



# Western Academic Leadership Academy



*Photo by: Jeff Finkelstein*

July 27-29, 2022

## Final Program

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 two-year and four-year sectors.

## Western Academic Leadership Academy

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July 27-29, 2022 - Boulder, Colorado

The Western Academic Leadership Academy (the Academy) 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. The Academy offers a particular focus on the development of practical skills within academic affairs, fiscal affairs, student affairs, and external relationships.

The program for the Academy's summer seminar, filled with small group discussion, addresses the context of academic leadership, the development of academic goals and priorities, and specific skill sets that are required of chief academic officers. This summer event is followed by opportunities for cohort members to meet with a faculty mentor as well as their cohort colleagues at national meetings or electronically throughout the year for individual consultation about career paths. Academy participants are invited to attend special sessions at the annual meetings of the Western Alliance of Community College Academic Leaders (Alliance) and Western Academic Leadership Forum (Forum) the following year.

The Academy is sponsored by the Alliance and Forum, whose members are the chief academic leaders of the two-year and 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).

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# Schedule

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## Tuesday, July 26, 2022

5:00 - 6:00 pm **Informal Meet and Greet at Residence Inn or WICHE**

## Wednesday, July 27, 2022

8:30 - 9:00 am **Introductions and Goals for the Day**

Laura Woodworth-Ney, Academy program and mentoring coordinator  
Raymonda Burgman, vice president of programs and services, WICHE

9:00 -10:30 am **Provost Uncovered: Thriving on Day 1 and Beyond**

*All-Faculty Discussion:*

Renny Christopher, vice chancellor for academic affairs, Washington State University – Vancouver

Veronica Dujon, director of academic planning and authorization, Oregon Higher Education Coordinating Commission

Susan Jeffords, provost and vice president for academic affairs, Portland State University

Landon Pirius, vice chancellor for academic and student affairs, Colorado Community College System

Vickie Shields, provost and executive vice president, Nevada State College

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

10:45 am – 12:00 pm **Promoting Justice, Equity, Diversity, and Inclusion in Higher Education Today**

Renny Christopher; Veronica Dujon; Kirsty Fleming, executive vice president and provost, Northern Colorado University

12:00 – 12:45 pm **Small Group Reflection: Finding and Filling Gaps in Your Preparation**

Laura Woodworth-Ney

12:45 – 1:00 pm **Introduction to WICHE Programs and Services**

Margo Colalancia, director, student access programs, WICHE; Sarah Leibrandt, director, academic leadership initiatives, WICHE

1:00 – 2:00 pm **Working Lunch**

2:00 – 3:00 pm **Managing Personnel and Legal Issues in the COVID Environment and Beyond**

Renny Christopher; Jean Bannon, attorney, German • Burnette & Associates

3:00 – 3:45 pm **Small Group Reflection and Case Studies**

3:45 – 4:00 pm **Break**

4:00 – 4:45 pm **Leadership and Building Great Teams**

Landon Pirius; Vickie Shields

4:45 – 5:00 pm **Wrap-up and Adjourn**

Laura Woodworth-Ney

6:30 pm **Group Dinner**

## Thursday, July 28, 2022

8:30 – 8:45 am	<b>Reflections and Goals for the Day</b> Laura Woodworth-Ney
8:45 - 9:45 am	<b>Strategic Decision-Making in the COVID Environment</b> Susan Jeffords; Ray Burgman
9:45 - 10:30 am	<b>Small Group Reflection and Case Studies</b>
10:30 - 10:45 am	<b>Break</b>
10:45 – 11:45 am	<b>Understanding Governance and Unions in Successful Faculty Relations and Policy Development</b> All Faculty
11:45 am – 12:30 pm	<b>Small Group Reflection and Case Studies</b>
12:30 - 1:45 pm	<b>Working Lunch</b>
1:45 – 3:00 pm	<b>The Provost and Student Success: Enrollment Management and Collaborating with Student Affairs in the COVID Environment</b> All Faculty
3:00 – 3:45 pm	<b>Small Group Reflection and Case Studies</b>
3:45 – 4:00 pm	<b>Break</b>
4:00 – 5:15 pm	<b>The Provost's Role in Finance: Policy, Budget, and Funding Formulas – including CARES funds</b> Susan Jeffords; Glen Nelson
5:15 – 6:00 pm	<b>Work/Life Balance: Is It Possible?</b> Cassandra Manuelito-Kerkvliet, past president, Antioch University Seattle
<b>Dinner on your own</b>	

## Friday, July 29, 2022

8:15 – 8:30 am	<b>Reflections and Goals for the Day</b> Laura Woodworth-Ney
8:30 – 9:45 am	<b>The Importance of Building Coalitions: Presidential and Cabinet Relations</b> Susan Jeffords; Vickie Shields
9:45 - 10:00 am	<b>Break</b>
10:00 - 10:45 am	<b>Small Group Reflection and Case Studies</b>
10:45 - 11:45 am	<b>Small Group Reflection: Your Pathway and Making Use of the Year to Come</b> Vickie Shields
11:45 - Noon	<b>Adjourn. <i>Box lunch to go.</i></b>

## Academy Faculty

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**Renny Christopher** is vice chancellor of academic affairs at Washington State University Vancouver. She was previously associate provost at California State University Channel Islands. She holds a B.A. in English from Mills College, a master's in linguistics from San Jose State University, and a Ph.D. in literature from the University of California Santa Cruz. Before she earned her Ph.D., she worked as a printing press operator, typesetter, carpenter, and horse wrangler. Her teaching and research interests focus on issues of race, class, and gender in U.S. literature and culture. She was a Fulbright Senior Scholar in Barcelona, Spain, in 2000.



**Veronica Dujon** is the director for academic policy and authorization at Oregon Higher Education Coordination Commission. She leads the Commission's efforts to coordinate academic programs, degree pathways, and student success initiatives among Oregon's public universities. Dujon also oversees degree authorization for private schools, and licensing and compliance for private career schools. Prior to joining the HECC she was an associate dean in the College of Liberal Arts and Sciences at Portland State University. Dujon did her graduate work at the University of Wisconsin-Madison. Dujon's research and publications focus on conflicts over declining natural resources; the role of women in the global economy; and the tensions between national development strategies and forces of globalization.



**Susan Jeffords** joined Portland State University in 2018 as provost and vice president for academic affairs. She served previously in numerous roles at the University of Washington, including department chair, vice provost for global affairs, and vice chancellor for academic affairs at the University of Washington Bothell. Jeffords has written and taught broadly in the area of American popular culture, with a particular emphasis on Hollywood film, the Vietnam War, and feminism. She is particularly committed to increasing opportunities for more diverse and underrepresented communities to participate actively in higher education, including expanding opportunities for international and community engagement.



**Landon K. Pirius** is the vice chancellor for academic and student affairs for the Colorado Community College System (CCCS). At CCCS, Pirius provides strategic leadership for all aspects of academic affairs, student affairs, online education, workforce development, and institutional research. Prior to his current position, he was the vice president for academic and student affairs at North Hennepin Community College. Pirius also served in a variety of leadership roles at Inver Hills Community College, Minnesota State University, Mankato, and Walden University, and as an adjunct faculty member. He completed his B.A. in Russian studies and environmental studies from Gustavus Adolphus College, and his M.A. and Ph.D. in educational policy and administration from the University of Minnesota.



**Vickie Rutledge Shields, Ph.D.**, is provost and executive vice president of Nevada State College since 2017. She leads both academic and student affairs. Shields serves on several boards representing education for Henderson and Nevada. She served as dean of social sciences and social work and professor of communication for 12 years at Eastern Washington University. Prior, at Bowling Green State University, she served as associate dean of arts and sciences, and director of the women's studies program. Shields received her B.A. in communication from Boise State University and M. A., Ph.D. in communication/media from the Ohio State University.



**Laura Woodworth-Ney, Ph.D.**, joined AGB Search in 2022. Woodworth-Ney has more than thirty years of experience in higher education as a tenured full professor, academic historian and administrator. With over a decade in the provost's office at Idaho State University, she was the first female executive vice president and provost. A staunch advocate for equity and accessibility, Woodworth-Ney helped pioneer initiatives that significantly expanded the application and retention rates of Idaho's public institutions and was honored with the 2021 President's Medallion Award from Idaho State University. An expert on the history of the North American West, Woodworth-Ney is the author of three books. She holds a Ph.D. and M.A. in History from Washington State University and a B.A. in English from the University of Idaho.

## Guest Speakers

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**Jean Bannon** enjoys advising clients on employment law compliance, mentoring other German • Burnette & Associates attorneys and assisting with the defense of cases in all of the firm's practice areas. Prior to joining the firm in 2009, Bannon served as senior in-house employment counsel for the University of New Mexico for many years and also worked in private practice. She is an experienced employment lawyer, advising clients on a variety of personnel matters, and other civil litigation claims against public and private entities. Jean offers practical legal advice and a wealth of expertise in employment and other areas of law. She has served as an arbitrator, has participated in numerous mediations and federal settlement conferences and has provided management training for public and private clients. She has been a frequently invited speaker at the American Association of State Colleges and Universities annual conferences.



**Ray Burgman** began serving as the vice president of programs and services in October 2021. In this role, she increases student access to high-quality postsecondary education and fosters collaborations between institutions. Previously, Burgman served as director of programs and research at HERS (Higher Education Resource Services) for eight years. She also served as an administrator at DePauw University (IN) in academic affairs and the Office of the President and at New College of Florida. Burgman was also a tenured professor in economics and management at DePauw University. She also taught at two other institutions in Florida, Santa Fe College and the University of South Florida-St. Petersburg. She received a B.A. in economics from New College of Florida and an M.A. and Ph.D. in economics from the University of Florida.



**Kirsty Fleming** serves as the executive vice president and provost at University of Northern Colorado. Prior to this appointment, she served as associate vice president for faculty affairs at CSU Long Beach, where she worked to foster an inclusive climate through faculty professional development, faculty hiring, retention, reappointment, tenure, promotion, compensation, and labor relations. Previously, she served as dean of the College of Natural Sciences at CSU, San Bernardino, as executive director for the Kentucky Center for Mathematics, as a department chair at Northern Kentucky University and as a faculty member at Central Michigan University. Fleming received her B.Sc. from the University of London and Ph.D. from the University of Birmingham, both in mathematics.



As president of Antioch University Seattle, **Cassandra Manuelito-Kerkvliet** became the first Native American woman to ascend to the presidency of a mainstream university outside the tribal colleges. Prior to her presidency in Seattle, she served as the first Navajo woman president of Diné College, a tribal college on the Navajo reservation in Arizona and New Mexico. Manuelito-Kerkvliet received her bachelors degree in social work and masters degree in counselor education from the University of Wyoming. She earned her Ph.D. from the University of Oregon in educational policy and management, with a special emphasis in higher education administration.



**Glen Nelson** is the vice president, administration and finance/CFO for California State University Monterey Bay. He has worked in higher education for twenty-six holding senior administrative positions at the college, university and system levels including service at Arizona State University, Idaho State University, the University of Nebraska, and the University of Wisconsin System. Prior to entering higher education, he spent fourteen years in the corporate sector. His research is focused on the unintended consequences of administrative actions such as differential tuition and tuition transparency on access and choices made by first generation students and those from low socioeconomic status backgrounds. Glen earned a Ph.D. in educational studies, with a specialization in educational leadership and higher education from the University of Nebraska, an M.B.A. from Thunderbird (AZ), and a B.S. in business administration from the University of Nebraska-Lincoln.

## About the Western Academic Leadership Forum

The **Western Academic Leadership Forum** (Forum) provides a unique avenue by which 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, and 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

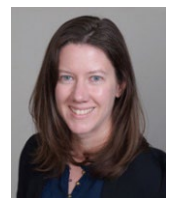


The **Western Interstate Commission for Higher Education** works collaboratively to expand educational access and excellence for all citizens of the West. By promoting innovation, cooperation, resource sharing, and sound public policy among states and institutions, WICHE strengthens higher education's 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 member U.S. Pacific Territories and Freely Associated States (which currently include the Commonwealth of the Northern Mariana Islands and Guam). [www.wiche.edu](http://www.wiche.edu).



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