

# Western Academic Leadership Academy



*Path from Chautauqua to Boulder Flatirons, © Daniel Woodrum*

July 18-20, 2016  
Boulder, Colorado

## Program

Western  
Academic  
Leadership  
Forum



The Western Academic Leadership Academy's intensive, two-and-a-half day professional development seminar kicks off a year-long process of building the leadership skills and functional knowledge of academic leaders aspiring to become chief academic officers in the West's postsecondary four-year sector.

# Western Academic Leadership Academy

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The Western Academic Leadership Academy (WALA) provides a strong foundation for understanding the broader context in which a chief academic officer and an institution operate, including the intersection with governing boards and external communities. It offers a particular focus on the development of practical skills within academic affairs, fiscal affairs, student affairs, and external relationships.

The Academy's summer seminar is followed by a series of quarterly webinar sessions that address academic priorities and experiences on participants' home campuses. Mentors will be available for participants who would like personal consultation about their career paths. The Academy culminates in a session at the Western Academic Leadership Forum annual meeting the following spring. The program addresses the context of academic leadership, the development of academic goals and priorities, and specific skill sets that are required of chief academic officers.

The Academy is sponsored by the Western Academic Leadership Forum (Forum), whose members are the chief academic leaders of the four-year institutions and associated system and state agencies in the 16-member state and U.S. Pacific Territories region of the Western Interstate Commission for Higher Education (WICHE).

## Schedule

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### Monday, July 18, 2016

**8:30 - 9:00 am**

#### **Introductions and Goals for the Day**

Jane Sherman, Academy program and mentoring coordinator

**9:00 - 10:30 am**

#### **Role of the Provost: How it Differs from Other Academic Leadership Roles**

*All-Faculty Discussion:*

Sona Andrews, provost and vice president for academic affairs,  
Portland State University

Erika Beck, provost, Nevada State College

José Cruz, provost/vice president for academic affairs, California State University,  
Fullerton

Risa Dickson, vice president of academic affairs, University of Hawai'i System

Sam Gingerich, provost, University of Alaska Anchorage

Vicki Golich, provost and vice president for academic and student affairs, Metropolitan  
State University of Denver

Paul Turman, system vice president for academic affairs,  
South Dakota Board of Regents

Laura Woodworth-Ney, provost and vice president for academic affairs,  
Idaho State University

**10:30 - 10:45 am**

#### **Break**

**10:45 - 11:15 am**

#### **Small Group Reflection: Finding and Filling Gaps in Your Preparation**

Risa Dickson

11:15 am - 12:15 pm	<b>The Importance of Building Coalitions: Presidential and Cabinet Relations</b> Erika Beck; Sam Gingerich; Laura Woodworth-Ney
12:15 - 1:15 pm	<b>Lunch</b>
1:15 - 2:30 pm	<b>Understanding Governance and Unions in Successful Faculty Relations and Policy Development</b> Sona Andrews; Laura Woodworth-Ney
2:30 - 3:45 pm	<b>External Relations: The Governing Board, System Office, and Legislature</b> Risa Dickson; Joe Garcia; Paul Turman
3:45 - 4:00 pm	<b>Break</b>
4:00 - 4:45 pm	<b>Your Pathway: Thinking, Planning, Acting</b> Risa Dickson
4:15 - 5:15 pm	<b>Small Group Reflection: Pathways – Where Are You Going?</b> Risa Dickson
5:15 - 5:30 pm	<b>Wrap-up and Adjourn</b> Jane Sherman
6:30 pm	<b>Group Dinner</b>

## Tuesday, July 19, 2016

9:00 - 9:15 am	<b>Reflections and Goals for the Day</b> Jane Sherman
9:15 - 10:15 am	<b>Advancement and Foundation Boards</b> Vicki Golich; Keith Mahlum
10:15 - 10:45 am	<b>Small Group Reflection: Are you a fundraiser? Could you be? Does a provost need to be?</b> Vicki Golich
10:45 - 11:00 am	<b>Break</b>
11:00 am - Noon	<b>Unifying the Academic Vision: Strategic Planning</b> Sona Andrews; Erika Beck; Paul Turman
Noon - 1:15 pm	<b>Lunch</b>
1:15 - 2:30 pm	<b>The Provost and Student Success: Improving Student Outcomes Through Actionable Data</b> José Cruz
2:30 - 2:45 pm	<b>Break</b>
2:45 - 3:45 pm	<b>Managing and/or Collaborating: Student Affairs; Institutional Research; Enrollment Management; Etc.</b> Sam Gingerich; Laura Woodworth-Ney

3:45 - 4:45 pm

### Policy: Budget, Finance, and Funding Formulas

Sona Andrews

Dinner on your own

## Wednesday, July 20, 2016

9:00 - 9:15 am

### Reflections and Goals for the Day

Jane Sherman

9:15 - 10:30 am

### Promoting Diversity and Inclusion

José Cruz; Lesley DiMare, president, Colorado State University-Pueblo

10:30 - 10:45 am

### Break

10:45 - 11:15 am

### Small Group Reflection: Sharing Perspectives on Diversity and Inclusion

José Cruz

11:15 - 11:45 am

### Small Group Reflection: Making Use of the Year to Come

Risa Dickson

11:45 - Noon

### Adjourn. Box lunch to go

## Academy Faculty

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**Sona Karentz Andrews** is the provost and vice president for academic affairs at Portland State University (PSU), an urban research university with a diverse enrollment of approximately 30,000 students. Andrews completed her B.A. in geography from Worcester State College in Massachusetts and her Master's and Ph.D. in geography from Arizona State University. As well as PSU, Andrews has held faculty positions at the University of Minnesota-Twin Cities, University of Wisconsin-Milwaukee, and Boise State University. She has held leadership positions in the provost office at the University of Wisconsin-Milwaukee; as provost and vice president for academic affairs at Boise State University; and as vice chancellor for academic strategies for the Oregon University System. She has also been an American Council on Education Fellow.



**Erika Beck** has served as executive vice president and provost of Nevada State College since 2010. In this role she oversees academic affairs, student affairs, information technology, institutional research, and student academic support. Prior to assuming this role, she served as the dean of Liberal Arts and Sciences at Nevada State and was a psychology faculty member. Beck received her B.A. in psychology from University of California, San Diego, M.A. in psychology from San Diego State University, and Ph.D. in experimental psychology from University of California, San Diego. In March, Beck was named the next president of California State University Channel Islands, a post she will assume this summer.



**José Luis Cruz** is the provost and vice president for academic affairs of California State University, Fullerton. Previously, he served as vice president of higher education policy and practice of The Education Trust in Washington, D.C., where he oversaw the national Access to Success Initiative and was involved in separate efforts to regulate the for-profit college industry and to protect the Federal Pell Grant Program. He is a former vice president for student affairs of the University of Puerto Rico system and served as chair of the electrical and computer engineering department and dean of academic affairs at the University of Puerto Rico-Mayagüez. Cruz earned a bachelor's degree in electrical engineering from the University of Puerto Rico-Mayagüez and master's and doctorate degrees in electrical engineering from the Georgia Institute of Technology.



**Risa Dickson** serves as the chief academic officer for the University of Hawai'i System with overall responsibility for the leadership, planning, and intercampus coordination of system level academic affairs, student affairs, policy and planning, institutional research and analysis, international and strategic initiatives, and Hawai'i P-20 Partnerships for Education. Prior to arriving at University of Hawai'i in January, 2015, Dickson spent 24 years at California State University, San Bernardino (CSUSB) as a faculty member and in administrative roles in every level of the institution – department, college and central levels of the university. She earned her Ph.D. in both interpersonal and organizational communication from the University of Southern California and her B.A. in communication theory from California State University, Northridge.



**Samuel (Sam) Gingerich** is serving as interim provost at the University of Alaska Anchorage. He recently retired from his position as system vice president for Academic Affairs for the South Dakota Board of Regents where he worked to develop, implement and oversee academic programming. Prior to this he served as provost at Mississippi University for Women, as interim president and provost at Mesa State College (Colorado Mesa University) and as a faculty member and administrator at Northern State University. Gingerich holds three degrees in chemistry: a Ph.D. from Montana State University, an M.S. from Cornell University, and a B.A. from Goshen College.



**Jane Sherman** recently retired as the vice provost for academic policy and evaluation at Washington State University (WSU), as well as the associate director for academic policy at the state of Washington's Council of Presidents (COP). Prior to her work at WSU, Sherman was the deputy director for academic affairs with the Washington State Higher Education Coordinating Board (HECB). She has also held administrative positions with the Washington State Office of Financial Management, Idaho State Council on Developmental Disabilities, and the College of Idaho. She has held faculty positions at Idaho State University and the College of Idaho, teaching graduate and undergraduate courses in counseling and education. Sherman's educational credentials include a B.A. in history from Earlham College, an M.Ed. in counseling from Boston University, and an Ed.D. in counseling and counselor education from Idaho State University.



**Paul D. Turman** (Ph.D., University of Nebraska-Lincoln, 2000) is the system vice president for Academic Affairs with the South Dakota Board of Regents which is responsible for the governance of South Dakota's six public universities. In his position, Turman coordinates academic and research related initiatives and policies for the South Dakota Regental system. Before joining the South Dakota Board of Regents staff, Turman taught as an associate professor at the University of Northern Iowa (UNI), and was recognized for outstanding teaching and service at the institutional and national level. Throughout his academic career he has published 34 peer reviewed research articles at the national and regional level, as well as co-authored four books.



**Laura Woodworth-Ney** is provost and vice president for Academic Affairs at Idaho State University. Her former administrative appointments include chair of the department of history and co-director of women studies. A prolific scholar of history and the humanities, Woodworth-Ney has authored more than 30 articles, book reviews, and scholarly essays, as well as three books (one co-authored). Woodworth-Ney is a graduate of the Bryn Mawr HERS Institute for Higher Education leaders, and has been a chair and a member of the Western Academic Leadership Forum for the Western Interstate Commission for Higher Education, and a member of the Idaho State Board of Education's "Educate Idaho" Task Force. Woodworth-Ney is an active public speaker on the topics of culture, history, and higher education. She is currently writing a history of the culture of the irrigation movement in the arid North American West (including Canada and the United States). Woodworth-Ney earned a bachelor's degree in English from the University of Idaho, and a Ph.D. in American history and public history from Washington State University.

## Guest Speakers



**Lesley Di Mare** became president of Colorado State University–Pueblo in December, 2011. She previously served as provost and executive vice president of academic affairs and then interim president and CEO at Nevada State College. At CSU-Pueblo, Di Mare established an automatic merit scholarship program, expanded intercollegiate athletics to 22 teams, introduced aggressive enrollment initiatives to diversify the student population, and initiated the university's first online degree programs. Di Mare earned a bachelor's degree in theatre arts from California State University-Chico, a master's degree in speech communication from California State University-Hayward, East Bay, and a Ph.D. in speech communication from Indiana University.



Colorado Lt. Gov. **Joseph Garcia**, elected in 2010 as the running mate for Gov. John Hickenlooper, has a passion for education and public service. Garcia serves in dual roles as both the lieutenant governor and as the executive director of the Colorado Department of Higher Education. Earlier, Garcia was president of Colorado State University – Pueblo and while in that role he served as co-chair of the Governor's P-20 Education Task Force, chaired the Western Interstate Commission for Higher Education (WICHE), and was a trustee of the Higher Learning Commission for the North Central Association of Colleges and Schools. He also has served as president of Colorado's second-largest community college, Pikes Peak Community College. In mid-June, he will become president of WICHE, succeeding David Longanecker.



**Vicki L. Golich** became provost and vice president for academic and student affairs at Metropolitan State University of Denver in September 2009. She has held faculty and administrative positions at Pennsylvania State University and California State University San Marcos (CSUSM), where she served as dean of the College of Arts and Sciences. Golich received her A.B. in diplomacy and world affairs from Occidental College in 1972, her M.A. in political science from CSU Fullerton in 1974, and her Ph.D. in international relations from the School of International Relations at the University of Southern California in 1984. As a Pew Faculty Fellow in International Affairs in the John F. Kennedy School of Government at Harvard University in 1992, Golich learned to use the case method of interactive teaching. In 1994, she created and directed CSUSM's faculty development program. She has run case teaching workshops around the world and has written extensively about both her disciplinary and her pedagogical interests.



**Keith Mahlum** has served as vice president for development of the South Dakota State University (SDSU) Foundation since 2008. He previously served as the associate athletic director and development director for the SDSU Athletic Department. He earned his bachelor of science degree in health, physical education and recreation/sports management from the University of Wisconsin-Lacrosse in 1991. He earned his master's in health, physical education and recreation/athletic administration from SDSU in 1993.

## 2016 Cohort

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**Kenning Arlitsch** is dean of the library at Montana State University, where he leads a research library engaged in student success, statewide collaboration, and the university's research enterprise. Prior to moving to Montana, he served as associate dean for information technology services at the University of Utah's Marriott Library. Arlitsch holds a Masters in library and information science from the University of Wisconsin-Milwaukee and is currently completing his Ph.D. at Humboldt University in Berlin, Germany. He has published widely and his research focuses on semantic web optimization and measuring use and impact of digital repositories.



**Karen Carey** has served as the dean of arts and sciences at California State University Channel Islands and will be joining the University of Alaska Southeast in July 2016 as the provost. She was a faculty member at CSU Fresno, interim dean of science and math, and dean of graduate studies prior to her position as dean at CSUCI. Carey received her B.S. in psychology from San Diego State, her M.S. in school psychology from the University of Nevada, Las Vegas, and her Ph.D. in school psychology from the University of Cincinnati.



**Margaret Everett** is vice provost for international affairs and dean of graduate studies at Portland State University. Serving in administration since 2012, she provides leadership to support graduate education and internationalization of the campus. She currently serves on the executive board of the Western Association of Graduate Schools. Everett has been a member of the faculty at PSU since 1996, most recently as professor of sociology, where she also served as graduate director. Everett holds a Ph.D. in anthropology from Yale University and a B.A. from Smith College, and publishes research on health policy and medical anthropology in Mexico and the United States.



**Sandra Haynes** has served as the dean of the college of professional studies at Metropolitan State University of Denver since 2003. Haynes has been integrally involved in the university's top public-private partnerships, including the aerospace engineering sciences building, hotel and hotel learning center, and the brew pub operations program. She has helped the institution secure over \$13 million in grants. She was awarded an honorary doctorate and professorship by the University of Pecs in Hungary for her work in developing international partnerships. Haynes received her B.S., M.S., and Ph.D., all in psychology, from Colorado State University, Ft. Collins.



**Dennis Hedge** has served as dean of the college of pharmacy at South Dakota State University since 2008 and will become interim provost and executive vice president for academic affairs at SDSU on May 15, 2016. Previously, he served as head of the department of pharmacy practice and associate dean of the college. He has held multiple leadership positions with advisory boards and committees and received the South Dakota Pharmacists Association Honorary President Award in 2011. Hedge received his Pharm.D. from the University of Kansas and completed a residency in clinical pharmacy practice at Barnes Hospital in St. Louis.



**Jacqueline Honda** is the associate vice chancellor of institutional effectiveness and student success at the University of Hawai'i, West O'ahu. She also serves as the campus accreditation liaison officer. Honda has 18 years of experience in institutional research and assessment, and her primary focus is providing access and support for historically underrepresented students in higher education. She also directs and teaches in an institutional research graduate program through the California State University System. Honda received her B.A. from SUNY, two Master's degrees – from UC Irvine and from the University of San Francisco – and her doctorate in education from UCLA.



**Simon Kim** is associate vice president for research and sponsored programs at California State University, Long Beach. He provides oversight of grant proposal development and administration; research integrity and compliance; research centers and institutes; and regional economic development. Prior to assuming this role, Kim served as the department chair, associate dean, and associate vice president for student affairs. He has played a leadership role in developing and implementing student success initiatives on campus, including learning communities, regional collaborative education partnerships, and programs to support students from underrepresented Asian American and Pacific Islander communities. Kim is a professor of educational psychology. His research interests include educational partnerships and accountability, culturally and linguistically diverse students, and conceptualization and practice of evaluation of educational programs. He received his B.A. in mathematics and computer science from Westminster College, M.S. in operations research from the University of Kentucky, and Ph.D. in educational psychology from the University of Southern California.



**Nathan Lindsay** is the associate provost for dynamic learning at the University of Montana, where he coordinates curriculum and program review, assessment and accreditation, and other aspects of quality improvement. Lindsay also serves as an associate professor of educational leadership at the University of Montana. In previous roles, he was the assistant vice provost for assessment at the University of Missouri-Kansas City, and the director of student life assessment at the University of North Carolina Wilmington. He completed his M.S. in instructional systems technology at Indiana University and his Ph.D. in higher education administration at the University of Michigan.



**Cornell Menking** has served as associate provost for international and border programs at New Mexico State University since 2012. Previously, he was assistant vice president for international affairs at Kentucky State University, chief international officer at Western Kentucky University, and a professor and administrator at Universidad San Francisco de Quito, Ecuador. He has lived and worked in Africa (Peace Corps/Sierra Leone), Russia, Central Asia, India, and Latin America in the areas of international education and sustainable community development. Menking received his B.A. from Southern Methodist University, and a Master's and Ph.D. in education from the University of New Mexico.



**Bernadette Montoya** has been the vice president for student affairs and enrollment management at New Mexico State University since June 2011, and has worked in student services at NMSU since 1992. She provides oversight to multiple aspects of student services and also oversees student academic success programs. Montoya earned her Associate of Arts from New Mexico State University's community college in Grants. After completing her Bachelor of Science in elementary education from NMSU, she taught elementary school. Montoya received her doctoral degree from the University of New Mexico and earned a Master of Arts in curriculum and instruction from NMSU.



**Michael Neubauer** has served as vice provost at California State University, Northridge, since 2013. He directs the implementation of the Education Advisory Board's Student Success Collaborative campus analytics platform. Previously, he served as president of the faculty, as director of the liberal studies program for four years, and as the director of the developmental mathematics program for seven years. After beginning his education in his native Germany, he moved to the U. S. in 1985 and received a Ph.D. in mathematics from the University of Southern California in 1989.



**Peter Nwosu**, American Council on Education Fellow and Fulbright Scholar, is associate vice president for academic programs (AVPAP) and accreditation liaison officer (ALO) at California State University, Fullerton. As AVPAP/ALO, he supervises eight direct reports involving a team of more than 57 employees in the Office of Academic Programs, the largest unit within the Division of Academic Affairs, and provides administrative and leadership functions to the broad portfolio of strategic goals and objectives regarding degree planning, curriculum development, student success, and quality assurance for the university's 109 undergraduate and graduate programs. Prior to this position, he was associate vice president for academic affairs and special assistant to the president for institutional planning respectively at Tennessee State University, Nashville. A tenured full professor of communication studies, Nwosu has authored three books and more than 80 scholarly writings. He serves on ACE's Executive Board and the Board of Directors for California Urban Partnership. A graduate of the Harvard University Institutes for Higher Education, he holds a Ph.D. in Communication Studies from Howard University, Washington, D.C. Nwosu has provided consultation and technical support to public and private agencies nationally and internationally on issues of diversity and intercultural communication.



**Nicol Rae** serves as the dean of the college of letters and science and is a professor of political science at Montana State University. Rae previously served as the senior associate dean of the college of arts and sciences at Florida International University, where he led associate deans, assistant deans, directors and department chairs from 2008 to 2013. His professional administrative experience includes serving as the chair of the department of political science, co-director of the Miami European Union Center and director of European Studies. He began his career at Florida International University in 1988. His scholarship is often cited, and his research interests focus on American national political institutions, comparative political parties and party systems, European government and politics, and conservative politics. He is the author of five books on American politics. Rae holds a doctorate in politics from Oxford University and an undergraduate degree in politics from Edinburgh University.



**Tony Scinta** is the vice provost of academic innovation and student success at Nevada State College (NSC). He has invested heavily in efforts to advance the success of the college's largely non-traditional, underserved student population. To this end, he has played an integral role in the development of college-wide strategic plans, led institutional accreditation efforts as the liaison to the Northwest Commission on Colleges and Universities, and has guided college-wide academic programs, including the Gateways to Completion program run in conjunction with the John N. Gardner Institute. In his current role, Scinta focuses on improvements to the first two years of the college experience, the successful integration of academic and student affairs, and an examination of how data-driven decisions can promote improved student and institutional outcomes. Prior to beginning his career at NSC, Scinta earned his Ph.D. from the social psychology program at the University of California, Los Angeles, and spent two years as a visiting professor at Williams College.



**Debbie Storrs** is a professor of sociology and has served as dean of the college of arts and sciences at the University of North Dakota since 2013. Leading and serving the largest college at UND, Storrs collaborates with departmental and program leaders in her 18 departments and several interdisciplinary programs to provide students with transformational learning opportunities. Previously she served as associate dean for the college of letters, arts, and social sciences at the University of Idaho. Storrs received her B.S. in sociology from the University of Alaska and her M.A. and Ph.D. in sociology from the University of Oregon.



**John Taylor** is serving his third year as the provost faculty fellow for academic affairs at Southern Utah University. He oversees the general education program and serves on the Utah System of Higher Education's general education task force which guides the state in general education matters. Taylor also serves as a Utah faculty fellow for the Association of American Colleges & Universities and is president-elect for the Utah Science Teachers Association. Taylor received his B.S. in biology from SUU, an M.S. in zoology from Brigham Young University and a Ph.D. in college science teaching from Syracuse University.

## About the Western Academic Leadership Forum

The **Western Academic Leadership Forum** (Forum), founded by WICHE, provides a unique venue where the West's top academic leaders share perspectives on current issues to help inform their future decision making and leadership. Through the Forum, colleagues share the lessons they've learned from tackling challenges, provide advice and assistance to one another based on their special expertise. They engage in planning and developing innovative regional initiatives addressing common concerns and together help build a stronger future for higher education in the West. The official representatives of the Forum's members are the chief academic leaders at the four-year institutions and their related system and state agencies in the WICHE region. [www.wiche.edu/Forum](http://www.wiche.edu/Forum).



## About the Western Interstate Commission for Higher Education

The **Western Interstate Commission for Higher Education** works collaboratively to expand educational access and excellence for all citizens of the West. By promoting innovation, cooperation, resource sharing, and sound public policy among states and institutions, WICHE strengthens higher education's contributions to the region's social, economic, and civic life. WICHE's 16 members include 15 states: Alaska, Arizona, California, Colorado, Hawai'i, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, Wyoming, as well as the Commonwealth of the Northern Mariana Islands (the first of the U.S. Pacific territories and freely associated states to participate). [www.wiche.edu](http://www.wiche.edu).



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