Academic Leadership in the West: Harnessing the Power of Disruptive Innovation
Message from the Chair

Educational leaders are confronting increasingly complex issues: demands for increased productivity, decreased resources, greater scrutiny and accountability by the public and policy makers, globalization and the economic impact of education. This year’s annual meeting, “Academic Leadership in the West: Harnessing the Power of Disruptive Innovation” brings together higher education colleagues and experts to actively discuss the challenges they are facing and to consider new and successful approaches to addressing them in a rapidly changing environment.

The meeting itself has some innovations. First, we are introducing a book discussion. Henry J. Eyring, author of our inaugural book selection, *The Innovative University: Changing the DNA of Higher Education from the Inside Out*, will be on hand to discuss his book. Second, for the first time, the Forum has invited members of our new sister organization, the Western Alliance of Community College Academic Leaders, to participate in the first two days of the meeting. Their participation should greatly enrich our discussions.

The Forum conference is open to members and non-members alike. If you are not a member, I encourage you to join this forward thinking organization! And as the conference unfolds, I hope all of you will join me in thanking our sponsors – TIAA-CREF and Pearson – whose generous support enables us to provide a richer program at a more affordable cost.

Welcome to Arizona and the Forum’s Annual Meeting!

Stephanie Jacobson, Forum chair
Associate Vice President for Academic and Student Affairs, Arizona Board of Regents

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**FINAL PROGRAM** *(download meeting materials at: [http://www.wiche.edu/forum/meetings/annual2012/materials](http://www.wiche.edu/forum/meetings/annual2012/materials))*

**Wednesday, April 18**

*Hyatt Regency Phoenix*

1:00 – 5:00 pm  
**Registration**  
*Atrium*  
*(2nd floor near escalator)*

1:30 – 4:30 pm  
**Executive Committee Meeting** (members only)  
*Borein Room*

5:30 – 6:30 pm  
**Welcome to Arizona and the Forum’s Annual Meeting**  
*Phoenix Ballroom*  
Stephanie Jacobson, Forum chair, *Arizona Board of Regents*

**The New American University: Facing the Future Now**

In the wake of the recent global economic crisis and an ongoing need in the U.S. for a better educated work force, colleges and universities need a new set of assumptions that encourage institutions to innovate and differentiate and become useful to their local communities, while seeking solutions to global challenges. According to *Newsweek* magazine (August 2008), Arizona State University is “one of the most radical redesigns in higher learning.” Michael Crow, president of Arizona State University, will describe his vision for and the implementation of the New American University to address these very real challenges.

**Speaker:**  
Michael Crow, *Arizona State University*

6:30 – 8:30 pm  
**Reception and Dinner – sponsored by TIAA-CREF***

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**Thursday, April 19**

*Hyatt Regency Phoenix and The Cronkite Building*

7:00 am  
**Registration**  
*Ellis Foyer*
7:30 – 8:45 am
Ellis Room
Continental Breakfast and Briefing: Common Core State Standards – Update on Higher Education’s Role
A spokesperson for each of the two systems that are being designed to assess student progress and success with the Common Core State Standards will update us on the progress made since our last meeting. Among other topics, they will describe the role that higher education has played in their activities during the past year, discuss how cut scores will be set, including whether or how cut scores might be moved over time, and describe the hoped for relationship between cut scores and college-readiness.
Moderator:
Jane Sherman, Washington State University
Speakers:
Allison Jones, Partnership for Assessment of Readiness for College and Careers
Cheryl Blanco, SMARTER Balanced Assessment Consortium

8:45 – 9:00 am
Ellis Room
Welcome and Meeting Overview
Stephanie Jacobson, Forum chair, Arizona Board of Regents

9:00 – 10:15 am
Hitting the Trifecta via Shared Governance: Increasing College Completion, Enhancing Learning and Strengthening Academic Integrity
Faculty frequently views the credentialing and completion agendas as a threat to learning and academic integrity. The work of the Education Trust on closing achievement gaps suggests that there are ways to create transformational change in student success rates while simultaneously strengthening shared governance, learning, and academic integrity.
Moderator:
Alan Lamborn, Colorado State University
Speaker:
José Cruz, The Education Trust

10:15 – 10:30 am
Break

10:30 – 11:45 am
Nurturing an Exchange of Views for Identifying and Achieving Shared, Quality Outcomes
Over the last 20 years, there’s been an explosion in research on cognitive development and learning. More recently, policymakers and analysts have been exploring the possibility of establishing a shared understanding of the learning experiences and outcomes that should define different degrees. If we were to more explicitly connect the conversations of faculty, policymakers and researchers, could we be more productive?
Moderator:
Michael Driscoll, University of Alaska Anchorage
Speakers:
Norman Jones, Utah State University
Norma Ming, Nexus Research Center
David Paris, New Leadership Alliance for Learning and Accountability
Michael Tanner, Association of Public and Land-Grant Universities

Noon – 1:15 pm
Curtis Room
Lunch: Federal Decisions: Implications for States and Institutions
The federal government plays a bigger role on every college and university campus than it did a few short years ago. The shape of the federal presence is likely to change, once again, as a result of the next reauthorization of the Higher Education Act – scheduled to start in 2013. This session will review the recent changes in higher education that are likely to drive the pending reauthorization and discuss some of the most prominent policy issues likely to attract the attention of federal policymakers.
Moderator:
Ephraim Smith, California State University System
Speaker:
Terry Hartle, American Council on Education
1:15 – 1:30 pm  
Break

1:30 – 2:45 pm  
What Constitutes a Quality Degree & Its Purpose: A Look at the External and Internal Forces  
There is an increasing interest in college completion and what students should know when they graduate. Many universities, foundations, states and the federal government are establishing targets, performance measures, and regulations in an effort to ensure the credentials students receive are high quality and meet defined purposes. Panelists will present initiatives their organizations are promoting that will require institutional considerations and possible change. Audience dialogue on the opportunities and challenges these initiatives create in strengthening academic integrity will follow.

Moderator:  
Sona Karentz Andrews, Oregon University System

Speakers:  
Paul Gaston, Kent State University
Dominique Raymond, Complete College America
Rosemarie Nassif, U.S. Department of Education
Paul Thayer, Colorado State University

2:45 – 3:00 pm  
Break

3:00 – 3:15 pm  
Walk to the Cronkite Building: 555 N. Central Ave – meet at south hotel door for departure

3:15 – 4:30 pm  
Changing the DNA of Higher Education - A Conversation with Henry Eyring  
Harvard Business School Professor Clayton M. Christensen is the leading proponent of the idea of disruption as a driver of change. Disruptive innovation is a description of the history of industries that have been transformed by successive ceding of low or new market segments to alternatives to traditional firms. The latest application of the concept of disruptive innovation to education is The Innovative University Changing the DNA of Higher Education from the Inside Out, co-authored by Professor Christensen and Henry J. Eyring, former Director of the MBA program at Brigham Young University and currently the Advancement Vice President at Brigham Young University-Idaho.

Moderator:  
Paul LeBel, University of North Dakota

Speaker:  
Henry J. Eyring, Brigham Young University-Idaho

4:30 – 5:45 pm  
Tour: Walter Cronkite School of Journalism & Mass Communication

5:45 pm  
Return to hotel

6:00 – 7:00 pm  
What’s on Your Mind? Dialoguing with David  
Pondering some of the ideas you’ve heard at the meeting? Concerned about new issues arising in higher education at the national or state level? Stop by this open house to let David Longanecker, WICHE president, and your colleagues know what’s on your mind.

Dinner on your own

Friday, April 20  
Hyatt Regency Phoenix

7:30 – 9:15 am  
Hot Breakfast and Forum Annual Business Meeting  
All are welcome to attend but only Forum members may vote.

9:15 – 9:30 am  
Break

9:30 – 10:30 am  
The New Normal: Doing More With Less  
The economic downturn has played havoc with higher education budgets. Most are grappling with how to do much more with a lot less. Have all the good times rolled on by? What’s the outlook for higher education in the future? What are some of the new financial models and strategies that institutions will use to thrive?

Moderator:  
Sylvia Moore, Montana University System

Speaker:  
John Curry, Huron Consulting Group
10:30 – 11:30 am

**Leading Faculty and Students to Real Improvements in Student Success**

Research seems to show that student retention and completion vary widely even among apparently similar colleges and universities. This session will highlight key innovations that some institutions have embedded into the fabric of the university to change the faculty and student culture and result in more students achieving their learning goals.

**Moderator:**
Wendy Wilkins, New Mexico State University

**Speaker:**
Diana Natalicio, University of Texas El Paso

11:30 – Noon

**Meeting Wrap Up & Adjournment**
Stephanie Jacobson, Forum Chair

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**Emergency contacts during meeting:** Laura Ewing 303.589.3369
Kay Hulstrom 303.548.8274

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**Thank You!**

Sincere appreciation goes to our sponsors for the 2012 Forum Annual Meeting!

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**Speaker Biographies**

**Sona Karentz Andrews**, vice chancellor for academic strategies for the Oregon University System, is charged with fostering and encouraging cross-system alignment of planning efforts, providing analytical support to ensure informed board and executive-level decision-making, and promoting accountability by monitoring and communicating outcomes of Oregon University System strategic initiatives. Andrews earned her undergraduate degree from Worcester State College in Massachusetts and her Master’s and Ph.D. from Arizona State University. On July 1, 2012, she will become provost of Portland State University. She has held faculty positions at the University of Minnesota-Twin Cities, University of Wisconsin-Milwaukee, and Boise State University. From 1995-2004 she held various leadership positions in the Provost Office at the University of Wisconsin-Milwaukee. In 2000-01 she served as an American Council on Education Fellow. In 2004 she was appointed provost and vice president for academic affairs at Boise State University and held that position until moving to the Oregon University System in 2010.

**Cheryl Blanco**, vice president for Special Projects at the Southern Regional Education Board (SREB), oversees special policy initiatives on college readiness and college completions, with emphasis on connections between postsecondary and K-12 education. Previously, Blanco was vice president for National College Access Programs and Executive Director of the Pathways to College Network at TERI and held senior positions at the Western Interstate Commission for Higher Education (WICHE) and the Florida Postsecondary Education Planning Commission. Blanco was a tenured associate professor in the University of Puerto Rico system. She earned a Ph.D. in higher education from Florida State University.

**Michael M. Crow** became the 16th president of Arizona State University on July 1, 2002. He is guiding the transformation of ASU into one of the nation’s leading public metropolitan research universities; one that is directly engaged in the economic, social, and cultural vitality of its region. Under his direction the university pursues teaching research and creative excellence focused on the major challenges and questions of our time as well as those central to the building of a sustainable environment and economy for Arizona. He has committed the university to global engagement and to setting a new standard for public service. Prior to joining ASU he was executive vice provost of Columbia University where he also was professor of science and technology policy in the School of International and Public Affairs. As chief strategist of Columbia’s research enterprise, he led technology and innovation transfer operations establishing Columbia Innovation Enterprises (now Science and Technology Ventures), the Strategic Initiative Program, and the Columbia Digital Media Initiative, as well as advancing interdisciplinary program development.

**José Cruz** is the vice president for higher education policy and practice at The Education Trust. He is the former vice president for student affairs of the University of Puerto Rico System (UPR), where he oversaw admissions, financial aid, and student-life programs. He also served as UPR’s executive director for strategic planning and cofounded Puerto Rico’s K-16 Council. He previously served as professor and chair of the Electrical and Computer Engineering Department and as dean of academic affairs of the UPR Mayagüez campus, where he led several research projects with significant K-12 STEM student outreach and teacher training components. He earned a doctorate in
John Curry is the managing director of the Huron Consulting Group which provides colleges and universities financial management and strategy solutions. Prior to joining Huron, Curry was the executive vice president at Massachusetts Institute of Technology (MIT). He also held the following positions: vice president for business and finance at California Institute of Technology, administrative vice chancellor and chief financial officer at University of California, Los Angeles; vice president for budget and planning at University of Southern California; intern in management at Stanford University; instructor in mathematics at Chatham College; and lecturer in mathematics at Carnegie-Mellon University. Curry received his M.A. in mathematics from West Virginia University.

Michael A. Driscoll is the provost and executive vice chancellor of the University of Alaska Anchorage. Previously he was provost and executive vice chancellor for academic affairs at UAA. On July 1, 2012, he will become president of Indiana University of Pennsylvania. Driscoll was at Portland State University from 1988 until 2006, initially as a faculty member in the Department of Electrical and Computer Engineering, then as associate dean for academic affairs in the Maseeh College of Engineering and Computer Science, and finally as executive dean of PSU's Maseeh College. He earned his 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 since 2006.

Henry Eyring is currently the advancement vice president at Brigham Young University–Idaho, a strategic advisor to Peterson Partners, a director of SkyWest Airlines, and co-author of the book The Innovative University: Changing the DNA of Higher Education from the Inside Out. He has served as president of the Japan Tokyo North Mission for The Church of Jesus Christ of Latter-day Saints from 2003-2006. From 1989 to 1998 Eyring worked for Monitor Company, a global management consulting firm in Cambridge, Massachusetts. From 1998-2002 he was director of the BYU M.B.A. program. He earned a Bachelor of Science in Geology from Brigham Young University in 1985 and subsequently continued at BYU, receiving M.B.A. and J.D. degrees.

Paul L. Gaston, an author of Lumina Foundation’s Degree Qualifications Profile, serves Kent State University as Trustees Professor. This appointment recognizes both his service as provost from 1999 to 2007 and his commitment to interdisciplinary research in higher education reform, public policy, and the humanities. The author of five books, including The Challenge of Bologna (2010), and more than 50 scholarly articles, Gaston speaks frequently on the Degree Profile, on liberal education, and on European higher education reform. He received his B.A. in English from Southeastern Louisiana University and the M.A. and Ph.D. in English from the University of Virginia.

Terry W. Hartle directs the American Council on Education’s comprehensive effort to engage federal policymakers on a broad range of issues, including student aid, scientific research, government regulation, and tax policy. Prior to joining the council in 1993, Hartle served as education staff director for the Senate Committee on Labor and Human Resources; as director of social policy studies and resident fellow at the American Enterprise Institute; and as a research scientist at the Educational Testing Service. Hartle received a doctorate in public policy from The George Washington University, a master’s in public administration from Syracuse University, and a bachelor’s degree in history from Hiram College. He was awarded an honorary doctor of laws degree by Northeastern University.

Stephanie Jacobson serves as the associate vice president for academic and student affairs with the Arizona Board of Regents. Jacobson works closely with the board’s Academic Affairs Committee and is board liaison to the university provosts and to several statewide committees charged with managing the state’s transfer articulation system. She previously spent 13 years at Arizona State University as the associate director of the division of undergraduate academic services (now University College), and as the assistant director for student services in the College of Education. Jacobson has also held positions at the University of Colorado Health Sciences Center, the University of Montana, and Boston University.

Allison Jones is currently the vice president for postsecondary collaboration with Achieve. In that role, Jones is responsible for advancing Achieve’s college-and career-ready mission through work with the postsecondary community, including leading the higher education engagement strategy for the Partnership for the Assessment of Readiness for College and Careers (PARCC) consortium. Prior to joining Achieve, Jones was with California State University (CSU) for 25 years, 23 of which were with the Office of the Chancellor. He was responsible for leading the CSU’s Early Assessment Program (EAP), the largest effort in the nation to use a college readiness test in high school, enabling students to place into credit bearing courses based on their high school performance. In addition to providing a clear signal to students of their readiness for college level coursework, EAP also led to specialized curricula and supports to help students get ready for college during their senior year of high school. The program has recently been expanded to the California Community College System and has become a national model for higher education and K-12 collaboration. A similar system is envisioned in PARCC.

Norman Jones is director of general education and professor and head of the department of history at Utah State University. He is the chair of the Utah Regents’ General Education Task Force. He is a leader in Utah’s efforts to improve general education, assessment, transfer and articulation through faculty interaction. He is deeply involved in “Tuning USA” and consults nationally and internationally on faculty-led curricular reform. He is a noted historian of Tudor England. Jones attended the College of Southern Idaho before taking his B.A. at Idaho State University. He did his M.A. at the University of Colorado, Boulder, and Ph.D. in History at Cambridge University.

Alan Lamborn has been at Colorado State University (CSU) since 1984. As vice provost for undergraduate affairs, he is responsible for matters related to the curriculum, statewide transferability issues, and other areas that contribute to the quality of the undergraduate educational experience. A professor of political science who specializes in world politics, Lamborn received his B.A. from Oberlin College and his M.A. and Ph.D. from the University of Michigan. Prior to becoming vice provost in 2005,
he was elected faculty representative to the governing board of the CSU System and served as an associate dean of the College of Liberal Arts.

Paul LeBel is provost and vice president for academic affairs at the University of North Dakota. Before becoming provost, LeBel served as dean of the UND school of law for 5 years. His 35-year career in legal education has included service as dean of the Florida State University college of law, as well as faculty appointments at the University of Alabama, the College of William and Mary, and Florida State. His academic specialty is the law of injury compensation, with an additional focus on the intersection of law and literature. LeBel received his B.A. from George Washington University in American literature and his J.D. from the University of Florida.

David A. Longanecker is the president of the Western Interstate Commission for Higher Education in Boulder, Colorado. Previously he served for six years as the assistant secretary for postsecondary education at the U.S. Department of Education, developing and implementing national policy and programs. 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 and has written extensively on a range of higher education issues. His primary interests in higher education are: access and equity; promoting student and institutional performance; finance; the efficient use of educational technologies; and internationalizing American higher education. He holds an Ed.D. from Stanford University, an M.A. from the George Washington University, and a B.A. from Washington State University.

Norma Ming is a senior research scientist and director of the Institute of Teaching and Learning at Nexus, where she conducts research on learning and instruction at proprietary and traditional institutions of higher education. Previously, she was a lecturer in education in math, science, and technology at U.C. Berkeley’s Graduate School of Education, where she is now a visiting scholar. She earned a B.A. with honors in chemistry at Harvard University and a Ph.D. in cognitive psychology in the Program for Interdisciplinary Educational Research at Carnegie Mellon University.

Sylvia Moore has been deputy commissioner for academic, research, and student affairs in the Montana University System since 2008. Previously, she was an associate dean and director of the WWAMI Medical Education Program and the Area Health Education Center and was a professor in Family Medicine (nutrition). She is a registered dietitian and holds a Ph.D. in education, a Masters in adult education, and a Bachelor of Science in dietetics.

Rosemarie T. Nassif is the special advisor to the assistant secretary at the U.S. Department of Education where she serves to advance a wide range of issues involving reform, improvement and innovation in higher education. Previously she served as the president of Holy Names University and president of the College of Notre Dame of Maryland. She engaged more directly with the corporate community as a member of the board of directors of Provident Bank of Maryland until 2001 and presently as director on the boards of Fremont Bank and Payden & Rygel Mutual Fund. She earned a Ph.D. in physical chemistry at Catholic University supported by a National Defense Education Fellowship.

Diana Natalicio was named president of The University of Texas at El Paso in 1988. She has served as member and vice chair of the National Science Board, on the boards of the U.S.-Mexico Foundation for Science, the Sandia Corporation and Internet2. Her current appointments include the boards of the Rockefeller Foundation, the Association of Public and Land Grant Universities, the National Action Council for Minorities in Engineering, the American Council on Education, and Trinity Industries. Natalicio is the recipient of the Harold W. McGraw, Jr. Prize in Education, was inducted into the Texas Women’s Hall of Fame and was honored with the Distinguished Alumnus Award at The University of Texas at Austin. She is the recipient of honorary doctoral degrees from Georgetown University, Smith College and the Universidad Autonoma de Nuevo Leon. A graduate of St. Louis University, Natalicio earned a master’s degree in Portuguese and a doctorate in linguistics from The University of Texas at Austin.

David C. Paris has been executive director of the New Leadership Alliance for Student Learning and Accountability since its founding in 2009. The Alliance aims to improve student learning through voluntary and cooperative professional efforts to significantly improve assessment of, and accountability for, student learning outcomes. Paris has also served in a number of administrative and leadership roles, including as vice president for academic affairs at Hamilton College, a senior fellow at AAC&U and senior advisor at CIC. Paris received his B.A. in Government at Hamilton College and Ph.D. in political science from Syracuse University.

Dominique (Domy) Raymond is the director of Alliance State Relations at Complete College America. She leads Complete College America’s outreach, advocacy and communications, serving as a primary point of contact for state leadership teams. Across her career, she has developed expertise in implementing access and success education policy initiatives that increase academic achievement, particularly among underserved students. Raymond has served as a special assistant to the secretary at the Pennsylvania Department of Education, State Outreach Coordinator for Achieve, Inc., and higher education policy analyst in the Office of Planning and Academic Affairs with the Maryland Higher Education Commission. She has also held positions as an academic advisor at the University of Maryland College Park (UMCP) and the University of the District of Columbia. A native of Chicago, Domy earned a bachelor’s degree at Northwestern University and has completed graduate level coursework in Education Policy and Leadership Studies at UMCP.

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, accreditation, and assessment activities, as well as several other areas of academic policy and planning, including transfer policy. 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 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.
education from Idaho State University. Sherman is currently on leave from WSU to serve as the interim executive director of the state’s Council of Presidents.

Ephraim P. Smith is executive vice chancellor and chief academic officer for the California State University System. He served as vice president of academic affairs at California State Fullerton from 1998 to 2010. Smith serves on the President’s Administrative Board, Council of Deans and University Planning Committee. Prior to his vice presidential appointment, Smith was dean of the School of Business and Economics, and was dean of the James J. Nance College of Business Administration at Cleveland State University from 1975 to 1990. He was also a faculty member and chair of the department of accounting at the University of Rhode Island, as well as dean of the school of business at Shippensburg State College. Smith is the author of six books on federal taxation, capital gains and management. He serves on the board of commissioners of the Fullerton Arboretum Commission, University Advancement Foundation board of directors and the advisory board of the Society for Advancement of Management’s Advanced Management Journal. Smith also serves on the CSU System Budget Advisory Committee.

R. Michael Tanner joined the Association of Public and Land-grant Universities as vice president and chief academic officer in January 2011. He has responsibilities for all academic issues, including intellectual property policy, assessment, and accountability, and heads APLU’s initiative in cognitive coursewares design to improve learning in gateway college courses. Previously, he was provost at the University of Illinois at Chicago and executive vice chancellor at University of California Santa Cruz. He holds B.S., M.S., and Ph.D degrees in electrical engineering from Stanford University, and he is an expert on systems that correct errors in digital messages and a Fellow of the IEEE.

Paul Thayer has worked on access and retention issues at Colorado State University since 1979, and currently serves as associate vice president for Student Affairs and special advisor to the provost for retention. He 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 has served as 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.

Wendy K. Wilkins became executive vice president and provost at New Mexico State University in July 2010. Previously, she was provost and vice president for academic affairs at the University of North Texas; at Michigan State University as dean of the College of Arts and Letters; and at Arizona State University as associate dean for academic personnel in the College of Liberal Arts and Sciences. Wilkins earned a Ph.D. in linguistics from the University of California at Los Angeles. Her primary research training was in syntactic theory; more recently she has worked on the evolutionary neurobiology of language and comparative linguistic and musical cognition. As a faculty member, Wilkins has held positions at academic and research institutions in both the United States and Mexico. In 2009 she was elected to the Executive Committee of the Council on Academic Affairs of the Association of Public and Land Grant Universities (APLU).