



**THE FUTURE OF
WESTERN ALLIANCE OF
COMMUNITY
COMMUNITY COLLEGE
COLLEGES:
ACADEMIC LEADERS
THRIVING IN A
ANNUAL MEETING
WORLD IN FLUX**

Final Program
The Westin Long Beach, CA
March 22-24, 2017

Western Alliance of
Community College
Academic Leaders



The Future of Community Colleges: Thriving in a World in Flux

About the Alliance

The Western Alliance of Community College Academic Leaders (known as the Alliance) was founded by the Western Interstate Commission for Higher Education (WICHE) in 2010. The Alliance's members are the chief academic officers of the community colleges and technical schools along with their associated system and state agencies located in the 15 WICHE states and the U.S. Pacific territories and freely associated states. Through the Alliance, these top academic leaders share perspectives on current issues, work together on regional projects that are beyond the scope of a single institution or state, and contribute resources and expertise to build a stronger future for higher education in the West.

Who should attend

In attendance you will find colleagues from the WICHE region eager to share the lessons they've learned from tackling a host of institutional and academic challenges, including some of the ones you may be facing now.

- Provosts, vice presidents and directors of academic affairs at community colleges and technical schools.
- Chief executive officers and chief academic officers of related systems and statewide agencies.
- Institutional staff with expertise in the program topic areas, accompanying those above at their invitation.



Jose Fierro, Alliance Chair
President, Cerritos College

Dear Colleagues~

I am delighted to welcome you to beautiful Long Beach, California, for the annual Alliance meeting! The meeting will provide you with opportunities to unite, collaborate, and learn about ideas and practices that can help us to be more effective and innovative in our roles as academic leaders. It is essential that we facilitate robust discussions about current and critical issues affecting higher education, and the tools and strategies shared by our presenters will speak to the dynamic nature of our work and opportunities to effect positive change within our institutions and beyond. The importance of community colleges nationwide has increased exponentially within the past few years and now, more than ever, it is crucial that we come together as colleagues to move forward strategically to maintain and enhance the academic rigor and integrity of our institutions while decreasing time to graduation and increasing graduation rates. I know that you will have an amazing and rewarding experience at the meeting and am certain that you will leave better informed and inspired!

A handwritten signature in black ink, appearing to read 'Jose Fierro', with a long horizontal line extending to the right.

Schedule at a Glance

Wednesday, March 22

Noon - 4:30 p.m.	Registration Open
1:00 - 4:30 p.m.	Executive Committee Meeting <i>(executive committee members only)</i>
5:00 - 6:00 p.m.	Reception: Welcome to California!
6:15 p.m.	Networking Dinners at Local Restaurants

Thursday, March 23

7:30 a.m. - 5:00 p.m.	Registration Open
7:30 - 8:15 a.m.	Breakfast
8:15 - 8:30 a.m.	Welcome to the Alliance Annual Meeting!
8:30 - 9:15 a.m.	Policy, Philanthropy, and You: A Practical Dialogue with Funders
9:15 - 9:30 a.m.	Break
9:30 - 10:15 a.m.	The Great Unbundling of Higher Education
10:15 - 10:30 a.m.	Break
10:30 - 11:15 a.m.	Concurrent Sessions <ul style="list-style-type: none"> • Making Strides in Competency-Based Learning for Positive Impact on Student Access and Completion • What's the Marketplace View?
11:15 - 11:30 a.m.	Break
11:30 - 12:15 p.m.	Concurrent Sessions <ul style="list-style-type: none"> • Making Sense of the Mind Boggling Credential Explosion • <i>Skillful</i>: Connecting Middle-Skill Job Seekers with Employers & Educators
12:15 - 1:15 p.m.	Awards Luncheon
1:15 - 1:30 p.m.	Break

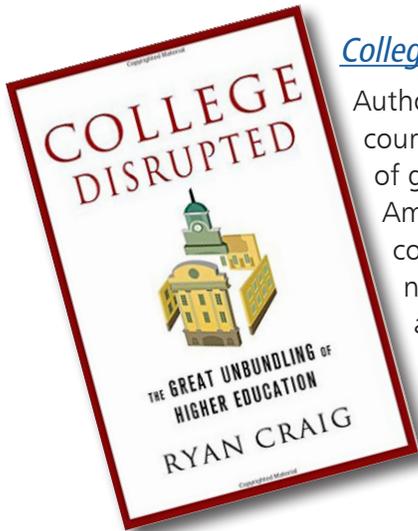
1:30 - 2:15 p.m.	A Revolution in Higher Education: Tales from Unlikely Allies
2:15 - 2:30 p.m.	Break
2:30 - 3:15 p.m.	Concurrent Sessions <ul style="list-style-type: none"> • Affordable Course Materials: Open Educational Resources (OER) and Other Options • Guided Pathways: Steering Students through College and Beyond
3:15 - 3:30 p.m.	Break
3:30 - 4:15 p.m.	Concurrent Sessions <ul style="list-style-type: none"> • Improving Student Retention the iPass Way • Next Generation Information Services for Students
4:15 - 4:30 p.m.	Break
4:30 - 5:15 p.m.	Aligning Expectations across the Generations in Education and the Workforce
5:30 - 7:00 p.m.	Reception by Pearson <i>Dinner on your own</i>

Friday, March 24

7:45 - 9:00 a.m.	Breakfast and Alliance Membership Meeting
9:00 - 9:15 a.m.	Break
9:15 - 10:15 a.m.	Perspective Matters: Measuring Student and Institutional Success
10:15 - 10:30 a.m.	Break
10:30 - 11:00 a.m.	Academic and Economic Alignment: A Web-Based Tool for a Real-Time Look
11:00 - 11:30 a.m.	We're All About Change
11:30 - 11:45 a.m.	Wrap Up/Adjournment

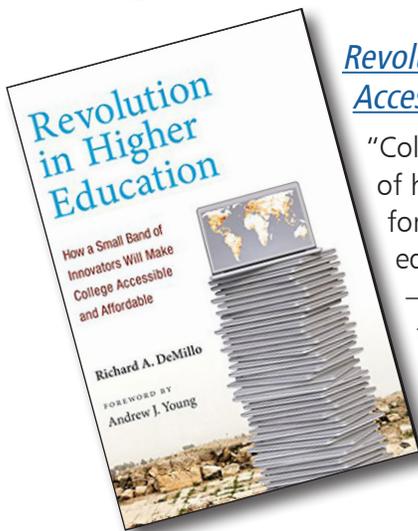
Suggested Reading

These descriptions and cover graphics were retrieved from Amazon.com on August 16, 2016.



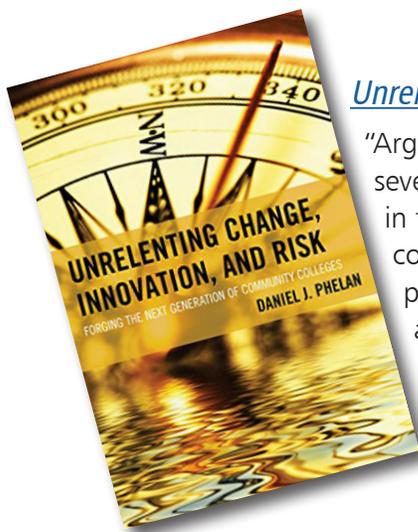
[College Disrupted: The Great Unbundling of Higher Education](#)

Author Ryan Craig “sees the future of higher education in online degrees that unbundle course offerings to offer a true bottom line return for the majority of students in terms of graduation, employment, and wages. *College Disrupted* details the changes that American higher education will undergo, including the transformation from packaged courses and degrees to truly unbundled course offerings, along with those that it will not. *College Disrupted* takes a creative view of the forces roiling higher education and the likely outcome, including light-hearted, real-life anecdotes that illustrate the author's points.”



[Revolution in Higher Education: How a Small Band of Innovators will Make College Accessible and Affordable](#)

“Colleges and universities have become increasingly costly, and, except for a handful of highly selective, elite institutions, unresponsive to twenty-first-century needs. But for the past few years, technology-fueled innovation has begun to transform higher education, introducing new ways to disseminate knowledge and better ways to learn – all at lower cost. In this impassioned account, Richard DeMillo tells the behind-the-scenes story of these pioneering efforts and offers a roadmap for transforming higher education.”



[Unrelenting Change, Innovation, and Risk: Forging the Next Generation of Colleges](#)

“Arguably, the nation’s community colleges have experienced more change in the last several years than they have over the prior 115 years of their existence. Rapid changes in technology, external pressures for accountability and student completion, aggressive competition from other higher education institutions (i.e., public, for-profit, and private), changes in enrollment demographics, as well as new economic, market, and operational models stand to completely disrupt this relatively young enterprise. *Unrelenting Change* (by Dan Phelan) provides useful, practical examples for community college leaders as they seek to thoughtfully and strategically align their organization for the new dynamic in higher education.”

Program Sessions and Speakers

Pre-Meeting Activities Wednesday, March 22 Westin Long Beach

Noon - 4:30 p.m.

Registration

1:00 - 4:30 p.m.

Executive Committee Meeting (*executive committee members only*)

Melbourne

5:00 - 6:00 p.m.

Reception: Welcome to California!

Ocean Terrace West

Unwind from the busy day as you catch up with old friends and make new ones!



6:15 p.m.

Networking Dinners (Meet in lobby)

Join your colleagues for some lively conversation about a topic that concerns you. We will reserve tables for dinner at several nearby restaurants to be hosted by members of the Alliance Executive Committee. You can sign up for your preference when you register. *Attendees are responsible for the cost of their dinner.*

Hosts:



Barbara Buchanan



Lita Burns



John Cech



Jose Fierro



Peter Quigley



Joe Schaffer

Thursday, March 23

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

Registration

7:30 - 8:15 a.m.

Breakfast

Ocean Terrace West



8:15 - 8:30 a.m.

Welcome to the Alliance Annual Meeting!

Centennial Ballroom

Jose Fierro, Cerritos College and representing the California Community Colleges Chancellor's Office as Alliance Chair

Salon C & D



8:30 - 9:15 a.m.

Policy, Philanthropy, and You: A Practical Dialogue with Funders

Funders have a unique view of the higher education policy and practice landscape. They are privy to many visionary ideas and national trends that could make a real difference for students and have real implications and opportunities for your work and voice. What are the major policy trends coming in 2017-2018? And where did they come from? What opportunities do you have to be part of the development and/or implementation of those policies? What should you be thinking about and preparing for related to those policy trends? How can you, as leaders, navigate and lead through policy challenges as they arise? What puzzles you the most about the intersection between policy and practice and your role? The moderator will create a conversation between the two panelists and the audience to cover the above questions so that you can begin to identify how you will engage in the development and/or implementation of those policies at a state and campus level. Please bring your own thorny policy and practice questions to help make this a dynamic discussion.

Moderator:
John Cech, Montana University System

Speakers:
Scott Jenkins, Lumina Foundation
Suzanne Walsh, Bill & Melinda Gates Foundation



Keynote Speakers – Scott Jenkins and Suzanne Walsh

Scott Jenkins serves as the director of state policy for Lumina Foundation. In that role, he leads development and advancement of the foundation's state policy agenda. Jenkins has a broad and extensive background in institutional, state, and federal policy development and execution. A few of his career highlights include serving as the education policy director to former Michigan Governor John Engler and Indiana Governor Mitch Daniels, the director of external relations for Western Governors University, and as a deputy assistant secretary in the U.S. Department of Education in the Bush administration. Jenkins has a B.S. in political science from the University of Central Florida.



Suzanne Walsh is a deputy director on the postsecondary success team at the Bill & Melinda Gates Foundation where she leads the foundation's institutional transformation strategy. Before joining Gates, Walsh worked at two other foundations: Lumina Foundation in Indianapolis where she managed the Making Opportunity Affordable initiative; and The Heinz Endowments in Pittsburgh where her diverse portfolio included community colleges, universities, workforce development, tech commercialization and transfer, city/county consolidation, immigration, and regional economic development. She got her start in community college work as the coordinator of special projects at Cuyahoga Community College. Walsh has her juris doctorate and master's in social work from Case Western Reserve University, a bachelor of science from Cornell University, and an associate's degree in applied science from Hudson Valley Community College.



9:15 - 9:30 a.m.

Break

9:30 - 10:15 a.m.

The Great Unbundling of Higher Education

Ryan Craig, author of *College Disrupted*, will present a market-driven view of the past, present and future of higher education, including the emergence of the competency marketplace and the resulting "Great Unbundling" of higher education.

Introducer:
Lita Burns, North Idaho College

Speaker:
Ryan Craig, University Ventures



10:15 - 10:30 a.m.

Break

10:30 - 11:15 a.m.

Barcelona

Concurrent Sessions:

Making Strides in Competency-Based Learning for Positive Impact on Student Access and Completion

Students engaged in competency-based learning progress as they demonstrate mastery of academic content, regardless of time, place, or pace of learning. Are some models more successful with certain types of students? How do these models interface with some of higher education’s more traditional processes such as accreditation, financial aid, and transfer pathways? Hear what these trailblazers have to say about their experiences and lessons learned and where they see this innovation going in the future.

Moderator:

Rhonda Epper, Community College of Denver



Speakers:

Eric Heiser, Salt Lake Community College
Mark Jenkins, Washington State Board for
Community and Technical Colleges
Sally Johnstone, NCHEMS



Casablanca

What’s the Marketplace View?

In recent years there has been a proliferation of alternative credentials awarded by institutions and by the business community. What are some of the advantages to industry for awarding their own badges and certificates and/or hiring employees with these credentials in addition to or instead of a degree? Our panel will share their perspectives and experiences and entertain your questions about this changing world.

Moderator:

William Tammone, Colorado Community College System



Speakers:

Zhalisa Clarke, Udacity
David Leaser, IBM
Matthew Sigelman, Burning Glass Technologies



11:15 - 11:30 a.m.

Break

11:30 a.m. - 12:15 p.m. **Concurrent Session:**

Barcelona

Making Sense of the Mind Boggling Credential Explosion

With so many types of credentials – degrees, certificates, badges, apprenticeships, and licenses – it’s easy to get confused about what they mean and how they fit together. Find out about the effort of some community colleges in The Right Signals Initiative to develop a system for recognizable credentials across all sectors and users. And, learn how colleges and universities are using Credly’s badge management system to recognize the achievements of their students and staff with digital badges.

Moderator:

Joe Schaffer, Laramie County Community College (WY)



Speakers:

Jonathan Finkelstein, Credly
Rick Kemp, Rio Salado College (AZ)
Jen Worth, American Association of Community Colleges



Skillful: Connecting Middle-Skill Job Seekers with Employers & Educators

Skillful is a new skills-based labor market platform for middle-skill job seekers. Developed by the Markle Foundation, LinkedIn, EdX, Arizona State University, Colorado Community Colleges, and Maricopa Community Colleges, it focuses on Americans without college degrees and creates transparency around skills needed for fast growing and good paying jobs, access to training and insight into career paths that value people’s skills rather than degrees. *Skillful* includes online and offline tools to connect job seekers with employers and educators so they can find ways to continuously succeed in this rapidly changing economy.

Moderator:

Barbara Buchanan, Truckee Meadows Community College (NV)



Speakers:

Sarah Heath, Colorado Community College System

Randall Kimmens, Maricopa Community College District (AZ)

Laura Williams, LinkedIn



12:15 - 1:15 p.m.

Ocean Terrace West



Pearson

Awards Luncheon

Join us in congratulating the winner of this year’s Bernice Joseph Award!

Presenter:

Peter Pinney, University of Alaska Fairbanks



1:15 - 1:30 p.m.

1:30 - 2:15 p.m.

Centennial Ballroom
Salon C & D

Break

A Revolution in Higher Education: Tales from Unlikely Allies

There is a consensus that higher education is not on a sustainable path. There are no simple solutions to the problems plaguing colleges and universities. A small band of innovators has launched a revolution to remake higher education. The result will be a new, more sustainable ecosystem. DeMillo will describe the world they are building, using as examples innovations powered by technology, unexpected partnerships, business reinvention and a willingness to disrupt the status quo.

Introducer:

Peter Quigley, University of Hawai’i System

Speaker:

Richard DeMillo, Georgia Tech



2:15 - 2:30 p.m.

2:30 - 3:15 p.m.

Barcelona

Break

Concurrent Sessions:

Affordable Course Materials: Open Educational Resources (OER) and Other Options

We are all aware of efforts to reduce the cost of a college education through limiting, or even eliminating tuition costs, but what is being done to address the high cost of college textbooks and course materials? The use of open educational resources (OER) is one popular strategy, yet there are others as well. In this session, panelists from both colleges and publishers will share a variety of strategies on how to reduce textbook costs.

Moderator:

Clifton Sanders, Salt Lake Community College (UT)



Academic Leaders Toolkit
Bernice Joseph Award

2017 Award Winner

Congratulations to the
University of Hawai'i Community Colleges
for their
Sector Mapping Tool

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. <http://alt.wiche.edu>

The namesake for the **Bernice Joseph Award** was vice chancellor of rural, Community, and Native Education for the University of Alaska Fairbanks in 2010 when she became a founding member of the Western Alliance of Community College Academic Leaders. Joseph was a visionary leader with an infectious energy for making high quality education accessible to all. Her collaborative spirit and love for innovation were driving forces in the creation of the Alliance.



Bernice Joseph (1964-2014)

Speakers:

Boyoung Chae, Washington State Board of Community and Technical Colleges
Catrina Poe, Pearson
Tim Rogers, Chemeketa Community College (OR)



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Guided Pathways: Steering Students through College and Beyond

Panelists will discuss how their programs utilize a career pathways approach to increase successful student engagement in postsecondary education options. Each presenter will describe his/her program’s approach to ensuring that participants are career aware and college-ready, without remediation; have knowledge of high wage, high demand careers that align with their interests, aptitudes, and industry needs; and have incorporated value-added/accelerated learning options such as dual enrollment, work-based learning, and student leadership/entrepreneurship organizations.



Moderator:

Paul Dale, Maricopa Community Colleges (AZ)

Speakers:

Andy Dorsey, Front Range Community College (CO)
James Goodman, Leeward Community College (HI)
Amy Williams, Montana University System



3:15 - 3:30 p.m.

Break

3:30 - 4:15 p.m.

Concurrent Sessions:

Barcelona

Improving Student Retention the iPass Way

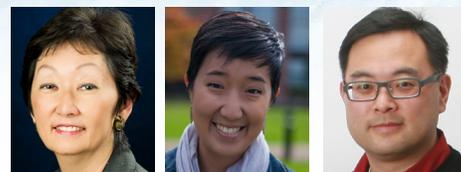
Integrated Planning and Advising for Student Success (iPASS) helps students navigate the path to a certificate or degree. It combines advising, degree planning, alerts, and interventions. The tool draws on predictive analytics to help counselors and academic advisors determine in advance whether a student is at risk of dropping or failing out, and it can help assist students on what courses they should select. Find out how it is working and what differences it is making for students and staff.

Moderator:

Suzette Robinson, University of Hawai’i System

Speakers:

Christina Choi, Whatcom Community College (WA)
Victor Kuo, Seattle Colleges (WA)



Casablanca

Next Generation Information Services for Students

Join us to learn about two exciting initiatives that will expand the information available to students, higher education institutions, employers, and others to more fully demonstrate student learning and achievement, inside and outside the classroom. We’ll hear about some next generation models for the comprehensive student record and about the information and functionality to be available to students through the National Student Clearinghouse’s new student portal.

Moderator:

John Miller, Williston State College (ND)



Speakers:

Vanessa Brown, National Student Clearinghouse
Tom Green, Association of American Collegiate Registrars and Admissions Officers
Jonell Sanchez, National Student Clearinghouse



4:15 - 4:30 p.m.

Break

4:30 - 5:15 p.m.

Aligning Expectations across the Generations in Education and the Workforce

*Centennial Ballroom
Salon C & D*

From the Boomer generation to the Millennials, we have different understandings about our responsibilities, and different attitudes about how we use our time and what we value, and how we treat one another. And with those understandings and attitudes come our expectations of others. Find out how the panelists view their world and what they think can be done to align expectations on campus and in the workplace.

Moderator:

Diane Stiles, Lake Area Technical Institute (SD)



Speakers:

Dawn Kazoleas, Weber Metals Inc.
Michelle Mancilla, Student at Northwood University
on Cerritos College Campus (CA)
Susan Stevenson, Marion Military Institute (GA)



5:30 - 7:00 p.m.

Reception by Pearson

Shoreline Room



Pearson

Dinner on your own

Friday, March 24

7:45 - 9:00 a.m.

Breakfast and Alliance Membership Meeting

*Centennial Ballroom
Salon C & D*



9:00 - 9:15 a.m.

Break

9:15 - 10:15 a.m.

Perspective Matters: Measuring Student and Institutional Success

Contrary to widely held beliefs, data rarely speak for themselves. This session will explore the influence of perspective on questions posed and answers obtained from data collected in the complex educational environment of community colleges, using research on “skills-builder students” for illustration.

Introducer:

Doug Murray, New Mexico Military Institute



Speaker:

Peter Bahr, University of Michigan

10:15 - 10:30 a.m.

Break

10:30 - 11:00 a.m.

Academic and Economic Alignment: A Web-Based Tool for a Real-Time Look

University of Hawai'i Community College System's new web-based sector mapping tool provides an organized real-time look into the relationship between academic and economic alignment. Drawing from EMSI's database but filtered through UHCC's custom portal, this site looks at all the major sectors of the economy and details of every job inside those sectors with crucial data on current and projected demand data as well as whether the academic units are over or under producing and more. With one click, you can see our heat mapped economy with an overlay of where the system has programs and where opportunities exist that are unaddressed. Don't miss this fascinating demo of a tool you could replicate in your state!



Introducer:

LeBaron Woodyard, Chancellor's Office, California Community Colleges

Speaker:

Peter Quigley, University of Hawai'i System

Paul Sakamoto, University of Hawai'i System



11:00 - 11:30 a.m.

We're All About Change

Throughout this meeting, we've heard about all kinds of changes in higher education and especially in community colleges. But change is not new to us; that is the business we're in! Come hear from a former community college president and executive director of a state department of higher education about the lessons he's learned and the changes we've all seen as we do our best to ensure that all students benefit from their experiences in our institutions. In his new role as president of WICHE, he will also address the changes we are seeing in our region and the challenges and opportunities those changes will bring to community colleges. And bring your questions – he wants to hear from you, too!

Introducer:

Louise Pagotto, Kapi'olani Community College (HI)

Speaker:

Joe Garcia, WICHE



11:30 - 11:45 a.m.

Wrap Up/Adjournment

Hosts and Sponsors

Thanks to our host:

California Community Colleges Chancellor's Office



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



Biographical Information on the Speakers

Peter Riley Bahr serves as associate professor of higher education in the Center for the Study of Higher and Postsecondary Education at the University of Michigan. Bahr's research deconstructs student pathways through community colleges and into the workforce or on to four-year postsecondary institutions. He recently received an Institute of Education Sciences grant to study, with colleagues at the Scripps Gerontology Center, older community college students with the goal of strengthening their educational and labor market outcomes. Bahr previously held a faculty appointment at Wayne State University and research appointments in the Chancellor's Office of the California Community Colleges and the California Department of Education. He received his Ph.D. in sociology from the University of California-Davis.

Vanessa Brown is currently the director of the Project Management Office (PMO), which she established in 2013, for the National Student Clearinghouse. She has 20 years of experience in launching new software products and delivering enterprise projects. The PMO has implemented the redesigned StudentTracker® service, reverse transfer project, and eTranscripts and is currently managing the student portal project. Previously, Brown ran her own consulting business working with businesses on their strategy and growth plans and also served as the director of business development at Freddie Mac. Brown holds an M.B.A. from George Washington University and a B.B.A. from James Madison University.

Boyoung Chae is a policy associate of eLearning & open education at the Washington State Board for Community and Technical Colleges (SBCTC). She led the development and implementation of several statewide OER initiatives including Open Course Library, Open Licensing Policy, and Open Washington, which was selected as a winner of 2016 Outstanding Site Award for Open Education Excellence. Recently, with her SBCTC colleague Mark Jenkins, she co-authored an OER research report awarded the Open Education Consortium's Open Research Award for Open Education Excellence. Chae received her Ph.D. in instructional technology from the University of Georgia and her master's in instructional systems from the Pennsylvania State University.

Christina Choi has served for the past two years as the student completion coach within student success and retention at Whatcom Community College in Bellingham, WA. Previously, she served as a resident director at Western Washington University in Bellingham. Choi received her Masters of Education in counselor education - student affairs from Clemson University and her B.A. in psychology/family studies from Marquette University in Milwaukee. Choi is fueled by her passion to work towards creating spaces for students to feel safe to explore their individual academic journeys, as she believes that every student's academic journey is unique and impacted by the students' various identities.

Zhalisa Clarke, vice president of business development at Udacity, works with industry leaders like Google and Facebook to develop online tech training that is closely aligned with hiring needs and the skills most in demand in today's market. Udacity leverages an interactive, project-based approach to learning coupled with coaching and community support to ensure that students can demonstrate their readiness for new jobs in technology. Prior to Udacity, Clarke led business development and marketing teams at leading companies including frog design, Yahoo, American Express, and Citigroup, and she has extensive experience in management consulting with Bain & Co. Clarke graduated from Harvard University with a B.A. in economics and an M.B.A. from Harvard Business School.

Ryan Craig is a founding managing director of University Ventures. Prior to University Ventures, Craig founded and built Wellspring, the largest and leading organization providing treatment programs for overweight and obese children, adolescents, and young adults. Craig headed the education & training sector at Warburg Pincus from 2001 – 2004 where he was the founding director of Bridgepoint Education, one of the largest online universities in the U.S. He received bachelor's degrees in literature

and economics summa cum laude and Phi Beta Kappa from Yale University, and his law degree from the Yale Law School. He is on the advisory board of UCLA Extension. Craig is the author of *College Disrupted: The Great Unbundling of Higher Education* as well as many articles published in a range of higher education, technology and general interest publications.

Richard DeMillo is the Warren Professor of Computing, former John P. Imlay Dean of Computing, and director of the Center for 21st Century Universities at the Georgia Institute of Technology. Author of over 100 articles, books (including *Revolution in Higher Education: How a Small Band of Innovators Will Make College Accessible and Affordable*), and patents, he has held positions at Purdue University, the University of Wisconsin, and the University of Padua. He directed the Computer Research Division of the National Science Foundation and was Hewlett-Packard's first chief technology officer. He is the 2013 Lumina Foundation Inaugural Fellow. He is a fellow of the American Association for the Advancement of Science and the Association for Computing Machinery.

Andy Dorsey has been president of Front Range Community College (FRCC) since 2009, after serving for 14 years at the college as a faculty member, dean, and vice president. He has led the college through significant expansions of programs and facilities and implementation of the guided pathways model. Before joining FRCC, Dorsey served in management positions at two for-profit firms and a human services agency and as legislative director for an Ohio congressman. Dorsey earned a B.A. in economics from Harvard College, an M.B.A. from Harvard Business School, and an M.A. from Lesley College (MA).

Jonathan Finkelstein is founder and chief executive officer of Credly, a leading digital credential service provider. Previously, he was founder of LearningTimes, and co-founder of HorizonLive (acquired by Blackboard), helping mission-driven organizations serve millions of learners through online programs and platforms. Finkelstein is author of *Learning in Real Time* (Wiley), contributing author to *The Digital Museum*, co-author of a report for the U.S. Department of Education on the potential for digital badges, and a frequent speaker on digital credentials and the future of learning and workforce development. He is a graduate of Harvard.

Joe Garcia was appointed president of WICHE in June 2016. He served as the Lt. Governor of Colorado and as the executive director of the Colorado Department of Higher Education, beginning in 2011. He had previously served on the WICHE Commission for nine years, including serving as its chair in 2011. During his time as Lt. Governor and as the SHEEO for Colorado, Garcia focused on increasing equity in outcomes for all students, particularly those from low income backgrounds and communities of color. Prior to being elected Lt. Governor, Garcia served as president of Colorado State University-Pueblo, which was named the Outstanding Member Institution by the Hispanic Association of Colleges and Universities during his tenure. He also served as president of Colorado's second largest community college, Pikes Peak Community College, where he was twice named President of the Year by the State Student Advisory Council. Garcia earned his B.S. in business at the University of Colorado-Boulder and his J.D. from Harvard Law School.

James Goodman has served at Leeward Community College in Pearl City, Hawai'i, as dean of arts & sciences since 1995. He has chaired his campus' Developmental Education Committee and has worked with his faculty to develop a number of programs including the A.S. in natural sciences. He participated in Interstate Passport in 2012 as chair of its Interstate Faculty Team for Written Communication and later recruited faculty for serve on the interstate teams for other knowledge and skill areas. Previously, he was an associate professor in art and served as faculty senate chair. Goodman earned his B.F.A. and M.F.A. at the University of Hawai'i at Manoa.

Tom Green is the associate executive director for consulting and strategic enrollment management for

the American Association of Collegiate Registrars and Admissions Officers (AACRAO). He comes from a 30-year background in higher education administration, where he spent over 20 years as vice president or dean of enrollment management at a number of colleges and universities in the United States. He has authored book chapters and articles on strategic enrollment management (SEM), recruitment and retention planning. He is editor-in-chief of *SEM Quarterly*, a peer-reviewed journal, and oversees the AACRAO SEM Conference, the world's largest, oldest and leading meeting of enrollment managers, now in its 26th year. Green holds a Ph.D. in higher education leadership, management and policy from Seton Hall University (NJ).

Sarah Heath is assistant provost and career and technical education state director with the Colorado Community College System. Heath has worked in career and technical education (CTE) as a high school business and computer science teacher, state program director, a local system administrator, and now as the state director of CTE in Colorado. In her current position, she supports all secondary and post-secondary CTE programs in the state. Increasing workforce education and preparation is her life's passion and she serves as the national past-president of the Association for Career and Technical Education with the mission to increase support for career and technical education and general career development in schools across the country. She also is proud to say she is a "triple Dawg" since all three of her degrees are from the University of Georgia.

Eric Heiser is the dean of the school of applied technology and technical specialties at Salt Lake Community College (SLCC). He has worked in higher education for the past 11 years. He was an assistant professor at Central Wyoming College in Riverton, Wyoming, for six years and taught in the areas of business, management, and criminal justice. Heiser also spent time as a director and workforce training coordinator during his time with Central. He has overseen and is currently leading SLCC's School of Applied Technology to a transition from a clock-hour format into competency-based education (CBE). Heiser is a reviewer for the Northwest Commission on Colleges and Universities in the area of CBE. He holds a Ph.D. in higher education leadership from Colorado State University.

Mark Jenkins has been director of eLearning and open education at the Washington State Board for Community and Technical Colleges since 2014. He leads a team of specialists in open education resources, accessibility, educational technologies and competency-based education providing policy support, managing shared technologies, and offering professional development to the 34 Washington community and technical colleges. Prior to SBCTC, Jenkins worked in eLearning at Portland State University and Marylhurst University in Portland, Oregon, developing outcomes-based courses and programs for working adults. Jenkins received his B.A. and M.A. in English literature from the University of Washington, and a Ph.D. in literature from the University of California, San Diego.

Sally M. Johnstone is the president of the National Center for Higher Education Management Systems (NCHEMS), known nationally and internationally for turning data into knowledge to support strategic decision-making at institutions and agencies of higher education. Previously, Johnstone served as a vice president at Western Governors University and has also served as a provost at a public, comprehensive university, at WICHE, and as a faculty member. She now serves on the U.S. UNESCO Commission, and the editorial boards for *Change* magazine (USA) and the *Journal of Open Learning* (UK). She earned her Ph.D. from the University of North Carolina, Chapel Hill.

Dawn Kazoleas is the vice president of human resources for Weber Metals Inc., a metal forging company that services the aerospace industry. She joined Weber last year after spending 25 years in both the automotive and oil and gas business performing various human resources positions in both unionized and non-unionized manufacturing and corporate settings. Kazoleas received her B.S. in industrial psychology at Arizona State University and a M. A. degree in organizational communication and labor

relations from Michigan State University.

Rick Kemp has served as dean of instruction and partnerships for Rio Salado College for six years and has worked at the college since 1993. In his role, he is responsible for planning, directing, and evaluating workforce and partnership programs to include: early college, corporate and government partnerships, and over 25 occupational degree and certificate programs. Kemp received his B.S. in communication from Arizona State University and his M.Ed. in educational leadership from Northern Arizona University.

Randall Kimmens has over 30 years of higher education administration and teaching experience primarily in community college environments. He has an Ed.D. in educational leadership from Northern Arizona University. Currently, he serves as associate vice chancellor of workforce development at Maricopa County Community College District where he is responsible for workforce development efforts at ten colleges, and two skill centers with a total enrollment of over 240,000 students. MCCCDC has over 900 occupational educational/training programs. He is a board member of several workforce and economic development boards and has presented workforce development and occupational education seminars at national conferences and has won awards for his work in workforce development initiatives.

Victor Kuo currently serves as director of strategic planning and research at Seattle Colleges District which serves nearly 50,000 students and is the largest community college system in Washington. He leads district-wide projects on strategic planning, data dashboards and visualization, predictive analytics, and special projects. He currently coordinates the district's Integrated Planning and Advising for Student Services (iPASS) grant. Previously, he was an evaluation officer at the Bill & Melinda Gates Foundation and served on the board of directors of the American Evaluation Association. He taught high school biology in Anaheim, CA, and his Ph.D. in education is from Stanford University.

David Leaser is the senior manager of strategic initiatives for IBM's Training & Skills program. Leaser developed IBM's first cloud-based learning solution and is the program developer for IBM's Open Badge program. Leaser is the author of a number of thought leadership white papers on talent development, including "Migrating Minds" and "The Social Imperative in Workforce Development." He has trained more than 4,000 clients and developed more than 30 training manuals and video tutorials. Leaser holds a master's degree from University of Southern California's Annenberg School for Communications and a bachelor's degree from Pepperdine University. He currently serves on the IMS Global Consortium Board to provide an industry perspective on digital credentials and the bridge from colleges to careers.

Michelle Mancilla has been a program assistant at Cerritos College (CA) for two years and is currently assisting in a program called Accelerated Instruction in Math and English (AIME). With AIME, she is involved with helping the director of the program conduct student orientations for the Success Center and has become the liaison for students who have questions regarding the AIME program. Mancilla has completed her associate of arts from Cerritos College in business administration and is currently attending Northwood University on the Cerritos campus where she is on her way to obtaining her bachelor of arts in business management this May.

Catrina Poe has been with Pearson for 10 years in a variety of positions, and she has over 25 years of experience in education. As vice president for strategic partnerships, she has an opportunity to partner with educational institutions around strategic initiatives. Working with senior level college executives, Poe and her team craft, design and implement solutions that solve tomorrow's problems today. Poe has also been a college administrator, dean and faculty member. She holds a doctor of business administration and a master of organizational behavior from the University of Phoenix, and she is a published author.

Peter Quigley is the University of Hawai'i System Community Colleges' associate vice president for

academic affairs and co-chair of Interstate Passport. He also has served as interim vice chancellor for academic affairs at the University of Hawai'i at Manoa and chancellor at Leeward Community College. Prior to coming to Hawai'i, Quigley served as dean of the College of Arts and Humanities at Minnesota State University and as dean of academics/chief academic officer at Embry Riddle University. Quigley has held tenured professorships in Europe and the US. He has been awarded two Fulbright awards to the University of Bergen in Norway. His last book is *Housing the Environmental Imagination*; forthcoming in 2017, co-edited with Scott Slovic, is *Ecocritical Aesthetics: New Studies in Language, Beauty, and the Environment*.

Tim Rogers is currently the associate vice president for college support services, and the chief information officer at Chemeketa Community College in Salem, Oregon. He has more than 30 years of community college experience in a diversity of roles. Previously, he served at Chemeketa as a faculty member for both developmental education and computer information systems. Some of his professional interests fall into the areas of instructional technology and college affordability. One of his current affordability initiatives is a community college textbook publishing house, the Chemeketa Press. Rogers holds a M.S. in educational leadership and policy from Portland State University.

Paul Sakamoto is the web application development manager of the University of Hawai'i Community Colleges System. He has been with the University since 2006. Sakamoto is a full stack application developer who specializes in interface design and data visualizations. Before dedicating his time to the university, he owned and operated multiple companies in the electronic contracting business and is also an accomplished commercial artist.

Jonell Sanchez is the vice president for education services at the National Student Clearinghouse, responsible for the products and services to the K-12 and higher education community. He previously served as Pearson's global vice president for employability and career success, and in 2012 assumed the role of vice president for college and career readiness. He has also served as The College Board's senior director of academic initiatives and program development and associate dean of students at Fairleigh Dickinson University (NJ). Sanchez holds degrees from Rutgers College-New Brunswick, the Rutgers University Eagleton Institute of Politics, and New York University's Steinhardt School of Education.

Matthew Sigelman is CEO of Burning Glass Technologies, a leading labor market analytics firm. For more than a decade, he has led Burning Glass in harnessing the power of data to deliver artificial intelligence technologies that have helped fill millions of jobs. Burning Glass data drives initiatives for more than a dozen state and national governments, as well as educational institutions and major employers. He is consulted frequently by national media, by researchers, and the White House. Sigelman served previously with McKinsey & Company and Capital One. He holds a B.A. from Princeton University and an M.B.A. from Harvard.

Susan Stevenson currently serves as executive vice president and chief academic officer at Marion Military Institute (MMI) after joining the college in 2004 as academic dean. Previously, Stevenson served in various senior academic administrative positions in Tennessee and Virginia. She has delivered numerous workshops on college student traits and characteristics, organizational effectiveness, and leadership, including visits to Saudi Arabia to present workshops to female university faculty and staff. She holds a doctorate in higher education administration from The George Washington University and received both a master's and a bachelor's degree from East Tennessee State University.

Amy Williams works for the Montana University System's Office of the Commissioner of Higher Education managing two programs that give high school students an early start on college and career: dual enrollment and Big Sky Pathways (Perkins Programs of Study). She is a national dual and concurrent enrollment policy expert with a particular passion for career technical education. Williams is the current chair of the National Alliance of Concurrent Enrollment Partnerships (NACEP), State Policy Leadership

Committee and is an active member in the Association of Career Technical Education (ACTE), and Advance CTE.

Laura Williams leads ground game and strategy as the city program manager at LinkedIn. As part of the economic graph vision of the company, Williams works to bring together employers, educators, government agencies and job seekers to better connect local communities and advance their economic opportunity. Prior to joining LinkedIn, Williams was the senior marketing & community manager at Urbanspoon and she has deep experience in the policy and political worlds. Among other projects, she worked as a field director in the 2004 presidential race and as the director of volunteers for Seeds of Compassion, a five-day festival with the Dalai Lama

Jen Worth serves as senior vice president for workforce and economic development for the American Association of Community Colleges (AACC). In this role, Worth oversees projects that partner community colleges with workforce boards, economic development entities, labor market intermediaries, and other community organizations to drive workforce and economic opportunity. In addition to the various projects in the department, Worth also directs the annual Workforce Development Institute (WDI) an annual event for approximately 700 workforce development professionals at community colleges. She holds a master of public policy and management degree from the University of Melbourne in Australia.

Local Attractions

Located in the heart of Southern California, Long Beach blends the urban sophistication of a big city with the relaxed atmosphere of a beach resort. Discover diverse hotels, world-class attractions, cutting-edge museums, award-winning restaurants and a thriving, multi-faceted arts and culture scene. Bordered by the Pacific Ocean, with 5.5 miles of sandy beach front, plus miles of inland bays and waterways, Long Beach basks in the warm glow from our year-round California sun.

After the program concludes on Friday, we hope you will stay and explore the spectacular Long Beach area. The Long Beach tourism website is <http://www.visitlongbeach.com/>.

Whale Watching - Come explore the Pacific Ocean and enjoy whale watching excursions off the coast of Long Beach. Many gray whales migrate past the coast each year with bottlenose dolphins, sea lions and migratory waterfowl also within viewing range. Most recently, orca and blue whales have been seen off the coast.

Queen Mary - Step aboard the legendary Queen Mary, the historic ocean liner that once carried royalty and celebrities across the Atlantic. Book the Behind-the-Scenes guided tour and see restored areas of the ship that have been hidden since the final voyage in 1967, including the Isolation Wards and aft Machine Rooms.

Aquarium of the Pacific - Take a journey of discovery at the Aquarium of the Pacific. Home to more than 11,000 marine animals, visitors can get up close and personal with sharks and sea rays in the touch tank in Shark Lagoon and feed colorful mini parrots in Lorikeet Forest. The Aquarium also features a Behind-the-Scenes tour, 3D movies and special animal encounters.

Santa Catalina Island - Santa Catalina, one of California's Channel Islands, lies southwest of Los Angeles. It is known for its wildlife, dive sites and Mt. Orizaba, its highest peak. The resort town of Two Harbors lies to the north. To the south, in the city of Avalon, palm trees and cabanas line Descanso Beach. Avalon's circular, art deco Catalina Casino is a cultural center with a movie theater, ballroom and museum.

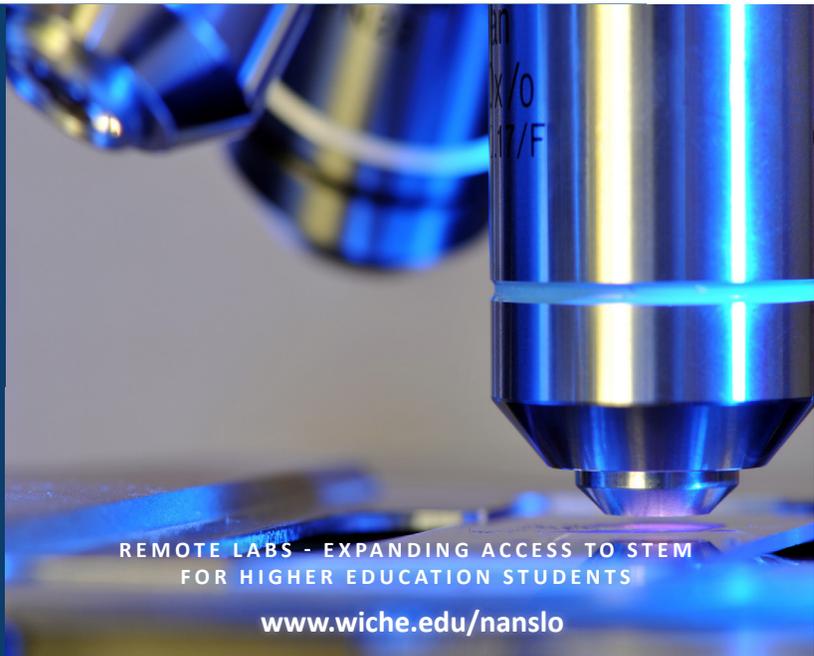
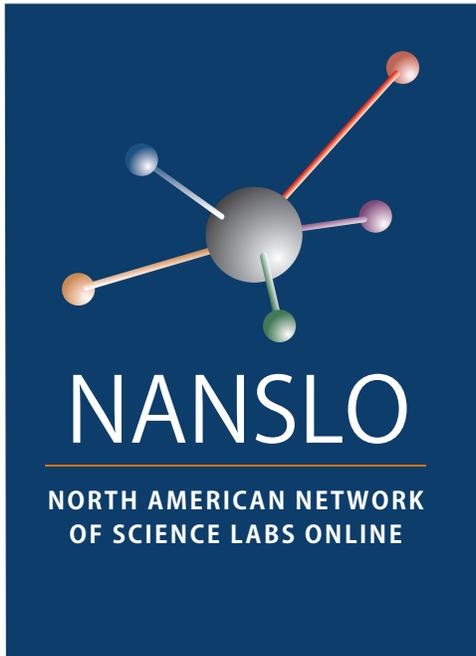
The Pike Outlets - The Pike Outlets is the city's newest shopping and dining destination. Located next to the Convention Center and Aquarium of the Pacific, the center features great retailers and entertainment options including Restoration Hardware Outlet, H&M, Cinemark Theatres, as well as a diverse mix of restaurants including Famous Dave's, Bubba Gump Shrimp Co., and much more.

Shoreline Village Boardwalk - Overlooking both Rainbow Harbor and Queensway Bay, Shoreline Village's picturesque turn-of-the-century buildings house memorable restaurants and shops.

Descriptions downloaded from the websites on September 16, 2016.

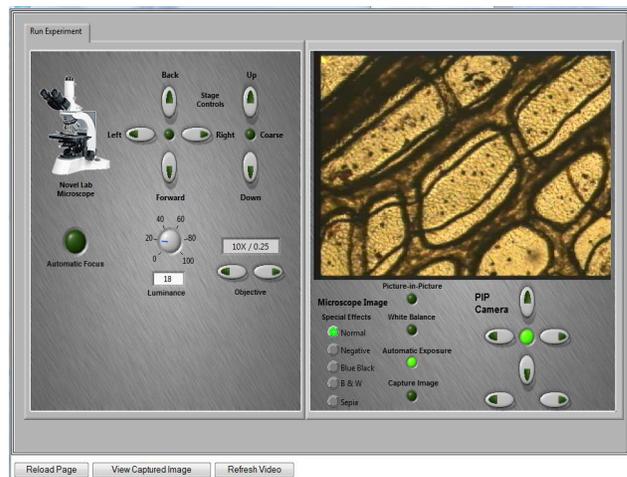


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Membership in the Western Alliance of Community College Academic Leaders

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