## Message from the Chair

Today’s academic leaders are expected to respond to a sea of state, national, and international initiatives that target niches of the academic enterprise. As one of these leaders, how do you find synergies among these initiatives and ways to integrate them into the fabric of your institution or organization so they support and enhance your mission? How do you engage your deans, department chairs, and faculty when budgets are stretched and workloads are already at a breaking point?

During this meeting we’ll learn more about current initiatives and how some of our colleagues are connecting the dots to build a stronger future for their institutions, systems, and states. Welcome to South Dakota and the WALF 2010 cruise through this exciting program!

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### Wednesday, April 21

**Rushmore Plaza Holiday Inn and Mount Rushmore**

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<th>Time</th>
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<tr>
<td>2:00-3:30 pm</td>
<td>Executive Committee Meeting (members only)</td>
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<td>Rushmore Plaza Holiday Inn, Private Dining Room</td>
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<tr>
<td>4:30 pm</td>
<td>Depart from Hotel Lobby for Mount Rushmore</td>
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<tr>
<td>5:15-5:45 pm</td>
<td>Monument Viewing</td>
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<tr>
<td>5:45-6:00 pm</td>
<td>Welcome to the WALF Forum and South Dakota!</td>
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<td>Mount Rushmore, Carvers Cafe</td>
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<td><em>Sam Gingerich, WALF Chair and Chief Academic Officer, South Dakota Board of Regents</em></td>
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<tr>
<td>6:00-6:15 pm</td>
<td>Welcome to Mount Rushmore</td>
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<td><em>Park Representative, Mount Rushmore National Memorial</em></td>
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<td>This impressive monument has a fascinating history. Set against the majestic Black Hills, it has grown as an American symbol of hope and freedom for people from all cultures and backgrounds.</td>
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<tr>
<td>6:15-7:00 pm</td>
<td>Launching the Cruise: Trends in National and International Initiatives</td>
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<td><em>David Longanecker, President, WICHE</em></td>
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</table>
|            | It takes imagination to launch a cruise in the middle of South Dakota, but we are going to do just that! And not in prairie schooners! In the days ahead, we’ll make several
Academic Leadership: Charting the Future in a Sea of National and International Initiatives

ports of call to discuss various national and international initiatives. What are the common themes running through them? What must we consider when we assess their applicability, determine their priority, and set expectations? How can we be successful navigating our own ships into these and other new ports in the roughest waters most of us have ever experienced?

7:00-8:30 pm  Reception/Dinner

Thursday, April 22
South Dakota School of Mines and Technology (SDSMT)

8:00 am  Depart Hotel Lobby for Campus

8:15-9:00 am  Welcome to South Dakota School of Mines and Technology and Today’s Ports of Call
Ballroom at the Student Center

Sam Gingerich; Duane Hrncir, Dean, College of Science and Letters, South Dakota School of Mines and Technology; and David Longanecker

9:00-10:00 am  Postsecondary Readiness: So We’re Getting Core Standards in K-12 Education – Now What?

Charles Lenth, Vice President for Policy Analysis and Academic Affairs, State Higher Education Executive Officers

Respondent: Karen Sprague, Vice Provost for Undergraduate Studies, University of Oregon

What do Achieve benchmarks, Access to Success, and Core standards have in common? We’ll touch on each of these initiatives before focusing primarily on core standards for high school graduates to be “college- and workforce-ready” in mathematics and English language arts. To be available this year, this push for more rigor and uniformity comes with considerable “oomph” from Achieve, the Council of Chief State School Officers, and the National Governors Association, as well as from the endorsements of nearly all governors and the leveraging of $4.5 billion in federal “Race to the Top” funds. This session will provide an update and discussion of higher education’s roles and opportunities relative to these new standards. The respondent will discuss her state’s views and strategies related to the proposed core standards.

10:00-10:15 am  Break

10:15-11:45 am  State of the States: Post-Secondary Readiness Approaches

Dennis Jones, President, National Center for Higher Education Management Systems; Christine Mallon, State University Dean, Academic Programs and Policy California State University Office of the Chancellor; Karen Nicodemus, former President of Cochise College and Arizona State Board of Education; Mike Reilly, Associate Director of Council of Presidents, Washington State University; Paul Thayer, Associate Vice President for Student Affairs and Special Advisor to the Provost for Retention, Colorado State University

How are WICHE states responding to some of these initiatives? Dennis Jones will provide some context about this issue in the West and then we’ll hear from representatives in four states.
• Arizona, an Achieve state – raising graduation requirements
• California State University – early assessment program and proficiency before entering CSU
• Colorado – aligning courses in K12 and higher education
• Washington – Transitional Math Project to identify and disseminate “college ready” math standards and how they relate to the Core Standards.

11:45-noon  
Summary Comments  
David Longanecker

Noon-1:15 pm  
Lunch  
Adjacent to the Ballroom at the Student Center

1:15-2:15 pm  
The Bologna Process: International Focus on Quality  
Holly McKiernan, Senior Vice President, General Counsel and Secretary, Lumina Foundation

Forty-six countries now participate in the Bologna Process, named for the Italian city in which the original agreement was signed by the ministers in charge of higher education. This overview will acquaint you with the ambitious goals and reforms now underway through this exciting initiative to improve the quality of higher education and its recognition and exchange across borders.

2:15-3:00 pm  
Case Study: Utah’s Approach  
Phyllis (Teddi) Safman, Assistant Commissioner for Academic Affairs, Utah Board of Regents; and William (Bill) Evenson, Consultant, Utah Tuning Project, Utah System of Higher Education

Utah was one of three states that received a grant from the Lumina Foundation for Education to test American colleges’ and universities’ response to the Tuning Process, an outgrowth of the Bologna Process. Tuning drills down into student competencies to arrive at not only depth of learning but what constitutes assessment of the learning. The disciplines testing the Tuning Process in Utah are history and physics. Faculty from all nine public institutions in the Utah System of Higher Education have met, both in person and virtually, for many months hammering out the competencies, what they mean, their depth according to the Bologna Framework, and the rubrics to be used to assess and support evidence of student learning. This session will describe some of the ‘aha’ moments during the Tuning Process.

3:00-3:15  
Summary Comments  
David Longanecker

3:15-3:30 pm  
Break
3:30-3:40 pm  Walk to the King’s Center Christensen Hall of Fame

3:40-4:30 pm  Local Highlight: Deep Underground Science and Engineering Laboratory
King’s Center Christensen Hall of Fame

Bill Roggenthen, Senior Personnel, Consultant and Advisor, Deep Underground Science and Engineering Lab

In this session, we’ll hear about another South Dakota treasure--the Deep Underground Science and Engineering Lab (DUSEL) located in Homestake. This unique lab addresses the underground needs of major scientific fields including particle and nuclear physics, geology, hydrology, geo-engineering, biology, and biochemistry. With rooms at 8000 feet, this is the deepest mine in North America. The large number of tunnels, shafts, boreholes, dedicated access and well known patterns of water flow allow studies of the dynamics of the earth’s crust and of microbiology and life at extreme depth.

4:30-5:30 pm  Reception & Tour: SDSMT Museum of Geology

Robert Wharton, President, South Dakota School of Mines and Technology

The Museum of Geology showcases fossils, minerals and artifacts from South Dakota’s geological wonderlands, dating back to SDSMT’s founding in 1885. From a giant mosasaur to tiny crystals and fluorescent minerals, the exhibits feature a wide variety of geological treasures. Visitors can see South Dakota’s state fossil, Triceratops, on permanent display. The Museum includes a gift shop featuring books, toys, and other items connected to South Dakota’s geological heritage.

5:30 pm  Return to hotel.

Dinner on your own.

Friday, April 23
Rushmore Plaza Holiday Inn

7:00-8:15 am  Breakfast and WALF Annual Business Meeting
Dakota Ballroom, Salons F-H

8:15-8:30 am  Today’s Ports of Call
David Longanecker

8:30-9:15 am  Accreditation: Regaining its Breath or Breathing its Last?
Dakota Ballroom, Salons F-H

Steve Crow, CEO of S.D. Crow & Co, LLC, Former Executive Director/President, The Higher Learning Commission of the North Central Association of Colleges and Schools

The Council for Higher Education Accreditation argues that the government is poised to federalize accreditation. Leaders of the nation’s most prominent colleges and universities question the usefulness of the current process. Meanwhile, national accreditors chaff at what they perceive to be legislative and regulatory discrimination around accreditation.
that should – and will – be tested in court. And regional approaches to accreditation strike many as being outdated, given the national and global educational marketplace. We’ll hear about these issues and others along with strategies that must be considered by institutions, programs, and agencies if accreditation is to maintain credibility with and usefulness to its many stakeholders.

9:15-10:00 am  
**Roundtables by Regional Affiliation: Sharing Campus Perspectives**

*Michael Driscoll, Provost, University of Alaska Anchorage; Linda Johnsrud, Vice President for Academic Planning, University of Hawaii System; Laurie Nichols, Provost and Vice President for Academic Affairs, South Dakota State University; and Mary Kay Helling, Associate Vice President for Academic Affairs, South Dakota State University*

Accreditation trends are playing out with some differences among the accrediting agencies in the WICHE states. Join in the follow-up discussions facilitated by your colleagues and broken out by regional accrediting agency:

- Northwest Commission on Colleges and Universities  Board Room
- Western Association of Schools and Colleges  Salon C
- The Higher Learning Commission, North Central Association of Colleges and Schools  Remain in the general session meeting room

10:00-10:15 am  
**Concluding Remarks**

*Steve Crow and Breakout Discussion Leaders*

10:15-10:30 am  
**Break**

10:30-11:30 am  
**The WALF Toolkit Debut: A New Resource for Academic Leaders**

*Dakota Ballroom, Salons F-H*

*Sona Andrews, Provost and Vice President for Academic Affairs, Boise State University; Sam Gingerich, Chief Academic Officer, South Dakota Board of Regents ; Christine Mallon, State University Dean, Academic Programs and Policy California State University Office of the Chancellor; Jane Sherman, Vice Provost for Academic Policy, Washington State University*

Today’s academic leaders face an endless array of challenging decisions. You must continually find new ways to ensure institutional effectiveness, reallocate limited resources, and improve student learning. WALF is in the process of creating a depository of resources and tools academic leaders can use to make decisions in thoughtful ways that protect the integrity of their institutional, system, and state higher education missions. This session will showcase the toolkit’s vision and scope and provide an opportunity for recommendations on its proposed content.

11:30-11:45 am  
**Final Summary Comments**

*David Longanecker*

11:45-Noon  
**Meeting Wrap Up & Adjournment**

*Sam Gingerich*
Thank you!
Sincere appreciation goes to TIAA-Cref for sponsoring the 2010 WALF Annual Meeting!

To our hosts, a special thanks ... 
Special appreciation goes to our hosts: the Western Interstate Commission for Higher Education, the South Dakota Board of Regents, and the South Dakota School of Mines and Technology

Local Attractions
If you have a little extra time before or after the meeting, be sure to visit some of South Dakota’s most popular destinations.

Rapid City Convention and Visitor’s Bureau www.visitrapidcity.com
- Mount Rushmore National Monument: www.nps.gov.monu
- Badlands National Park: www.nps.gov/badl
- Wind Cave National Park: www.nps.gov/wica
- Jewel Cave National Monument: www.nps.gov/jeca
- Crazy Horse Memorial: www.crazyhorsememorial.org
- Devils Tower: www.nps.gov/deto
- Custer State Park: www.custerstatepark.info

Dealing with a difficult issue?
Get advice year-round from your WALF colleagues
WALFALL@listserv.wiche.edu
Biographical Information on the Speakers

**Sona Karentz Andrews** has been the provost and vice president for academic affairs at Boise State University since August 2004. Andrews also holds an appointment as a professor in the Department of Geosciences. Prior to coming to Boise State University, Andrews served as vice provost at the University of Wisconsin-Milwaukee. She has held faculty positions at the University of Minnesota-Twin Cities and the University of Wisconsin-Milwaukee. Her area of scholarly specialization is cartography and geographic information systems. Andrews received her undergraduate degree in geography from Worcester State College in Massachusetts and her master’s and Ph.D. in geography from Arizona State University.

**Steve Crow**, recently retired from The Higher Learning Commission of the North Central Association of Colleges and Schools after completing 26 years of service with the organization, is now the CEO of S.D. Crow & Co. From 1997 until his retirement, he was the executive director/president of the commission and provided leadership to it and its 1,000 member institutions, assuring the effectiveness of regional institutional accreditation and representing the organization nationally and internationally. Crow’s bachelor’s degree in history is from Lewis and Clark College in Oregon and his master’s and Ph.D. degrees in U.S. history are from the University of Wisconsin-Madison. Prior to joining the commission in 1982, he taught and did some administrative work at Kalamazoo College, Bowdoin College, Vanderbilt University, and Bates College. Crow was instrumental in making regional institutional accreditation responsive to e-learning, U.S. education delivered internationally, and new collaborative and consortia arrangements created in several states. Under his leadership, the commission received special attention for its creation of an alternative accreditation process based on quality improvement principles and practices, as well as for its adoption of new accrediting standards that focus on learning, service, and preparation for the future. He served on federal negotiated rule-making panels in 1998 and 2007 and sought to build effective bridges to link institutional and program accrediting associations, as well as federal and state regulatory agencies.

**Michael A. Driscoll** has served as the provost and vice chancellor for academic affairs at the University of Alaska Anchorage (UAA) since 2006. He serves as UAA’s chief academic officer, a member of the chancellor’s cabinet, and a member of the Statewide Academic Council for the University of Alaska System. Driscoll is responsible for academic leadership for UAA’s five campuses, which serve 20,000 students across south central Alaska. Additionally, he is responsible for UAA’s academic offerings leading to occupational endorsements; undergraduate and graduate certificates; associate, baccalaureate, and graduate degrees; and continuing education in a rich, diverse, and inclusive environment. Prior to joining UAA, Driscoll served as professor of electrical engineering, associate dean and executive dean of engineering, and vice provost. He received the B.S., M.S., and Ph.D. degrees in electrical engineering from Michigan State University. Driscoll was the 2008-09 chair for the Western Academic Leadership Forum and has served on its executive committee for the past three years.

**William (Bill) Evenson** directed the Utah Tuning Project (2009) as a consultant for the Utah System of Higher Education. He also led the Utah Physics Tuning Team. Evenson was professor of physics at Brigham Young University from 1970 to 2004 and at Utah Valley University from 2004 to 2008. He was also associate academic vice president, dean of general education, and dean of physical and mathematical sciences at Brigham Young University. At Utah Valley University, he was associate dean of science and health. He is a fellow of the American Physical Society and has been active in studies of the physics of materials as well as history of physics.

**Samuel (Sam) Gingerich** serves as the chief academic officer for the South Dakota Board of Regents. He works with the board of Regents, board staff, and institutional academic leaders to develop and to oversee academic policy for the state system. Prior to this, he served as provost at Mississippi University for Women, as interim president and as provost at Mesa State College, and as a faculty member and administrator at Northern State University. Gingerich holds three degrees in chemistry: a Ph.D. from Montana State University, a master’s degree from Cornell University, and a bachelor’s degree from Goshen College.

**Mary Kay Helling** serves as the associate provost at South Dakota State University (SDSU). From 1992 to 2003 she was department head of human development. She received her Ph.D. from Purdue University and both her B.S. and M.S. from South Dakota State University. Areas of research include parental beliefs and behaviors as related to child development; American Indian students’ experiences in school; and the scholarship of teaching and learning. She served as the coordinator of the most recent
SDSU self-study for reaccreditation through the Higher Learning Commission of the North Central Association of Colleges and Schools.

**Duane Hrncir** serves as the interim provost and vice president for academic affairs at South Dakota School of Mines and Technology. Prior to joining the School of Mines, he was dean of natural sciences and mathematics at Mesa State College and a member of the faculty and department head of chemistry at the University of Texas at Dallas. Hrncir received his B.S. in chemistry from the University of Alabama, a M.S. in chemistry from the University of Massachusetts at Amherst, and a Ph.D. in chemistry from Texas A&M University.

**Linda Johnsrud** has served as the University of Hawai‘i System’s chief academic officer since 2005. She collaborates with lead campus academic officers to set forth the overall academic vision, goals, and strategic plan for the University of Hawai‘i System. She also advises the president on matters relating to systemwide planning, policy development, and analysis and oversees institutional research and Hawai‘i P-20 initiatives. She was elected the 2006-07 president of the Association for the Study of Higher Education, an international association of scholars in the field of higher education. Author of more than 100 scholarly publications and refereed presentations, Johnsrud holds the rank of professor in the Department of Educational Administration in the College of Education at UH Manoa.

**Dennis Jones** is president of the National Center for Higher Education Management Systems (NCHEMS), a research and development center founded to improve the management effectiveness of colleges and universities. A member of the staff since 1969, Jones is widely recognized for his work in such areas as: state and institutional approaches to budgeting and resource allocation; strategic planning and decision making; educational needs assessment; formulation of state policy; and the development of educational indicators. He has written many monographs and articles on these topics; has presented his work at many regional, national, and international conferences; and has consulted with hundreds of institutions and state higher education agencies on management issues of all kinds. Prior to joining NCHEMS, Jones served as an administrator (in business and in institutional planning) at Rensselaer Polytechnic Institute. He received his graduate and undergraduate degree from that institution in the field of engineering management.

**Charles S. Lenth** is vice president for policy analysis and academic affairs with the State Higher Education Executive Officers (SHEEO) association, located in Boulder, CO. Working with SHEEO’s members (state coordinating and governing boards for higher education), he focuses on state-level academic planning and policy, access and affordability in postsecondary education, governance and coordination, as well as other state roles and policy needs. In addition to SHEEO, Lenth has held positions with the Minnesota Private College Council and Research Foundation, the Education Commission of the States, the Western Interstate Commission for Higher Education, the Illinois Board of Higher Education, and the Illinois Economic and Fiscal Commission. He holds a Ph.D. in political science from the University of Chicago.

**David Longanecker** has served as the president of the Western Interstate Commission for Higher Education (WICHE) in Boulder, CO, since 1999. WICHE is a regional compact between 15 Western states created to assure access and excellence in higher education through collaboration and resource sharing among the higher education systems of the West. Previously, Longanecker served for six years as the assistant secretary for postsecondary education at the U.S. Department of Education. Prior to that, he was the state higher education executive officer (SHEEO) in Colorado and Minnesota. He was also the principal analyst for higher education for the Congressional Budget Office. Longanecker has served on numerous boards and commissions. He has written extensively on a range of higher education issues. His primary interests in higher education are: expanding access to successful completion for students within all sectors of higher education; promoting student and institutional performance; assuring efficient and effective finance and financial aid strategies; and fostering effective use of educational technologies, all for the purpose of sustaining the United States’ strength in the world and increasing quality of life for all Americans, particularly those who have traditionally been left out in the past. He holds an Ed.D. from Stanford University, an M.A. in student personnel work from George Washington University, and a B.A. in sociology from Washington State University.

**Christine Mallon** serves as state university dean of Academic Program Planning for the California State University (CSU) System and is the Western Association of Schools and Colleges accreditation liaison officer for the CSU. She is a member of the University of California-California State University Joint Graduate Board, Chancellor’s General Education Advisory Committee, CSU Assessment Council, and Lower-Division Transfer Pattern Advisory Committee, among other groups dedicated to providing high-quality postsecondary education. Mallon facilitates the review and approval of new academic degree programs and the introduction of the University’s academic planning and budget models in the context of the state P-20 initiatives. She was elected the 2006-07 president of the Association for the Study of Higher Education, an international association of scholars in the field of higher education. She is a member of the University of California-California State University Joint Graduate Board, Chancellor’s General Education Advisory Committee, CSU Assessment Council, and Lower-Division Transfer Pattern Advisory Committee, among other groups dedicated to providing high-quality postsecondary education. Mallon facilitates the review and approval of new academic degree programs and the introduction of the University’s academic planning and budget models in the context of the state P-20 initiatives.
Academic Leadership: Charting the Future in a Sea of National and International Initiatives

programs; assists in the development and implementation of policy on general education and other curricular matters; and participates in the planning of graduate education and other programs that are responsive to workforce demand. Before coming to the Chancellor’s Office in 2000, Mallon taught at Cal Poly Pomona and the University of California, Irvine. She has also worked for the CSU Institute for Teaching and Learning and served as policy analyst for CSU Academic Affairs. Prior to joining Academic Program Planning as associate dean, she held the position of associate dean of Wilkinson College of Letters and Sciences at Chapman University. Her Ph.D., from the University of California, Irvine, is in comparative culture.

Holiday Hart McKiernan serves as senior vice president and general counsel for Lumina Foundation for Education. She is an acknowledged expert on legal, governance, and policy issues concerning nonprofit organizations and higher education institutions. McKiernan directs the foundation’s legal affairs and also leads Lumina’s exploration of the Bologna Process and the implications of that reform effort on American higher education. Before joining Lumina Foundation in 2003, McKiernan was executive director and counsel for Alpha Chi Omega. Before joining Alpha Chi Omega in 1991, she practiced at Baker & Daniels and Leagre & Barnes law firms, concentrating on nonprofit and tax-exempt organizations. She serves on the board of visitors for DePauw University, the board of trustees of the Catholic Community Foundation, and the advisory board for the Stetson University College of Law Center for Excellence in Higher Education Law and Policy.

Laurie Stenberg Nichols is the provost and vice president for academic affairs at South Dakota State University. Prior to this she served the institution for more than a decade as dean of the College of Family and Consumer Sciences. During 2008-09 Nichols was the interim president of Northern State University in South Dakota. She was recognized as an ACE fellow in 2006-07. She holds a B.S. in home economics education from South Dakota State University, M. Ed. in vocational and adult education from Colorado State University, and Ph.D. in family and consumer sciences education/family studies from Ohio State University.

Karen Nicodemus currently provides consulting services to several clients, focusing on educational policy and practice. She retired in July 2009 as president of Cochise College, a rural Arizona community college. In addition to CEO responsibilities, she participated on a number of statewide boards and initiatives, including the Arizona State Board of Education (K-12 policymaking board), Governor’s P20 Council, Arizona’s participation in the American Diploma Project, and Lumina-funded Making Opportunity Affordable initiative. Nicodemus received her B.A. in history from John F. Kennedy College in Nebraska and a master’s in health and physical education/sports administration and Ph.D. in education administration from the University of Nebraska-Lincoln.

Michael Reilly is the associate director at Council of Presidents in Olympia, WA. He has 20 years of higher education admissions and enrollment management experience in the Pacific Northwest. He worked in admissions at Washington State University and Seattle University before becoming admissions director at Central Washington University in 1999. He has since served as associate vice president for enrollment management at both Central Washington University and Humboldt State University. As assistant director at the Council of Presidents, he represents Washington’s public universities in public policy development and other collaborative efforts with state agencies and the legislature. He has been a frequent presenter at American Association of Collegiate Registrars and Admissions Officers national conferences and currently serves on the College Board’s Advanced Placement Higher Education Advisory Committee.

William Roggenthen is the co–principal investigator for the Deep Underground Science and Engineering Laboratory (DUSEL) and a professor at the South Dakota School of Mines and Technology. The DUSEL Project involves the conversion of a former gold mine in the northern Black Hills of South Dakota into a multidisciplinary underground laboratory that will host physics, geoscience, microbiology, and engineering experiments. Roggenthen received a B.S. in geological engineering from the South Dakota School of Mines and Technology, an M.S. in geology from the University of Colorado, and a Ph.D. in geology and geophysics from Princeton University.

Phyllis (Teddi) Safman is the assistant commissioner for academic affairs, Utah Board of Regents. Her responsibilities include general education assessment; statewide transfer and articulation; No Child Left Behind; teacher education; and working with Utah’s K-16 Alliance to improve high school to college articulation. In addition, she is the system representative for Lumina’s Tuning Process and for the LEAP Initiative developed by the Associate of American Colleges and Universities. Safman received a Ph.D. in continuing education from the University of Illinois and held national, regional, and statewide leadership positions while serving as associate dean of continuing education, University of Utah. She joined the commissioner’s
Jane C. Sherman is the vice provost for academic policy and evaluation at Washington State University, where she directs institutional planning for internal and external accountability, assessment, and accreditation initiatives, as well as overseeing several academic program areas. 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.

Karen U. Sprague is a molecular biologist specializing in the regulation of gene expression. She earned a B.A. in biology from Bryn Mawr College and her Ph.D. in biochemistry at Yale University. After postdoctoral research, Sprague joined the faculty in the Institute of Molecular Biology and the Biology Department at the University of Oregon. She taught biochemistry and genetics, headed a research lab and served on scientific review panels for the Damon Runyon-Walter Winchell Cancer Fund, the American Heart Association, and the National Institutes of Health. Sprague was appointed leader of the Task Force on Undergraduate Education at the University of Oregon and later was selected as vice provost for Undergraduate Studies, where she oversees new student orientation, academic advising, first year programs, disability services and the Teaching and Learning Center for the University of Oregon. In addition, she is the OUS Chancellor’s deputy for educational alignment among public universities, community colleges and the K-12 system. She is also a member of the Western Region Scholarship Selection Committee for the Marshall Commission of the British Commonwealth.

Paul Thayer has worked on access and retention issues at Colorado State University since 1975. Currently serving as associate vice president for student affairs and special advisor to the provost for retention, he has worked previously as director of undergraduate student retention, executive director of the Center for Advising and Student Achievement, and director of the Center for Educational Access and Outreach. He is a member of the governor’s statewide P-20 Education Council. Thayer received his B.A. in history from Williams College and an M.P.A. and Ph.D. in public administration from the University of Colorado at Denver.

Jack Warner is the executive director and chief executive officer of the South Dakota Board of Regents. Prior to this position, Warner served as commissioner of the Rhode Island Board of Governors for Higher Education and also served in the Massachusetts public higher education system, including a term as vice chancellor of the Massachusetts Board of Higher Education. He is a past president of the National Association of Student Personnel Administrators. He holds a doctor of education in educational administration from Boston College, a master of education from Springfield College and a B.A. from the University of Vermont.

Robert A. Wharton is the 18th president of the South Dakota School of Mines and Technology. He has refocused the School of Mines through four strategic foci: optimizing enrollment; securing resources; growing graduate programs and the research enterprise; and continuously improving quality. Championing the university’s leadership role in the Deep Underground Science and Engineering Laboratory in Lead, SD, Wharton has seen research funding soar to nearly $21 million per year, the highest amount in the history of the university and more than double the previous year’s total. Prior to joining the School of Mines, Wharton served as provost and vice president for academic affairs at Idaho State University (ISU). He also served as the chief research officer at ISU, a member of the federal government’s Senior Executive Service, and the executive officer for the National Science Foundation’s Office of Polar Programs. Wharton has been a visiting senior scientist at NASA Headquarters in Washington, D.C., an executive vice president for the Institute of Management Studies in Reno, and a vice president for research and research professor at the Desert Research Institute in Nevada. Wharton received his Ph.D. from Virginia Polytechnic Institute and State University and his B.A. and M.A. from Humboldt State University.
**WALF Executive Committee**

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<th>State</th>
<th>Name</th>
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<tr>
<td>ALASKA</td>
<td>Michael Driscoll</td>
<td>University of Alaska – Anchorage</td>
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<td>IDAHO</td>
<td>Sona Andrews</td>
<td>Boise State University</td>
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<td>OREGON</td>
<td>John Miller</td>
<td>Pacific University</td>
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<td>ARIZONA</td>
<td>Stephanie Jacobson</td>
<td>Arizona Board of Regents</td>
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<td>MONTANA</td>
<td>Royce Engstrom</td>
<td>The University of Montana</td>
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<td>SOUTH DAKOTA</td>
<td>Sam Gingerich, WALF Chair</td>
<td>South Dakota Board of Regents</td>
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<td>CALIFORNIA</td>
<td>Jeri Echevarria</td>
<td>California State University</td>
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<td>NEVADA</td>
<td>Bill Cathey</td>
<td>University of Nevada, Reno</td>
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<td>UTAH</td>
<td>Patricia (Teddi) Safman</td>
<td>Utah State Board of Regents</td>
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<tr>
<td>COLORADO</td>
<td>Alan Lamborn, WALF Vice Chair</td>
<td>Colorado State University</td>
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<td>NEW MEXICO</td>
<td>Jay Jordan</td>
<td>New Mexico State University</td>
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<td>WASHINGTON</td>
<td>Jane Sherman</td>
<td>Washington State University</td>
</tr>
<tr>
<td>HAWAII</td>
<td>Linda Johnsrud</td>
<td>University of Hawaii System</td>
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<tr>
<td>NORTH DAKOTA</td>
<td>Michel Hillman</td>
<td>North Dakota University System</td>
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<tr>
<td>WYOMING</td>
<td>Myron B. Allen</td>
<td>University of Wyoming</td>
</tr>
</tbody>
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For further information, please contact:
Patricia (Pat) Shea, director, Western Academic Leadership Forum
303.541.0302 pshea@wiche.edu www.wiche.edu/walf
Western Interstate Commission for Higher Education
3035 Center Green Drive, Suite 200 • Boulder, Colorado 80301