Academic Leaders on the Race Track: Taking Advantage of the Turns

Annual Meeting Program
Hyatt Regency Mission Bay Spa and Marina
San Diego, CA • April 24-26, 2013
Message from the Chair

We welcome you to beautiful San Diego – one of the most desired travel destinations in the nation – where winding pedestrian routes and bicycles paths are not only plentiful, but popular. Fittingly, this year’s annual meeting, “Academic Leaders on the Race Track: Taking Advantage of the Turns” brings together higher education colleagues and experts to actively discuss the winding trends and challenges facing higher education today.

Considering new and successful pathways in this constantly changing landscape, leaders of California’s public systems of higher education, California State University Chancellor Timothy White and California Community Colleges Chancellor Brice Harris will serve as featured guides. Two books, Steve Sample’s *The Contrarian’s Guide to Leadership* and Thomas Friedman’s *That Used to Be Us*, will also inform and challenge our thinking.

As educational leaders we increasingly face encircling issues: demands for increased productivity, decreased resources, greater scrutiny and accountability by the public and policy makers, globalization and the economic impact of education. With plenty of opportunity for collaboration, this year’s conference discussions are certain to enrich our everyday journeys.

Warm regards,

Ephraim Smith, Forum Chair
Executive Vice Chancellor & Chief Academic Officer, California State University System

About the Forum

The Western Academic Leadership Forum, founded by the Western Interstate Commission for Higher Education (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, as well as engage in planning and developing innovative regional initiatives addressing common concerns. Through the Forum, you will find colleagues eager to share the lessons they’ve learned from tackling challenges like the ones you’re facing and others with special expertise who will lend you expert advice and assistance. Together, we will help build a stronger future for higher education in the West.

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SCHEDULE AT A GLANCE

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

Wednesday, April 24 – Pre-meeting Activities
Hyatt Regency Mission Bay Spa and Marina
1:30 – 4:30 pm Executive Committee Meeting
6:00 – 8:30 pm Reception and Dinner
Keynote: The College Completion Imperative: Higher Education in 2025

Thursday, April 25
8:00 – 8:45 am Breakfast
8:45 – 9:00 am Welcome and Meeting Overview
9:00 – 10:00 am The Online Revolution: Education for Everyone
10:00 – 10:15 am Break
10:15 – 11:45 am Thinking beyond the Credit Hour: A Conversation with Change Agents
11:45 – Noon Break
Noon – 1:15 pm Academic Leaders Toolkit Awards Luncheon and Point:Counterpoint
1:15 – 1:30 pm Break
1:30 – 2:45 pm Role of Assessment in Assuring Academic Quality
2:45 – 3:00 pm Break
3:00 – 4:30 pm Successful Leadership: Knowing How to Take the Turns
5:00 pm Dinner on your own

Friday, April 26
8:00 – 9:15 am Breakfast and Forum Membership Meeting
9:15 – 9:30 am Break
9:30 – 10:15 am Federal Update: What’s Ahead for States and Higher Education Institutions
10:15 – 10:30 am Break
10:30 – 11:30 am A CEO’s Perspective: Building a More Successful Pipeline
11:30 – 12:00 pm Meeting Wrap Up & Adjournment
Program Sessions and Speakers

Wednesday, April 24

Pre-Meeting Activities
Hyatt Regency Mission Bay Spa and Marina

12:00 - 4:00 pm
Registration
_Cabrio (next to Palm 1)_

1:00 - 4:30 pm
Executive Committee Meeting (*executive committee members only*)
_Palm 1_

6:00 - 8:30 pm
Reception and Dinner
_Keynote – The College Completion Imperative: Higher Education in 2025_
_Luminas big goal is to increase the proportion of Americans with high quality degrees and credentials to 60 percent by the year 2025. By doing so, Luminas says we will ensure the vitality of our economy and democracy. Our nation can expect significant increases in volunteerism, voting, philanthropic giving and education levels for future generations as well as significant reductions in crime rates, poverty and health care costs. Meeting the Goal is necessary to remain globally competitive. What will it take to meet this goal? What will our future students expect? How will new technologies and delivery impact our operations? How can we as academic leaders help to win this race?_

_Introducer:_
Ephraim Smith, _California State University System_

_Speaker:_
Jim Applegate, _Lumina Foundation_

Thursday, April 25

7:45 - 4:30 pm
Registration
_Near Palm Ballroom_

8:00 - 8:45 am
Breakfast
_Palm Court_

8:45 - 9:00 am
Welcome and Meeting Overview
_Palm Ballroom_

9:00 - 10:00 am
The Online Revolution: Education for Everyone
_We are at the cusp of a major transformation in higher education: the use of scalable online technology to offer a top-quality education, free to everyone. These courses provide a real course experience, with meaningful feedback, and rich peer-to-peer interaction. We now offer over 300 courses across the range of disciplines - humanities, science, math, music, medicine, and more. These courses are being used both to support an improved learning experience for our on-campus students, via blended learning, and to provide unprecedented access to education to millions of students around the world (3 million students and counting). (Joint work with Andrew Ng)_

_Introducer:_
Richard Caulfield, _University of Alaska Southeast_

_Speaker:_
Daphne Koller, _Stanford University_
10:00 - 10:15 am  Break

10:15 - 11:45 am  Thinking beyond the Credit Hour: A Conversation with Change Agents
The metric of the credit hour was introduced to higher education in the late 19th century as a way to document faculty workload and institutional productivity. It evolved into a metric for measuring student progress along a curricular pathway, but does it tell us what a student really knows? Find out what these change agents think about 21st century needs, how they are working to move beyond the credit hour, and the implications of doing so.

Moderator:
Sona Andrews, Portland State University

Speakers:
Jon Bellum, Colorado State University Global Campus
Mike Hillman, Interstate Passport Initiative
Sally Johnstone, Western Governors University
Ellen Junn, San Jose State University
Lynn Priddy, The Higher Learning Commission

11:45 - Noon  Break

Noon - 1:15 pm  Academic Leaders Toolkit Awards Luncheon
Join us for lunch in celebration of the winner of the 2013 Tool of the Year Award!

Point-Counterpoint: Contrarian Leadership Relevance in America’s Decline
This lively discussion will feature contrasting viewpoints on leadership based on the two books recommended for advance reading for this meeting: The Contrarian’s Guide to Leadership by Dr. Steve Sample, and That Used to be Us by Tom Friedman. How do some of the challenges Friedman sees in American society connect to higher education? Is Sample’s advice still relevant for today’s higher education leaders and can it be used to turn things around?

Moderator:
Marten den Boer, California State Polytechnic University, Pomona

Panelists:
José Cruz, California State University, Fullerton
Andrew Rogerson, Sonoma State University
Sue Rosser, San Francisco State University
Laura Woodworth-Ney, Idaho State University

1:15 - 1:30 pm  Break

1:30 - 2:45 pm  Role of Assessment in Assuring Academic Quality
Historically, institutions have certified the quality of graduates because local faculty designed, delivered, and evaluated the performance of students each of the courses required for the degree. Today, institutions are frequently asked to award students degrees that include credits collected from a range of institutions over the years – and even credits awarded on the basis of demonstrated competencies or from third-party sources. This session will provide opportunities to consider frameworks that can be used to assure the quality of every degree awarded in this challenging world.

Introducer:
Sam Gingerich, South Dakota Board of Regents

Speaker:
Peter Ewell, NCHEMS
Successful Leadership: Knowing How to Take the Turns

In Friedman’s book he talks about opportunities to take the lead often lying in the way one takes the turns. What are some of the “turns” in higher education policy and funding that these leaders have successfully navigated in recent times? What “turns” do they expect to face in the near future? What are some of the navigational secrets of their success so far?

Moderator:
David Longanecker, WICHE

Speakers:
Timothy White, Chancellor, California State University System
Brice Harris, Chancellor, California Community College System

5:00 pm  Dinner on your own

Friday, April 26

8:00 - 9:15 am  Breakfast and Forum Membership Meeting
Palm Ballroom

9:15 - 9:30 am  Break

9:30 - 10:15 am  Federal Update: What’s Ahead for States and Higher Education Institutions
Our speaker, the former assistant secretary for postsecondary education at the U.S. Department of Education, will review the recent “turns” in higher education that are likely to drive the pending reauthorization of the Higher Education Act – scheduled to start in 2013 – and discuss some of the most prominent policy issues likely to attract the attention of federal policymakers.

Introducer:
Myron Allen, University of Wyoming

Speaker:
Eduardo Ochoa, California State University Monterey Bay

10:15 - 10:30 am  Break

10:30 - 11:30 am  A CEO’s Perspective: Building a More Successful Pipeline
As the first Chief Education Officer for Oregon, our speaker is responsible for the transformation of Oregon’s public education system, from early childhood services through K-12 and post-secondary education and training. With funding and governance aligned for the entire continuum of public education, there are unprecedented expectations, opportunities, and risks. What goals has this controversial leader set? With a national reputation for overhauling and strengthening failing schools, what are some of the changes this passionate educator considers critical to improving the pipeline and postsecondary outcomes?

Introducer:
Jane Sherman, Washington State University

Speaker:
Rudy Crew, Oregon Education Investment Board

11:30 - Noon  Meeting Wrap Up & Adjournment
Hosts and Sponsors

Special appreciation goes to our host

California State University System

And to our sponsors

Wednesday Reception and Dinner          Awards Luncheon            Friday Breakfast

Join your colleagues today!

Membership in the Western Academic Leadership Forum

Membership in the Western Academic Leadership Forum is open to new, eligible institutions. Members are public and private doctoral, master’s, and bachelor’s level institutions and related system offices and state agencies in the WICHE states (see page 12). The members are represented by provosts and academic vice presidents from the institutions, and chief executive and chief academic officers from related system and state agencies.

Member Benefits

- An active listserv for instant access to advice from your colleagues across the region
- Complimentary registration fee for the each member’s official representative attending the Forum.
- Discounted registration fee for guests of the official representative who are staff with special expertise or responsibility in the Forum’s topic.
- Opportunity to participate in and lead innovative initiatives addressing regional concerns.
- Chance to serve on the Forum’s Executive Committee if selected as the state representative.
- Access to a very knowledgeable and helpful network of colleagues who can serve as an invaluable resource year round.

Dues Schedule

The membership year runs from July 1 to June 30. The dues schedule is set by the Executive Committee.

- Bachelor’s and Master’s granting institutions: $750
- Doctoral granting institutions: $1,500
- System offices and statewide governing and coordinating board offices: $1,500

Apply today!

www.wiche.edu/forum/membership

Got a great process for decision making to share with your colleagues?
Submit it to our Academic Leaders Toolkit: alt.wiche.edu

Need some quick advice from your colleagues?
Post your question on the Forum listserv: Forum-ALL@listserv.wiche.edu
James L. Applegate serves as vice president for strategic impact at Lumina Foundation. In this role he leads in increasing the impact of the foundation’s funding programs supporting achievement of Goal 2025: to dramatically increase educational attainment in the U.S., especially for low-income, first-generation, minority, and adult students. Prior to joining Lumina in 2008, he served as senior fellow and vice president for academic affairs at the Kentucky Council on Postsecondary Education from 1999 through 2008. Applegate earned his B.A from Georgetown College (KY), as well as an M.A. and Ph.D. from University of Illinois. His dissertation received the award given to the most outstanding dissertations completed in his field.

Jon Bellum is the provost and senior vice president at the Colorado State University-Global Campus, where he has led the development of this fully online, public university through his work with course and program development, academic assessment, information technology, and strategic planning. He has been involved in online and technology-enhanced education for over 10 years at several institutions, including the University of Nebraska-Lincoln and the University of Vermont. Bellum received his B.S.Ed. from the University of South Dakota and his Ph.D. in educational leadership and higher education from the University of Nebraska-Lincoln.

Rudy Crew is chief education officer for the State of Oregon. Crew was selected by Governor John Kitzhaber in May 2012 to serve in this newly created position to help oversee the integrated public education system from prekindergarten through college and career readiness. Crew began his career as a teacher in Worcester, MA, and has served as chancellor of the New York City Public Schools and superintendent of Miami-Dade County Public Schools. Most recently, Crew was a professor of clinical education at the University of Southern California’s Rossier School of Education.

José L. Cruz is provost and vice president for academic affairs at California State University, Fullerton. He is the former vice president for higher education policy and practice at The Education Trust. Previously, he served as vice president for student affairs of the University of Puerto Rico System and as professor and chair of the Electrical and Computer Engineering Department and dean of academic affairs of the UPR Mayagüez campus. He earned a doctorate in electrical engineering from the Georgia Institute of Technology and is a recipient of the National Science Foundation Career Award and a patented inventor.

Peter Ewell is vice president of the National Center for Higher Education Management Systems. His work focuses on assessing institutional effectiveness and the outcomes of college. He has authored seven books and numerous articles on the topic of improving undergraduate instruction through assessment and has consulted with more than 400 institutions. A graduate of Haverford College, he received his Ph.D. in political science from Yale University in 1976 and was on the faculty of the University of Chicago.

Brice W. Harris was selected as the 15th chancellor of the California Community Colleges by the system’s board of governors in September 2012. Prior to being selected as the leader of the largest system of higher education in the nation, Harris served 16 years as chancellor of the Los Rios Community College District, which is one of the largest multicampus districts in the U.S., serving 85,000 students each semester. In his former role, Harris provided leadership and guidance to four community colleges: American River, Cosumnes River, Folsom Lake, and Sacramento City. Harris did his postdoctoral study at the Harvard University Institute of Educational Management and received his doctorate in education at Nova Southeastern University, his master’s in communication from the University of Arkansas, and his bachelor’s in communication from Southwestern Oklahoma State University.

Michel Hillman has been the chief academic and student affairs officer for the North Dakota University System for 15 years. He has worked closely with students, faculty, and administrators to create a flexible and responsive academic review and approval process, following the vision of the Roundtable on Higher Education; a “collaborative student” model supporting seamless registration, billing, and transcription of courses for students concurrently enrolled on multiple system campuses; a policy and functional framework to support tremendous growth in quality online course offerings: a formal accountability and continuous student success improvement system; and improved communication and relationships with nonsystem campuses, particularly tribal colleges. Hillman currently serves as an advisory board member for the Interstate Passport, a WICHE-region transfer initiative grounded in the LEAP (Liberal Education and America’s Promise) learning outcomes.

Sally M. Johnstone is the vice president for academic advancement at the Western Governors University (WGU), where she works on internal academic issues and represents WGU in higher education forums. Prior to joining WGU, she served as provost and vice
President for academic affairs at Winona State University in Minnesota. She also spent over 15 years at the Western Interstate Commission for Higher Education’s WCET. Johnstone’s experiences include work on the integration of technologies into learning, policy issues for higher education institutions and system organizations, interinstitutional collaborations, and quality assurance issues. Johnstone earned her Ph. D. in experimental psychology from the University of North Carolina at Chapel Hill.

Ellen Junn is the provost and vice president for academic affairs at San Jose State University. Previously, she served as the associate provost at California State University, Fresno, where she also served as the interim senior academic technology officer and director of Technology Innovations for Learning and Teaching and as the interim director of the Center for the Scholarly Advancement of Learning and Teaching. Junn graduated from the University of Michigan with a B.S. and high honors in psychology and earned an M.A. and Ph.D. in cognitive and developmental psychology from Princeton University. Her research interests and publications include college teaching effectiveness, faculty development, academic technology, educational equity, diversity, and early childhood education and advocacy.

Daphne Koller is a professor of computer science at Stanford University and the co-founder of Coursera, a social entrepreneurship company that works with top universities to make the best education freely accessible to everyone. In her research life, Koller works in the area of machine learning. She has received the presidential Early Career Award for Scientists and Engineers, the MacArthur Foundation Fellowship, the ACM/Infosys Award, and membership in the National Academy of Engineering. She is an award-winning teacher who pioneered many of the ideas that underlie the Coursera user experience. She received her B.Sc. and M.Sc. from the Hebrew University of Jerusalem and her Ph.D. from Stanford in 1994.

David A. Longanecker is the president of the Western Interstate Commission for Higher Education. 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 that provided more than $40 billion annually in student aid and $1 billion to institutions. 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. He holds an Ed.D. from Stanford University, an M.A. in student personnel work from the George Washington University, and a B.A. in sociology from Washington State University.

Eduardo Ochoa is the president of California State University, Monterey Bay, where he oversees all operations, from academic affairs to enrollment and student life. He is responsible for strategic planning and goal setting for the university, as well as being a leader of regional governance and collaboration for planning and development. He has worked as an engineer, an academic faculty member, and an administrator, as well as serving as the assistant secretary for postsecondary education in the Obama Administration. Ochoa earned his bachelor’s in physics and philosophy from Reed College, his master’s in nuclear science and engineering from Columbia University, and his Ph.D. in economics from the New School.

Lynn Priddy has served as vice president for accreditation services for the Higher Learning Commission of the North Central Association of Colleges and Schools since 1999. In her current position, she oversees decision-making processes, the peer corps and peer review, PEAQ and AQIP operations, education and training, and the Academy for Assessment of Student Learning. Over the past two years, Priddy has played a pivotal leadership role in the conceptualization of the commission’s new accrediting process, Pathways, and continues to direct its development. This leadership includes spearheading the commission’s grant from Lumina Foundation, which includes 23 institutions testing the use of Lumina’s proposed Degree Qualifications Profile. Priddy is a summa cum laude graduate at the baccalaureate, master’s, and doctoral levels; she holds a B. A. and M.A. in English and a Ph.D. in higher education, general education, with a focus on qualitative research and evaluation.

Andrew Rogerson serves as the provost and vice president for academic affairs at Sonoma State University, California. Previously, Rogerson held dean positions at Fresno State and Marshall University. He has held faculty positions at the Universities of Toronto and London, and the South Dakota School of Mines & Technology. Rogerson values the educational worth of student research. His publications in microbiology have involved undergraduate and graduate students. His research has been funded by agencies including NOAA, EPA, NSF and NERC (UK). Rogerson received his Ph.D. in Microbial Ecology from the University of Stirling, Scotland in 1979.
Sue Rosser has served as the provost and vice president for academic affairs at San Francisco State University since August, 2009. Previously, she served for 10 years as the dean of Ivan Allen College, the liberal arts college at Georgia Institute of Technology, where she held the endowed Ivan Allen dean’s chair of Liberal Arts and Technology. She is the author of 13 books and over 130 journal articles on theoretical and applied aspects of women, science, health and technology. Rosser received her Ph.D. in Zoology from the University of Wisconsin-Madison.

Ephraim Smith assumed the role of executive vice chancellor and chief academic officer for the California State University system in 2010. From 1998 through 2010, Smith served as the vice president for California State University, Fullerton, where he was responsible for managing more than 3,000 faculty and 300 staff members, as well as eight colleges, contracts and grants, institutional research, outreach, admissions, and international partnerships. Smith earned a B.S. in accounting from Providence College, an M.S. in accounting from the University of Massachusetts, and a Ph.D. in accounting from the University of Illinois.

Timothy P. White, the seventh chancellor of the California State University system, formerly served as the chancellor of UC Riverside and saw the campus grow to more than 21,000 students for the first time in its history. He was also professor of biology and of biomedical sciences. White came to UC Riverside in 2008, after serving as the University of Idaho’s president from 2004 to 2008. Through his leadership the University of Idaho established a vision and strategic direction to further the institution’s role as the state’s land-grant and flagship research university. White is a product of California’s Master Plan: he pursued his higher education at Diablo Valley Community College, Fresno State, California State University East Bay and the University of California, Berkeley, where he received his Ph.D.

Laura Woodworth-Ney is associate vice president for academic affairs at Idaho State University. Woodworth-Ney’s former administrative appointments include chair of the department of history and director of women studies. Woodworth-Ney is a prolific scholar of history and the humanities, having published more than 30 articles, book reviews, and scholarly encyclopedia entries, as well as three books. Woodworth-Ney is a graduate of the Bryn Mawr HERS Institute for women higher education leaders, and the former editor-in-chief of Idaho Yesterdays, the state historical society’s scholarly journal. She earned a bachelor degree in English, and a Ph.D. in American history and public history from Washington State University in 1996.
Local Attractions

San Diego offers every kind of activity imaginable; from world-renowned attractions, unlimited outdoor recreation, a thriving arts and culture community, sightseeing tours and award-winning restaurants, you’re sure to find a host of things to entertain and inspire.

Below are a few possibilities if you arrive before the meeting begins or stay afterwards.

Sea World - (www.seaworld.com), The awe-inspiring power and beauty of the sea is everywhere at SeaWorld Orlando. Get up-close to all of its mesmerizing creatures – gentle manatees, graceful dolphins, playful penguins, fascinating sharks and so much more. From the tiniest starfish to the ocean’s biggest star, Shamu, SeaWorld is alive with the ocean’s wonders.

San Diego Zoo – (www.sandiegozoo.org) The San Diego Zoo is among the best and most beautiful zoos in the U.S. One of the pioneers in the use of natural habitat exhibits, as opposed to traditional iron-bar cages, the zoo allows guests up-close views of an incredible variety of animals.

Coronado Island – (www.coronadovisitorcenter.com) Across the soaring bridge from downtown San Diego is Coronado, a relaxed Southern California beach town, boasting one of the world’s best beaches, endless sunshine, and a bayside overlooking San Diego’s skyline. Coronado is home to the Hotel del Coronado, the Victorian beach-front masterpiece that is a national treasure.

Balboa Park – (www.balboapark.org) Balboa Park is made up of more than 1000 acres and offers fifteen museums, various gardens, arts and international culture associations, as well as the San Diego Zoo, making it a place that offers something historical, horticultural, educational and recreational for everyone. Approximately 14 million visitors come to the park each year. Displays of internationally significant art treasures, exotic animal species, unique model railroads, world folk art, sports memorabilia and rare aircraft—to name a few—are on view in the Park’s museums.

USS Midway Aircraft Carrier - (www.midway.org) Imagine experiencing life at sea aboard one of America’s longest-serving aircraft carriers. Visitors to the USS Midway Museum enter a floating city at sea and walk in the footsteps of 225,000 Midway sailors who served our country and upheld the American ideals of strength, freedom and peace.

San Diego Air & Space Museum – (www.sandiegoairandspace.org) Science, space and aviation history all unfold at the San Diego Air & Space Museum - California’s Official Air and Space Museum. An affiliate of the Smithsonian Institution, the Museum houses a collection of historic aircraft and spacecraft from all over the world, including a working flying replica of Lindbergh’s Spirit of St. Louis, the actual Apollo 9 Command Module spacecraft and the only real GPS satellite on display in the world. The Museum also offers interactive exhibits including MaxFlight® and Space Shuttle simulators plus dynamic, hands-on and ever-changing traveling exhibitions.
For further information, please contact:

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