

Western Alliance of
Community College
Academic Leaders



Embracing the Brave New World: Higher Education and the Future of Work

**Western Alliance of
Community College Academic Leaders**

Annual Meeting – Preliminary Program
April 3-5, 2019 Salt Lake City, Utah

Embracing the Brave New World: Higher Education and the Future of Work



Message from the Chair

On behalf of the executive committee, I am looking forward to welcoming you to our April 2019 meeting in Salt Lake City. Our theme this year, *Embracing the Brave New World: Higher Education and the Future of Work*, engages current workforce training and education challenges for community colleges. We will also learn about how advances in Artificial Intelligence, robotics and technology promise to radically change the nature of work and, perhaps, the role of higher education in preparing the workforce of the future. We are looking forward to presentations from national experts, from industry and education leaders, and we will hear from panels about best practices, the latest research, and training partnerships with K-12, business and industry. Our hope is that these sessions and activities generate meaningful discussion and enrichment for all participants.

I am especially excited that annual meeting participants will have an opportunity to tour Salt Lake Community College's new, state of the art Westpointe Workforce Training and Education Center, which opened in August 2018. This facility is a model of successful partnerships between higher education, government, business and industry for delivering high quality technology training to meet business, industry and community needs for decades to come. (<https://bit.ly/2zUYzMv>)

The 2019 Alliance annual meeting will be a great opportunity for provosts, academic vice presidents, administrators, our generous sponsors, and community college partners and stakeholders to engage, interrogate, reflect and embrace the brave new world of higher education.

A handwritten signature in blue ink, appearing to read 'Clifton Sanders'.

Clifton Sanders, Alliance Chair
Provost for Academic Affairs, Salt Lake Community College

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.

- 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

About the Alliance

The members of the Western Alliance of Community College Academic Leaders (Alliance) are the chief academic officers of community colleges and technical schools along with their associated system and state agencies in the 16 Western states and the U.S. Pacific Territories and Freely Associated States which make up the Western Interstate Commission for Higher Education (WICHE) region. 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.

Academic Leaders Toolkit

Bernice Joseph Award

Call for Submissions

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

Share your innovative tools with colleagues!

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

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

Deadline: February 22, 2019!

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

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)

Suggested Advance Reading

Descriptions for the following books were retrieved from Amazon.com on September 24, 2018.

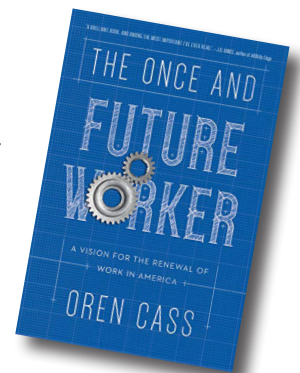
***The Future of Work: Robots, AI, Automation* by Darrell West**

Looking past today's headlines, political scientist and cultural observer Darrell M. West argues that society needs to rethink the concept of jobs, reconfigure the social contract, move toward a system of lifetime learning, and develop a new kind of politics that can deal with economic dislocations. With the U.S. governance system in shambles because of political polarization and hyper-partisanship, dealing creatively with the transition to a fully digital economy will vex political leaders and complicate the adoption of remedies that could ease the transition pain. It is imperative that we make major adjustments in how we think about work and the social contract in order to prevent society from spiraling out of control. This book presents a number of proposals to help people deal with the transition from an industrial to a digital economy.



***The Once and Future Worker: A Vision for Renewal of Work in America* by Oren Cass**

The American worker is in crisis. Wages have stagnated for more than a generation. Reliance on welfare programs has surged. Life expectancy is falling as substance abuse and obesity rates climb. In this groundbreaking re-evaluation of American society, economics, and public policy, Oren Cass challenges our basic assumptions about what prosperity means and where it comes from to reveal how we lost our way. The good news is that we can still turn things around—if the nation's proverbial elites are willing to put the American worker's interests first.



***The Future of Jobs and Jobs Training* by Lee Rainie and Janna Anderson**

(article from the Pew Research Center)

As robots, automation and artificial intelligence perform more tasks and there is massive disruption of jobs, experts say a wider array of education and skills-building programs will be created to meet new demands. There are two uncertainties: Will well-prepared workers be able to keep up in the race with AI tools? And will market capitalism survive?

***A Future That Works: Automation, Employment and Productivity* by McKinsey Global Institute**

(pdf downloadable publication from McKinsey Global Institute)

Automation is an idea that has inspired science fiction writers and futurologists for more than a century. Today it is no longer fiction, as companies increasingly use robots on production lines or algorithms to optimize their logistics, manage inventory, and carry out other core business functions. Technological advances are creating a new automation age in which ever-smarter and more flexible machines will be deployed on an ever-larger scale in the workplace. In reality, the process of automating tasks done by humans has been under way for centuries. What has perhaps changed is the pace and scope of what can be automated. It is a prospect that raises more questions than it answers. How will automation transform the workplace? What will be the implications for employment? And what is likely to be its impact both on productivity in the global economy and on employment?



Schedule at a Glance

Please note that this is a preliminary program and subject to change. See the complete program and watch for updates at wiche.edu/alliance

Wednesday, April 3

Noon - 4:30 p.m.	Registration Open
1:00 - 4:30 p.m.	Executive Committee Meeting (executive committee members only)
2:00 - 4:00 p.m.	Tour: Westpoint Workforce Training and Education Center
5:00 - 6:00 p.m.	Welcome Reception and All That Jazz
6:30 p.m.	Networking Dinners at Local Restaurants

11:45 a.m. - noon	Break
Noon - 1:00 p.m.	Awards Luncheon
1:00 - 1:15 p.m.	Break
1:15 - 2:15 p.m.	Funding the Future; Funding Relevance
2:15 - 2:30 p.m.	Break
2:30 - 3:30 p.m.	Brave New Workforce: Generational and Cultural Competencies for Higher Education Institutions
3:30 - 3:45 p.m.	Break
3:45 - 4:30 p.m.	Breakouts
Dinner on your own	

Thursday, April 4

7:00 a.m. - 5:00 p.m.	Registration Open
7:30 - 8:30 a.m.	Breakfast
8:30 - 8:45 a.m.	Welcome to Utah and the Alliance Annual Meeting
8:45 - 9:45 a.m.	Utah—Business Elevated
9:45 - 10:00 a.m.	Break
10:00 - 10:45 a.m.	The Only Thing New in the World is the History You Don't Know: Education in a Weirding World
10:45 - 11:00 a.m.	Break
11:00 - 11:45 a.m.	Education Beyond High School is the Name of the Game in the WICHE Region

Friday, April 5

7:30 - 8:30 a.m.	Breakfast
8:30 - 8:45 a.m.	Break
8:45 - 10:00 a.m.	Shaping the Future of Work—Improving Student Success
10:00 - 10:15 a.m.	Break
10:15 - 11:30 a.m.	Industrial Innovations for Engaging Higher Education
11:30 - 11:45 a.m.	Wrap Up/Adjournment

Hosts and Sponsors

Special appreciation goes to our host.



And to our generous sponsors who make this meeting possible!



Pre-Meeting Tour

Wed., April 3, 2:00 - 4:00 p.m.
You must register in advance.

13 AMAZING
TRAINING
PROGRAMS



1 SMART START
FOR YOUR
CAREER

**Westpointe Workforce Training &
Education Center**



slcc.edu/westpointe

Welcome Reception

Wed., April 3, 5:00 - 6:00 p.m.

Since 1991 The G. Brown Quintet has made an indelible mark upon the jazz music scene in Utah and beyond. This award-winning group has headlined numerous venues, festivals, concerts, and special events, garnering acclaim for up-front, unpretentious, *"killin' straight ahead"* jazz delivered with passion and outstanding musicianship.

G Brown Quintet



Killin' Straight Ahead Jazz—The G Brown Quintet

jazzgwb@msn.com

Program Sessions and Speakers

Wednesday, April 3

Pre-Meeting Activities

- Noon - 4:30 p.m. **Registration Open**
- 1:00 - 4:30 p.m. **Executive Committee Meeting** (*executive committee members only*)
- 2:00 - 4:00 p.m. **Tour: Westpointe Workforce Training and Education Center**
The Westpointe Workforce Training and Education Center was designed to provide training in a flexible, high-quality space that benefits business, industry and the surrounding community. The 121,000-square-foot building provides space for collaboration with industry partners in multiple fields and provides students interested in technical careers with a one-of-a-kind, one-stop educational center.
You must register in advance. Meet in hotel lobby at 1:45 p.m. See page 6.
- 5:00 - 6:00 p.m. **Welcome Reception and All That Jazz**
Join us for a lovely evening reception where you can meet up with old friends and make new ones while you listen to some great music by the G Brown Quintet!
Since 1991 The G. Brown Quintet has made an indelible mark upon the jazz music scene in Utah and beyond. This award-winning group has headlined numerous venues, festivals, concerts and special events, garnering acclaim for up-front, unpretentious, "killin' straight ahead" jazz delivered with passion and outstanding musicianship. You won't want to miss this opportunity to hear this talented group starring our esteemed Chair Clifton Sanders on the saxophone and flute! For a sneak preview, visit <https://www.facebook.com/GBrownQuintet/>
- 6:30 p.m. **Networking Dinners**
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:
- Scott Mickelsen, Dawson Community College (MT)
 - Joyce Hammer, Washington State Board of Community and Technical Colleges
 - Lita Burns, North Idaho College
 - Peter Quigley, University of Hawai'i System
 - Landon Pirious, Colorado Community College System

Thursday, April 4

- 7:00 a.m. - 5:00 p.m. **Registration**
- 7:30 - 8:30 a.m. **Breakfast**
Room
- 8:30 - 8:45 a.m. **Welcome to Utah and the Alliance Annual Meeting!**
Room **Clifton Sanders, Salt Lake Community College and Alliance Chair**



8:45 - 9:45 a.m.
Room

Utah—Business Elevated

Utah is a recognized leader for economic development, innovation, and workforce training. In U.S. News and World Report's 2018 categories, Utah ranked third in Best State Overall Economy, second in Economy in America, first in Fiscal Stability and third in Education. Lieutenant Governor Cox will describe the ways that Utah is leading best practice discussions in the West and nationwide related to education and training for tomorrow's workforce.

Introducer:

Clifton Sanders, Salt Lake Community College and Alliance Chair

Speaker:

The Honorable Spencer Cox, Lieutenant Governor for the State of Utah (invited)



9:45 - 10:00 a.m.

Break

10:00 - 10:45 a.m.
Room

The Only Thing New in the World is the History You Don't Know: Education in a Weirding World

The title, an observation attributed to Truman, is widely valid—but not about our futures. After a brief explanation of what futures studies is and is not, we will discuss two colliding waves of change that WICHE institutions need to prepare to surf since they are obliterating expected relationships between education and the economy: artificial intelligence leading to full unemployment, and global climate change that will require us to work harder and smarter than ever before.

Moderator:

Peter Quigley, University of Hawai'i System

Speaker:

James Allen Dator, University of Hawai'i at Manoa



10:45 - 11:00 a.m.

Break

11:00 - 11:45 a.m.
Room

Education Beyond High School is the Name of the Game in the WICHE Region

Almost no state is exempt when it comes to employer demand for workers with postsecondary education. High school is no longer enough for most workers to enter the middle class. With more than 800 occupations and 2,000+ majors for students to choose from, college decisions are even harder today. This session will cover the education and economic trends in the WICHE region based on the Georgetown Center's recent research.

Introducer:

Lita Burns, North Idaho College

Speaker:

Tanya Garcia, Georgetown University Center on Education and Workforce



11:45 a.m. - noon

Break

Noon - 1:00 p.m.

Awards Luncheon

Join us for some stimulating conversation and to congratulate this year's winner of the Bernice Joseph Academic Leaders Award for 2019.

Host:

Douglas Murray, New Mexico Military Institute



1:00 - 1:15 p.m.

Break

1:15-2:15 pm
Room

Funding the Future; Funding Relevance

For many years, there have been concerns about the function, purpose, effectiveness, and relevance of higher education institutions. Funders have expended considerable investments in helping more students be successful by challenging institutions to rethink pedagogy. Now, the focus is on coherent course offerings that provide pathways through the institution. This begs the questions: what happens next? How well are institutions taking up the challenge to bridge pathways through the institution into the workforce? Is higher education ready to move beyond acceleration and effectiveness to assessing the living wage and the economic relevance of their program offerings? And, if the four-year campuses are still reluctant to address these issues should community colleges take the opportunity to reboot the CTE option with an eye towards future jobs as its primary focus?

Moderator:

Joyce Hammer, Washington State Board of Community and Technical Schools



Panelists:

Beth Bean, Strada Institute on the Future of Work
Holly Zanville, Lumina Foundation

2:15 - 2:30 p.m.

Break

2:30 - 3:30 p.m.
Room

Brave New Workforce: Generational and Cultural Competencies for Higher Education Institutions

The future of work presents two major challenges to US higher education: (1) responding to increases in technical, metacognitive (problem solving) and social competencies required for new and evolving entry-level jobs in key economic sectors and (2) preparing an increasingly sociocultural diverse student population for the rapidly changing nature of work. How are institutions currently engaging these areas? How should community colleges think about change and responsiveness as we face the future?

Moderator:

Debra Kish, Maricopa Community Colleges



Panelists:

Kurt Ewen, Houston Community College
Magda Rolfes, Education Advisory Board
Jack Friedlander, President Emeritus, Santa Barbara City College
Steve VanAusdle, President Emeritus, Walla Walla Community College (WA)



3:30 - 3:45 p.m.

Break

3:45 - 4:30 p.m.
Room

Breakouts: Diving Deeper Dialogue

Here's your opportunity to learn more from our panelists during this discussion session. The panelists will make some opening remarks and then hold an open forum for questions and comments in what promises to be very engaging and lively discussions.

Panelists:

Kurt Ewen, Houston Community College
Magda Rolfes, Education Advisory Board
Jack Friedlander, President Emeritus, Santa Barbara City College
Steve VanAusdle, President Emeritus, Walla Walla Community College (WA)



Dinner on your own

Friday, April 5

7:30 - 8:30 a.m.
Room

Breakfast

8:30 - 8:45 a.m.

Break

8:45 - 10:00 a.m.
Room

Shaping the Future of Work – Improving Student Success

Current community college reform initiatives target the need to improve outcomes (persistence, retention, certificate and degree completion and transfer) for all students, with special attention to remediating historic outcome disparities based upon racial and socioeconomic status.

Many reform programs are heavily informed by statistical research, predictive analytics, and advances in behavioral economics. This session will review best practices and equity perspectives for improving student success in higher education.

Moderator:

Eric Leshinskie, Maricopa Community Colleges (AZ)

Panelists:

Sachi Horback, Clark College (WA)

Kate Smith, Rio Salado College (AZ)

Michelle Ware, MDRC



10:00 - 10:15 a.m.

Break

10:15 - 11:30 a.m.
Room

Industrial Innovations for Engaging Higher Education

As the skills gap continues to expand and the recognition of community colleges as the community's "first-responders" for future workforce demands, many industries are using innovative approaches to engage higher education. As they recognize the crucial role they can play in student success, industry continues to evolve its ways and reasons for engagement. This panel examines some of the ways industries are making their support a win/win/win for student, community colleges, and industry.

Moderator:

Rick Bouillon, Salt Lake Community College

Panelists:

Randy Hanson, Mills Construction Inc (SD)

Kyle Treadway, Kenworth Sales Company (UT)

Chris Reilly, Tesla Inc. (NV)



11:30 - 11:45 a.m.

Wrap Up/Adjournment

Registration Information

All attendees must register in advance for the Alliance 2019 Annual Meeting. The official program's registration fee is waived for nonmember speakers and for each Alliance member's official representative. All others must pay the appropriate fees listed below.

The registration deadline for all attendees is March 13, 2019. Register at www.Regonline.com/Alliance2019meeting.

Registration Schedule

Annual Meeting	Early-Bird Registration Up to February 20, 2019	Regular Registration February 21-March 13, 2019
Alliance Member Attendees <ul style="list-style-type: none">• Official Representative & Speakers• Staff accompanying official representative	Fee waived \$595 per person	Fee waived \$650 per person
Non-Member Attendees <i>Join today and have your official representative's registration fee waived!</i>	\$695 per person	\$750 per person

Refund/Cancellation Policy

A cancellation request must be received in writing prior to March 8, 2019, to receive a refund, less a \$100 processing fee. No refunds will be made for cancellations after the March 8 deadline. WICHE/the Alliance is not responsible for canceling hotel reservations.

Send cancellation requests to:

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

Accommodations

Please make your room reservations by clicking [here](#) to receive the discounted rate of \$179.00 or call 855-515-1144 and ask for the Alliance discounted rate. The cut-off date for the discounted rate is **March 1, 2019**, unless the block fills earlier. Room costs are the responsibility of the meeting attendees.

Marriott Salt Lake City, City Center
220 South State Street
Salt Lake City, UT 84111
Phone: 801-961-8700

Airport Information

Salt Lake International Airport is served by most major airlines. It is approximately seven miles from the hotel.

Transportation

- TRAX Light Rail - \$2.50 For more information see <https://www.rideuta.com> for information.
- Taxi - approximately \$23.00..

Driving

Salt Lake City International Airport

- Head north on N Terminal Dr toward 3800 W - 2.1 mi
- Use the left 2 lanes to take the I-80 E ramp to City Center/Ogden/Provo - 0.7 mi
- Keep left at the fork, follow signs for I-80 E and merge onto I-80 E - 0.4 mi
- Continue on I-80 E. Take Exit 121 and W 600 S to S State St - 9 min (5.4 mi)
- Continue onto W 600 S
- Use the left 2 lanes to turn left onto S State St - 0.3 mi
- Continue straight to stay on S State St - 0.3 mi
- Make a U-turn at 200 S

Dress

Dress for the meeting is business casual. The average temperature in Salt Lake City in April is about 63 degrees.

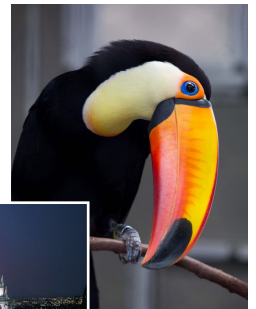
Local Attractions

(Source of Following Information: <https://www.visitsaltlake.com/>)

Salt Lake combines the amenities of a large metro area with the opportunity to take advantage of year-round outdoor recreation within minutes in every direction. An attractive, safe, and growing city, Salt Lake offers unequaled views, a thriving economy, exciting nightlife, remarkable history, the warm hospitality of a small western town, and *The Greatest Snow on Earth™*. Below are a few possibilities if you arrive before the meeting begins or stay afterwards.

Tracy Aviary

You'll hear Tracy Aviary before you see many of the 400 birds residing there, many of which are rare or endangered. At the south end of Liberty Park, the aviary is open year-round. (<http://tracyaviary.org/>)



Temple Square

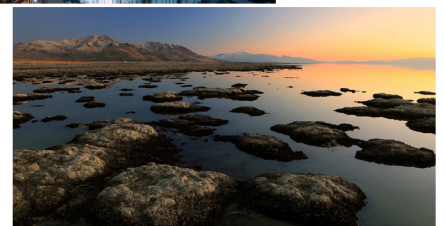
Come experience the variety of wonderful attractions available on the 35 acres of Temple Square located in the heart of Salt Lake City! Examples include Salt Lake Temple, Mormon Tabernacle Choir, and The Beehive House.

(<http://www.temple-square.com/>)



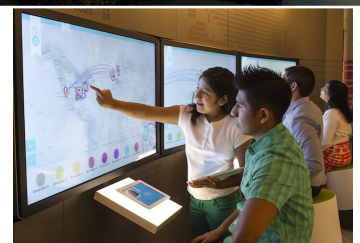
Great Salt Lake

The Great Salt Lake and its islands provide outstanding scenery and recreational opportunities in northern Utah. It is one of the most asked-about tourist destinations in Utah. A remnant of the massive ancient Lake Bonneville, the lake is now landlocked and its waters are salty. It is the largest lake between the Great Lakes and the Pacific Ocean and is the largest saltwater lake in the Western Hemisphere. (<https://utah.com/great-salt-lake-state-park>)



Family History Library

The Church of Jesus Christ of Latter-day Saints is serious about preserving its genealogy records. All Family History Library record originals are kept at the Granite Records Vault in the mountains near the mouth of Little Cottonwood Canyon, but the digital information is available to everyone. (<https://familysearch.org/locations/saltlakecity-library>)



Utah Olympic Park

Likely Utah's most complete Olympic legacy attraction, this park is home to the bobsled, luge and skeleton track; the K90 and K120 Nordic jumps; the Alf Engen Ski Museum; 2002 Eccles Olympic Museum, extensive photographs and a film. (<http://utaholympiclegacy.org/>)



Arches National Park

Arches National Park is a visual delight that boasts the greatest density of natural arches in the world. Sweeping vista views of delicate arches, fins and spires team up with the fragile soil to give the park its unique appearance. (www.nps.gov/arch)



Canyonlands National Park

Canyonlands National Park is primitive and elemental with natural puzzles of canyons, cliffs and mesas divided by the rushing Colorado and Green Rivers. Explore the maze-like landscapes for a mosaic of color, form and curve. Petroglyphs show evidence of past human civilizations. (www.nps.gov/cany)



Speaker Biographies

Beth Bean is the director of the Strada Institute for the Future of Work, an institute dedicated to researching the future to advance our learning ecosystem. Prior to joining Strada in March 2018, Bean served as the chief strategy and research officer for the Colorado Department of Higher Education. Before joining the department in 2011, Bean served in several roles in higher education administration at public and private institutions. She is a proud first-generation student who received her Ph.D. in higher education from the University of Denver, her master's degree from Saint Louis University (MO) and her bachelor's degree from DePauw University in Indiana.

Rick Bouillon is the associate vice president for workforce and economic development at Salt Lake Community College. He leads a talented group of workforce professionals that assess and assist teams with technical, leadership, and soft skills needs and create custom training solutions. He started the division of workforce and economic development at SLCC in 2015 after serving as the dean of technical specialties. Bouillon has been with the college since 1999 in roles that have been focused on enhancing area businesses, governmental entities and community outreach. He earned a B.S. and M.S. from Eastern Illinois University.

The Honorable Spencer Cox (invited) was sworn in as Utah's 8th lieutenant governor on October 16, 2013. As lieutenant governor, he serves as the chief election officer, liaison between the governor and the state legislature, and serves on 20 committees and commissions, chairing 12 of them. Spencer was born and raised in the town of Fairview, Utah. He and his wife Abby both come from large families, and were raised on farms in Sanpete County, where they learned the value of hard work and collaboration. Spencer and Abby are the parents of four children.

James Allen Dator is professor emeritus at the Hawai'i Research Center for Futures Studies, Department of Political Science, University of Hawai'i at Manoa. He has also served as core lecturer in space humanities, International Space University in Strasbourg, France and adjunct professor at the Graduate School of Futures Strategy, Korean Advanced Institute of Science and Technology in Daejeon, Korea. Dator is also the former president of the World Futures Studies Federation and editor-in-chief of the World Futures Review. He has taught at Rikkyo University in Tokyo, the University of Maryland, Virginia Tech, and the University of Toronto. He holds a B.A. in ancient and medieval philosophy from Stetson University (FL), an M.A. in political science from the University of Pennsylvania, and a Ph.D. in political science from The American University (DC).

Kurt Ewen is vice chancellor of planning and institutional effectiveness at Houston Community College where his areas of focus include: strategic and operational planning, regional accreditation, data and analytics, innovation and collaborative problem solving, entrepreneurial initiatives, and grants. Ewen previously worked at Valencia College (FL) where he led institutional effectiveness, learning assessment and planning efforts. His educational background includes: Valencia Community College (FL), St. Meinrad College (IN), Katholieke Universiteit Leuven, Belgium, and Barry University (FL). Ewen is a recognized speaker on organizational change, learning outcomes assessment, student success and transfer readiness, ritualized data-use, and the role of analytics in higher education.

Jack Friedlander has 40 years of community college experience in a range of research and senior level administrative positions from dean, to executive vice president of educational programs, to acting president. He contributed to Santa Barbara City College being named as the co-winner of the 2013 Aspen Prize for best community college in the nation, the number one community college by Value College in 2018, and College Choice's selection as the best community college in the nation. Friedlander was selected by the Obama White House as one of 40 community college leaders, and as one of 30 people to help the Gates Foundation develop its plan to improve the effectiveness of community college developmental education programs. He received his B.A. in psychology from Florida International University, M.A. from University of California, Los Angeles in curriculum and instruction, and Ph.D. from UCLA in higher education.

Tanya Garcia is associate director of postsecondary policy research and associate research professor at the Georgetown University Center on Education and the Workforce. She brings extensive higher education policy expertise to various projects, including non-degree credentials and supporting states integrating postsecondary and labor data to improve policy and practice. Previously, she served at Wiki Education Foundation, Lumina Foundation, State Higher Education Executive Officers Association, and New Mexico Higher Education Department. Garcia earned a B.A. in philosophy and a B.S. in biology at Florida International University; an M.A. in higher education administration from The George Washington University (DC); and a Ph.D. in public administration at American University (DC).

Randy Hanson has served as president and owner of Mills Construction, Inc., in South Dakota since 2003 and has taken the lead role for current and future workforce needs. Previously, he was employed as a civil engineer for the Dakota, Minnesota, and Eastern Railroad as a mechanical engineer for Hughes Aircraft Company. He serves the South Dakota Association of General Contractors as vice-president and as a workforce development committee member. He is a member of the Brookings workforce alliance and serves on the building trades' advisory councils for Mitchell Technical Institute and Lake Area Technical Institute, both in SD. Hanson also served on the Governor's Workforce Development Committee for six years. He received his B.S. degrees in mechanical and civil engineering from South Dakota State University.

Sachi Horback serves as the vice president of instruction at Clark College in Washington. Previously, she was the district dean for business and social sciences at Pierce College (WA) and was a tenured faculty member in psychology at colleges on the east coast. She has given presentations and facilitated trainings regionally and nationally related to equity within organizational leadership, systems-thinking, assessment, and pathways. Horback's most recent innovation was to spearhead the development of the Cross-Institution Faculty of Color Mentorship Program, an already successful statewide program beginning its third year. For her leadership, she was given the Bernice Joseph Award in 2018 by the Western Alliance of Community College Academic Leaders. Horback received her B.A. in psychology from Millersville University (PA) and her Psy.D. in Clinical Psychology from Chestnut Hill College (PA).

Chris Reilly leads workforce development and education programs for Tesla, focusing on Nevada's Gigafactory 1 expansion. Over the past two years, this team has launched programs for high school graduates to start full-time careers at Tesla, for college and university students in the state to get hands-on work experience as technicians at Gigafactory 1, and for Nevadans to learn advanced manufacturing fundamentals through partnerships with schools and the Governor's Office of Economic Development. Most recently, Reilly helped launch the first investments in a multi-year, \$37.5M commitment to K-12 education from Tesla as part of the 2014 agreement to locate Gigafactory 1 in Sparks, Nevada. Prior to Tesla, he worked at Apple for 8 years in San Francisco, Shanghai, and London in roles across product merchandising, program management, and finance.

Kate Smith was appointed interim president of Rio Salado College (RSC) and Maricopa Corporate College (MCOR) in Arizona in August 2018. Rio Salado College is the largest of the Maricopa Community College District's ten colleges and serves nearly 53,000 students each year with nearly 28,000 students accessing their courses online. Smith joined Rio Salado in 2016 as the vice president of academic affairs and chief academic officer. Before becoming a member of Rio Salado College's Executive Team, Smith served as the dean of the Academic Foundations Division at Monroe Community College in Rochester, New York. She has a master's degree in mathematical education from the University of Rochester and a bachelor's degree in mathematics and German from William Smith College in NY.

Kyle Treadway has served as president and dealer principal of Kenworth Sales Company, a regional commercial truck dealership in Utah, since 2000. Previously, he served as legal counsel to Kenworth for 13 years. Board memberships include Continental Bank of Utah, NACFE (North American Council for Freight Efficiency), Utah New Car Dealers of Utah, Utah Diesel Technician Pathways Program, and Kenworth Dealers' Management Association. Treadway received his B.A. and M.A. from Stanford University, and his J.D. from the University of Utah.

Steven VanAusdle served as president of Walla Walla Community College from 1984 to 2016. During his tenure, WWCC was named co-winner of the Aspen Prize and he was credited for his shared leadership in transforming a rural community in economic decline into a thriving wine region. Previously he was an administrator and faculty member at WWCC since 1971. Upon retirement he was named president emeritus. In 2016 he accepted an appointment by the U.S. Senate to serve as a member of the Council for Institutional Quality and Integrity (NACIQI). VanAusdle earned a B.S. and Master's in agriculture economics at Washington State University and a Ph.D. from the Ohio State University in 1980.

Michelle Ware, an associate in MDRC's Postsecondary Education policy area, works predominantly on projects designed to reveal ways to improve college access, persistence, and success for low-income and underprepared students. Ware focuses on recruiting sites, managing the start-up of projects there, collaborating on program design, guiding implementation, and providing technical assistance. Her current projects include the ASAP demonstration in Ohio, the College Promise Success Initiative, Latino Academic Transfer and Institutional Degree Opportunities (LATIDO) and the Integrated Planning and Advising for Student Success (iPASS) study. Ware holds a master's degree in adult and organizational development from Temple University.

Holly Zanville is senior advisor for credentialing and workforce development where she focuses on high-profile, large-scale projects with direct impact on the strategic operations and processes of Lumina Foundation. Her portfolio includes the cultivation of networks and partnerships essential to the emerging new landscape of credentialing; and the development and expansion of collective action initiatives that increase awareness of and solutions related to credentialing, workforce-education alignment, and quality assurance especially related to new credentials and learning pathways. Zanville received a doctorate in educational administration from the University of Minnesota; a master's degree in English from the University of Wisconsin-Madison, and a bachelor's in English and biology from Lindenwood University.

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