

Agenda Book

WICHE Commission Meeting • November 13-14, 2006 • Colorado Springs, CO



Image courtesy of Experience Colorado Springs at Pikes Peak

Monday, November 13, 2006

All meetings will be held within Penrose House at El Pomar Foundation. Transportation from the Broadmoor Hotel will be provided.

8.00 - 9.00 am [tab 1]
Carriage House

Executive Committee Meeting (Open and Closed Sessions) 1-1
Continental breakfast items available

Agenda (open)



Approval of the Executive Committee meeting minutes of May 22, 2006 1-3



Approval of the Executive Committee conference call meeting minutes of August 21, 2006 1-5

Report from the Mental Health Program

Discussion Item: May 2007 meeting schedule

Other

Agenda (closed)

Information Item: Informal review of the executive director's performance and travel during 2006 1-10

9.00 - 9.30 am [tab 2]
Carriage House

Committee of the Whole 2-1
Continental breakfast items available

Call to order: Dave Nething, WICHE chair

Welcome and introduction of new commissioners and guests 2-3



Approval of the Committee of the Whole meeting minutes of May 22-23, 2006 2-5

Report of the chair

Report of the executive director

Report of the Nominating Committee

9.30 - 10.45 am [tab 3] Carriage House	What's Up in the West? A Focus on Alaska, Arizona, Hawaii, New Mexico, and Washington 3-1
	<i>Discussion Leader:</i> David Longanecker
	<i>Speakers:</i> Commissioners from these five states
10.45 - 11.00 am	Break
11.00 am - 12.00 noon [tab 4] Carriage House	Policy Discussion: <i>Measuring Up 2006</i> 4-1
	<i>Speaker:</i> Patrick Callan, President, National Center for Public Policy and Higher Education
12.00 noon - 1.30 pm Main Dining Room	Lunch
1.30 - 2.00 pm	Break
2.00 - 3.30 pm [tab 5] Carriage House	Policy Discussion: Maintaining Higher Education Access and Affordability in Tight Fiscal Times – Findings of the NCSL Blue Ribbon Commission 5-1
	<i>Speaker:</i> California Assemblymember Carol Liu
3.30 - 5.00 pm [tab 6] Carriage House	Programs and Services Committee Meeting 6-1
	 Approval of the Programs and Services Committee meeting minutes of May 22-23, 2006 6-3
	Discussion Item: Restructuring of the Professional Student Exchange Program's Group A and Group B fields 6-11
	Information Items:
	Student Exchange Program updates 6-18
	Report on the State Scholars Initiative and the recent national request for proposals process 6-20
	Other Programs and Services updates

3.30 - 5.00 pm [tab 7]
Tower Room

Issue Analysis and Research Committee Meeting 7-1

Introduction of Louis Fox, WCET's new executive director 7-3



Approval of the Issue Analysis and Research Committee meeting minutes of May 22-23, 2006 7-5



Approval to seek funds for a higher education productivity study 7-7

Information Item: Policy Analysis and Research update – David Longanecker

6.30 - 8.30 pm [tab 8]
Penrose House - transportation will be provided

Reception and tour of Penrose House and grounds 8-1

Hosted by El Pomar Foundation

Tuesday, November 14, 2006

8.00 - 9.30 am [tab 9]
Carriage House

Policy Discussion: State Strategies to Enhance Student Success 9-1

Continental breakfast items available

Speaker: Arthur Hauptman, public policy consultant

9.30 - 11.00 am [tab 10]
Carriage House

Policy Discussion: A Test of Leadership – Charting the Future of U.S. Higher Education (Findings and Recommendations of the Secretary of Education's Commission on the Future of Higher Education) 10-1

Speaker: James J. Duderstadt, president emeritus and university professor of science and engineering at the University of Michigan, and member of the Commission on the Future of Higher Education, U.S. Department of Education

11.00 am - 12.00 noon [tab 11]
Carriage House

Committee of the Whole – Business Session 11-1

Report and recommended action of the Audit Committee 11-3



FY 2005 audit report

Attachment 1: Brief management primer to the FY 2006 audited financial statements 11-5

Report and recommended action of the Executive Committee

Report and recommended action of the Programs and
Services Committee

Report and recommended action of the
Issue Analysis and Research Committee



Approval to seek funds for a higher
education productivity study (Tab 7, p. 7)

Review of the budget 11-7

Discussion Items:

Review of policy regarding reserves 11-9

Review of senior officer salary comparisons 11-11



Election of chair, vice chair, and immediate past chair

Meeting evaluation 11-13

Other business

12.00 noon

Adjournment

Box lunches available

Reference [tab 12]

WICHE Commission 12-3

Commission committees 2006 12-4

WICHE staff 12-5

Higher education acronyms 12-6

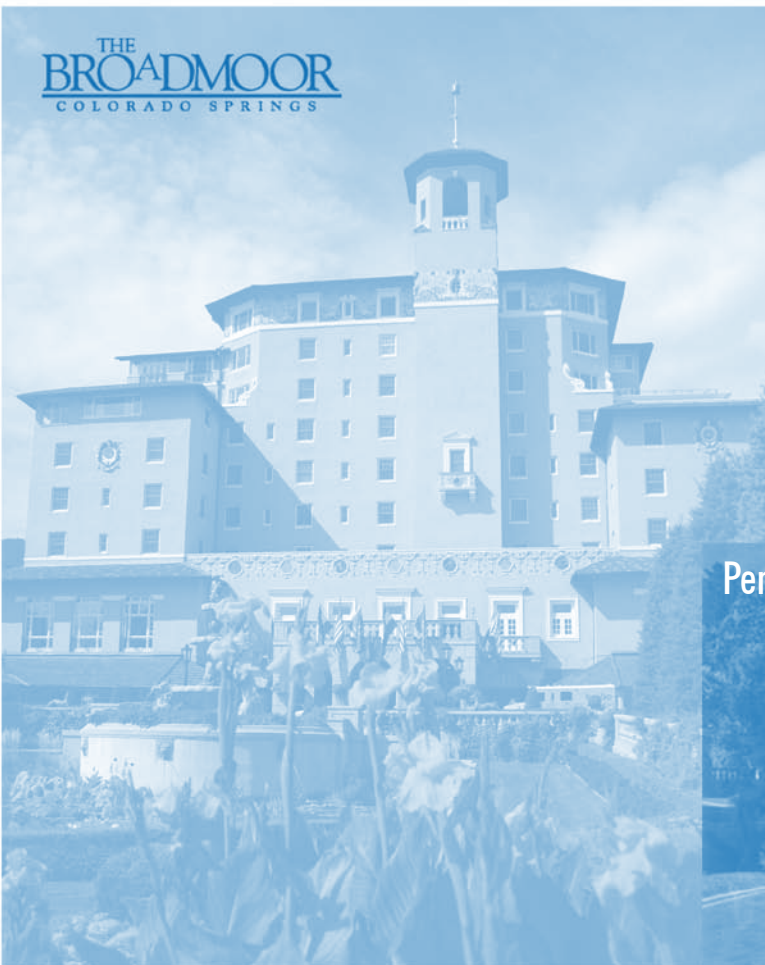
For further information about this meeting, please contact:

Erin Barber

*Western Interstate Commission for Higher Education (WICHE)
PO Box 9752 (3035 Center Green Drive), Boulder, CO 80301-9752
303.541.0254 (phone), 303.541.0291 (fax),
email: ebarber@wiche.edu, WICHE's URL; www.wiche.edu*

Executive Committee Meeting (Open/Closed)

Monday, November 13, 2006 – 8.00 - 9.00 am
Carriage House



Monday, November 13, 2006

8.00 - 9.00 am

Carriage House

Executive Committee Meeting (Open and Closed Sessions)

Continental breakfast will be available

Executive Committee Members:

Dave Nething, chair (ND)

Cam Preus-Braly, vice chair (OR)

Diane Barrans, immediate past chair (AK)

Marshall Lind (AK)

Joel Sideman (AZ)

Appointment pending (CA)

Bill Byers (CO)

Roberta Richards (HI)

Dwight Johnson (ID)

Ed Jasmin (MT)

Carl Shaff (NV)

Patricia Sullivan (NM)

Eddie Dunn (ND)

Jim Sager (OR)

Tad Perry (SD)

Richard Kendell (UT)

James Sulton (WA)

Klaus Hanson (WY)

Agenda (Open)



Approval of the Executive Committee meeting minutes of May 22, 2006

1-3



Approval of the Executive Committee conference call meeting minutes of August 21, 2006

1-5

Report from the Mental Health Program

Discussion Item: May 2007 meeting schedule

Other

Agenda (Closed)

Information Item: Informal review of executive director's performance and travel during 2006

1-10

Other*

*Please note: Article III of Bylaws states:

Section 7. Executive Sessions

Executive sessions of the commission may be held at the discretion of the chairman or at the request of any three commissioners present

and voting. The executive director shall be present at all executive sessions. The chairman, with the approval of a majority of the commissioners present and voting, may invite other individuals to attend.

Section 8. Special Executive Sessions

Special executive sessions, limited to the members of the commission, shall be held only to consider the appointment, salary, or tenure of the Executive Director.

ACTION ITEM

Executive Committee Meeting Minutes

May 22, 2006

Committee Members Present

Dave Nething (ND), chair
Cam Preus-Braly (OR), vice chair
Diane Barrans (AK), past chair
Marshall Lind (AK)
Joel Sideman (AZ)
Francisco Hernandez (CA)
Bill Byers (CO)
Roberta Richards (HI)
Cindy Younkin (MT)
Carl Shaff (NV)
Robert Potts (ND)
Robert (Tad) Perry (SD)
Richard Kendell (UT)
James Sulton (WA)
Klaus Hanson (SD)

Committee Members Unable to Attend

Patricia Sullivan (NM)
Dwight Johnson (ID)
James Sager (OR)

Staff Present

David Longanecker, executive director
Jere Mock
Dennis Mohatt
Jeanette Porter

Executive Committee Session (Open)

Chair Nething called the meeting to order and explained that following completion of the agenda for the open session, the Executive Committee will close the meeting except to WICHE commissioners and Executive Director Longanecker for the evaluation of the executive director and adoption of performance objectives for FY 2007.

ACTION ITEM

Approval of the Executive Committee Meeting Minutes of February 16, 2006, and March 27, 2006

A MOTION WAS MADE AND SECONDED TO APPROVE THE MINUTES OF THE FEBRUARY 16, 2006, AND MARCH 27, 2006, CONFERENCE CALL MEETINGS OF THE EXECUTIVE COMMITTEE. The minutes were approved unanimously.

INFORMATION ITEM

Executive Committee Meeting Minutes of November 7, 2005

Chair Nething reported that the minutes of the November 7, 2005, Executive Committee meeting were approved during the February 16, 2006, meeting.

INFORMATION ITEM

Report from the Mental Health Program

Chair Nething introduced Dennis Mohatt, director of the WICHE Mental Health Program, who presented the program's 2005-06 report. For the past several years state budgets had been declining, but this past year has been the beginning of stabilization. The Mental Health Program was able to completely eliminate its negative fund balance. It is projected that this program will have a positive fund balance of \$250,000 by the end of the 2005-2006 fiscal year. The program is financially strong. In 2001 the program budget was less than \$200,000 a year; it has increased to over \$1,000,000 per year.

Mohatt reported that the program is in multiple states in the WICHE region, providing technical assistance and workforce development both at the state and federal level. The program is coordinating with the federal government in developing a national plan for workforce development as it relates to rural health programs, and it is working with Alaska, Arizona, Montana, and Nevada. The Rural Mental Health Research Center is now in the second year of its four-year cooperative agreement; it is funded by the Health Resources and Services Administration of the U.S. Department of Health and Human Services. All first-year projects are meeting their targets, and staff is stable.

ACTION ITEM

**Executive Committee Session (Closed)
Review of the Executive Director's Performance**

During the closed Executive Committee session, the committee reviewed the executive director's performance evaluation. No action was recorded on personnel reports.

ACTION ITEM

Executive Committee Conference Call Minutes

August 21, 2006

Committee Members Present

Dave Nething (ND) chair
Joel Sideman (AZ)*
Diane Barrans (AK)
Bill Byers (CO)
Patricia Sullivan (NM)
Cam Preus-Braly (OR)
Robert Burns (SD)
Klaus Hanson (WY)
James Sulton (WA)

Committee Members Unable to Attend

Roberta Richards (HI)
Dwight Johnson (ID)
Ed Jasmin (MT)
Carl Shaff (NV)

Staff Present

David Longanecker
Cheryl Blanco
Jere Mock
Marv Myers

*Louise Lynch sat in for Joel Sideman until he could join the meeting.

Chair Dave Nething declared a quorum, called the meeting to order, and turned to Executive Director David Longanecker to present the first agenda item.

ACTION ITEM

Approval of Funding Request for Academic Competitiveness Grants Information Campaign

David Longanecker reported that at the May meeting, the Executive Committee discussed the staff request for approval to seek, receive, and expend funds to develop a strategic effort to assist the Western states in implementing the Academic Competitiveness Grants program. The purpose of this item is to allow the Executive Committee to have a more in-depth discussion of this proposal. Longanecker reported that he has had a discussion with the Bill and Melinda Gates Foundation, and they are interested in possibly funding this project.

Cheryl Blanco reported that at the May Issue Analysis and Research Committee meeting, the commissioners discussed this proposal as an information item, and there was a great deal of support for it. She stated that WICHE would be spending a great deal of time and effort to develop the necessary technical support for the project: WICHE would host meetings and provide opportunities for representatives from institutions and state agencies to work through the intricacies to make sure that qualified students received the Academic Competitiveness Grants; it would also help states build databases to track these students and respond to the federal recording requirements. The fiscal and staff impact summary included in the agenda shows the need for a full-time person to direct the project and two part-time, graduate-assistant-level employees to help with other activities, such as building capacity for a phone bank and the ability to answer questions online. It is estimated that this will run for 18 months.

David Longanecker added that the Gates Foundation suggested that WICHE partner with the Council of Chief State School Officers (CCSSO), since CCSSO has been working with the Gates Foundation on the elementary and secondary side. Longanecker stated that WICHE staff will do that; however, it is unclear how a partnership with CCSSO would work. It could end up being one collaborative project for WICHE and CCSSO together; or each organization could conduct separate projects. Those details are still to be worked out. CCSSO is comfortable with a collaborative relationship. The Gates Foundation suggested that WICHE's project have a national focus. While that is a possibility, Longanecker recommended that WICHE proceed with its drafted proposal. Once the project is complete, the objectives and processes can be expanded to fit a national perspective.

Commissioner Klaus Hanson asked if the Council of Chief State School Officers is working on a national level. Longanecker responded that CCSSO is a national organization and their project would be national. Commissioner

Hanson asked if the high school graduation requirement of two years of a language other than English includes sign language. Longanecker responded that higher education institutions include sign language as meeting the language requirement; however, the U.S. Department of Education does not. Many of the state programs approved to date do not include two years of a language, but it is almost certain that final regulations will require two years of a foreign language.

Commissioner Cam Preus-Braly stated that when she read the proposal, it included the Council of Chief State School Officers and the State Higher Education Executive Officers (SHEEO); she suggested that the National Council of State Directors for Community Colleges also be included. In some states community colleges have an independent governance structure and are not included in the SHEEO organization. Longanecker supported that suggestion, which was also made by the Gates Foundation.

Chair Nething noted there was no further discussion and called for a motion.

COMMISSIONERS HANSON/SULLIVAN MOVED APPROVAL OF THE STAFF RECOMMENDATION AS PRESENTED. The motion was approved unanimously.

Chair Nething said that this item will be on the November 2006 Executive Committee meeting agenda.

Longanecker reported that staff will report on their progress on this project at the November meeting. With the approval of the motion, staff now has the authority from the Executive Committee to go forward with the funding request from the Gates Foundation.

INFORMATION ITEM

Update on the WICHE Budget: Final Numbers for FY 2006 and Progress to Date for FY 2007

Longanecker suggested that the order of agenda items be amended to allow discussion of the information item on the WICHE budget prior to the action item requesting an amendment to the FY 2006 budget. The amendment was approved by the committee. Longanecker said that Marv Myers would present his final report on the FY 2006 budget and a progress report on the FY 2007 budget to date because he was retiring on August 22, 2006.

Chair Nething acknowledged and commended Myers for his 30 years of exemplary service to WICHE.

Myers responded to the accolades by stating that it has been a privilege to work for WICHE, and he was happy that he was able to report that WICHE ends FY 2006 on such a positive note. The 2006 revenue shows all dues have been paid, except the \$87,000 in arrears from the California Community College System, which should be received shortly. Because interest rates have gone up, interest income has increased and is higher than originally budgeted. Higher-than-anticipated indirect cost recovery from grants and contracts tied in with the State Scholars Initiative and some Mental Health activities has also boosted revenues above projections. Furthermore, the expenditure side of the budget is \$200,000 less than budgeted. Therefore, the combination of \$100,000 more in revenue and almost \$200,000 less in expenses resulted in a surplus of \$308,000.

Myers said there were two adjustments made to the FY 2007 budget that was approved as amended at the May 2006 commission meeting. The first change was on line 4, reflecting a slightly higher figure on the interest income. The second change was on expenditure lines 10 through 21, reflecting the actual salary increases to staff, approved by the commission, and assumptions relative to office rent, telephone, and other costs – costs that are now expected to be slightly less than what was anticipated when the budget was prepared in May. These adjustments resulted in a surplus of almost \$100,000, projected for the current fiscal year. The reserves section of the budget on line 32 reflects the \$25,000 expenditure, which the commission previously approved for the executive director search. As reflected on line 38, the projected reserve will be \$1.1 million by the end of the current fiscal year.

Longanecker asked for any questions on the budget as presented. Chair Nething stated that it is very pleasant to have the positive balances in the budget.

ACTION ITEM
Requested Amendments to FY 2007 Budget

- Request to shift \$25,000 from reserves to cover recruitment costs for the new director of Policy Analysis and Research.
- Request to shift \$25,000 from reserves to cover temporary staffing needs in executive director's office.

Longanecker stated that the first request to shift \$25,000 from reserves to fill the position of director of Policy Analysis and Research is similar to the action taken with WCET (Western Cooperative for Educational Telecommunications). He said he was saddened to report that Cheryl Blanco will be leaving the WICHE staff at the end of September to accept a position as vice president for lifelong learning policy and research for the Council for Adult and Experiential Learning (CAEL). The executive director will begin a search to fill her position and would like to request \$25,000 for the search. Since there is a reserve in the budget at this time, the \$25,000 could be taken out of the reserves or out of the annual budget, which is now showing a surplus of \$95,000.

The second request is to shift \$25,000 from reserves to cover temporary staff needs in the executive director's office. Longanecker said that Marla Williams is out of the office, on leave indefinitely, and he needs assistance. Therefore, he requested \$25,000 be added to the executive director's budget to augment salary and expenses for temporary administrative assistance.

Chair Nething suggested that the \$25,000 to augment the executive director account be taken from the current budget operating account. Longanecker recommended that this amount be taken out of the program development fund in the current FY 2006 budget or that a separate line be added. Longanecker suggested that the first request of \$25,000, for the search for director of Policy Analysis and Research, be included in line 14 of the revised FY 2006 budget.

Commissioner Hanson suggested that the two searches for full-time staff be combined for a total of \$50,000 for both searches. These pooled resources of \$50,000 would provide more flexibility in the search for the WCET director and the director of Policy Analysis and Research, in the event one search may be more expensive than the other.

COMMISSIONERS BARRANS/HANSON MOVED APPROVAL OF AUTHORIZATION OF THE FUNDING IN THE INFORMATION ITEM DISTRIBUTED BY STAFF. The motion carried unanimously.

DISCUSSION ITEM
Draft Agenda for November 13-14, 2006, Commission Meeting

David Longanecker presented the draft agenda for the November 13-14, 2006, commission meeting. The draft agenda was provided to the Executive Committee for input and improvements. The draft agenda is as follows:

Monday, November 13:

- Executive Committee: Informal review of executive director's performance
- What's Up in the West? (presentations from Alaska, Arizona, Hawaii, New Mexico, and Washington)
- What Up at WICHE?
 - Trends in WICHE Student Exchange Programs
 - Presentation on WICHE policy initiative *Accelerated Learning Options: Moving the Needle on Access and Success – A Study of State and Institutional Policies and Practices*
 - Report on efforts to date on Disaster Preparedness Initiative
- Lunch presentation by Troy Justesen, assistant secretary for vocational and adult education, U.S. Department of Education
- Policy session I: Possible topics (choose one)
 - State and institutional policies to enhance retention: presenter, Arthur Hauptman, educational consultant
 - Discussion of the findings and recommendations of the Spellings National Commission on the Future of American Higher Education: presenter, Arthur Rothkopf, senior vice president for the U.S. Chamber of Commerce, or other member of the commission
 - Discussion of *Measuring Up 2006*, the biennial report of the National Center for Public Policy and Higher Education, to be released in September 2006: presenter, Pat Callan, president of the National Center for Public Policy and Higher Education

- WICHE institutional exemplars on providing access to success, as identified by the Education Trust: presenter, Kati Haycock, president of the Education Trust
- Similarities and differences in skills necessary for college success and entry into the workforce – results of the recent ACT study: presenter, Dick Ferguson, president of ACT
- Committee meetings – first session
 - Programs and Services Committee meeting
 - Issue Analysis and Research Committee meeting

Tuesday, November 14:

- Policy session II (one topic from the list identified for policy session I)
- Committee meetings – second session
- Committee of the Whole – business session
 - Review of the budget
 - Review and discussion of policy regarding reserves
 - Review and discussion of senior officer salary comparisons
 - Other items

Longanecker outlined each item on the draft agenda and said that five states will present “What’s Up in the West?” For the policy sessions, he suggested that the Executive Committee select two of the five options on the list; there will not be enough time to do all five.

Chair Nething suggested scheduling the committee meetings in the afternoon of the first day, Monday, from 3:30 to 5:00 p.m., to allow for sufficient time to complete them. Shuffling people to various rooms is time consuming, and consolidating the meetings will save time. This also would allow time to add a third policy session.

Longanecker asked for input in the selection of the three topic areas. He stated that the first three on the list are all temporal in their topics. The National Commission on the Future of American Higher Education will be coming out with their final report in early September. Arthur Rothkopf was on the commission. He works for the national Chamber of Commerce and is a former college president. *Measuring Up 2006* will be coming out in September as well, and it may be relevant to discuss this report in November rather than in May. In addition, this report may have some international information.

Longanecker asked the chair to discuss the first topic, state institutional policies to enhance retention. Chair Nething reported that this presentation was made to the Legislative Advisory Committee and was very well received. He believes the commission would enjoy this presentation.

Commissioner Klaus Hanson asked for clarification on the WICHE institutional exemplars. Longanecker explained that these exemplary institutions have beaten the odds by providing access to success for their students. Commissioner Hanson said that topic four, on completion, would tie to topic number one on retention. Longanecker agreed but stated there just wasn’t sufficient time to do justice to four topics. However, staff may be able to provide commissioners with a publication that includes WICHE institutional exemplars in the West, as identified by the Education Trust.

Chair Nething said that unless he heard objections he recommended the first three items as topics for the November commission meeting program.

Commissioner Hanson said that he would like to learn more about the fifth bullet regarding similarities and differences in skills necessary for college success and entry into the workforce. This is a topic Wyoming has discussed. Longanecker responded that this topic fits very closely with the WICHE program on workforce development. There is compelling evidence that students need pretty much the same skills to go on to college or to get a good job out of high school.

Longanecker mention that with the absence of Marla Williams, he is having difficulty updating the current list of commissioners. The WICHE office has not received notification from states on the current commissioner appointments. Therefore, he will be spending some time with Erin Barber to update the list of commissioners to assure that all new commissioners are welcomed and receive orientation.

Commissioner Jim Sulton inquired if WICHE will notify the states scheduled to make a presentation to the November commission meeting regarding specifics for those presentations so that presenters can be properly prepared.

Longanecker responded that the reports will be similar to those presented at the May meeting, in which he acted as the "talk show host" and engaged presenters in a dialogue related to things going on in each state. He will be calling the five states' Executive Committee members. Commissioner Sulton also asked if Kati Haycock would be making the presentation on the access to success report, and Longanecker responded that it will not be one of the topics at the November meeting. He also stated that in all probability the presenter for that topic would have been Jan Somerville, instead of Kati Haycock.

Commissioner Barrans commended Myers for all of his service to WICHE. She said he has always been eminently professional and pleasant to deal with, and she wished him the best of luck. Commissioner Byers joined in the accolades and also wanted to commend Cheryl Blanco for her excellent service to the commission.

Chair Nething, on behalf of the entire commission, wished the very best to both Marv and Cheryl and thanked them for their service to WICHE and the commission. Both Marv and Cheryl will be greatly missed.

Chair Nething reported that there will be an Executive Committee meeting scheduled the last week in September. The date will be set to accommodate as many committee members as possible.

The November meeting will be held at El Polmar House in Colorado Springs; Commissioner Bill Hybl has arranged this, and lodging will be at the Broadmoor Hotel.

The meeting adjourned.

INFORMATION ITEM
EXECUTIVE DIRECTOR'S TRAVEL
Calendar Year 2006

January

11-13	State Scholars National Advisory Board & Project Directors Meeting – Presenter and Participant	Washington, D.C.
12	National Student Clearing House – Introductory Meeting	Herndon, VA
17	Truckee Meadows Community College Faculty Convocation – Keynoter	Reno, NV
23	Association of Governing Boards (AGB) Forum – Panelist	Phoenix, AZ
24	ACT Invitational Symposium – Participant	Chicago, IL
26-27	Southern Utah Collaborative Futures Planning – Facilitator	St. George, UT
31	National Postsecondary Education Cooperative (NPEC) Programmatic Subcommittee – Chair	Washington, D.C.

February

1	South Dakota Ford Workforce Grant Planning	Pierre, SD
3-4	ACT Education Advisory Board Meeting – Member	Charleston, SC
8	California Senate Higher Education Committee – Testify	Sacramento, CA
9	Meet with President of University of Washington	Seattle, WA
10	WICHE Officers' Retreat	Seattle, WA
13-14	American Council on Education (ACE) Annual Meeting – Participant	Los Angeles, CA
15	Oregon Access & Affordability Working Group Meeting – Facilitator	Portland, OR
28	Regional Compacts Annual CEOs Meeting – Participant	Minneapolis, MN

March

1	Hewlett Foundation Meeting on Using Technology to Enhance Community College Productivity – Panelist	Palo Alto, CA
2	Repeat of Hewlett Meeting – New City – Panelist	Sacramento, CA
9-10	NEC ¹ Executive Committee Meeting – Member	Washington, D.C.
13-17	International Higher Education Colloquium on Higher Education – Presenter & Participant	Wellington, NZ
21-22	NCSL ² Legislative Committee – Presenter	Juneau, AK

April

4	Oregon AAWG ³ – Facilitator & Consultant	Portland, OR
6	AGB ⁴ College Costs Project Meeting – Participant	Washington, D.C.
19	Colorado Telecoop Annual Meeting – Keynoter	Estes Park, CO
21-22	South Dakota Board of Regents President's Retreat – Facilitator	Rapid City, SD
29-30	Northwest Academic Forum Annual Meeting (NAAF) – Presenter & Participant	Bozeman, MT

May

1	Meeting with Representative of National Conference of Big City Mayors	Denver, CO
12	Oregon AAWG Meeting – Facilitator & Consultant	Portland, OR
21-23	WICHE Semiannual Meeting	Bismarck, ND
25	Oregon AAWG Meeting – Facilitator & Consultant	Portland, OR

June

6	Oregon AAWG Meeting	Portland, OR
8-9	WICHE/JFF ⁵ National Forum on Accelerated Learning	Atlanta, GA
14	Meeting with Secretary of Education re: Rigorous Curriculum	Washington, D.C.
15	Just for the Kids Annual Meeting – Panelist	Washington, D.C.
16	Pathways to College Annual Meeting – Participant & Discussion Leader	Washington, D.C.
19-21	Southern Utah Collaborative Futures Planning – Facilitator	St. George, UT
23	Colorado Pre-Collegiate Partnership – Presenter & Participant	Denver, CO
26	Idaho Financial Aid/Access Working Group – Presenter	Boise, ID
27	South Dakota Workforce Development Conference – Participant	Sioux Falls, SD

28	Changing Directions/Lumina Research Advisory Board – Presenter & Participant	Minneapolis, MN
29-30	WICHE/NGA ⁶ Leadership Institute for Governors Higher Education Policy Advisors – Presenter	Minneapolis, MN

July

10-11	WICHE Changing Directions Professional Development Meeting for Legislative Staff (With NCSL & ECS ⁷) – Presenter	Minneapolis, MN
11-12	ECS Annual Meeting – Participant	Minneapolis, MN
20	Fund for Colorado’s Future re SSI Concerns – Participant	Denver, CO
24-26	Multistate Policy Forum on Retention – Presenter	Breckenridge, CO
27-28	Changing Directions Technical Assistance Workshop – Presenter	Breckenridge, CO

August

4	New Mexico Academic Libraries Annual Forum – Keynoter	Socorro, NM
9	Annual WICHE Legislative Advisory Committee Meeting	Breckenridge, CO
10-11	NPEC ⁸ Executive Director Candidate Interviews – Interviewer	Washington, D.C.
12	Annual CSG ⁹ WICHE Breakfast – Presenter	Breckenridge, CO
15-16	Internet II & Minority Serving Institutions Conference – Participant & Discussion Leader	Bozeman, MT
23	Nevada P-16 Council Meeting – Facilitator	Las Vegas, NV

September

10-12	Lumina-sponsored “Politics of Inclusion” Conference – Participant	Raleigh, NC
13-15	Irish-American Higher Education Research Organization Annual Meeting – Participant	Washington, D.C.
14	NPEC Programmatic Subcommittee Meeting – Member	Washington, D.C.
20	Lumina Research Advisory Committee Meeting – Member	Indianapolis, IN
21-23	Annual NCSL Legislative Higher Education Seminar – Presenter	Denver, CO

October

4	Visit Foundations	New York, NY
5	Annual Convention of National Association of College Admissions Counselors – Presenter	Pittsburg, PA
10-11	Interviews for South Dakota Workforce Development Ford Grant – Interviewer	Rapid City, SD
16	New Mexico Changing Directions Legislative Roundtable – Presenter	Albuquerque, NM
17	California Assembly Seminar on Higher Education & State Policy – Presenter	Pasadena, CA
20	Higher Education Funding & Student Aid Conference – Presenter & Participant	Chicago, IL
24	Oregon Community Colleges Annual Board Members Meeting – Presenter	Portland, OR

November

1-2	NPEC National Symposium on “Access to Success” – Presenter & Participant	Washington, D.C.
3-4	WCET Annual Conference – Panelist & Participant	Portland, OR
9	Hewlett Foundation Meeting on Community Colleges	Palo Alto, CA
12-14	WICHE Semiannual Meeting	Colorado Springs, CO
17	South Dakota Ford Roundtable	Pierre, SD
29-30	NPEC Executive Committee Meeting – Member	Washington, D.C.

December

1	Hawaii Ford Roundtable	Honolulu, HI
8	AGB Seminar	San Francisco, CA

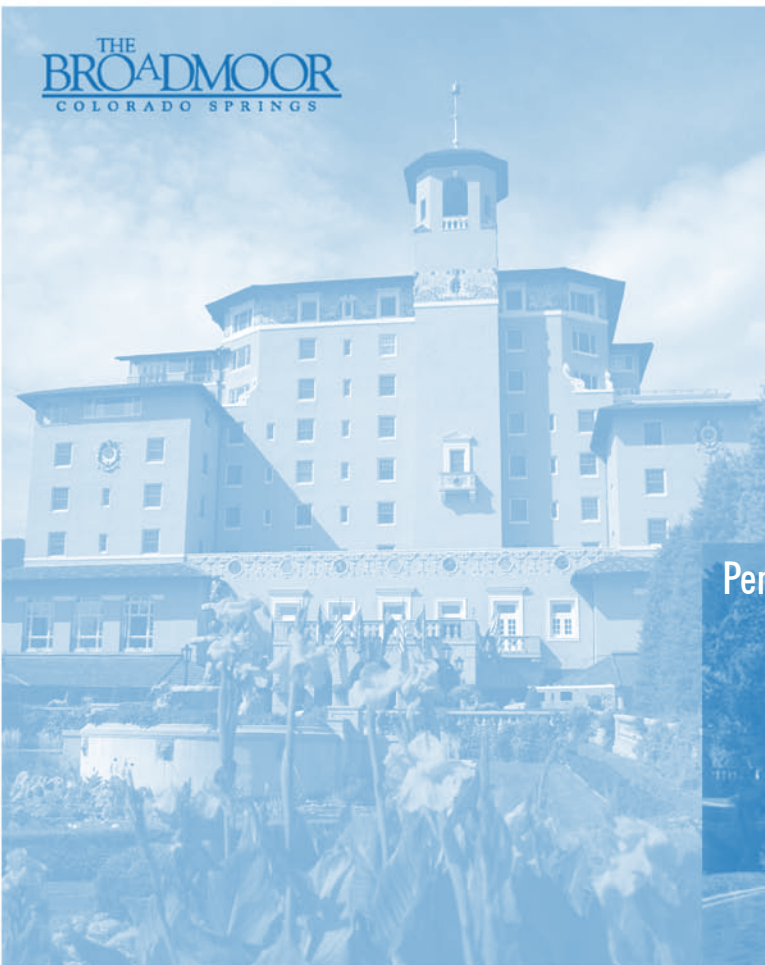
Notes on Abbreviations

- ¹ NEC: National Education Commission
- ² NCSL: National Conference of State Legislatures
- ³ AAWG: Access & Affordability Working Group (Oregon State Board of Higher Education)
- ⁴ AGB: Association of Governing Boards of Universities and Colleges
- ⁵ JFF: Jobs for the Future
- ⁶ NGA: National Governors Association
- ⁷ ECS: Education Commission of the States
- ⁸ NPEC: National Postsecondary Education Cooperative
- ⁹ CSG: Council of State Governments

Committee of the Whole Call to Order/Introductions

Monday, November 13, 2006 — 9.00 - 9.30 am
Carriage House

2 Monday 9.00 - 9.30 am



Monday, November 13, 2006

9.00 - 9.30 am
Carriage House

Committee of the Whole, Call to Order

Agenda

Call to Order: Dave Nething, chair

Welcome

Introduction of new commissioners and guests 2-3



Approval of the Committee of the Whole
meeting minutes of May 22-23, 2006 2-5

Report of the chair

Report of the executive director

Report of the Nominating Committee

Recess until November 14, 2006, at 11.00 am

NEW COMMISSIONERS

Patricia Brown Heller is the director of the Office of the Governor in Anchorage, a post she's held since last year. Previous to this she was the state director for two U.S. senators. She has also worked as an airline supervisor and travel agent, taught English as a second language, managed political campaigns for state and national candidates, and held various responsibilities in the family businesses. Her M.L.A. is from Southern Methodist University and her B.A. is from Alaska Pacific University. She is a trustee of Alaska Pacific and director and past president of the Alaska World Affairs Council.

Eddie Dunn is the chancellor of the North Dakota University System. He has served as the system's vice chancellor for strategic planning since 1993 and as executive director of the College Technical Education Council. As vice chancellor, he developed the system's strategic plan, based on the goals of the Roundtable on Higher Education report. Dunn is a former vice president of the Greater North Dakota Chamber of Commerce and has also worked as an agricultural economics professor and rural development administrator at North Dakota State University.

Dan W. Harrington was elected to the Montana Senate in 2001 and has served as president pro-tem since 2004. From 1977 till 2001, he was a member of the state's House of Representatives, serving as chair of the Education and Taxation committees. He taught in the Butte School District for over 35 years. He graduated from Western Montana College.

Peter C. Knudson is a Utah state senator and assistant majority whip. He was elected to the Senate in 1998 and has served on the Higher Education Appropriations Subcommittee and numerous other committees. Previous to that, he served as a member of the House. He was also mayor of Brigham City, UT, from 1978 to 1990. An orthodontist by profession, he received his D.D.S. from the University of the Pacific and his M.S. from Loyola University in Chicago; he did his undergraduate education at the University of Utah and Weber State.

Pamela J. Kostelecky is a member of the North Dakota State Board of Higher Education. She is also president and general manager of Sax Motor Co. and Sax Motor Co. Southwest in Dickinson and Bowman, N.D., as well as president of General Investment Corp., a real estate and leasing company in Dickinson. Kostelecky is a member of the boards of directors of Dickinson State University Foundation, the North Dakota Auto Dealers Association, and Dickinson Industries, as well as a past member of the boards of the Dickinson Public School Foundation, Trinity School Foundation, and Dickinson Public Library Foundation. She attended the University of California, Los Angeles, the University of the Seven Seas (an international shipboard education program sponsored by Chapman College), and Dickinson State College.

Mary Sheehy Moe has been the dean of Montana State University – Great Falls College of Technology since 2001. Prior to this, for 27 years, she held faculty and administrative positions in secondary and postsecondary education. In 1987 she was named Montana Teacher of the Year for her work as a high school English teacher. In 1998 she was given the National Council of Teachers of English Intellectual Freedom Award. In 2005 she was designated the Michael P. Malone Educator of the Year for her contributions to higher education in Montana. Moe earned a B.A. in English in 1972, an M.A. in education in 1994, and an Ed.D. in education in 1997, all from the University of Montana. She is particularly known for her expertise in the area of intellectual freedom and her advocacy of the public and private benefits of higher education, especially two-year education.

Helene I. Sokugawa is an institutional analyst in the Office of the Vice Chancellor for Academic Affairs at the University of Hawaii in Manoa. Prior to this she worked as assistant to the dean of the School of Architecture; the coordinator for personnel development at the Office of the State Director for Career and Technical Education in Honolulu; a teacher and lecturer; and in many other positions. She received a doctorate in educational administration, an M.B.A., a master's in curriculum and instruction, a teaching diploma, and a B.S. from the University of Hawaii, Honolulu, as well as a master's in library science from California State University, Fullerton.

Arthur C. Vailas is Idaho State University's new president. Previously, he served as vice chancellor of all five University of Houston (UH) System campuses and vice president for research and intellectual property management at the UH main campus. He joined the University of Houston in 1995 as vice provost for graduate studies and professor and distinguished chair in biology and biochemistry. From 1988 to 1994, he held numerous positions at the University of Wisconsin, Madison, including associate dean for research and development in the School of Education and professor of surgery, Division of Orthopedic Surgery, College of Medicine. He also held an appointment in the Department of

Physiological Science at the University of California, Los Angeles from 1982 to 1988. His Ph.D. is from the University of Iowa, with an emphasis on connective tissue physiology, and he completed a three-year National Institutes of Health postdoctoral program as a research fellow in orthopedic surgery and biochemistry. He earned his B.S. in exercise physiology magna cum laude at the University of New Hampshire. He is the author of numerous scientific publications and a principal investigator of federal grants. He has consulted with many healthcare-related organizations and was given a congressional appointment to the Mickey Leland national board on air toxics. His awards include the International Scholars Award from the University of Houston and Outstanding Science Achievement Award from NASA for COSMOS #2229, U.S.-Russian Space Program.

ACTION ITEM
Committee of the Whole
Meeting Minutes
May 22-23, 2006, Bismarck, ND

Participants 2-6

Committee of the Whole, first session (May 22, 2006): Call to Order 2-8

Approval of the November 2005 meeting minutes 2-8

Report of the chair 2-9

Report of the executive director 2-9

Report from the Audit Committee 2-9

Committee of the Whole, second session (May 23, 2006): 2-11

Report of the Disaster Recovery Planning Committee..... 2-11

Report of the Executive Committee 2-11

Report of the Programs and Services Committee..... 2-11

Action Item: Programs and Services workplan 2-11

Action Item: Professional Student Exchange Program support fees for 2007-08 and 2008-09 2-12

Information Item: Review of SSI, NEON, and WICHE ICE 2-12

Report of the Issue Analysis and Research Committee 2-12

Action Item: Issue Analysis and Research workplan..... 2-12

Other business.... 2-12

Action Item: Approval of meal reimbursement amount for those on WICHE travel status..... 2-12

Action Item: Budget and salary/benefit recommendation for FY 2007 2-13

Action Item: FY 2008-2009 biennium state dues 2-13

Goodbye to Sally Johnson..... 2-14

Meeting evaluation 2-14

PARTICIPANTS

Commissioners

* Executive Committee member 2006

ALASKA

*Diane M. Barrans, WICHE Chair 2005
Executive Director
Alaska Commission on Postsecondary Education
Juneau

*Marshall L. Lind
Former Chancellor of Higher Education
University of Alaska Fairbanks
Juneau

ARIZONA

David Lorenz
Retired Vice President of Administration and Finance
Northern Arizona University
Flagstaff

*Joel Sideman
Executive Director
Arizona Board of Regents
Phoenix

CALIFORNIA

Francisco Hernandez
Vice Chancellor of Student Affairs
University of California, Santa Cruz
Santa Cruz

COLORADO

*William F. Byers
Consumer and Public Relations Manager
Grand Valley Power
Fruita

Jenna Langer
Executive Director
Colorado Commission on Higher Education
Denver

HAWAII

Doris Ching
Vice President for Student Affairs
University of Hawaii System
Honolulu

Roy T. Ogawa
Attorney at Law
Honolulu
Lorine Ogawa

*Roberta M. Richards
State Officer
Hawaii Department of Education
Honolulu

IDAHO

*Dwight Johnson
Executive Director
State Board of Education
Boise

MONTANA

Ed Jasmin
Immediate Past Chair
Montana Board of Regents
Big Fork
Bobbi Jasmin

*Sheila Stearns
Commissioner of Higher Education
Montana University System
Helena
Hal Stearns

Cindy Younkin
State Representative
Bozeman

NEVADA

Jane Nichols
Vice Chancellor for Academic and Student Affairs
Nevada System of Higher Education
Reno

*Carl Shaff
Educational Consultant
Nevada State Department of Education
Reno

NEW MEXICO

Beverlee J. McClure
Cabinet Secretary
New Mexico Higher Education Department
Santa Fe

*Patricia Sullivan
Assistant Dean
College of Engineering
New Mexico State University
Las Cruces

NORTH DAKOTA

*Richard Kunkel
Member
State Board of Higher Education
Devils Lake

Dave Nething, WICHE Chair
State Senator
Jamestown

Robert Potts
Chancellor
North Dakota University System
Bismarck

OREGON

Ryan Deckert
State Senator
Portland

*Camille Preus-Braly, WICHE Vice Chair
Commissioner
Oregon Department of Community
Colleges and Workforce Development
Salem

SOUTH DAKOTA

James O. Hansen
Regent
South Dakota Board of Regents
Pierre

Robert T. (Tad) Perry, WICHE Chair 2002
Executive Director
South Dakota Board of Regents
Pierre

UTAH

Bonnie Jean Beesley
Utah Board of Regents
Salt Lake City

*Richard E. Kendell
Commissioner of Higher Education
Utah System of Higher Education
Salt Lake City

WASHINGTON

Jeanne Kohl-Welles
State Senator
Olympia
Alex Welles

*James Sulton, Jr.
Executive Director
Higher Education Coordinating Board
Olympia

Colorado Springs, Colorado

WYOMING

Thomas Buchanan
President
University of Wyoming
Laramie

*Klaus Hanson
Professor of German and Chair
Department of Modern and Classical Languages
University of Wyoming
Laramie

Staff

David Longanecker
Executive Director

Cheryl Blanco
Director
Policy Analysis and Research

Sally Johnstone
Director
WCET

Jere Mock
Director
Programs and Services

Dennis Mohatt
Director
Mental Health Program

Jeanette Porter
Administrative Assistant
Mental Health Program

Terese Rainwater
Program Director, State Scholars Initiative
Programs and Services

Margo Schultz
Program Coordinator, Student Exchange Programs
Programs and Services

COMMITTEE OF THE WHOLE: CALL TO ORDER

Monday, May 22, 2006

Dave Nething, WICHE chair, called the meeting to order and introduced three newly appointed commissioners: Bonnie Jean Beesley of the Utah State Board of Regents; Jeanne Kohl-Welles, who serves in the Washington State Senate; and Jenna D. Langer, executive director of the Colorado Commission on Higher Education. Two other new commissioners were unable to attend: Beverly Evans, who serves in the Utah Senate and is the development director of Utah State University; and Warren B. Hardy II, who serves in the Nevada Senate.

Chair Nething reported that the new commissioners recently participated in a half-day briefing session. He also reported that since the November 2005 commission meeting, there has been one six-month appointment to the WICHE Commission: Michael Gallagher, interim president of Idaho State University, was reappointed to serve until July 1, 2006, at which time the new president of Idaho State University, Arthur Vailas, will be appointed to the commission.

The chair acknowledged that Thomas Buchanan, president of the University of Wyoming, was reappointed as a WICHE commissioner by Governor David Freudenthal.

The chair introduced and acknowledged the service of three commissioners' whose terms expire at the end of this meeting: Doris Ching from the University of Hawaii System; Richard Kunkel, a member of the State Board of Higher Education in North Dakota; and Cindy Younkin, former state representative from Montana. On behalf of the commission and WICHE staff, Executive Director Longanecker presented the retiring commissioners with a memento of appreciation for their service to the commission and the member states.

Chair Nething introduced the following guests:

- Paul Hassen, assistant director of public affairs at the American Council of Education of East States.
- Mike Hillman, vice chancellor for academic and student affairs, North Dakota State University System and a WICHE commissioner from South Dakota from 1987 to 1996 and from North Dakota since 2004.
- David Iha, WICHE certifying officer and secretary for the board of regents at the University of Hawaii, attending this meeting in honor of Doris Ching's retirement from the commission.
- Louise Lynch, certifying officer and educational loan officer at the Arizona Board of Regents.
- Terry Meyer, office manager and chancellor's assistant at North Dakota University System in Bismarck, responsible for all the arrangements related to this meeting.
- Lance Perryman, dean of the College of Veterinary Medicine and Biomedical Science at Colorado State University.
- Lisa Shipley, manager of student affairs in Wyoming and WICHE-WAMI coordinator of the College of Health Sciences at the University of Wyoming in Laramie.
- Peggy Wipf, certifying officer for North Dakota, director of financial aid and federal relations coordinator of North Dakota University System.
- Debbie Anderson, director of public affairs for the chancellor's office at the University of North Dakota.

ACTION ITEM

Approval of the Minutes of November 7-8, 2005

A MOTION WAS MADE AND SECONDED TO APPROVE THE MINUTES OF THE COMMITTEE OF THE WHOLE MEETING OF NOVEMBER 7-8, 2005. The motion carried unanimously.

Report of the Chair
Dave Nething, WICHE Chair

Chair Nething stated that in the interest of time, the chair's report would be postponed.

Report of the Executive Director
David Longanecker, Executive Director

David Longanecker reported that since the last meeting, held in November 2005, there have been three new employees added to the WICHE staff: Terese Rainwater, director of the State Scholars Initiative (SSI); Christian Martinez, SSI program coordinator; and Jeannette Porter, administrative assistant of the Mental Health Program. Michelle Médal has moved from her former position with the Policy unit to become SSI's administrative coordinator. WICHE is fortunate to have these individuals on the staff.

There has been one staff resignation. Sally Johnstone has accepted a position as vice president of academic affairs at Winona State University. WICHE has started the search process to fill this vacancy.

He updated the commission on the circumstances with California. The governor of California has indicated that the systems of higher education in California were prepared to pay the California dues. The University of California and California State University systems have paid their share of the dues. The California community colleges have not yet paid their dues, but there is assurance that WICHE will receive the dues of \$87,000 shortly. The budget for WICHE dues for FY 2007 has been included in both the California Senate and Assembly budget bills, and we have the assurance of approval. The budget will be imbedded into the base of the California State University System. All other states are current on WICHE dues.

Report from the Audit Committee
Diane Barrans, Committee Chair

Chair Nething reported the appointment of the following commissioners to serve on the Audit Committee: Diane Barrans as chair; Camille Preus-Braly as vice chair; and Roy Ogawa, Ed Jasmin, Jane Nichols, and former commissioner Linda Blessing as members. Chair Nething asked the chair of the Audit Committee to present her report.

Commissioner Barrans thanked the members of the Audit Committee for their efforts in reviewing the draft report and for their thoughtful comments and recommendations. She reported that the Audit Committee met in February 2006. She presented four recommendations to the commission for action.

1. Amendments to the bylaws pertaining to the Audit Committee and specifically transferring from the WICHE Commission to the Audit Committee the authority to determine the auditing firm for WICHE.

COMMISSIONERS BARRANS/JASMIN MOVED APPROVAL OF THE AMENDMENTS TO THE BYLAWS PERTAINING TO THE AUDIT COMMITTEE AND SPECIFICALLY TRANSFERRING FROM THE WICHE COMMISSION TO THE AUDIT COMMITTEE THE AUTHORITY TO DETERMINE THE AUDITING FIRM FOR WICHE. The motion carried unanimously.

2. Appointment of Clifton Gunderson to conduct WICHE's audits for fiscal years 2006, 2007, and 2008.

Commissioner Barrans explained that since the above bylaw change will not be in effect for the current fiscal year, it was necessary to approve the firm of Clifton Gunderson to conduct the audit for the next three years. She made the following motion:

COMMISSIONERS BARRANS/JASMIN MOVED APPROVAL OF THE APPOINTMENT OF CLIFTON GUNDERSON TO CONDUCT WICHE'S AUDITS FOR FISCAL YEARS 2006, 2007, AND 2008. The motion carried unanimously.

Commissioner Barrans stated that the next two action items were related to the code of ethics for the commission. The audit committee recommended approval of the code of ethics. In discussion with the executive director and

the committee members, and after reviewing the advice that is included in the Sarbanes-Oxley Act, the committee recommended adoption of the commission code of ethics.

3. Commission Code of Ethics

Chair Nething asked for discussion on the motion, and Klaus Hanson asked for an example on point three of the code of ethics, regarding the possible conflict of interest between a commissioner's responsibilities as a state-appointed official and the policies, procedures, and operations of the multistate organization.

Commissioner Barrans provided an example: if a state provided goods or services that might be of interest to other states, any business between them would be done outside the realm of the commission meeting. Executive Director Longanecker explained that the purpose of the code of ethics is to avoid the conflict of interest. The way in which it is generally done is to abstain or simply to disclose the potential of conflict of interest. However, there are circumstances where WICHE might be entering into a preferred relationship with one of the states to provide or receive a service, at which time it would be appropriate for the commissioner from that state to recuse himself or herself.

COMMISSIONERS BARRANS/OGAWA MADE A MOTION TO ADOPT THE COMMISSION CODE OF ETHICS. The motion carried unanimously.

4. Commissioner Barrans stated that the fourth recommendation is to approve the executive director's code of ethics.

THE MOTION WAS MADE TO ADOPT THE EXECUTIVE DIRECTOR'S CODE OF ETHICS. The motion carried unanimously.

Commissioner Barrans reported that the Audit Committee report included two information items: the charter adopted by the Audit Committee; and the Audit Committee's calendar of events.

Chair Nething thanked the Audit Committee for its report. The Committee of the Whole was recessed until Tuesday, May 23, 2006, at 10:00 a.m.

COMMITTEE OF THE WHOLE, SECOND SESSION

Tuesday, May 23, 2006

Chair Nething reconvened the Committee of the Whole at 10 a.m. on Tuesday, May 23, 2006.

Report from the Disaster Recovery Planning Committee

Diane Barrans, Committee Chair

Commissioner Barrans reported that at the urging of the executive director, an ad hoc committee was formed to review what role, if any, WICHE could play in the event of a major disaster in continuation planning for educational services in the West. The Disaster Recovery Planning Committee members are Camille Preus-Braly, Roy Ogawa, Dwight Johnson, and Ed Jasmin. Former Colorado commissioner William Kuepper is serving as a volunteer consultant and has provided the basic research on this issue. His mode of operation has been to essentially audit the activities of the Southern Regional Education Board (SREB). SREB played a significant role in the South after the hurricanes hit in 2005. Kuepper plans to continue to review SREB's actions and to identify how WICHE could take a coordinating and advisory role in the West.

The Disaster Recover Planning Committee has had a teleconference meeting. It will meet prior to the November 2006 commission meeting and have a full report for the commission at that meeting.

Report and Recommended Action from the Executive Committee

Cam Preus-Braly, WICHE Vice Chair

Commissioner Cam Preus-Braly thanked the attendees of the Executive Committee meeting, held on Monday, May 22, 2006. The only states not represented at that meeting were Idaho and New Mexico. She reported that the committee heard a report from Dennis Mohatt, the director of Mental Health Program, which outlined program activities since November 2005.

She reported that the major portion of the Executive Committee meeting was spent in executive session with David Longanecker, reviewing his performance for the year. There was general consensus that Longanecker had again met his objectives and, in many areas, exceeded the commission's expectations. There was high praise for his leadership, for the move to the new building, the stabilization of the budget, and the securing of the new SSI program. The Executive Committee recommended and approved a 4 percent increase for the executive director, effective July 1, 2006. It further recommended and approved that by the November 2006 meeting, Longanecker should present the commission with a strategy for making the executive director's salary more competitive in the higher education market.

A MOTION WAS MADE AND SECONDED THAT THE COMMISSION APPROVE THE REPORT AND THE ACTIONS OF THE EXECUTIVE COMMITTEE. The motion carried unanimously.

Report of the Programs and Services Committee

Carl Shaff, Committee Chair

Commissioner Carl Shaff, Programs and Services Committee chair, reported that the committee reviewed several action and information items.

ACTION ITEM

Programs and Services Workplan

The committee reviewed the Programs and Services workplan and unanimously approved it, recommending approval by the Committee of the Whole.

COMMISSIONERS SHAFF/POTTS MADE A MOTION TO APPROVE THE PROGRAMS AND SERVICES' WORKPLAN. The motion carried unanimously.

ACTION ITEM

Professional Student Exchange Program Support Fees for 2007-08 and 2008-09

Commissioner Shaff reported that the committee reviewed the proposed Professional Student Exchange Program support fee increases for 2007-08 and 2008-09. The committee unanimously approved support fee increases of 3.4 percent in both the Group A and Group B fields for each year of the biennium 2007-08 and 2008-09. The committee also recommended increasing the base support fee in the fields of occupational therapy and physician assistant by \$1,000 each in academic year 2007-08, as outlined in the agenda item. The committee recommend approval by the Committee of the Whole.

COMMISSIONERS SHAFF/HANSEN MADE A MOTION TO ADOPT THE PROPOSED PROFESSIONAL STUDENT EXCHANGE PROGRAM SUPPORT FEES FOR 2007-08 AND 2008-09, AS RECOMMENDED. The motion carried unanimously.

INFORMATION ITEM

Review of SSI, NEON, and WICHE ICE

Commissioner Shaff reported that the committee received staff reports on SSI (State Scholars Initiative), NEON (Northwest Educational Outreach Network), and WICHE ICE (Internet Course Exchange). The committee also approved the Programs and Services workplan for FY 2007, as presented. He commended the staff for their reports and work.

Report of the Issue Analysis and Research Committee

Jane Nichols, Committee Chair

Commissioner Jane Nichols reported that the committee reviewed the Issue Analysis and Research workplan.

ACTION ITEM

Issue Analysis and Research Workplan

The committee recommended two additions to the proposed workplan. The first is to add the Academic Competitiveness Grant assistance effort to the "Finance" category of the section "On the Horizon." The second addition, to the "Access" section of "On the Horizon," is to include a potential evaluation of College Opportunity Fund in Colorado. This may be an activity the staff would like to review and present in the future a possible plan to the commission.

COMMISSIONERS NICHOLS/BOGGS MADE A MOTION TO APPROVE THE ISSUE ANALYSIS AND RESEARCH COMMITTEE'S WORKPLAN WITH THE TWO ADDITIONS RECOMMENDED BY THE COMMITTEE. The motion carried unanimously.

Commissioner Nichols also reported that all states were represented at the committee meeting. The committee reviewed the "WICHE Benchmark Report." If commissioners have any interest in receiving a report for their individual states, the staff will produce one. The committee also received a presentation on WCET's partnership with the Observatory for Borderless Higher Education.

The committee relished the presence of Sally Johnstone for one last meeting.

Other Business

The Committee of the Whole considered several other items.

ACTION ITEM

Approval of Meal Reimbursement Amount for those on WICHE Travel Status

Executive Director Longanecker reported that the meal reimbursement amount has not been adjusted since July 1996. The staff recommended alignment of the WICHE meal reimbursement allowance with the established General Services Administration's (GSA) average rates for the state capitals and primary destination cities for each WICHE state. This recommendation will increase the cost of doing business; however, the actual cost of doing business does increase every year.

Commissioner Diane Barrans raised a concern about the proposal because some state policies regulate state employee reimbursement rates. For example, she is reimbursed by the Alaska for WICHE travel based on the state's reimbursement allowance rate, not the WICHE rate. The reimbursement check from WICHE reverts to the Alaska general fund. The proposed new reimbursement policy may result in a net increase to the state, rather than to the commissioner. There was further discussion regarding state reimbursement policies. Longanecker suggested that WICHE may be able to resolve the concerns with the individual commissioners.

COMMISSIONERS BARRANS/CHING MADE A MOTION TO APPROVE A NEW POLICY LINKING THE MAXIMUM MEAL REIMBURSEMENT RATES ALLOWED BY WICHE TO THE RATES ESTABLISHED EACH YEAR BY THE GENERAL SERVICES ADMINISTRATION'S AVERAGE FOR THE 30 CITIES WITHIN THE WICHE REGION. The motion was approved unanimously.

ACTION ITEM

Budget and Salary/Benefit Recommendation for FY 2007

Executive Director Longanecker described the key points of the proposed WICHE general fund budget estimate for FY 2006 and proposed budget for FY 2007, revenue, and expenditures. He stated that there were three budgets of particular interest to the commission. The first is the general fund budget of about \$2 million, which includes projects that are supported by the state dues and other discretionary revenues; the second is the operating budget of about \$6 million, which includes all of the annualized activities of all the entities; and the third is the overall budget of \$18 million, which includes the \$12 million from the Professional Student Exchange Program, which WICHE simply passes through to the institutions.

He outlined each of the three budget components. The general fund budget for FY 2006 revenue is \$2,005,000. It is estimated WICHE will achieve revenue in 2006 of \$2,133,000, resulting in an addition to the reserve of 3.6 percent. He explained the need for the substantial increase in the communications and public affairs line, which includes a request to add one additional FTE in Jere Mock's area to achieve the objectives of the workplan. This is the only significant change in the general fund budget.

It was a very good year for WICHE's revenue reserve. The general fund reserves increased by \$165,000. Mental Health added \$250,000 to its reserves, and WCET (Western Cooperative for Educational Telecommunications) added \$26,000 to its reserves. There has been full payment of California's past and present dues from the California State University and University of California, and it anticipated that the California Community College System share of the dues will be forthcoming.

Longanecker recommended a 3.5 percent increase in performance-based salary increases for WICHE staff and a half (.5) percent of total salary as a one-time bonus to a modest number of staff who have performed exemplary service beyond their normal responsibilities. He outlined the proposed salary schedule for WICHE, beginning July 1, 2006, which reflects an increase in the minimum ranges for each salary grade. In addition, he mentioned that the expenditures for FY 2006 are slightly higher than anticipated, due to a one-time settlement payment of \$35,000 more than anticipated, a cost associated with the completion of the new facility.

He requested an amendment to the budget request to include the authority to dedicate up to \$25,000 of reserves to cover the cost of recruitment for the director of WCET.

Chair Nething asked the commission to make a decision on the amendment to the budget prior to action on the budget.

COMMISSIONERS SHAFF/BYERS MOVED AND SECONDED TO ADOPT THE FY 2007 GENERAL FUND BUDGET AS DETAILED IN TABLES 1-6 OF THE AGENDA BOOK; FOR IT TO BE ACCEPTED, AS AMENDED, TO INCLUDE \$25,000 FROM RESERVES TO COVER THE COST OF RECRUITMENT FOR THE DIRECTOR OF WCET; AND FOR IT TO INCLUDE THE SALARY AND BENEFIT RECOMMENDATIONS. The motion passed unanimously.

ACTION ITEM

FY 2008-2009 Biennium State Dues

Chair Nething asked Longanecker to describe the request for the FY 2008-2009 biennium state dues. The executive director recommended an increase in the dues by \$4,000 in FY 2008 and \$4,000 in FY 2009. The recommendation would result in a 3.5 percent increase in FY 2008 and 3.45 percent increase in FY 2009. The ratio of WICHE's total

expenditures to dues was 3.13 to 1 during FY 2005; it will be 3.51 to 1 during FY 2006; and it is budgeted to be 3.53 to 1 during FY 2007. The WICHE dues schedule for each member state will be \$116,000 for FY 2008 and \$120,000 for FY 2009.

COMMISSIONERS PERRY/KUNKEL MOVED AND SECONDED TO ADOPT THE STAFF RECOMMENDATION FOR FY 2008-2009 BIENNIUM STATE DUES. The motion passed unanimously.

Chairman Nething reported that, during the closed meeting between the executive officers and the executive director, Longanecker had not only reported on how to make the executive director's salary more competitive in the higher education market but also on how to relate that salary with other senior staff in the organization.

ACTION ITEM
WICHE's FY 2007 Workplan

Chair Nething referred commissioners to the draft WICHE FY 2007 workplan included in Tab 11 of the agenda book. He noted that the Programs and Services Committee approved its workplan; the Issue Analysis and Research Committee added two projects to its workplan.

MOTION BY SHAFF/SIDEMAN TO APPROVE THE FY 2007 WICHE WORKPLAN. The motion passed unanimously.

Chair Nething asked for any other business for the Committee of the Whole.

Goodbye to Sally Johnstone

Executive Director Longanecker indicated that he wanted to recognize the exceptional service and dedication that Sally Johnstone had contributed to the WICHE organization for the past 17 years. Numerous commissioners joined in voicing their appreciation for her substantial contributions to WICHE and WCET.

Commissioners were urged to complete the meeting evaluation forms.

Hearing no other business, the chair adjourned the meeting.

What's Up in the West? A Focus on Alaska, Arizona, Hawaii, New Mexico, and Washington

Monday, November 13, 2006 – 9.30 - 10.45 am
Carriage House

3 Monday 9.30 - 10.45 am



Monday, November 13, 2006

9.30 - 10.45 am
Carriage House

What's Up in the West? A Focus on Alaska, Arizona, Hawaii, New Mexico, and Washington

David Longanecker will lead a discussion with representatives from Alaska, Arizona, Hawaii, New Mexico, and Washington on how activities in their states relate to the general WICHE themes, such as enhancing access, financing the enterprise, and assuring a well-prepared workforce for the future. In addition, they'll also look at innovation and quality assurance issues, as well as at accountability.

Biographical Information on the Discussion Leader

David A. Longanecker is the executive director of the Western Interstate Commission for Higher Education in Boulder, CO. 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. Longanecker has served on numerous boards and commissions and has written extensively on a range of higher education issues. His primary interests in higher education are: access and equity; promoting student and institutional performance; finance; the efficient use of educational technologies; and internationalizing American higher education. He holds an Ed.D. from Stanford University, an M.A. in student personnel work from the George Washington University, and a B.A. in sociology from Washington State University.

Policy Discussion: Measuring Up 2006

Monday, November 13, 2006 – 11.00 am - 12.00 noon
Carriage House



4 Monday 11.00 am - 12.00 noon

Monday, November 13, 2006

11.00 am - 12.00 noon

Carriage House

Policy Discussion: *Measuring Up 2006*

The National Center for Public Policy and Higher Education has published its fourth edition of the highly regarded and widely read *Measuring Up* report. *Measuring Up 2006* provides a national report card for each of the 50 states on six indicators of higher education performance: preparation, participation, affordability, completion, benefits, and learning. The fourth edition has three primary improvements. First, *Measuring Up 2006* is the first edition that provides international comparisons for the nation as a whole and for all 50 states, highlighting how the United States compares with other countries in providing educational opportunity and on degrees awarded. Individual state report cards compare each state's performance with international data on college participation, degree or certificate completion, and the level of adult educational attainment. Secondly, in the "completion" category, the data behind the persistence indicators – measuring the percentage of first-year students returning for a second year at two-year or four-year colleges and universities – have been improved, thanks to a new data source that recently became available: the Integrated Postsecondary Education Data System (IPEDS) enrollment survey by the U.S. Department of Education. With this new data source, state-level persistence rates are more reliable because they are reported by nearly all institutions of higher education in the nation; also, persistence rates now include both part-time and full-time students, making state assessments more comprehensive. Lastly, *Measuring Up 2006* is the first edition that provides data in the "learning" category for all 50 states, showing the extent to which colleges and universities prepare students to contribute to the workforce.

Biographical Information on the Speaker

Patrick M. Callan is the founding president of the National Center for Public Policy and Higher Education. Established in 1998 by a consortium of national foundations, the center is an independent, nonprofit, nonpartisan organization whose purpose is policy research and the promotion of public policies to enhance opportunities for high-quality education and training beyond high school. From 1992 through 1997, Callan was executive director of the California Higher Education Policy Center; previous to this, he served as vice president of the Education Commission of the States, executive director of the California Postsecondary Education Commission, and in several other posts. He is coeditor of *Public and Private Financing of Higher Education: Shaping Public Policy for the Future* and coauthor of *Designing State Higher Education Systems for a New Century*, a study of state organization and governance of higher education. In 2001, he collaborated with Gene Maeroff and Michael Usdan on *The Learning Connection: New Partnerships Between Schools and Colleges*. He has served as an advisor to blue ribbon commissions, state education and higher education boards, governors' offices, and legislative committees in many states. He served as a WICHE commissioner representing California from 1979 to

1986 and as chair of the commission from 1982 to 1983.

Policy Discussion: Maintaining Higher Education Access and Affordability in Tight Fiscal Times – Findings of the NCSL Blue Ribbon Commission

Monday, November 13, 2006 – 2.00 - 3.30 pm
Carriage House



Monday, November 13, 2006

2.00 - 3.30 pm
Carriage House

Policy Discussion: Maintaining Higher Education Access and Affordability in Tight Fiscal Times – Findings of the NCSL Blue Ribbon Commission

At its recent annual meeting in Nashville, the National Conference of State Legislatures (NCSL) hosted a session called “Higher Education on the Edge,” a panel discussion focused on the changing relationship between states and their public institutions and describing the current environment – one of increased competition between institutions, diminishing state fiscal support, and a changing policymaking environment. NCSL’s Blue Ribbon Commission on Higher Education will issue a full report on the topic in November. This session gives a preview of some of its findings and recommendations.

Speaker: California Assemblymember and member of the NCSL Blue Ribbon Commission Carol Liu

Biographical Information on the Speaker

Assemblymember Carol Liu has served in the California Legislature since 2002. As chair of the Assembly Higher Education Committee, she also sits on the Assembly Education Committee and on the Budget Committee and its Education Finance Subcommittee. She is vice chair of the Committee to Develop a Master Plan for Education and chair of the Select Committee on Adult Education. A fifth-generation Californian and the child of an immigrant, Liu graduated from San Jose State College in 1963, earned a lifetime teaching credential and an administrative credential from the University of California, Berkeley’s School of Education, and taught public school for seven years before becoming a school administrator. Liu serves on WICHE’s Legislative Advisory Committee.

Programs and Services Committee

Monday, November 13, 2006 – 3.30 - 5.00 pm
Carriage House



Monday, November 13, 2006

3.30 - 5.00 pm

Carriage House

Programs and Services Committee

Carl Shaff (NV), chair
Marshall Lind (AK), vice chair
David Nething (ND), ex officio
Cam Preus-Braly (OR), ex officio

Committee vice chair (AK)
John Haeger (AZ)
Position vacant (CA)
William Hybl (CO)
Helene Sokugawa (HI)
Robert Kustra (ID)
Dan Harrington (MT)
Committee chair (NV)
Dede Feldman (NM)
Eddie Dunn (ND)
James Sager (OR)
Jim Hansen (SD)
Peter C. Knudson (UT)
Phyllis Gutierrez Kenney (WA)
Tom Buchanan (WY)

Agenda

Presiding: Carl Shaff, chair
Staff: Jere Mock, senior program director, Programs and Services
Terese Rainwater, program director, State Scholars Initiative
Margo Schultz, program coordinator, Student Exchange Programs
Susan Vermeer Lopez, project director, Programs and Services



Approval of the Programs and Services Committee meeting minutes of May 22-23, 2006 6-3

Discussion Item: Restructuring of the Professional Student Exchange Program's Group A and Group B fields 6-11

Information Item: Student Exchange Program updates 6-18

Information Item: Report on the State Scholars Initiative and the recent national request for proposals process 6-20

Other business

Adjournment

ACTION ITEM

Programs and Services Committee Meeting Minutes

May 22-23, 2006

Members Present*

Carl Shaff (NV), chair
Doris Ching (HI), vice chair
Diane Barrans (AK), ex officio
Marshall Lind (AK)
Ed Jasmin (MT)
David Nething (ND), ex officio (Monday)
Robert Potts (ND)
Cam Preus-Braly (OR), ex officio (Monday)
Jim Hansen (SD)
Tom Buchanan (WY)

Other Commissioners Present*

Joel Sideman (AZ)
William Byers (CO)
Roberta Roberts (HI)
Dwight Johnson (ID)
Richard Kendell (UT) (Monday)
James Sulton (WA)

Members Absent

John Haeger (AZ)
Herbert Medina (CA)
William Hybl (CO)
Robert Kustra (ID)
Dede Feldman (NM)
James Sager (OR)
Phyllis Gutierrez Kenney (WA)

Staff Present

David Longanecker, executive director
Jere Mock, senior program director, Programs and Services
Jeanette Porter, administrative assistant, Mental Health Program
Terese Rainwater, program director, State Scholars Initiative
Margo Schultz, program coordinator, Student Exchange Programs

Guests Present

Dawn Cypriano-McAferly, certifying officer, Washington
Kimberly Henrie, certifying officer, Utah
David Iha, certifying officer, Hawaii
Louise Lynch, certifying officer, Arizona (Monday)
Lance Perryman, dean, Colorado State University College of Veterinary Medicine and Biomedical Sciences
Lisa Shipley, Wyoming WICHE/WWAMI coordinator
Peggy Wipf, certifying officer, North Dakota (Monday)

*All attendees were present both Monday and Tuesday, unless otherwise noted.

ACTION ITEM

Approval of the Minutes of the November 7-8, 2005, Committee Meeting

Carl Shaff convened the meeting and introduced the first action item. Tom Buchanan moved and Ed Jasmin seconded the motion to approve the minutes of the November 7-8, 2005, Programs and Services Committee meeting.

ACTION ITEM

Approval of the FY 2007 Workplan

Jere Mock, senior program director of Programs and Services, outlined the five priority areas in the FY 2007 workplan: finance, access and success, innovation and information technology, workforce, and accountability. The access area is supported by the three Student Exchange Programs (SEP): the Professional Student Exchange Program (PSEP), the Western Regional Graduate Program (WRGP), and the Western Undergraduate Exchange (WUE). Mock noted that WICHE's newest program, the State Scholars Initiative (SSI), also fosters postsecondary access; the program encourages high school students to enroll in a rigorous high school curriculum to be better prepared for college and employment.

Mock said the Northwest Academic Forum (NWAFF) has been active in the area of innovation and information technology, primarily through its work on the Northwest Educational Outreach Network (NEON) and its most recent initiative, the Internet Course Exchange (ICE). A third project related to innovation and information technology is the ATAlliance, which is a group-purchasing program for technology and telecommunication products. Higher education institutions, as well as nonprofit organizations, may purchase products and services from the alliance's competitively bid contracts with a range of vendors.

Mock explained that projects in support of the finance priority include the three Student Exchange Programs as well as the Master Property Program, an initiative developed by the Midwest Higher Education Compact (MHEC) that enables member institutions to reduce their costs of property insurance and improve their risk management functions. WICHE and MHEC will also market the new Property & Casualty Program, designed for institutions with enrollments of up to 7,500, during the coming year.

In relation to workforce development, Mock described the *Workforce Briefs* that her unit produces and explained some of the emerging trends across a number of professional fields. She mentioned that WICHE will expand the *Workforce Briefs* to include occupation-specific profiles. Another development Mock described is the effort to put together a consortium around social-work education with a focus on developing more online graduate courses to better prepare rural practitioners. Institutions involved include the University of Alaska Anchorage; Boise State University; Colorado State University; University of Nevada, Reno; University of North Dakota; University of Utah; and the University of Wyoming.

Mock said that given the severe shortages in healthcare professions, WICHE will look at creating a regional Health Care Advisory Council, similar to WICHE's Veterinary Medicine Advisory Council. The vet med council members include legislators, deans of the four veterinary schools in the Western states, pre-vet advisors, and some practitioners. This group meets annually to discuss how PSEP is serving the WICHE states, ways to attract students from rural areas into the veterinary profession, how to attract more graduates to the rural areas as large animal veterinarians, and other issues. The group met in Bismarck prior to the commission meeting.

In the area of communications and public affairs, Mock mentioned that Programs and Services unit develops and maintains the WICHE website and regional and national key constituent databases. It also produces the bimonthly electronic issues of *NewsCap*; the WICHE annual report and workplan; and semiannual agenda books for the commission meetings. Programs and Services staff produces publications and conference materials for other units at WICHE and also provides editorial and graphic design support.

Focusing on future projects, Mock emphasized that WICHE wants to expand the Internet Course Exchange (ICE) that was developed as part of the NEON project. She explained that they are currently working with Boise State University and the University of Alaska Anchorage on an online supply chain management graduate certificate. The two institutions will use the WICHE ICE database to manage student enrollments. Further, five nursing Ph.D. programs across the region are beginning to use ICE through the NEXus project and the newly formed regional social work consortium will also benefit from ICE. A consortium of institutions that would use ICE to share general education courses is being developed.

WICHE recently submitted a proposal to the Pew Charitable Trusts seeking funding to conduct a feasibility study related to creating a regional licensing and credentialing initiative. Mock said many allied health fields are looking to establish new technician ranks, and licensing functions will be needed in conjunction with those changes. WICHE may be able to help member states achieve some operational efficiencies by implementing a multistate or regional licensing and credentialing mechanism in certain fields. Mock concluded her presentation by introducing the Programs and Services staff.

Ed Jasmin made a motion to approve the workplan, and it was seconded by Doris Ching. The motion passed unanimously.

ACTION ITEM

Approval of Support Fees for PSEP for 2007-08 and 2008-09

Carl Shaff introduced Margo Schultz, program coordinator of WICHE's three Student Exchange Programs. Jere Mock briefly described the biannual support fees setting process and added that PSEP, WICHE's first regional program, was created in the 1950s to help the Western states share professional resources, originally in medicine, veterinary medicine,

and dentistry. Over the past 50 years PSEP has expanded to include 14 professional fields; veterinary medicine has the most students enrolled.

Schultz explained the proposed increase is based on the HECA inflation index, which increased by 3.4 percent between 2004 and 2005. Staff also proposed base fee adjustments in fields where the resident/nonresident tuition differential was not being met at several public institutions. Feedback on the proposed fees was solicited from the deans of the participating schools and the state higher education offices. Staff then analyzed the feedback, made a few adjustments, and notified all affected parties of the proposed fees and the timeline for WICHE Commission review. Staff recommends increases of \$1,000 in the base fees for two fields – occupational therapy and physician assistant – in addition to the 3.4 percent increase. Fee adjustments for other fields, including physical therapy, dentistry, and osteopathic medicine, will likely be considered for adjustments during the next fee-setting session in May 2008.

Schultz also explained the difference between Group A and Group B fields in PSEP. Group A fields have higher support fees because those are fields where access is more difficult, and there are workforce shortage pressures. Group A field students pay resident tuition at public institutions. Group B fields have lower support fees, fewer access issues, and less workforce pressure. For Group B fields, the support fee is credited at both public and private institutions, and the student assumes the balance of the cost of tuition.

Shaff said he attended the certifying officers' meeting held the previous day and that certifying officers made a unanimous recommendation to support the proposed fee increases. He said that there was discussion about moving pharmacy from Group A to Group B because there is a well-documented nationwide shortage of pharmacists. He also mentioned that the commission needs to look at discontinuing some low-use fields, where only one or two students are being funded. He encouraged all commissioners to support the proposed fee increases. Ed Jasmin made a motion to approve the support fees, and it was seconded by Joel Sideman.

Shaff then introduced Lance Perryman, dean of Colorado State University's (CSU's) College of Veterinary Medicine and Biomedical Sciences. Perryman commented that WICHE has been instrumental in the professional veterinary medicine program for decades. The entering veterinary medicine class at CSU includes 134 students, composed of 75 Colorado residents and 59 out-of-state students. CSU prefers to fill the nonresident slots with as many WICHE students as possible; in a typical year, over half of those slots are filled by WICHE students. He expressed his appreciation to the commission for its recognition of the escalating costs of education and the willingness to help cover those costs for students.

Robert Potts commented that the shortage of large animal vets is a growing issue in North Dakota and asked if CSU had a large animal program. Perryman responded that CSU does have a "Food Animal Veterinarian Career Incentive Program" where they ask communities to identify high school students who have experience with agricultural animals and have a desire to study veterinary medicine with a food-animal emphasis. CSU supports these communities by encouraging students with this profile to attend college and apply to CSU, where they get an enhanced undergraduate experience through the Department of Animal Sciences. Students then take a veterinary medicine curriculum where they are partnered with food animal clinicians and receive hands-on training and preparation for service in food animal agricultural industries.

Perryman added that more students start out with the intention of going into food-animal practice but then change their minds because of their large debt load. He believes that many students make employment decisions based not on what they want to do or where they want to live but on where they can make the most money. He suggested that communities in need of food-animal veterinarians might pay the student's full tuition in exchange for service in the rural community. Usually, four years is enough time for a young graduate to become deeply rooted in a community (it's hoped they'll stay there for life). Helping a student control the debt allows them to go to work doing what they want, where they want, rather than going to a large metropolitan area to practice small-animal medicine merely to earn enough money to service their debt load.

Joel Sideman expressed his support for the program, stating that Arizona is currently supporting 146 students and the decision to raise fees has a significant impact on the ability to continue support for Arizona students. He explained that Arizona was previously supporting 200 students; but due to funding cuts and increases in support fees, the number has been cut back. He is a strong advocate of making gradual changes, year to year, rather than being in a position where the number of students would need to be cut in order to play catch up.

Shaff recapped the motion to accept the recommendation of the certifying officers and the staff to approve the support fees. The motion was carried unanimously.

INFORMATION ITEM

Student Exchange Programs Update

Schultz continued with an update on the Student Exchange Program. She related a story of a vet med couple that the Veterinary Medicine Advisory Council members met over the weekend in Hebron, ND, on the council's tour of several animal production, clinical, and agrosecurity facilities. The couple's clinic serves six counties, treating both large and small animals. They have a family of four children, work exhausting hours, and only earn about \$40,000 in salary per year. They have been in practice for 15 years and still have debt loads of about \$50,000 each. The couple wants to remain in the rural community, but they are tempted to move to an urban area where hours are shorter, the pay is higher, and the working conditions are better. This couple's example illustrates that there is an urgency to develop strategies to meet rural communities' needs in veterinary medicine, as well as in many different healthcare areas.

Schultz also reviewed the Western Undergraduate Exchange program (WUE). Through this program, students from the WICHE region enroll at participating institutions and pay 150 percent of resident tuition. There are currently 129 participating universities and community colleges, including two new ones that were recently added since the last commission meeting: Estrella Mountain Community College in Arizona and Western New Mexico University. WUE enables participating institutions to fill empty seats and diversify their student bodies. In the past academic year, WUE students and their families saved an estimated \$106 million in tuition. There was a leveling-off of enrollment in 2005 from previous years, which came as a surprise, since WUE enrollments had been increasing by about 10 percent annually in years prior. Several factors may have played a role, including the fact that three Colorado institutions left WUE because of the state's new voucher program (Western State College has since returned). It is also possible that the WUE enrollment caps imposed by certain institutions or states have been met. Furthermore, fewer students may be applying to go out of state because of in-state tuition scholarships offered in states such as Colorado, Nevada, South Dakota, and Wyoming; these provide an incentive for the state's "best and brightest" to stay and study in their home state. With more institutions joining WUE, staff expects WUE enrollments to rise again in the 2006-07 academic year.

Schultz mentioned that the California WUE reciprocity agreement, which was approved by the commission last November, is now in effect. An additional positive outcome of the agreement is that it prompted states to review their enrollment caps and gave them an opportunity to reexamine their admissions controls to see if they were enrolling an appropriate number of WUE students.

Schultz said a new WUE online catalog is under development. It will make it easy for students and parents to search for WUE institutions by geographic area, degree, and program. Users will easily be able to identify exactly which programs a participating institution has available to WUE students. For the institutions and the states, it allows for immediate updating of profiles and admissions requirements. The new enrollment reporting system, which is also integrated into the catalog, will track enrollments by classifications of instructional programs (CIP) codes. States will be able to identify trends related to where students are enrolling and what fields they are studying. Staff will notify commissioners as soon as the website is operational.

The Western Regional Graduate Program (WRGP) offers distinctive, high-quality graduate programs at in-state tuition rates. There are now 175 programs offered through WRGP. Every two years, WICHE invites institutions to nominate programs. Last November, staff received 36 nominations, almost double the number of nominations received in 2003; the increase is likely due to the fact that WICHE lifted the cap on the maximum number of programs allowed per institution. Out of 36 nominations, 34 new programs were approved by the Western SHEEO offices who act as WRGP's advisory committee. A large number of new joint-degree programs will be offered, such as the University of Colorado's telecommunications M.B.A. and theater M.B.A. Finally, Schultz mentioned that a new online catalog for WRGP will also be released. Mock pointed out the descriptions of the new WRGP programs in the commissioners' packets and said she is pleased to see the range of innovative interdisciplinary programs now available through the program.

Schultz spoke briefly about potential future directions for PSEP. WICHE staff will look more closely at workforce needs in underserved areas and will develop profession-specific workforce reports, as well as regional reports on these needs. There are several new health fields that are being considered, including vet tech, radiology tech, and the advanced

dental hygiene practitioner. There is a national movement to develop a new master's degree in dental hygiene, which could help states meet their residents' oral healthcare needs in underserved areas.

Schultz then talked about the possibility of restructuring the Group A and B fields and moving pharmacy from Group B to Group A. As of 2005-06, there are no students in architecture, two in graduate library studies, none in graduate nursing, and one in public health; yet there are 39 in pharmacy. If pharmacy is moved to Group A, staff estimates that the support fee would have to be increased by \$4,500 to \$6,000 to meet the participating institutions' tuition differentials.

Concerning the Group B fields with low enrollments, the commission may want to eliminate them from the exchange altogether, or move them to WRGP, if appropriate. Graduate nursing was reactivated as a PSEP field two years ago, but has yet to be used again by Wyoming (the only supporting state at this time). One representative from a participating graduate nursing school commented that the Group B level of funding is not sufficient to attract students to use the PSEP program. Schultz said that staff would make recommendations for the commissioners' consideration at the next meeting.

Schultz gave some highlights from the Vet Med Advisory Council meeting held on May 19-20. Council members reported that although many state budgets were "back in the black," it didn't necessarily mean that higher education would get substantial increases. Hawaii, Nevada, and Wyoming increased their funding for vet med positions for 2006-07. Overall, only 24 percent of certified students end up being funded through WICHE's PSEP program, due to limited state funds.

Several council members also reported on the outcomes of the vet-med national admissions meeting. The applicant pool for vet-techs has been flat for the last four years, while there has been an increase in applicants for most other healthcare professions. In order to increase the pool nationally, all vet schools have agreed to work together to create a national recruitment strategy to attract students to the veterinary profession.

Schultz also gave highlights of the certifying officers' meeting held on May 21. Key discussion topics included ways to encourage students to serve in rural communities, loan forgiveness, and the possibility of restructuring PSEP. The certifying officers also discussed developing more effective methods for tracking graduates and where they are practicing. As a first step, the certifying officers will approach their state licensing boards. Contacting professional associations, school alumni associations, and credit bureaus are also options. Utah found it easy to get alumni information because the state has an established relationship with its state licensing board. More than 70 percent of Utah's students return to the state at some point in their professional career to practice, even though Utah does not legally require service paybacks of its PSEP students. Arizona, which is a payback state, has about an 80 percent return rate.

Diane Barrans asked if the addition of some of the Group B fields to WRGP (such as architecture and public health) would change the character of programs being offered through WRGP. Mock responded that the criterion for WRGP programs is that there must be four or fewer similar programs in the region, so this could possibly be an issue. Another option would be to make those fields inactive in PSEP, as has been done in the past.

Shaff personally thanked the certifying officers and Lance Perryman for their involvement and adjourned the meeting until the following morning.

INFORMATION ITEM

State Scholars Initiative Update

Shaff opened the May 23 session of the Programs and Services Committee meeting and introduced Terese Rainwater, director of the State Scholars Initiative (SSI). She explained that business/education partnerships in five WICHE states have participated or are currently involved in this national initiative: the Arizona Business Education Coalition, the Fund for Colorado's Future, the New Mexico Business Roundtable, the Utah K-16 Alliance and Board of Regents, and the Washington Partnership for Learning. She mentioned that problems arose between the previous SSI program administrator and New Mexico which caused New Mexico to leave the network. When WICHE took over as program administrator, New Mexico expressed an interest in returning, provided that expense reimbursement issues could be resolved. WICHE has spent the last six months trying to resolve the issues, working with New Mexico and the U.S. Department of Education's Office of Vocational and Adult Education (OVAE) staff.

Rainwater next explained the SSI request for proposals (RFP) process. WICHE staff created a draft RFP, which was disseminated, following OVAE approval, on February 6, 2006. To have the state grants awarded in time to plan for the next school year, deadlines for participation in the RFP competition were tight. After the RFP was disseminated electronically, a bidders' conference call was held on February 23. Technical assistance was provided until March 14, when state proposals were due. An expert review panel, representing the primary SSI constituencies – businesses, policymakers, and educators – met on March 27 to review the 11 proposals. Eight state-level business/education partnerships were selected to receive \$300,000 grants: Colorado, Louisiana, Maine, North Carolina, Nebraska, Utah, Virginia, and West Virginia. The new SSI states were announced on March 31, 2006, to the advisory board, the states, and the national media.

Rainwater described the characteristics of the winning proposals. States had to have a strong business education partnership and a strong commitment to the SSI core, as well as being well integrated with state policy and the ability to see where SSI can connect to other statewide initiatives. Further, they had to have the ability to manage the grant (enough staff, fiscal capability, data collection ability, etc.).

Rainwater explained that the secretary of education has selected the State Scholars core curriculum as one of the automatic qualifiers for students to receive Academic Competitiveness Grants; some \$790 million will be available in the 2006-07 academic year to certain Pell Grant-eligible college students. Rainwater said states need to gain an understanding of the Academic Competitiveness Grants criteria and for institutions to be prepared to assist students as the initial June 1, 2006, deadline approaches. She said WICHE is exploring how it might enhance the level of technical assistance available to institutions in the West through maintenance of a web-based resource center and a telephone hotline, as well as creating an advisory board, consisting of state and institutional personnel, to help states prepare for the November 1, 2006, deadline.

She explained the process for getting a grant: students need to fill out the FAFSA and assess whether they are a State Scholar or not. This information is given to institutions, and it is up to the institution to do a transcript analysis for that student. Rainwater explained that, unfortunately, most states have not marked whether a student is a State Scholar or not on his or her high school transcript. Since State Scholars participation has not been reflected on student transcripts, the Academic Competitiveness Grants force states and institutions to think about data collection. In addition, high school transcripts must reflect a student's completion of a rigorous high school curriculum in a way that financial aid and admission officers can easily identify.

WICHE's performance as program administrator for SSI is evaluated by two independent third-party evaluators. In addition, OVAE will assess WICHE's performance during an on-site monitoring visit in June.

The funding for WICHE to continue as program administrator for a second year will be determined by the Department of Education's review of the three quarterly performance reports WICHE has submitted. OVAE has been very pleased with WICHE's performance thus far. As to funding beyond September 30, 2007, Rainwater explained that OVAE has said that they are committed to the program, but fiscal decisions regarding additional funding are pending.

Sideman commented on the situation in many states where university admission requirements are not the same as the SSI requirements. David Longanecker said that the state proposals related to the Academic Competitiveness Grants will only apply this year, as there will be a negotiated rule-making process to establish what the future rules will be. He anticipates that the future requirements will look more like what the SSI curriculum currently looks like. He feels that the law is fairly explicit and the U.S. Department of Education is actually trying to accommodate states in the early implementation of the grants. Rainwater said the early draft of the federal recommendations for the FY 2008-09 proposal that will be used in the rule-making process are almost identical to the State Scholars curriculum. Longanecker said there will be a specific set of rules for each year of the program.

James Sulton asked about the status of the Washington Partnership for Learning. Rainwater confirmed that the program was no longer operating.

INFORMATION ITEM

NEON (Northwest Educational Outreach Network) and WICHE ICE (Internet Course Exchange) Updates

Mock reviewed the accomplishments of the NEON project and acknowledged Tom Buchanan's role as past chair of the Northwest Academic Forum (NWAFF). She said that when WICHE first received the \$616,000 grant from the U.S. Department of Education for NEON, he was very involved in helping to shape and implement the project. The NWAFF Executive Committee served as the project advisory committee, while WICHE served as fiscal agent on the grant, which focused on increasing student access to online education in three disciplines.

WICHE has developed several models of collaboration as part of the NEON project. One model involved expanding the delivery of the distance-delivered Ph.D. in nursing offered by the Oregon Health and Science University to students in several other Western states. Students from the University of Alaska Anchorage, Idaho State University, and the University of Wyoming were enrolled. The project also fostered the development of a new website, www.nursingPhD.org, that features the masters' and Ph.D. programs of 16 schools and colleges of nursing in the WICHE region.

Mock explained that WICHE has also worked in partnership with Montana State University Bozeman to expand the availability of its online graduate certificate program in library media studies to Alaska, North Dakota, and Wyoming. WICHE developed memorandums of agreement between those institutions and worked with the state library associations to make sure that the curriculum aligned with statewide requirements.

The third NEON program involved creating a new joint online program between institutions. Mock described the NWAFF Executive Committee meeting where they talked about emerging fields that should be looked at as part of the NEON project. Logistics/global supply chain management came up as an emerging field in many business schools. Several schools have been involved throughout the process; the new online graduate certificate in supply chain management will be offered by the University of Alaska Anchorage and Boise State University.

Mock explained that there has been a need to step away from the original intent of NEON, to create full academic degree programs or full graduate certificate programs and look at the available inventory of existing online courses in the West, as well as to try to encourage collaboration between institutions across state lines to share those online courses. Through ICE, institutions that participate in the exchange will actually consider courses offered by other institutions in the collaboration as their courses. WICHE has developed a database to use for registration and to track grades, etc. Through ICE, students will have access to a broader array of classes than are currently available in their home campus.

Mock explained how institutions and students will benefit from ICE. Institutions will be able to save on the development costs of having to create courses in newly emerging fields. Students will be able to apply their financial aid to these courses, regardless of whether or not they are offered on their home campus. Students frequently have to delay their graduation because specific courses are not available to them. ICE will provide more course options for students and will enable students to tap into faculty resources at other campuses.

Mock went on to explain the Nursing Education Exchange (NEXus), which is administered by the Western Institute of Nursing, with consulting assistance from WICHE, and funded by the Fund for the Improvement of Postsecondary Education. This program will allow five universities with nursing Ph.D.s to share courses, using the ICE database, around particular cognate areas: informatics; health systems and outcomes; transcultural nursing and health disparities; and nursing education. WICHE has developed different home pages for each academic area. The NEXus website provides information on the full range of course offerings including: academic credits available in the course, when it is being offered, who is teaching the course, course requirements, and prerequisites.

A newly developing collaboration through the ICE program is the social work collaborative, focusing on developing an online graduate certificate in rural social work practice. Currently there are seven institutions involved: the University of Alaska, Boise State University, Colorado State University, University of Nevada Reno, University of North Dakota, University of Utah, and the University of Wyoming. Mock explained that collaborations will be developed in other academic areas. Participating institutions will pay an annual fee of \$3,000 to join ICE and an additional \$1,000 per program for additional collaborations. These revenues will help develop and maintain the ICE database, offset staffing costs, and provide funding for meetings of the ICE advisory board.

Shaff asked Longanecker to discuss the WICHE Disaster Management Program. Longanecker referred commissioners to a report on the program that is available in the meeting packets. He noted that the execution of the project is not

progressing as fast as he had hoped, since the principal staffing is on a volunteer basis. Bill Kuepper, who was a commissioner for a number of years when he worked for Colorado Commission on Education, is leading this effort and unfortunately has had a recent illness. What WICHE has learned is that institutions have done a pretty good job in looking at how they manage risk with respect to facilities. What many have not done as well is to think about the risk to human resources – students and faculty. This program will help us focus on how WICHE could set up a capacity to respond to a disaster in a fashion that takes into account the needs of students, faculty, and staff. Longanecker explained that WICHE will seek external funding for this program and will report on this subject again at the November meeting.

Shaff adjourned the meeting.

DISCUSSION ITEM

Restructuring of PSEP's Group A and Group B Fields

Staff proposes that commissioners discuss inactivating several low-use fields in WICHE's Professional Student Exchange Program (PSEP) and raising the classification of its pharmacy program.

PSEP fields are currently divided into two groups: Group A includes those PSEP fields in which WICHE students would have a difficult time gaining access to public professional schools without PSEP. The nine Group A fields include: dentistry, medicine, occupational therapy, osteopathic medicine, optometry, physical therapy, physician assistant, podiatry, and veterinary medicine. Ninety-five percent of PSEP students are enrolled in Group A fields.

Group B includes professional fields where access is not as significant a problem but where states wish to offset high nonresident and private institution tuition charges for their residents. The five Group B fields are: architecture, graduate library studies, graduate nursing, pharmacy, and public health. Forty-one PSEP students (5 percent) are enrolled in Group B fields.

Group A fields command higher support fees because those are fields where access is more difficult. Admission to these professional schools is more competitive, and there are significant workforce shortages. Group A students pay resident tuition at public institutions. Group B fields receive lower support fees because admission to the schools is less competitive and there is less workforce pressure. For Group B fields, the support fee is credited at both public and private institutions and the student assumes the balance of the cost of tuition.

With the exception of pharmacy, use of Group B fields has dropped to levels where it is difficult to justify their continued existence in the program. Chart 1 shows the participation levels of the Group B fields, the states that support students in those fields, and the level of participation over the past 10 years.

	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	TOTALS	10 YR AV.
Architecture (WY) AY 2006 fee = \$4,300	5	2	2	2	2	3	3	1	0	0	20	2
Graduate Library (NM, WY) AY 2006 fee = \$5,600	7	4	3	2	2	0	1	3	2	2	26	2.6
Graduate Nursing (WY) AY 2006 fee = \$4,700	0	0	0	0	0	0*	0*	0*	0	0	0	0
Pharmacy (AK, HI, NV) AY 2006 fee = \$6,100	23	31	39	44	44	32	33	34	39	36	355	35.5
Public Health (MT) AY 2006 fee = \$6,500	4	1	0	1	1	1	1	1	1	1	12	1.2

NOTE: From 2001, all Graduate Library students were from New Mexico. From 2000, all Public Health students were from Montana.

Depending on the field, staff proposes three possible types of changes for the five fields that are now in Group B: recategorization; inactivation; or transferring the field to the Western Regional Graduate Program. The following are staff recommendations for each field, made after analysis and consultation with certifying officers of states that support in these fields.

High-Use Field: Pharmacy (AK, HI, NV)

Staff recommends that pharmacy be recategorized to Group A status. In 2006-07, tuition rates at our participating schools at public institutions show that the support fee would need to be increased by a minimum of \$6,000 (to meet the median tuition differential) and a maximum of \$8,500 (to meet all of our participating schools' resident/nonresident tuition differentials). The support fee in pharmacy is currently \$6,100 (nine-month rate) for the 2006 academic year. If approved by the commission, the increased fee would be effective for both new and continuing pharmacy students. The very earliest the change could go into effect would be fall 2008, but depending on state budgets, it may need to be delayed until later. Alaska and Hawaii think they could implement the proposed change as early as fall 2007. Nevada's

2007 budget cannot be changed, and it has already submitted its two-year budget for 2008 and 2009. Nevada could request an increase to cover higher pharmacy support fees, but the commission would need to make a decision on this matter no later than the May 2007 commission meeting, as Nevada's budget is usually passed by June. There is no guarantee the legislature would accept the increase, but given Nevada's critical need for pharmacists at this juncture, it might pass.

Determining a fair support fee for pharmacy as a Group A field is complex because of the many factors at play. Tuition differentials among our 12 public participating schools vary widely. The lowest resident/nonresident tuition differential at the public schools of pharmacy is \$6,303 at the University of Montana and the highest is \$14,710 at the University of New Mexico. PSEP has no students enrolled at either institution at this time. The majority of PSEP students enrolled in public programs are studying at Washington State University (eight students), where the differential is \$11,434, and the University of Washington (six students), where the differential is \$11,495. Four students are attending the University of Colorado's Health Science Center, where the tuition differential is the second highest, at \$14,052. The median tuition differential at all of WICHE's public schools is \$11,465. Full tuition at our four private institutions ranges from \$26,920 (University of the Pacific's three-year accelerated program) to \$34,030 (Western University). If a new Group A level fee is set too high in pharmacy, our institutions with the lowest differentials would receive a considerable incentive payment, while others would just meet their differential, providing no real incentive to save seats for WICHE students. If the fee is too low, some schools may cancel their participation in our program, narrowing access for our students. Chart 2 shows the 2006-07 tuition levels and differentials at WICHE PSEP schools of pharmacy and the costs that PSEP pharmacy students currently assume at the lower support fee rate, which ranges from \$6,100 to \$9,150, with a higher fee for accelerated three-year programs.

Chart 2. Support Fee Analysis AY 2006 - PHARMACY
Comparison of tuition to WICHE support (Group B Level)

Supporting states: Alaska, Hawaii, Nevada

SUPPORT FEE: \$6,100 (9-month base rate)

	No. of WICHE students supported	AY 2006 Nonresident Tuition	AY 2006 Resident Tuition	AY 2006 Res./Nonres. Differential	AY 2006 Tuition paid by WICHE student (Nonres. - support fee)	Percentage of Tuition covered by AY 2006 support fee
PUBLIC (12 schools)						
U. Arizona	0	\$23,070	\$13,280	\$9,790	\$16,970	26.44%
U.C., San Francisco	0	\$30,485	\$18,240	\$12,245	\$24,385	20.01%
U. Colorado HSC	4	\$28,560	\$14,508	\$14,052	\$22,460	21.36%
Idaho State U.	0	\$23,140	\$11,300	\$11,840	\$17,040	26.36%
U. Montana	0	\$15,858	\$9,555	\$6,303	\$9,758	38.47%
U. New Mexico	0	\$24,976	\$10,266	\$14,710	\$18,876	24.42%
North Dakota State U.	0	\$12,747	\$4,774	\$7,973	\$6,647	47.85%
Oregon State U.	3	\$23,049	\$13,083	\$9,966	\$16,949	26.47%
U. Utah	0	\$22,690	\$10,604	\$12,086	\$16,590	26.88%
U. Washington	6	\$23,757	\$12,262	\$11,495	\$17,657	25.68%
Washington State U.	8	\$23,596	\$12,162	\$11,434	\$17,496	25.85%
U. Wyoming	0	\$16,165	\$7,631	\$8,534	\$10,065	37.74%
			AVERAGE	\$10,869	\$16,241	28.96%
			MEDIAN	11,465	17,005	26.40%
PRIVATE (4 schools)						
	No. of WICHE students supported		Full Private Tuition		Tuition currently paid by WICHE student (Full private - support fee)	Percentage of Tuition covered by AY 2006 support fee
Midwestern U.*	5		\$31,011		\$22,878	26.23%
U. of the Pacific*	8		\$26,920		\$17,770	33.99%
U. So. California	1		\$34,222		\$28,122	17.82%
Western U.	1		\$34,030		\$27,930	17.93%
Total (public & private)	36		AVERAGE		\$24,175	23.99%
			MEDIAN		\$25,404	22.08%

* Accelerated three-year programs.

SOURCE: First-year tuition rates as reported by the American Assoc. of Colleges of Pharmacy. Figures do not include fees, which range from \$355 to approximately \$2,000.

Chart 3 illustrates the reduced cost to WICHE PSEP students if support fees were raised to a higher "Group A" level, assumed – at \$12,500 – to cover the median differential at WICHE schools. Participating schools of pharmacy that responded to an informal survey anticipate a wide range of tuition increases for 2007-08: from 3 to 10 percent. Any eventual Group A level fee increase for pharmacy would also need to incorporate the overall 3.4 percent support fee increase that commissioners approved for all PSEP fields in May 2006 for the 2007 and 2008 academic years. In addition, it would need to respond to any future tuition increases at our participating schools, so the estimated Group A level fee may be higher, depending on the year the change is implemented.

**Chart 3. Support Fee Analysis AY 2006 - PHARMACY (AK, HI, NV)
Comparison of tuition to WICHE support (Group A Level)**

ASSUMED GROUP A SUPPORT FEE RATE OF : \$12,500 (9-month base rate)

PUBLIC (12 schools)	No. of WICHE students supported	AY 2006 Nonresident Tuition	AY 2006 Resident Tuition	AY 2006 Res./Nonres. Differential	Revenues received by institution with "Group A" support fee	Difference between WICHE Rate and Nonresident Tuition	"WICHE Rate" as a percentage of Nonresident Tuition
U. Arizona	0	\$23,070	\$13,280	\$9,790	\$25,780	\$2,710	111.75%
U.C., San Francisco	0	\$30,485	\$18,240	\$12,245	\$30,740	\$255	100.84%
U. Colorado HSC	4	\$28,560	\$14,508	\$14,052	\$27,008	-\$1,552	94.57%
Idaho State U.	0	\$23,140	\$11,300	\$11,840	\$23,800	\$660	102.85%
U. Montana	0	\$15,858	\$9,555	\$6,303	\$22,055	\$6,197	139.08%
U. New Mexico	0	\$24,976	\$10,266	\$14,710	\$22,766	-\$2,210	91.15%
North Dakota State U.	0	\$12,747	\$4,774	\$7,973	\$17,274	\$4,527	135.51%
Oregon State U.	3	\$23,049	\$13,083	\$9,966	\$25,583	\$2,534	110.99%
U. Utah	0	\$22,690	\$10,604	\$12,086	\$23,104	\$414	101.82%
U. Washington	6	\$23,757	\$12,262	\$11,495	\$24,762	\$1,005	104.23%
Washington State U.	8	\$23,596	\$12,162	\$11,434	\$24,662	\$1,066	104.52%
U. Wyoming	0	\$16,165	\$7,631	\$8,534	\$20,131	\$3,966	124.53%
			AVERAGE	\$10,869	\$23,972	\$1,631	110.15%
			MEDIAN	\$11,465	\$24,231	\$1,036	104.37%

PRIVATE (4 schools)	No. of WICHE students supported	Full Private Tuition	Tuition paid by WICHE student minus higher support fee (Full private - support fee)	Percentage of Tuition covered by AY 2006 support fee	
Midwestern U.*	5	\$31,011	\$14,345	53.74%	
U. of the Pacific*	8	\$26,920	\$8,170	69.65%	
U. So. California	1	\$34,222	\$21,722	36.53%	
Western U.	1	\$34,030	\$21,530	36.73%	
Total (public & private)	36		AVERAGE	\$16,442	49.16%
			MEDIAN	\$17,938	45.24%

* Accelerated three-year programs.

SOURCE: First-year tuition rates as reported by the American Assoc. of Colleges of Pharmacy. Figures do not include fees, which range from \$355 to approximately \$2,000.

Recommendation for Discussion

Staff supports recategorizing pharmacy to Group A status for several reasons. The enrollment in pharmacy through PSEP has averaged 36 students per year over the past 10 years. Pharmacy students supported through WICHE exceed the enrollment of students in several Group A fields. Most importantly, national projections indicate that there will be a shortage of 157,000 pharmacists by 2020. The role of the pharmacist has expanded significantly; in addition to becoming drugstore pharmacists, graduates have opportunities to consult directly with patients on medication use and work as health educators. Professionals are also sought for drug development, research, and health policy.

Fortunately, there is strong interest in the field. There was a 53.9 percent increase in the number of applications in the 2004 academic year. Although the American Association of Colleges and Pharmacy (AACP) is not currently collecting data on unique applicants, pharmacy schools in the U.S. received a record number of applications in 2004 – 79,135

– and there has been a steady increase over the past five years. Nationally, schools of pharmacy report receiving 7.4 applications per entering student in fall 2005, a slight increase from 7.0 the previous year. A total of 46,527 students enrolled in doctor of pharmacy programs as a first professional degree programs in 2005; this represents a 6.8 percent increase over 2004. In 2005, 8,268 degrees were awarded – the largest number of degrees ever conferred in the history of pharmacy education. Graduates are courted before they have their diplomas in hand, with starting salaries in the \$80,000 range.

Up to 10 new pharmacy schools are planned to open in the U.S. by 2010, and in general, existing schools are increasing their enrollments. This will increase the need to recruit and retain pharmacy faculty.

The University of Hawaii plans to open a college of pharmacy on its Hilo campus. Purdue’s pharmacy dean was hired and began working in Hilo in July 2006, using funding from a federal grant. The university will still need to obtain legislative funding and accreditation and to hire faculty. The school could enroll its first class in fall 2007, according to its website – but this seems unlikely, given the many issues that must be resolved. The Hilo campus has not previously issued graduate or professional degrees beyond the bachelor’s level, so in addition to achieving program accreditation, the institution must also meet new criteria. Once established, the program is slated to be self-supporting. Staff will report any additional updates at the commission meeting.

The University of Nevada, Reno and the University of Nevada, Las Vegas will present a request for funding their joint school of pharmacy to the state legislature for the third time in 2007. The concept was approved in 2001 but has never been funded. They are requesting \$5 million over the next two years in order to admit an entering class in 2009. The four-year Pharm.D. program would be part of the proposed health sciences center, which is seeking almost \$300 million for buildings, operations, equipment, and expansion of nursing programs. Despite Nevada’s severe shortage of pharmacists, funding for the public school seems uncertain, though it may have a better chance now, given the growing workforce shortage and Nevada’s growing elderly population.

Some resistance to funding the public school might be attributed to the fact that the state already has a pharmacy program at the private University of Southern Nevada, located in Henderson. The Accreditation Council for Pharmacy Education gave full accreditation to the program in spring 2006. The three-year accelerated Pharm.D. program graduated its first class in 2003. The Henderson campus will accommodate a total class size of 140 students. The school also has an extension campus in South Jordan, Utah, which just enrolled its first pharmacy students in fall 2006. As an extension campus, it enjoys its parent campus’s accreditation status as of its opening.

Given the uncertainty surrounding new public pharmacy schools in Hawaii and Nevada, with supporting states’ approval, WICHE staff affirms its recommendation that commissioners consider moving pharmacy to Group A within the next year, and that this take effect as soon as state budgets can respond to the accompanying increase. Chart 4 illustrates the impact on supporting states’ budgets, given a proposed support fee increase from \$6,100 per student to \$12,500 per student. Please note that the short-term cost for students enrolled in year-round accelerated programs would be slightly higher.

Chart 4. Fiscal Impact of the Proposed Increase in Pharmacy Fees*
Estimated Using AY 2006 Tuition Rates

STATE	No. of Students 2006-07	Support Fees at Current "B Rate" 2006-07	Support Fees at Proposed "A Rate" of \$12,500	Increase Between A and B rates	Percentage Increase
Alaska	4	\$24,400	\$50,000	\$25,600	104.92%
Hawaii	19	115,900	237,500	\$121,600	104.92%
Nevada	13	79,300	162,500	\$83,200	104.92%
TOTAL	36	\$219,600	\$450,000	\$230,400	

NOTE: Calculations assume that all students are enrolled in programs that receive a 9-month rate. Actual short-term costs will be slightly higher for students in accelerated programs (Midwestern and University of the Pacific), but relatively equal over the long term.

Low-use Fields: Architecture, Graduate Library Studies, Graduate Nursing, and Public Health

Staff proposes two options for the remaining low-use fields: rendering them inactive or inviting cooperating institutions in the health fields or ones with distinctive programs to join the Western Regional Graduate Program (WRGP) network. As fewer WICHE states support fewer students in these fields, the relationship with the cooperating schools becomes more

difficult to maintain and, at times, strained. Many have not enrolled a PSEP student for years, and the department faculty and administration are no longer familiar with our program. Obtaining responses (to our enrollment surveys, tuition-and-fees surveys, and other requests) from these cooperating schools is problematic. Most department staff have not worked with a WICHE student in years and resent the additional administrative work, since they see no financial gain for the program or its students. If these programs were offered through WRGP instead, students from all WICHE states (except California) would have access, thus increasing the diversity of the cooperating programs' student body. With a minimal number of states supporting so few positions in these fields, very few students are currently benefiting.

Architecture (WY). Staff recommends inactivating architecture in PSEP and inviting cooperating institutions with distinctive programs to join WRGP. Wyoming has not supported any students in architecture since 2004, and no students are certified for architecture for AY 2007. While the Wyoming certifying office supports the inactivation of the field in PSEP, they did express concern about offering some options for future Wyoming students who wish to study architecture.

WICHE's 10 cooperating programs are: Arizona State University; University of California, Berkeley; University of Southern California; University of Colorado at Denver; University of Idaho; Montana State University; University of New Mexico; University of Oregon; University of Utah; and the University of Washington. Most offer a master's in architecture or in landscape architecture. The support fee in architecture is \$4,300 for the 2006 academic year, with a maximum of three years of support.

Staff proposes to invite cooperating schools with distinctive programs to join WRGP. They would be ushered in on the "fast track," with an early nomination round beginning January 2007, and would not have to wait for the typical fall nomination period, scheduled for November 2007 on the current cycle. There is no guarantee that cooperating institutions will apply to WRGP or qualify for entry, unless they demonstrate distinctive elements in their program, but staff will make a strong effort to attract several options for our Wyoming students.

Graduate Library Studies (NM, WY). Staff recommends eliminating graduate library studies (GLS) from PSEP and inviting cooperating institutions with distinctive programs to join WRGP. Wyoming has not supported any students in GLS since 2000. Since 2003 New Mexico has supported three or fewer students (sometimes none) in the field per year. No students are certified for GLS for AY 2007. New Mexico's first year student will graduate from the two-year program in May 2008. While the New Mexico and Wyoming certifying offices understand the logic behind inactivating the field in PSEP, they hope WICHE will maintain some options for future students who wish to study graduate library science.

WICHE's six cooperating programs are: University of Arizona; San Jose State University; University of California, Berkeley; University of California, Los Angeles; University of Hawaii at Manoa; and the University of Washington. They offer several variations of master's degrees in library and information science. The support fee in graduate library studies is \$5,600 for the 2006 academic year, with a maximum of two years of support. Many of the programs are partially or fully available online.

Over the past three years, New Mexico students have enrolled exclusively in the University of Arizona's program. The institution is currently charging our students only resident tuition, despite the very low support fee. To do this, the university wrote off almost \$5,500 per full-time PSEP student during the 2005 academic year (the tuition differential); this loss was absorbed by the University of Arizona and not the department. Since GLS is a Group B field, the institution has never been under an obligation to charge our students resident tuition. According to the agreement, they should credit the student's account with the support fee amount, and the student is responsible for the balance. Currently, two New Mexico students are funded through WICHE's program. One will graduate in December 2006; the other is a new student and should graduate within two years. If the commission accepts staff's proposal to deactivate the field, we propose to grandfather the remaining student through PSEP until he graduates in May 2008.

Staff contacted the department to see if they would consider applying to WRGP. Assistant Director Leslie Kent Kunkle said that the new president wants the University of Arizona's professional graduate programs to become self supporting. Eventually, they will no longer use the university services and must move towards self sufficiency. For this reason, it is unlikely that they will be able to continue to charge WICHE students only resident tuition, as the current support fee does not meet the tuition differential.

From 280 to 300 students are enrolled in the department's master's program at any time. They are at capacity and typically have to turn away several qualified students because classes are full. The department offers six to eight scholarships and tuition waivers to graduate assistants each year. They try to give these assistantships to nonresident

students who demonstrate financial need. Students do not have to study on campus to qualify. They also offer 10 to 15 regular scholarships of about \$7,000 each per year to resident and nonresident students.

The University of Arizona has the only library school in the Southwest. Its "Knowledge River" master's program focuses on serving Hispanic and Native American populations. The program's distinctiveness would likely qualify it for WRGP status, but given that it must become self supporting, it is unlikely that they would be able to write off the tuition differential for more nonresident students than those who are already receiving the regular scholarships and graduate assistantships offered by the department itself.

Staff proposes to invite cooperating GLS schools with distinctive programs to join WRGP. They would be ushered in on the "fast track," with an early nomination round beginning January 2007, and would not have to wait for the typical fall nomination period, scheduled for November 2007. There is no guarantee that cooperating institutions will apply to WRGP or qualify for entry, unless they demonstrate the distinctive elements of their program, but staff will make a strong effort to attract several options for our New Mexico and Wyoming students.

Graduate Nursing (WY). Graduate nursing was reactivated as a PSEP field in AY 2005, but no students have been certified in the field as yet. Wyoming is the only supporting state at this time. One representative from a cooperating graduate nursing school commented that the Group B level of support is not sufficient to attract students to use PSEP's graduate nursing option.

WICHE's four cooperating programs are: Loma Linda University (private); University of Hawaii at Manoa; University of North Dakota; and Oregon Health & Science University. The support fee in graduate nursing is \$4,700 for the 2006 academic year, with a maximum of four years of support for Ph.D. students.

Staff recommends inactivating graduate nursing in PSEP and inviting all public cooperating programs to join WRGP. In addition, staff proposes to lift the distinctiveness criteria for any health-related program wishing to apply for WRGP status. As with the other low-use fields, cooperating programs would be ushered in on the "fast track."

The Wyoming certifying office supports the inactivation of the field, since WICHE students already have 12 different nursing programs at five institutions from which to choose through WRGP. WICHE nursing students enrolling through WRGP pay only resident tuition and do not have to pay the balance of the tuition differential not met by the low support fee, so they would be better off. The following programs are currently offered through WRGP by colleges of nursing in the West:

1. Nursing (Ph.D.), University of Arizona
2. Nursing (Ph.D.), University of Colorado Health Sciences Center
3. Nursing – specialization in health care informatics (M.A./M.S.), University of Colorado Health Sciences Center
4. Nursing & Latin American studies (M.A./M.S.), University of New Mexico
5. Gerontology (M.S.), University of Utah
6. Neonatal nurse practitioner (M.S.), University of Utah
7. Nurse midwifery (M.S.), University of Utah
8. Nursing (Ph.D.), University of Utah
9. Outreach nurse practitioner (M.S.), University of Utah
10. Teaching nursing (M.A./M.S.), University of Utah
11. Women's health nurse practitioner (M.S.), University of Utah
12. Rural health nursing (M.S.), University of Utah

Public Health (MT). Since 2000 Montana has supported one or no new or continuing students in public health per year. New Mexico now has its own public program and stopped supporting in public health as of the 2006 academic year. WICHE's six cooperating programs are: Loma Linda University (private); San Diego State University; University of California, Berkeley; University of California, Los Angeles; University of Colorado Health Sciences Center; and the University of Washington.

The support fee for public health is \$6,500 for the 2006 academic year, with a maximum of two years of support. Extended three-year programs receive an equivalent accumulated rate that is spread over three years. Staff recommends inactivating public health in PSEP and inviting all public cooperating programs to join WRGP. In addition, staff proposes

to lift the distinctiveness criteria for any health-related program wishing to apply for WRGP status. As with the other low-use fields, cooperating programs would be ushered in on the "fast track."

The Montana certifying office understands the logic behind the inactivation of the field but would like some options for its students through WRGP. New Mexico State University currently offers a master's degree program in community health education, with an emphasis in on U.S./Mexico border health issues and health disparities through WRGP. WICHE students enrolling through WRGP would pay resident tuition; they would not have to pay the balance of the tuition differential not met by the low support fee, so they would be better off.

Currently, one Montana resident is supported in the field at the University of Washington's three-year extended program. The student is in her second year and will graduate in May 2008. If this recommendation is approved, staff proposes to grandfather the student through the program until graduation.

INFORMATION ITEM

Student Exchange Programs

WUE

The Western Undergraduate Exchange (WUE) is a regional exchange program enabling students in participating states to enroll in designated two- and four-year public institutions and programs in other participating states at special, reduced tuition levels. The WUE tuition rate is 50 percent more than the institution's regular resident tuition. In 2005-06, WUE students saved some \$106 million in tuition costs.

A total of 20,197 students enrolled in 127 WUE institutions (65 four-year and 62 two-year) in fall 2005. As of the printing of this agenda book, 141 WUE institutions are in the process of reporting their fall 2006 enrollment numbers. Two California State University (CSU) institutions will begin participating in WUE in fall 2007: Dominguez Hills and Northridge. These two institutions will make a total of six California institutions participating in the WUE network, with five of them having joined in the past two years. The CSU Bakersfield and Long Beach campuses have also indicated a strong interest in joining the program.

New developments. Staff completed the new online WUE database. The new resource allows students and their families to search for specific programs available to WUE students in the geographic area of their choice. Institutions now update their own descriptions, contact information, and information on the specific programs available to WUE students through a password-protected web interface. Institutions continue to report enrollment numbers online, using the new and improved user-friendly system with standardized classification of instructional programs (CIP) codes, which will allow for faster and more detailed reporting to our participating institutions and both sending and receiving states.

WRGP

The Western Regional Graduate Program (WRGP) includes master's and doctoral degree programs that are not widely available throughout the West. To be eligible for WRGP, programs must be distinctive on two criteria: they must be of demonstrated quality, and they must be offered at no more than four institutions in the WICHE region (exclusive of California). WRGP is particularly strong in programs targeted to the emerging social, environmental, and resource development needs of the West and in innovative interdisciplinary programs.

Through WRGP, graduate students who are residents of the 14 participating states may enroll in participating programs in public institutions on a resident tuition basis. WRGP currently includes 178 programs. In 2005, 438 WRGP students were enrolled in 142 participating programs; three of the programs did not report their WRGP enrollments. WRGP programs are now in the process of reporting their fall 2006 enrollment numbers.

The new online catalogue for WRGP programs is also operational, and WRGP programs reported their enrollment numbers through the new web interface for the first time in fall 2006. Each program has also been assigned a classification of instructional programs (CIP) code for more meaningful reporting.

PSEP

The Professional Student Exchange Program (PSEP) provides students in 12 Western states with access to a wide range of professional programs that otherwise might not be available to them because the fields of study are not offered at public institutions in their home states. PSEP students pay reduced levels of tuition – usually resident tuition in public institutions or reduced tuition at private schools. The home state pays a support fee to the admitting schools to help cover the cost of the students' education. WICHE students receive some preference in admission.

Each participating state determines the fields and the number of students it will support; each state supports students in some – not all – fields. Some states have additional arrangements for professional education with schools in the West or elsewhere. The 14 fields include: medicine, dentistry, veterinary medicine, physical therapy, occupational therapy, optometry, podiatry, osteopathic medicine, physician assistant, graduate nursing, graduate library studies, pharmacy, public health, and architecture. During the 2006-07 academic year, 743 students were enrolled through PSEP, with support fees totaling \$13,425,498, compared to \$12,344,556 in the 2005-06 academic year. Arizona successfully secured a substantial increase in funding – approximately \$600,000 – which allowed the state to support 30 students more than in the previous academic year. The 2006-07 SEP Statistical Report, containing data on the number of students supported in the various fields, will be published in December 2006.

Staff is proposing a restructuring of PSEP, with two possible types of changes: recategorization of the pharmacy field and inactivation in PSEP and/or transfer of the remaining four fields to the Western Regional Graduate Program. Staff proposes that pharmacy become a Group A field and that the other fields (architecture, graduate library studies, graduate nursing, and public health) be set as “inactive.” We could then invite willing programs with distinctive status to transfer into WRGP, where the students will gain the advantage of paying only resident tuition, instead of paying the balance of nonresident tuition after the support fee is applied.

On the Horizon. Staff will work on restructuring PSEP to meet shortages of healthcare professionals in WICHE’s rural and underserved areas.

WICHE staff is exploring new strategies to meet Western states’ rural and underserved urban areas’ health care needs. Over 14,000 students have earned professional degrees since the program’s inception in 1951. In the 2006-07 academic year, almost 750 students will pay reduced tuition to train in one of the healthcare professions, with \$13.5 million in appropriations from their home states offsetting the nonresident tuition costs. Some states require a service payback from their students; others operate on the honor system, with the expectation that students will return. WICHE states estimate that 60 to 80 percent of their PSEP graduates return to their home state to practice.

The program has served WICHE states well over the years, but attracting healthcare professional graduates to rural and underserved areas continues to be an enormous challenge. Even with the benefit of reduced tuition, lower salaries in underserved and rural areas are a primary deterrent for professionals, who are carrying increasingly high debt loads upon graduation.

WICHE and its member states now want to explore developing additional regional strategies that will attract students from these areas to study in the health professions, train them, and give them additional incentives to return to those areas. In the words of Oklahoma’s Area Health Education Centers, WICHE seeks to “Get ‘Em, Train ‘Em, and Keep ‘Em” – in the West.

WICHE proposes to partner with other federal and state agencies to incorporate pipeline strategies to attract students into the health professions, as well as loan repayment options that would make it affordable for PSEP graduates to practice in rural and underserved areas. This may involve adding new fields to PSEP, particularly in allied health, and may include training and education for advanced dental hygiene practitioners at the master’s level, veterinary techs, radiology techs, and pharmacy techs.

To explore future directions for its professional program, WICHE will convene a Western Health Professionals Advisory Council that includes institutional representatives, practicing health professionals, and legislators, and state and government representatives of programs with a shared vision. The goal of the committee will be to develop regional strategies regarding pipeline issues and curriculum development and attracting professionals to underserved and rural communities.

INFORMATION ITEM

The State Scholars Initiative

On October 1, 2005, WICHE became the program administrator for the State Scholars Initiative (SSI). The initiative is funded by the U.S. Department of Education under the Carl D. Perkins Vocational and Technical Education Act of 1998. SSI was originally funded at \$5.5 million; WICHE has successfully completed year one and has received its continuation award of \$600,000 for year two. In addition, WICHE has been notified that an additional \$600,000 of these funds may be used for another year of program administration. Finally, WICHE, in competition with another federally funded program, was selected by the assistant secretary of the Office of Vocational and Adult Education, Troy Justesen, to receive an additional \$517,000 for program administration, technical assistance, and evaluation. The total amount of funding for State Scholars is now \$6.6 million: \$2.1 million will fund WICHE's administrative costs, and \$4.5 million will support up to four new and 18 ongoing state efforts.

The 18 states that are currently participating in SSI are receiving funds and operating SSI projects, or they have completed their SSI projects and remain in the SSI network: Arizona, Arkansas, Connecticut, Indiana, Kentucky, Louisiana, Maryland, Massachusetts, Michigan, Mississippi, Nebraska, New Jersey, Oklahoma, Rhode Island, Tennessee, Utah, Virginia, and West Virginia. WICHE is responsible for providing technical assistance, monitoring, oversight, and cost reimbursement to the SSI projects in these states. Two additional states previously were funded, and they created and completed SSI projects: New Mexico and Washington.

The purpose of the State Scholars Initiative is to support state-level business/education partnerships that will encourage and motivate high school students to enroll in and complete rigorous courses of study that will help them in their future careers and with any postsecondary education or training they undertake. State Scholars models motivate students to take rigorous courses that reflect the National Commission on Excellence in Education recommendations:

- 4 years of English
- 3 years of math (algebra I, geometry, algebra II)
- 3 years of basic lab science (biology, chemistry, physics)
- 3.5 years of social studies (chosen from U.S. and world history, geography, economics, and government)
- 2 years of the same language other than English

In December 2005 Terese Rainwater was hired as program director (1.0 FTE). In January 2006 Christian Martinez joined the staff as program coordinator (1.0 FTE), along with Michelle Médal as administrative coordinator (.90 FTE, a change from .80 FTE beginning in July 2006). The grant also provides support for an additional .65 FTE (for some of Jere Mock's, Annie Finnigan's, Candy Allen's, and Deborah Jang's FTE). In July 2006 OVAE approved WICHE's request to increase the FTE for additional staff support from .65 FTE to .95 FTE.

On December 7, 2006, the State Scholars Advisory Board will meet at the Community College of Denver and provide WICHE and state business education partnerships with advice on how to move from program implementation to sustainability. The members of the advisory board are:

Mike Cohen	President	Achieve
Liz Dietz	Chief Executive Officer	XAP Corporation
Brian Fitzgerald	Executive Director	Business-Higher Education Forum
Christine Johnson	President	Community College of Denver
Charles Kolb	President	Committee for Economic Development
Marshall Lind	WICHE Commissioner and Chancellor Emeritus	University of Alaska, Fairbanks
Barry Munitz	Chair Former Chancellor Former President	California P-16 Council California State University The J. Paul Getty Trust
Jane Nichols	Vice Chancellor for Academic and Student Affairs	Nevada System of Higher Education
Raymund Paredes	Commissioner of Higher Education	Texas Higher Education Coordinating Board
Suellen Reed	Superintendent of Public Instruction	Indiana Department of Education
Piedad Robertson	President Emeritus	Education Commission of the States

Arthur Rothkopf	Senior Vice President and Counselor to the President	U.S. Chamber of Commerce
Janis Somerville	Senior Associate	K-16 Initiative, NASH/Ed Trust
David Spence	President	Southern Regional Education Board
Susan Traiman	Director of Education and Workforce Policy	Business Roundtable
Deborah Wilds	Program Officer	Bill and Melinda Gates Foundation

Since the advisory board's first meeting, Kristin Konklin has taken a position with the federal government and has resigned from the board. In addition to annual in-person board meetings, WICHE hosts quarterly conference calls of the advisory board.

WICHE staff oversees the efforts of 13 of the 14 original state-level organizations, most of which began implementing the program in 2003. They include:

- Arkansas Business Education Alliance
- Arizona Business & Education Coalition
- CBIA Education Foundation (an affiliate of the Connecticut Business Industry Association)
- Indiana Chamber of Commerce
- Partnership for Kentucky Schools
- Maryland Business Roundtable for Education
- Michigan Chamber of Commerce
- Public Education Forum of Mississippi
- New Jersey Business Coalition for Educational Excellence (an affiliate of the New Jersey Chamber of Commerce)
- New Mexico Business Roundtable for Educational Excellence
- Oklahoma Business Education Coalition
- The Education Partnership of Rhode Island
- Tennessee Chamber of Commerce and Industry

The eight state business-education partnerships that joined the State Scholars network in March 2005 are:

- The Fund for Colorado's Future
- Committee for SECURE Louisiana
- Massachusetts Business Alliance for Education
- North Carolina Business Committee for Education
- Future Force Nebraska
- Utah K-16 Alliance
- Virginia Career Education Foundation
- The Education Alliance of West Virginia

In August 2006 two business education partnerships withdrew from the national State Scholars Initiative network: The Fund for Colorado's Future (CO) and the North Carolina Business Committee for Education (NC). After receiving extensive technical assistance, these states were not comfortable signing the SSI state contract. Ultimately, the role of business in both states was an accommodation, not the centerpiece of their State Scholars programs.

On February 6, 2006, WICHE launched its first State Scholars RFP. On October 2, WICHE commenced its second State Scholars RFP. In both cases, WICHE distributed electronic and paper copies of the State Scholars RFP to governors and their staffs, chief state school officers, state higher education executive offices, legislative education chairs and their staffs, WICHE commissioners, WICHE certifying officers, foundations, business associations, national education policy organizations, and the media. On October 10, WICHE hosted a national bidder's conference call to provide information to and answer questions from prospective applicants. Proposals were due on November 6. A bipartisan group of three national experts representing the philanthropic, business, and education communities was appointed to select up to four additional, state-level business education partnerships and will convene at the WICHE offices on November 17 to make their final recommendations. The new business/education partnerships will receive up to \$300,000 over a two-year period to implement State Scholars programs.

On December 2-6 WICHE is hosting a state directors' meeting and sustainability workshop in Denver, which will bring together old and new state directors. The purpose of the meeting is to address the policy, evaluation, and sustainability issues faced by State Scholars states and to orient and train new states in the State Scholars model.

In addition to the state director's meeting, WICHE hosts a monthly conference call in which state partnerships learn how to address program needs and share best practices. On February 3, the State Scholars website was launched to provide information, resources, and tools about the model. WICHE has also conducted a series of state site monitoring visits to ensure the quality of program implementation and provide technical assistance. Monitoring visits have been conducted in the following states: Arizona, Connecticut, Kentucky Louisiana, Massachusetts, Michigan, Mississippi, Nebraska, Oklahoma, Tennessee, Utah, Virginia, and West Virginia. As part of the technical assistance provided, WICHE will help the state partners coordinate and leverage their resources with related initiatives in their states, such as the American Diploma Project, National Governors Association Honor States program, MESA (Mathematics, Engineering, Science Achievement), GEAR UP (Gaining Early Awareness and Readiness for Undergraduate Programs), and College in the High School (dual-credit) programs, as well as with state business, education, and policy leaders.

New states are required to host a kick-off event to launch State Scholars in their state. Of the states that joined in March 2006, WICHE has attended State Scholars kick-off events in five of the six states. The remaining kick-off is being scheduled.

WICHE's performance is monitored by an independent third-party evaluator, Diana Robinson, senior research associate at the Regional Development Institute of Northern Illinois University. State performance is monitored by another independent third-party evaluator, Karen Paulson, senior associate at the National Center for Higher Education Management Systems. WICHE is in regular contact with both evaluators.

Issue Analysis and Research Committee

Monday, November 13, 2006 — 3.30 - 5.00 pm
Tower Room



Monday, November 13, 2006

3.30 - 5.00 pm

Tower Room

Issue Analysis and Research Committee

Jane Nichols (NV), committee chair
Ryan Deckert (OR), committee vice chair
Diane Barrans (AK), ex officio
David Nething (ND), ex officio

Patricia Brown Heller (AK)
David Lorenz (AZ)
Position vacant (CA)
Jenna Langer (CO)
Roy Ogawa (HI)
Arthur Vailas (ID)
Mary Sheehy Moe (MT)
Warren Hardy (NV)
Beverlee McClure (NM)
Pamela Kostelecky (ND)
Committee vice chair (OR)
Bob Burns (SD)
Bonnie Jean Beesley (UT)
Jeanne Kohl-Wells (WA)
Tex Boggs (WY)

Agenda

Presiding: Jane Nichols (NV), chair

Staff: David Longanecker, executive director, WICHE
Louis Fox, executive director, WCET

Introduction of Louis Fox, WCET's new executive director, by David Longanecker (Louis will speak briefly) 7-3



Approval of the Issue Analysis and Research Committee's May 22-23, 2006, meeting minutes 7-5



Approval to seek funds for a higher education productivity study 7-7

Information Item: Policy Analysis and Research update – David Longanecker

Other business

Adjournment



Western Interstate Commission for Higher Education

media release

Louis Fox Is WCET's New Executive Director

Boulder, Colorado — The Western Interstate Commission for Higher Education (WICHE) is proud to announce that Louis Fox has joined WCET as its executive director. Fox, founder of the National Internet2 K20 Initiative and a well-known researcher and advocate in the field of technology and education, comes to WCET from the University of Washington, where he served as vice provost for educational partnerships and learning technologies. "WCET is extremely fortunate to have attracted Louis Fox to lead this exceptional organization," says David Longanecker, WICHE's executive director. "Louis, through his role at the University of Washington, has become an international leader in expanding cyber infrastructure, improving and increasing access to high-quality instruction and research in higher education. Under his leadership, WCET will be able to sustain and enhance its recognition worldwide as an organization operating on the leading edge of creative endeavors in technology-mediated instruction, administration, and management in higher education."

While Fox has been with the University of Washington (UW) for over two decades, his interests extend beyond traditional academic ones. A Peace Corps volunteer in Africa early in his career, he has worked to give less developed communities better access to the educational, social, and economic opportunities enjoyed as a birthright by more prosperous ones. As UW vice provost, he created a number of partnership centers that bring university resources to rural communities. In the Yakima Valley, for instance, UW professors and students work with teachers and children from the Yakama Indian Nation and the valley's large Latino community on everything from creative-writing projects to IT training (the university also helped launch several tech centers there). Fox was also instrumental in the creation of the state's Digital Learning Commons, an online educational resource for students, parents, and teachers. On the national level, Fox, executive director of the five-year-old Internet2 K20 Initiative, leads the effort to connect schools, libraries, museums, community colleges, and baccalaureate institutions to Internet2, an advanced networking consortium of U.S. universities and other organizations; over 60,000 institutions in 37 states have been connected, creating a national education grid.

"Louis Fox brings several strengths – and a unique skill set – to WICHE and WCET," says former Washington Governor Gary Locke. "He has researched how information technology can best be tapped in education and community development. He is also a pragmatic activist, working to connect research, action, and policy to make broad access to technology and higher education a reality, particularly for underserved communities. These issues are at the heart of the missions of both WICHE and WCET."

Fox, who will continue as a research professor at the UW Information School, has focused on three primary areas in his research: community-specific research on whether and how information technology can improve quality of life; the use of IT to support community concerns and aspirations; and defining an agenda to

W W W . w i c h e . e d u
P.O. Box 9752 Boulder, CO 80301-9752 (303) 541-0200 fax: (303) 541-0291

shape local, regional, and national policy related to community development and IT. Follow-through efforts based on his research have served rural and developing communities in the U.S. and internationally.

Fox promoted UW's research and interdisciplinary strengths at the undergraduate level – an often-overlooked population at major institutions – by founding the Undergraduate Research Program, which teams students with faculty researchers. He further supported undergrads by creating the Office of Undergraduate Education and converting the historic Mary Gates Hall to a \$45 million tech-rich hub for undergraduate academic activities. "Louis Fox is one of the most extraordinary leaders I have encountered in my 29 years at the University of Washington – one of the most committed, most passionate, most visionary, most humane, most thoughtful, and most effective individuals that I have ever met," says Ed Lazowska, UW's Bill and Melinda Gates Chair of Computer Science and Engineering. "Louis's accomplishments span the entire educational spectrum, from K-12 to graduate, from high touch to high tech. His particular flair involves building coalitions of outstanding individuals and groups to accomplish extraordinary things that others said couldn't be done, and doing this on a shoestring."

WCET was created in 1989 to investigate and advance the role of technology in education. Fox will be its second executive director. "Louis has the most appropriate background for WCET imaginable," says Lee Huntsman, University of Washington's president emeritus and professor of bioengineering. "He has been on the front lines of bringing technology to the service of students and learning at the UW – a widely recognized and highly innovative program. He has been a leader in the national discussion about how to use high bandwidth to further educational goals. He has been strikingly successful in developing enduring partnerships between the university and communities. He is, in short, the ideal person to lead WCET."

About WCET & WICHE

WCET is a cooperative that's actively engaged in sharing cutting-edge research and best practices in the effective use of technology in higher education. Its nearly 300 members are colleges and universities, nonprofit organizations, government agencies, and corporations located in 46 states and nine countries. Through WCET, members work together to shape e-learning's future in higher education and ensure its quality.

The **Western Interstate Commission for Higher Education (WICHE)** and its 15 member states work collaboratively to expand educational access and excellence for all citizens of the West. By promoting innovation, cooperation, resource sharing, and sound public policy among states and institutions, WICHE strengthens higher education's contributions to the region's social, economic, and civic life. Our programs – Student Exchange, Policy Analysis and Research, WCET, and Mental Health – are working to find answers to some of the most critical questions facing higher education today, investigating issues such as access to higher ed for low-income students, the financing of higher education and student financial aid, higher education's role in workforce and economic development, articulation between K-12 and higher education, and distance education. WICHE's 15 member states include Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, and Wyoming. The organization is governed by a 45-member gubernatorially appointed body.

10/16/2006

Contact

Annie Finnigan
WICHE Communications
303.541.0273, afinnigan@wiche.edu

W W W . W I C H E . E D U
P.O. Box 9752 Boulder, CO 80301-9752 (303) 541-0222 fax: (303) 541-0291

ACTION ITEM

Issue Analysis and Research Committee Minutes

May 22-23, 2006

Members Present*

Jane Nichols, chair (NV)
Ryan Deckert (OR) (Monday)
David Lorenz (AZ)
Jenna Langer (CO)
Roy Ogawa (HI)
Sheila Stearns (MT)
Beverlee McClure (NM)
Richard Kunkel (ND)
Bonnie Jean Beesley (UT)
Jeanne Kohl-Welles (WA)
Tex Boggs (WY)

Members Absent:

Johnny Ellis (AK)
Robert Moore (CA)
Michael Gallagher (ID)
Warren Hardy (NV)
James Sager (OR)
Robert Burns (SD)

Other Commissioners Present*

Cindy Younkin (MT) (Tuesday)
Tad Perry (SD)
Klaus Hanson (WY)

Staff Present

David Longanecker, executive director
Cheryl Blanco

Guests Present

Laura Glatt, North Dakota University System

*All members and commissioners present Monday and Tuesday unless otherwise specified.

Chair Jane Nichols convened the Issue Analysis and Research Committee on May 22 and 23, 2006, and a quorum was established. The minutes of the committee's meeting of November 8-9, 2006, were unanimously approved.

The second action item concerned approval of the FY 2007 Policy Analysis and Research workplan. Blanco explained the format of the workplan, noting that the shaded topics were related to the Policy Analysis and Research unit. She briefly touched on the items in each of the priority themes for "Existing Activities," "New Directions," and "On the Horizon."

She noted two possible new projects under the "On the Horizon" section that were not listed on the matrix. First, last year, staff mentioned that the Colorado Commission on Higher Education was considering conducting an evaluation of the College Opportunity Fund initiative. Staff from the commission had had very preliminary conversations with David Longanecker and Cheryl Blanco regarding whether WICHE could conduct the evaluation. That conversation has reemerged and may be added to the "On the Horizon" projects. Chair Nichols asked if funding would come from Colorado. Blanco replied that this was not clear yet; the two organizations may decide to seek external funding from foundations or other entities to cover part, if not all, of the cost of the evaluation. Commissioner Langer asked what would be studied. Blanco replied that the work would be a program review and evaluation effort to look at the enabling legislation and the progress made to date in achieving the objectives established by the legislature. The committee indicated support to proceed with an information item to further explore this work; Chair Nichols suggested that the committee may need to schedule a conference call to take up this item again before the next commission meeting.

The second item concerned a new initiative to seek funding to provide technical assistance for the states on the U.S. Department of Education's Academic Competitiveness Grants program. This opportunity surfaced in early May after the material for the agenda book had been prepared, but Blanco distributed an information item which explained what staff has in mind for this project. After a short discussion, the committee recommended that an action item be prepared for the committee's consideration. Chair Nichols asked if there was anything missing from the workplan. There were no additional suggestions.

COMMISSIONER LORENZ MOVED A VOTE ON APPROVING THE FY 2007 POLICY ANALYSIS AND RESEARCH WORKPLAN, WITH A SECOND BY COMMISSIONER STEARNS. The motion was unanimously approved.

There were several information items for the committee's consideration. The first item concerned WICHE's "Benchmarks Report." Chair Nichols called on Blanco to inform the committee on this report. Blanco explained that several of the data points had been updated since the document was approved last year. She also noted that the explanatory narrative for each figure had been revised to reflect the changes in the figures. The plan was to present the report to the committee and the commission annually for discussion of the region's progress on selected measures related to our issue areas of access and success, finance, and accountability.

For the next information item, the chair called for an explanation and discussion of the new project on productivity in higher education. Blanco reviewed the action item with the committee. Commissioner Kohl-Welles asked if the term "productivity" is replacing accountability. Blanco responded no. Commissioner McClure commented that it is one way to talk about accountability. Commissioner Hanson asked if this included student productivity. Blanco replied that it was an inclusive term that examined primarily institutional productivity, rather than student productivity. Longanecker noted that we can look at state- and institutional-level policies and practices. Commissioner Boggs said that we need a definition of productivity. In ending the discussion, Chair Nichols commented that it is a good project for WICHE.

Another information item concerned the WCET's project with the Observatory for Borderless Higher Education. Chair Nichols asked Sally Johnstone to update the committee on this activity. Johnstone referred to the material in the agenda book and shared a video clip on the project.

The committee adjourned for the day.

When the committee reconvened on Tuesday morning, Chair Nichols asked Sally Johnstone to update the committee on WCET's activities. Johnstone provided information on WCET and the recent planning activities relating to new directions for the organization. WCET's Executive Council developed the following to describe the organization: "Higher education's forward-looking learning association influencing technology enhanced knowledge and practice." She also mentioned that there are several projects within WCET that could be resources to the WICHE states. These focus on a student services audit, EduTool's e-portfolio analysis, and the WCET annual conference, to be held in Portland, OR, in early November. WCET is financially sound, and there is a formal search underway to select a new executive director. The search committee includes representatives from WCET's elected Steering Committee and the Executive Council, a WICHE commissioner, and WCET staff members and is chaired by David Longanecker.

Blanco then briefed the committee on other activities underway in the Policy Analysis and Research unit, referring to a section of the agenda book which lists the unit's initiatives by issue area, with a brief explanation of the purpose of the activity, its status, and the funding source.

Chair Nichols adjourned the committee meeting.

ACTION ITEM

Higher Education Productivity Study

Summary

Staff proposes to submit a proposal to a foundation for a multiyear project concerning productivity in higher education as a strategy to remedy some college cost and affordability issues. The project's goal will be to assist states and policymakers in making college more affordable by addressing productivity issues and by increasing access and success for economically disadvantaged students. A study of this nature is consistent with our issue areas of access and success and financing.

Background and Importance of the Project

The increasing cost of higher education and the associated concerns with affordability and access for economically disadvantaged and traditionally underserved students have generated much public debate – but little action. On one hand, state appropriations to higher education will never meet the institutions' fiscal requests. On the other hand, the very subset of our population that is growing the fastest has the least access to higher education opportunity. Projections from the U.S. Census Bureau, as well as WICHE's own projections of high school graduates, track a very clear trajectory of explosive growth nationally among some population groups that have been among the lowest income families. Poverty data from the Census Bureau's Current Population Survey (CPS) for 2005 show that 37 million people were in poverty that year. The poverty rate for children under 18 was nearly 18 percent, higher than that of 18- to 64-year-olds at 11 percent and that of people 65 and older at 10 percent. Poverty rates were highest for Blacks (24.9 percent) and Hispanics (21.8 percent); the rate for non-Hispanic Whites was 8.3 percent. A college education is usually beyond the reach of people in poverty.

In addition to demographic evidence of the need to increase access to, and success in, higher education, research on workforce needs clearly shows how the U.S. is falling behind in college participation, when compared to many other countries. For most of the 1990s, the U.S. ranked 14th internationally in raising college participation rates, with almost no increase during the decade; the nation is seventh among the top nations in the education attainment of younger adults aged 25 to 34 (*Measuring Up 2006*).

Accompanying this national conversation is growing interest in strategies to stabilize – or possibly reduce costs – and increase productivity in order to protect access to college, particularly for disenfranchised populations. Although efforts to reduce the costs of college have been minimal and sporadic – often aimed at stabilizing tuition – a few institutions and states are moving in new directions. The opportunity to not only raise the visibility of the problem but also to shine light on promising initiatives and replicate those efforts is immediate. The project we propose, called *Productivity in Higher Education: Lead, Follow, or Get Out of the Way*, is designed to move quickly and effectively on these fronts.

Project Goal and Objectives and Relationship to WICHE's Mission

The purpose of *Productivity in Higher Education: Lead, Follow, or Get Out of the Way* is to assist states and policymakers in making college more affordable by addressing productivity issues to reduce the cost of education, thus increasing access and success for economically disadvantaged students.

The major objectives of the proposed project are:

- 1) To assist states and their institutions in exploring and implementing measures to improve college affordability and access and success by increasing productivity.
- 2) To assist policymakers and policy shapers nationally in learning how a range of productivity strategies might make college more affordable for economically disadvantaged students.
- 3) To expand the policy and research literature with new studies and white papers on topics related to affordability, productivity, and increased access.

Project Outcomes and Activities to Achieve Them

The project is expected to have several outcomes:

- At least 10 states will have participated in the technical assistance activities, developed an action plan, and begun to implement productivity strategies to improve college affordability for disadvantaged students.
- At least 25 states will have participated in the national policy forum on productivity and college affordability to learn about state and institutional policies and strategies.

- At least four commissioned papers will have been published on how productivity can be utilized to improve college affordability for students.
- At least 500 individuals will have participated in state focus groups and town meetings on college costs and affordability.
- At least 100 policymakers and policy shapers will have participated in leadership institutes offered in collaboration with other organizations and national groups and be better informed on how to work with postsecondary institutions and systems to increase productivity and improve college affordability for disadvantaged populations.

Through multiple activities – such as state technical assistance, commissioned papers, focus groups, town meetings, leadership institutes for policymakers and policy shapers, and a national forum – the project would strive to help a number of states develop action plans and begin implementing productivity strategies to improve college affordability for disadvantaged students. *Lead, Follow, or Get Out of the Way* is designed to examine existing (and to test promising) strategies for reducing the costs of attending and operating postsecondary institutions. We expect that the project will encompass current state and institutional policies and practices as well as emerging strategies in such areas as: time to degree; drop/add and course repeat policies; summer study; levels of administrative staffing; remedial education; outsourcing of selected institutional services; and information technology.

For the purposes of the project, productivity would be interpreted in terms of state and institutional policies and practices. For example, in the initial phase, staff and consultants would work closely with state and institutional officials to identify policies that promote or inhibit greater productivity to increase access and success. In the second phase, new approaches would be examined in order to design an action plan for change and formulate an assessment of progress. In the final implementation phase, the state and its institutions would apply the new change strategies and evaluate performance in terms of effects on productivity, cost, affordability, access, and success. Approximately 10 states would receive technical assistance, and most other states would benefit from other activities, such as the national policy forum and publications.

In order to maximize resources for the project, WICHE will collaborate with the National Center for Higher Education Management Systems, the National Conference of State Legislatures, and the State Higher Education Executive Officers on this project. These organizations will assist in all major activities as a team with WICHE, assisting with planning as well as implementation and evaluation work. They will also be involved through the preparation and dissemination of project deliverables, especially the commissioned papers.

Target Audience

This project is designed to serve states and institutions directly; students and their families will be indirect beneficiaries. Improving productivity in order to increase access and success requires a very focused set of policies and actions that are developed, initiated, and sustained at state, system, and institutional levels. Technical assistance for individual states, combined with leadership institutes and policy forums for lawmakers and policy shapers from a variety of states, will help structure the conversation by providing policy, practice, and data expertise to inform the discussion.

An important component in the effort to control college costs is conveying how productivity is serving students and their families: the focus groups and town meetings will be an important communication strategy to reach out to communities, particularly those in states engaged in technical assistance work.

Lead, Follow, or Get Out of the Way is grounded in our experience that state legislatures are central to the formulation of higher education policy because they enact the laws and define the regulatory environment under which higher education is governed, and because they also provide the appropriations that drive public college and university plans and budgets. Project activities are designed to ensure that key state higher education policy players, especially legislators and legislative staff, become better informed about the internal and external forces confronting higher education and to ensure that they understand how these forces related to broader state goals and priorities. Recognizing that legislators and higher education and institutional leaders often share different perspectives, we have also sought to bring these groups of decision makers together so that they gain greater appreciation for each other.

Geographic Scope

This project is national in scope and would be open to all 50 states. Every effort will be made to include states from all four regions as technical assistance states. Additionally, all states would be invited to participate in the national policy forum and the leadership institutes. Deliverables, such as commissioned papers, will be widely disseminated in the policy, education, and business communities.

Action Requested

Approval to seek and secure funding for a multiyear project studying productivity in higher education.

Reception and Tour

Monday, November 13, 2006 – 6.30 pm
Penrose House, El Pomar Foundation



Monday, November 13, 2006

6.30 - 8.30 pm

Penrose House

Transportation from the Broadmoor Hotel will be provided.

Reception and Tour of Penrose House and Grounds

El Pomar Foundation will host a reception for commissioners and guests at the Penrose House, located about a half mile from the Broadmoor Hotel in Colorado Springs. Drinks and hors d'oeuvres will be provided and a tour of Penrose House and its grounds will be offered.

El Pomar Foundation is one of the largest and oldest private foundations in the Rocky Mountain West, with assets totaling \$500 million. El Pomar contributes more than \$20 million annually through direct grants and community stewardship programs to support Colorado nonprofit organizations involved in health, human services, education, the arts and humanities, and civic and community initiatives. El Pomar was founded by Spencer and Julie Penrose in 1937 to enhance, encourage, and promote the current and future well-being of the people of Colorado through grantmaking and community stewardship. El Pomar takes its name from the old Spanish for "the orchard": the Penrose home was situated on an apple orchard.

Policy Discussion: State Strategies to Enhance Student Success

Tuesday, November 14, 2006 — 8.00 - 9.30 am
Carriage House

9 Tuesday 8.00 - 9.30 am



Tuesday, November 13, 2006

8.00 - 9.30 pm

Carriage House

Policy Discussion: State Strategies to Enhance Student Success

Improving the chances of student success, as measured by year-to-year retention and degree completion, is generally considered a problem for colleges and universities to solve. But state-level policy can support or hinder the effectiveness of institutional decisions to address student success problems and how those efforts are directed. Many states now require institutional reporting on retention and graduation rates; only a few have budgetary inducements in the form of incentive or performance funding for institutions that increase retention or degree completion. In this session, consultant Art Hauptman will look at current state strategies for improving student success and explore with participants other approaches states might consider to help postsecondary institutions increase their persistence and graduation rates.

Biographical Information on the Speaker

Arthur Hauptman has been a public policy consultant specializing in higher education finance issues since 1981. He has written or edited a number of volumes and dozens of chapters and articles on issues relating to the provision of student financial aid, fee setting, and the public funding of institutions. In the U.S., he has consulted with a number of federal and state agencies, and higher education associations and institutions. Internationally, over the past decade he has consulted with government ministries or funding bodies in more than a dozen industrialized and developing countries. He holds a B.A. in economics from Swarthmore College and a M.B.A. from Stanford University.

Policy Discussion: A Test of Leadership – Charting the Future of U.S. Higher Education (Findings and Recommendations of the Secretary of Education’s Commission on Higher Education)

Tuesday, November 14, 2006 – 9.30 - 11.00 am
Carriage House



Tuesday, November 13, 2006

9.30 - 11.00 pm
Carriage House

Policy Discussion: A Test of Leadership – Charting the Future of U.S. Higher Education (Findings and Recommendations of the Secretary of Education’s Commission on the Future of Higher Education)

This fall saw the unveiling of the report by the Commission on the Future Higher Education, created by U.S. Secretary of Education Margaret Spellings to develop a comprehensive strategy for postsecondary education that would better serve Americans and address current and future economic and workforce needs. Higher education, according to Spellings, has become “more unaffordable and less attainable,” which has led to a gaping disparity in American life: 90 percent of the fastest-growing jobs require postsecondary education but only a third of Americans have a degree. Over the past year, the commission held public meetings with students and families, policymakers, business leaders, and the academic community about key aspects of higher education. Last month, Secretary Spellings announced plans to continue to strengthen K-12 education, align high school standards with college expectations, and increase access to college-prep classes, such as Advanced Placement. To help make a higher education more affordable, Spellings plans to increase need-based aid, simplify the financial aid process, and hold costs in line. Spellings has also called for a privacy-protected student-level data system that would create a higher education information system and provide transparency and ease when students and families shop for colleges.

Speaker: James J. Duderstadt, president emeritus and university professor of science and engineering, University of Michigan, and member of the Commission on the Future of Higher Education, U.S. Department of Education

Biographical Information on the Speaker

James J. Duderstadt is president emeritus and university professor of science and engineering at the University of Michigan. After serving for a year as an Atomic Energy Commission postdoctoral fellow at Caltech, he joined the faculty of the University of Michigan as a professor of nuclear engineering. After 12 years on the faculty, Duderstadt became dean of the College of Engineering and, later, provost and vice president for academic affairs. He served as president of the University of Michigan from 1988-1996. Duderstadt received the E.O. Lawrence Award for excellence in nuclear research, the Arthur Holly Compton Prize for outstanding teaching, and the National Medal of Technology for exemplary service to the nation. He has been elected to the American Academy of Arts and Sciences, Phi Beta Kappa, and Tau Beta Pi. He currently chairs several major national study commissions in areas including science policy, higher education, information technology, and engineering research. Duderstadt received his baccalaureate degree in electrical engineering with honors from Yale University and his doctorate

in engineering science and physics from the California Institute of Technology. Duderstadt is a member of the Commission on the Future of Higher Education of the U.S. Department of Education.

Committee of the Whole – Business Session

Tuesday, November 14, 2006 – 11.00 am - 12.00 noon
Carriage House



Tuesday, November 14, 2006

11.00 am - 12.00 noon

Carriage House

Committee of the Whole - Business Session

Agenda

Reconvene Committee of the Whole: Dave Nething, chair

Report and recommended action of the Audit Committee



FY 2005 audit report

11-3

Attachment 1: Brief management primer to the FY 2006 audited financial statements

11-5

Report and recommended action of the Executive Committee, Cam Preus-Braly, WICHE vice chair

Report and recommended action of the Programs and Services Committee, Carl Shaff, committee chair (Tab 6)

Report and recommended action of the Issue Analysis and Research Committee, Jane Nichols, committee chair (Tab 7)



Approval to seek funds for a higher education productivity study (Tab 7, p. 7)

Review of the budget

11-7

Discussion Items:

Review of policy regarding reserves

11-9

Review of senior officer salary comparisons

11-11



Election of chair, vice chair, and immediate past chair as officers of the WICHE Commission

Remarks from the new chair

Selection of 2006 Executive Committee members

Note: States should have caucused in advance of this session to determine who will represent their state on the Executive Committee, beginning service immediately and continuing till the end of the November 2007 meeting.

Meeting evaluation

Meeting evaluation form

(Also via email following the meeting)

11-13

Other business

Adjournment

ACTION ITEM

Audit Committee Report

Diane Barrans, chair of the WICHE Audit Committee, convened the meeting of the committee by telephone on Tuesday, October 3, 2006, at 4:00 p.m., mountain time. In attendance were other members of the committee: Linda Blessing, Roy Ogawa, Ed Jasmin, and Jane Nichols, as well as David Longanecker and Craig Milburn from WICHE and Jim Comisky and Jodi Rinard from the audit firm of Clifton Gunderson, who conducted the audit for FY 2006.

The Audit Committee reviewed the audit report with David Longanecker and Craig Milburn and then privately interviewed the auditors from Clifton Gunderson. Subsequent to the reviews, the Audit Committee requested that Craig Milburn prepare a brief primer to be included with the distribution of the audited financial statements that will be distributed to the entire commission. (See Attachment 1.)

Upon review of the audited financial statements, the Audit Committee voted unanimously to accept the audit report from Clifton Gunderson and it voted to recommend to the commission that this audit be accepted by the Committee of the Whole.

Action Requested

Approval of the 2006 audit report from Clifton Gunderson.

Brief Management Primer to the FY 2006 Audited Financial Statements

1. This audit consolidates (combines) end-of-fiscal-year financial reports from WICHE with end-of-fiscal-year financial reports of the State Higher Education Policy Center (SHEPC) because WICHE is the majority owner of SHEPC. (See note 8 on page 13, which summarizes this relationship.)

Because of this relationship, most of the financials presented are consolidated statements. Unfortunately, this is not the easiest way in which to understand financial activity at WICHE, separately from the activity at SHEPC. But WICHE's activity can be seen separately later in the report, in the section titled "Supplemental Information." In the earlier section, the statements are called "consolidated statements" and in the later section the statements are called "consolidating statements." It is in these consolidating statements that WICHE is presented separately from SHEPC. It may be advisable to begin in this section, on pp. 14-18, and not earlier, on pp. 3-13.

2. In "Supplemental Information," on p. 15, is the "Consolidating Statement of Financial Position." (The Statement of Financial Position is commonly called the balance sheet.) Column one presents WICHE-only activity, and column two presents activity only at SHEPC. The final column is the "Consolidated Balance," which is the only column presented in the Consolidated Statement of Financial Position on p. 3.

3. In "Supplemental Information," on p. 16, is the "Consolidating Statement of Activities." (The Statement of Activities is commonly called the income statement or the revenue-and-expense report or the profit-and-loss report). Again, WICHE and SHEPC are presented in the first two columns, with the consolidated balance in the last column and then again in the Consolidated Statement of Activities on p. 4.

4. On pp. 5 and 6 is the "Consolidated Statement of Functional Expenses." There is only a single number on this consolidated report that comes from SHEPC. It is under the "Management and General" column and across from the title on the left, called "SHEPC building expenses." All the expenses at SHEPC are totaled in this one number, and all the other numbers on these two pages are WICHE-only numbers.

5. On p. 19 is the auditor's statement of internal control and compliance with government auditing standards. Notice (in the first paragraph on p. 20) the auditor's provision of reasonable assurance that the enclosed reports are free of material misstatement.

6. On p. 21 is the auditor's statement of compliance with requirements of major programs. Notice that the last paragraph provides their opinion that WICHE complied in all material aspects of all major federal programs.

7. On p. 22, in the second and third paragraphs, the auditor stated that they found a reportable condition that was not a material weakness. This condition is reported on p. 25 in the "Schedule of Findings and Questioned Costs." Herein was the finding that WICHE did not have a procedure to ensure that federal funds did not get paid to entities suspended or debarred from receiving federal funds. Notice that there were no questioned costs, since WICHE did not do business with suspended or debarred entities, but since WICHE was not checking, WICHE could have done business with one of these parties.

8. On p. 1, in the independent auditor's report, in the last paragraph, notice that the opinion of the auditors is that these reports present fairly, in all material respects, the financial position of WICHE and SHEPC.

**WICHE General Fund Budget
Actuals for FY 2006 and Budget for FY 2007
Revenue & Expenditures**

A	\$108,000 --- Dues per State ---				\$112,000					
	FY 2006				FY 2007					
		FY 2006 Budget (a)	FY 2006 Actual	Estimate Better or (Worse) than Budget \$ %	FY 2007 Budget	Comparing FY 2006 to FY 2007 Better or (Worse) than FY 2006 Budget \$ %		Better or (Worse) than FY 2006 Actual \$ %		
1 Revenue:										
2 Member dues	(b)	1,620,000	1,620,000	0 0.0%	(b)	1,680,000	60,000	3.7%	60,000	3.7%
3 Delinquent dues	(c)	0	0	0 na	(c)	0	0	na	0	na
4 Interest	(d)	143,000	210,635	67,635 47.3%	(d)	265,000	122,000	85.3%	54,365	25.8%
5 Indirect cost recovery		200,000	247,016	47,016 23.5%		271,000	71,000	35.5%	23,984	9.7%
6 Miscellaneous income		42,000	38,993	(3,007) -7.2%		25,000	(17,000)	-40.5%	(13,993)	-35.9%
8 Total Revenue		2,005,000	2,116,644	111,644 5.6%		2,241,000	236,000	11.8%	124,356	5.9%
9 Expenditures:										
10 SEP - Programs		261,873	261,207	667 0.3%		269,544	(7,671)	-2.9%	(8,338)	-3.2%
11 Policy Analysis & Research		277,334	203,557	73,777 26.6%		282,151	(4,817)	-1.7%	(78,594)	-38.6%
12 Communications & Public Affairs		238,149	216,027	22,122 9.3%		314,844	(76,695)	-32.2%	(98,817)	-45.7%
13 Commission Meeting Expense		110,100	78,898	31,202 28.3%		122,922	(12,822)	-11.6%	(44,024)	-55.8%
14 Executive Director's Office		389,010	367,310	21,700 5.6%		404,997	(15,987)	-4.1%	(37,687)	-10.3%
15 Administrative Services		446,002	419,304	26,698 6.0%		457,335	(11,333)	-2.5%	(38,031)	-9.1%
16 Miscellaneous Expenses	(e)	225,011	172,224	52,787 23.5%	(e)	202,884	22,127	9.8%	(30,660)	-17.8%
17 Indirect Cost Sharing Expenses		45,550	66,798	(21,248) -46.6%		74,526	(28,976)	-63.6%	(7,728)	-11.6%
18 Staff Salaries & Benefits Cost Increases for FY 2007						0	na	na	na	na
19 Staff Turnover/Vacancy Estimate	(10,930)	0	0	0 0.0%		(12,100)	1,170	-10.7%	na	na
20 GF Portion of Meal Reimbursement Increase						0	na	na	na	na
21 Program Development Fund		20,000	23,191	(3,191) -16.0%		25,000	(5,000)	-25.0%	(1,809)	-7.8%
22 Total Expenditures		2,002,099	1,808,515	193,584 9.7%		2,142,103	(140,004)	-7.0%	(333,588)	-18.4%
23 Surplus (Deficit) for the Fiscal Year		2,901	308,129			98,897				
24 Better or (Worse) than Budget or Estimate				305,228 15.2%			95,996	3309%	(209,232)	-67.9%
25 Reserves:										
26 Beginning of the Fiscal Year:										
27 Minimum Reserve	(g)	240,252	240,252	0 0.0%	(g)	257,052	16,800	7.0%	16,800	7.0%
28 Reserves Available	(f)	497,987	497,987	0 0.0%	(f)	787,175	289,188	58.1%	289,188	58.1%
29 Total Reserves - Beginning of the Fiscal Year:		738,239	738,239	0 0.0%		1,044,227	305,988	41.4%	305,988	41.4%
30 Encumbered Reserves During the Fiscal Year:										
31 Surplus (Deficit) Applied to Reserves		2,901	308,129	305,228		98,897	95,996	3309%	(209,232)	na
32 WCET Executive Director Search		(25,000)	(2,141)	0 na		(22,859)	2,141	na	(20,717)	na
33		0	0	0 na		0	0	na	0	na
34 Net Reserve Encumbrances During the Fiscal Year		(22,099)	305,988	305,228 -1381.2%		76,038	98,137		(229,949)	
35 End of the Fiscal Year:										
36 Minimum Reserve	(g)	240,252	240,252	0 0.0%	(g)	257,052	16,800	7.0%	16,800	7.0%
37 Reserves Available		475,888	803,975	328,087 68.9%		863,213	387,325	81.4%	59,238	7.4%
38 Total Reserves - End of the Fiscal Year:		716,140	1,044,227	328,087 45.8%		1,120,265	404,125	56.4%	76,038	7.3%
39 Change in Total Reserves - Increase or (Decrease)		(22,099)	305,988			76,038				
40 Better or (Worse) than Budget or Estimate				328,087 45.8%			98,137	444.1%	(229,949)	75.1%

(From the Beginning of the Fiscal Year to the End of the Fiscal Year)

- (a) Budget approved by the commission in May of 2006, adjusted for actual carry over from FY 2006, actual benefit cost increases by unit, and meal reimbursement increase.
- (b) Dues as approved by the Commission during the meeting in May 2004 for FY 2006 and FY 2007.
- (c) Assumes California paying their state dues for both fiscal years.
- (d) Ave. daily balance: Actual for FY 2006 is \$5,381,000 at 3.91% ; and budget for FY 2007 is \$5,358,000 at 4.95%.
- (e) Includes legal fees, unallocated rent, and other miscellaneous costs not allocated to unit budgets.
- (f) Excludes \$87,000 in accounts receivable in state dues from CA.
- (g) The minimum reserve level authorized by the Commission (12% of budgeted expenditures, per May 2000 Commission Meeting).

DISCUSSION ITEM

Proposed Changes to WICHE's Reserve Policy

This agenda item describes WICHE's current policy with regard to financial reserves, explains why these policies need to be updated, and proposes changes that would make WICHE's reserve policy more appropriate for the organization's current operating environment.

Current Policy

The commission, at its May 2000 meeting, revised its policy regarding minimum reserve requirements, as follows:

1. WICHE will maintain a reserve of at least 12 percent of the approved general fund expenditures budget.

Prior to establishing this policy, WICHE's mandated minimum reserve was fixed at \$200,000. As WICHE's budget increased, however, WICHE's fixed costs and potential liabilities also increased, so having a fixed minimum reserve created a problem. When the \$200,000 minimum reserve was originally established, it represented about 20 percent of WICHE's general fund budget. Over time, however, the percentage of the general fund budget that this \$200,000 minimum requirement represented has eroded to only about 10 percent. Adopting a minimum reserve requirement tied to a percent of the general fund budget provides a means for keeping the minimum reserve proportionate to the size of the budget. The 12 percent figure was adopted because it represented the likely level of liabilities that the organization would face, beyond available resources, should it be necessary or desirable to disband the organization.

2. Reserves below the 12 percent minimum threshold can be expended only for exceptional unanticipated losses, as was designated by the commission.

While there had been a minimum threshold before the 12 percent figure, there had been no policy with regard to what conditions would allow this figure to be breached. Stating explicitly that those reserves below the 12 percent minimum could be expended only for "exceptional" and "unanticipated" losses, and that such expenditures would require direct designation by the commission, made it clear that this designation was much more than a casual threshold. It would take a catastrophic circumstance to spend reserves down below this minimum, and staff could not do so without the full understanding and approval of the commission.

3. Reserves in excess of the 12 percent minimum threshold can be expended only for one-time, commission-approved expenditures that will substantially enhance the organization.

This provision lays out clearly that reserves aren't intended to be a convenient balancing wheel for operating fund deficits. For three years, WICHE had operated on planned deficit budgets, and this provision established that anticipated deficit budgeting was a thing of the past.

The Case for Change

For a number of reasons it is important for the WICHE Commission to revisit these policies and consider changes. First, after six years of experience, it is appropriate to consider whether the policies have worked to protect the financial integrity of the organization. Second, the purchase of WICHE's share in the new State Higher Education Policy Center (SHEPC) building in Boulder adds a new financial responsibility, both to WICHE and to our partnership with the State Higher Education Executive Officers (SHEEO) and the National Center for Higher Education Management Systems (NCHEMS), who also own shares of the facility. Third, the reserve policies adopted in 2000, though a great improvement over prior policies, overlooked one important purpose of reserves, which is to fund modest, unanticipated perturbations in the general fund budget, ones that might legitimately be funded out of reserves.

Proposed Changes

To address these three concerns, staff proposes that the commission revise the 2000 reserve policy, as follows.

- WICHE will maintain the previously established minimum reserve threshold of at least 12 percent, to be available only for exceptional unanticipated losses, as designated by the commission (essentially retaining parts one and two of the previous policy).

- WICHE will maintain a reserve to protect the agency's capacity to meet WICHE's building payment requirements equal to half the annual facilities costs. (Our current facilities costs are slightly below \$500,000 per year, so this would require dedicating approximately \$250,000 from reserves for this purpose.)
- WICHE will allow reserves of up to 10 percent of budgeted general fund expenditures to be dedicated for possible unanticipated operating fund shortfalls; this amount will be reduced to 5 percent when all self-funded units have been able to accumulate reserves equal to 25 percent of their annual operating budget.
- All self-funded units should strive to establish reserves equal to at least 25 percent of their annual operating budget.

DISCUSSION ITEM

Senior Officer Salary Comparisons

At the May 2006 commission meeting, the Executive Committee asked Executive Director David Longanecker to present a plan to bring his salary into a more competitive stance with those of other higher education leaders throughout the nation and to include in this plan a way to ensure that the salaries of other senior staff in WICHE remain proportionate to that of the executive director. This analysis provides a preliminary analysis of both of these issues.

Competitiveness of the Executive Director's Salary

The salary information provided for consideration in setting the executive director's salary at the May meeting indicated that how competitive that salary is depends upon two factors: the salaries to which it is compared; and the definition of "competitive." The WICHE executive director's salary is currently about average when compared with the salaries of State Higher Education Executive Officers (SHEEOs) in the WICHE region and with the salaries of CEOs of the other three regional organizations.

Fiscal Consequences of Increasing the Executive Director's Salary

Executive Director Longanecker currently earns \$168,500. Because the executive director position is funded entirely from the general fund, every 10 percent increase in salary would require a requisite increase of \$16,850 in general fund resources. Because the executive director is already at the federally allowed maximum for contribution to retirement accounts, there would be no additional costs other than salary associated with this increase. To fund such a 10 percent increase would require an increase in state dues of \$1,123 per state (a 1 percent increase on the current dues of \$112,000 per state). To reach the \$200,000 annual salary threshold that commissioners had discussed as a target would require an increase of \$31,500, an 18.7 percent increase in salary. Each state's dues would have to be increased by roughly 3 percent simply to fund this one objective.

Fiscal Consequences of Increasing the Salary of Other Senior Staff

Increasing the executive director's salary, however, would necessitate increasing the salaries of the other senior officers at WICHE. In FY 2006, salaries of the various unit directors averaged 62 percent of the executive director's salary (they ranged from 60-65 percent of his salary). Prior to Longanecker's tenure, this ratio was slightly higher (at 64 percent in the year preceding his arrival). It would seem prudent to retain a relationship of 60-65 percent. Our recent experience in recruiting senior staff certainly reinforces the fact that salaries for these essential leaders must remain competitive if we want to attract and retain individuals of the same exceptional caliber as those who have served WICHE in the recent past. The salaries of these individuals add up to approximately \$800,000, of which approximately 50 percent comes from general fund support and 50 percent comes from grant and contract support. Thus, every 10 percent increase in salary for this staff would require an increase of about \$40,000 in general fund support and an additional \$40,000 in support from contracts and grants. Divvying \$40,000 amongst the 15 states would lead to an additional dues requirement of 2.2 percent for each state.

Consequences for the Rest of the Staff

Increasing the salary of the executive director and senior staff would, of course, raise issues of salary equity for the remainder of the WICHE staff. It is generally understood at WICHE that our salaries are not competitive with those of the higher education industry within which we operate, though they are more competitive with those offered by the state governments that pay dues to sustain the organization; this duality is reasonably well established and accepted within the organization. Increasing the salaries of senior officers without a requisite increase in salary for other staff, however, could create a sense of inequity within the rank-and-file staff. Increasing the salary of the remaining staff, however, would have substantial implications, both for the general fund and for WICHE's fiscal competitiveness in attracting future contracts and grants. Salaries represent about \$925,000 of WICHE's general fund budget and about \$2.2 million of WICHE's consolidated budget. For most of the staff, other than the executive director and senior officers, however, increasing salary also requires an increase in benefits because they are not currently at the maximum contribution level. As a result, a 10 percent increase salary for these individuals actually results in an 11 percent increase in costs. Taking all of this into account, a 10 percent salary increase would require an increase in the general fund of approximately \$95,000. This would amount to an increase in dues of \$6,333 per year – 5.6 percent above current dues.

The Choices Facing WICHE

WICHE faces a dilemma, created by the escalating salaries being paid to some administrators within the field of higher education. On the one hand, WICHE salaries, both at the executive and professional levels, are becoming much less competitive with those of institutions of higher education, which continue to pay escalating prices for their most talented staff. On the other hand, WICHE is not alone in this dilemma, and in fact remains relatively competitive with SHEEO offices and other regional organizations, which, like WICHE, live in two worlds – the world of higher education and the world of state government.

This does not currently present a great dilemma for the organization because it has been able to attract a staff that recognizes the financial limitations of the organization and is comfortable with the current levels of compensation. As the current staff members leave the organization, however, it will be increasingly difficult to replace them with exceptional candidates, who will often be weighing other viable alternatives, many of which will pay considerably more. We have witnessed that trend this past year when recruiting to fill two senior-level positions.

Each 10 percent increase would require:

- A 1 percent increase in dues, simply to increase the executive director's salary.
- An additional 2.2 percent increase in dues to increase the senior officers' salaries.
- An additional 2.4 percent increase in dues to increase the general fund share of the remaining staff.

This is the conundrum that faces every labor-intensive business enterprise. The commission faces a variety of options:

- You can maintain the status quo. This is not an unrealistic option because it is clearly working today. The issue is whether it will continue to work in an *increasingly competitive* salary environment.
- You can adopt an aggressive goal to become more salary competitive. Choosing this path, however, would require a substantial increase in dues, in addition to the usual inflation adjustments, a case that you and your staff would have to make to state legislatures that are facing substantial fiscal pressures from many other areas.
- You can adopt a gradual path toward your goal. Choosing this path would require gradual increases in state dues beyond inflationary increases. While less likely to raise concern about WICHE funding in the member states, it would still run a risk of being perceived as overzealous.

**Meeting Evaluation
WICHE Commission Meeting
November 13-14, 2006
Colorado Springs, Colorado**

Please give us your suggestions on the following areas:

Program (presentations and discussions, Committee of the Whole structure, and speakers):

Agenda Book (format, content):

Schedule (structure, schedule, pace of meeting):



Facilities (hotel, sleeping rooms, food):

Future topics for policy discussions:

Other comments you care to make:

Your name (optional):

Please return to:

Erin Barber, WICHE, PO Box 9752, Boulder, CO 80301

Fax: 303.541.0291; email: ebarber@wiche.edu or dlonganecker@wiche.edu

Colorado Springs, Colorado

Reference

WICHE Commission

Commission Committees 2006

WICHE Staff

Higher Education Acronyms



Reference

- WICHE Commission 12-3
- Commission committees 2006 12-4
- WICHE staff 12-5
- Higher education acronyms 12-6

WICHE Commission

WICHE's 45 commissioners are appointed by their governors from among State Higher Education Executive Officers, college and university presidents, legislators, and business leaders from the 15 Western states. This regional commission provides governance and guidance to WICHE's staff in Boulder, CO. David E. Nething, state senator from North Dakota, is chair of the WICHE Commission; Camille Preus-Braly, commissioner, Oregon Department of Community Colleges and Workforce Development, is vice chair.

ALASKA

*Diane M. Barrans (WICHE Chair, 2005), Executive Director, Alaska Commission on Postsecondary Education

Patricia Brown Heller, Office Director, Alaska Governor's Office

*Marshall L. Lind, former Chancellor of Higher Education, University of Alaska Fairbanks

ARIZONA

John Haeger, President, Northern Arizona University

David Lorenz, retired Vice President of Administration and Finance, Northern Arizona University

*Joel Sideman, Executive Director, Arizona Board of Regents

CALIFORNIA

Appointments pending.

COLORADO

*William F. Byers, Consumer and Public Relations Manager, Grand Valley Power

William J. Hybl, Chairman and CEO, El Pomar Foundation

Jenna D. Langer, Executive Director, Colorado Commission on Higher Education

HAWAII

Roy T. Ogawa, Attorney at Law, Oliver, Lau, Lawhn, Ogawa & Nakamura

*Roberta M. Richards, State Officer, Hawaii Department of Education

Helene I. Sokugawa, Institutional Analyst, University of Hawaii, Manoa

IDAHO

*Dwight Johnson, Executive Director, State Board of Education

Robert W. Kustra, President, Boise State University

Arthur Vailas, President, Idaho State University

MONTANA

Dan W. Harrington, State Senator

*Ed Jasmin, Immediate Past Chairman, Montana Board of Regents of Higher Education

Mary Sheehy Moe, Dean, Montana State University-Great Falls College of Technology

NEVADA

Warren Hardy, State Senator

Jane A. Nichols, Vice Chancellor for Academic and Student Affairs, Nevada System of Higher Education

*Carl Shaff, Educational Consultant

NEW MEXICO

Dede Feldman, State Senator

Beverlee McClure, Cabinet Secretary, New Mexico Higher Education Department

*Patricia Sullivan, Assistant Dean, College of Engineering, New Mexico State University, Las Cruces

NORTH DAKOTA

*Eddie Dunn, Chancellor, North Dakota University System

Pamela J. Kostelecky, Member, State Board of Higher Education

*David E. Nething (WICHE Chair), State Senator

OREGON

Ryan P. Deckert, State Senator

*Camille Preus-Braly, WICHE Vice Chair, Commissioner, Oregon Department of Community Colleges and Workforce Development

*James K. Sager, Senior Education Policy Advisor, Education & Workforce Policy Office

SOUTH DAKOTA

Robert Burns, Distinguished Professor, Political Science Department, South Dakota State University

James O. Hansen, Regent, South Dakota Board of Regents

*Robert T. (Tad) Perry (WICHE Chair, 2002), Executive Director, South Dakota Board of Regents

UTAH

Bonnie Jean Beesley, Member, Utah Board of Regents

*Richard E. Kendell, Commissioner of Higher Education, Utah System of Higher Education

Peter C. Knudson, State Senator

WASHINGTON

Phyllis Gutierrez Kenney, State Representative

Jeanne Kohl-Welles, State Senator

*James Sulton, Jr., Executive Director, Higher Education Coordinating Board

WYOMING

Tex Boggs, State Senator and President, Western Wyoming Community College

Thomas Buchanan, President, University of Wyoming

*Klaus Hanson, Emeritus Professor of German, University of Wyoming

*Executive Committee Member

Commission Committees 2006

Executive

David Nething (ND), chair
Cam Preus-Braly (OR), vice chair
Diane Barrans (AK), immediate past chair

Marshall Lind (AK)
Joel Sideman (AZ)
Position vacant (CA)
Bill Byers (CO)
Roberta Richards (HI)
Dwight Johnson (ID)
Ed Jasmin (MT)
Carl Shaff (NV)
Patricia Sullivan (NM)
Eddie Dunn (ND)
Jim Sager (OR)
Tad Perry (SD)
Richard Kendell (UT)
James Sulton (WA)
Klaus Hanson (WY)

Issue Analysis and Research

Jane Nichols (NV), chair
Ryan Deckert (OR), vice chair
David Nething (ND), ex officio
Cam Preus-Braly (OR), ex officio

Patricia Brown Heller (AK)
David Lorenz (AZ)
Position vacant (CA)
Jenna Langer (CO)
Roy Ogawa (HI)
Arthur Vailas (ID)
Mary Sheehy Moe (MT)
Warren Hardy (NV)
Beverlee McClure (NM)
Pamela Kostelecky (ND)
Committee vice chair (OR)
Robert Burns (SD)
Bonnie Jean Beesley (UT)
Jeanne Kohl-Wells (WA)
Tex Boggs (WY)

Programs and Services

Carl Shaff (NV), chair
Marshall Lind (AK), vice chair
David Nething (ND), ex officio
Cam Preus-Braly (OR), ex officio

Committee vice chair (AK)
John Haeger (AZ)
Position vacant (CA)
Bill Hybl (CO)
Helene Sokugawa (HI)
Bob Kustra (ID)
Dan Harrington (MT)
Committee chair (NV)
Dede Feldman (NM)
Eddie Dunn (ND)
James Sager (OR)
Jim Hansen (SD)
Peter C. Knudson (UT)
Phyllis Gutierrez Kenney (WA)
Tom Buchanan (WY)

Audit Committee

Diane Barrans (AK), chair and immediate past
WICHE chair
Cam Preus-Braly (OR), ex officio
Linda Blessing (AZ), former WICHE commissioner
Roy Ogawa (HI)
Ed Jasmin (MT)
Jane Nichols (NV)

Disaster Recovery Planning Committee

Diane Barrans (AK), committee chair and immediate past
WICHE chair
Cam Preus-Braly (OR), ex officio
Bill Kuepper (CO), consultant and former WICHE
commissioner
Roy Ogawa (HI)
Dwight Johnson (ID)
Ed Jasmin (MT)

WICHE Staff

Executive Director's Office

David Longanecker, executive director
Marla Williams, assistant to the executive director and executive secretary to the commission

Accounting and Administrative Services

Kelly Israelson, senior accounting specialist
Craig Milburn, director of accounting
Ann Szeligowski, accounting specialist
Jerry Worley, director of information technology

Mental Health

Dennis Mohatt, director
Scott Adams, senior research and technical assistance associate
Fran Dong, statistical analyst
Mimi McFaul, research associate II
Chuck McGee, project director
Jeanette Porter, administrative assistant
Jenny Shaw, project coordinator
Candice Tate, research associate II

Policy Analysis and Research

Erin Barber, administrative assistant II
Demarée K. Michelau, project coordinator
Brian T. Prescott, research associate III

Programs and Services

Jere Mock, director
Candy Allen, graphic designer
Annie Finnigan, communications associate
Deborah Jang, web design manager
Susan Lopez, project coordinator
Christian Martinez, program coordinator, State Scholars Initiative
Michelle Médal, administrative coordinator, State Scholars Initiative and NWAFF
Ken Pepion, director, Bridges to the Professoriate
Terese Rainwater, program director, State Scholars Initiative
Margo Schultz, program coordinator, Student Exchange Programs
Leslye Steptoe, administrative assistant III

WCET

Louis Fox, executive director
Rachel Dammann, conference assistant
Tim Dammann, web developer
Sherri Artz Gilbert, administrative/budget coordinator
Russell Poulin, associate director
Pat Shea, assistant director

Names in **bold** type indicate new employees.

The WICHE website, www.wiche.edu, includes a staff directory with phone numbers and e-mail addresses.

Higher Education Acronyms

Higher ed is addicted to acronyms, so much so that the actual names of organizations are sometimes almost lost to memory. Below, a list of acronyms and the organizations they refer to (plus a few others).

AACC	American Association of Community Colleges	www.aacc.nche.edu
AACTE	American Association of Colleges for Teacher Education	www.aacte.org
AAC&U	Association of American Colleges and Universities	www.aacu-edu.org
AASCU	American Association of State Colleges and Universities	www.aascu.org
AAU	Association of American Universities	www.aau.edu
ACE	American Council on Education	www.acenet.edu
ACT	(college admission testing program)	www.act.org
ACUTA	Association of College & University Telecommunications Administrators	www.acuta.org
AED	Academy for Educational Development	www.aed.org
AERA	American Educational Research Association	www.aera.net
AGB	Association of Governing Boards of Universities and Colleges	www.agb.org
	Center for Public Higher Education Trusteeship & Governance	www.agb.org/center/
AIHEC	American Indian Higher Education Consortium	www.aihec.org
AIR	Association for Institutional Research	www.airweb.org
ASPIRA	(an association to empower Latino youth)	www.aspira.org
ASHE	Association for the Study of Higher Education	www.ashe.missouri.edu
ATA	American TelEdCommunications Alliance	www.atalliance.org
CAEL	Council for Adult and Experiential Learning	www.cael.org
CASE	Council for Advancement and Support of Education	www.case.org
CGS	Council of Graduate Schools	www.cgsnet.org
CHEA	Council for Higher Education Accreditation	www.chea.org
CHEPS	Center for Higher Education Policy Studies	www.utwente.nl/cheps
CIC	Council of Independent Colleges	www.cic.org
COE	Council for Opportunity in Education	www.trioprograms.org
CONAHEC	Consortium for Higher Education Collaboration	www.wiche.edu/conahec/english
CONASEP	CONAHEC's Student Exchange Program	www.wiche.edu.conahec./conasep
CSG-WEST	Council of State Governments – West	www.westtrends.org
CSHE	Center for the Study of Higher Education	www.ed.psu.edu/cshe
CSPN	College Savings Plan Network	www.collegesavings.org
ECS	Education Commission of the States	www.ecs.org
ED	U.S. Dept. of Education links:	
ED-FSA	Federal Student Aid	www.ed.gov/about/offices/list/fsa/index.html
ED-IES	Institute of Education Sciences	www.ed.gov/about/offices/list/ies/index.html?src=mr
ED-NCES	National Center for Education Statistics	http://nces.ed.gov

ED-OESE	Office of Elementary & Secondary Education	www.ed.gov/about/offices/list/oese/index.html?src=mr
ED-OPE	Office of Postsecondary Education	www.ed.gov/about/offices/list/ope/index.html?src=mr
ED-OSERS	Office of Special Education & Rehabilitative Services	www.ed.gov/about/offices/list/osers/index.html?src=mr
ED-OVAE	Office of Vocational and Adult Education	www.ed.gov/about/offices/list/ovae/index.html?src=mr
FIPSE	Fund for the Improvement of Postsecondary Education	www.ed.gov/about/offices/list/ope/fipse/index.html
EDUCAUSE	(An association fostering higher ed change via technology and information resources)	www.educause.edu
ETS	Educational Testing Service	www.ets.org
GHEE	Global Higher Education Exchange	www.ghee.org
HACU	Hispanic Association of Colleges and Universities	www.whes.org/members/hacu.html
HEA	Higher Education Abstracts	www.cgu.edu/inst/hea/hea.html
ICE	Internet Course Exchange (WICHE)	www.wiche.edu/ice
IHEP	Institute for Higher Education Policy	www.ihep.com
IIE	Institute of International Education	www.iie.org
IPEDS	Integrated Postsecondary Education Data System	www.nces.ed.gov/ipeds
McCrel	Mid-continent Research for Education and Learning	www.mcrel.org
MHEC	Midwestern Higher Education Compact	www.mhec.org
MSA/CHE	Middle States Association of Colleges and Schools, Commission on Higher Education	www.middlestates.org
NACOL	North American Council for Online Learning	www.nacol.org
NACUBO	National Association of College and University Business Officers	www.nacubo.org
NAEP	National Assessment of Educational Progress	www.nces.ed.gov/nationsreportcard
NAFEO	National Association for Equal Opportunity in Higher Education	www.nafeo.org
NAFSA	(an association of international educators)	www.nafsa.org
NAICU	National Association of Independent Colleges and Universities	www.naicu.edu
NASC	Northwest Association of Schools and Colleges, Commission on Colleges	www.cocnasc.org
NASFAA	National Association of Student Financial Aid Administrators	www.nasfaa.org
NASPA	National Association of Student Personnel Administrators	www.naspa.org
NASULGC	National Association of State Universities and Land-Grant Colleges	www.nasulgc.org
NCA-CASI	North Central Association Commission on Accreditation and School Improvement	www.ncacasi.org
NCHEMS	National Center for Higher Education Management Systems	www.nchems.org
NCSL	National Conference of State Legislatures	www.ncsl.org
NCPPE	National Center for Public Policy and Higher Education	www.highereducation.org
NEASC-CIHE	New England Association of Schools and Colleges, Commission on Institutions of Higher Education	www.neasc.org
NEBHE	New England Board of Higher Education	www.nebhe.org
NEON	Northwest Educational Outreach Network	www.wiche.edu/NWAF/NEON
NGA	National Governors' Association	www.nga.org
NPEC	National Postsecondary Education Cooperative	www.nces.ed.gov/npec
NUCEA	National University Continuing Education Association	www.nucea.edu
NWAF	Northwest Academic Forum	www.wiche.edu/NWAF

RMAIR	Rocky Mountain Association for Institutional Research	www.unlv.edu/PAIR/rmair
SACS-CoC	Southern Association of Schools and Colleges, Commission on Colleges	www.sacscoc.org
SHEEO	State Higher Education Executive Officers	www.sheeo.org
SHEPC	State Higher Education Policy Center	n/a
SONA	Student Organization of North America	www.conahec.org/sona
SREB	Southern Regional Education Board	www.sreb.org
SREC	Southern Regional Electronic Campus	www.electroniccampus.org
SSI	State Scholars Initiative	www.wiche.edu/statescholars
UNCF	United Negro College Fund	www.uncf.org
WAGS	Western Association of Graduate Schools	www.wiche.edu/wags/index.htm
WASC-ACCJC	Western Association of Schools and Colleges, Accrediting Commission for Community and Junior Colleges	www.accjc.org
WASC-Sr	Western Association of Schools and Colleges, Accrediting Commission for Senior Colleges and Universities	www.wascweb.org/senior/wascsr.html
WCET	WICHE unit, an organization focused on education and technology	www.wiche.edu/telecom
WGA	Western Governors' Association	www.westgov.org
WICHE	Western Interstate Commission for Higher Education	www.wiche.edu
WIN	Western Institute of Nursing	www.ohsu.edu.son.win

SHEEO Offices in the West, by State:

Alaska	ACPE	Alaska Commission on Postsecondary Education	www.state.ak.us/acpe/acpe.html
	UAS	University of Alaska System	www.alaska.edu
Arizona	ABOR	Arizona Board of Regents	www.abor.asu.edu
California	CPEC	California Postsecondary Education Commission	www.cpec.ca.gov
Colorado	CCHE	Colorado Commission on Higher Education	www.state.co.us/cche_dir/heccche.htm
Hawai'i	UH	University of Hawai'i	www.hawaii.edu
Idaho	ISBE	Idaho State Board of Education	www.sde.state.id.us/osbe/board.htm
Montana	MUS	Montana University System	www.montana.edu/wwwbor/docs/borpage.html
New Mexico	NMCHE	New Mexico Commission on Higher Education	www.nmche.org
Nevada	NSHE	Nevada System of Higher Education	www.nevada.edu
North Dakota	NDUS	North Dakota University System	www.ndus.nodak.edu
Oregon	OUS	Oregon University System	www.ous.edu
South Dakota	SDBOR	South Dakota Board of Regents	www.ris.sdbor.edu
Utah	USBR	Utah State Board of Regents	www.utahsbr.edu
Washington	HECB	Higher Education Coordinating Board	www.hecb.wa.gov
Wyoming	WCCC	Wyoming Community College Commission	www.commission.wcc.edu
	UW	University of Wyoming	www.uwyo.edu