Calibrating Your Leadership Through New Landscapes

Annual Meeting • April 22-24, 2015 • Boise, Idaho

Preliminary Program

Register Today!
wichoe.edu/forum/meetings/annual2015
Message from the Chair

It is a distinct honor to serve as Chair of the Western Academic Leadership Forum. I want to thank my predecessor, Roberta (Bobbie) Derlin, Associate Provost, New Mexico State University, and our WICHE colleagues for supporting and maintaining a vibrant, meaningful organization committed to innovation and progress in higher education. The Academic Forum has long stood for the academic values of the member institutions, while providing a venue for ongoing support, open dialogue, and collaboration.

The Forum has become known for its unique annual conference, which brings together leading scholars and thinkers in higher education to tackle our most compelling challenges. The Annual Meeting is small enough to allow for the true exchange of ideas, and large enough to ensure the generation of significant and ongoing professional contacts and networks. The April 2015 meeting theme is “Calibrating Your Leadership through New Landscapes” which focuses on the need for academic leaders to adjust their leadership style and practices in the midst of massive change. Scheduled speakers include President Waded Cruzado, Montana State University; George Kuh, National Institute for Learning Outcomes Assessment; Jane Wellman, Association of Governing Boards; Tim Renick, Georgia State University; and Ed Venit, Education Advisory Board. Please join us in downtown Boise, Idaho, to participate in days of important dialogue and debate with colleagues, and to enjoy Boise’s unique cultural offerings, including the food and history of the Basque Block.

As Forum participants, academic leaders have access to a learning community that supports new ideas and continuing professional growth. If your institution isn’t a member, please consider joining us. Membership is open to all regionally accredited four-year institutions in the WICHE states. Your active engagement in maintaining strong collegial support among academic leaders for quality and improvement in higher education in the West is both needed and much appreciated.

Laura Woodworth-Ney, Forum Chair
Provost and Vice President for Academic Affairs, Idaho State University

Who should attend

- Provosts, vice presidents and directors of academic affairs, and directors of research from public and private bachelor’s, master’s, and doctoral institutions.
- Chief executive officers and chief academic officers of systems and statewide agencies.
- Other staff with expertise in the program topic areas, who are accompanying those above at their invitation.

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 | IDAHO – Laura Woodworth-Ney, chair | OREGON – Sona Andrews |
| University of Alaska Southeast | Idaho State University | Oregon University System |
| ARIZONA – Stephanie Jacobson | MONTANA – Neil Moisey | SOUTH DAKOTA – Paul Turman |
| Arizona Board of Regents | Montana University System | South Dakota Board of Regents |
| CALIFORNIA – Ephraim Smith | NEVADA – Erika Beck | UTAH – Phyllis (Teddi) Safman |
| California State University | Nevada State College | Utah State Board of Regents |
| COLORADO – Alan Lamborn | NEW MEXICO – Roberta Derlin | WASHINGTON – Jane Sherman |
| Colorado State University | New Mexico State University | Washington State University |
| HAWAII – TBD | NORTH DAKOTA – Thomas DiLorenzo | WYOMING – David Jones |
| University of North Dakota | University of North Dakota | University of Wyoming |
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 22
The Grove Hotel
1:00 – 4:30 pm Executive Committee Meeting
5:30 – 6:30 pm Welcome Reception
6:30 – 8:30 pm Dinner and Keynote: Look to Your Left, Look to Your Right: Those Students Will Thrive!

Thursday, April 23
8:00 – 9:00 am Breakfast
9:00 – 9:15 am Welcome and Meeting Overview
9:15 – 10:15 am Promising Approached to Assuring Quality in Student Accomplishment
10:15 – 10:30 am Break
10:30 – 11:30 am Addressing the Value Proposition in Higher Education
11:30 am – 12:30 pm Focused Discussion – Quality and Completion: Finding the Sweet Spot
12:30 – 1:30 pm Awards Luncheon and Federal Update
1:30 – 1:45 pm Break
1:45 – 3:00 pm Creating a Culture of Student Success Grounded in Data Analytics
3:00 – 3:15 pm Break
3:15 – 4:15 pm Improving Student Outcomes Through Actionable Data
5:15 – 6:30 pm Reception: A Basque Evening in Boise
Dinner on your own

Friday, April 24
8:00 – 9:15 am Breakfast and Forum Update
9:15 – 9:30 am Break
9:30 – 10:15 am Focused Discussion – Moral Hazards and Practicalities
10:15 – 10:30 am Break
10:30 – 11:30 am Leadership Style, Approaches, and Culture
11:30 am – noon Meeting Wrap-Up and Adjournment

ADVANCE READING MATERIAL

Using Evidence of Student Learning to Improve Higher Education, by George D. Kuh, Stanley O. Ikenberry, Natasha A. Jankowski, Timothy Reese Cain, Peter T. Ewell, Pat Hutchings, Jillian Kinzie

Dynamic changes are underway in American higher education. New providers, emerging technologies, cost concerns, student debt, and nagging doubts about quality all call out the need for institutions to show evidence of student learning. From scholars at the National Institute for Learning Outcomes Assessment (NILOA), Using Evidence of Student Learning to Improve Higher Education presents a reframed conception and approach to student learning outcomes assessment. The authors explain why it is counterproductive to view collecting and using evidence of student accomplishment as primarily a compliance activity.
Program Sessions and Speakers

Pre-Meeting Activities
Wednesday, April 22
*The Grove Hotel*

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

5:30 - 6:30 pm Welcome Reception

6:30 - 8:30 pm Dinner and Keynote: Look to Your Left, Look to Your Right: Those Students Will Thrive!
*Remember when university presidents “welcomed” their freshman classes with ominous pronouncements about their impending failure? Today, we recognize that message does not do our students, our faculty, or our nation any favors. By changing our message, our expectations, and our services, we can move away from the “failure factory” model of the past to a future where students receive a rigorous education of the highest standards accompanied by the tools and support they need to succeed.*

Introducer: Laura Woodworth-Ney, Idaho State University

Speaker: Waded Cruzado, Montana State University

Thursday, April 23

8:00 - 9:00 am Breakfast
*Sponsored by CollegeBoard*

9:00 - 9:15 am Welcome and Meeting Overview

9:15 - 10:15 am Promising Approaches to Assuring Quality in Student Accomplishment
*Documenting what students know and are able to do as a result of their postsecondary experience is fundamental to the quality and effectiveness of American higher education. While more institutions are collecting more evidence of student learning than ever before, the tangible benefits to students and academic institution are embarrassingly modest. In this session we’ll consider several approaches to assuring quality that promise to make assessment and institutional improvement efforts consequential.*

Introducer: Teddi Safman, Utah Board of Regents

Speaker: George Kuh, National Institute for Learning Outcomes Assessment

10:15 - 10:30 am Break

10:30 - 11:30 am Addressing the Value Proposition in Higher Learning
*The public and nonprofit higher education sector is beset as never before by public and policy maker questioning of both the value of higher education and the values of the decision makers inside the institutions. Most academics in turn think the public has it wrong, and point to data about both the economic and social value of investments in higher education. They think with
better information, more aggressive ‘messaging,’ and smarter institutional branding, that higher education can educate the public and policy makers about the inherent wrongness of their perceptions. This session will explore the reasons behind the perceptual gaps about higher education from inside the academy and from outside of it, and strategies that might be used to forge more informed decision making for the future.

Introducer:
Paul Turman, South Dakota Board of Regents

Speaker:
Jane Wellman, Association of Governing Boards

11:30 am - 12:30 pm  
**Focused Discussion: Quality and Completion: Finding the Sweet Spot**

Back by popular demand, here is your chance to ponder with colleagues about how what you’re hearing applies to what you’re facing as an academic leader. What would it mean at your institution to improve both quality and completion?

**Discussion Leader:**
Jane Sherman, Washington State University

**Table Hosts:**
Rick Caulfield, University of Alaska Southeast
Joe Cline, University of Nevada, Reno
Jack Crocker, Western New Mexico University
Selena Grace, Idaho State University
Martin Schimpf, Boise State University

12:30 - 1:30 pm  
**Awards Luncheon and Federal Update**

The Academic Leaders Toolkit – a joint project of the Forum and the Western Alliance of Community College Academic Leaders (the Alliance) – will announce the winner of this year’s competition. Make sure your institution is in the running by submitting a tool at http://alt.wiche.edu/ by March 1.

**Presenter:**
Bobbie Derlin, New Mexico State University

**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?

**Speaker:**
David Longanecker, WICHE

1:30 - 1:45 pm  
**Break**

1:45 - 3:00 pm  
**Creating a Culture of Student Success Grounded in Data Analytics**

Universities are increasingly seeking to leverage technology, research, and predictive analytics to improve graduation rates by uncovering hidden insights into the patterns of academic success and failure, and deliver actionable intelligence to advisors and retention specialists. But analytics alone won’t solve the problem without best practices for changing the culture around how data is integrated into the workflows of administrators and frontline advisors. This panel will explore how one institution, Georgia State University, has partnered with the Education Advisory Board to transform advising and executive decision-making to realize impressive student success gains.
3:00 - 3:15 pm    Break

3:15 - 4:15 pm    Improving Student Outcomes Through Actionable Data
In higher education, financial resources are often scarce. Data, however, are generally abundant and rarely utilized to full effect. This session will describe how Cal State Fullerton is generating, socializing and framing data to improve student outcomes.

Introducer:
Erika Beck, Nevada State College

Speaker:
José Cruz, California State University, Fullerton

5:15 - 6:30 pm    Reception: A Basque Evening in Boise
Sponsored by
Join us as we celebrate the rich and beautiful culture of the Basque region right here in downtown Boise! See page 10.

6:30 pm    Dinner on your own
Try one of our chair’s favorite local restaurants for a little Basque cuisine. (Advance reservations recommended.) See page 10.

Friday, April 24
8:00 - 9:15 am    Breakfast and Forum Update
Sponsored by
Elsevier Research Intelligence

9:15 - 9:30 am    Break

9:30 - 10:15 am    Focused Discussion: Moral Hazards and Practicalities
Solutions are seldom simple, many have moral considerations, many end up thwarted by practical limitations. Let’s help each other think through how to avoid the pitfalls while reaping the benefits of solutions posed by our speakers or other participants.

Discussion Leader:
Jane Sherman, Washington State University

Table Hosts:
Rod Custer, Black Hills State University
Stephanie Jacobson, Arizona Board of Regents
Mike Mays, Washington State University - Tri-Cities
Sarah Witt, Eastern Oregon University
10:15 - 10:30 am  Break

10:30 - 11:30 am  Leadership Style, Approaches, and Culture
Leadership doesn’t occur within a vacuum. A good leader must maneuver within the culture defined by the institution, the position and the larger community. What variables should a leader watch for? How does one think systematically about which approach is going to fit in a given culture? An innovative and successful leader in higher education for many years, Dr. Haeger will discuss his strategies for navigating a variety of settings and cultural environments and lessons learned along the way.

**Introducer:**
Stephanie Jacobson, Arizona Board of Regents

**Speaker:**
John Haeger, Northern Arizona University (President Emeritas)

11:30 - noon  Meeting Wrap-Up and Adjournment

Registration Information
All attendees must register for the meeting, including speakers and each Forum member’s official representative, for whom the registration fee is waived. Official representatives may invite other staff with expertise in the program topics to accompany them at the discounted member fee.


<table>
<thead>
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<th>★ See special offer for new FORUM members</th>
<th>Early-Bird Registration Before March 13, 2015</th>
<th>Regular Registration March 14 - April 10, 2015</th>
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<tr>
<td>Forum Member Attendees</td>
<td>$450 per person</td>
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<td><em>(fee waived for official representatives)</em></td>
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Refund/Cancellation Policy
A cancellation request must be received in writing prior to April 1, 2015, in order to receive a refund, less a $100 processing fee. No refunds will be made for cancellations after the April 1 deadline. WICHE/the Forum is not responsible for canceling hotel reservations.

Send cancellation requests to:
WICHE
Attn: Kim Nawrocki
3035 Center Green Drive Suite 200, Boulder, CO 80301
knawrocki@wiche.edu

★ Special Offer for New Members:
Join your Forum colleagues at 50% off the membership rate!

With this limited offer, you save 50% off your dues for FY 2015; and as your institution’s or organization’s official representative, your registration at the Annual Meeting is complimentary! Plus, you can invite members of your staff with expertise in the program topics to attend at a substantially discounted registration fee.

Find out more about membership on the back of this brochure and apply today at [http://www.wiche.edu/forum/membership](http://www.wiche.edu/forum/membership)
Accommodations

The Grove Hotel is conveniently located in the heart of Old Town. Please make your room reservations by asking for the WICHE discounted rate of $109.00 (plus applicable taxes). The cut-off date for the discounted rate is March 21, 2015, unless the block fills earlier. Room costs are the responsibility of the meeting attendees.

The Grove Hotel
245 S. Capitol Blvd.
Boise, ID 83702
Phone: (208) 333-8000

To make online reservations:
https://reservations.ihotelier.com/crs/g_login.cfm?hotelID=76224/
Attendee code: wiche2

Airport Information

The Boise Airport is served by most major airlines. It is approximately four miles from The Grove Hotel.

Transportation

Shuttle: Boise Express is the shuttle service provider for The Grove Hotel. Guests can pick up the complimentary shuttle outside baggage claim on the lower level in the designated ‘Courtesy Van Pickup’ area. The pickup area is directly to the right from where the taxis are located. Guests may contact the hotel by using the complimentary phone kiosk just as they enter baggage claim to advise of their arrival or they may call the hotel directly at (208) 333-8000. In turn, the Grove will contact Boise Express to let them know of the guest’s arrival. The shuttles are all white with the hotel logos on the shuttle.

In regards to returning to Boise Airport, the shuttles pickup at the hotel at :15 and :45 each hour automatically starting at 4:15 am through 10:15 am each day. After that, it is based on appointment. The Grove highly encourages guests to schedule their return trip to Boise Airport with the Concierge desk in the hotel lobby in advance of their departure.

Taxi: Taxis (on call or demand) are located on the lower level roadway outside the baggage claim. Cross to the median and look for the black colored curb.

Driving instructions to The Grove Hotel

• Start out going southeast on W. Airport Way toward S. Vista Ave.
• Stay straight to go onto S. Vista Ave.
• After 2.3 miles, turn slight left onto S. Capitol Blvd.
• 245 S. Capitol Blvd. is just past Front St.

Dress

Dress for the meeting is business casual. The average temperature in the Boise area in April is 63 degrees.

Local Attractions

Come immerse yourself in the rich culture and heritage of the Boise area. Below are a few possibilities if you arrive before the meeting begins or stay afterwards.

The Basque Market

Ongi Etorri! That’s Basque for “welcome” and that’s just how you feel when you visit The Basque Market in downtown Boise. The market, opened in 2000, is a local favorite for tapas-style lunches, Spanish deli items and wines on the Patio each Friday evening. (http://www.thebasquemarket.com/)

Basque Museum and Cultural Center

See the latest in Basque artifacts representing thousands of years of rich history and culture. The Basque Museum brings to life the triumphs and struggle of the Basque people with many stories from the U.S. as well as their homeland. (http://basquemuseum.com/)
Boise Art Museum

With an impressive collection of permanent exhibits and ever-changing selection of temporary exhibits, Boise Art Museum is always fun and fresh. (http://www.boiseartmuseum.org/)

Boise Little Theater

Boise Little Theater (BLT) is an all volunteer, non-profit organization with an unwavering dedication to amateur theatrical quality. For over 65 years it has produced plays in all genres: contemporary and classical, comedy, drama and musicals. BLT is one of the longest running community theaters in America. The theater will be presenting “Things My Mother Taught Me” during late April. (http://boiselittletheater.org/)

Special appreciation goes to our host ...  

... and to our sponsors

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A Basque Evening in Boise

Since the 1800s, Boise has been the first U.S. destination for immigrants from the Spanish Basque Region. Their lively spirit and beautiful arts and crafts have shaped parts of the community that continues to thrive today.

Sip on your sidra (apple cider), the drink of choice in the Basque region and made for nearly 1,000 years, as you chat with colleagues about the day’s discussions.

Watch the Oinkari dance troupe perform their traditional dance. And try a few steps of your own!

Laura’s List of Restaurants ...

- Bar Gernika – Basque Pub & Eatery
  http://bargernika.com
  202 S. Capitol Boulevard  (208) 344-2175

- Leku Ona – Fine Basque Dining
  http://www.lekuonaid.com
  117 S. 6th Street  (208) 345-6665

- Angell’s Bar and Grill Renato – Idaho Fine Dining
  http://www.angellsbarandgrill.com
  999 Main Street  (208) 342-4900

- Asiago’s – Italian
  http://www.asiagos.com
  1002 W. Main Street  (208) 336-5552

- Bardenay Restaurant & Distillery – American
  http://bardenay.com
  610 Grove Street  (208) 426-0538

- Bodovino – Tapas, Wine Bar
  http://bodovino.com
  404 S. 8th Street  (208) 336-8466

- Boise Fork – American, Local/Farm-to-Table
  http://boisefork.com
  199 N. 8th Street  (208) 287-1700
  reservations recommended

- Chandlers – Steakhouse/Seafood
  https://www.chandlersboise.com
  981 West Grove Street  Located in Hotel 43  (208) 383-4300

- The Modern Bar – American/International
  http://themodernhotel.com/food-drink
  1314 West Grove Street  (208) 424-8244
Biographical information on the speakers

José Luis Cruz is the provost and vice president for academic affairs of California State University, Fullerton. He is a frequent keynote speaker and writer on higher educational issues and has testified on these issues before the U.S. Congress. Previously, Cruz served as vice president of higher education policy and practice of The Education Trust in Washington, D.C., where he oversaw the national Access to Success Initiative and was involved in separate efforts to regulate the for-profit college industry and to protect the Federal Pell Grant Program. He is a former vice president for student affairs of the University of Puerto Rico system and served as chair of the Electrical and Computer Engineering Department and dean of academic affairs at the University of Puerto Rico-Mayagüez. Cruz earned a bachelor’s degree in electrical engineering from the University of Puerto Rico-Mayagüez and master’s and doctorate degrees in electrical engineering from the Georgia Institute of Technology. He is a senior member of the Institute of Electrical and Electronics Engineers and a National Science Foundation Career Award recipient.

Waded Cruzado serves as the 12th president of Montana State University, an institution recognized by the Carnegie Foundation as one of 108 universities for its “Very High Research Activity.” Cruzado has significantly reshaped the face and future of the state’s first land-grant institution. An inspirational speaker on the role of land-grant universities, she has become a well-known champion of the land-grant’s tripartite mission of education, research and public outreach. Prior to coming to MSU, Cruzado served as dean of the College of Arts and Sciences at New Mexico State University (NMSU), followed by provost and vice president for Academic Affairs, as well as NMSU’s interim president from 2008-2009. Cruzado has a master of arts in Spanish and a doctorate in the humanities, both from the University of Texas at Arlington.

John Haeger is president emeritus and professor of higher education at Northern Arizona University. He served as president of NAU from 2001 to August of 2015. During his tenure as president, the university experienced a 40% growth in enrollment, a building boom which totaled nearly a billion dollars in capital projects, and a positive financial position despite the struggles of the Arizona economy. Before coming to Arizona, Haeger served as dean of arts and sciences at Central Michigan University and then provost at Towson University. He received his Ph.D. in history from Loyola University of Chicago.

George Kuh directs the National Institute of Learning Outcomes Assessment (NILOA) co-located at the University of Illinois and Indiana University. Founding director of the National Survey of Student Engagement (NSSE), Kuh has written and consulted extensively about learning outcomes assessment, institutional improvement, and student engagement. His most recent books are Ensuring Quality & Taking High-Impact Practices to Scale (2013) and Using Evidence of Student Learning to Improve Higher Education (2015). Recipient of nine honorary degrees and numerous awards from professional societies, in 2014 he received the President’s Medal for Academic Excellence, the highest honor the Indiana University president can bestow.

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.

Timothy Renick is vice president for enrollment management and student success, vice provost, and professor at Georgia State University in Atlanta. Since 2008, he has overseen the university’s enrollment and student success programs. During this time period, the University has set records for the number and percent of underrepresented (63%) and Pell (58%) students enrolled, and has increased its graduation rates by 11 percentage points overall and by 18 points for underrepresented student. Degrees conferred have increased by 1,700 annually. A Phi Beta Kappa, summa cum laude graduate of Dartmouth College, Renick holds his M.A. and Ph.D. from Princeton University.

Ed Venit is a senior director with the Education Advisory Board (EAB). He serves as the firm’s leading expert on student success, retention and graduation, advising, financial aid, and data analytics. In this capacity, he leads the research team supporting the Student Success Collaborative, a consortium of over a hundred institutions leveraging data analytics and sharing best practices to transform academic advising and student success decision-making. Venit holds a Ph.D. in evolutionary biology from Duke University and a bachelors degree in biology, also from Duke.

Jane Wellman is an independent policy analyst specializing in public policy and postsecondary education in the United States. She is an expert in state and federal policy for higher education, with particular expertise in public budgeting, cost analysis and cost management, institutional governance and change management. Wellman has held numerous leadership positions in higher education in the nonprofit and government sphere, including: executive director of the National Association of System Heads; founding director of the Delta Cost Project; vice president for government relations for the National Association of Independent Colleges and Universities; deputy director for the California Postsecondary Education Commission; and staff director of the California Assembly Ways and Means Committee. She received her B.A. and M.A. degrees from the University of California at Berkeley.
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. 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 FY2015:

• Bachelor’s and master’s institutions: $750
• Doctoral institutions: $1,500
• System offices and statewide governing and coordinating board offices: $1,500

Apply today at http://www.wiche.edu/forum/membership

For further information, please contact:

Patricia (Pat) Shea, Director, Academic Leadership Initiatives
Western Interstate Commission for Higher Education
3035 Center Green Drive, Suite 200
Boulder, CO 80301
303.541.0302
pshea@wiche.edu
www.wiche.edu/forum