Effectiveness and Assessment Council – Selena Grace, Idaho State University
North Dakota:
New Mexico: Aggie Pathway to the Baccalaureate – Greg Fant, New Mexico State University
Nevada: NevadaFit Freshman Academic Bootcamps – Joe Cline, University of Nevada Reno
Oregon: Improving the Student Experience: Interactive Degree Planning – Randi Harris, Portland State University
Are We In Touch with Learners of the Future – Susan Walsh, Southern Oregon University
South Dakota: Implementing Block General Education Transfer – Paul Turman, South Dakota Board of Regents
Utah: Alternative Quantitative Literacy Completion Strategies – Michael Lacourse, Dixie State University
Washington: Quick Tips for a Managing a Major Institutional Change: Shift in Budget Models – Katherine Frank, Central Washington University
Wyoming: Wyoming’s 2+2 Program-Level Transfer Articulation Agreements – Mary Aguayo, University of Wyoming

Dinner on your own

Friday, April 27

7:30 - 8:45 a.m. Breakfast and Forum Annual Business Meeting
8:45 - 9:00 a.m. Break
9:00 - 10:00 a.m. Topic: Artificial Intelligence and Its Place in the Future of the Professoriate
Leaders are worried. Businesses are being disrupted at an ever increasing pace and technological advances are converging to create unprecedented dislocation. Identify what these are and how you can turn them to your advantage. Terry reviews the to 10 technical forces of disruption and more importantly shows the new business models that result.

Introducer:
Joe Cline, University of Nevada, Reno

Speaker:
Terry Jones, Artificial Intelligence Expert and Founder of Travelocity

10:00 - 10:15 a.m. Break
10:15 - 11:00 a.m. Lightning Round: Preparing our Faculty for the Intriguing Future of Teaching and Learning
The faculty role is evolving and so must our professional development strategies to help ensure that teaching and learning at our institutions are the best they can be. In roundtable discussions, we’ll talk about some of the successful approaches being used today that we can build upon, as well as explore new ideas that could help prepare faculty for the type of future we just heard about. Finally, we’ll discuss messaging strategies to inspire faculty to embrace this exciting future.

Discussion Leader:
Gail Burd, University of Arizona

Table Hosts:
Jack Crocker, Western New Mexico University
Sandra Haynes, Metropolitan State University of Denver
Deb Hedeen, University of Montana, Western
Cher Hendricks, University of Idaho
Martin Klotz, WSU Tri-Cities
Kate Miller, University of Wyoming  
Tony Scinta, Nevada State College

11:00 - 11:45 a.m.  
Tackling Wicked Problems from Campus: The Critical Role of University Centers, Faculty, and Students as Key Local Resources for Deliberative Engagement

Democracy requires high quality communication to function well, but unfortunately such communication is rare. Indeed, due to the increasing hyper-polarization that dominates our political landscape, our communities are struggling to talk about much less address difficult issues. Universities, however, have significant capacity and potential to serve as critical mediating institutions and take more responsibility for elevating the quality of public discourse in their local communities by adopting a passionately impartial role and supporting deliberative engagement.

Introducer:  
Renny Christopher, Washington State University Vancouver

Speaker:  
Martín Carcasson, Colorado State University and chair, National Coalition for Dialogue and Deliberation

11:45 a.m. - noon  
Meeting Wrap Up & Adjournment

Registration Information

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

The registration deadline for all attendees is April 6, 2018. To register please go to: regonline.com/forum2018meeting.

<table>
<thead>
<tr>
<th>Member Attendees</th>
<th>Early-Bird Registration Before March 14, 2018</th>
<th>Regular Registration March 15, 2018</th>
</tr>
</thead>
</table>
| • Official representatives and speakers  
  • Staff accompanying official representative | Fee waived  
  $545 per person | Fee waived  
  $600 per person |
| Non-Member Attendees | $645 per person | $700 per person |

Join today and have your official representative’s registration fee waived! (See page 12 for details)
Refund/Cancellation Policy

A meeting registration cancellation request must be received in writing prior to March 30, 2018, 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 meeting registration cancellation requests to:

WICHE
Attn: Kim Nawrocki
3035 Center Green Drive
Boulder, CO 80301
knawrocki@wiche.edu

Accommodations

The Hilton Vancouver Washington Hotel is located a few blocks from the Columbia River. Please make your room reservations by clicking here to receive discounted rate of $159.00 for single or double occupancy, $179 for triple occupancy, and $199 for quadruple occupancy (plus applicable taxes). The cut-off date for the discounted rate is March 24, 2018, unless the block fills earlier. Room costs are the responsibility of the meeting attendees.

Hilton Vancouver Washington Hotel
301 W. 6th Street
Vancouver, WA 98660
Phone: 360-993-4500

Airport Information

The Portland International Airport is served by most major airlines. It is approximately 12 miles from the Hilton Vancouver Washington Hotel.

Transportation

Driving Directions from Portland International Airport
Travel Time: 20 minutes
- Get on I-205 N from NE Airport Way
- Continue on I-205 N. Take WA-14 W to E 6th St in Vancouver. Take the exit toward City Center from WA-14 W
- Self-parking is $18.00; valet parking is $23.00

Taxi
Taxi cost is approximately $46.00

Uber or Lyft
Cost is approximately $19-$26

Dress

Dress for the meeting is business casual. The average temperature in the Vancouver area in April is 61 degrees. Some of our events will be outside, weather permitting.
Local Attractions

The city of Vancouver, county seat of Clark County, is located in the southwest corner of the state of Washington, just north of the Oregon border. Originally called Fort Vancouver, the community served as the center of all fur trading in the Pacific Northwest during the first half of the 19th century. Incorporated in 1857, the new city renamed Vancouver enjoyed a period of steady development lasting throughout the rest of the century. During the First World War, the site later named Pearson Field became the world’s largest spruce lumber mill for construction of airplanes used in the war effort. During World War II, Vancouver’s Kaiser Shipyards served as a major shipbuilding center for a variety of craft used by the U.S. Navy. Since that time, the Vancouver industrial base has shifted to high tech and service industry jobs, which dominate the city’s economy today. Below are a few possibilities if you arrive before the meeting begins or stay afterwards.

Mount St. Helens (visitvancouverusa.com/things-to-do/outdoor-recreation/mount-st-helens/)
The Mount St. Helens area offers adventurous daytrip activities during every season. Just an hour and a half drive from Vancouver USA, get your fix of unbelievable views and natural beauty. On your way up, stop at visitor centers along SR-504 to see interpretive videos and displays depicting the geological events and history of the mountain.

Columbia River Gorge (visitvancouverusa.com/things-to-do/outdoor-recreation/columbia-river-gorge/)
One of only nine National Scenic Areas in the United States, the 80-mile Columbia River Gorge promises winding trails with scenic vistas, old-growth forests, sweeping panoramas, and wispy waterfalls.

Fort Vancouver (visitvancouverusa.com/things-to-do/historic-sites-and-museums/fort-vancouver/)
Witness the wonders of history firsthand at Fort Vancouver, one of the first permanent settlements in the West.

Pearson Field and Museum (visitvancouverusa.com/things-to-do/historic-sites-and-museums/pearson-field-and-museum/)
The oldest continuously operating airfield on the West Coast, Pearson Field is a favorite for aviation enthusiasts and history buffs.

Wineries and Tasting Rooms (visitvancouverusa.com/food-drink/wineries-and-tasting-rooms/)
Uncover Southwest Washington’s flourishing wine country from where it all began. Fort Vancouver is the site where Washington’s first wine grapes were planted in 1825, and nearly two centuries later, the rolling hills of Clark County are producing robust reds, bright whites, and crisp rosés. Fertile soil and just the right amount of rainfall contributes to one of the fastest growing wine trails in the Northwest, with passionate and knowledgeable winemakers welcoming the novice taster to the grape connoisseur.

Descriptions on this page downloaded from visitvancouverusa.com on September 1, 2017.
Membership in the Western Academic Leadership Forum

**Special Offer for New Members**

*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 FY2018:

- 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 wiche.edu/forum/membership*
Speaker Biographies

Sona Karentz Andrews has over thirty-five years of experience as a higher education university faculty member and administrator. She has held many leadership positions, including vice chancellor of the Oregon University System and provost and vice president for academic affairs at two large universities. Andrews has served and continues to serve on local, state, regional and national task forces and boards. She earned her undergraduate degree in geography from Worcester State College in Massachusetts and her master’s and Ph.D. in geography from Arizona State University. Her areas of experience include innovation; strategic planning and implementation; leadership development; university budget models and policy development.

Carina Beck has served as the director of the Allen Yarnell Center for Student Success since 2014. Within this role, Beck oversees several student services offices that work together to advance retention and graduation outcomes for Montana State University (MSU). In addition, Beck also oversees the MSU Hilleman Scholars Program, a scholarship program designed to improve graduation outcomes for Montana resident students. Beck earned her bachelor’s and master’s degrees in organizational communication and her doctorate in higher education. Through her interdisciplinary background, Beck focuses on the socialization process of students, and communication and analytical methods of institutions to advance student outcomes.

Patrick Briggs has spent the past 5 years as the AVID (Advancement Via Individual Determination) state director for Texas. As of June 2017, he added the states of Arkansas and Oklahoma to the states he leads as an AVID state director. Prior to this position, Briggs was the AVID Texas state assistant director. Before that he spent 15 years as a teacher and administrator in Cypress-Fairbanks Independent School District in Texas. Briggs earned his B.S. degree in biology and his master’s degree in educational administration from Prairie View A & M University.

David Buhler was appointed commissioner of higher education in 2012 by the Utah Board of Regents. As commissioner, he is responsible for providing strategic statewide leadership on behalf of higher education and implementing the policies of the Board of Regents, the governing board of Utah’s eight public colleges and universities. Buhler comes to this position with a long history of service in higher education, state and local government, and business. A native of Salt Lake City, he received his B.A. degrees in history and political science from the University of Utah, a M.P.A. from Brigham Young University, and a Ph.D. in political science from the University of Utah.

Martin Carcasson is a professor in the communication studies department of Colorado State University and the director of the CSU Center for Public Deliberation (CPD). He is also the current chair of the board of directors of the National Coalition for Dialogue and Deliberation. His research is focused on helping communities address “wicked problems” more productively through improved public communication, community problem solving, and collaborative decision-making. The CPD is a practical, applied extension of his work, and functions as an impartial resource dedicated to enhancing local democracy in Northern Colorado. He received his Ph.D. from Texas A&M in 2004.

Michael Caulfield has served as director of blended and networked learning for Washington State University (WSU) Vancouver since 2013. He assists faculty with the integration of technology into teaching, and promotes new net-enabled pedagogical practice at WSU and in cross-institutional projects. Previously, Caulfield worked for Massachusetts Institute of Technology as the director of community outreach for the OpenCourseWare Consortium, and as an instructional designer and programmer in both corporate and university contexts. He received his M.A. in English from Northern Illinois University.

Clayton T. Christian has served as Montana’s commissioner of higher education since January 2012. He served six years as a member and chairman of Montana’s Board of Regents of Higher Education before assuming the chief administrative leadership post in the Montana University System. His previous business experience includes title insurance and escrow services, real estate sales and development, commercial land ownership and management. He is a graduate of the University of Montana with a bachelor’s degree in business administration with emphasis in finance, management and advanced studies in economics.

Carlos Crespo is vice provost for undergraduate training in biomedical research at Portland State University (PSU) and professor in the Oregon Health & Science University (OHSU) PSU School of Public Health. He is the principal investigator of BUILD EXITO, a partnership with nine other community colleges and universities in Oregon, Washington, Alaska, Hawaii, Guam, American Samoa and the Commonwealth of Northern Mariana Islands. He graduated from the Inter American University of Puerto Rico, and received a M.S. from Texas Tech University and a doctor of public health from the Loma Linda University in California. His main areas of research are physical activity and minority health.

Barbara Damron is the cabinet secretary of the New Mexico Higher Education Trust Board. She has oversight of the state’s 28 public institutions of higher education, the four tribal colleges, and the over 150 private and proprietary postsecondary schools. She also chairs the New Mexico Education Trust Board and is a commissioner of WICHE. Most recently she was associate professor at the University of New Mexico (UNM) College of Nursing and in the department of family and community medicine at the UNM Health Science Center School of Medicine. Damron previously worked as a professional staff on the U.S. Senate Committee on Health, Education, Labor & Pensions.

Kimberly Green has worked extensively on federal policy impacting Career Technical Education (CTE) for the past twenty-four years. Working closely with U.S. Congress, the administration and a broad range of stakeholders, she represents the interests of and seeks support for CTE. In her position with the National Association of State Directors of Career Technical Education Consortium, Green helped to secure the largest philanthropic investment in career readiness/CTE: the New Skills for Youth Initiative funded by JPMorgan Chase & Co. invests in systemic, state-level transformation to increase access to high-quality CTE and aligns to the aspirations of Putting Learner Success First. With the support of Pell Grants and the federal work study program, she is a graduate of Cornell University’s School of Industrial and Labor Relations.

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Carlos Crespo is vice provost for undergraduate training in biomedical research at Portland State University (PSU) and professor in the Oregon Health & Science University (OHSU) PSU School of Public Health. He is the principal investigator of BUILD EXITO, a partnership with nine other community colleges and universities in Oregon, Washington, Alaska, Hawaii, Guam, American Samoa and the Commonwealth of Northern Mariana Islands. He graduated from the Inter American University of Puerto Rico, and received a M.S. from Texas Tech University and a doctor of public health from the Loma Linda University in California. His main areas of research are physical activity and minority health.

Barbara Damron is the cabinet secretary of the New Mexico Higher Education Trust Board. She has oversight of the state’s 28 public institutions of higher education, the four tribal colleges, and the over 150 private and proprietary postsecondary schools. She also chairs the New Mexico Education Trust Board and is a commissioner of WICHE. Most recently she was associate professor at the University of New Mexico (UNM) College of Nursing and in the department of family and community medicine at the UNM Health Science Center School of Medicine. Damron previously worked as a professional staff on the U.S. Senate Committee on Health, Education, Labor & Pensions.

Kimberly Green has worked extensively on federal policy impacting Career Technical Education (CTE) for the past twenty-four years. Working closely with U.S. Congress, the administration and a broad range of stakeholders, she represents the interests of and seeks support for CTE. In her position with the National Association of State Directors of Career Technical Education Consortium, Green helped to secure the largest philanthropic investment in career readiness/CTE: the New Skills for Youth Initiative funded by JPMorgan Chase & Co. invests in systemic, state-level transformation to increase access to high-quality CTE and aligns to the aspirations of Putting Learner Success First. With the support of Pell Grants and the federal work study program, she is a graduate of Cornell University’s School of Industrial and Labor Relations.
Terry Jones is an author, venture capitalist, innovator and keynote speaker. He is the founder of Travelocity.com, founding chairman of Kayak.com and current chairman for Wayblazer, a company designed around innovation and travel. He has a proven track record of leading companies whose innovations have revolutionized an industry. His book, ON Innovation, has encouraged innovation and cultural change for readers worldwide. Jones is a graduate of Denison University and has an honorary doctor of letters from Sierra Nevada College.

Laura Malcomb serves as vice president of outcomes and strategy at Civitas. She is passionate about helping others improve their lives through education. She began her career as a high school teacher in Austin, Texas and through that experience discovered her deep interest in designing tools to help people learn. Prior to working at Civitas Learning, she spent ten years in executive leadership roles directing the design and development of innovative educational technology products. Malcomb is a two-time CODiE Award recipient from the Software and Information Industry Association for product design and received her B.A. and B.F.A. from University of Texas at Austin, and M.A. in learning, design and technology at Stanford University.

Dennis Mohatt is the vice president for behavioral health at the Western Interstate Commission for Higher Education (WICHE). Previously, Mohatt served as the deputy director for the Nebraska Department of Health and Human Services, a position where he also served as the state’s commissioner of mental health. He has served as a member of the National Rural Health Advisory Committee, and serves as the chief consultant to the President’s New Freedom Commission on Mental Health. His graduate training was supported by a NIMH Fellowship and focused on rural community-clinical psychology.

Rep. Gerry Pollet has served in the Washington House of Representatives since December 2011. Pollet is vice chair of the higher education committee and serves on the appropriations and finance committees. He spearheaded the successful effort to pass the nation’s first comprehensive regulation of electronic cigarettes; and, developed Washington’s program responding to the critical shortage of teachers, including a grant program for low-income students aspiring to teach in underserved areas. Pollet has been honored as “Legislator of the Year” for his work to improve access to affordable higher education and student support. He is an attorney and faculty member at the University of Washington School of Public Health. He received his B.A from Clark University and J.D. from the University of Washington.

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