MAINSTREAMING INNOVATION

Annual Meeting
April 23-25, 2014
Hotel Albuquerque
Albuquerque, New Mexico
Message from the Chair

Welcome to Albuquerque, New Mexico, the land of enchantment, and to the Western Academic Leadership Forum’s annual meeting. The Forum gives academic leaders and decision makers in the West opportunities to exchange ideas and information, share resources and expertise, and collaborate on regional initiatives. The theme of this year’s Annual Meeting, *Mainstreaming Innovation: Competencies, Credentialing, and Completion*, provides us with an outstanding opportunity to affirm our continuing commitment to quality in higher education.

As we explore innovation as a means to achieve bright futures for our students and our institutions, the Forum has assembled outstanding contributors to inform and guide our discussions. President Emerita and Distinguished Professor of Public Service at Portland State University and President Emerita of Winona State University, Dr. Judith Ramaley, will present an initial broad challenge in her keynote: How will we prepare our students to thrive in the 21st century? Thanks to the generous support of our sponsors, the following days will feature in-depth discussions of competency-based initiatives, credentialing and innovations in support of student degree completion.

Your active engagement in these upcoming discussions is eagerly awaited!

Roberta Derlin, Forum Chair
Associate Provost, New Mexico State University

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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.

**Forum Executive Committee**

| ALASKA – Richard Caulfield | MONTANA – Neil Moisey | SOUTH DAKOTA – Sam Gingerich |
| University of Alaska Southeast | Montana University System | South Dakota Board of Regents |
| ARIZONA – Stephanie Jacobson | NEVADA – Erika Beck | U.S. PACIFIC TERRITORIES & |
| Arizona Board of Regents | Nevada State College | FREELY ASSOCIATED STATES – TBD |
| CALIFORNIA – Ephraim Smith | NEW MEXICO – Roberta Derlin | UTAH – Phyllis (Teddi) Safman |
| The California State University | New Mexico State University | Utah State Board of Regents |
| COLORADO – Alan Lamborn | NORTH DAKOTA – Thomas DiLorenzo | WASHINGTON – Jane Sherman |
| Colorado State University | University of North Dakota | Washington State University |
| HAWAI’I – TBD | OREGON – Sona Andrews | WYOMING – Maggi Murdock |
| IDAHO – Laura Woodworth-Ney | Portland State University | University of Wyoming |
| Idaho State University | | |
SCHEDULE AT A GLANCE

Wednesday, April 23
11:00 am – 6:00 pm  Registration
1:00 – 4:30 pm  Executive Committee Meeting
5:30 – 6:30 pm  Reception
6:30 – 8:30 pm  Welcome Dinner, and Keynote – How Will We Prepare Our Students to Thrive in the 21st Century?

Thursday, April 24
7:00 am – 5:00 pm  Registration
7:45 – 8:30 am  Breakfast
8:45 – 9:00 am  Welcome and Meeting Overview
9:00 – 9:45 am  Focused Discussion
9:45 – 10:45 am  Competency-Based Programs: First Class Degrees or Second Class Options?
10:45 – 11:00 am  Break
11:00 am – noon  Innovation: Faculty Style
Noon – 1:15 pm  Awards Luncheon
• Academic Leaders Tool of the Year
• In the Know: Federal and Regional Update
1:15 – 1:30 pm  Break
1:30 – 2:45 pm  Are Competency-Centered Curricula Hastening the Irrelevance of the Credit Hour?
2:45 – 3:00 pm  Break
3:00 – 3:45 pm  Focused Discussion
3:45 – 5:00 pm  Innovation in the Completion Arena: What’s Making a Difference?
5:00 pm  Dinner on your own

Friday, April 20
7:00 am – Noon  Registration
7:30 – 8:15 am  Breakfast and Forum Update
8:15 – 9:15 am  Point/Counterpoint
9:15 – 9:30 am  Break
9:30 – 10:30 am  From Side Stream to Mainstream: Learning from Innovative Structures
10:30 – 10:45 am  Break
10:45 – 11:45 am  Leading Innovation into the Mainstream: Reflections and New Thoughts
11:45 am – noon  Meeting Wrap Up & Adjournment

ADVANCE READING MATERIAL


Colleges and universities are under pressure from the government, students, and parents to make higher education more efficient and cost-effective. Based on Southern New Hampshire University’s competency-based three-year bachelor’s degree program, this book provides a blueprint for creating, sustaining, and growing such a program at an institution of any type and size. Prof. Seidman was a member of the team that created the program at SNHU and has taught in the program since it began.


As a nation, we have embraced the “Completion Agenda” but what about the “Quality Agenda”? Read about the numerous initiatives underway to improve the quality of higher education. What are some of the implications of these efforts and what are the challenges that academic leaders should prepare to meet? Dr. Ewell is an outstanding thinker with a national and international reputation in assessment and higher education quality assurance.


There is a universal desire to increase the number of students graduated from the state’s colleges and universities. A number of states have implemented outcomes based funding programs. What can we learn from the design and implementation strategies of these efforts? This report, prepared by NCHEMS for Complete College America, summarizes the current state across the nation of performance based funding, now often called outcomes based funding. Most WICHE states, including California, are implementing or developing plans to link funding to outcomes. Dennis Jones, President of NCHEMS, is widely recognized for his work in informing public policy on higher education using quantitative data.
Program Sessions and Speakers

Wednesday, April 23

11:00 am - 6:00 pm  Registration - located outside the Fireplace room

1:00 - 4:30 pm  Executive Committee Meeting (executive committee members only)  
Fireplace Room

5:30 - 6:30 pm  Reception – Use the tickets in your badge at the bar  
Franciscan

6:30 - 8:30 pm  Welcome Dinner and Keynote – How Will We Prepare Our Students to Thrive in the 21st Century?  
This session will explore three key questions that can inform and support the discussion of “Mainstreaming Innovation.” (1) How do you recognize well-educated persons when you meet him or see her in action? (2) Are we using our resources wisely as Peter Ewell asks “to help students develop the knowledge, skills, competencies and dispositions required to function effectively in the 21st century?” What experiences and expectations will help prepare our graduates for the 21st century and how will we know if our students are well-prepared? (3) What are the most common public criticisms and concerns about higher education today and how can we respond effectively to these criticisms? Where is the grain of truth in public opinion about us and how can we add the meaning of an education (“quality”) to the public agenda?

Introducer:  
Roberta Derlin, Forum chair, New Mexico State University

Speaker:  
Judith Ramaley, Portland State University

Thursday, April 24

7:00 am - 5:00 pm  Registration - located outside the Franciscan room

7:45 - 8:30 am  Breakfast  
Fireplace Room

8:45 - 9:00 am  Welcome and Meeting Overview  
Franciscan  
Speaker: Roberta Derlin

9:00 - 9:45 am  Focused Discussion  
Our meeting’s theme and the keynote provide some interesting ideas for further consideration. Join this lively discussion to share your opinions on some key questions identified by our thoughtful discussion leader. Please join the table with the same color as the first dot on your badge. A list of the proposed questions is in your packet.

Discussion Leader:  
Jane Sherman, Washington State University

Table Hosts:  
Chaouki Abdallah, University of New Mexico  
Diane Barrans, Alaska Commission on Postsecondary Education  
Perry Brown, University of Montana
9:45 - 10:45 am  Competency-Based Programs: First Class Degrees or Second Class Options?

As institutions strive to increase the quality and reach of their academic programs while cutting costs and time to completion, promising new models have begun to emerge. Both Northern Arizona University and the University of Wisconsin are paving new inroads with innovative programs that eschew traditional semesters in favor of self-paced, competency-based learning. Presenters will discuss the inner workings of these programs and address such topics as quality assurance, the challenges encountered and successes achieved.

Moderator:
Erika Beck, Nevada State College

Panelists:
Aaron Brower, University of Wisconsin-Extension
Alison Brown, Northern Arizona University

10:45 - 11:00 am  Break

11:00 - noon  Innovation: Faculty Style

Faculty members are playing an active role in innovation at some institutions with new competency-based models. What are some of these novel ideas and approaches they have put in place? What are some of the lessons learned from leading these efforts?

Moderator:
Neil Moisey, Montana University System

Panelists:
Cori Gordon, Northern Arizona University
Claudia Neuhauser, University of Minnesota Twin Cities
Robert Seidman, Southern New Hampshire University

Noon - 1:15 pm  Awards Luncheon: Academic Leaders Tool of the Year

The Academic Leaders Toolkit – a joint project of the Forum and the Western Alliance of Community College Academic Leaders – will announce the winner of this year’s competition.

Presenter:
Sona Andrews, Chair, Academic Leaders Toolkit

In the Know: Federal and Regional Update

What’s up at the U.S. Department of Education and other federal agencies?
What’s new in the WICHE region?

Introducer:
Ephraim Smith, The California State University

Speaker:
David Longanecker, WICHE

1:15 - 1:30 pm  Break
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| 1:30 - 2:45 pm  | Are Competency-Centered Curricula Hastening the Irrelevance of the Credit Hour?                  | This session will argue how competency-centered curricula in higher education are changing the discussion on the relevance of the Carnegie Unit, otherwise known as the ‘credit hour.’ Prior Learning Assessment, the Degree Qualifications Profile, Tuning, and the Interstate Passport, all have the potential to demonstrate quality in our teaching/learning enterprise while the credit hour remains a proxy. The panel will provoke audience discussion on both the benefits and potential demise of the credit hour and what might take its place, if anything.  
**Moderator:** Sam Gingerich, South Dakota Board of Regents  
**Panelists:** Jeffrey Rosen, Higher Learning Commission of the North Central Assoc.  
Teddi Safman, Utah Board of Regents  
Ralph Wolff, formerly with Western Association of Schools and Colleges |
| 2:45 - 3:00 pm  | Break                                                                                           |                                            |
| 3:00 - 3:45 pm  | Focused Discussion                                                                              | As academic leaders in some very different environments, we have a range of perspectives on some of the ideas and questions arising from the most recent sessions. Don’t be shy in sharing your opinions with colleagues around a new set of challenging questions. Please join the table matching the second dot on your badge.  
**Discussion leader:** Jane Sherman, Washington State University  
**Table Hosts:** Thomas DiLorenzo, University of North Dakota  
Karen Marrongelle, Oregon University System  
Renny Christopher, Washington State University Vancouver  
Carl Wright, Colorado State University Pueblo  
Michael Zimmerman, The Evergreen State College  
Susan Frye, University of Wyoming |
| 3:45 - 5:00 pm  | Innovation in the Completion Arena: What’s Making a Difference?                                | Institutions across the United States have accepted the President’s challenge to increase the number of college completers. The ways to that goal are many and some innovative leaders have been more successful than others. Find out what’s working and why in a cross-country overview. Then learn how trends and projections in selected states helped to inform innovative plans resulting in legislative support and progress toward its ambitious goals.  
**Moderator:** Laura Woodworth-Ney, Idaho State University  
**Panelists:** Dennis Jones, National Center for Higher Education Management Systems  
Travis Reindl, Bill and Melinda Gates Foundation |
| 5:00 pm         | Dinner on your own                                                                              |                                            |
Friday, April 25

7:00 am - Noon  Registration - located outside the Franciscan room

7:30 - 8:15 am  Breakfast and Forum Update

8:15 - 9:15 am  Point/Counterpoint

The competency-based approach to bachelor’s degree attainment has now been approved by the Department of Education for financial aid. Supporters argue the approach lowers costs while ensuring that graduates are coherently and effectively prepared for the work place. Yet, many argue passionately that its adoption would lead to a hollowing out of the essential values of American higher education. Is this a false dichotomy and if so what are the lessons to be learned from these new approaches? Is there a balance to be struck with competency-based vs. traditional approaches? What should be learned in this rapidly changing higher education environment about one approach that we can apply to the other?

Moderator:
Peter Smith, Kaplan Higher Education

Panelists:
Richard Caulfield, University of Alaska Southeast
Samuel Gingerich, South Dakota Board of Regents
Martha Potvin, Montana State University
Maggi Murdock, University of Wyoming

9:15 - 9:30 am  Break

9:30 - 10:30 am  From Side Stream to Mainstream: Learning from Innovative Structures

Disruptive innovations often start in a corner of the institution and some make their way into the mainstream over time. What can we learn from the structures of some of these innovative programs? Are some destined to lead the way into the future?

Moderator:
Sona Andrews, Portland State University

Panelists:
Ruth Claire Black, CAL State Online
David King, Oregon State University
Mark Wheeler, Boise State University

10:30 - 10:45 am  Break

10:45 - 11:45 am  Leading Innovation into the Mainstream: Reflections and New Thoughts

Join our keynote speaker as she reflects on some of the innovative ideas and topics of the last three days and their response to the question: How will we prepare our students to thrive in the 21st century? But she won’t stop there. She’ll pose some new ideas and questions that promise to challenge and excite your thinking as you return to your leadership posts in these most interesting of times!

Introducer:
Stephanie Jacobson, Arizona Board of Regents

Speaker:
Judith Ramaley, Portland State University

11:45 - noon  Meeting Wrap Up & Adjournment
Local Attractions

The true Southwest awaits you in Albuquerque! Take a little time before or after the meeting to immerse yourself in the rich culture and heritage, rooted in centuries of history. Below are a few possibilities.

Old Town Albuquerque District – Old Town Albuquerque was constructed around a central plaza and features historic buildings dating back to the 1700s. Visit the San Felipe de Neri Church, which was built in 1793, and see charming attractions along the 10 lovely blocks of Old Town. Check out the museums, art galleries, boutiques and authentic southwest restaurants. Guided walking tours of Old Town are offered by The Albuquerque Museum. For more information about things to do and see in Old Town Albuquerque, visit www.albuquerqueoldtown.com.

The Albuquerque Museum – The Albuquerque Museum was founded in 1967 to celebrate the history and peoples of the Middle Rio Grande Valley of New Mexico, specifically the Albuquerque area. Located just east of Old Town Albuquerque in a gleaming modern structure designed by Antoine Predock, learn more about the fascinating history of the southwest through art exhibitions, maps, handcrafts, photos, sculpture and historic artifacts. To learn more permanent collections and upcoming exhibits at the Albuquerque Museum, visit www.albuquerquemuseum.com.

Albuquerque Biological Park – The Albuquerque Biological Park encompasses four distinct facilities which are connected by railroad: The Rio Grande Botanic Garden, a splendid glass conservatory displaying desert climate plants; The Albuquerque Aquarium, which features aquatic life from the Gulf of Mexico in a 285,000-gallon ocean; The Rio Grande Zoo, where you can see more than 250 species of animals along 64 acres, and Tingley Beach, a picturesque fishing lake for enjoying picnics, walking paths and sailing model boats. To learn more about things to do and see at the Albuquerque BioPark, visit www.cabq.gov/biopark.

National Hispanic Cultural Center – The National Hispanic Cultural Center in Albuquerque is dedicated to celebrating the cultural heritage of Hispanic peoples of the United States, Spain and Latin America. One of the fascinating parts of the National Hispanic Cultural Center is its Art Museum, which spans a wide range of Hispanic Arts, from traditional folk arts to contemporary works. To learn more about current exhibitions and the many things to see and do at Albuquerque’s National Hispanic Cultural Center, visit www.nhccnm.org.

Albuquerque Tours – What better way to get acquainted with the Duke City and its history and culture than with a tour of Albuquerque by professional tour guides.

- The Albuquerque Trolley Tour is a great way to see the town. Get a glimpse at some of the top attractions in Albuquerque while enjoying a leisurely open-air trolley tour. To learn more about one of the best ways to see the many tourist attractions, visit www.abqtrolley.com.

- Old Town Walking Tour & Sculpture Garden Tour by the Albuquerque Museum of Art and History www.cabq.gov/museum/gallerytour.html

- Tours of Old Town features walking tours about history legends and lore as well as ghost tours of the Historic Old Town area toursofoldtown.com
Special appreciation goes to our host ...
New Mexico State University

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Information about our speakers

Ruth Claire Black leads the California State University’s systemwide initiative on centralized online and blended degree program access and delivery. Prior to her appointment as executive director of Cal State Online in 2011, Black was associate vice chancellor at Chapman University and Brandman University, where she focused on developing, marketing, and administering online and strategic partnership programs, with particular emphasis on military education programs, vocational programming, and workforce development. She has extensive experience establishing accredited online degree programs utilizing extensive student support services. Her academic and research interests focus on embedded digital text options for online courses, comparative analysis of outcomes, and student satisfaction in courses with digital content versus physical textbooks. She has a B.A. in political science from UC Irvine and a J.D. from Vanderbilt Law School.

Aaron Brower has been the interim provost and vice chancellor of the University of Wisconsin-Extension (UW-Extension) since 2012. He is also special assistant to UW President Kevin Reilly for new educational strategies. Brower is responsible for leadership of academic and program planning, including the UW flexible option degree. Prior to joining UW-Extension, he was UW-Madison’s vice provost for teaching and professor of social work, integrated liberal studies, and educational leadership and policy analysis. Brower earned a bachelor’s degree in psychology, a master’s in social work, a master’s in psychology, and doctorate in social work and psychology from the University of Michigan.

Alison Leigh Brown is associate vice president of academic affairs in extended campuses and professor of philosophy at Northern Arizona University. She has been charged with directing the academic development of personalized learning. Personalized learning enables motivated students to earn a respected university degree quickly and more affordably by customizing online coursework to match students’ learning preference, goals, and prior experience. Brown has authored four books and many articles in her field. She has worked with faculty to develop degree programs for time- and place-bound, highly motivated adult students. After receiving her Ph.D. in philosophy from the University of Massachusetts in Amherst, Brown came to NAU in 1989 and taught various subjects including philosophy, humanities and women’s studies before joining NAU-Extended Campuses in 2000. She was appointed to her current position in 2012.

Richard Caulfield serves as provost at the University of Alaska Southeast. As chief academic officer at UAS, Caulfield works closely with faculty, staff, and students. He serves on the UA Statewide Academic Council (SAC) and is responsible for ensuring that UAS academic programs are fully compliant with all accreditation standards. He is actively engaged with implementing the university’s strategic and assessment goals and strategies. Caulfield earned his Ph.D. in development studies from the University of East Anglia in the U.K. He earned a Master’s degree from the University of Alaska Fairbanks (UAF), and BA and BS degrees from the University of California, Berkeley.
Samuel (Sam) Gingerich serves as the chief academic officer for the South Dakota Board of Regents working 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 (now Colorado Mesa University) and he was 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.

Cori Gordon works for Northern Arizona University, where she is the lead faculty for a competency-based, liberal arts bachelor degree. She has a Ph.D. in English education, an M.A. in theatre, and a B.S. in secondary English education. She has taught students from 6th grade through college, in subjects including English, theatre, storytelling, puppetry, literature, and composition; she specializes in digital storytelling.

Dennis Jones has more than 40 years of experience in research, development, technical assistance, and administration in the field of higher education management and policymaking. A member of the National Center for Higher Education Management Systems (NCHEMS) staff since 1969, he became president in 1986. Under his leadership, NCHEMS has achieved a position of preeminence as a leader in the development and promulgation of information-based approaches to policymaking in higher education. Jones is a graduate of Rensselaer Polytechnic Institute and served as an administrator (in business and institutional planning) there for eight years prior to joining the NCHEMS staff. He has served as an advisor to the U.S. Secretary of Education, Lumina Foundation, the National Center for Public Policy and Higher Education, and numerous other associations, policy organizations, and state agencies.

David King serves as associate provost at Oregon State University (OSU) and professor in the OSU College of Agricultural Sciences. His responsibilities in the provost’s office include the OSU Extended Campus, Professional and Noncredit Education unit, and Extension and Experiment Station Communications Department. From 2006 to 2009, he was head of the Extension and Experiment Station Communications Department and communications program leader for OSU Extension. King has led delegations to China sponsored by the American Distance Education Consortium/U.S. Department of Agriculture on three occasions. He has a track record of international communications and distance education program development in México, Honduras, Nicaragua, Kenya, and China. King has a master’s degree from the University of Oregon in journalism and bachelor’s degree from California State University, Chico, in mass communication.

David Longanecker has served as the president of the Western Interstate Commission for Higher Education in Boulder since 1999. Previously, he 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 in Colorado and Minnesota. He was also the principal analyst for higher education for the Congressional Budget Office. Longanecker serves 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. He holds an Ed.D. from Stanford University, an M.A. from George Washington University, and a B.A. from Washington State University.

Maggi Maier Murdock was born and raised in Wyoming. She earned her B.A. in political science from Creighton University and her M.A. and Ph.D. in political science from Tufts University. Murdock has been on the University of Wyoming faculty since 1975, serving on both the UW-Laramie campus and the UW-Casper campus. She has served as dean of the UW-Casper program, associate provost and dean of the UW Outreach School, and currently serves as interim vice president for academic affairs at the University of Wyoming.

Claudia Neuhauser is the director of the University of Minnesota Informatics Institute program at the University of Minnesota Twin Cities. Previously she served at the University of Minnesota Rochester as the vice chancellor of academic affairs and student development and director of graduate studies for the biomedical informatics and computational biology program. Neuhauser is a distinguished McKnight University professor, Howard Hughes Medical Institute professor, and Morse-Alumni distinguished teaching professor. She received her diploma in mathematics from the Universität Heidelberg (Germany) and a Ph.D. in mathematics from Cornell University. Before joining the University of Minnesota Rochester in 2008, she was professor and head in the department of ecology, evolution, and behavior at the University of Minnesota Twin Cities and a faculty member in mathematics departments at the University of Southern California, University of Wisconsin-Madison, University of Minnesota, and UC Davis.

Martha A. Potvin has been provost and vice president for academic affairs at Montana State University since 2011. She previously served for ten years as dean of the College of Arts and Sciences at the University of North Dakota. She began her career as a biology professor at West Chester University in Pennsylvania. During her 16 years at that institution, she rose through the ranks to become interim dean of the university’s graduate studies and extended education. Potvin has a bachelor’s degree from the University of Connecticut, a master’s degree from Michigan State University and a doctorate from the University of Nebraska.

Judith A. Ramaley is president emerita and distinguished professor of public service at Portland State University in the Mark O. Hatfield School of Government. She has served as president of Winona State University (MN) and The University of Vermont. Ramaley is also a senior scholar with the Association of American Colleges and Universities. She has a special interest in the meaning and design of undergraduate education, civic and community engagement, and the leadership of change in higher education. She served as assistant director of the Directorate of Education and Human Resources (EHR) at the National Science Foundation from 2001 to 2005.

Travis Reinbl is a senior program officer with the U.S. program office of the Bill & Melinda Gates Foundation, concentrating on postsecondary success through policy and advocacy. Prior to joining the Bill & Melinda Gates Foundation, Reinbl completed a three-year stint at the Center for Best Practices of the National Governors Association (NGA), where he oversaw the postsecondary education work
area, concentrating on increasing postsecondary access and completion, finance, governance, and accountability. During his tenure at the NGA, Reindl led the 2010 to 2011 NGA Chair’s Initiative, which focused on increasing college completion and productivity. Reindl holds a B.A. from the University of Notre Dame and an M.P.P. from the University of Maryland-College Park.

Jeffrey Rosen is the vice president for accreditation relations and director, Open Pathway, at the Higher Learning Commission. Rosen has worked in higher education as a research university dean, professor in an open admission art school, and trustee of a community college. From 2005 to 2011 he was dean of the School of Continuing and Professional Studies and associate professor of art history at Loyola University Chicago, where he created programs in allied healthcare and also ran the university’s summer session, its precollegiate program, and its noncredit programs for adults. He currently serves as chair of the Leadership and Strategy Network of the University Professional and Continuing Education Association. Rosen received his Ph.D. from Northwestern University; M.S. Ed. from Southern Connecticut State University; and B.A. cum laude from New York University.

Phyllis “Teddi” Safman is the assistant commissioner for academic affairs with the Utah System of Higher Education State Board of Regents. Her responsibilities include transfer, articulation, and assessment of general education; the Tuning Project, an outgrowth of the Bologna Process, funded by Lumina Foundation; the Association of American Colleges and Universities’ Liberal Education and America’s Promise (LEAP) Initiative; the Quality Collaboratives, also Lumina-funded; and the Interstate Passport Initiative, funded by the Carnegie Corporation. Although a musician by former training, Safman received a Ph.D. in continuing and adult education from the University of Illinois, Urbana-Champaign. Safman joined the commissioner’s staff in 1993, with a short break to work in accreditation and strategic planning in Washington, D.C., and Chicago. Safman currently serves on the Western Academic Leadership Forum executive committee.

Robert Seidman began teaching at the university level in 1969 and joined Southern New Hampshire University in 1981. Seidman is a professor of information technology and served as the Computer Information Technology Department chair from 1995 to 2003. He is the author of many journal articles and a book, Predicting the Behavior of the Education System (coauthored with Thomas F. Green, senior author, and David P. Ericson), which was hailed as the first theory of the logic and behavior of national educational systems. He serves as the executive editor of the Journal of Education Computing Research and is a fellow in the Philosophy of Education Society, a member of the Association for Computing Machinery, IEEE Computer Society, American Educational Research Association, and the American Association of Artificial Intelligence. Seidman received his bachelor of science degree from Rutgers University and his master of science and doctorate of philosophy degrees from Syracuse University’s School of Computer and Information Science. His latest Wiley/Jossey-Bass book is Saving Higher Education: The Integrated, Competency-Based Three-Year Bachelor’s Degree Program.

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 holds a B.A. from Earlham College, an M.Ed. from Boston University, and an Ed.D. from Idaho State University.

Peter P. Smith is the senior vice president of academic strategies and development for Kaplan Higher Education where he is responsible for the development of mid-term strategies and program development. Smith is the former assistant director of the United Nations Educational, Scientific, and Cultural Organization (UNESCO) and served as the founding president of California State University at Monterey Bay (CSUMB). In 1989 he was elected as a representative from Vermont to the U.S. House of Representatives. Smith served as Vermont’s lieutenant governor from 1982-1986. He also served as the first president of the statewide Community College of Vermont and was named president emeritus upon resigning. Smith holds a Doctor of Education from Harvard University.

Mark Wheeler is the dean of extended studies at Boise State University. He works to extend higher education beyond traditional boundaries. Programs include Boise State eCampus, several off-campus sites, the Center for Professional Development, Boise State AfterWork, the Osher Lifelong Learning Institute, summer and intersession programs, and concurrent enrollment programs in high schools. In addition to providing educational opportunities, these extended studies programs have spurred innovation at the university and engaged communities. Previously, Wheeler served in other Boise State roles: dean of enrollment services, interim vice president for student affairs, director of admissions, and interim registrar. He started his career as an admissions and financial aid counselor at Lewis-Clark State College. Wheeler has a B.A. in English and a master of public administration from Boise State University.

Ralph Wolff joined the staff of the Western Association of Schools and Colleges (WASC) Senior College and University Commission in 1981 and served as its president from 1996 through August 2013. He currently serves as senior advisor. Before his appointment to WASC, Wolff was one of the founders of the Antioch School of Law in Washington, D.C., the nation’s most innovative law school, with its focus on preparing lawyers for public interest and poverty law; he was responsible for helping it achieve accreditation. He later moved to Yellow Springs, Ohio, to become dean of the Antioch Graduate School of Education, where he oversaw a diverse range of innovative programs in Ohio, Massachusetts, Texas, and Colorado. As associate provost of Antioch College, he was responsible for establishing quality assurance systems for its 28 centers. A graduate of Tufts University, Wolff received his J.D. with honors from the National Law Center at George Washington University. He is currently a Fellow of Meridian International, a global think tank, and a fellow of the World Academy of Art and Science.
Membership in the Western Academic Leadership Forum

Join your colleagues now at 50% discount!

Eligible members are public and private bachelor’s, master’s, and doctoral institutions, university system offices, and state governing and coordinating boards located in the WICHE states and territories. The members are represented by provosts, academic vice presidents, chief executive officers, and chief academic officers from system and state governing and coordinating boards.

Benefits include:

• Complimentary registration fee for the each member’s official representative attending the Forum’s Annual Meeting.
• Discounted registration fee for guests of the official representative who are staff with special expertise or responsibility in the Annual Meeting Program’s topics.
• 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.

The membership year runs from July 1-June 30. With this limited offer, your dues would be 50% off the following rates for FY2014:

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