

Western Alliance of
Community College
Academic Leaders



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Changing the World or Changing with the World

**Western Alliance of
Community College Academic Leaders**

Annual Meeting

April 18-20, 2018 Seattle, Washington

Changing the World or Changing with the World



Message from the Chair:

I am so excited to welcome you to our 2018 annual meeting in Seattle. This year's theme, *Changing the World or Changing with the World*, summarizes well the topics that will be presented during our two-day meeting. As in years past, the program presents topics that are of great importance to academic leaders at community colleges and others in the higher education field. The executive committee worked diligently to narrow the suggestions that were provided to us in last year's meeting evaluation and from other sources to ensure that this meeting continues to meet your needs by providing the latest research, best practices and contemporary speakers on issues with which we are all dealing.

My greatest hope is that these presentations generate rich and meaningful discussions during the meeting so that we all return to our campuses with ideas that lead to action plans. One of the most consistent comments made about the annual meeting is that "The

networking with so many provosts and academic vice presidents is one of the most important and useful features of the meeting," and I hope you will find this to be true again. I encourage you to fully engage in the conversation, ask provocative questions and become a part of the force that will either change the world or change with the world.

On behalf of the members of the Alliance's Executive Committee and staff, welcome!

A handwritten signature in cursive script that reads "Lita Burns".

Lita Burns, Alliance Chair
Vice President for Instruction, North Idaho College

Attendees

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.

- 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

About the Alliance

The Western Alliance of Community College Academic Leaders (known as the Alliance) operates under the umbrella of the Western Interstate Commission for Higher Education (WICHE), a regional 501c3 organization. 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. The Alliance was founded in 2010 with seed money provided by the Western Academic Leadership Forum which is also based at WICHE.

Schedule at a Glance

Wednesday, April 18

Noon - 5:30 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.	Welcome Reception
6:15 p.m.	Networking Dinners at Local Restaurants

Thursday, April 19

7:00 a.m. - 5:00 p.m.	Registration Open
7:30 - 8:30 a.m.	Breakfast
8:30 - 8:45 a.m.	Welcome from the Chair and Meeting Overview
8:45 - 9:30 a.m.	Keynote: The Civic Role of Higher Education in a Changing World
9:30 - 9:45 a.m.	Break
9:45 - 10:45 a.m.	Looking Back to Race Ahead
10:45 - 11:00 a.m.	Break
11:00 a.m. - noon	Concurrent Sessions <ul style="list-style-type: none"> • Essential Skills Spell Success in a Global Economy • Interstate Passport®: Putting Learning Outcomes to Work for Transfer
Noon - 12:15 p.m.	Break
12:15 - 1:15 p.m.	Awards Luncheon - Managing Change: Leading with Purpose
1:15 - 1:30 p.m.	Break

1:30 - 2:30 p.m.	Concurrent Sessions <ul style="list-style-type: none"> • Increasing Access and Completion: Reflections on Implementing Guided Pathway and Promise Programs • Future Directions for Academic Advising and Career Services
2:30 - 2:45 p.m.	Break
2:45 - 3:45 p.m.	Indigenous Approaches to Academic Success and Community Partnership
3:45 - 4:00 p.m.	Break
4:00 - 5:00 p.m.	Lightning Round: Facing Wellness Challenges Together
5:30 - 6:30 p.m.	Reception hosted by Pearson
	<i>Dinner on your own</i>

Friday, April 20

7:30 - 8:15 a.m.	Breakfast and Alliance Membership Meeting
8:15 - 8:30 a.m.	Break
8:30 - 9:45 a.m.	A Philanthropist's View: Changing the Higher Education World
9:45 - 10:45 a.m.	Perspectives on Community College Leadership: A Conversation with Two Successful Presidents
10:45 - 11:00 a.m.	Break
11:00 - 11:45 a.m.	"Alternate Facts" Community Colleges Tell Ourselves and How Marketing Can Reforge the Truth
11:45 - noon	Wrap Up/Adjournment

Hosts and Sponsors

Special appreciation goes to our hosts.

And to our generous sponsors who make this meeting possible!



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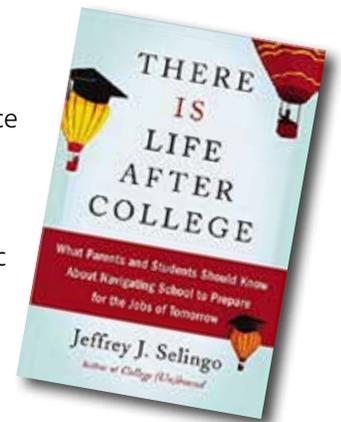


Suggested Advance Reading

Descriptions for the following books were retrieved from Amazon.com on September 1, 2017.

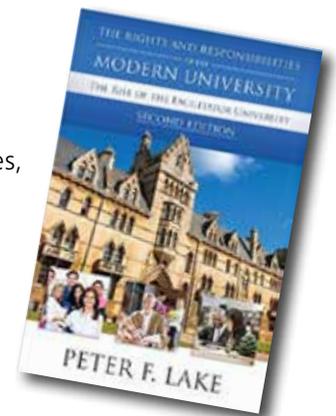
There is Life After College, Jeffrey Selingo

There Is Life After College offers students, parents, and even recent graduates the practical advice and insight they need to jumpstart their careers. Education expert Jeffrey Selingo answers key questions—Why is the transition to post-college life so difficult for many recent graduates? How can graduates market themselves to employers that are reluctant to provide on-the-job training? What can institutions and individuals do to end the current educational and economic stalemate?—and offers a practical step-by-step plan every young professional can follow. From the end of high school through college graduation, he lays out exactly what students need to do to acquire the skills companies want.



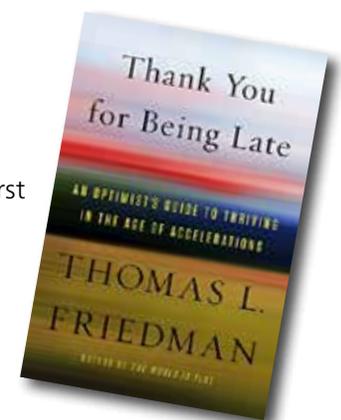
The Rights and Responsibilities of the Modern University: The Rise of the Facilitator University, Peter Lake

This book includes discussion of recent judicial, legislative and regulatory college safety mandates, modern risk management and prevention practices, and the explosion in college safety and wellness issues (suicide, active shooter violence, sexual assault, etc.) while remaining faithful to the core vision of the first edition. The second edition also addresses the disturbing rise of a new nemesis of the facilitator university – “Compliance U.” Crushing new regulatory burdens significantly impact academic freedom and autonomy, and may interfere with the facilitator’s chief goal of creating a sustainable, reasonably safe and responsible college environment.



Thank You for Being Late: An Optimist’s Guide to Thriving in the Age of Accelerations, Thomas Friedman

In *Thank You for Being Late*, Thomas L. Friedman exposes the tectonic movements that are reshaping the world today and explains how to get the most out of them and cushion their worst impacts. You will never look at the world the same way again after you read this book: how you understand the news, the work you do, the education your kids need, the investments your employer has to make, and the moral and geopolitical choices our country has to navigate will all be refashioned by Friedman’s original analysis.



Change is sometimes desirable, frequently necessary, always inevitable.

— *Helmuth Goepfast*

Keynote Speaker – Mary Walshok

Mary Walshok, Ph.D., is associate vice chancellor for public programs and dean of extension at the University of California, San Diego. She is the author of more than 100 articles and reports on aligning workforce development with regional economic growth, including *Invention and Reinvention: The Evolution of San Diego's Innovation Economy*; *Public Universities and Regional Growth: Insights from the University of California*; and, the *Oxford Handbook of Local Competitiveness*. She oversees a \$50 million, 200-employee division that annually serves more than 65,000 enrollees through innovative programs, including UCSD-TV and UCTV. Walshok earned a B.A. at Pomona College, Ph.D. at Indiana University and an honorary doctorate from the Stockholm School of Economics, 2017.



Luncheon Speaker – Juliet García

Juliet García is a national thought leader who has devoted her life's work to higher education, focused on sustaining the democracy of our nation by empowering first generation college students. Named the first female Mexican-American president of a U.S. college or university in 1986, her presidency spanned 28 years and is marked by her innovation in conceiving and implementing new higher education models in response to a rapidly changing higher education ecosystem. In her position as senior advisor to the chancellor of The University of Texas System, she led the Office of Community, National and Global Engagement. Currently, she is serving as a professor of communication at The University of Texas Rio Grande Valley. García earned a Ph.D. in communications and linguistics from The University of Texas at Austin and an M.A. and B.A. in classical rhetoric and public address and English from the University of Houston.



Featured Speaker – Dan Greenstein

Dan Greenstein, the recent director of education, postsecondary success in the United States Program for the Bill & Melinda Gates Foundation, oversaw work to substantially increase the number of students who acquire a postsecondary degree or certificate.

Before joining the foundation, Greenstein was vice provost for academic planning and programs at the University of California Office of the President. He had administrative responsibility for system-wide academic programs at the University of California Press, the California Digital Library, the University's Education Abroad Program and internship programs in Washington D.C. and Sacramento. He also directed UC Online Education.

Greenstein who holds degrees from the Universities of Oxford (D.Phil.) and Pennsylvania (M.A., B.A.), began his professional life as a senior lecturer in modern history at Glasgow University. Current fascinations include sustaining models for public higher education, online undergraduate instruction, and models for supporting disruptive innovation in large well-established organizations.



Program Sessions and Speakers

Wednesday, April 18

Pre-Meeting Activities

Motif Seattle

Noon - 5:30 p.m.
Pioneer Foyer

Registration

1:00 - 4:30 p.m.
Pioneer

Executive Committee Meeting (*executive committee members only*)

5:00 - 6:00 p.m.
Seattle Ballroom 3

Welcome Reception



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

6:15 p.m.
Meet in hotel lobby

Networking Dinners

Join your colleagues for some lively conversation about a topic that concerns you. We reserved tables for dinner at several nearby restaurants to be hosted by members of the Alliance Executive Committee based on sign-ups during registration.
Attendees are responsible for the cost of their dinner.

Hosts:

- Mike Cartney, Lake Area Technical Institute (SD)
- Joyce Hammer, Washington State Board for Community and Technical Colleges
- Rick Miranda, Cerritos College (CA)
- Doug Murray, New Mexico Military Institute
- Peter Quigley, University of Hawai'i System
- Erik Rose, Montana University System

Thursday, April 19

7:00 a.m. - 5:00 p.m.
Pioneer Foyer

Registration

7:30 - 8:30 a.m.
Seattle Ballroom 1

Breakfast



8:30 - 8:45 a.m.
Seattle Ballroom 1

Welcome to the Alliance Annual Meeting!

Lita Burns, North Idaho College and Alliance Chair



8:45 - 9:30 a.m.

Keynote: The Civic Role of Higher Education in a Changing World

In this era of uncertainty and impermanence across the globe and in every corner of American society, colleges and universities are increasingly becoming anchor institutions in cities and regions. Their core commitment to knowledge development, economic growth and technology transfer, talent development and increasingly elucidating social and cultural dynamics have resulted in their being called upon to play more and more prominent roles. Business, government, philanthropy, and civic entrepreneurs increasingly look to our institutions to be honest brokers and valuable partners in regional renewal. How well are we doing?

Introducer:

Peter Quigley, University of Hawai'i System



Speaker:

Mary Walshok, University of California, San Diego

9:30 - 9:45 a.m.
First Hill/Capitol Hill
Breakstation 1

Break

9:45 - 10:45 a.m.
Seattle Ballroom 1

Looking Back to Race Ahead

The number of apprenticeship opportunities in this country has been growing rapidly in recent years “helping American workers acquire the skills they need to get good jobs while ensuring companies can attract the talent required to succeed in this fast-moving global economy,” says U.S. Secretary of Labor Alexander Acosta. What is the new twist on this Middle Ages’ concept that is making these programs so attractive to both students and employers? How are colleges modifying their existing programs or building new ones to incorporate apprenticeship opportunities?

Moderator:

Mike Cartney, Lake Area Technical Institute (SD)



Panelists:

Robert “Joel” Farrell, Air University (AL)

Marcia Hultman, South Dakota Department of Labor and Regulation

Demetria “Lynn” Strickland, Aerospace Joint Apprenticeship Committee (WA)



10:45 - 11:00 a.m.

Break



11:00 a.m. - noon

Concurrent Sessions

Belltown • Essential Skills Spell Success in a Global Economy

Employees need more than subject matter expertise in today’s global economy. Employers want employees with strong essential skills such as critical thinking, communications, and teamwork. Why are these and other skills so important to employers? What is the role of colleges in ensuring that these skills are developed?

Moderator:

Steve Mullin, Washington Roundtable



Panelists:

Ben Espitia, Goodwill Industries (SOLAC)

Dija Fraser, Starbucks Coffee Company

Shaunta Hyde, Alaska Airlines



Pioneer • Interstate Passport®: Putting Learning Outcomes to Work for Transfer

Interstate Passport facilitates block transfer for students crossing state lines because it is based on agreed upon learning outcomes in nine knowledge of concept and skill areas, rather than on individual courses and credits. Institutions identify a “Passport Block” of courses through which the agreed upon outcomes for lower-division general education are achieved. In its first year of operation, over 28,000 students earned Passports. A robust quality assurance tracking system will evaluate student progress.

Moderator:

Jane Sherman, Interstate Passport State Coordinator
(also panelist)



Panelists:

Judy Hay, Laramie County Community College (WY)

Gary Pritchard, Cerritos College (CA)

Noon - 12:15 p.m.

Break

12:15 - 1:15 p.m.
Seattle Ballroom 1



Awards Luncheon

Join us in congratulating the winner of this year's *Bernice Joseph Award*.



Host:

Tim Rogers, Chemeketa Community College (OR)

Managing Change: Leading with Purpose

Drawing upon her 28-year presidency and experience as an international thought leader in higher education, Juliet García will provide an overview of the challenges and opportunities in addressing issues of equity, inclusion, and community engagement. She will speak on how to increase diversity at all levels and the importance of re-spiriting the soul.

Introducer:

Evon Peter, University of Alaska Fairbanks



Speaker:

Juliet García, The University of Texas Rio Grande Valley

1:15 - 1:30 p.m.

Break

1:30 - 2:30 p.m.

Concurrent Sessions

Belltown • **Increasing Access and Completion: Reflections on Implementing Guided Pathway and Promise Programs**

With increased expectations from students and external stakeholders, community colleges from across the nation are actively seeking to identify and implement high-impact practices that remove access barriers to higher education and increase persistence, retention, and completion. Simultaneously, many community colleges are working in an environment of declining resources and student enrollments. This panel will discuss processes, lessons learned, and preliminary results of guided pathways and promise initiatives that have been implemented at their respective institutions.

Moderator:

Clark Harris, Laramie County Community College (WY)



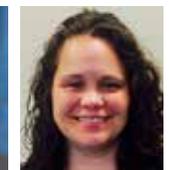
Panelists:

David Fabish, Cerritos College (CA)

Debra Gilchrist, Pierce College (WA)

Chuck Lepper, Salt Lake Community College (UT)

Allison Sieving, Pierce College

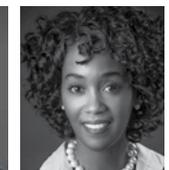


Pioneer • **Future Directions for Academic Advising and Career Services**

With community colleges serving as the workforce engine for states' economies, the effective intersection of their academic advising and career services functions is crucial. This panel discussion will focus on the ever-changing role of academic advising and career services by highlighting their overlap, distinct differences, and opportunities for growth and collaboration. Further perspectives will be shared regarding external partnerships and connections with employers within this changing environment. We'll also learn about a very creative new career pathways tool.

Moderator:

Deborah Kish, Aims Community College (CO)



Panelists:

Jason Krupp, St. Petersburg College (FL)

Chrissy Davis Jones, Spokane Falls Community College (WA)

2:30 - 2:45 p.m.

Break 

2:45 - 3:45 p.m.

Seattle Ballroom 1

Indigenous Approaches to Academic Success and Community Partnership

The West is home to hundreds of distinct Indigenous nations that we have a responsibility to serve in a responsive way. It is important to build meaningful partnerships that lend insight into the unique challenges Indigenous peoples face on pathways to academic success and community development. This panel of Indigenous academic and community leaders will share models and initiatives that have demonstrated success for community engagement and student success.



Moderator:

Evon Peter, University of Alaska Fairbanks

Panelists:

Carmen Fernandez, Northern Marianas College

Keiki Kawai'ae'a, University of Hawai'i at Hilo

Nick Tilsen, Thunder Valley Community Development Corporation (SD)



3:45 - 4:00 p.m.

Break

4:00 - 5:00 p.m.

Seattle Ballroom 1

Lightning Round: Facing Wellness Challenges Together

Given the diverse needs of today's student population, we face many challenges especially in the wellness arena. Increasingly, we are serving students who are suffering with mental or behavioral health issues, drug addiction, food insecurity, homelessness, or other difficulties. How do we most effectively meet these needs with our limited resources? Are there ways we could work together to find good solutions? Join this session to participate in very frank roundtable discussions among colleagues about the lessons learned from both successes and failures in addressing wellness issues on their campuses.

Discussion Leader:

Kaylyn Bondy, Williston State College (ND)



Table Hosts:

- Lita Burns, North Idaho College
- Danen Jobe, Northeastern Junior College (CO)
- Susan Kazama, Kapi'olani Community College (HI)
- Marie Murgolo-Poore, Truckee Meadows Community College (NV)
- Suzette Robinson, University of Hawai'i System
- Tim Rogers, Chemeketa Community College (OR)
- Erik Rose, Montana University System

5:30 - 6:30 p.m.

Seattle Ballroom 3



Pearson

Reception hosted by Pearson

Before dinner on your own, join us for a complimentary reception to network and mingle with peers, exchange ideas, and learn how your colleagues are implementing Inclusive Access to improve access and affordability.

Dinner on your own

Friday, April 20

7:30 - 8:15 a.m.

Seattle Ballroom 1

Breakfast and Alliance Membership Meeting 

8:15 - 8:30 a.m.

Break

8:30 - 9:45 a.m.
Seattle Ballroom 1

A Philanthropist's View: Changing the Higher Education World

As the recent director of Education, Postsecondary Success in the U.S. Program for the Bill & Melinda Gates Foundation, our speaker oversaw work to substantially increase the number of students who acquire a postsecondary degree or certificate. He'll tell us about some of this exciting work, what the Foundation learned, and what still needs to happen.

Introducer:

Joyce Hammer, Washington State Board for Community and Technical Colleges



Speaker:

Dan Greenstein, Bill & Melinda Gates Foundation

9:45 - 10:45 a.m.

Perspectives on Community College Leadership: A Conversation with Two Successful Presidents

In this session, we'll hear from two very successful community college presidents about the important mission of community colleges in today's changing world and how the roles of the president and chief instructional officer are changing too. What are some of the big leadership challenges and opportunities ahead? How would they like to change the community college world?



Moderator:

Lita Burns, North Idaho College



Panelists:

Mark Mitsui, President, Portland Community College (OR)

Jill Wakefield, Chancellor Emeritus, Seattle Community Colleges (WA)

10:45 - 11:00 a.m.

Break

11:00 - 11:45 a.m.

"Alternate Facts" Community Colleges Tell Ourselves and How Marketing Can Reforge the Truth

Most of us ignore marketing until enrollment is down! At the same time, we tell ourselves that as the affordable, accessible, and close-to-home college we are/should be the "college of choice." Pamela Cox-Otto, Community College Whisperer and 35-year veteran of the community college "good fight" talks about the lies we tell ourselves, the realities of reaching and serving our students... and how marketing can do more for you than you think!

Introducer:

Karla Fisher, Maricopa Community Colleges (AZ)



Speaker:

Pam Cox-Otto, Interact Communications

11:45 a.m. - noon

Wrap Up/Adjournment

*"Change is hard because people overestimate the value of what they have—
and underestimate the value of what they may gain by giving that up."*

*—James Belasco and Ralph Stayer
Flight of the Buffalo (1994)*

Local Attractions

Seattle is an exciting urban city surrounded by unmatched natural beauty. It is a city of incredible sights, flavors, scents, sounds, and sensations that inspire locals and travelers alike to immerse themselves in all the Puget Sound area offers.

After the program concludes on Friday, we hope you will stay and explore the spectacular Seattle area. The Seattle tourism website is <http://www.visitseattle.org/> from which the information below was downloaded on September 6, 2017.

Pike Place Market

Open year-round, this is Seattle's most iconic attraction — and it's filled with tasty treats. There's so much to love about Pike Place Market. Aisles of gleaming fruits and vegetables, tables overflowing with fresh floral bouquets, and booth after booth selling all manner of locally made jewelry, clothing and gifts. It's also a great place to enjoy many fantastic eateries serving prepared dishes. When you're not sure what kind of food you're in the mood to eat, just head to Pike Place Market and sample a little of everything or hop on one of several market tours that focus on food, history, or a little of both. There's also the whole fish-throwing thing, too.



Museum of Pop Culture

Located at Seattle Center in an absolutely stunning building designed by renowned architect Frank O. Gehry, Museum of Pop Culture (MoPOP) is dedicated to the ideas and risk-taking that fuel contemporary popular culture. With its roots in rock 'n' roll, MoPOP serves as a gateway museum, reaching young and old through its collections, exhibitions, and educational programs, using interactive technologies to engage visitors. Here you can discover the influential history of Nirvana, tap into Jimi Hendrix's Seattle roots, and even pick up the instruments of your choice in their state-of-the-art interactive Sound Lab and discover your own Seattle sound. Count me off! 1, 2, 3, 4!



Space Needle

Most definitely a bucket list item for many, the Space Needle is certainly Seattle's most iconic structure. Journey skyward for amazing views, fine dining and an experience you'll never forget. At a height of 605 feet, the Space Needle boasts fabulous 360-degree views that include Mt. Rainier, Puget Sound, the Olympic and Cascade Mountains, the beautiful city of Seattle and beyond.



Chihuly Garden and Glass

Located just beneath the Space Needle, Chihuly Garden and Glass traces the art and career of world-renowned glass artist Dale Chihuly. The centerpiece of Chihuly Garden and Glass is certainly the Glasshouse. A 40-foot tall, glass and steel structure covering 4,500 square feet of light-filled space containing an expansive 100-foot long sculpture in a color palette of reds, oranges, yellows and amber. Made of many individual elements, it is one of Chihuly's largest suspended sculptures. The perception of the artwork varies greatly with natural light and as the day fades into night.



Seattle Aquarium

The Seattle Aquarium features a stunning 40-foot, 55,000-lb. viewing window that looks into a 120,000-gallon aquarium filled with salmon, colorful rockfish, vibrant sea anemones, and other native Washington marine life. Three times a day, divers take to the waters wearing specialized masks that allow them to interact with and answer questions from the audience. Other exhibits include two touching tide pools filled with sea anemones and sunflower sea stars, a Pacific coral reef exhibit, marine mammals and an underwater dome, the aquarium's largest exhibit. The aquarium is located on Seattle's waterfront at Pier 59.



Speaker Biographies

Pam Cox-Otto is the founder and CEO of Interact Communications, a Wisconsin agency specializing in two-year college marketing. She has been working with community and technical colleges on research, strategy, and creative content for 21 years. Previously, Cox-Otto served as vice president of college relations at Western Technical College (WI) and director of public relations and marketing at Rio Hondo College (CA). She began her career as a television news reporter in Northern California. Cox-Otto received her B.A. in speech communications from Humboldt State University, an M.A. from California State University, Long Beach, and a Ph.D. from the University of Minnesota.

Chrissy Davis Jones currently serves as the acting vice president of student services at Spokane Falls Community College in Washington with direct oversight for all support services for students, as well as for drafting and implementing policies and procedures. Prior to this position, she served as the dean of students for seven years, and has nearly 20 years of experience working at various post-secondary institutions with a focus on developing, restructuring, and implementing student services-related programs with an expertise in academic advising systems. She earned her bachelor's degree in social work at the University of Wyoming, a master's degree in social work from the University of Denver, and a doctorate in higher education from the University of North Texas.

Ben Espitia joined the Goodwill Serving the People of Southern Los Angeles County (SOLAC) team as director of workforce development in July 2000. He currently represents Goodwill SOLAC on the Southeast Los Angeles County Workforce Development Board (Cerritos, California) having been chair from 2013 to 2015 and is secretary of the City of Long Beach Continuum of Care Board providing oversight to the city's provision of services for individuals and families experiencing homelessness. Espitia holds a B.A. in speech and language pathology from The University of Texas at Austin and a master's degree in communication disorders from the University of Massachusetts at Amherst. He is also a graduate of the Leadership Long Beach Institute.

David Fabish has served as the instructional dean of liberal arts at Cerritos College in Norwalk, California, since 2011. In addition to administration of a large academic division, he has been a lead administrator of basic skills acceleration initiatives and in the development of "guided pathways" for degree and certificate completion and for transfer. Before entering administration, Fabish was a member and chair of the Cerritos College English department and the faculty union founding president. He earned a bachelor's degree from California State University, Long Beach, and a Master of Fine Arts degree from the University of Iowa.

Robert "Joel" Farrell is the chief of academic analytics for Air University based in Alabama. He directs analysis, research and planning activities to improve the quality of education across the United States Air Force. He collaborates with leaders across the department of defense on topics related to quality and accreditation. Previously, he served as associate provost for student support and academic services of National Defense University. Farrell earned his Ph.D. in counselor education and supervision with a specialization in educational psychology from Auburn University, a M.Ed. in counseling from Auburn, a M.S. in religion from Amridge University in Alabama, and completed postdoctoral studies in bioethics at Georgetown University.

Carmen Fernandez was appointed president of Northern Marianas College (NMC) in 2016. Prior to becoming NMC president, Fernandez served in various leadership positions at other institutions of higher education including the University of Guam, Palomar College (CA), and Modesto Junior College (CA). As an elected senator in the 27th Guam legislature, she served as chair of education and housing and as majority whip. Fernandez's first term as president of NMC was from 2007 to 2010, during which she successfully led the institution from a show cause status to reaffirmation of accreditation in 2009. Teaching business courses is a passion for her with experience at the Guam Community College, University of Guam, Argosy University in California, and University of Phoenix. She also serves as a WICHE Commissioner representing the Commonwealth of the Northern Mariana Islands.

Dija Fraser is a 25-year Starbucks partner, hired as a barista in 1992. She has spent most of her tenure ascending through the operations ranks, running some of Starbucks most high-profile markets to include Seattle and New York. Fraser is currently the head of global talent acquisition for more than 25,000 stores in 75 countries around the globe. She is responsible for recruitment at all levels from university internships to executives, and provides global mobility and immigration support to the organization. Fraser proudly leads Starbucks social impact commitments, hiring veterans and military spouses, opportunity youth, and refugees - creating opportunities for people who represent the communities served.

Debra Gilchrist is vice president for learning and student success at Pierce College Fort Steilacoom, a community college in the Puget Sound area of Washington state, where she leads academic and student affairs, as well as accreditation activities. Gilchrist co-designed and led national professional development programs for the Association of College and Research Libraries (ACRL) focused on outcomes assessment and quality teaching and learning, and has received two national ACRL awards for creativity and excellence with teaching and learning. Gilchrist earned her M.L.S. from University of Denver and her Ph.D. in higher education leadership from Oregon State University. Her doctoral dissertation focused on the leadership role of academic librarians to influence instructional change at all levels of the academy.

Judy Hay is currently the vice president for student services at Laramie County Community College in Cheyenne, WY. Prior to this position, she set up the Helena College's (MT) disability services program and its first learning center and advising program. Hay's executive administrative experience began with Montana State University – Great Falls College of Technology as she helped with the start-up of what is now another two-year college (Gallatin College) on the large Montana State University campus in Bozeman, MT. Hay has a master's degree in education, adult and higher education, a bachelor's in elementary education from Montana State University, and a minor in special education from The University of Montana.

Shaunta Hyde is managing director of community relations at Alaska Airlines. A Pacific Northwest aviation professional, she leads community relations, charitable giving, and sustainability efforts in the continental United States, collaborating with civic leaders and organizations that affect Alaska Airlines. Prior to joining Alaska Airlines, Hyde was the director of global aviation policy for The Boeing Company, and manager of government affairs. Prior to joining Boeing in 2002, she worked for the Metropolitan King County Council and served as a government relations manager for the King County Executive. Hyde earned a bachelor's degree in communications from Seattle University, an Executive MBA from the University of Washington Michael G. Foster School of Business, and is a graduate of the World Public Affairs Institute.

Marcia Hultman was appointed Cabinet Secretary of the South Dakota Department of Labor and Regulation (DLR) by Governor Dennis Daugaard in 2014. Prior to that, she had served in a variety of leadership roles with DLR for 17 years. Throughout her career, Hultman has been actively involved in the delivery of workforce training, employment, adult education and literacy, and unemployment insurance services funded by USDOL, as well as state specific wage and hour, workers' compensation, and human rights programs. Hultman received a bachelor's degree from Black Hills State University and completed the Council of State Government Henry Toll Leadership program in 2016.

Keiki Kawai'ae'a is the director of Ka Haka 'Ula O Ke'elikōlani College of Hawaiian Language at the University of Hawai'i Hilo. She has played a pioneering role in the revitalization of the Hawaiian language for nearing 40 years. Over the last decade her work has focused on improving culturally responsive education through the Nā Honua Maui Ola cultural pathways and the Moenahā culture-based curriculum design and instructional method. Kawai'ae'a received her Ph.D. in Indigenous education from the Union Institute and University in Ohio and currently co-chairs the Board of Accreditation for the World Indigenous Nations Higher Education Consortium serving indigenous accreditation internationally.

Jason Krupp is the director of workforce services at St. Petersburg College (SPC) in Florida. He facilitates systems and directs teams to deliver career services, internships, and activities leading to gainful employment. Since 1999, Krupp has worked for SPC in many capacities. As a career advisor and instructor, he developed the first online career and life planning course for the college. Before working at SPC, Krupp worked as a job developer and vocational evaluator. He has a bachelor's degree in psychology and master's degree in rehabilitation counseling from the University of Florida, and a Ph.D. in community college leadership from Old Dominion University in Virginia.

Chuck Lepper has served as the vice president for student affairs at Salt Lake Community College (SLCC) since July 2015. Lepper has extensive experience providing strategic leadership for academic advising and career service offices at multiple institutions. Additionally, Lepper serves as a two-year community college consultant for the National Academic Advising Association (NACADA) and is a faculty member for its summer institutes. Lepper received his B.A. in human resources from Ball State University, his M.Ed. in college student affairs leadership from Grand Valley State University in Michigan, and his Ph.D. in educational leadership administration and foundations from Indiana State University.

Mark Mitsui became president of Portland Community College in September 2016. Prior to that, he served as deputy assistant secretary for community colleges at the U.S. Department of Education where he co-led the My Brother's Keeper postsecondary completion interagency team. Before taking that position, Mitsui served as president of North Seattle College where he was the founding chair for Asian Pacific Islander Association of Colleges and Universities. And previous to this, he served as vice president of student services at South Seattle College. Mitsui holds a B.S. in physical education from Western Washington University, and an M.A. in education from the University of Washington.

Steve Mullin is president of the Washington Roundtable, a nonprofit organization comprised of senior executives of Washington's major private-sector employers. He is board president of the Roundtable's education foundation, Partnership for Learning, an organization that communicates the need to prepare all Washington students for postsecondary education and career. Prior to his work with the Roundtable and Partnership for Learning, Mullin worked for several public affairs consulting firms, as a U.S. senate staff member in Washington, D.C., and as a legislative staffer in Olympia, Washington. He is a graduate of Middlebury College in Vermont and University of Washington's Evans School of Public Affairs.

Gary Pritchard is currently the acting dean of academic affairs, dean of fine arts and communications at Cerritos College, and a governing board member of California's 8th largest school district. As dean, his responsibilities entail complex administrative support. As a trustee, he directs policy for 50,000 students. Pritchard served as chair of the music department and professor of music history/ethnomusicology at Cerritos College and held lecture appointments at University of California, Irvine (UCI) and at California State University, Long Beach. Pritchard received a Ph.D. from UCI, M.A. from the Claremont Graduate University (CA), B.A. from Chapman University (CA), and recently completed the management development program (MDP) at Harvard University.

Jane Sherman has been working as a consultant for Interstate Passport in the role of Passport State Coordinator for the past two years. She retired as the vice provost for academic policy and evaluation at Washington State University (WSU), as well as the associate director for academic policy with the state of Washington's Council of Presidents. Prior to her work at WSU, Sherman was the deputy director for academic affairs with the Washington State Higher Education Coordinating Board. Much of her work in Washington has focused on helping institutions and sectors collaborate on policies related to student transfer, dual credit, reverse transfer, use of Smarter Balanced scores, performance funding, and other initiatives that support student progress and completion. Her degrees are from Earlham College in Indiana, Boston University, and Idaho State University.

Allison Sieving, director of educational outcomes and effectiveness, joined Pierce College District (WA) in 2014. She provides leadership in building and sustaining a district-wide culture of inquiry and assessment of student learning and success. Previously, Sieving served as an instructor and managed program accreditation for the Weldon School of Biomedical Engineering at Purdue University. Sieving received her B.S. in biology from Bowling Green State University, M.S. in basic medical sciences from Wayne State University, and Ph.D. in biomedical engineering from Wayne State University.

Demetria "Lynn" Strickland began working for the Aerospace Joint Apprenticeship Committee in Washington as a program manager in February 2012, was promoted to deputy director in July 2012 and has served as executive director since August 2014. Strickland and her team develop and implement apprenticeship education and training programs across the state in partnership with secondary, post-secondary, community-based organizations and advanced manufacturing employers. Strickland is an Army veteran and has over 25 years of management experience in several sectors. She has a B.A. in business administration, emphasis management and an M.A. in organizational leadership, and a graduate certificate in human resources.

Nick Tilsen is executive director of the Thunder Valley Community Development Corporation and a citizen of the Oglala Lakota Nation. He has over 15 years of experience working with non-profits and tribal nations on numerous projects dedicated to creating social change. As the founding executive director, Tilsen has played a vital role in making Thunder Valley CDC into an organization that is working with local, grassroots people and national organizations to create sustainable solutions in Indian Country. In 2014, Tilsen was selected as an ASHOKA Fellow, joining a global network of the world's leading social innovators. And in 2016, he was selected as a Rockefeller Foundation Global Fellow on Social Innovation.

Jill Wakefield, chancellor emeritus of the Seattle Colleges, has spent her career in community college education, working as a classified staff member, faculty, and administrator. She served as president of South Seattle Community College and chancellor of the Seattle Colleges, the largest community college system in Washington. Her career highlights include the initiation of the I-Best program (integrating basic and technical skills), development of "College for Working Adults," piloting one of Washington's first community college Bachelor of Applied Science programs, and starting "Completion by Design," a program focused on student completion. Following her retirement, she served as interim president for Bellevue College. Wakefield currently works as a presidential search consultant for the Association of Community College Trustees and a higher education consultant for Collaborative Brain Trust (CBT).

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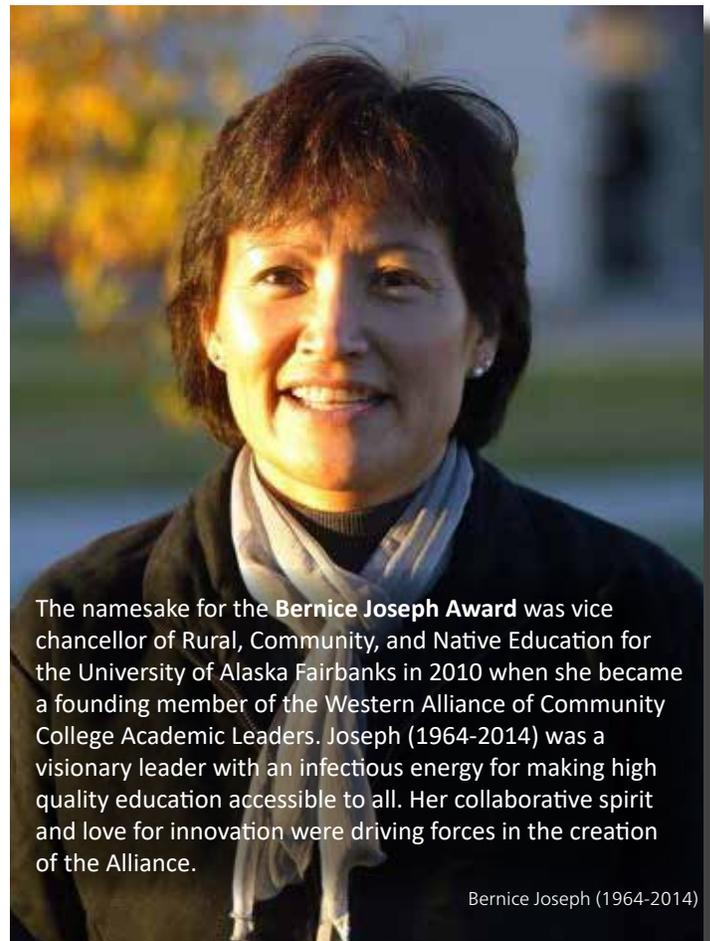
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The namesake for the **Bernice Joseph Award** was vice chancellor of Rural, Community, and Native Education for the University of Alaska Fairbanks in 2010 when she became a founding member of the Western Alliance of Community College Academic Leaders. Joseph (1964-2014) 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)

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