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Western Interstate
Commission for Higher
Education

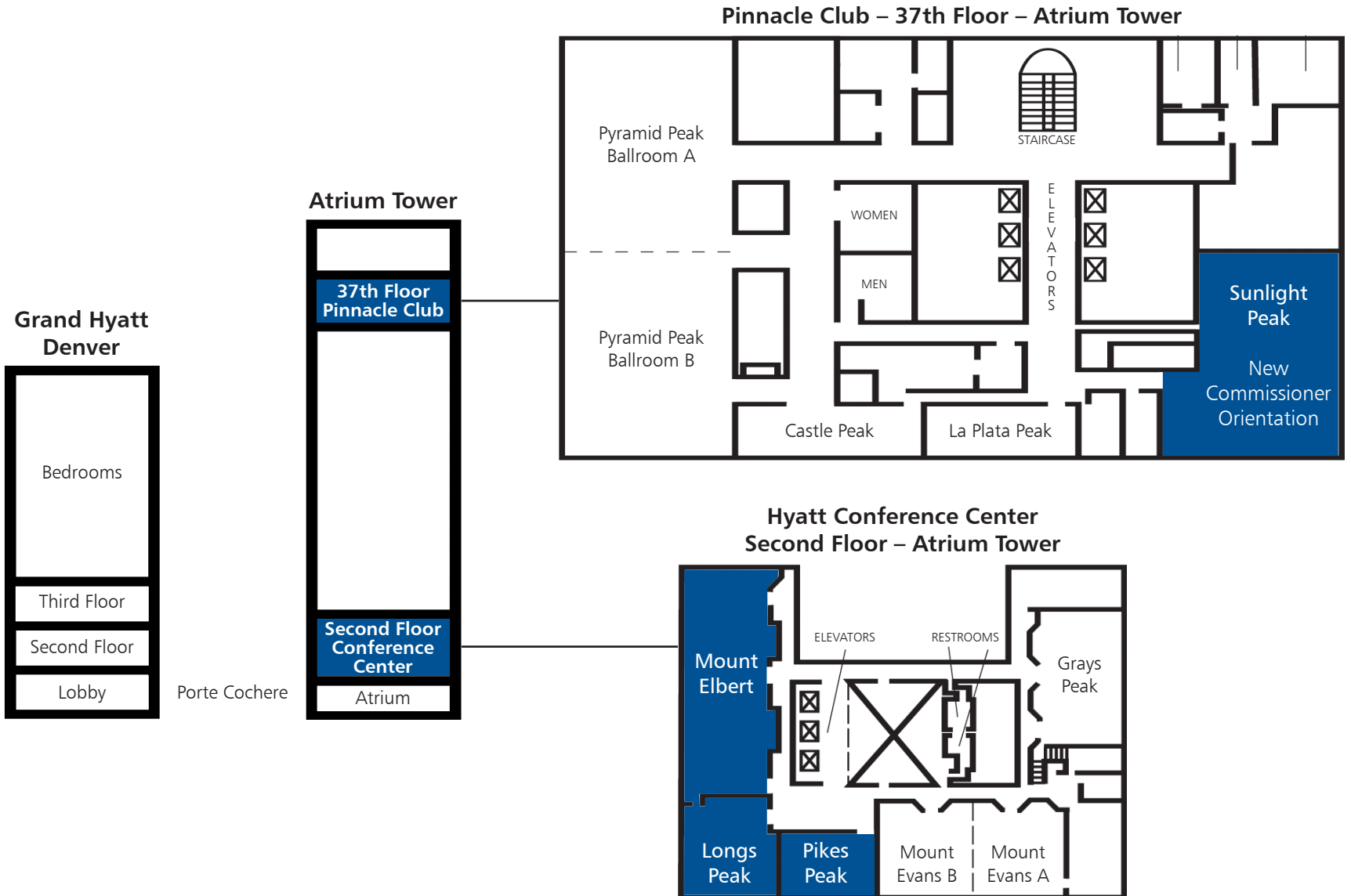
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Agenda

WICHE Commission Meeting
November 5-6, 2007
Denver, Colorado

Hotel Layout

All meetings will be in the Atrium Tower second floor conference center except the Sunday afternoon new commissioner orientation on the 37th floor



Monday
November 5, 2007

Schedule at a Glance

8.00 - 8.45 am [Tab 1]
Pikes Peak

**Executive Committee Meeting
(Open and Closed Sessions)** 1-1

Agenda (Open)



Approval of the Executive Committee conference
call minutes of September 24, 2007 1-3

Report from the Mental Health Program

Discussion Item: Periodic evaluation of WICHE's performance 1-6

Agenda (Closed)

Information Item: Informal review of the executive director's
performance and travel during 2007 1-7

8.45 - 9.00 am [Tab 2]
Mount Elbert

Committee of the Whole, Call to Order 2-1

Agenda

Call to order: Camille Preus, chair

Welcome and introduction of new commissioners and guests 2-3



Approval of the Committee of the Whole
meeting minutes of May 21-22, 2007 2-5

Report of the chair

Report of the executive director

Report of the Nominating Committee

Recess until November 6 at 10.00 am

9.00 - 10.15 am [Tab 3]
Mount Elbert

**Plenary Session: A Look to the Future of
Health Care in the West** 3-1

Speaker: Robert Franza, executive scientific director,
Seattle Science Foundation

10.15 - 10.30 am

Break

10.30 - 11.45 am [Tab 4]
Mount Elbert

**Panel Discussion on the Future of Health
and Allied Health Care Training in the West**

4-1

Discussion leader: Dennis Mohatt, director of the Mental Health Program at WICHE

Speakers: Steven Adelsheim, director of the Center for Rural and Community Behavioral Health, University of New Mexico; Sue Carparelli, president and CEO of the Colorado Center for Nursing Excellence; and Linda Hyman, vice provost, Montana State University Division of Health Sciences and director, Montana WWAMI Medical Education Program

12.00 - 1.30 pm [Tab 5]
Longs Peak

**Lunch and Presentation:
What's Up in the West? Reports from Alaska,
Arizona, Idaho, and Washington**

5-1

Discussion leader: David Longanecker, executive director of WICHE

Panelists: Diane Barrans, chief executive staff of the Alaska Commission on Postsecondary Education and the Alaska Student Loan Corporation; Jeanne Kohl-Welles, Washington state senator; Robert Kustra, president of Boise State University; and Joel Sideman, executive director of the Arizona Board of Regents

1.30 - 2.00 pm

Break

2.00 - 3.30 pm [Tab 6]
Mount Elbert

**Plenary Session: Panel Response from the
Health Care Professionals**

6-1

Moderator: Jere Mock, senior program director of Programs and Services at WICHE

Panelists: Ned Calonge, chief medical officer of the Colorado Department of Public Health and Environment; Adam Darkins, chief consultant for care coordination at the Department of Veterans Affairs; Virgilio Licon, assistant clinical professor of family medicine at the University of Colorado Health Sciences Center, Denver; and Vickie Ybarra, director of planning and development for the Yakima Valley Farm Workers Clinic

3.30 - 5.00 pm [Tab 7]
Mount Elbert

Programs and Services Committee Meeting 7-1

Agenda



Approval of the Programs and Services Committee meeting minutes of May 21, 2007 7-3

Discussion Items:

- Proposal to Provide Hawaii Students with Full Community College Enrollment Reciprocity in the Western Undergraduate Exchange 7-8
- Focusing Increased Attention on Academic Rigor and Relevance: WICHE's State Scholars Initiative 7-10

Information Items:

Updates: Student Exchange Program 7-13

- *Inventory of Rural Health Practice Incentives in the WICHE States*
- WUE, WRGP, and PSEP

Update: WICHE Internet Course Exchange 7-19

Update: Master Property Program and Property and Casualty Program 7-20

Update: Northwest Academic Forum 7-21

3.30 - 5.00 pm [Tab 8]
Pikes Peak

Issue Analysis and Research Committee Meeting 8-1

Agenda



Approval of the Issue Analysis and Research Committee meeting minutes of May 21, 2007 8-3

Discussion Item: Science, Technology, and Innovation Initiative

Information Items (on CD):

- Preparation for College – More Student Success: A Systemic Solution
- New Grant – Nontraditional No More: Policy Solutions for Adult Learners

- New Grant – New Frontiers in State Policy Resource Sharing: Expanding SPIDO

Unit Updates:

- Policy Analysis and Research – Dolores Mize and Brian Prescott
- WCET – Louis Fox
- Mental Health – Dennis Mohatt and Mimi McFaul

**Tuesday
November 6, 2007**

8.30 - 10.00 am [Tab 9]
Mount Elbert

**Policy Discussion: Educating Tomorrow’s
Health Care Professionals**

9-1

Speaker: Robert Franza, executive scientific director,
Seattle Science Foundation

10.00 - 11.45 am [Tab 10]
Mount Elbert

Committee of the Whole, Business Session

Agenda

Reconvene Committee of the Whole: Camille Preus, chair

Report and recommended action of the Audit Committee:
Dave Nething, committee chair



FY 2007 audit report

Report and recommended action of the Executive Committee:
Camille Preus, WICHE chair

Report and recommended action of the Programs and Services
Committee: Carl Shaff, committee chair

Report and recommended action of the Issue Analysis and Research
Committee: Jane Nichols, committee chair



Change in 2008 meeting dates, proposed
locations, and dates for future meetings

10-3



Proposed change to WICHE chief executive officer's title

10-4

Discussion Items:

- Update on WICHE's budget 10-5
- The future of the Legislative Advisory Committee (LAC) 10-8
- The WICHE agenda book: should it go digital? 10-10



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

Remarks from the new chair

Selection of the 2007 Executive Committee members

Meeting evaluation (paper or electronic) 10-11

Other business

11.45 am

Adjournment

Box lunches available for Commissioners



Executive Committee Meeting (Open/Closed)

Monday, November 5, 2007

8.00-8.45 am

Pikes Peak

Western Interstate
Commission
for Higher Education

www.wiche.edu

Monday, November 5, 2007

8.00 - 8.45 am
Pikes Peak

Executive Committee Meeting (Open and Closed Sessions)

Camille Preus, chair (OR)
Roy Ogawa, vice chair (HI)
David Nething, immediate past chair (ND)

Diane Barrans (AK)
Joel Sideman (AZ)
Position vacant (CA)
David Skaggs (CO)
Roberta Richards (HI)
Position vacant (ID)
Ed Jasmin (MT)
Carl Shaff (NV)
Patricia Sullivan (NM)
William Goetz (ND)
James Sager (OR)
Tad Perry (SD)
Richard Kendell (UT)
Ann Daley (WA)
Klaus Hanson (WY)

Agenda (Open)



Approval of the Executive Committee conference call minutes of September 24, 2007 1-3

Report from the Mental Health Program

Discussion Item: Periodic evaluation of WICHE's performance 1-6

Other

Agenda (Closed)

Information Item: Informal review of the executive director's performance and travel during 2007 1-7

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 Conference Call Minutes

Monday, September 24, 2007

Committee Members Present

Camille Preus (OR), chair
Roy Ogawa (HI), vice chair
Dave Nething (ND), immediate past chair
Diane Barrans (AK)
David Lorenz for Joel Sideman (AZ)
David Skaggs (CO)
Helene Sokugawa (HI)
Ed Jasmin (MT)
Patricia Sullivan (NM)
Tad Perry (SD)
Richard Kendell (UT)

Committee Members Absent

Idaho
William Goetz (ND)
Carl Shaff (NV)
James Sager (OR)
Ann Daley (WA)
Klaus Hanson (WY)

Staff Present

David Longanecker, executive director
Erin Barber, assistant to the executive director
Jere Mock, director of Programs and Services

Chair Preus called the meeting to order and asked Erin Barber to call roll. A quorum was confirmed.

ACTION ITEM

Approval of the Executive Committee Conference Meeting Minutes of August 28, 2007

Longanecker asked for a motion to amend the minutes of the August 28, 2007, WICHE Executive Committee call. Commissioner Nething made a motion. Longanecker proposed amending the minutes to include Commissioner Kendell as being absent from the call. Additionally, Longanecker proposed amending the second sentence in the second paragraph under the "Nontraditional No More" action item to include "at least," so it would read: "At least one of the states will be a WICHE state."

COMMISSIONER JASMIN MOVED TO APPROVE THE MINUTES OF THE AUGUST 28, 2007, MEETING OF THE EXECUTIVE COMMITTEE WITH THE PROPOSED AMENDMENTS. COMMISSIONER PERRY SECONDED THE MOTION. The minutes were approved unanimously.

INFORMATION ITEM

Update on the November 2007 Commission Meeting Agenda

Longanecker said that the agenda for the November meeting was coming together with a focus on health and allied health care training and workforce development. The first plenary session will feature Bob Franza from the Seattle Science Foundation, who will serve as the keynote speaker and will also guide a discussion on the second day with the commissioners.

During the second session, a group of providers in health education programs will address what they see as the changing nature of the delivery of health care and its implications for health and allied health care training. Linda Hyman, vice provost of health sciences and director of WWAMI (a consortium including the University of Washington School of Medicine and the states of Wyoming, Alaska, Montana, and Idaho) at Montana State University will serve on the panel instead of Michael Laskowsky.

The third session will include a panel of health care professionals and providers, including Adam Darkins from the Veterans Administration, who has visionary ideas about the future of health care in the United States. Darkins will discuss some of the things the VA is moving towards doing. We will not be inviting John Barrasso because the panel has enough participants. The committees will meet in the afternoon on the first day of the meeting.

On the second day of the meeting, Franza will lead a guided discussion focused on what was heard from the panels and the implications for WICHE.

During lunch, "What's Up in the West?" will look at how four states are focusing on the delivery of health care and the preparation of health care professionals. The states featured in this discussion will be Alaska, Arizona, Idaho, and Washington.

Commissioner Skaggs asked if Longanecker anticipated nurse training to be discussed on the panels during the meeting. Longanecker said he expected this to be a substantial topic for discussion on both panels. In general, medical professionals are trained in silos but are required to work in teams. Longanecker felt that the speakers would be able to take up this issue and speak to the changing nature of the delivery of medicine and why it will be more team oriented. On another issue, the nursing accreditation association is proposing to phase out the master's in nursing and only implement a doctorate.

Commissioner Skaggs asked if there was a way to include a health topic related to how to deal with public health issues, such as drug-resistance tuberculosis, on the agenda. Longanecker said he would look into how we can work it into the agenda.

INFORMATION ITEM Review of the Budget

Longanecker pointed out that fiscal year 2008 has just begun, so the numbers in the budget are not reflective of how the organization is spending or anticipates spending. In Attachment III, there was an anticipated \$200,000 to be carried forward to the current budget, but \$446,901 was actually carried over. Longanecker said that the budget isn't as strong as it appears. He had received permission to reserve some funds for WCET and the Policy unit to cover the transition as Dolores Mize and Louis Fox started working at WICHE. However, the financing system zeroed out these funds when they began budgeting for future years. The funds did not get incorporated into the official budget (the system zeroes out categories with no expenditures), so the amount is roughly the equivalent of the \$200,000 difference seen in Attachment III. The budgets for fiscal year 2008 for some units, like the Policy unit, look like they will have a slight deficit, but actually they will have a surplus thanks to a new grant from Lumina. That will replenish some of the general fund.

Commissioner Sokugawa commented that it looks like the Policy unit is not the most highly funded program and asked if that was an indication of where the organization was headed. Longanecker said that Policy's 2007 funding looks small mostly due to Cheryl Blanco leaving. Most staff members were funded out of grants. Fiscal year 2008 shows that Policy is back to a normal level. Fiscal 2007 was an anomalous year because of the change in leadership in the unit.

Attachment IV includes a forecast of what the organization will spend and what it has spent, as well as the revenues that have come in. The expenditures are in very good shape and there is a projected budget surplus of \$182,000. Longanecker said they should not expect this level of surplus to last: these numbers are what we have now, only two months into the fiscal year. He plans to look at what the organization is spending and where it needs to spend more. It does show that there are no areas needing special attention at the November meeting. The commission will receive the forecast for fiscal year 2009 at the November meeting.

INFORMATION ITEM \$755,100 Grant Received from Lumina Foundation for Education

WICHE has received the \$755,100 grant from Lumina Foundation for Education. An RFP will go out to the states after the November meeting. The grant will officially begin after November 1. The commissioners congratulated Longanecker, who credited the work of Dolores Mize, director of the Policy Analysis and Research unit.

INFORMATION ITEM
\$100,000 Grant Received from Jobs for the Future

Longanecker reported that WICHE received a \$100,000 grant from Jobs for the Future to update SPIDO (State Policy Inventory Database Online). Louis Fox has been looking into WICHE's web structure and capabilities, which will help make SPIDO a more user-friendly and interactive database. Commissioner Sokugawa commented that there were good policies for Hawaii in SPIDO, but she noticed that many of the links need to be updated. Longanecker said that will be part of the update. In the past Pathways to College has funded the work on the database, but since it no longer provides funds, WICHE is trying to find a system that will easily update the database in the future. Chair Preus asked what the timeframe is for updating SPIDO. Longanecker said it would take approximately six months, but not all of the updates would be up on the web by then. WICHE hopes to receive additional funds from Jobs for the Future.

INFORMATION ITEM
Nomination of Officers

Longanecker said that Chair Preus would be creating a Nominating Committee, and information will then be sent out to the Executive Committee to solicit their nominations for new officers. Commissioner Jasmin asked if anything has been sent out, and Chair Preus said that nothing has been sent out for nominations yet. She asked what the timeframe on this process will be. Longanecker said they could probably get information sent out within the next week or so.

Other Business

There was no other business brought before the Executive Committee.

CHAIR PREUS CALLED FOR A MOTION TO ADJOURN THE MEETING. COMMISSIONER NETHING MADE A MOTION TO ADJOURN THE SEPTEMBER 24, 2007, EXECUTIVE COMMITTEE MEETING. COMMISSIONER SULLIVAN SECONDED THE MOTION. The motion was approved unanimously.

DISCUSSION ITEM

Periodic Evaluation of WICHE's Performance

Summary

The commission has committed to conducting a thorough review of WICHE and its chief of staff every five years. The last evaluation was completed in May 2003. Thus, it is time again to begin the next evaluation, if it is to be completed by the May 2008 commission meeting.

Background

The last major evaluation of WICHE took place in 2003, when the commission secured the services of former WICHE Commissioner Frank Besnette from Arizona to conduct an evaluation of the organization and its executive director. The commissioners' reactions to Besnette's work were quite favorable.

Previous to this, in the 1990s the commission had asked staff to conduct an evaluation of the organization, and the director of the Mental Health Program was charged with that responsibility. While that effort provided some valuable information, it was not generally considered to be a very substantial evaluation.

The forthcoming evaluation can be conducted in any one of a variety of ways. One possible model to consider is the recent evaluation of WCET. Last year, as Louis Fox took on the role of executive director, he arranged for Woodard and Company, a strategic-planning and consulting firm, to evaluate WCET. Woodward provided more than \$100,000 of services, and their review and analysis have proved truly transformational for WCET.

Points of Discussion

The commission needs to determine the strategy and timetable it wishes to pursue and to assess the amount of funding it wishes to devote to the evaluation of the organization. Funds will need to be dedicated from WICHE reserves for this purpose and could be dedicated from either the reserves for unexpected shortfalls or the reserves available for dedication.

INFORMATION ITEM

Executive Director's Travel during 2007

January

4-5	Louisiana Board of Regents' National Advisory Panel	Baton Rouge, LA
10-12	AIHEPS ¹ Conference	New York, NY
14-16	Higher Education in the Federations Conference	Ottawa-Gatineau, Ontario, Canada
20	WICHE Officers' Retreat	Seattle, WA

February

3	ACT Education Advisory Committee	Santa Fe, NM
8-9	National Student Clearinghouse Board Meeting	Palm Springs, CA
12	ACE ² Annual Meeting	Washington, D.C.
13	NRHA ³ Health Workforce Shortage Meeting	Washington, D.C.
27-28	SSI Meetings	Washington, D.C.

March

1	Meetings with SURA ⁴ and Blackboard	Washington, D.C.
2	University of Denver Forum on Higher Education	Denver, CO
15	Meetings with Francisco Marmolejo (CONAHEC) ⁵ and Darcy Renfro (Arizona Governor's Office)	Tucson and Phoenix, AZ
22-23	Louisiana Board of Regents' National Advisory Panel	Baton Rouge, LA
28	Meeting with Kristin Conklin (Office of the Undersecretary, U.S. Dept. of Education) and Inside Higher Education	Washington, D.C.
29	AGB ⁶ Cost Project Meeting	Washington, D.C.

April

16	NPEC ⁷ Executive Committee Meeting	Washington, D.C.
25-28	CONAHEC Annual Meeting	Quebec City, Quebec, Canada
30	NCPR ⁸ Advisory Group	New York, NY

May

1	Meetings with Hartford Foundation, Carnegie Corporation, and Sloan Foundation officials	New York, NY
3	Education Writers Group	Los Angeles, CA
20-22	WICHE Commission Meeting	Whitefish, MT
25	Lumina Research Advisory Board	Indianapolis, IN
30	NGA ⁹ Forum on Postsecondary Education	Kansas City, MO

June

5	Meeting with Louis Fox and Marty Smith	Seattle, WA
6	Meeting with Ann Daley	Olympia, WA
7	U.S. Department of Education Seattle Regional Summit	Seattle, WA
8-9	Colorado Higher Education Summit	Colorado Springs, CO
12-13	Macalester College Forum on Higher Education	Evanston, IL
21	SFARN ¹⁰ Conference	Portland, OR
22	Lunch with Camille Preus and James Sager	Salem, OR
25-26	Ford Policy Forum	Denver, CO
28-29	Louisiana Board of Regents' National Advisory Panel	Baton Rouge, LA
30	Meeting with Jason Watson and Tim Hickle (GM Centennial Committee)	Ann Arbor, MI

July

1	Buick Open: Meetings with Officials from GM and Mott Foundation (Funding Opportunities for SSI)	Ann Arbor, MI
16-20	Wellington Group and Annual SHEEO Meeting	Chicago, IL

August

13	CCHE ¹¹ Retreat	Vail, CO
14-15	WA Higher Education Coordinating Board Retreat	Seattle, WA
17	Meeting with Sherri Ranis, Gates Foundation	Seattle, WA
29	P-20 Education Data Systems Working Meeting	Washington, D.C.

September

6	Meeting with Arizona Governors' Office and Joel Sideman and ABOR ¹² staff	Phoenix, AZ
7	Colorado ACT Meeting	Broomfield, CO
17	CSG-West ¹³ Annual Meeting	Jackson Hole, WY
18	Meeting with Barbara Ischinger at OECD ¹⁴ Offices	Washington, D.C.
22	Meeting with Arizona Governor's Office	Phoenix, AZ
26	CPEC ¹⁵ Commission Meeting	Sacramento, CA
27-28	Louisiana Board of Regents' National Advisory Panel	Baton Rouge, LA

October

1-2	National Student Clearinghouse Fall Board Meeting	Washington, D.C.
3	SSI Advisory Board Meeting	Washington, D.C.
3	Meeting with Sara Martinez Tucker, Undersecretary, USED	Washington, D.C.
3	SSI Presentation at Office of Vocational and Adult Education Seminar, USED	Washington, D.C.
5	Lumina Research Advisory Board	Indianapolis, IN
10-11	WICHE Legislative Advisory Committee Meeting	Denver, CO
11-12	NCSL ¹⁶ Legislative Institute	Denver, CO
23	NPEC Executive Committee Meeting	Washington, D.C.

November

1-3	AERA ¹⁷ Meeting	Washington, D.C.
5-6	WICHE Commission Meeting	Denver, CO
7-10	WCET Annual Conference	Atlanta, GA
27	JFF ¹⁸ Meeting regarding Lumina Project	Washington, D.C.

December

6-7	Louisiana Board of Regents' National Advisory Panel	Baton Rouge, LA
13	Technical Assistance – Ford Grant	Anchorage, AK

¹ AIHEPS: Alliance for International Higher Education Policy Studies

² ACE: American Council on Education

³ NRHA: National Rural Health Association

⁴ SURA: Southeastern Universities Research Association

⁵ CONAHEC: Consortium for North American Higher Education Collaboration

⁶ AGB: Association of Governing Boards of Universities and Colleges

⁷ NPEC: National Postsecondary Education Cooperative

⁸ NCPRE: National Center for Postsecondary Research

⁹ NGA: National Governors Association

¹⁰ SFARN: Student Financial Aid Research Network

¹¹ CCHE: Colorado Commission on Higher Education

¹² ABOR: Arizona Board of Regents

¹³ CSG: Council of State Governments-West

¹⁴ OECD: Organisation for Economic Co-operation and Development

¹⁵ CPEC: California Postsecondary Education Commission

¹⁶ NCSL: National Conference of State Legislatures

¹⁷ AERA: American Educational Research Association

¹⁸ JFF: Jobs for the Future



Committee of the Whole Call to Order/ Introductions

Monday, November 5, 2007
8.45-9.00 am
Mount Elbert

Western Interstate
Commission
for Higher Education

www.wiche.edu

Monday, November 5, 2007

8.45 - 9.00 am
Mount Elbert

Committee of the Whole, Call to Order

Agenda

Call to Order: Camille Preus, chair

Welcome

Introduction of new commissioners and guests 2-3



Approval of the Committee of the Whole
meeting minutes of May 21-22, 2007 2-5

Report of the chair

Report of the executive director

Report of the Nominating Committee

Recess until November 6, 2007, at 10.00 am

NEW COMMISSIONERS

Reed Dasenbrock was named cabinet secretary of higher education for the State of New Mexico in May 2007. Governor Bill Richardson and the New Mexico Legislature elevated the former New Mexico Commission on Higher Education to the cabinet-level New Mexico Higher Education Department in 2005. Dasenbrock has worked in New Mexico higher education since 1981. Previously, he served as provost and executive vice president for academic affairs at the University of New Mexico (UNM). He also served as dean of UNM's College of Arts and Sciences, head of the Department of English, and in faculty posts at UNM and New Mexico State University. He earned a Ph.D. and M.A. from Johns Hopkins University, a B.Phil. from Oxford University, and a B.A. from McGill University, all in English.

Joseph A. Garcia became the 13th president of Colorado State University–Pueblo in 2006. His background includes extensive legal, governmental, and management experience. He served on the Governor's Cabinet as executive director of one of Colorado's executive branch agencies and in the federal government as the regional director of one of the chief federal agencies, representing the White House and a cabinet secretary in the six Rocky Mountain states. Garcia has taught and lectured at Colorado College, CU–Colorado Springs, and CU–Denver. From 2001 to 2006, he was president of Pikes Peak Community College. He has earned numerous honors, including being selected as *Hispanic Business* magazine's "Hispanic Legal Elite" and as "President of the Year" by the Colorado Community Colleges State Student Advisory Council. Garcia has been a board member for numerous nonprofit organizations: he's currently the chair of the Colorado Housing and Finance Authority. In January, at the invitation of the Colorado Commission on Higher Education, he joined the presidents of Metropolitan State College and the Community College of Denver to represent Colorado at the National Leadership Summit on Advancing College Readiness in Washington, D.C. Garcia earned an undergraduate degree in business from the University of Colorado and a juris doctorate from Harvard Law School. He has also studied at Harvard University's Kennedy School of Government and at Oxford University.

William (Bill) G. Goetz became chancellor of the North Dakota University System on July 1, 2007. Goetz served 30 years at Dickinson State University as a faculty member, dean of the School of Business, director of continuing education, and executive vice president for the Dickinson State University Foundation. Goetz served in both the House of Representatives and Senate of the North Dakota Legislature for 20 years. He was assistant leader in both chambers. Most recently, he served as chief of staff for both Governor Schafer and Governor Hoeven, serving in this position for 10 years. He currently serves on the Midwestern Higher Education Compact and holds the position of treasurer for the compact. Goetz holds a master's in business from the University of North Dakota, bachelor's in business administration from Minot State University, and an associate degree from Bismarck State College. He has been a member of the North Dakota Higher Education Roundtable since its inception. Goetz received a presidential appointment to the National Advisory Council on Educational Improvement. In 1990 the Greater North Dakota Association named him the North Dakota Educator of the Year, recognizing his leadership role in fostering an understanding of business through education of North Dakota's future leaders.

Kaye Howe is the executive director of the Core Integration Group of the National Science Digital Library (NSDL), a position she's held since 2004; she joined NSDL in 2001. She was a long-time faculty member and administrator at the University of Colorado at Boulder, serving as chair of the graduate program in comparative literature and vice chancellor for academic services. She was president of Western State College in Gunnison, CO, and president of Jones International University, a regionally accredited distance-learning organization. Howe received both her B.A. and her Ph.D. in comparative literature from Washington University in St. Louis. She has served on the National Council of the National Endowment for the Humanities and the board of the Association of American Colleges and Universities.

ACTION ITEM

Committee of the Whole Meeting Minutes

First Session: Call to Order

Monday, May 21, 2007

Commissioners Present

Diane Barrans (AK)
Marshall Lind (AK)
Patricia Heller (AK)
Joel Sideman (AZ)
David Lorenz (AZ)
David Skaggs (CO)
Bill Byers (CO)
Helene Sokugawa (HI)
Roy Ogawa (HI)
Mary Sheehy Moe (MT)
Ed Jasmin (MT)
Dave Nothing (ND)
Carl Shaff (NV)
Camille Preus (OR)
Ryan Deckert (OR)
Bonnie Jean Beesley (UT)
Richard Kendell (UT)
Peter Knudson (UT)
Tad Perry (SD)
James Hansen (SD)
Robert Burns (SD)
Ann Daley (WA)
Jeanne Kohl-Welles (WA)
Klaus Hanson (WY)

Commissioners Unable to Attend

John Haeger (AZ)
California
Bill Hybl (CO)
Roberta Richards (HI)
Robert Kustra (ID)
Arthur Vailas (ID)
Dan Harrington (MT)
James Sager (OR)
Pamela Kostelecky (ND)
Eddie Dunn (ND)
Beverlee McClure (NM)
Dede Feldman (NM)
Patricia Sullivan (NM)
Jane Nichols (NV)
Warren Hardy (NV)
Phyllis Gutierrez Kenney (WA)
Tom Buchanan (WY)
Tex Boggs (WY)

Staff Present

David Longanecker, executive director
Erin Barber, assistant to the executive director and executive secretary to the WICHE Commission
Craig Milburn, chief financial officer
Jere Mock, senior program director, Programs and Services
Dolores Mize, program director, Policy Analysis and Research
Louis Fox, executive director, WCET
Dennis Mohatt, program director, WICHE Mental Health Program
Jenny Shaw, program coordinator, WICHE Mental Health Program
Margo Schultz, program coordinator, Student Exchange Program
Terese Rainwater, program director, State Scholars Initiative
Jeanette Porter, administrative assistant, Policy Analysis and Research

Camille Preus, WICHE chair, called the meeting to order at 8:30 a.m. and introduced three newly appointed commissioners:

- Ann Daley, executive director of the Washington Higher Education Coordinating Board.
- David Skaggs, executive director of the Colorado Department of Higher Education.
- Peter Knudson, Utah state senator.

Chair Preus said several commissioners have left the commission: Jenna Langer (CO), Dwight Johnson (ID), Beverlee McClure (NM), and Jim Sulton (WA). She acknowledged that Bill Byers's term had expired and thanked him for his service on the commission.

Chair Preus asked speakers, staff, and guests to introduce themselves.

ACTION ITEM
Approval of the Minutes of November 13-14, 2006

COMMISSIONER BURNS MADE A MOTION TO APPROVE THE MINUTES OF THE COMMITTEE OF THE WHOLE MEETING OF NOVEMBER 13-14, 2006. COMMISSIONER HANSON SECONDED THE MOTION. The motion carried unanimously.

Report of the Chair
Camille Preus, Committee Chair

Chair Preus welcomed everyone to Montana and hoped everyone was having an enjoyable time. She then asked for the report of the executive director.

Report of the Executive Director
David Longanecker, Executive Director

David Longanecker introduced new WICHE staff members and mentioned staff changes:

- Dolores Mize is the new director of Policy Analysis and Research.
- Erin Barber, formerly administrative assistant in Policy Analysis and Research, is the executive assistant to the executive director and secretary to the commission.
- Jeanette Porter, formerly administrative assistant in the Mental Health Program, is the administrative assistant in Policy Analysis and Research.
- Laura Ewing is an administrative assistant in Programs and Services.
- Paul Huntsberger is a database/web developer.
- Peggy Green is an administrative specialist for WCET and accounting specialist for accounting services.

Longanecker reported that it has been an interesting and difficult year because we lost several senior staff members. We also lost three members and longtime supporters of the organization: Harold Enarson, executive director from 1954 to 1960; Phil Sirotkin, executive director from 1976 to 1989; and Frank Abbott, director of the Student Exchange Program for many years and also Longanecker's senior advisor through 2006, all passed away. Although it has been difficult for the organization, Longanecker said he is looking forward to a good year as the organization moves forward. He thanked the commission for its support throughout the year.

Chair Preus thanked Longanecker for his report. The first session of the Committee of the Whole was concluded, and the committee went into recess until Tuesday, May 22, 2007, at 9:45 a.m.

Committee of the Whole, Second Session

Tuesday, May 22, 2007

Chair Preus reconvened the Committee of the Whole at 9:45 a.m.

Report and Recommended Action of the Audit Committee **Dave Nething, Committee Chair**

Dave Nething, chair of the Audit Committee, reported that the committee has decided that WICHE will retain Clifton Gunderson as the auditors for the FY 2007 audit.

COMMISSIONER NETHING MOVED ACCEPTANCE OF REVISING THE CHARTER OF THE WICHE AUDIT COMMITTEE TO INCLUDE THE CHIEF FINANCIAL OFFICER OF THE ORGANIZATION AS THE PRINCIPAL STAFF LIAISON TO THE AUDIT COMMITTEE. COMMISSIONER JASMIN SECONDED THE MOTION. The motion carried unanimously.

COMMISSIONER NETHING MOVED ACCEPTANCE OF THE AUDIT COMMITTEE REVIEWING THE CODE OF ETHICS FOR THE EXECUTIVE DIRECTOR AND WICHE STAFF. COMMISSIONER ED JASMIN SECONDED THE MOTION. The motion carried unanimously.

Commissioner Nething reported that the auditors will be selected during the first week of October instead of in December. He also reported that the committee reviewed the Audit Committee Charter. It was noted that the charter required only the executive director to report significant financial violations, frauds, and breaches of conduct to the Audit Committee. The committee added the chief financial officer as a second person required to report these matters to the Audit Committee.

Commissioner Nething reported that the next meeting of the Audit Committee will be during the first week of October to consider the results of the audit. Commissioner Jasmin suggested that the Audit Committee have a face-to-face meeting prior to the November commission meeting. He suggested the committee meet Sunday evening before the commission meeting begins. Commissioner Nething said that Sunday evening conflicts with the responsibility that the executive director has to orient new commissioners, but he understood the need for a face-to-face meeting. David Longanecker suggested that the Audit Committee could meet right after the commission meeting adjourns. Commissioner Nething thought that was a good idea but wanted to leave it up to the new chair of the Audit Committee.

Report and Recommended Action of the Executive Committee **Roy Ogawa, Committee Chair**

COMMISSIONER OGAWA MOVED ACCEPTANCE OF THE EXECUTIVE COMMITTEE'S RECOMMENDED 7 PERCENT INCREASE IN THE EXECUTIVE DIRECTOR'S SALARY FOR FY 2008. COMMISSIONER SHAFF SECONDED THE MOTION.

Commissioner Kendell brought up the issue of creating a clear plan of parity in order to bring the executive director's salary in line with those of executive directors of other organizations. Commissioner Sideman asked about changing the executive director's title. Commissioner Perry said that the executive director title should reflect the organizational role in an appropriate manner. He recommended reviewing the bylaws and bringing the issue back to the 2007 November commission meeting with information on how to change the executive director's title. Commissioner Jasmin said that an amendment to the bylaws would be needed to change the executive director's title.

The motion to approve the executive director's salary increase was carried unanimously.

Commissioner Ogawa said that a change in the executive director's title is also important in how the organization is viewed by its outside constituents. The designation of "executive director" doesn't fit David Longanecker's job, role, or performance. The Executive Committee will bring the title change as an action item to the 2007 November commission meeting.

COMMISSIONER OGAWA MOVED THAT A CHANGE IN TITLE FOR THE EXECUTIVE DIRECTOR BE BROUGHT AS AN ACTION ITEM TO THE 2007 NOVEMBER COMMISSION MEETING. COMMISSIONER PERRY SECONDED THE MOTION. The motion was carried unanimously.

**Report and Recommended Action of the Disaster Recovery Committee
Diane Barrans, Committee Chair**

Commissioner Barrans gave a report of the Disaster Recovery Committee. Volunteer staff members have developed a proposal to share with foundations for possible support for this activity. She hopes that there will be greater progress to report at the fall 2007 commission meeting in Colorado.

**Report and Recommended Action of the Programs and Services Committee
Carl Shaff, Committee Chair**

Changes to the Professional Student Exchange Program (PSEP) support fees will be brought back to the commission in May 2008. The pharmacy program will eventually be moved into Group A, and students will pay Group A-level fees.

COMMISSIONER SHAFF MOVED THE APPROVAL OF THE PROGRAMS AND SERVICES WORKPLAN. COMMISSIONER HANSEN SECONDED THE MOTION. The motion carried unanimously.

COMMISSIONER SHAFF MOVED THE APPROVAL OF PSEP RESTRUCTURING TO INACTIVATE LIBRARY AND ARCHITECTURE AS GROUP B FIELDS AND INVITE GRADUATE NURSING AND PUBLIC HEALTH PROGRAMS INTO WRGP. THE MOTION WAS SECONDED BY COMMISSIONER HANSEN. The motion carried unanimously.

**Report and Recommended Action of the Issue Analysis and Research Committee
Mary Sheehy Moe for Ryan Deckert, Committee Vice Chair**

COMMISSIONER MOE MOVED THE APPROVAL OF THE POLICY ANALYSIS AND RESEARCH WORKPLAN. COMMISSIONER BYERS SECONDED THE MOTION. The motion carried unanimously.

David Longanecker mentioned that specific areas of workforce development (health and allied health) will likely be themes of the upcoming year and at the November commission meeting. He stated that each state has a stake in these areas and that we need to have a serious discussion on implications for the West and WICHE. This could be a focus at the November meeting and within the workplan.

ACTION ITEM

Approval of Changes in Reserve Policy and Requirements

David Longanecker presented the three elements of the proposed reserve policy and requirements. First, he described the current policy, which requires that WICHE maintain a reserve account equal to at least 12 percent of the approved budget as protection against catastrophic circumstances. Second, he discussed the new responsibility associated with the purchase of WICHE's share of the State Higher Education Policy Center. With this purchase WICHE now needs to protect both WICHE's financial interest in this facility and the financial security of the two other organizations who share the facility. The proposed change would set aside a share of the reserves to protect payments for the facility: an amount equal to one half of the payments per year, which is approximately \$250,000. Third, Longanecker described the proposed "rainy day" dedication of reserves, an idea first proposed by Cece Foxley, Rich Kendell's predecessor from Utah. As Foxley pointed out, the current reserve policy is for one-time expenditures but doesn't allow any flexibility when unanticipated circumstances arise other than a truly major catastrophe. As a result the only recourse in such a circumstance is to reduce expenditures, which in a labor-intensive organization like WICHE means laying off staff members – often a poor solution to a temporary situation. It has been proposed that in addition to the 12 percent of the budget reserved for catastrophic coverage, another 10 percent be available as a rainy day fund, with the proviso that this could only be expended with the explicit approval of the commission and would not be available at the discretion of the staff. Self-funded units would work to create reserves equal to 25 percent of their budgets, after which the reserve amount available in the rainy day fund would be reduced to 5 percent for the WICHE reserves.

Longanecker explained that our portion of the facility is currently funded through a loan from the Ford Foundation and the Colorado Housing and Finance Authority (CHFA). It is possible that WICHE might be able to defease the bonds on the CHFA loan within the next couple of years, which will provide some financial relief.

Commissioner Beasley asked if WICHE has an investment policy which governs the investment in the reserve funds. Longanecker asked Chief Financial Officer Craig Milburn to reiterate WICHE's investment policy. Milburn explained that we invest in the Colorado Surplus Assets Funds Trust, which is 100 percent collateralized with U.S. government funds and is really safe. The fund was established by the state of Colorado for government organizations. We have some funds for operating capital, which are maintained in our banks and are more at risk: they're FDIC insured up to \$100,000, but sometimes our outstanding checks exceed that, so there is a small risk.

COMMISSIONER BARRANS MOVED TO ACCEPT THE CHANGES IN RESERVE POLICY AND REQUIREMENTS.
COMMISSIONER LORENZ SECONDED THE MOTION. The motion was approved unanimously.

ACTION ITEM

Approval of Salary and Benefit Recommendations for FY 2008

David Longanecker said that staff has recommended a salary increase pool of 3.5 percent for merit increases, with an additional 0.5 percent increase for one-time bonuses for exceptional performance. This is consistent with the same percentage that has been provided over the past two years. There is also a proposed increase in salary grade of 5 percent to keep salary grades contemporary with the increases that would be allowable among staff. WICHE provides no cost of living increases; all increases are provided on the basis of merit. We establish different levels of merit accomplishment for the previous year and provide an increase commensurate with each staff member's performance level.

COMMISSIONER NETHING MOVED TO ACCEPT THE APPROVAL OF SALARY AND BENEFIT RECOMMENDATIONS FOR FY 2008. COMMISSIONER KENDELL SECONDED THE MOTION.

Commissioner Skaggs asked about the rejection of the cost of living approach to salary increases. David Longanecker said that there has been a long-standing tradition of awarding staff raises based on merit. Most staff members receive an increase that covers the increase in the cost of living but not all staff. If there is an issue of performance, some staff may receive no increase in salary. The salary increase based on merit has been in place since before he became executive director. WICHE has also had no increases at all during difficult years. Commissioner Skaggs asked if it was safe to assume that adequate performance implies at least a cost of living increase. Longanecker concurred.

Longanecker discussed the opportunity for more substantial bonuses, based on performance and availability of funds from activities not supported by the general fund. Current WICHE policy allows for such bonuses, up to 20 percent of base salary for the two units within WICHE that are wholly funded from outside sources – WCET and Mental Health. He proposed extending this opportunity to the general funded units and administrative staff. Commissioner Moe asked if this item was reflected in the action item. Longanecker pointed out that this was under the third bullet point of the action item.

Commissioner Ogawa pointed out that the request actually reads "Approval of an overall increase in the performance-based salary pool of 3.5 percent, including 0.5 percent for one-time bonuses for exceptional performance." Longanecker said that it should read "3.5 percent and 0.5 percent for one-time bonuses." Commissioner Ogawa asked for an amendment to the motion.

COMMISSIONER PERRY MOVED TO AMEND THE MOTION. NETHING SECONDED THE MOTION. The motion was approved unanimously.

Chair Preus asked for approval of the amended motion, accepting salary and benefit recommendations for FY 2008. The motion was approved unanimously.

ACTION ITEM
**Approval of the Annual Operating Budget for General Fund and
Self-Funded Activities for FY 2008**

David Longanecker introduced Craig Milburn as the chief financial officer. Chair Preus asked for a count to make sure a quorum of eight states was still present. It was determined that there was still a quorum.

Longanecker walked through the proposed budget for FY 2008, noting that WICHE had proposed \$2,332,190 in revenue, \$2,329,213 in expenditures, and a surplus of \$2,977. These are conservative estimates. Even with the decisions that were made at the meeting that were slightly different than what was originally planned, the organization will still provide a balanced budget. For FY 2007 we projected a surplus of around \$250,000, which Longanecker said he is working to spend. Longanecker anticipates that the year will finish with a slightly lower surplus than is currently reflected, though certainly a still substantial one. Staff will complete the year with more than a balanced budget. The full budget is reflected in the following pages, which include the departmental budgets.

Commissioner Hanson pointed out that one of the objectives in the workplan was to furnish the Learning Center and asked if any of the surplus in the budget can be used to fund that project. Longanecker responded that he may want to consider that, but that there is new energy to pursue outside funding for the Learning Center – much of it associated with Louis Fox. WICHE is planning on pursuing funding from organizations that Fox has had contact with in the past before we expend any of our current resources on the space. It is a potential area for WICHE investment; but the other SHEPC (State Higher Education Policy Center) organizations also have a responsibility for providing their share towards furnishing the Learning Center and are very interested in working with us on this project. Commissioner Hanson suggested seeking matching funds as a possibility.

COMMISSIONER BARRANS MOVED TO APPROVE THE ANNUAL BUDGET FOR GENERAL FUND AND SELF-FUNDED ACTIVITIES FOR FY 2008. COMMISSIONER MOE SECONDED THE MOTION. The motion was approved unanimously.

Commissioner Perry brought up that WICHE has lost three longtime supporters: Phil Sirotkin, Harold Enarson, and Frank Abbott. He moved that WICHE recognize their excellent service and set aside \$1,000 out of the surplus of the budget for each of their memorials.

COMMISSIONER BARRANS MOVED TO AMEND (TO INCLUDE THE \$3,000 IN MEMORIALS) AND APPROVE THE ANNUAL BUDGET FOR GENERAL FUND AND SELF-FUNDED ACTIVITIES FOR FY 2008. COMMISSIONER HANSON SECONDED THE MOTION. The motion was approved unanimously.

ACTION ITEM
Approval of the Workplan for FY 2008

Longanecker walked through the meaning behind "A Powerful Trust." One meaning is that higher education is a very powerful entity within the states and that this "power" is sometimes used in ways that are not always appreciated by other partners within the state. Another meaning of the phrase is that with a "powerful trust" comes a powerful responsibility to help our states in a major way. It is important that we pursue our workplan so that we help higher education be an integral part of the state and not an end in itself. This is reflected in our mission statement and in the way we pursue our business, and it is a lot of what is currently driving our workforce development activities.

COMMISSIONER HANSEN MOVED TO ACCEPT THE FY 2008 WORKPLAN. COMMISSIONER LIND SECONDED THE MOTION. The motion was approved unanimously.

Other Business

Chair Preus asked for other business. Commissioner Lorenz asked if the meeting dates for the 2007 November meeting have been set. Longanecker responded that the dates for the November meeting are set. Jeanette Porter was recognized for her service in putting the meeting together. Candy Allen and Annie Finnigan were recognized for their service in putting together the agenda book.

Chair Preus adjourned the Committee of the Whole at 11 a.m.



Plenary Session: A Look to the Future of Health Care in the West

Monday, November 5, 2007
9.00-10.15 am
Mount Elbert

Western Interstate
Commission
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Monday, November 5, 2007

9.00 - 10.15 am
Mount Elbert

Plenary Session: A Look to the Future of Health Care in the West

Robert Franza will engage in a lively discussion on the future of health care in the West and its implications for education, training, and workforce development.

Biographical Information on the Speaker

B. Robert Franza obtained his M.D. from Georgetown University. After his residency in internal medicine at Dartmouth–Mary Hitchcock Medical Center, he joined the scientific staff of Cold Spring Harbor Laboratory. During his 12 years at Cold Spring Harbor Laboratory, he was the director of the Samuel J. Freeman Laboratory of Cancer Cell Biology (between 1991 and 1994) and focused on the regulation of cellular systems and their alteration in diseases like cancer and AIDS. During that interval he was recognized by *Science Watch* as the third most referenced (citations per publication) biologist in the world. In 2008 one of his most-cited papers will appear in *Illuminating Life, Vol. 2*. In 1996 he became a research professor at the University of Washington (UW), first in the Department of Molecular Biotechnology and then in the Bioengineering Department. He founded the Cell Systems Initiative (CSI) at UW and was the director from 2000 to 2006. CSI was instrumental in the formation and nurturing of several high-technology companies and in creating novel science education programs in the Puget Sound region. Since arriving in Seattle, he has contributed to the design and renovation of a basic research facility for UW (it won the R & D renovated laboratory of the year award in 2001). In April 2006 he cofounded and is the executive scientific director of the Seattle Science Foundation – an endeavor dedicated to creating and nurturing social networks of experts to solve major challenges in medicine and science.



Plenary Session:
Panel Discussion – The
Future of Health and
Allied Health Care
Training in the West

Monday, November 5, 2007
10.30-11.45 am
Mount Elbert

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Monday, November 5, 2007

10.30 - 11.45 am
Mount Elbert

Panel Discussion on the Future of Health and Allied Health Care Training in the West

Moderated by Dennis Mohatt, panelists Steve Adelsheim, Sue Carparelli, and Linda Hyman will explore the direction health and allied health care training is taking and its implications for the changing health care needs of the West. Traditionally, health care professionals have been trained in silos, but later in their careers (and increasingly), they're required to work in teams with other health care providers – a task for which they're poorly prepared. In addition, in recent years, a wide range of new health professions have emerged: physicians assistant, nurse practitioner, health informatics specialist, imaging technician, and pharmacy technician are just some of the areas of practice that have evolved as new and critical fields of study – and there's no reason to believe that the future will be any less dynamic than the past. This session will discuss these new and emerging innovations in health and allied health care training.

Biographical Information on the Discussion Leader

Dennis Mohatt is the director of the Mental Health Program at WICHE. Founded in 1955, the Mental Health Program is a collaborative venture with 15 Western states. The program's mission is twofold: to assist the states in the improvement of systems of care for persons with mental illness and their families; and to advance the preparation of a qualified mental health workforce in the West. Mohatt served as deputy director for the Nebraska Department of Health and Human Services from 1996 to 1999. In that position, he was designated the state's commissioner of mental health, as well as providing leadership in the areas of public assistance, rural health, primary care, disabilities, and child welfare. He also was responsible for the administration of Nebraska's public managed care initiatives in Medicaid for both physical and behavioral health. He has over a decade of experience in community mental health; he provided executive leadership to a community mental health center in Michigan's rural Upper Peninsula and successfully integrated community mental health services with primary care in two rural family medicine practices. Mohatt served on the National Rural Health Advisory Committee to the United States Secretary of Health and Human Services from 1994 to 1998. From 2002 to 2003, he served as consultant to the Rural Issues Subcommittee of the President's New Freedom Commission on Mental Health and assisted the committee in preparing its report to the president.

Biographical Information on the Speakers

Steven Adelsheim is a child psychiatrist and professor of psychiatry, family/community medicine, and pediatrics at the University of New Mexico Health Sciences Center, where he is the director of the Center for Rural and Community Behavioral Health in the Psychiatry

Department. Adelsheim serves as a consultant to the New Mexico Behavioral Health Purchasing Collaborative and is the former school mental health officer for the New Mexico Department of Health. In 2006 Adelsheim received the Agnes Purcell McGavin Award for Prevention from the American Psychiatric Association; and in 2005 he received the Irving Phillips Award for Prevention of child and adolescent mental illness from the American Academy of Child and Adolescent Psychiatry for his prevention work nationally and in New Mexico. Adelsheim is also the cochair of the Committee on Schools of the American Academy of Child and Adolescent Psychiatry.

Sue Carparelli is the president and CEO of the Colorado Center for Nursing Excellence. The center's mission is to improve access to quality health care through the development and support of the Colorado nursing workforce. Using collaborative partnerships, the center serves as a central resource to enhance the recruitment, training, and retention of the nursing workforce. With broad experience in the management of public, private, and nonprofit organizations, Carparelli has a background in both workforce development and in health care. She was vice president and manager of workforce development for the Southeast Business Partnership (SEBP), a public/private partnership created to sustain and enhance the long-term vitality and quality of life of the southeast metro Denver area. Prior to joining the staff of SEBP, she was vice president of business and program development for Rose Medical Center in Denver.

Linda E. Hyman joined Montana State University in 2003 as vice provost for health sciences and the director of the Montana WWAMI medical education program (WWAMI is a partnership between the University of Washington School of Medicine and the states of Wyoming, Alaska, Montana, and Idaho). She is responsible for directing the Montana State University Division of Health Sciences, which includes the Area Health Education Center, the Montana Office of Rural Health, the American Indian Research Opportunities Program, the Montana Medical Laboratory Sciences training program, and the Office of Health Professions Advising. In addition, she is the principal investigator and director of the Center for Community-based Research in Native Health. She also serves as an assistant dean at the University of Washington School of Medicine. She received her undergraduate training at the SUNY Albany and earned her Ph.D. in molecular biology from Brandeis University. She was a postdoctoral fellow at Tufts University School of Medicine prior to joining the faculty in the Department of Biochemistry at Tulane University School of Medicine in 1993. Hyman has also served as program director of genetics at the National Science Foundation and has participated in grant and program reviews for the National Institutes of Health, National Science Foundation, and other organizations. She maintains an active research program as a professor in the Department of Cell Biology and Neuroscience.

WICHE



Lunch and Presentation:
What's Up in the West?
Reports from Alaska,
Arizona, Idaho, and
Washington

Monday, November 5, 2007
12.00-1.30 pm
Longs Peak

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Monday, November 5, 2007

12.00 - 1.30 pm
Longs Peak

What's Up in the West? Reports from Alaska, Arizona, Idaho, and Washington

David Longanecker will lead a discussion with WICHE commissioners from Alaska, Arizona, Idaho, and Washington on how they are addressing health and allied health care workforce needs in their states.

Biographical Information on the Discussion Leader

David A. Longanecker is the executive director of the Western Interstate Commission for Higher Education. Previously, he served for six years as the assistant secretary for postsecondary education at the U.S. Department of Education, developing and implementing national policy and programs that provided more than \$40 billion annually in student aid and \$1 billion to institutions. Prior to that, he was the state higher education executive officer (SHEEO) in Colorado and Minnesota. He was also the principal analyst for higher education for the Congressional Budget Office. 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.

Biographical Information on the Panelists

Diane Barrans has been chief executive staff of the Alaska Commission on Postsecondary Education and the Alaska Student Loan Corporation – state agencies dedicated to promoting and supporting access and success in higher education for all Alaskans – since 1995. In her 25 years with the commission, she has served in a variety of operations and management posts. Barrans is one of three Alaska members of the Western Interstate Commission on Higher Education and serves on its executive committee (she was WICHE Chair in 2005). She currently represents Alaska as chair of the State Higher Education Executive Officers' P-16, Access and Diversity, Teacher Quality Committee.

Jeanne Kohl-Welles, a Washington state senator, currently serves as the Labor, Commerce, Research & Development Committee chair, after having served as Higher Education Committee chair for several years. She also serves on the Health and Long-Term Care; Rules; and Ways and Means committees; and on the Joint Legislative Audit and Review Committee; Washington State Institute for Public Policy Board; K-20 Network Board; and Washington State Arts Commission. Kohl-Welles earned her Ph.D. in sociology of education from UCLA and teaches courses on gender and education at the University of Washington. She

taught in the California State University system and was assistant dean of women's programs at UC Irvine, and an educational equity specialist for the U.S. Department of Education.

Robert Kustra is president of Boise State University, the largest institution of higher learning in Idaho; he took the helm as Boise State's sixth president in 2003. His administration has been marked by an emphasis on upgrading admissions standards, improving the undergraduate experience, and increasing the number of graduate and doctoral programs. University milestones have included the creation of the Presidential Civic Leadership and Capital Scholar programs; record-setting years in total funds for research and sponsored programs; and the completion of several new academic, residential, and athletic facilities. He has played a key role in plans for a locally controlled community college in the Treasure Valley. He also hosts an award-winning weekly radio show, "New Horizons in Education," on the NPR affiliate in Boise. Kustra previously served as president of Eastern Kentucky University, a comprehensive residential university of 14,000 students. This followed two terms of service as lieutenant governor of Illinois and a 10-year-long career in the Illinois Legislature, first in the House and then in the Senate. While lieutenant governor, he was appointed by the governor to chair the Illinois Board of Higher Education. Before entering elective office, Kustra held faculty positions at the University of Illinois at Springfield, Lincoln Land Community College, and Loyola University of Chicago, where he also served as director of the Center for Research in Urban Government. Throughout his career in government and politics, Kustra taught at the University of Illinois–Chicago and Northwestern University. Kustra received his bachelor's degree from Benedictine College in Atchison, KS, his master's from Southern Illinois University, and his doctorate from the University of Illinois, Urbana–Champaign; all of his degrees are in political science.

Joel Sideman was appointed to the position of executive director for the Arizona Board of Regents in 2004; he is also Arizona's state higher education executive officer. He previously served the board in a dual capacity as deputy executive director (since 1995) and chief legal advisor (since 1991). Prior to coming to the Arizona Board of Regents, Sideman served as in-house legal counsel for the Roosevelt School District in Phoenix, project director for the Arizona Statewide Legal Services Project, and managing attorney for the Cook County Legal Assistance Foundation in Illinois. He received both his B.S. in business administration and his J.D. degree from Northwestern University.



Plenary Session: Panel Response from the Health Care Professionals

Monday, November 5, 2007
2.00-3.30 pm
Mount Elbert

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Monday, November 5, 2007

2.00 - 3.30 pm
Mount Elbert

Plenary Session: Panel Response from the Health Care Professionals

Moderated by Jere Mock, senior program director of WICHE's Programs and Services unit, health care professionals Ned Calonge, Adam Darkins, Virgilio Licona, and Vickie Ybarra will respond to earlier sessions with their perspectives on the future of health care in the West and the future of health and allied health care training.

Biographical Information on the Moderator

Jere Mock is senior program director of Programs and Services at the Western Interstate Commission for Higher Education and manages its three Student Exchange Programs – the Professional Student Exchange Program, the Western Regional Graduate Program, and the Western Undergraduate Exchange – which provide a broad range of higher education options for more than 22,000 students each year. Mock oversees the national State Scholars Initiative, funded by the U.S. Department of Education, along with several regional initiatives, including the Northwest Academic Forum, the WICHE Internet Course Exchange, and the Master Property Program. She also manages WICHE's communications activities. Mock has developed and directed WICHE projects that foster resource sharing and collaboration in higher education with funding from the W.K. Kellogg Foundation, Ford Foundation, William and Flora Hewlett Foundation, Fund for the Improvement of Postsecondary Education, and other organizations. Prior to joining the WICHE staff, she was the executive director of a corporate foundation which funded a variety of nonprofit organizations in a seven-state region.

Biographical Information on the Speakers

Ned Calonge is the chief medical officer of the Colorado Department of Public Health and Environment, where he supervises health-related divisions, including the Disease Control and Environmental Epidemiology Division (overseeing disease outbreak investigation and bioterrorism preparedness and response), the Health Facilities Division (responsible for licensing and regulatory oversight for long-term care facilities, hospitals, and other facilities), the Health Promotion and Disease Prevention Division (providing community-based disease prevention services and policy support for emergency, trauma, and prehospital programs); and the Prevention and Intervention Services for Children and Youth Division (addressing community programs for disease prevention and health promotion). He is also the state epidemiologist and the executive director of state bioterrorism preparedness, as well as an associate professor of family medicine and of preventive medicine and biometrics at the University of

Colorado Health Sciences Center (UCHSC). Calonge is a member of the Governor's Expert Emergency Epidemic Response Committee, chairs the state Bioterrorism Advisory Committee, and is a member the state Hospital Preparedness Advisory Committee, as well as president of the Colorado Board of Medical Examiners. He serves on the boards of directors for the Colorado Academy of Family Practice (president-elect), the Colorado Foundation for Medical Care (chair), and the Colorado Prevention Center; and chairs the Health Affairs Committee of the Colorado Medical Society. Previously, he was the chief of preventive medicine and research for Kaiser Permanente of Colorado. He received his B.A. in chemistry from the Colorado College, his M.D. from the University of Colorado, and his M.P.H. from the University of Washington.

Adam Darkins is the chief consultant for care coordination at the Department of Veterans Affairs (VA); the new Office of Care Coordination is responsible for a major disease management program deployment that incorporates home telehealth. Darkins previously led the Veterans Health Administration's national telemedicine/telehealth program, which is now incorporated into the Office of Care Coordination. Darkins trained as a neurosurgeon in the U.K. and undertook research for his doctoral thesis at UCLA. He established and directed an early telehealth program in the U.K., based at the King's Fund in London, which had links with Dartmouth Medical School and the Massachusetts General Hospital. As the medical director of Riverside Community Health Care, a provider of health care to 300,000 people in central London, he helped pioneer several major clinical developments involving new models of care, including telehealth. Since August 1997 he has lived and worked in the U.S. Darkins has spoken widely on telehealth in the U.S., U.K., and continental Europe and has published on telehealth topics, including clinical risk management in telemedicine, developing a viable business case for telemedicine, contracting for telemedicine services, and the physician/patient relationship in telemedicine. He was a founding member of the Royal Society of Medicine's Telemedicine Forum and an elected member of the Council of the Patient's Association, both in the U.K.

Virgilio Licona is a family physician and the associate medical director of Plan de Salud del Valle in Fort Lupton, CO, as well as an assistant clinical professor of family medicine at the University of Colorado Health Sciences Center, Denver, where he lectures on cross-cultural medicine. He is a member of the board of directors of the American Academy of Family Physicians (AAFP) and has served as a delegate representing Colorado to the AAFP Congress of Delegates and as a delegate for the Minority Constituency. He has also served as chair of the board of directors, president, and vice president of the Colorado Academy of Family Physicians (CAFP). Licona earned his bachelor's degree and his physician's assistant in pediatrics degree from the University of Colorado School of Medicine, Denver; and his medical

degree from the Autonomous University of the State of Hidalgo, Mexico. He completed his family medicine residency at the University of North Dakota, Fargo; a public health miniresidency at Johns Hopkins University; and a year of postgraduate studies in health administration at the University of Colorado, Denver. Licona is a community board member of the Latino/Latina Policy and Research Center of Colorado and a member of the Farmworker, Health Policy, and Program Planning and Evaluation committees of the National Association of Community Health Centers. He served an internship with the Robert Graham Center: Policy Studies in Family Medicine and Primary Care in Washington, D.C., and had appointments to the National Advisory Committee on Rural Health and the National Advisory Council of the National Health Service Corps. Licona received the 2000 Colorado Minority Health Forum's "Outstanding Contributor to Minority Health Care in Colorado" award (now called the "Dr. Virgilio Licona Award") and was named one of the "50 Super Heroes of Family Medicine" in Colorado during the first 50 years of the CAFF's history.

Vickie Ybarra is the director of planning and development for the Yakima Valley Farm Workers Clinic, one of the largest community/migrant health care systems in the country, with clinics in Washington and Oregon. She has extensive experience in development, oversight, and evaluation of community programs targeting Hispanic and Spanish-speaking populations. She earned her undergraduate degree in nursing from the University of Washington School of Nursing and in 1996 completed her master's in public health at the University of Washington. As an appointed member of the Washington State Board of Health from 1998 to 2004, she provided leadership for the board's health disparities efforts. She coauthored the board's report on health disparities, focusing on diversifying the state health care workforce; she also served on the Institute of Medicine committee that produced the 2004 report "In the Nation's Compelling Interest: Ensuring Diversity in the Health Care Workforce." She is active in her community and statewide with health care workforce development, particularly working to increase the number Hispanics entering health care professions. Ybarra is also president of the school board in Yakima, the state's largest Hispanic-majority district, and has a particular focus on closing the K-12 achievement gap. Most recently, she was appointed by Governor Chris Gregoire to chair the new Governor's Interagency Council on Health Disparities.



Programs and Services Committee Meeting

Monday, November 5, 2007
3.30-5.00 pm
Mount Elbert

Western Interstate
Commission
for Higher Education

www.wiche.edu

Monday, November 5, 2007

3.30 - 5.00 pm
Mount Elbert

Programs and Services Committee

Carl Shaff (NV), chair
Marshall Lind (AK), vice chair
Camille Preus (OR), ex officio
Roy Ogawa (HI), ex officio

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

Agenda

Presiding: Carl Shaff, committee 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 coordinator,
Programs and Services



Approval of the Programs and Services
Committee meeting minutes of May 21, 2007 7-3

Discussion Items:

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Community College Enrollment Reciprocity in the
Western Undergraduate Exchange – Margo Schultz 7-8

Focusing Increased Attention on Academic Rigor and
Relevance: WICHE's State Scholars Initiative – Terese Rainwater 7-10

Information Items:

Updates: Student Exchange Program – Jere Mock and Margo Schultz	7-13
<ul style="list-style-type: none">• <i>Inventory of Rural Health Practice Incentives in the Western WICHE States</i> (PowerPoint presentation)• WUE, WRGP, and PSEP	
Update: WICHE Internet Course Exchange – Jere Mock and Susan Vermeer Lopez	7-19
Update: Master Property Program and Property and Casualty Program – Susan Vermeer Lopez	7-20
Update: Northwest Academic Forum – Susan Vermeer Lopez	7-21
Other business and adjournment	

ACTION ITEM

Programs and Services Committee Meeting Minutes

May 21, 2007

Committee Members Present

Carl Shaff (NV), chair
Marshall Lind (AK), vice chair
Helene Sokugawa (HI)
James Hansen (SD)
Peter Knudson (UT)

Committee Members Absent

John Haeger (AZ)
William Hybl (CO)
Robert Kustra (ID)
Dan Harrington (MT)
Eddie Dunn (ND)
Dede Feldman (NM)
James Sager (OR)
Phyllis Gutierrez Kenney (WA)
Tom Buchanan (WY)

Other Commissioners Present

Diane Barrans (AK)
Joel Sideman (AZ)

Staff Present

Jere Mock, senior program director, Programs and Services
Terese Rainwater, program director, State Scholars Initiative
Margo Schultz, program coordinator, Student Exchange Programs
Erin Barber, assistant to the executive director

Guests Present

David Iha, certifying officer, Hawaii
Peggy Wipf, certifying officer, North Dakota
Lisa Shipley, certifying officer, Wyoming
Ron Sparks, certifying officer, Nevada

ACTION ITEM

Approval of the Minutes of the November 13, 2007, Committee Meeting

Chair Carl Shaff called the committee meeting to order.

COMMISSIONER HANSEN MOVED TO APPROVE THE MINUTES OF THE NOVEMBER 13, 2007, PROGRAMS AND SERVICES COMMITTEE MEETING. COMMISSIONER KNUDSON SECONDED THE MOTION. The motion passed unanimously.

ACTION ITEM

Approval of the FY 2008 Programs and Services Workplan

Jere Mock, senior program director, gave an overview of the FY 2008 workplan for Programs and Services, which includes managing WICHE's three regional programs that broaden access to higher education for nearly 23,000 students annually: the Western Undergraduate Exchange (WUE), the Western Regional Graduate Program (WRGP), and the Professional Student Exchange Program (PSEP). The unit also directs the national State Scholars Initiative (SSI), which is currently funded by a \$6.6 million grant from the U.S. Department of Education's Office of Adult and Vocational Education. In addition, the Programs and Services staff manages several other regional initiatives that foster resource sharing and interinstitutional collaborations across the West. (More information regarding the Student Exchange Programs and SSI follows in other sections of the minutes.)

Mock explained that a regional initiative called the WICHE Internet Course Exchange (WICHE ICE) is our newest exchange program. The program grew out of a NEON (Northwest Educational Outreach Network) project that was funded by the U.S. Department of Education's Fund for the Improvement of Postsecondary Education. WICHE ICE is an online course-sharing consortium with 12 initial institutional and system members. It helps institutions to share courses and to develop program exchanges that lead to certificates and degrees. WICHE ICE enables students to receive credit for online courses as though they were offered by their home institution, which eliminates course transfer barriers.

Mock said WICHE ICE course exchanges are developing in a number of academic disciplines, such as general education, health, math, and science. Mock and WICHE ICE's coordinator, Susan Vermeer Lopez, are also working with deans of social work in six institutions in the West to develop an online graduate certificate in rural social work practice. WICHE staff works with the WICHE ICE Steering Board to create policies and procedures for this regional resource. Staff also provides training and technical assistance to ICE member institutions, manages a regional database, and provides other centralized functions. WICHE ICE members pay an annual membership fee to WICHE, and there is a \$20 fee per student per course fee that also is paid to WICHE to support our involvement. External funding is also being sought to support WICHE ICE.

Programs and Services staff members are also exploring ways to address workforce shortages in several health care fields, with particular emphasis on the needs of rural and frontier communities in the West. Staff produces annual workforce briefs, which focus on the high-growth professions in each state. This year staff has begun developing briefs on particular areas of the workforce, starting with pharmacy, an area where there are increasing shortages across the West. Mock described another new WICHE resource, a regional inventory of state-level incentives for rural health care practitioners, which will be finalized over the next few months.

Mock described some other projects that have been added to the WICHE workplan over the past few years, including the Master Property Program (MPP). It enables institutions to purchase property insurance through a consortium that was initiated by the Midwest Higher Education Compact. The MPP provides comprehensive property coverage specifically tailored to the needs of today's college campuses, while reducing insurance costs and improving asset protection for more than 90 campuses (43 primary policies), including the Nevada System of Higher Education. The oversight committee is meeting this week in Chicago to look at adding several institutions in the West to the consortium: Pima County Community College in Arizona; Westminster College in Utah; University of Northern Colorado; and CLIC, a consortium of private institutions based in Oregon, Washington, Idaho, and California. Mock was hopeful that the proposals will be accepted by the oversight committee and that WICHE will continue to recruit other institutions in the region that could benefit.

Programs and Services staff members use a variety of resources to communicate with WICHE constituents, including the organization's website, its *NewsCap* online newsletter, and other print and electronic resources. They also work closely with the Policy unit to reach legislators and governor's offices.

Chair Shaff asked for a motion to approve the Programs and Services workplan as presented by Mock.
COMMISSIONER SIDEMAN MOVED A MOTION TO ACCEPT THE FY 2008 PROGRAMS AND SERVICES WORKPLAN.
COMMISSIONER KNUDSON SECONDED THE MOTION. The motion passed unanimously.

ACTION ITEM

Approval of PSEP Restructuring

Chair Shaff introduced Margo Schultz to give an update on the Student Exchange Program. There are over 22,000 students participating in the Western Undergraduate Exchange (WUE). Schultz said new WUE enrollment reports that identify trends by program and institution will be posted on the WICHE website by mid-June, and she asked for commissioner feedback on the reports. Staff has worked hard to promote the WUE program over the year and has reached out to high school counselors. She showed the poster that is being used in high schools and also described the downloadable WUE handout that is available online. An online catalogue is also available. Commissioner Sokugawa asked Schultz if she could contact her for assistance with the Hawaii college and career fairs that will take place in November, and Schultz offered to help.

Schultz said there are 179 programs in 39 institutions participating in the Western Regional Graduate Program. Every two years there is a nomination process; it will take place this fall. Staff will contact institutions to see if there are programs they would like to see become a part of WRGP.

The Professional Student Exchange Program is made up of 14 fields and over 700 students; Arizona increased its participation this year as a result of a larger legislative appropriation. Schultz discussed PSEP's involvement in aspects of health care in the West, particularly in attracting professionals to rural areas. There are several new, private health-related schools opening in the WICHE region (in pharmacy, osteopathic medicine, and optometry).

Administratively, there are two classifications of PSEP fields: Group A fields, where participating states agree to pay higher support fees because there are significant student access issues and more workforce pressures; and Group B fields, which have fewer access issues. Over the past 10 years, state participation levels have dropped in the Group B fields, with the exception of pharmacy, where there is high participation because of shortages nationwide. Nevada, Alaska, and Hawaii are the three supporting states in the PSEP pharmacy programs. Programs and Services staff would like to raise the support fees for pharmacy and move the program into the Group A fields. The proposal was discussed over the past few months with the certifying officers and again at a meeting on May 20, 2007, prior to the commission meeting. It was concluded that it would be too difficult right now for Alaska, Nevada, and Hawaii to accommodate the increase for all of their students. Schultz proposed that the proposed increase be discussed again during the May 2008 meeting, when the PSEP fees for the other fields will be set to see if state budgets are healthier then. There was discussion about whether all PSEP students in pharmacy would benefit from the higher support fees or if just the new students would benefit once the fees are increased. Schultz said it would likely be confusing for the students and institutions to have two different tiers of funding.

Commissioner Barrans asked if there are institutional pressures that we are unable to resist to move in the direction of putting pharmacy into Group A. Schultz said that there are admission pressures because student applications have increased dramatically among the schools, and having a higher support fee would encourage schools to give preferential consideration to our students. Commissioner Barrans asked if the new schools would relieve any of this pressure, and Schultz said that they would probably relieve some, but it is hard to anticipate how much; some of the schools have not yet received accreditation or full funding.

Commissioner Barrans wondered if it would make sense to have a strategy to set a date out in the future in order to look at what the impact would be for making the support fee change and to wait and see if circumstances still warrant the move from Group B to Group A. Chair Shaff said that the earliest the change in fees could take place is 2010. Nevada's budget for 2008-2009 is in and complete. Commissioner Barrans said that Alaska will give notice to those involved in the program that in 2010 they could face an increase at least more than double the current \$6,300 fee. Shaff said Nevada would do the same thing.

Commissioner Sideman asked what kind of say Arizona should have since in making decisions about the pharmacy support fee, since the state does not support students via the PSEP pharmacy program. Chair Shaff said the ultimate decision on support fee levels is made by the full commission. Commissioner Sideman said that if Nevada, Alaska, and Hawaii agree to a strategy, then Arizona supports them. Shaff said that shortage of pharmacists is a big issue in Nevada. He talked to Jane Nichols, who recommended to Mock and Schultz that the change be phased in so students have a chance to be informed. In the meeting with the certifying officers, it was recommended that pharmacy be left in Group B for right now, while Alaska, Nevada, and Hawaii plan for it in their budgets over the next several years.

Commissioner Sokugawa asked how the support fees for Group A are determined. Schultz said that staff considers both the Higher Education Cost Adjustment (HECA) index (similar to the Consumer Price Index) and the percentage of tuition differentials that the fee covers at the cooperating institutions. For public institutions, they try and make some incentive payment to at least cover tuition, so the schools will have an incentive to enroll PSEP students. Commissioner Sokugawa asked if WICHE could use a percentage of resident tuition for all institutions in one professional field. Mock said WICHE uses a flat fee for all participating institutions in a particular field because it would be too complex to administer separate fee rates for each institution with over 100 participating programs in 14 different fields.

Schultz introduced the second part of the action item. Currently, graduate programs in library studies, architecture, public health, and nursing remain relatively underused in PSEP for two reasons. First, the fees are too low to attract student participation. Second, only one or two states fund students in these fields. Because these cooperating programs have had few or zero students enrolled in them over the past 10 to 15 years, they have grown unresponsive to WICHE's administrative requests (related to reporting tuition and fees rates and yearly contact updates, for instance). In addition, the fact that participating pharmacy programs (for example) can ask the student to pay the balance of nonresident tuition minus the support fee at both public and private institutions is confusing to students and applicants when they compare it to the Group A fields. Schultz recommends moving the programs in the Group B fields to the Western Regional Graduate Program. Students would benefit in two ways. First, they would pay only resident tuition. Second, these fields and programs would be available to students from all WICHE states, except California. For architecture and graduate library studies (the non-health care fields), staff proposes inactivating them in PSEP and inviting the distinctive programs to become a part of WRGP this fall, when staff seek other WRGP

program nominations. For health care fields, including public health and graduate nursing, staff proposes to lift the distinctiveness criteria and allow them into WRGP. Staff proposed the changes take effect as of fall 2008.

Chair Shaff asked for discussion on whether the committee members are comfortable with recommending to the Committee of the Whole that pharmacy remain in Group B until 2010, when the fees could be increased; inactivating architecture and graduate library studies as Group B fields; and moving the graduate nursing and public health programs into WRGP, if the participating institutions agree to participate in the graduate program exchange. Schultz indicated that the Wyoming commissioners had indicated previously that they endorse this change. Commissioner Sokugawa asked if they were moving in the direction of eliminating Group B. Shaff and Mock responded that they planned to eliminate it over time.

COMMISSIONER LIND MOVED TO ACCEPT THE CHANGE TO INACTIVATE THE FIELDS OF ARCHITECTURE AND GRADUATE LIBRARY STUDIES IN GROUP B; AND TO TRANSITION THE FIELDS OF GRADUATE NURSING AND PUBLIC HEALTH TO THE WESTERN REGIONAL GRADUATE PROGRAM. COMMISSIONER SOKUGAWA SECONDED THE MOTION. The motion passed unanimously. Shaff will bring this recommendation to the next session of the Committee of the Whole.

INFORMATION ITEM

Report on the State Scholars Initiative (SSI)

Terese Rainwater, SSI program director, said WICHE was awarded the \$6.6 million federally funded grant in October 2005. SSI is a national program that uses business leaders to motivate students to complete a rigorous course of study in high school. WICHE received a no-cost extension to continue as SSI program administrator through September 30, 2008.

Fourteen states originally received up to \$300,000 over two years through SSI, including Arizona, Arkansas, Connecticut, Indiana, Kentucky, Maryland, Michigan, Mississippi, New Jersey, New Mexico, Oklahoma, Rhode Island, Tennessee, and Washington. Last year, 10 other states were added: Louisiana, Massachusetts, Missouri, Nebraska, New Hampshire, South Dakota, Utah, Virginia, West Virginia, and Wyoming. (WICHE states participating in SSI are Arizona, South Dakota, Utah, and Wyoming. New Mexico and Washington participated in earlier years, and staff is hoping to reengage Washington in the program.)

Rainwater reviewed the SSI Core Course of Study. It includes four years of English; three years of math (algebra 1 and 2 and geometry); three years of lab science (biology, chemistry, and physics); 3.5 years of social studies (U.S. and world history, geography, economics, and government); and two years of the same foreign language. She said it is similar to the course of study recommended by the National Commission for Excellence in Education, which produced the report *A Nation at Risk*; the only variation is that SSI is more specific in math and science and requires foreign language instead of technology. She highlighted a recent ACT report, *Rigor at Risk*. There is a need to improve the quality of core courses that really matter for college and work readiness. SSI requires specificity within the core courses in high school curriculums.

Rainwater said working with participating states to gather data on student course-taking is a primary component of SSI, and the program staff will have new data by November 2007. The program is growing from the pilot phase in many states to multidistrict or statewide implementation. The program is being sustained in many states with other sources of funding, and there has been huge growth in the number of schools and businesses participating. Rainwater highlighted SSI's achievement in the various states. SSI staff has developed a media kit, and they utilize the SSI website and newsletters for communication. Last year's SSI monitoring visit by the Department of Education was very successful; the next monitoring visit will be held on June 20 at WICHE. Currently, staff is planning a national SSI summit in Boston that will focus on a rigorous and relevant high school coursework. Staff will commission several briefing papers for the summit.

INFORMATION ITEM
The American TeleEdCommunications Alliance

Mock told the committee members that WICHE plans to end its participation in the American TeleEdCommunications Alliance as existing contracts with vendors expire. The program started in 2001 as a partnership with the Midwestern Higher Education Compact (MHEC), the New England Board of Higher Education (NEBHE), the Southern Regional Education Board (SREB), and a national program administrator, MICTA, in a collaborative purchasing initiative for technology and telecommunications products. Membership in the alliance is open to all nonprofit organizations throughout the country. The first two to three years were successful, and hundreds of colleges and universities throughout the U.S., as well as libraries, churches, and hospital associations, became members of the purchasing collaborative. Over the past six years there have been a number of changes in the markets for products offered through the initiative, or in the products themselves. For example, long distance telephone service rates have gone down dramatically, so there is less incentive to purchase long distance through a collaborative, particularly as many organizations transition to a voice-over-Internet protocol (VOIP) environment.

These changes, along with staff and operating changes that have occurred at MICTA, have led WICHE staff to recommend that WICHE discontinue its participation in the alliance. The New England Board of Higher Education (NEBHE) pulled out of the alliance last year. The Southern Regional Educational Board (SREB) continues to support ATA contracts related to course management systems. MHEC continues to subscribe to some other contracts with the alliance. A few institutions in the WICHE region still purchase through some ATA contracts, but most of the contracts expire in 2008. WICHE plans to terminate its involvement in ATA after the contracts expire.

Chair Shaff thanked Mock, Schultz, and Rainwater for their reports. The committee was adjourned.

DISCUSSION ITEM

Proposal to Provide Hawaii Students with Full Community College Enrollment Reciprocity in the Western Undergraduate Exchange

Summary

Staff proposes that WICHE commissioners review Western Undergraduate Exchange (WUE) reciprocity policies that no longer serve the WICHE region's best interests. Of foremost concern is the following: according to WICHE policy, Hawaii students are not eligible to enroll at participating community colleges through WUE.

Background

WICHE's policy states that Hawaiian students are not eligible for WUE enrollment at participating two-year WUE institutions.

The State of Hawaii signed the WUE agreement in 1988, shortly after the first WICHE states signed in 1987. Hawaii's participating four-year institutions – the University of Hawaii at Manoa and the University of Hawaii at Hilo – did not offer associate's degrees and still don't. Hawaii community colleges were invited to join WUE but chose not to at the time. Because of this, other WICHE states elected not to receive Hawaiian students into their community colleges. Community colleges in the states of Oregon, South Dakota, and Washington chose not to participate in WUE either, but because some of their four-year institutions were/are offering associate's degrees, it was determined that students from those states were eligible to enroll in community colleges in other WICHE states through the WUE program.

Below is a list of four-year institutions that offer associate's degrees and that are located in WICHE states that don't have community colleges participating in WUE.

Oregon:

- Oregon Institute of Technology (two associate's degrees).

South Dakota:

- Black Hills State University (six associate's degrees).
- Dakota State University (six associate's degrees).
- Northern State University (six associate's degrees).
- South Dakota School of Mines and Technology (one associate's degree).
- South Dakota State University (two associate's degrees).
- University of South Dakota (three associate's degrees).

Washington:

- Eastern Washington University (two associate's degrees).

Currently, despite the WICHE policy stating that Hawaiian students are not eligible to enroll in two-year institutions through WUE, many do enroll. Former WICHE staff indicates that in the past, WICHE attempted to monitor their enrollment in two-year institutions but eventually decided to unofficially leave it up to enrolling two-year institutions with excess capacity in their programs to decide whether or not they wanted to enroll Hawaiian students through WUE.

Participating WUE institutions are still in the process of reporting their enrollment numbers for fall 2007 as of this writing, but for the 2006 academic year, 100 students from Hawaii were enrolled in two-year institutions through WUE. A total of 3,768 students from all WICHE states were enrolled in two-year WUE institutions. The states receiving Hawaiian students in 2006 were as follows:

- Arizona (61 students from Hawaii).
- Colorado (one student from Hawaii).
- Nevada (24 students from Hawaii).

- North Dakota (two students from Hawaii).
- Utah (six students from Hawaii).
- Wyoming (six students from Hawaii).

In November 2005 WICHE commissioners approved an action item to allow full reciprocity for students from California to enroll at WUE institutions in all states. Prior to that time, some WICHE states were not accepting students from California because many years ago, when the state first began its participation in WUE, only one California institution participated (California Maritime Academy). Now, there are six four-year institutions from the California University System that participate, and interest is growing. Despite the absence of participation of California community colleges at this time, California students were never officially barred from enrolling at two-year WUE institutions. In fact, as of fall 2006, 429 were enrolled in two-year WUE colleges.

Not allowing Hawaiian students to enroll in two-year WUE institutions is an old policy that no longer makes sense. It adversely affects Hawaiian students' access to programs that have capacity or are not offered in the students' home state. It is also affecting two-year WUE institutions in WICHE states outside of Hawaii that do have excess capacity in their programs. These institutions would enthusiastically welcome Hawaiian students along with those from other WICHE states and would also benefit by further diversifying their student body.

Future Action

At the May 2008 WICHE Commission meeting, staff plans to bring WICHE commissioners an action item that requests that all of the participating community colleges in WUE provide students from Hawaii with full reciprocity, thus offering them the same opportunities to enroll through this regional program as students from other participating states.

In the meantime, staff will increase its efforts to encourage community and technical colleges from California, Hawaii, Oregon, South Dakota, and Washington to join WUE. Staff will also canvass its WUE liaison officers in other WICHE states to determine the level of interest among its participating two-year institutions regarding enrolling students from Hawaii, along with those from all the other WICHE states.

DISCUSSION ITEM

Focusing Increased Attention on Academic Rigor and Relevance: WICHE's State Scholars Initiative

Background

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. The State Scholars Initiative brings business leaders into the nation's classrooms, where they work with educators to motivate students to complete a rigorous course of study in high school – one that will give them choices in work, college, and life. State Scholars was created to address a particular reality: American businesses and our economy are demanding more of workers – more skill, a more flexible knowledge base and, above all, a greater capacity to learn. As program administrator, WICHE supports state-level business/education partnerships in their implementation of the State Scholars Initiative model. The model motivates students to take rigorous courses that reflect the National Commission on Excellence in Education recommendations: four years of English; three years of math (algebra I, geometry, algebra II); three 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); and two years of the same language other than English.

The 22 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, Missouri, Nebraska, New Jersey, New Hampshire, Oklahoma, Rhode Island, South Dakota, Tennessee, Utah, Virginia, West Virginia, and Wyoming. WICHE is responsible for providing technical assistance, monitoring, oversight, and cost reimbursement to the SSI projects in these states. Two additional states were previously funded, and they created and completed SSI projects: New Mexico and Washington.

National Summit on Academic Rigor and Relevance

On April 29-30, 2008, WICHE and the State Scholars Initiative will host the National Summit on Academic Rigor and Relevance in Boston, MA. The purpose of the summit is twofold: to examine the role and effectiveness of the business community in driving national education reform conversations; and to discuss policy reform efforts to increase academic rigor and to improve academic relevance in high school. Summit briefs written by national experts will be commissioned to provide the theoretical, demographic, and practical foundations for the summit. The summit will draw on national business and education leaders to serve as thinkers and speakers who will develop strategies for the improvement of high school rigor and relevance. Though the summit is invitational, participants from all states and territories, not just SSI states, will be asked to attend. Several questions will guide the summit, including:

1. Do students learn what they need to know in high school?
2. How should academic rigor be defined?
3. How should the quality of high school coursework be defined?
4. What is the best way to measure student performance and competencies at the end of high school?
5. What incentives are available that will serve to encourage participation in science, technology, engineering, and mathematics (STEM) fields?
6. How can we maximize the resources available at community colleges?
7. How can we maximize the connection between traditional academic programs and career and technical education?

There are six summit outcomes:

1. Guidance toward a strategic vision for sustainability of the State Scholars Initiative.
2. Expansion of the State Scholars Initiative to a nationally representative program.
3. Strengthened understanding in the community about the value of a rigorous course of study, the value of business involvement, and the definition of the relationship between rigorous coursework and student competency.
4. Continued emphasis on STEM fields.

5. Continued emphasis on the connection to community colleges.
6. Continued emphasis on the benefits of offering a rigorous sequence of career and technical education courses in a career cluster to complement the State Scholars Initiative Core Course of Study for all students.

WICHE's Federal Funding and Staffing

The total amount of federal funding provided to WICHE for State Scholars is now \$6.6 million: \$2.1 million will fund WICHE's administrative costs, and \$4.5 million is supporting state programs. WICHE has successfully completed years one and two. In addition, WICHE has received a continuation award of \$600,000 for a third year and will continue as the national SSI program administrator through September 30, 2008.

In December 2005 Terese Rainwater was hired as SSI program director (1.0 FTE). Christian Martinez joined the staff in January 2006 (1.0 FTE), along with Michelle Médal as administrative coordinator (1.0 FTE); Jere Mock oversees the program (.20 FTE on the grant). The grant also covers .65 FTE of the WICHE Communications staff's FTE for Annie Finnigan's, Candy Allen's, and Deborah Jang's involvement.

The SSI State Network

Since the beginning of WICHE's program administration, the SSI network has expanded from 14 to 22 states (a list of the participating state business/education organizations follows on p. 7-12). Each of the state programs is administered by a state-level business/education partnership and supported by up to \$300,000 in federal funding over a two-year period.

Of the states that joined the State Scholars Initiative during WICHE's program administration, all 10 have launched the program through statewide kick-off events, secured business volunteers and support, presented to students, and begun data collection. Wyoming held its statewide kick-off event on September 27, 2007; and Nebraska held its statewide kick-off event on September 28, 2007. The next state directors' meeting will be held in conjunction with the national summit in April 2008.

As part of its oversight responsibilities, WICHE has conducted a series of state site-monitoring visits to ensure the quality of program implementation and provide technical assistance. Monitoring/technical assistance visits have been conducted in the following states: Arizona, Connecticut, Kentucky, Louisiana, Maryland, Massachusetts, Michigan, Mississippi, Missouri, Nebraska, New Hampshire, Oklahoma, South Dakota, Tennessee, Utah, Virginia, West Virginia, and Wyoming. WICHE also hosts a monthly state directors' conference call, in which state partnerships learn how to address program needs and share best practices.

National SSI Advisory Board

On August 23, 2007, the State Scholars Advisory Board met via conference call to discuss SSI state implementation and the National Summit on Academic Rigor and Relevance. The next in-person meeting of the advisory board is April 29, 2008. The members of the advisory board are: Mike Cohen, president, Achieve; Brian Fitzgerald, executive director, Business-Higher Education Forum; Christine Johnson; Charles Kolb, president, Committee for Economic Development; Marshall Lind, WICHE commissioner and chancellor emeritus, University of Alaska Fairbanks; Leon Lederman, resident scholar and Nobel Laureate, Physics Illinois Math and Science Academy; Barry Munitz, chair of the California P-16 Council, former chancellor of the California State University, and former president of 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, U.S. Chamber of Commerce; Roger Sampson, president, Education Commission of the States; 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, president and chief operating officer, College Success Foundation; and Steve Wing, director of government programs, CVS Pharmacy. (Roger Sampson joined the board in September 2007 and Liz Dietz, former president of Xap, resigned from the board the same month.)

Evaluation

SSI state performance is monitored by two independent third-party evaluators: Karen Paulson, senior associate at the National Center for Higher Education Management Systems (NCHEMS); and Diana Robinson, senior research associate at the Regional Development Institute of Northern Illinois University (NIU). Diana Robinson also evaluates WICHE's performance. Copies of the 2007 annual evaluation reports are available.

Other Recent Activities

In October WICHE presented at a briefing entitled "Preparing Students for Success: How the State Scholars Initiative Helps" for the U.S. Department of Education in Washington, D.C. The briefing, which was very well received, was delivered by a panel whose members included SSI Director Terese Rainwater, WICHE Executive Director David Longanecker, and Office of Vocational and Adult Education Assistant Director Troy Justesen, as well as SSI Advisory Board member Steve Wing and two state directors, Linda Noonan of Massachusetts and Betsy McLearn of Virginia. The live audience included some 40 key decision makers from the Office of Postsecondary Education, the Office of Elementary and Secondary Education, and the Office of Vocational and Adult Education. Additionally, the briefing was broadcast to the entire Department of Education, both national and regional offices. SSI will be streaming the briefing on our website.

WICHE also produced an SSI DVD, targeted at 8th grade students, delivering the message that taking a rigorous course of study like the State Scholars Core Course of Study is important; the DVD is slated to be disseminated this fall. Additionally, WICHE is working on the *2007 State Scholars Year in Review* and the *Why Foreign Language* policy brief. Lastly, WICHE produces a national newsletter three times a year. The next newsletter will be released in January 2007. Copies of the September 2007 newsletter are available.

The SSI Network Chronology

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 2006 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

The four state business-education partnerships that joined the State Scholars network in November 2006 are:

- Missouri Chamber of Commerce and Industry
- New Hampshire College & University Council
- South Dakota State Chamber of Commerce and Industry
- The Wyoming P-16 Council

(*In August 2006 two business-education partnerships withdrew from the national State Scholars Initiative network: The Fund for Colorado's Future and the North Carolina Business Committee for Education. After receiving extensive technical assistance, Colorado and North Carolina 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.)

INFORMATION ITEM

Student Exchange Program Updates

WUE

The Western Undergraduate Exchange (WUE) is a regional program that enables 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.

This year, WUE celebrates its 20th year of the signing of the WUE tuition reciprocity agreement. The program continues to thrive: in 2006-07, more than 21,500 WUE students saved some \$131 million in tuition costs. Students could choose from some 135 participating WUE institutions in fall 2007, including two new California State University (CSU) institutions: Dominguez Hills and Bakersfield. In spring 2008 students will also have the option of attending WUE's newest institution, CSU San Bernardino. WUE institutions are in the process of reporting their fall 2007 enrollments.

The WUE website has been revamped and offers two interfaces for our various constituent groups. The first section caters to students and parents and includes general program information and access to the WUE online database, as well as estimated WUE savings for students and their families. The second interface caters to participating institutions and high school and college counselors who promote the program, as well as state officials and policymakers. In addition to the information mentioned, this section also describes the advantages of participating in WUE, from an institution's and a state's perspective, and has a section on frequently asked questions/answers for prospective and participating WUE institutions, as well as downloadable promotional materials. This section also links to WUE enrollment reports, including the new formats available that show enrollment trends by program, using standardized classification of instructional programs (CIP) codes. These are very useful for state and institutional enrollment planning.

WICHE staff presented the WUE program at the June Northern California Education "REACH" (Regional Alliance for Completing Higher Education) conference in Weed, CA. The audience included admissions officers and academic advisors of the state's northern community colleges, as well as two California State University (CSU) institutions that enroll their transfer students: CSU Humboldt and CSU Chico. Both participate in WUE. Staff of the University of California-Davis was also present; UCD also accepts community college students. Several community colleges expressed interest in joining WUE, despite California's heavily subsidized resident tuition, which makes resident rates very affordable. Staff will continue to follow up on their interest. WICHE will also make efforts to invite community college participation of institutions in Hawaii and Washington. Finally, staff is following up with several California State University institutions that have expressed interest in WUE in the past, including the Northridge and Long Beach campuses.

Staff is also seeking opportunities to present the WUE program and the philosophy behind regional exchange to high school and community college counselors who promote the program to potential WUE students.

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 that aren't related to health must be "distinctive," meaning they must be offered at no more than four institutions in the WICHE region (exclusive of California). Participating programs are particularly strong in meeting the emerging social, environmental, and resource development needs of the West and include many innovative interdisciplinary programs.

WRGP is an exceptional educational resource for the West, allowing master's and Ph.D. students who are residents of the 14 participating states to enroll in high-quality programs on a resident tuition basis. Along with the significant benefits provided to students and the enlarged student pool offered to innovative programs, the WRGP review process has been useful for states and institutions engaging in program review for academic-planning purposes. In fall 2006 there were 457 students enrolled in some 175 programs at 39 participating institutions through WRGP. Since the program's inception in 1985, we estimate that more than 3,350 students have participated.

WRGP programs are not available to California students at this time because currently no California programs receive WRGP students through this arrangement. WICHE would be pleased to welcome California programs in the future and has encouraged interested ones to apply during the fall 2007 application period.

In the past WICHE accepted only distinctive programs to WRGP. However, given the severe workforce shortages in many of the health care professions, the WICHE Commission voted in May 2007 to waive the previous distinctiveness requirement for health-related offerings, as long as they are of good quality. WICHE is encouraging all high-quality health-related programs in the region that have excess capacity or that wish to diversify their enrollments to join WRGP.

WRGP Call for Nominations of New Programs

WICHE released a call for nominations of new WRGP programs for 2008 and 2009 in mid-September. Staff anticipates that the revised policy, which does not require health programs to be unique, will generate a large number of program applications this round.

Programs applying for WRGP undergo a review and approval process during the period from in December through February. WICHE will release a final list of new WRGP programs in March or April 2008. New programs will have the option of enrolling WICHE students at the WRGP (resident) rate beginning in fall 2008; some may chose to begin in fall 2009.

PSEP

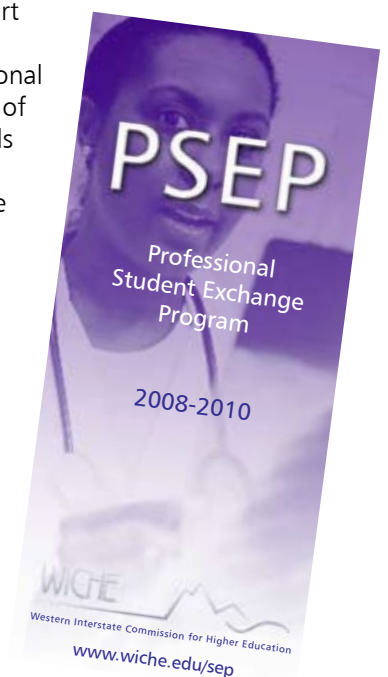
The Professional Student Exchange Program (PSEP) provides students in 12 Western states (all WICHE states except California, Oregon, and South Dakota) with access to a wide range of professional programs that otherwise might not be available to them because the fields of study are not offered at public 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. Each state determines the fields and the number of students it will support.

With the commissioners' decision at the May 2007 meeting to inactivate underused fields (architecture, graduate library studies, graduate nursing, and public health), PSEP now offers exchanges exclusively in the health care professions. Through PSEP students have access to professional degree programs in medicine, dentistry, veterinary medicine, physical therapy, occupational therapy, optometry, podiatry, osteopathic medicine, physician assistant, and pharmacy.

During the 2007-08 academic year, 772 students are enrolled through PSEP, with support fees totaling over \$14.5 million. Last year states invested \$13.4 million to support 745 students. The increase is largely due to Arizona and Hawaii's success in obtaining additional funds to support more students in the health professions. Arizona obtained an increase of approximately \$600,000, and Hawaii obtained an additional \$250,000. Complete details on PSEP participation (by sending state and receiving institutions) will be available in WICHE's *2007-08 Student Exchange Program Statistical Report*. It will be released by the end of 2007 in hard copy and will also be available on the WICHE website. The report will also include basic enrollment statistics for the WUE and WRGP programs.

WICHE recently distributed its new PSEP brochure for the 2008 and 2009 academic years; commissioners were mailed a copy of the new brochure in September. The inactivation of the non-health care fields of architecture and graduate library studies now affords WICHE and its member states opportunities to promote the program as a health care education access program. Staff is also working with the state certifying officers to create partnerships with their state professional health care associations, the area health education network directors, and state offices of rural health policy. These professional association contacts will be helpful in promoting the program to future health care workers; copies of the new brochure will be sent to them as well.



Six new programs joined PSEP over the summer. The majority hail from private institutions in the fields of occupational therapy, pharmacy, and physician assistant studies. They include:

- Touro University Nevada's School of Occupational Therapy.
- Loma Linda's School of Pharmacy in Southern California.
- University of California San Diego's Skaggs School of Pharmacy and Pharmaceutical Sciences.
- The University of Southern Nevada's College of Pharmacy.
- Touro University Nevada's School of Physician Assistant Studies.
- Touro University California's Physician Assistant Studies Program.

Setting the PSEP Support Fees for the 2009-10 and 2010-11 Biennium

During its May 2008 meeting, the WICHE Commission will consider and approve PSEP support fees for the 2009 and 2010 biennium. Ten fields are now available through PSEP. WICHE states continue to depend on PSEP to meet several key objectives. PSEP helps them to:

- Develop a health care professional workforce.
- Provide affordable access to a wide range of professional programs that otherwise might not be accessible to students in some states.
- Offer students tuition assistance to private health care professional programs available within their home state when a public program is not available.
- Enhance the quality and prestige of participating programs by enabling them to attract exceptional students from throughout the West.
- Enable states to avoid the costs of establishing new professional schools.

Staff and certifying officers take into consideration many factors as they prepare the recommendations, including:

- The relationship between support fees and today's nonresident tuition levels, as well as future anticipated tuition increases.
- The impact on enrollments if a greater tuition burden is shifted to students.
- The creation of new professional programs that have absorbed more in-state students and the availability of seats in out-of state programs.

Setting support fees involves balancing the diverse needs of states, students, and institutions. States that support large numbers of students through PSEP face mounting fiscal pressures as they try to provide access to professional education for their residents. The receiving institutions' costs of delivering professional education continue to rise, necessitating greater financial incentives to preserve slots for nonresident students.

Students are bearing heavier financial burdens as tuition and fees continue to increase at both public and private institutions. Students generally pay resident tuition at public institutions and reduced tuition at private institutions; the "sending" states provide a support fee to cover the difference between resident and nonresident tuition. Historically, the participating institutions have received an additional financial incentive exceeding the nonresident tuition levels. As tuitions have increased at differing rates across institutions, the incentives have become more variable, and some support fees are no longer meeting all tuition differentials at our cooperating public programs.

Support fees for the 2007-08 and 2008-09 biennium were approved by the full commission in May 2006 and included a 3.4 percent increase for each year of the biennium, along with a \$1,000 increase in the first year of the biennium (2007-08) for occupational therapy and physician assistant support fees. Fees, previously approved by the WICHE Commission, are outlined in the chart on the next page.

Field	2006-07	2007-08	2008-09
Group A*			
Dentistry	\$19,000	\$20,600	\$21,300
Medicine	25,600	26,500	27,400
Occupational Therapy	9,400	10,700	11,100
Optometry	13,600	14,100	14,600
Osteopathic Medicine	17,000	17,600	18,200
Physical Therapy	9,400	9,700	10,000
Physician Assistant	9,200	10,500	10,900
Podiatry	11,900	12,300	12,700
Veterinary Medicine	25,400	26,300	27,200
Group B**			
Pharmacy	6,100	6,300	6,500

*Group A includes those PSEP fields in which WICHE students would have a difficult time gaining access to public professional schools without the financial incentive provided to schools by PSEP.

** 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. Plans are to migrate pharmacy to Group A by 2010.

Over the next couple of months, staff will analyze the tuition and fees of participating schools using the 2007-08 tuition and fees information from cooperating schools. Staff considers both the Higher Education Cost Adjustment (HECA) index (similar to the Consumer Price Index) and proposes fee levels that will cover the tuition differentials at the cooperating institutions. Staff will discuss proposals for the 2009-10 support fees with WICHE's certifying officers and participating programs to seek their feedback prior to the May commission meeting.

We anticipate there may need to be minor adjustments in funding to accommodate the growing length of programs, especially in the field of physician assistant and possibly physical therapy. The schools of osteopathic medicine challenged the support fee levels in 2006 because their support fees are significantly lower than allopathic medicine support fees. The 2007-08 support fee difference between the two professions was \$8,900. Staff anticipates this issue will resurface. Despite the fact that all colleges of osteopathic medicine in the West are private institutions, commissioners and state officials may also want to consider that a growing number of osteopathic medicine schools are developing programs with a rural and general practice emphasis. Given the critical workforce needs in rural areas, particularly in the West, it may be in our states' interest to decrease student debt (by increasing tuition assistance levels through PSEP) and to create additional incentive programs to attract graduates into rural practice areas.

The states of Alaska, Hawaii, and Nevada will also need to review the level of support fees in pharmacy. When pharmacy was first supported through PSEP, the workforce needs were not at the critical levels they are today. At the May 2007 meeting, staff proposed to approximately double the support fee in pharmacy and move it to the Group A category. Because of state budget uncertainties and the opening of several new pharmacy schools in the West, supporting states decided to table the discussion until the May 2008 meeting, to see if they could fund a potential increase when new support fees are approved for the next biennium. Since our May 2007 discussion, the University of Southern Nevada (a private institution) has joined PSEP and will now be an option for pharmacy students from the states of Alaska, Hawaii, and Nevada (states can support students at private institutions located within their home state). The University of Hawaii at Hilo's new pharmacy school enrolled its first class this fall 2007. Hawaii has committed to continue its support for new PSEP pharmacy students through the 2010-11 academic year. By fall 2011 Hilo's school of pharmacy should be fully accredited, and the state will likely cease supporting students in pharmacy at that time.

Once WICHE staff has developed its proposal for new support fees, we will distribute it widely to all of the participating states and institutions so that there is ample time for comment prior to the commission action on the fees during the May 2008 meeting.

Health Care Workforce Issues and the West's Rural Needs

WICHE continues to develop new strategies to enhance our exchange programs; to help our member states respond to workforce needs, particularly in the rural West; and to broaden educational access for students.

Attracting health care professional graduates to rural and underserved areas is a challenge, even with tuition assistance to reduce initial student debt load: low reimbursement rates and lower salaries in underserved and rural areas are major deterrents for professionals. Lack of employment opportunities for spouses and few urban amenities are also important factors.

WICHE continues to explore partnerships with federal and state agencies and private funders, seeking regional strategies to alleviate these critical health care workforce shortages.

As a first step toward a better understanding of the recruitment tools currently used throughout our region, staff completed the *Inventory of Rural Health Practice Incentives in the Western WICHE States*. Incentives available in our region include: scholarships/tuition assistance with service paybacks; loan repayment; tax credits; direct financial incentives, such as residency stipends and paid malpractice premiums; rural facilities grants; and retention grants. Funding for the programs and levels of funding vary widely among states; in addition to state funds, some incentives are privately funded. All states use the federally funded National Health Service Corps (NHSC) scholarship and loan repayment programs to help staff their underserved areas. Some states also operate a NHSC State Loan Repayment Program (SLRP) to attract primary care professionals, whereby the federal government matches state and community dollars one for one.

Through its research, staff found that given the severity of the shortages, current funding levels of incentives programs seem woefully insufficient to stem the erosion of rural health care in the West. However, before policymakers of WICHE states expand existing programs, the region should:

- Evaluate the effectiveness of our current rural incentive programs.
- Learn what other states are doing and replicate the best incentive models.
- Share resources to develop regional recruiting partnerships.
- Consider additional strategies to attract and retain rural health care providers:
 - Develop or expand pipeline programs to attract students from rural areas who are interested in returning to serve.
 - Make rural rotations mandatory for students, beginning with the first year of their professional education.
 - Increase compensation for rural providers, who are typically reimbursed at lower rates.
 - Develop strategies to provide vacation/sabbatical relief for rural providers to prevent burn-out.
 - Offer continuing education opportunities for professional growth and colleague interaction for place-bound rural providers.
 - Maximize use of telemedicine to reduce the isolation of rural health care providers and to connect them with specialists located in urban areas.

WICHE also plans to convene the residency directors and medical school deans of its cooperating programs to encourage them to put a greater emphasis on rural curriculum and rural rotations and residencies, as well as to examine faculty development issues related to rural residencies.

Finally, WICHE continues its plans to convene a Western Health Professionals Advisory Council, which will include institutional representatives, practicing health professionals, legislators, and state and federal government representatives of programs with a shared vision. The committee is modeled after WICHE's Veterinary Medicine Advisory Council, which has been very worthwhile in developing regional partnerships and promoting cooperation in veterinary education. The goal of the new committee will be to develop regional strategies related to pipeline issues, curriculum development, and attracting professionals to underserved and rural communities.

Health Information Technology in the West

WICHE is looking at strategies to help states and institutions prepare the health information technology (HIT) workforce in the West. Electronic health records and telemedicine, which are critical for efficient and high-quality health care delivery, are even more important in the rural West. Unfortunately, the number of programs currently available to train HIT professionals greatly lags behind workforce needs. WICHE is examining ways to share resources

of existing programs in the region and help institutions use distance education to deliver their programs to more individuals in the West.

To help inform its efforts, staff will release a workforce brief focused on health information technology. It will be the second brief of WICHE's new series *A Closer Look at Health Care Needs in the West*. The first brief focused on pharmacy workforce issues and was released at the May 2007 WICHE Commission meeting.

INFORMATION ITEM

Update: WICHE Internet Course Exchange

WICHE continues to support the sharing of electronically delivered courses and programs through the Internet Course Exchange (WICHE ICE). The WICHE ICE Steering Board, which represents the 13 higher education institutions and university systems that comprise WICHE ICE's membership, approved the *WICHE ICE Operations Manual* at their April 2007 meeting. The operations manual includes the policies and procedures necessary for successful course and program exchanges through WICHE ICE, along with information and resources for ICE members. Members are currently focusing on putting the policies and procedures in place to implement WICHE ICE at their institutions. Each institution has formed an implementation team, and members of those teams met at the WICHE offices on October 8-9 to develop strategies and share best practices regarding WICHE ICE implementation. Representatives from member institutions include registrars, business and finance deans, provosts and vice presidents of undergraduate affairs, and WICHE ICE Steering Board members and coordinators.

WICHE is also exploring possibilities for new program exchanges that meet the needs of students in Western states. Representatives from math and science teaching centers in Western states met at WICHE on October 10 to explore opportunities for collaboration in teacher preparation and professional development for secondary teachers. Additional program exchanges under consideration for WICHE ICE include graduate-level social work with a focus on rural education, programs in Basque studies, and allied health fields. WICHE also continues to support partnerships that were initiated by the Northwest Educational Outreach Network (NEON), including a graduate certificate in supply chain management and sharing doctoral-level nursing courses through the Nursing Education Exchange (NEXus).

Additional institutional and system memberships in the WICHE Internet Course Exchange are pending. Current members include:

- Bismarck State College
- Boise State University
- Central Washington University
- Eastern Washington University
- Idaho State University
- Lewis-Clark State College
- Montana State University–Bozeman
- Montana University System
- North Dakota University System Online
- University of Alaska Anchorage
- University of Nevada Reno
- University of Utah
- University of Wyoming

INFORMATION ITEM

Update: Master Property Program and Property and Casualty Program

The Master Property Program (MPP) is offered by WICHE to Western institutions in collaboration with the Midwestern Higher Education Compact (MHEC). The MPP offers an insurance and risk management program that provides comprehensive property coverage specific to higher education needs and enhances institutions' risk management and asset protection strategies. MPP tailors its engineering and loss control services to member institutions' requirements, as well as to the group as a whole. The program has generated more than \$30.5 million in savings for participating institutions, and members can also earn dividends based on annual loss ratios. Members currently include 90 campuses (43 primary policies), with a total insured value of \$56.9 billion. Five institutions in the WICHE region joined MPP as of the July 2007 program renewal: Lewis & Clark College (OR), Pima County Community College system (AZ), Seattle Pacific University (WA), University of Northern Colorado, and Westminster College (UT). The Nevada System of Higher Education joined the program in 2004.

Since July WICHE has worked with our MPP program administrator, Marsh, Inc., to respond to submissions from Colorado State University (CSU), the Oregon University System (OUS), and Willamette University (in Oregon) for their property insurance coverage. CSU and OUS did not join the MPP this year, and Willamette University is still considering the program. WICHE staff has also met with additional institutions to provide more information on the MHEC/WICHE insurance programs, including the University of Wyoming and representatives from the Colorado Department of Higher Education. WICHE will continue to contact eligible institutions with more information on the program.

As a complement to the Master Property Program, the Property and Casualty Program (P&CP) was introduced in 2004 to meet the needs of smaller institutions with enrollments averaging around 7,500 students. The P&CP offers a package program and lower deductibles to meet the unique needs of smaller institutions.

INFORMATION ITEM

Update: Northwest Academic Forum

The Northwest Academic Forum (NWAf) is composed of 31 master's and doctoral-level institutions from 10 states; the institutions are represented by their provosts, vice presidents of academic affairs, and state academic officers. The 2007 NWAf annual meeting was held on April 26-28 at Portland State University and had the theme: "A Perfect World: Student Success through P-16 Alignment." Speakers from the Education Trust, California State University System, Oregon State Senate, and Council for Adult and Experiential Learning engaged in discussions with NWAf members on data to support increased resources for student success and retention, college readiness, state policies that support linkages between K-12 and higher education, and accelerated learning options.

The NWAf Executive Committee met September 28-29 in Portland, OR, to begin planning for the 2008 NWAf annual meeting at Boise State University. At the 2008 meeting, NWAf members will discuss the impacts of global education, with the theme, "Local to Global: Partnerships and Strategies for Improvement."

Current members of the Northwest Academic Forum include:

- Alaska Commission on Postsecondary Education
- University of Alaska, Anchorage
- University of Alaska System
- University of Hawaii System
- Boise State University
- Idaho State Board of Education
- Idaho State University
- Lewis-Clark State College
- University of Idaho
- Montana State University–Bozeman
- Montana State University–Billings
- Montana Office of the Commissioner of Higher Education
- University of Montana–Missoula
- Minot State University
- North Dakota University System
- North Dakota State University
- University of North Dakota
- Valley City State University
- University of Nevada–Las Vegas
- University of Nevada–Reno
- Eastern Oregon University
- Oregon State University
- Oregon University System
- Portland State University
- Western Oregon University
- South Dakota Board of Regents
- Central Washington University
- Eastern Washington University
- Washington State University
- University of Washington
- University of Wyoming



Issue Analysis and Research Committee Meeting

Monday, November 5, 2007
3.30-5.00 pm
Pikes Peak

Western Interstate
Commission
for Higher Education

www.wiche.edu

8 Monday 3:30-5:00 pm

Monday, November 5, 2007

3.30 - 5.00 pm

Pikes Peak

Issue Analysis and Research Committee

Jane Nichols (NV), committee chair
Ryan Deckert (OR), committee vice chair
Camille Preus (OR), ex officio
Roy Ogawa (HI), ex officio

Patricia Brown Heller (AK)
David Lorenz (AZ)
Position vacant (CA)
Kaye Howe (CO)
Roberta Richards (HI)
Arthur Vailas (ID)
Mary Sheehy Moe (MT)
Warren Hardy (NV)
Committee chair (NV)
Reed Dasenbrock (NM)
Pamela Kostelecky (ND)
Committee vice chair (OR)
Robert Burns (SD)
Bonnie Jean Beesley (UT)
Jeanne Kohl-Wells (WA)
Tex Boggs (WY)

Agenda

Presiding: Jane Nichols (NV), chair

Staff: Dolores Mize, director, Policy Analysis and Research
Louis Fox, executive director, WCET
Dennis Mohatt, senior program director, Mental Health Program
Mimi McFaul, associate director, Mental Health Program
Demarée Michelau, policy associate, Policy Analysis and Research
Brian Prescott, research associate, Policy Analysis and Research

Guest: Paul Lingenfelter, president, State Higher Education Executive Officers



Approval of the Issue Analysis and
Research Committee meeting minutes
of May 21, 2007

8-3

Discussion Item:

Science, Technology, and Innovation Initiative
– Louis Fox

Information Items:

Instead of print backup, a CD of all Policy Analysis and Research PowerPoint presentations has been made available so you can view the presentations on your computer. You may also use the presentations or individual slides in the context of your work back in your states.

Preparation for College

More Student Success: A Systemic Solution
– Paul Lingenfelter, (PowerPoint on CD)

New Grant

Nontraditional No More: Policy Solutions for Adult Learners
– Dolores Mize (PowerPoint on CD)

New Grant

New Frontiers in State Policy Resource Sharing: Expanding SPIDO
–Demarée Michelau (PowerPoint on CD)

Unit Updates:

Policy Analysis and Research – Dolores Mize and Brian Prescott
(PowerPoint on CD)

WCET – Louis Fox

Mental Health – Dennis Mohatt and Mimi McFaul

ACTION ITEM

Issue Analysis and Research Committee Meeting Minutes May 21, 2007

Committee Members Present

Ryan Deckert (OR), committee vice chair
Roy Ogawa (HI), ex officio
Patricia Brown Heller (AK)
Dave Lorenz (AZ)
William Byers (CO)
Mary Sheehy Moe (MT)
Bob Burns (SD)
Bonnie Jean Beesley (UT)
Jeanne Kohl-Welles (WA)

Other Commissioners Present

Klaus Hanson (WY)

Staff Present

Louis Fox, executive director, WCET
David Longanecker, executive director
Dolores Mize, director, Policy Analysis and Research
Jeanette Porter, administrative assistant,
Policy Analysis and Research

Committee Members Absent

Jane Nichols (NV), committee chair
Roberta Richards (HI)
Arthur Vailas (ID)
Warren Hardy (NV)
Beverlee McClure (NM)
Pamela Kostelecky (ND)
Tex Boggs (WY)

Vice Chair Ryan Deckert convened the Issue Analysis and Research Committee on May 21, 2007, and a quorum was established.

Deckert introduced Dolores Mize as the new director for the Policy Analysis and Research unit at WICHE. Mize has been an active figure in Oklahoma higher education for the last decade, holding a variety of positions with the Oklahoma State Regents. Access issues have been a major policy interest of hers since her graduate days at Oklahoma State University–Stillwater, where she received her Ph.D. in psychology.

Deckert moved for approval of the minutes of the committee’s meeting of November 13-14, 2006. Patricia Heller noted that on p. 9-5 she is listed as a “guest presenter,” which is incorrect. The presenter was supposed to be Pat Callan, president, National Center for Public Policy and Higher Education (NCPPE).

COMMISSIONER SHEEHY MOE MOTIONED FOR THE MINUTES TO BE APPROVED AS AMENDED; COMMISSIONER BYERS SECONDED THE MOTION. The amended minutes were approved unanimously.

Deckert moved for approval of the FY 2008 Policy Analysis and Research workplan. Mize said that she will be adding a few things to the section titled “On the Horizon.” Mize explained that details about the workplan can be found in the narrative. Longanecker added that these details came from the full agenda from the Committee of the Whole, where committee members can read more about these programs. Mize went over the “existing activities” that the unit is continuing with. She proceeded to talk about the “new directions” that the unit will be taking. She would like to bring a more dynamic agenda to the next meeting for approval.

Deckert asked for an update on current and upcoming activities. Mize passed around a couple of handouts detailing some of the focus areas for the future. She explained that she works for the commission and that she can only be as helpful as the commission asks her to be. Mize also explained her plans and hopes for external funding for the unit. She would like to look at funding for a project on adult degree completion; regional support for large-scale national programs in tandem with D.C.-based organizations; and a Department of Justice grant that would allow the Policy unit to work together with the Mental Health Program.

Jeanne Kohl-Welles asked if WICHE was going to continue to have the Legislative Advisory Committee meetings in conjunction with the National Conference of State Legislatures meetings. Mize said yes, but this year's meeting will be in conjunction with CSG–West's meeting, since NCSL is meeting in Boston and not in the West. Longanecker explained that the Legislative Advisory Committee only meets with NCSL when they are in the West. This year the meeting will be with CSG–West in September in Jackson Hole, WY.

Deckert asked Longanecker whether a small organization like WICHE could accomplish such an ambitious workplan and wondered if organizational focus might be lost by taking on so much. Longanecker explained that WICHE often manages projects and hires outside resources to help with the work. WICHE has a certain set of primary activities to work on with our core funding and sometimes goes outside to get the funding and manpower for additional projects. WICHE will continue to use folks like Dennis Jones or Peter Ewell, as well as to partner with organizations like SHEEO and to hire consultants. For example, Art Hauptman's presentation at the last commission meeting turned into a WICHE paper that got good reviews. Occasionally, this strategy does not work out as planned: Mize is currently redoing a paper from a fairly renowned UCLA person, for instance.

Longanecker said it might be good for the committee to reconvene by phone before the next commission meeting. Since Mize is new and has big ideas, perhaps the committee should have a broader discussion to present to the Committee of the Whole at a future meeting.

Deckert said his concern is that with so many projects and directions, WICHE may lose track of its branding and mission. Longanecker explained that everything WICHE does relates to its mission: in fact, WICHE does not do anything without permission from the commission. He compared WICHE to the National Center for Higher Education Management Systems: people think both are huge organizations when they look at the work they do. In addition, there is nothing that Mize is talking about that is new to the West. Mize added that everything she has mentioned falls under categories set up by the commission. Also, she is very high energy and not only manages the work but also does some of the work and the writing herself.

Deckert stated that if there were no other questions, the workplan was open for motions.

COMMISSIONER BURNS MOVED TO APPROVE THE FY 2008 POLICY ANALYSIS AND RESEARCH WORKPLAN; COMMISSIONER KOHL-WELLES SECONDED THE MOTION. Mary Sheehy Moe asked if the workplan was going to be modified to incorporate the things that have just been discussed. Mize responded that it would be but that a second meeting of the committee was needed for that; she would like the flexibility to add things to the workplan over the course of the next year. The workplan was approved unanimously.

Deckert turned over the discussion to Louis Fox, executive director of WCET. Fox commented that the name "Issue Analysis and Research Committee" does not reflect the technology part of the committee. Previously, WCET worked more independently from the commission, and now Fox would like to bring it back into WICHE and into the commission. Therefore, he would like to seek the direction and ideas of the committee to align WCET with the commission's priorities through the WICHE Science, Technology and Innovation initiative.

Fox described the Southern University Research Consortium (SURA), a consortium of over 60 universities throughout the Southeast which seeks to foster collaboration among member institutions in science and engineering. SURA, created in 1980, encourages collaborative programs that: meet high standards of scientific excellence; contribute significantly to the advancement of science or technology; function best through an involvement of a consortium; strengthen the scientific stature of participating institutions and benefit the Southeast; and draw on dedicated, effective leadership from academia. Fox would like WICHE's Science, Technology and Innovation initiative to function in a similar way. WICHE needs to make sure all its institutions are connected to cyberinfrastructure and needs to know what is out there and what can be done with these resources. Fox detailed the SURA Grid, which is an intelligent network that offers members computing resources and data. Once you are connected to the grid, you have access to its resources and data. The SURA Grid has started this on a small scale; we can do a similar thing in this region.

Fox concluded that this is a potential area of interest. WCET has already started doing things in related areas: for example, last summer, the unit started to look at how to connect the minority-serving institutions in the West. Fox suggested using the months between now and the next commission meeting to explore this idea with committee

members and institutions, returning in November with some sense of the feasibility of this project. If it is feasible, he would like to present a modest workplan for the following year.

Robert Burns asked if WICHE were to take on some of these tasks that might otherwise be given to WCET, how is it going to affect the contractual relationship? Longanecker answered that this is not going to be a problem. Fox's role is defined in two ways: first, as executive director of WCET; and second, as an integral component of WICHE's leadership team. WICHE is providing resources for Fox and staff to pursue these projects. This is a good direction for WCET and WICHE right now. WCET is not as much of an innovator now as it was 18 years ago. In the past WCET has been very tied to what it has worked on, and it has been hard for it to work beyond that construct. Longanecker sees that there is some anxiety within WCET related to having a Western focus. But this gives us a chance to focus on the many issues that are important specifically to the West.

Patricia Heller asked Fox if he envisioned that any member of WICHE or somebody in a rural area could connect with this cyberinfrastructure. Fox said yes, the focus would be on connecting the region to a certain set of resources. Heller asked for clarification on the bigger picture, wondering if this system would connect all the West's universities, including its tribal colleges. Fox explained that the infrastructure can be thought about as an education network where tribal colleges can connect to resources that are primarily held at research universities.

Deckert turned the tables back to Dolores Mize to preview upcoming projects. Mize drew attention to the "Benchmarks" document and the commissioned Emerging Policy Triangle paper as products of the Policy unit.

Longanecker added that we see graphs that reflect how the United States has lost ground in terms of the number of associate and baccalaureate degrees earned (along with only one other country, Germany). If you look at the statistics, the loss in United States is driven by 13 states, and 11 of them are WICHE states. Deckert asked why this problem is concentrated in the West. Longanecker explained that part of it is immigration; but the pipeline is also leaking, and high school graduation rates are down. The South has "gotten the message" and has changed its dynamic. But the West has a huge challenge ahead of it: to change the fact that for the first time, older generations are more educated than younger ones. Mize added that the West faces two issues: first, there is not enough money or resources for many people to go on to college; and second, in some of our states, those who do go to college don't make much more than high school graduates because the available jobs aren't in high-skill/high-wage occupations. Hanson agreed that there are a lot of places where people can make more money without much education: in Douglas, WY, for example, they had to hire a 20-year-old to be the director of the waterworks after the previous director left because he could make more money elsewhere.

Vice Chair Deckert adjourned the committee meeting.



Policy Discussion: Educating Tomorrow's Health Care Professionals

Tuesday, November 6, 2007
8.30-10.00 am
Mount Elbert

Western Interstate
Commission
for Higher Education

www.wiche.edu

Tuesday, November 6, 2007

8.30 - 10.00 am
Mount Elbert

Policy Discussion: Educating Tomorrow's Health Care Professionals

Guided by Robert Franza, the WICHE Commission will engage in a discussion, based on the prior sessions, to explore the implications for WICHE's work in the West regarding health care training and workforce development.

Biographical Information on the Speaker

B. Robert Franza obtained his M.D. from Georgetown University. After his residency in internal medicine at Dartmouth–Mary Hitchcock Medical Center, he joined the scientific staff of Cold Spring Harbor Laboratory. During his 12 years at Cold Spring Harbor Laboratory, he was the director of the Samuel J. Freeman Laboratory of Cancer Cell Biology (between 1991 and 1994) and focused on the regulation of cellular systems and their alteration in diseases like cancer and AIDS. During that interval he was recognized by *Science Watch* as the third most referenced (citations per publication) biologist in the world. In 2008 one of his most-cited papers will appear in *Illuminating Life, Vol. 2*. In 1996 he became a research professor at the University of Washington (UW), first in the Department of Molecular Biotechnology and then in the Bioengineering Department. He founded the Cell Systems Initiative (CSI) at UW and was the director from 2000 to 2006. CSI was instrumental in the formation and nurturing of several high-technology companies and in creating novel science education programs in the Puget Sound region. Since arriving in Seattle, he has contributed to the design and renovation of a basic research facility for UW (it won the R & D renovated laboratory of the year award in 2001). In April 2006 he cofounded and is the executive scientific director of the Seattle Science Foundation – an endeavor dedicated to creating and nurturing social networks of experts to solve major challenges in medicine and science.



Committee of the Whole Business Session

Tuesday, November 6, 2007

10.00-11.45 am

Mount Elbert

Western Interstate
Commission
for Higher Education

www.wiche.edu

10 Tuesday 10.00-11.45 am

Tuesday, November 6, 2007

10.00 - 11.45 am
Mount Elbert

Committee of the Whole, Business Session

Agenda

Reconvene Committee of the Whole: Camille Preus, chair

Report and recommended action of the Audit Committee:
Dave Nething, committee chair



FY 2007 audit report

Report and recommended action of the Executive Committee:
Camille Preus, WICHE chair

Report and recommended action of the Programs and Services
Committee: Carl Shaff, committee chair

Report and recommended action of the Issue Analysis and Research
Committee: Jane Nichols, committee chair



Change in 2008 meeting dates, proposed
locations, and dates for future meetings 10-3



Proposed change to WICHE chief executive
officer's title 10-4

Discussion Items:

- Update on WICHE's budget 10-5
- The future of the Legislative Advisory Committee (LAC) 10-8
- The WICHE agenda book: Should it go digital? 10-10



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

Remarks from the new chair

Selection of the 2007 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 until the
end of the November 2008 meeting

Meeting evaluation 10-11
Meeting evaluation form (also available via email
following the meeting)

Other business

Adjournment

ACTION ITEM

Change in 2008 Meeting Dates, Proposed Locations, and Dates for Future Meetings

The Time and Place Committee (Dave Nething, Camille Preus, and Roy Ogawa) met via teleconference on Monday, October 8, 2007, to discuss the 2008 commission meeting dates and to create a proposed plan for future meeting locations and dates. Executive Director David Longanecker and Erin Barber staffed the meeting.

Summary

The committee decided to change the 2008 meeting dates to May 19-20 and November 10-11 to avoid conflicts with Mother's Day and Election Day. The May 2008 meeting will be held in Rapid City, SD, and the November 2008 meeting will be held in Arizona (city to be determined).

In addition, the committee proposes the following for future meeting locations and dates.

May 18-19, 2009	Nevada
November 2-3, 2009	Boulder, CO
May 17-18, 2010	Oregon
November 8-9, 2010	Hawaii
May 16-17, 2011	California
October 31-November 1, 2011	Colorado

Action Requested

The committee requests a vote by the Committee of the Whole to approve the proposed future locations and meeting dates.

ACTION ITEM

Proposed Change to WICHE Chief Executive Officer's Title

During the August 28, 2007, Executive Committee teleconference, the committee voted to present the title change for WICHE's chief executive officer as an action item to be voted on by the Committee of the Whole at the November 5-6, 2007, commission meeting.

Summary

Currently, there are 32 references to the "executive director" in the Bylaws that will need to be changed to "president." The title is not explicitly referred to in the original Compact. The only reference to staff in the Compact is in section VI, which states that "the Commission shall elect from its number a chairman and a vice chairman and may appoint, and at its pleasure dismiss or remove, such officers, agents, and employees as may be required to carry out the purpose of this Compact; and shall fix and determine their duties, qualifications and compensation, having due regard for the importance of the responsibilities involved."

Action Requested

The only action necessary by the commission to alter the chief executive officer's title from executive director to president is to vote to change the title in the Bylaws of the organization.

Notice of this proposed change to the Bylaws was given in the Call to the Meeting sent out on September 5, 2007, approximately 60 days prior to the November 5-6, 2007, meeting, as required by the Bylaws.

DISCUSSION ITEM

Update on WICHE's Budget

Summary

At the May meeting in Whitefish, MT, the commission reviewed budget projections for fiscal year (FY) 2007 and approved a general fund budget for FY 2008. This agenda item provides updated information for both years, including year-end figures for FY 2007 and an update on progress regarding the FY 2008 budget. This item also provides some points for discussion about possible future budget initiatives.

Background

The FY 2007 budget presented to you at the May meeting projected a revenue and expenditure pattern that anticipated a surplus of \$247,009. The actual budget for FY 2007 finished with a surplus of \$501,093. The most significant reasons for the difference were: (1) general fund costs of the Policy Analysis and Research unit were nearly \$120,000 less than anticipated, due primarily to staff vacancy savings; (2) costs of the executive director's office were nearly \$50,000 less than anticipated for the same reason; and (3) miscellaneous and general funds were substantially less than originally budgeted.

The FY 2008 budget included in this agenda also looks slightly different than the budget presented to you in May (see table below). At that time we were presenting essentially a balanced budget, reflecting an anticipated surplus of \$2,977. The budget presented here projects an anticipated surplus of \$27,789, which is primarily the result of two adjustments.

- First, the budget we presented did not anticipate recapturing the dues-in-arrears from California, but this \$87,000 is now reflected as anticipated revenue for FY 2008. This has been included for two reasons. First, with the approval of commissioners from California, it is reasonable to assume that we will receive these fees. Second, our auditors are becoming antsy about continuing to reflect this as an accounts receivable.
- Second, this budget includes a line item identified as "transition funding – WICHE Policy unit," which we discussed and you approved at the May meeting but which was not included in that budget. This item provides the Policy Analysis and Research unit with sufficient funding from the general fund to assure current staffing levels during this fiscal year, in anticipation of more substantial grant funding in future years. It is similar to the Science, Technology, and Innovation line item, which was provided for the transition in our technology-related activities.

In sum, the general fund budget is very sound. We are projecting a slight surplus at this time. In addition, the substantial surplus in FY 2007 leaves WICHE with a healthy reserve. Overall, WICHE began FY 2008 with \$1,012,869 in reserves; \$807,108 of this amount is dedicated to reserve requirements (minimum reserve, facilities protection reserve, Colorado Educational and Cultural Facilities Authority (CECFA) bond requirements, and the reserve for unexpected shortfall). The remaining \$205,711 is currently uncommitted.

Points of Discussion

There are three primary budget-related issues the commission will want to consider.

Commitment of reserves to evaluation of WICHE and its executive director. The commission needs to assess the amount it wishes to devote to the evaluation of the organization, which we expect will be conducted between December 2007 and May 2008. These funds will need to be dedicated from reserves for this purpose and could be dedicated from either the reserve for unexpected shortfalls or from the reserves available for dedication.

Consideration of commitment of reserves to debt repayment of the CECFA bond. The CECFA bond, a loan that covers WICHE's portion of the debt service not covered by the Ford Foundation loan on the State Higher Education Policy Center (SHEPC) office facility, will, according to our current plan, be retired in 2015. The outstanding principal on this loan is currently approximately \$685,000. It may be advantageous for WICHE to consider retiring this loan early, if reserves accumulate to a point where this is possible.

What's on the horizon for FY 2009. As we begin to prepare the budget for FY 2009, which will be approved at the May 2008 meeting, you should be aware of significant financial changes that may occur in the near future. During FY 2009 we will complete currently funded work that's being conducted under three sources of external funding.

- State Scholars Initiative (FY 2008 funding: \$1.186 million). Federal funding for the State Scholars program is currently reasonably assured through March 2009. There is a possibility that federal funding may continue beyond that period but no assurances. Your staff, however, has been pursuing various possible foundation funding sources to assure the sustainability of the program, should future federal funding not materialize.
- Rural Mental Health Research Center (FY 2008 funding: \$639,000). Federal funding for the center expires at the end of the current federal fiscal year (September 30, 2008). We will compete again to oversee this national research center. We believe our work has been valued but do expect serious competition from others.
- Escalating Engagement – State Policy to Protect Access (FY 2008 funding: \$228,000). Ford Foundation funding for the Escalating Engagement project will expire June 30, 2008. We will likely approach the Ford Foundation about sustaining this effort, but future funding is far from assured.

Failure to renew these grants or secure outside funding for these or other projects will have only a modest impact on the general fund but would significantly affect WICHE's consolidated budget and overall organizational activities. Currently, these funds, approximately \$2 million, represent more than a quarter of the agency's operating budget, and these projects employ a quarter of our staff.

WICHE GENERAL FUND BUDGET

Comparing FY 2007 with FY 2008

Revenue and Expenditures

	FY 2007				FY 2008					
	FY 2007 Budget	FY 2007 Actual	Actual Better or (Worse) than Budget		FY 2008 Budget	FY 2008 Budget Better or (Worse) than FY 2007 Budget		FY 2008 Budget Better or (Worse) than FY 2007 Actual		
Revenue										
4102 Indirect Cost Reimbursements	\$271,000	\$245,154	(\$25,846)	-9.5%	\$280,485	\$9,485	3.5%	\$35,331	14.4%	
4110 Grants&Contracts Revenue - Carryover	\$0	\$4,170	\$4,170							
4201 Members/Fees States/Institutions	\$1,680,000	\$1,680,000	\$0	0.0%	\$1,740,000	\$60,000	3.6%	\$60,000	3.6%	
4202 California Delinquent Dues					\$87,000					
4300 Interest	\$265,000	\$350,296	\$85,296	32.2%	\$290,000	\$25,000	9.4%	(\$60,296)	-17.2%	
4400 Publication Sales & Refunds	\$100	\$63	(\$37)	-37.0%	\$103	\$3	3.0%	\$40	63.5%	
4600 Other Income	\$12,900	\$15,278	\$2,378	18.4%	\$13,352	\$452	3.5%	(\$1,926)	-12.6%	
4850 Credit Card Transaction Rev. / Units	\$8,000	\$10,356	\$2,356	29.4%	\$8,250	\$250	3.1%	(\$2,106)	-20.3%	
4900 Interfund Transfers	\$4,000	(\$4,602)	(\$8,602)	215.0%						
Total Revenue	\$2,241,000	\$2,300,715	\$59,715	2.7%	\$2,419,190	\$95,190	4.2%	\$31,043	1.3%	
Expenditures										
0102 Student Exchange Program	\$268,908	\$272,203	(\$3,295)	-1.2%	\$281,301	(\$12,393)	-4.6%	(\$9,098)	-3.3%	
0104 Policy Analysis & Research	\$339,434	\$187,593	\$151,841	44.7%	\$361,816	(\$22,383)	-6.6%	(\$174,223)	-92.9%	
0105 Communications & Public Affairs	\$314,845	\$305,761	\$9,084	2.9%	\$361,626	(\$46,781)	-14.9%	(\$55,866)	-18.3%	
0107 Science and Technology	\$28,047	\$29,819	(\$1,773)	-6.3%	\$99,761	(\$71,714)	-255.7%	(\$69,941)	-234.5%	
0110 Executive Director's Office	\$404,998	\$356,231	\$48,767	12.0%	\$412,088	(\$7,090)	-1.8%	(\$55,857)	-15.7%	
0111 Commission Meeting Expense	\$122,922	\$92,638	\$30,284	24.6%	\$130,387	(\$7,465)	-6.1%	(\$37,749)	-40.7%	
0112 Administrative Services	\$457,336	\$356,226	\$101,110	22.1%	\$402,217	\$55,119	12.1%	(\$45,991)	-12.9%	
0114 Indirect Cost Sharing Expense	\$74,526	\$64,895	\$9,631	12.9%	\$75,000	(\$474)	-0.6%	(\$10,105)	-15.6%	
0115 Miscellaneous Gen. Fund	\$202,884	\$123,063	\$79,822	39.3%	\$142,205	\$60,679	29.9%	(\$19,142)	-15.6%	
0116 Program Development	\$25,000	\$11,191	\$13,809	55.2%	\$25,000	\$0	0.0%	(\$13,809)	-123.4%	
0117 Transition Funding for Policy Unit					\$100,000					
Total Expenditures	\$2,238,899	\$1,799,621	\$439,278	19.6%	\$2,391,401	(\$52,502)	-2.3%	(\$491,780)	-27.3%	
Surplus (Deficit) for the Fiscal Year	\$2,101	\$501,093	\$498,993		\$27,789	\$42,688		(\$460,737)		
Reserves at Beginning of Year										
1 Minimum Reserve	\$268,668	\$268,668	\$0	0.0%	\$286,968	\$18,300	6.8%	\$18,300	6.8%	
2 * Reserve for Facility Payments					\$211,000					
3 * Reserve for Unexpected Shortfall					\$239,140					
4 Reserve required for CECFA Bond	\$72,899	\$72,899	\$0	0.0%	\$70,000	(\$2,899)	-4.0%	(\$2,899)	-4.0%	
5 Reserve Available for Dedication	\$224,401	\$224,401	\$0	0.0%	\$205,761	(\$18,640)	-8.3%	(\$18,640)	-8.3%	
Reserves at Beginning of Year	\$565,968	\$565,968	\$0	0.0%	\$1,012,869	(\$3,239)	-5.5%	(\$3,239)	-5.5%	
Reserves Dedicated during Year										
6 Exec Dir Office Temp Staffing	\$25,000	\$24,085	\$915	3.7%						
7 WICHE Senior Officer's Search	\$50,000	\$30,108	\$19,892	39.8%						
8 Deficit (Surplus) for the Fiscal Year above	(\$2,101)	(\$501,093)	\$498,993	3754.7%	(\$27,789)	\$25,688	1222.9%	(\$473,305)	94.5%	
Reserves Dedicated during the Fiscal Year	\$72,899	(\$446,901)	\$519,800	3711.2%	(\$27,789)	\$25,688	1222.9%	(\$473,305)	94.5%	
Reserves at End of Year	\$493,069	\$1,012,869	\$519,800		\$1,040,658	\$22,449		(\$476,544)		

- (a) Dues for FY 2007 were \$112,000 for FY 2008 they are \$116,000 and for FY 2009 they are \$120,000.
 (b) Reserve amount of \$652,968 includes unpaid CA dues of \$87,000. Reserve reduced by \$87,000 to \$565,968 for illustration purposes.
 (c) Minimum reserve set by the commission is 12% of Budgeted Expenses.
 (d) * Adopted at May 07 meeting: Equal to 6 months of Facility Cost.
 (e) * Adopted at May 07 meeting: Equal to 10% of Budgeted Expenses. To be used only if anticipated funding does not materialize.
 (f) CECFA Bond requires a reserve set aside which reduces each year.

DISCUSSION ITEM

The Future of the Legislative Advisory Committee (LAC)

Summary

The commission needs to discuss the future of the Legislative Advisory Committee (LAC). LAC participation has ebbed and flowed: at the October 10-11, 2007, meeting, only six members participated, a new low. WICHE staff needs advice from the commission about how to energize the LAC in the future.

Background

In 2002 WICHE “revived” the Legislative Advisory Committee, which had originated in the early 1990s under Jere Mock’s leadership, had atrophied during the late 1990s, and was revived in 2002.

The purpose of the LAC has been twofold: to provide WICHE with advice from a legislative perspective and to broaden awareness of WICHE within legislative bodies throughout the West. The LAC has also been used as a venue to provide important policy research and issue analysis to member-legislators, so that they have the benefit of an “out-of-state” assessment of these issues.

LAC participation has ebbed and flowed, ranging from a high of about 50 percent participation (at last year’s meeting in Breckenridge, CO, held in association with the Council of State Governments–West (CSG–West) meeting) to a low of 20 percent (at our October 2007 meeting, held in Denver in association with Higher Education Institute of the National Conference of State Legislatures (NCSL)).

Points of Discussion

Four concerns have arisen that WICHE staff needs your assistance in addressing.

Engagement of LAC members. Some LAC members have been very engaged in the committee and have provided substantial value to WICHE. Sen. Jeanne Kohl-Wells (WA), Rep. Phyllis Gutierrez Kenney (WA), and Sen. Warren Hardy (NV), who are currently WICHE commissioners, were introduced to WICHE through the LAC. Others, such as Sen. Ed Olsen (SD), Sen. Richard Devlin (OR), and Rep. Mack Shirley (ID), have essentially become acquainted with WICHE through the LAC and have become friends through their engagement.

Yet relatively few of the LAC members become active or engaged in the committee’s activities.

Furthermore, there has been very little contact between commissioners and LAC members. Neither group knows the other very well.

Selection of LAC members. Each state has at least two members in the LAC. In most cases, the WICHE commissioners, sometimes in association with their state’s legislative counsel, select two legislators to serve on the LAC. In addition, all WICHE commissioners who are also legislators serve on the LAC. One unintended exception to this is Idaho, where somehow legislative leadership has usurped the role of appointing LAC members.

These practices have created three issues in the past.

First, there is no logical process for succession, so we tend to have quite haphazard ways of replacing members. Sometimes commissioners decide the wrong people are on the LAC and replace them. Sometimes natural attrition, particularly with term limits, leads to turnover. Many times people serve for many years. The result is that there is confusion over who serves, for how long, and to what end.

Second, some legislators, when appointed, actually believe that they have been appointed to the commission and are quite upset to discover that they are considered “just” advisors.

Third, some members turn out not to be key legislators who work on higher education issues and thus provide little help in advancing the purposes of the LAC.

Financing the LAC. Since reviving the LAC in 2000, the costs associated with the committee have come from soft-money funds – primarily from Ford Foundation grants. Because these funds have been modest, our efforts have been modest. This, in part, accounts for our modest results.

If this is a valuable activity, should it be funded by the general fund? To do so would require approximately \$20,000 to \$30,000 annually.

The Venue for the LAC meeting. In the recent past, we have generally scheduled the LAC as a wraparound event with either the CSG–West or the NCSL meeting. The perceived advantage of this has been that LAC members could use our funding to help defray the expenses of attending the other meeting. But there are possible disadvantages, as well. Wrapping our LAC meeting around another can make for quite a long trip for LAC members. In addition, members who do not associate themselves with the wraparound organization (particularly those who associate most closely with the other organization) can be put off.

We have a number of options:

- Continue our practice of associating with CSG–West or NCSL (when it meets in the West).
- Support a stand-alone LAC meeting.
- Wrap the LAC meeting around one of the WICHE meetings.
- Discontinue the LAC meeting.
- Mix and match the above.

Staff seeks your advice on how to proceed in the future. Our inclination is to continue with our current practice or to support a stand-alone LAC meeting. While there would be some value in associating the LAC with a WICHE meeting, the possible down side of this would be confusing the roles of LAC members (already an occasional problem) and logistical difficulties for staff in preparing for two meetings. WICHE staff does not want to discontinue the LAC, though current levels of participation would suggest that we must do better in enhancing participation or the effort will not be financially justifiable.

DISCUSSION ITEM

The WICHE Agenda Book: Should It Go Digital?

David Longanecker invites commissioners to join him in discussing an idea that has wide appeal with WICHE staff: a digital agenda book. Staff is considering redesigning the agenda book so that it will be available from a dedicated commissioners' page on the WICHE website. A digital agenda book has two major advantages. First, it will save WICHE a considerable sum each year (in the thousands of dollars) in printing and mailing costs. And second, while it will be posted 10 days before the meeting, in accordance with WICHE bylaws, an online agenda book will allow for last-minute additions and updates, if needed. The online agenda book will be printable, if commissioners want a paper copy. Additionally, a print "Schedule at a Glance" and any other pertinent information needed to conduct business will be available at the commission meeting.

MEETING EVALUATION
WICHE Commission Meeting
November 5-6, 2007
Denver, 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, 3035 Center Green Drive, Boulder, CO 80301

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References

Western Interstate
Commission
for Higher Education

www.wiche.edu

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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. Camille Preus, commissioner of the Oregon Department of Community Colleges and Workforce Development, is the 2007 chair of the WICHE Commission; Roy T. Ogawa, attorney at law at Oliver, Lau, Lawhn, Ogawa & Nakamura, is vice chair.

ALASKA

*Diane M. Barrans (WICHE Chair, 2005), Executive Director, Alaska Commission on Postsecondary Education
Patricia Brown Heller, retired State Director, U.S. Senate
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

Joseph Garcia, President, Colorado State University–Pueblo
Kaye Howe, Executive Director, National Science Digital Library
*David E. Skaggs, Executive Director, Colorado Department of Higher Education

HAWAII

*Roy T. Ogawa (WICHE Vice Chair), 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

Robert W. Kustra, President, Boise State University
Arthur Vailas, President, Idaho State University

MONTANA

Dan W. Harrington, State Senator
*Ed Jasmin, 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

Reed Dasenbrock, Secretary, New Mexico Higher Education Department, Santa Fe
Dede Feldman, State Senator
*Patricia Sullivan, Assistant Dean, College of Engineering, New Mexico State University, Las Cruces

NORTH DAKOTA

*Bill Goetz, Chancellor, North Dakota University System
Pamela J. Kostelecky, Member, State Board of Higher Education
*David E. Nething (WICHE Chair, 2006), State Senator

OREGON

Ryan P. Deckert, State Senator
*Camille Preus (WICHE Chair), Commissioner, Oregon Department of Community Colleges and Workforce Development
*James K. Sager, Senior Education Policy Advisor, Education and 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
*Ann Daley, 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 2007

Executive

Camille Preus (OR), chair
Roy Ogawa (HI), vice chair
David Nething (ND), immediate past chair

Diane Barrans (AK)
Joel Sideman (AZ)
Position vacant (CA)
David Skaggs (CO)
Roberta Richards (HI)
Position vacant (ID)
Ed Jasmin (MT)
Carl Shaff (NV)
Patricia Sullivan (NM)
William Goetz (ND)
James Sager (OR)
Tad Perry (SD)
Richard Kendell (UT)
Ann Daley (WA)
Klaus Hanson (WY)

Issue Analysis and Research

Jane Nichols (NV), chair
Ryan Deckert (OR), vice chair
Camille Preus (OR), ex officio
Roy Ogawa (HI), ex officio

Patricia Brown Heller (AK)
David Lorenz (AZ)
Position vacant (CA)
Kaye Howe (CO)
Roberta Richards (HI)
Arthur Vailas (ID)
Mary Sheehy Moe (MT)
Committee chair (NV)
Warren Hardy (NV)
Reed Dasenbrock (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
Camille Preus (OR), ex officio
Roy Ogawa (HI), ex officio

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

Audit Committee

David Nething (ND), chair and immediate past
WICHE chair
Linda Blessing (AZ), former WICHE commissioner
Roy Ogawa (HI)
Ed Jasmin (MT)
Jane Nichols (NV)

Disaster Recovery Planning Committee

Diane Barrans (AK), committee chair
Camille Preus (OR)
Bill Kuepper (CO), consultant and former WICHE
commissioner
Roy Ogawa (HI)
Ed Jasmin (MT)

WICHE STAFF

Executive Director's Office

David Longanecker, executive director
Erin Barber, assistant to the executive director and executive secretary to the commission

Accounting and Administrative Services

Robin Berlin, senior accounting specialist
Peggy Green, accounting specialist
Craig Milburn, chief financial officer
Jerry Worley, director of information technology
Paul Huntsberger, web/database developer

Human Resources

Tara Hickey, human resources coordinator

Mental Health

Dennis Mohatt, director
Scott Adams, senior research and technical assistance associate

Fran Dong, statistical analyst
Debra Kupfer, technical assistance consultant
Mimi McFaul, associate director
Chuck McGee, project director

Kyle Sargent, consultant

Jenny Shaw, project coordinator

Christa Smith, postdoctoral fellow

Candice Tate, research associate II

Policy Analysis and Research

Dolores Mize, senior program director
Demarée K. Michelau, policy associate
Jeanette Porter, administrative assistant IV
Brian T. Prescott, research associate III

Programs and Services

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

Science, Technology, and Innovation

Louis Fox, executive director
Sherri Artz Gilbert, administrative coordinator
Mollie McGill, associate director

WCET

Louis Fox, executive director
Sherri Artz Gilbert, administrative/budget coordinator
Peggy Green, administrative specialist
Mollie McGill, associate director
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.

Future Commission Meeting Dates

2008	2009	2010	2011
May 19-20, Rapid City, SD	May 18-19, NV*	May 17-18, OR*	May 16-17, CA*
November 10-11, AZ*	November 2-3, Boulder, CO	November 8-9, HI*	October 31-November 1, CO*

* Date/city to be decided.

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
ABOR	Arizona Board of Regents	www.abor.asu.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 <i>and its</i> Center for Public Higher Education Trusteeship & Governance	www.agb.org www.agb.org/center/
AIHEC	American Indian Higher Education Consortium	www.aihec.org
AIHEPS	Alliance for International Higher Education Policy Studies	www.highereducation.org/reports/aiheps/
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
CAE	Council for Aid to Education	www.cae.org
CAEL	Council for Adult and Experiential Learning	www.cael.org
CASE	Council for Advancement and Support of Education	www.case.org
CCHE	Colorado Commission on Higher Education	www.state.co.us/cche
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
CLA	Collegiate Learning Assessment	www.cae.org/content/pro_collegiate.htm
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
CPEC	California Postsecondary Education Commission	www.cpec.ca.gov/
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
DQC	Data Quality Campaign	www.dataqualitycampaign.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/oes/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
JFF	Jobs for the Future	www.jff.org/
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
NAAL	National Assessment of Adult Literacy	http://nces.ed.gov/naal/
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
NCLB	No Child Left Behind	www.ed.gov/nclb/landing.jhtml
NCPPE	National Center for Public Policy and Higher Education	www.highereducation.org
NCPR	National Center for Postsecondary Research	www.postsecondaryresearch.org
NCSL	National Conference of State Legislatures	www.ncsl.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
NRHA	National Rural Health Association	www.nrharural.org/

NUCEA	National University Continuing Education Association	www.nucea.edu
NWAF	Northwest Academic Forum	www.wiche.edu/NWAF
OECD	Organisation for Economic Co-operation and Development	www.oecd.org
PISA	Program for International Student Assessment	www.pisa.oecd.org
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
SFARN	Student Financial Aid Research Network	www.pellinstitute.org/SFARN
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
SURA	Southeastern Universities Research Association	www.sura.org/home/index.html
UNCF	United Negro College Fund	www.uncf.org
UNESCO	United Nations Educational, Scientific, and Cultural Organization	www.unesco.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	NMCHC	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