

Agenda Book

WICHE Commission Meeting • November 10-12, 2002 • Broomfield, Colorado



Executive Committee

Monday, 8.00 – 8.30 am (closed)

Birch

8.30 – 9.30 am (open)

Centennial F

Agenda – Closed Session

INFORMATION ITEM: Informal Review of the Executive Director's Performance

Agenda – Open Session

Executive Committee Minutes, May 2002

Executive Committee Minutes, July 2002

Executive Committee Minutes, August 2002

Executive Committee Minutes, October 2002

ACTION ITEM: Audit Report for FY 2002

INFORMATION ITEM: Charge from the Chair to Review WICHE and its Leadership

INFORMATION ITEM: Mental Health Program Update

Monday, November 11, 2002

8.00 - 8.30 am
Birch

Executive Committee Meeting (Closed – members only)

Committee Members

Tad Perry (SD), chair
Chuck Ruch (ID), vice chair
Emily Stonington (MT), immediate past chair

Diane Barrans (AK)
Linda Blessing (AZ)
Robert Moore (CA)
Bill Kuepper (CO)
Doris Ching, 2001-02 and Clyde Kodani, 2002-03 (HI)
Gary Stivers (ID)
Dick Crofts (MT)
Ray Rawson (NV)
Bruce Hamlett (NM)
David Nething (ND)
Diane Vines (OR)
Bob Burns (SD)
David Gladwell (UT)
Don Carlson (WA)
Jenne Lee Twiford (WY)

Agenda

Information Item: Informal Review of the Executive Director's
Performance

Monday, November 11, 2002

8.00 - 9.30 am
Centennial F

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Agenda



Executive Committee Minutes, May 20, 2002, July 24, 2002, August 29, 2002, and October 1, 2002



Audit Report for FY 2002

Information Items:

1. Charge from the Chair to Review WICHE and its Leadership
2. Office Space (oral report)
3. Mental Health Program Update
4. Commission Meeting Agenda (oral review)

Other Business

INFORMATION ITEM

Informal Review of the Executive Director's Performance

Executive Director's 2002 Activities Outside of the Office

January

- 1/9/02 **Presentation at University of Phoenix Futures Roundtable, Phoenix (paid by UOP)**
- 1/10/02 **Visit and presentation to Arizona Board of Regents executive director and staff (paid by UOP)**
- 1/17-18/02 **Participation on University of Phoenix Taskforce on Teacher Education, Phoenix (paid by UOP)**
- 1/21-23/02 **Presentation at Council on Higher Education Accreditation annual convention, San Francisco (paid by CHEA)**

February

- 2/5/02 **Visit to Gates Foundation to solicit support for Compact for Faculty Diversity, Seattle (paid by WICHE)**
- 2/6/02 **Visit and presentation to Washington State Higher Education Coordinating Board monthly meeting, Seattle (paid by WICHE)**
- 2/10-12/02 **Participation in American Council on Education annual meeting, San Francisco (paid by WICHE)**
- 2/26/02 *Meeting with James Thurber, American University, regarding revenue project, Washington D.C. (paid by WICHE/NPEC)*
Meeting with Nevada Sen. Reid's staff regarding NEON
Meeting with Washington Rep. Dicks and staff regarding NEON
Meeting with North Dakota Sen. Dorgan's staff regarding NEON
- 2/27/02 *Meeting with NPEC and NCHEMS staff at U.S. Dept. of Education, Washington D.C. (paid by NPEC)*
Meeting with Washington Sen. Murray's staff regarding NEON
Meeting with Hawaii Rep. Mink's staff regarding NEON
Meeting with New Mexico Sen. Domenici and staff regarding WICHE Commission meeting in May
Meeting with Washington Rep. Nethercutt's staff regarding NEON
Meeting with Alaska Sen. Steven's staff regarding NEON
Meeting with Wyoming Sen. Enzi's staff regarding NEON
- 2/28-3/1/02 *Participation as member of National Postsecondary Education Commission (paid by NPEC)*

March

- 3/5-6/02 *Presentation to Ohio Board of Regents Finance Reform Taskforce, Columbus, Ohio (paid by OBOR)*
- 3/7/02 **Presentation to Board of Regents for University and Community College**

System of Nevada, Reno (paid by UCCSN)

- 3/8/02 **Facilitation of Arizona Board of Regents and staff meeting with University Council of Presidents regarding health sciences and mission differentiation, Phoenix (paid by Arizona)**
- 3/15/02 **Participation as national advisory board member in Standards for Success annual board meeting, Denver**
- 3/16-19/02 *Attend American Association of Higher Education (AAHE) annual conference, Chicago (paid by WICHE)*
- 3/22/02 **Meeting with chancellor, University of Colorado Health Sciences Center, Denver**
- 3/22/02 **Meeting with Executive Director, Colorado Commission on Higher Education, Denver**

April

- 4/3/02 *Meeting with Sally Stroup, assistant secretary for Postsecondary Education, U.S. Dept. of Education, Washington, D.C.*
- 4/4-5/02 *Participation in NCHEMS meeting on "Preparing a New Generation of Higher Education Policy Analysts," Fairfax, VA (paid by NCHEMS)*
- 4/10/02 **Presentation to New Mexico Blue Ribbon Task Force on Evaluating the Higher Education Funding Mechanism in New Mexico, Albuquerque (paid by New Mexico)**
- 4/12/02 *Participation on SHEEO/ECS National Advisory Committee on Teacher Mobility, Washington, D.C. (paid by SHEEO)*
- 4/16/02 **Keynote presentation at Distance Education & Training Council (DETC) Annual Conference, Denver**
- 4/17-18/02 **Facilitation of Oregon University System's (OUS) System Strategic Planning Committee Work Session and various meetings related to this strategic planning process, Portland (paid by WICHE/Ford)**
- 4/30/02 **Participation in National Center for Public Policy and Higher Education's Forum on State Policy Implementation, San Francisco (paid by NCPPHE)**

May

- 5/6-8/02 **Participation in Northwest Academic Forum (NWAFF) annual meeting, Bismarck (paid by NWAFF and University of Wyoming)**
- 5/10/02 **Meeting with chancellor and vice chancellors, University of Colorado Health Sciences Center, Denver**
- 5/15/02 *Presentation at WCET Costing and Financing Meeting, Herndon, VA (paid by WICHE)*
- 5/16/02 **Presentation at University of Denver Higher Education Program's Annual Awards Banquet, Denver**
- 5/17/02 **Facilitation of OUS System Strategic Planning Committee Work Session and Presentation to Education Joint Boards Working Group, Portland (paid by OUS)**
- 5/18-22/02 **Participation in WICHE Commission meeting, Santa Fe (paid by WICHE)**
- 5/24-6/2/02 *Presentation and participation in Boyer Foundation and China Government-sponsored Sino-U.S. Seminar on Nongovernmental Education, Shanghai, China (paid by WICHE and Chinese Government)*

June

- 6/12-13/02 *Participation as board member in National Postsecondary Education Consortium (NPEC) Executive Committee Meeting, Washington, D.C. (paid by NPEC)*
- 6/14/02 **Presentation at National Association of State Scholarship and Grant Programs/National Council of Higher Education Loan Programs (NASSGP/ NCHELP) Annual Financial Conference, Denver**
- 6/20-21/02 *Participation in Alliance for International Higher Education Policy Studies (AIHEPS) meeting on State Policy and Higher Education Performance, A Case Study of New Mexico and New Jersey Financing Policies, Jersey City, NJ (paid by AIHEPS)*
- 6/24-25/02 **Participation in Western Governors' Association Annual Meeting, Phoenix (paid by WICHE)**
- 6/26/02 *Participation as treasurer and board member in American TelEdCommunications Alliance (AT Alliance) Board Meeting, Minneapolis (paid by WICHE/AT Alliance)*
- 6/27/02 *Presentation at Council for Higher Education Accreditation (CHEA) Annual Conference, New Orleans, LA (paid by CHEA)*

July

- 7/2-3/02 **Participation in ECS Center for Community College Policy strategic directions seminar, Denver**
- 7/12/02 **Keynote presentation to Higher Education Association of the Rockies (HEAR), Breckenridge (paid by HEAR)**
- 7/15-17/02 **Participation in Council of State Governments annual meeting, Lake Tahoe (paid by WICHE)**
- 7/18/02 **Presentation at, and participation in, Oregon State Board of Higher Education Retreat, Portland (paid by OUS)**
- 7/19/02 **Participation in WICHE Legislative Advisory Committee Meeting, Lake Tahoe (paid by WICHE)**
- 7/25/02 **Presentation at National Conference of State Legislatures (NCSL) annual conference, Denver**
- 7/27-28/02 **Presentation at SHEEO annual meeting, San Diego (paid by WICHE)**

August

- 8/1/02 **Presentation to Joint Meeting of the Colorado Governor's Blue Ribbon Panel on Higher Education and Commission on Higher Education, Denver**
- 8/6/02 **Meeting with president and chancellors of University of Colorado, Boulder**
- 8/8/02 **Keynote Presentation to Academic Systems Meeting, San Diego (paid by Academic Systems)**
- 8/15/02 **Facilitation of Arizona Board of Regents Retreat, Phoenix (paid for by WICHE/Lumina)**
- 8/21-23/02 **Presentation to Oregon State Board of Education (OSBE) Retreat (paid by WICHE and OSBE)**
- 8/27-28/02 *Presentation at 2002 National Governors Association Center for Best Practices, New Directions and Strategies in Merit-Based Aid, Charleston, WV (paid for by NGA)*

September

- 9/15/02 **Attended Independence of Mexico Celebration at invitation of Mexican Consul to the U.S., Denver Performing Arts Center**
- 9/16/02 **Keynote presentation at Pathways to College Regional Forum, Albuquerque (paid by WICHE/Pathways)**
- 9/23-24/02 **Participation as commission member at American Council on Education (ACE) Commission on International Education, Washington, D.C. (paid by WICHE)**
- 9/24/02 **Meeting with staff of the Association of Governing Boards (AGB), Washington, D.C.**
- 9/25/02 **Participation in NGA Roundtable on governors' roles in implementing a system of lifelong learning (paid by NGA)**
- 9/29-10/1/02 **Participation in Aspen Institute of the Future of American Higher Education (paid by WICHE)**

October (actual through October 21 and anticipated beyond)

- 10/2/02 *Presentation at College Board/WICHE co-sponsored Dialogue on Financial Aid, San Antonio, Texas (paid by WICHE/College Board)*
- 10/3/02 *Participation in U.S./U.K. Mini Summit, Brookings Institute, Washington, D.C. (paid by WICHE)*
- 10/4/02 *Participation in Brookings "BWI" Symposium on Future Funding for American Higher Education, Brookings Institute, Washington, D.C. (paid by WICHE)*
- 10/7-8/02 *Participation as board member in American Association of Higher Education (AAHE) board meeting, Washington, D.C. (paid by AAHE)*
- 10/10/02 **Presentation to New Mexico Commission on Higher Education, Santa Fe (paid by New Mexico)**
- 10/16/02 **Participation in NGA meeting on redesigning high schools, Denver**
- 10/16/02 **Luncheon remarks, 2002 National Scholarship Providers Association Annual Conference, Denver**
- 10/17-19/02 *Participation as board member in annual meeting of the Consortium on North American Higher Education Collaboration (CONAHEC), Calgary, Alberta, Canada (paid by WICHE)*
- 10/23-24/02 *Panel presentation at Optimizing the Nation's Investment/02 Persistence and Success in Postsecondary Education – University of Wisconsin-Madison, Wisconsin (paid by U of WI)*
- 10/30/02 **Participate in Arizona Board of Regents special meeting on *Changing Directions* (paid by WICHE/Lumina)**

November (anticipated)

- 11/4-5/02 *Participate as board member in NCEP meeting and as chair of program sub-committee (paid by NCEP)*
- 11/6/02 *Foundation visits (paid by WICHE)*
- 11/7/02 *Progressive Policy Institute Meeting on Performance Issues in Higher Education and Federal Involvement, Washington, D.C. (paid by WICHE)*
- 11/9/02 **Presentation at WCET Annual Meeting, Denver**
- 11/10-12/02 **WICHE Commission meeting, Broomfield**

- 11/13/02 **Authors meeting on Higher Education and the West, Boulder**
- 11/19/02 **Participate in Advanced Placement (AP) Network Meeting, Portland (Paid by WICHE/AP Grant)**
- 11/20-21/02 *Presentation at NCPPHE's State Policy Meeting, Annapolis, MD (paid by NCPPHE)*
- 11/22/02 *Presentation at Midwestern Higher Education Commission's (MHEC) meeting, Chicago (paid by MHEC)*

December (anticipated)

- 12/10/02 *Presentation at NorthStar Conference on Financing and Investing in Higher Education, Washington, D.C. (paid by NorthStar)*
- 12/11-12/02 *Participate in CSG Meeting, Richmond, VA (paid by WICHE)*

ACTION ITEM

Executive Committee Minutes May 20, 2002

Committee Members Present

Chuck Ruch (ID), vice chair
Emily Stonington (MT), immediate past chair
Linda Blessing (AZ)
Bill Kuepper (CO)
Clyde Kodani (HI)
Gary Stivers (ID)
Dick Crofts (MT)
Ray Rawson (NV)
Bruce Hamlett (NM)
David Nething (ND)
Diane Vines (OR)
David Gienapp for Bob Burns (SD)
David Gladwell (UT)
Don Carlson (WA)
Jenne Lee Twiford (WY)

Other Commissioners Present

John Barrasso (WY)
Bill Byers (CO)
Phil Dubois (WY)
Cece Foxley (UT)
Everett Frost (NM)
Marc Gaspard (WA)

Other Commissioners Present (continued)

Larry Isaak (ND)
John Haeger (AZ)
Frank Kerins (MT)
Richard Kunkel (ND)
George Mantes (UT)
Jane Nichols (NV)
Ray Ono (HI)
Cam Preus-Braley (OR)
Carl Shaff (NV)

Guests Present

The Honorable U.S. Senator Pete Domenici

Staff Present

David Longanecker, executive director
Cheryl Blanco
Sandy Jackson
Sally Johnstone
Jere Mock
Marv Myers
Marla Williams
Carol Wimert

Vice Chair Ruch called the meeting of the Executive Committee to order. He announced that Chair Tad Perry's father had died on May 19 and Tad had returned home.

Vice Chair Ruch announced that a break in the committee meeting would occur when Sen. Pete Domenici arrived to discuss his perspective on mental health issues. He said in order to stay on schedule, remaining business would be conducted at 4:00 p.m. when the Executive Committee would reconvene for that purpose.

Action Item Review/Approval of the Executive Committee Minutes

COMMISSIONERS CROFTS/ONO (M/S) APPROVAL OF THE EXECUTIVE COMMITTEE MINUTES OF NOVEMBER 12, 2001, JANUARY 9, 2002, FEBRUARY 19, 2002, AND MARCH 28, 2002. The motion passed unanimously.

Action Item Fiscal Year 2003 Salary and Benefits Recommendations

The staff recommendations for FY 2003 salary and benefit increases were based on data collected in Colorado, throughout the region, and from Mountain States Employers' Council. The data show that salaries in Colorado are higher than in other areas of the West.

Salary Schedule Recommendation

Marv Myers referred to the proposed salary schedule adjustments (page 53 of the agenda book). Most of the recommended salary grade adjustments are for 4 percent increases. One salary grade where WICHE has fallen significantly behind other employers in the area is salary grade 4, which is primarily administrative assistants. The recommendation for this grade is higher at 9.2 percent. The total general fund impact of this recommendation is \$3,993, and it affects 21 staff members.

Salary Increase Recommendation

The recommendation for FY 2003 salary increases (pages 51-52 of the agenda book) is for 4.0 percent for the nonexempt- and exempt-level staff, plus a small amount (.11 percent of total salaries) for equity adjustments. The total general fund impact of the recommended salary schedule adjustments and salary increases is \$37,274.

Benefit Cost Increase Recommendation

Myers reported that health insurance and health-related costs have increased by 22 percent. The recommendation for the FY 2003 benefit increase is 1.06 percent of total salaries or \$9,393 for the general fund budget.

Myers reported that overall the salary and benefit increase recommendation is 5.29 percent of total salaries and \$46,667 for the general fund budget.

Commissioner Shaff asked if the salary and benefit recommendation was tied to the proposed dues increase. Myers said the proposed dues increase is for FY 2004 and FY 2005 and is not tied to FY 2003. Myers said the proposed FY 2003 budget includes the salary and benefits recommendation.

Vice Chair Ruch recommended that the Executive Committee discuss the proposed FY 2003 budget before acting on the proposed salary and benefit increase. (Action on this item was taken during the FY 2003 budget discussion; refer to the next agenda item.)

Action Item Fiscal Year 2003 Budget and Review of FY 2002 Budget

Myers referred to the action item (pages 55-58 of the agenda book) for the FY 2003 budget discussion. The FY 2002 budget estimate (page 56 of the agenda book, column B-E) shows interest income is down from projected levels, as is the indirect cost income generated from grants and contracts. Myers said interest rates remain low and the indirect cost income is down because grant and contract funds have been spent at a lower rate than projected (indirect costs are based on a percentage of the amount of each grant or contract). Myers said the FY 2002 budget shows general fund expenditures to be less than projected, resulting in a \$24,000 surplus. Myers said one expense that was not projected is a shortfall of \$29,483 for the Doctoral Scholars project.

The FY 2003 budget (page 56 of the agenda book, columns F-J) estimate shows a 4 percent dues increase (approved two years ago), low interest income, and an increase in the indirect cost income due to an increased level of activity in grants and contracts. The salary and benefit recommendation, previously discussed, appears on line 16, column F. The FY 2003 budget results in a \$6,000 surplus.

Myers referred to the pie chart located on page 57 of the agenda book that shows state dues are slightly more than 76 percent of WICHE's general fund income, and salary and benefits are almost 46 percent of WICHE's expenditures.

Reserves

Two years ago the commission set the minimum reserve level for WICHE at 12 percent of general fund expenditures. Funds above the 12 percent minimum are available for dedication to other commission-approved expenditures that are not ongoing expenses. The commission has approved one-time expenditures for the purchase of and consultation regarding association management software, and for expenses related to WICHE's impending office move (WICHE's current lease expires September 30, 2004). Myers reported that some of the designated expenditures approved last year were not spent and that the FY 2003 budget proposes carrying forward these anticipated expenses. The FY 2003 budget includes the addition of a one-time expenditure for WICHE's 50th anniversary activities. [NOTE: The expenditure for WICHE's 50th anniversary activities (pages 177-179 of the agenda book) will be acted on later during this commission meeting.] WICHE's FY 2003 net general fund operating budget is \$2,022,979 and reserve expenditures are \$203,979, resulting in a general fund budget reserve of \$247,580.

Commissioner Carlson asked about the reliability of the projections for indirect cost income, particularly as it relates to the Mental Health Program and the states funding for this program. Myers said the projection for indirect cost income in FY 2002 is solid because nine months of the fiscal year have been realized and only three months are projected. Myers said the figure for FY 2003 indirect cost income may actually be more than currently projected. Myers said that Dennis Mohatt, the director of the Mental Health Program and his staff have done a tremendous job of obtaining additional funding for the program's activities, and the program's financial outlook has been improving dramatically. Commissioner Carlson asked about the financial impact on the Mental Health Program when states do not pay their dues. Myers said the program supplements the dues income with grants and contracts.

Carlson asked about the reliability of the figure for the Professional Student Exchange Program (PSEP) support fees and noted the reduction from last year. David Longanecker said the actual PSEP support fee amount is unknown, and the figure is projected to factor in states' tendency to reduce the number of supported students each year. Myers added that this figure is the most uncertain figure in the budget projections.

Commissioner Carlson said the three issues before the Executive Committee – the salary and benefit recommendations, the FY 2003 budget, and the FY 2004-2005 dues increase – cause him concern because of the unstable financial condition of the states. Carlson said the dues increase for FY 2003 was approved during a year when state budgets were stable, but the proposal before the Executive Committee now is a recommendation to increase expenses at a time when state budgets are facing real budget reductions. Carlson said he has some desire to support the proposed salary and benefit recommendations and the FY 2003 budget because these items will be included in a dues increase that has already been approved. Carlson said it is going to be very difficult to explain a dues increase when the states are facing budget reductions.

Commissioner Foxley said when the FY 2003 dues increase was approved the country was not in a recession. Foxley said in Utah state budgets are being cut, along with staff. Foxley said she would like to rethink the FY 2004 and FY 2005 recommended dues increase and explore areas where expenses could be cut.

Commissioner Frost asked if the FY 2003 budget was based on the increase in dues already approved by the commission, and if there was anything in the FY 2003 budget that anticipated a dues increase in FY 2004 and 2005. Longanecker said he believes the only item that would carry forward to those fiscal years would be the increased base for salaries. Myers expressed his concern about the reduction in the level of the reserves for FY 2004 and 2005. Myers said dues increases primarily go toward increases in

staff salaries, health insurance, and office rent.

Commissioner Stivers asked if the states' budgets were in a position to eliminate fees in FY 2004 and FY 2005, how comfortable is WICHE's reserve level and is there a need to begin to build the reserve? Longanecker said he fundamentally disagreed with Myers on the status of the reserves. Longanecker said WICHE is abiding by commission-established policy concerning the reserves. He said if WICHE's reserves are inadequate, then the policy on reserve levels should be reevaluated, and that WICHE's reserves are in excess of the current reserve policy. Longanecker said as long as the reserves are in excess of the policy, he does not agree that more reserves are better and WICHE should not be accumulating reserves while charging the states more dues. Longanecker said the purpose of the organization is not to build reserves; it is to provide a service to the states as efficiently and effectively as possible. Longanecker said there is a legitimate question about whether the 12 percent reserve policy is an adequate level. He said the reserve is not a "rainy day" reserve; it is a "contingency" reserve. Commissioner Frost said WICHE is in a substantially better position than it was three years ago when it was building factors into the budget for which there were not known resources.

Commissioner Hamlett said, based on this discussion as well as the lengthy discussion held during the closed session of the Executive Committee, he would like to make a motion.

COMMISSIONERS HAMLETT/CROFTS (M/S) APPROVAL OF THE FISCAL YEAR 2003 SALARY AND BENEFITS RECOMMENDATIONS AND THE FISCAL YEAR 2003 BUDGET.

Commissioner Carlson said he would support the motion, but he wanted the record to reflect that many of the states have biennial budgets, and if states are unable to meet these commitments, the Executive Committee should be authorized to reevaluate WICHE's FY 2003 budget.

Commissioner Nichols pointed out that the salary and benefit recommendation does not include a cost-of-living adjustment, unlike many of the states; and that the proposed increase would be the only increase WICHE staff would receive.

Commissioner Carlson asked for clarification about Commissioner Hamlett's motion. Vice Chair Ruch said the motion was to approve both the FY 2003 salary and benefits recommendations and the FY 2003 budget as proposed. He further clarified that each state had one vote on the motion.

The motion to approve the FY 2003 salary and benefit recommendation and the FY 2003 budget was approved unanimously. These items will be acted on by the full commission on May 21, 2002 (at tomorrow's meeting).

Vice Chair Ruch announced that the Executive Committee meeting was recessed and would reconvene at 4:00 p.m. on May 20, 2002, to address the remaining agenda items, including the proposed dues increase for FY 2004 and FY 2005.

Minutes (continued)
Executive Committee
May 20, 2002 – 4:00 p.m.

Vice Chair Ruch called the meeting of the Executive Committee to order.

**Action Item
WICHE Dues for FY 2004 and 2005**

The action item to establish the WICHE dues for the FY 2004-2005 biennium (pages 59-61 of the agenda book) recommends that dues be increased from \$103,000 in FY 2003 to \$107,000 in FY

2004, and increased to \$111,000 in FY 2005.

Commissioner Carlson proposed the dues for FY 2004 be set at \$105,000 and the dues for FY 2005 be set at \$108,000. Carlson said it is known that Colorado has a higher cost-of-living than many other WICHE states and this, coupled with the nationally experienced inflationary cost of healthcare, would be explainable to state legislatures. Commissioner Carlson said these facts, along with the proposed decrease in the amount of future dues, would make the WICHE package more palatable to the states' legislatures. Carlson said the Executive Committee should revisit the dues proposal in November, recognizing that the states will have a clearer idea of state economies and be better prepared to evaluate the proposal. Carlson said in November, the Executive Committee would be in a better position to recommend an additional increase in dues or to recommend a freeze on dues.

Commissioner Crofts asked about the rationale for establishing the proposed dues increase. Myers said the FY 2003 salary and benefit package and the increase in office rent is approximately \$60,000. The proposed dues increase is \$4,000 per state or \$60,000 total. In FY 2005, WICHE will move its offices and experience significant costs. In FY 2003, funds have been earmarked to include some of those FY 2005 costs. Myers said without a dues increase in FY 2004 and FY 2005, it will be difficult to set aside any funds for the office move, and the full cost of the move will need to be funded in FY 2005.

Longanecker said he understands the dilemma many of the states are facing, with no salary increases and staff reductions. He said the recommended dues increase is a modest inflationary increase to provide for salary increases, benefit cost increases, and increases for office rent. He said the numbers that Commissioner Carlson has proposed would still allow WICHE to cover its uncontrollable expenditure items, but it would not provide much for salary increases in subsequent years. He said Carlson's proposed numbers would allow WICHE to tread water. Longanecker said in the coming year, he may propose staff reductions rather than no salary increases.

Commissioner Rawson said after 20 years in the legislature he has experienced a cyclical budget crisis in the Western states every eight to 10 years. This year, the country has experienced a terrorist crisis. Rawson said if the commission goes into a crisis management mode with freezing and cutting in response to that crisis, the desired effect will have been accomplished. Higher education issues are the strength of the country. Rawson said a \$2,000 adjustment for Nevada would be insignificant and he proposed leaving the proposed dues increase at the recommended level. He said a reduction of \$2,000 per state for WICHE, however, could be detrimental to the organization; it would be prudent for the Executive Committee to approve the increase as proposed.

Commissioner Blessing said she supports a modest dues increase. In Arizona, budget deficits have been experienced for two years in a row and salary increases are at a \$1,450 flat rate for each employee. The PSEP program dollars have been cut by 11.3 percent and that equals 11 student positions. Blessing said she has a high regard for the WICHE program and she will be supportive of a modest dues increase.

Commissioner Stivers said in Idaho, deductibles and copays have been increased to cover the increases in the cost of health insurance, salary increases have been frozen, and many agencies are laying off staff (in his office 20 percent of the staff have been laid off). He said restrictions have been implemented for purchasing and staff promotions/adjustments of any kind. Stivers said in Idaho, even small dollar amounts mean a lot.

Commissioner Twiford said Wyoming had a successful year, with community colleges and the university receiving a 12 percent increase for the biennium. Wyoming's success is related to the stable condition of prices/demand for oil and gas. Twiford said Wyoming would be able to support a dues increase.

COMMISSIONER CARLSON/BLESSING (M/S) THE FY 2004 DUES BE SET AT \$105,000, THE FY 2005 DUES BE SET AT \$108,000, AND THAT THE EXECUTIVE COMMITTEE REVISIT THE DUES PROPOSAL IN NOVEMBER.

Commissioner Frost asked if the Executive Committee had the authority to revisit the budget. Commissioner Carlson said the Executive Committee would be meeting in the interim and they would be able to recommend action to the commission. Commissioner Crofts asked Carlson how he calculated the amount of the proposed reduction in the dues increase. Commissioner Carlson said he was considering one-half of a percent of the proposed increase. Marv Myers said the proposed reduction in FY 2004 is 1.94 percent and in FY 2005 it is 2.86 percent. Commissioner Crofts asked what the percent difference is from \$103,000 to \$107,000 and from \$107,000 to \$111,000. Myers said it is 3.88 and 3.74 percent respectively.

Commissioner Nothing said WICHE would be backing itself into a corner with the reduction in the dues increase and the known cost increases. Nothing questioned the reserve level. Longanecker said the mandatory level for reserves is \$242,757 in FY 2003 and that it is important to also note the line items for dedicated reserves. Nothing said in North Dakota, the state examines its projected economy in order to make fiscal decisions, and it would be difficult to consider economic projections for the 15-state region. Nothing asked if the decision to set the dues was critical at this time. Longanecker said most state agencies require the figures by August/September.

Commissioner Crofts said he was struck by the notion of setting the WICHE dues by a state's ability to pay because, ironically, when the states have prospered WICHE has not benefited by an additional dues increase. Crofts said the original dues increase seemed well justified and he would support the original proposed level.

Commissioner Nothing said \$4,000 isn't going to break any state budget, but it might break WICHE. Nothing said perception is a problem in North Dakota, when the state is approving 2 percent salary increases and WICHE is proposing 4 percent increases.

Commissioner Gienapp said he could support the reduced level of dues increase, but he would prefer the original proposal because smaller incremental increases are more readily justifiable than potentially playing catch up a few years from now with a 12 percent dues increase.

Commissioner Frost said it is very important that WICHE not get into the difficult budget position of years past; this is what led to the large dues increase in FY 2001-2002. Frost said WICHE has a very small budget, and \$60,000 is more critical to WICHE than \$4,000 is to the states. He said WICHE's value to the states remains constant; its services are not being reduced. He said New Mexico is inclined to vote for the reduced level, but would rather support the original proposal.

Commissioner Carlson said perception is important and it is a part of the process of getting the dues approved in Washington. The fiscal chairs in the house and senate and the governor's higher education officers need to know a substantial effort has been made to reduce costs. In Washington, higher education did not receive an increase. The budgets for all agencies in Washington will be submitted in October, and the state would be better prepared to evaluate an additional dues increase in November.

Commissioner Carlson called for the question; Vice Chair Ruch called for the vote.

COMMISSIONER CARLSON/BLESSING (M/S) THAT THE FY 2004 DUES BE SET AT \$105,000, THE FY 2005 DUES BE SET AT \$108,000, AND THE EXECUTIVE COMMITTEE REVISIT THE DUES PROPOSAL IN NOVEMBER. The motion passed with four no votes (MT, NV, SD, and WY) and one absent state (CA).

Discussion Item WICHE's Minimum Reserve Level

During its February conference call meeting, the Executive Committee requested this agenda item to explore the notion of a "rainy day" reserve fund to help WICHE weather lean years and to reexamine the minimum reserve level. Longanecker said, unlike the states that must cover large, uncontrollable

expenses, WICHE should be able to budget and change the nature of its operations without a rainy day fund. Longanecker said WICHE should have a reserve policy with an adequate reserve level.

Commissioner Rawson asked about the current reserve policy. Longanecker said WICHE's rationale for having an adequate reserve is in case a revenue stream is breached or if an uncontrollably catastrophic expense is experienced.

Commissioner Blessing said now is not the right time to consider raising the minimum reserve level and she would like to have this discussion item tabled until fiscal times are better.

Commissioner Frost said the review of the reserve level should include a review of insurance levels for catastrophic loss and legal fees. Longanecker said WICHE is pretty well covered for these items.

Commissioner Carlson said he supports tabling the reserve level discussion, and is concerned about reaching a decision concerning the office building for FY 2005. Longanecker said it is important for WICHE to build up an office building reserve for maintenance and repair in the future. Longanecker said this fund would be proposed to the commission next year, depending on the fiscal outlook. Longanecker said FY 2003 will not be a difficult budget year, but FY 2004 and 2005 will be especially difficult. Longanecker said it is important to note the items in the dedicated reserve fund and, if necessary, a revision to the budget would be sought to reallocate these funds.

Vice Chair Ruch said the officers are working with staff as a subcommittee of the Executive Committee on the future office facilities for WICHE.

Information Item Developing a National Technical Assistance Center for Older Adult Mental Health Services

The WICHE Mental Health Program is seeking a \$1.4 million grant from the Substance Abuse and Mental Health Services Administration (SAMHSA) to establish a national technical assistance center for older adult mental health services (see attachment 1 for details). The Mental Health Program's activities are overseen by the Mental Health Oversight Council (MHOC). MHOC was established by the WICHE Commission to assure the program's activities were being monitored by mental health professionals.

Other

Commissioner Frost requested that an acknowledgement of Tad Perry's loss of his father be made on behalf of the commission.

The meeting adjourned.

Information Item Developing a National Technical Assistance Center for Older Adult Mental Health Services

The Challenge

The WICHE Mental Health Program proposes to develop a multi-institutional collaborative technical assistance center focused on mental health services for older adults (age 65+). The center would facilitate a unique partnership and knowledge exchange between researchers, public mental health policy and practice, and consumers and family members to promote system improvement and the adoption of science-based innovation. To facilitate this project, WICHE is seeking a \$1.4 million grant from the Substance Abuse and Mental Health Services Administration (SAMHSA).

Background

In May 2002, the SAMHSA-Center for Mental Health Services issued a Guidance for Applicants (GFA) for Targeted Capacity Expansion: Meeting the Mental Health Services Needs of Older Adults (GFA No. SM 02-009), with applications due by June 19, 2002. The purpose of the grant program is to increase service capacity for older adults with mental health needs. Two strategies are being employed by SAMHSA-CMHS to achieve its desired outcome: 1) the provision of \$3.6 million for the funding of up to nine (9) expansion grants to help communities provide services and build the necessary infrastructure to support expanded services to older adults with mental health needs; and 2) the provision of \$1.4 million to support one (1) national technical assistance center focused on the growing and diverse mental health needs of older persons.

The TA Center will have specific tasks and areas of focus:

1. Synthesize knowledge and disseminate a knowledge base to support mental health outreach, prevention, early intervention, assessment, and treatment services to older adults.
2. Serve as a resource to the nine "Group I" awardees in this targeted expansion to assist these sites in achieving their program goals, including evaluation and dissemination of program products and findings (e.g., best practices).
3. Identify or construct TA manuals and resources to help providers, administrators, and consumers faithfully implement evidence-based mental health practices for older adults.
4. Document and prepare policy analysis of funding barriers for established evidence-based practices for older adults.
5. Assist in the continuing data analysis, synthesis, transfer, and application of knowledge from the SAMHSA-funded Primary Care Research in Substance Use and Mental Health Practice for the Elderly (PRISMe) study, including the provision of a final public archive of the evaluation database and user's manual from the PRISMe study.
6. Be a resource to stakeholders around the nation who need information about evidence-based services for older adults.
7. Collect data required by the Government Performance and Results Act (GPRA) from each Group I awardee and conduct a cross-site evaluation and analysis using these GPRA data.

The WICHE Vision

The Western Interstate Commission for Higher Education (WICHE) works with its member states to assure access to high quality, efficient, and affordable higher education for all citizens of the West. Founded in 1955, the WICHE Mental Health Program is a collaborative venture with the 15 Western states' public mental health programs. The program's mission is twofold: 1) to assist the states in the improvement of systems of care for persons with mental illness and their families; and 2) to advance the preparation of a qualified mental health workforce in the West.

The National Technical Assistance Center for Older Adult Mental Health Services at WICHE would be developed as a virtual organization with the capacity to integrate the work of its collaborative partners from across the nation and integrate with the work of the PRISMe study. Today is an era of transition for older Americans. The World War II generation is rapidly disappearing, with an estimated 30,000 WWII veterans dying per day over the past half decade. Their children, born before, during, and after the war, are now moving into older adulthood. For the next several decades (2010-2030), this generation of 76 million Americans and their slightly older peers, commonly referred to as the baby-boom generation, will move into older adulthood, eventually accounting for 20 percent of the U.S. population (AoA, 2001). The baby-boom generation population cohort (bubble) has radically changed the face of America throughout its lifespan, with institutions from schools to the workplace changing to meet the demands of this very large group. It is likely their expectations for access, availability, and acceptability of mental health services will cause mental health services for older adults to undergo radical change as well.

The core technical assistance infrastructure would be established within WICHE in Boulder, CO. Activities would be conducted with collaborative entities and individuals, with WICHE providing centralized coordination and monitoring functions. WICHE's Western Consortium for Educational Telecommunication (WCET) will collaborate to develop TA strategies that employ state-of-the-art telecommunications vehicles to ensure maximum access for those seeking assistance. This venture will not only result in the accumulation and exchange of technical expertise with the Group I grantees associated with this Targeted Capacity Expansion by SAMHSA/CMHS but will also enhance the enduring capacity of WICHE and its partners to support older adult mental health services far beyond the term of federal grant support, as has been previously demonstrated in WICHE's collaborative work with the SAMHSA/CMHS-funded National Technical Assistance Center for Rural & Frontier Mental Health Services. The following entities have agreed to support and collaborate in the TA Center:

- University of Southern Maine – Muskie Institute – Center for Healthcare Policy and Research.
- University of Colorado Health Sciences Center.
- Kirksville College of Osteopathic Medicine (Missouri and Arizona campuses).
- NASMHPD - Center for Evidence-Based Practices.
- National Association for Rural Mental Health.

ACTION ITEM

Executive Committee Conference Call Minutes July 24, 2002

Members Present

Tad Perry (SD), chair
Emily Stonington (MT), immediate past chair
Diane Barrans (AK)
Linda Blessing (AZ)
Bill Byers for Bill Kuepper (CO)
Clyde Kodani (HI)
Doris Ching (HI)
Gary Stivers (ID)
Dick Crofts (MT)
David Nething (ND)
Diane Vines (OR)
Don Carlson (WA)
Jenne Lee Twiford (WY)

Members Unable to Attend

Chuck Ruch (ID), vice chair (CA)
Ray Rawson (NV)
Bruce Hamlett (NM)
Bob Burns (SD)
David Gladwell (UT)

Others Attending

Louise Lynch (AZ)

Staff Attending

David Longanecker
Cheryl Blanco
Jere Mock
Marv Myers
Marla Williams

Chair Perry called the meeting of the Executive Committee to order.

Discussion Item

Draft Schedule for November 2002 Commission Meeting

David Longanecker reviewed the first draft schedule for the November commission meeting. He said the overall themes are finance and accountability in higher education. He said that this meeting will launch WICHE's 50th year anniversary celebration. Suggested speakers for each of the sessions were reviewed. An optional meeting at the conclusion of the commission meeting will be offered. It is a planning session with the authors of *Higher Education in the West*.

Chair Perry asked that "What's Up in the WICHE States?" be added to the schedule, and that two of the sessions on finance be combined. Longanecker said the suggestions will be incorporated into the next draft of the meeting schedule. The committee agreed the schedule looked good and the meeting themes were timely.

Discussion Item

WICHE's 50TH Anniversary Celebration

The November commission meeting schedule includes both a lunch and dinner on Monday to begin WICHE's celebration of its 50th anniversary. Longanecker said invitations could be extended to others to attend meal functions at their own expense. He said he is hopeful that Colorado Gov. Bill Owens would be able to speak at the lunch on Monday.

Longanecker said two states have begun to plan their state-level 50th anniversary activities. New Mexico and Montana were the first states to sign the Western Regional Education Compact in 1952. These states want to hold events before the end of the year, and South Dakota is also interested in holding its event before the end of the year.

Jere Mock said that at the May commission meeting an array of activities was approved by the commission. The plan includes regional activities in connection with WICHE Commission meetings in November 2002, May 2003, November 2003, and the state-level events. Mock said she is discussing the possibility of the University of Colorado's involvement in producing a video documentary highlighting the development of higher education in Western states. Mock said if the tape is produced, public television stations would be asked to show the tape throughout the region. Mock said that she and Deborah Jang would be the staff contacts who will be working with the Executive Committee to plan the state-level activities.

Discussion Item

Developing Policy: When Good States Become Delinquent

David Longanecker reported that two of the WICHE states will not be paying their dues in full: California and Colorado. In California, there is a bill before the legislature to pay 50 percent of the dues this year and a commitment to pay the other 50 percent the following year in addition to the full dues for that year. Colorado has indicated that it will pay the dues this year, less 4.5 percent. Colorado's rationale for the 4.5 percent cut in WICHE dues is that this is the same amount the Colorado system of higher education is experiencing and it should be passed along to WICHE. Longanecker reported the Executive Committee would need to consider the impact that the actions of California and Colorado will have on WICHE's budget because the shortfall in dues revenue was not factored into the FY 2003 budget approved in May.

Longanecker said currently WICHE does not have a policy to deal with states that are delinquent in paying dues. Longanecker said the commission should discuss the establishment of a policy for this so it is not being handled on an ad hoc basis. Longanecker referred the Executive Committee to a draft policy statement, as follows:

Delinquent Dues Policy (draft)

WICHE state dues are payable on July 1st of each fiscal year. States that have not paid dues in full by this date will be considered in arrears. WICHE will seek full payment of the dues with the assistance of the WICHE commissioners and other relevant state officials.

Consequences of Nonpayment:

If the debt is not paid by:

- The end of year one (June 30), WICHE will cease to schedule additional meetings in the state.
- The end of year two, WICHE will cease to reimburse travel expenses to any WICHE sponsored meetings by commissioners and constituents from the state.
- The end of year three, interest will be attached to the debt retroactive for the three-year term and noncore WICHE services will be discontinued to the state.
- The end of year five, services to the state will be terminated until the debt is fully repaid with accrued interest.

Marv Myers listed the states that have paid the dues to date (in the order that payment was received): North Dakota, South Dakota, Montana, Utah, Wyoming, Washington, and Nevada. Commissioner Blessing said she would check on Arizona's dues payment. Commissioner Barrans said she would confirm that Alaska's dues payment had been processed. Commissioner Ching said Hawaii's dues payment is consistently late because its appropriations are received late.

Commissioner Carlson said the recognition that nonpayment of dues has a direct impact and consequence for WICHE is an important first step. Carlson said he believes it is important for the

Executive Committee to discuss the delinquent dues policy but it should be voted on by the full commission. Longanecker said he agreed and believes it is important for the Executive Committee to take a position on the policy and bring that position to the full commission. Longanecker reported that California had become delinquent in paying dues in 1992-93 and that the matter was handled at the staff level. This created hard feelings among those involved. Longanecker said it is important that the full commission be behind any policy concerning this matter.

Commissioner Blessing suggested the first line of the policy should be changed to allow for payment after July 1. Longanecker said the first bullet does suggest that states are not considered in arrears until after July 1 of the following year. Commissioner Carlson said recognizing the fiscal constraints in the states he supports this leniency. Commissioner Nething asked if a separate policy concerning states that do an across-the-board cut like Colorado should be considered. Nething said the way the policy is written, states are expected to make up the shortage in a future year. Longanecker said a separate policy about this had not been considered because WICHE is a membership organization that provides services at a set price. He said that commissioners could certainly consider a separate policy. Longanecker stated that Colorado's cut was not an across-the-board cut for all state agencies but rather a cut for higher education. Commissioner Byers said Colorado supports the draft policy and believes it is a good start for addressing the issue. Byers said it is Colorado's intention to make up for the shortfall in dues payment at some future date. Longanecker said the draft policy would allow states to make up dues and the penalties states would experience would be incremental. In year two, travel expenses would cease to be reimbursed and this amount could be credited to a states dues payment account if commissioners attended meetings at their own expense. Longanecker said states have found ways to pay the dues in full and sometimes this has meant taking funds away from the Professional Student Exchange Program. Marv Myers said in the past other states have made cuts like Colorado. He said New Mexico consistently shaves a small portion off of the payment and makes this up within the same fiscal year. Longanecker said he would not want WICHE to become too relaxed about dues payment and that states should be expected to pay the full amount. Commissioner Vines said she agreed because she was a California commissioner during the time when California was in arrears.

Longanecker suggested that he rework the policy and bring it back to an Executive Committee conference call meeting before the November commission meeting. Chair Perry said WICHE should take a business approach to this and that he would suggest the first two penalties be switched so that nonreimbursement of travel expenses would occur in the first year of the state's delinquency. Commissioner Barrans said this could lead to states not participating in WICHE meetings and may diminish WICHE's value to these states.

Commissioner Nething asked about other regional organizations and how they deal with states that are delinquent in paying dues. Longanecker said he does not know the answer to this question and will look into it.

Chair Perry said staff will rework the policy and present it to the Executive Committee at the October 1 conference call.

Dues Deficit and FY 2003 Budget

David Longanecker said if California's deficit is 50 percent of the FY 2003 dues, he would propose deferring an item from the dedicated reserves to make up for the temporary shortfall. He said Kent Briggs, of the Council of State Governments-West, has been helpful in providing WICHE and others with updates concerning California's budget situation. Longanecker said Colorado's deficit may be different, depending on its intent to make up the deficit. Longanecker said while final figures are unavailable, it appears that the FY 2002 budget will end up better than projected last May and any improvement could be carried forward to FY 2003. Longanecker said if this is the case, no cuts would be necessary. Chair Perry said this approach made sense and others agreed. Longanecker said a budget update will be provided during the August Executive Committee conference call meeting.

Discussion Item

WICHE's Role in the Higher Education Reauthorization Act

David Longanecker said it would be useful for WICHE to establish a policy about federal issues that come forward from time to time. He said increasingly he is receiving requests from national organizations asking WICHE to take positions on federal initiatives. Longanecker said he would appreciate direction from the commission concerning procedure. Longanecker said WICHE's purpose is not to be a lobbyist for the West at the federal level, and if it were, it would need to change its legal status because 501(c)3 organizations are limited in participating in these activities. Longanecker said there are occasions where it is appropriate for WICHE to advocate for issues unique to the West. Longanecker referred the committee to the discussion item (attachment 1) for a list of potentially appropriate activities such as:

- The distribution (by formula) of federal funds, because the distribution may or may not favor the unique and exceptional growth in higher education occurring in the West.
- Regulation of technology-mediated instruction because of our substantial involvement in this issue through WCET and other venues.
- Issues with respect to persistence and completion because of its particular relevance in statewide strategic plans throughout the West.

Longanecker said he is proposing that the responsibility for developing such responses be vested with the executive director, under direction from the officers, because the timeliness of such responses is often paramount to communicating effectively in this arena. The Executive Committee agreed with Longanecker's proposal. Commissioner Ching said David Longanecker's leadership has advanced WICHE's goal to become a larger player in federal issues that uniquely affect the West.

Report

Legislative Advisory Committee Meeting of July 19, 2002

Jere Mock thanked the Executive Committee members for their assistance in getting legislators appointed to WICHE's reactivated Legislative Advisory Committee. Mock said there was a high level of participation at the July 19, 2002, meeting of that committee in Lake Tahoe. Mock said there were 22 legislative participants at that meeting. WICHE commissioners who are also legislators attended (Don Carlson, Ryan Deckert, David Gladwell, David Nething, and Emily Stonington). Mock said economic reports from the states were troubling and that FY 2003 will not be nearly as dire as FY 2004, due to the reallocation of other funds to make up for unexpected expenses in FY 2003. Mock said Jane Wellman of the Institute of Higher Education Policy presented a report she has produced, called "The Double Whammy." Wellman's paper discusses increasing fiscal pressures in the states, rising enrollments, and changing demographics. Mock said the presentation was excellent and would distribute Wellman's presentation to interested commissioners.

Mock said the Legislative Advisory Committee meeting was held in connection with the Council of State Governments-WEST (CSG-WEST) annual meeting. She said approximately 70 people attended the WICHE breakfast. Longanecker presented his "What's Up in the West?" paper, similar to the presentation he gave at the May commission meeting. Mock said both the WICHE breakfast and the Legislative Advisory Committee meeting were very effective and helped WICHE strengthen its relationship with key legislators in the region.

Commissioner Carlson said he particularly liked Wellman's presentation because it described the continued dilemma of reduced funds for higher education coupled with increased enrollment. Commissioner Stonington said Wellman's presentation gave legislators a sense of the complexity of this issue, something that very few legislators understand. Longanecker said WICHE polled the Legislative Advisory Committee about its next meeting. He said while it is clear that connecting to the CSG-WEST

annual meeting draws more legislative participation, it is also clear that WICHE should not hold the next meeting in connection with CSG-WEST because that meeting will be held in Hawaii. Chair Perry reported that North Dakota and South Dakota are not members of CSG-WEST. Longanecker said it makes sense for WICHE to hold the next meeting of the Legislative Advisory Committee around the WICHE Commission meeting in May. Commissioner Nething said the meeting should focus on what legislators need to know about higher education involving area institutions. Nething said these presentations tend to go over the heads of legislators; legislators need to know about the big picture – how important higher education is to their states' economic and cultural future. Nething said presentations such as these are more effective at the beginning of the legislative session. Longanecker said individuals involved in higher education sometimes take for granted that others are as involved and he appreciates Nething's suggestion. Mock said Barbara Cegavske of Nevada is heading up the CSG-WEST Legislative Academy and she has spoken to her about WICHE presenting as part of the academy program. The Legislative Academy is designed for freshmen legislators, and this would help them better understand the role of higher education. The next Legislative Academy will be held in early December just prior to the start of the legislative session. Longanecker thanked the committee for its input.

Announcements by Chair Perry

Evaluation of the Executive Director

Chair Perry said a thorough review of the executive director will be conducted beginning with the November 2002 commission meeting and carrying through to the May 2003 commission meeting. This period includes WICHE's 50th anniversary, and while WICHE activities are being held in the states, it will give the states an opportunity to comment on the effectiveness of the executive director and the organization. Chair Perry said he and Longanecker would develop a process to present to the Executive Committee at their October conference call meeting and an evaluation process should be ready for the full commission at the November meeting.

Nominating Committee

Chair Perry announced that several commissioners have agreed to serve on the Nominating Committee to select the nominee for vice chair of the WICHE Commission for 2002-2003. Chair Perry announced that Diane Vines (OR) will serve as chair of the Nominating Committee, and the following commissioners will serve as members of the Nominating Committee: Everett Frost (NM), Carl Shaff (NV), Cece Foxley (UT), and Emily Stonington (MT). Chair Perry said this information along with the process for nominating individuals for the vice chairmanship will soon be shared with all commissioners.

The meeting adjourned.

Discussion Item
WICHE's Role in the Higher Education Reauthorization Act
Prepared by David Longanecker

Background

Periodically, WICHE's support is solicited by other organizations or individuals in support of policy issues being considered within the federal government. Sometimes these issues are so pertinent to WICHE's own goals and objectives that, even if our perspective were not sought, we may believe that it should be shared. Many federal issues revolve around access and accountability within higher education, so there are often close linkages between the federal interest and those of WICHE. Yet to the best of my knowledge, there is no clear guidance or policy within WICHE about how the organization should respond to such policy initiatives.

As reauthorization of the Higher Education Act, currently scheduled for 2003, becomes more of a focus of federal attention; and as the federal budget for higher education becomes constrained by limited discretionary funding, there will be ample opportunity for WICHE to offer its perspective on such issues. It would be helpful to me, particularly given my history as a federal official, to have some policy guidance on how WICHE should respond to federal issues. To that end, I propose the following prospective policy for WICHE's consideration.

Proposed Policy

WICHE should be quite parsimonious in becoming involved in federal policy discussions. WICHE should pursue only issues that are central to WICHE's mission of assuring high-quality postsecondary education to the citizens of the West and that relate to specific projects or activities included in WICHE's workplan, as approved by the commission. Responsibility for preparing and pursuing WICHE's positions should rest with the executive director, with direction from the officers of the organization.

Ramifications

By requiring only highly targeted involvement in federal policy discussions, there will obviously be circumstances in which other organizations or individuals will believe that WICHE is less involved than it should be. Yet there are numerous national higher education organizations that represent higher education well at the federal level, and WICHE would add little value if it weighed in regularly on federal issues, particularly considering that WICHE does not have a presence in Washington, D.C. Furthermore, WICHE is not a lobbying organization and would have to register as such if it were to pursue a substantial and active federal lobbying role. In practical terms, adopting the posture proposed above would likely mean that WICHE would be unlikely to pursue such issues as increases in Pell Grants or other programs, in general, because such issues would not be "uniquely Western." On the other hand, WICHE might weigh in on issues such as: (1) the distribution (by formula) of federal funds, because the distribution may or may not favor the unique and exceptional growth in higher education occurring in the West; (2) regulation of technology-mediated instruction because of our substantial involvement in this issue through WCET and other venues, and/or (3) issues with respect to persistence and completion because of their particular relevance in statewide strategic plans throughout the West. I am proposing that the responsibility for developing such responses be vested with the executive director, under direction from the officers, because timeliness of response is often paramount to communicating effectively in this arena.

ACTION ITEM

Executive Committee Conference Call Minutes August 29, 2002

Members Present

Tad Perry (SD), chair
Chuck Ruch (ID), vice chair
Diane Barrans (AK)
Linda Blessing (AZ)
Robert Moore (CA)
Bill Kuepper (CO)
Clyde Kodani (HI)
Doris Ching (HI)
Ray Rawson (NV)
Bruce Hamlett (NM)
David Nething (ND)
Diane Vines (OR)
Bob Burns (SD)
David Gladwell (UT)
Don Carlson (WA)
Jenne Lee Twiford (WY)

Members Unable to Attend

Emily Stonington (MT),
immediate past chair
Gary Stivers (ID)
Dick Crofts (MT)

Others Attending

Louise Lynch (AZ)

Staff Attending

David Longanecker
Cheryl Blanco
Sally Johnstone
Karen Middleton
Jere Mock
Marv Myers
Marla Williams

Chair Perry called the meeting of the Executive Committee to order.

Announcements

- Chair Perry congratulated David Nething for the Council of State Government's recognition of North Dakota for their roundtable work.
- David Longanecker welcomed newly appointed California commissioner, Robert Moore.

Action Item

Mentoring the Creation of a National "Virtual K-12" Organization

Sally Johnstone said WCET was asked to host a two-year planning grant by the William and Flora Hewlett Foundation to support the launch of a national K-12 e-learning association. WCET would serve as the fiscal agent and mentoring organization for the new, national nonprofit organization that would facilitate collaboration, advocacy, and research to enhance quality K-12 e-learning (see attachment 1).

Commissioner Ching asked about the project's budget and its impact on WICHE. Johnstone said the project funds would be managed through WICHE and WICHE would receive indirect income from the grant. David Longanecker said this activity would be fully supported by grant funds. Commissioner Kuepper asked about the figure for indirect costs, noting that this figure is not consistent for all proposals. Johnstone said the William and Flora Hewlett Foundation has a 10 percent cap for indirect on this grant.

Commissioner Carlson asked about the relationship and cooperation between the new K-12 organization and existing state groups. Karen Middleton said the new, national organization would fill a gap that would assist leaders of state-level initiatives.

COMMISSIONERS HAMLETT/CARLSON (M/S) APPROVAL TO SEEK, RECEIVE, AND EXPEND FUNDS FROM THE WILLIAM AND FLORA HEWLETT FOUNDATION FOR A GRANT TO SUPPORT THE LAUNCH OF A NATIONAL K-12 E-LEARNING ASSOCIATION. The motion passed unanimously.

Action Item Planning a Center for Transforming Student Services

Sally Johnstone said the action item (attachment 2) requests permission to seek funding to develop tools and resources to assist institutions in using technology solutions to provide more effective and efficient student services. The new planning grant would allow WCET to continue current efforts in this arena conducted under the LAAP project. The new project would lay the foundation for a Center for Transforming Student Services, and provide WCET with tools and resources to support institutions in the redesign of new technology-enabled student services. The existing LAAP project concludes at the end of 2002.

Johnstone said since the budget for the new planning project is estimated at \$400,000, it exceeds the WICHE Commission's pre-approved amount of \$100,000 for WCET projects (commission approval for projects under \$100,000 for WCET is not required), and approval is now being sought. David Longanecker added that the project activities are included in the commission approved workplan for 2002-2003.

Commissioner Carlson asked about the amount of the proposed indirect cost income. Longanecker said 15 percent is WICHE's standard rate for indirect costs, and when this amount is limited by a foundation or other funding source, WICHE will determine whether or not it is worth accepting less indirect to carryout a project.

Commissioner Burns asked if software had been developed that could be used for this project. Johnstone said WCET is working with institutions and SCT, a software developer, to identify institutional needs for software, but it has not yet been developed.

Commissioner Ching asked about the timeframe for the project and if alternatives were in place should grant funds not be received. Johnstone said the alternative to getting funding for this project is that WCET will lose staff with expertise in this area, and current funding expires at the end of the calendar year.

Commissioner Carlson asked about evaluation of the project's success. Johnstone said there is a strong evaluative component to the project.

COMMISSIONER NETHING/VINES (M/S) APPROVAL TO SEEK, RECEIVE, AND EXPEND FUNDS TO PLAN FOR THE ESTABLISHMENT OF A CENTER FOR TRANSFORMING STUDENT SERVICES, AND TO SEEK ADDITIONAL FUNDS FOR THE ESTABLISHMENT OF THE CENTER. The motion passed unanimously.

Discussion Item Draft Schedule for November 2002 Commission Meeting

David Longanecker said this draft of the November 2002 commission meeting schedule is similar to the first draft but incorporates suggestions generated during the July Executive Committee conference call meeting. An invitation to speak at the meeting has been sent to Colorado Governor Bill Owens. The governor's staff will confirm his participation four to six week prior to the meeting.

Commissioner Burns asked about extending invitations to former WICHE commissioners and others for WICHE's 50th anniversary dinner. Longanecker said he did intend to invite others to participate at their own expense.

Following the conclusion of the commission meeting, an optional symposium has been scheduled with the authors of chapters of a book-in-progress about the history of Western higher education (WICHE originally initiated this project but transferred oversight to Les Goodchild, a professor from the University of Denver). Commissioner Rawson said if the chapter authors develop PowerPoint presentations these could be useful as part of presentations to state legislators. Longanecker said some of this material might be incorporated into products developed as part of WICHE's 50th anniversary celebration (to be discussed later during this conference call meeting).

Information Item WICHE's General Fund Budget Final Summary for FY 2002

Marv Myers reported WICHE's FY 2002 budget ended in better condition than was anticipated at the May commission meeting. He said the reason for this improvement was an increase in revenue and a decrease in expenses over original projections. The increase in revenue was due to increased activity on grants and contracts generating indirect cost income for WICHE. Overall, the FY 2002 budget realized a \$35,056 increase in reserves over original projections.

Commissioner Carlson asked about the substantial amount for the Doctoral Scholars shortfall. David Longanecker said WICHE had anticipated receiving \$35,000 from Atlantic Philanthropic Services (APS). In anticipation of receiving APS funding, WICHE incurred expenses. The Doctoral Scholars Program has since been shut down. Funds are being sought from APS to recover these expenses and to continue the work of the Doctoral Scholars Program. The proposal to APS requests approximately \$300,000, and APS has suggested that funding is likely.

Dues

David Longanecker said he may need to request an adjustment to the FY 2003 budget approved in May because of anticipated dues payment shortfalls in California, Colorado, and New Mexico. California proposes paying 50 percent of its dues this year and making up the other 50 percent next year; however its budget has not been approved. Colorado's dues payment is expected to be cut by 8.5 percent, and New Mexico's dues payment was short by approximately \$200. With the uncertainty about California's dues payment, it is difficult to determine what adjustments, if any, will need to be made to WICHE's FY 2003 budget.

In October, the Executive Committee will review a second draft of a WICHE policy concerning states that are delinquent in dues payment. In November, the full commission will take action on this policy.

Information Item WICHE's 50TH Anniversary Celebration

Jere Mock reported that seven states have decided when their 50th anniversary event will take place. Mock said it would be helpful to set the dates in the remaining eight states. Each state will be given \$2,500 to assist with expenses for its event. States with plans in place are having breakfast or lunch events while their legislatures are in session. Utah's event will be held in connection with WICHE's May 2003 commission meeting in Salt Lake City. Mock said in addition to the state-level activities, other anniversary events will be held in connection with the November 2002, May 2003, and November 2003 WICHE Commission meetings. In addition, a proposal has been submitted to KRMA, a Denver area public television station, to develop a documentary to review: 1) the development of higher education in

the West over the past 50 years; 2) higher education's contribution to the West's social, cultural, and economic strengths of the region; and 3) WICHE's role in this process.

Commissioner Blessing asked if David Longanecker planned to attend the state-level events. Longanecker said he would attend these events (or not) depending on the wishes of the states.

Commissioner Carlson said he had asked for a list of previous WICHE commissioners for Washington State. Longanecker said work is underway to develop lists of previous WICHE constituency groups for each state, such as former WICHE commissioners, Professional Student Exchange Program participants, and others. Mock reported that 10 of the state lists have been completed and all will be distributed soon.

Information Item

WICHE National Technical Assistance Center for Older Adult Mental Health Services

David Longanecker reported that WICHE's Mental Health Program appears to be a strong candidate for a grant from the U.S. Dept. of Health and Human Services–Substance Abuse and Mental Health Services Administration to establish the National Technical Assistance Center for Older Adult Mental Health Services. Funding notification is expected the end of September.

Longanecker announced that Dennis Mohatt, director of WICHE's Mental Health Program, had been appointed to serve as a resource consultant to the rural subcommittee of President George W. Bush's New Freedom Commission on Mental Health. He will assist the subcommittee in developing recommendations designed to improve rural mental health resources.

Information Item

WICHE Legislative Advisory Committee 2002 Meeting Summary

A summary of WICHE's Legislative Advisory Committee meeting held in connection with the Council of State Governments–WEST meeting on July 19, 2002, was attached as part of the agenda material for the Executive Committee conference call.

David Longanecker reported excellent participation at the WICHE legislative breakfast also held at the Council of State Governments–WEST meeting. Longanecker said most states are in grave financial situations and that it appears this condition may continue for a couple of years. Commissioner Carlson said a number of presidents in Washington have indicated a financial crisis in higher education. He said it appears that higher education in Washington will not be able to carry on with its existing funding and that additional funding will be necessary. Carlson asked Longanecker if WICHE would be able to make recommendations to the states concerning the condition of higher education's finances. Longanecker said the policy discussions planned for the November commission meeting should prove to be helpful to the states. Commissioner Burns said many of the states are increasing tuition and fees to offset budget shortfalls, and he believes WICHE should assess this approach as it relates to student access. Longanecker said WICHE's current project funded by The Lumina Foundation focuses on this topic. Commissioner Carlson said states are increasing out-of-state tuition and WICHE, as a regional organization, ought to explore issues around regional tuition. Commissioner Nething said North Dakota has completed its institutional budget process and the institutions have been informed that there will not be additional funding available during the next interim and perhaps longer. Longanecker said WICHE might be able to get involved through training sessions for new legislators that are conducted by other organizations. He said WICHE might be able to interject a higher education theme to these legislative training sessions. Longanecker said another potential role for WICHE could be to examine the different state responses to these issues. He said this information would be important for legislators and governors as they begin this year's legislative sessions.

Other

The "Pathways to College" project will hold a regional meeting on September 16-17, 2002, in Albuquerque, NM, to explore issues around K-12/postsecondary articulation. Cheryl Blanco said registrations have been received by 115 individuals, representing all of WICHE's states and Texas.

The meeting adjourned.

ACTION ITEM

Mentoring the Creation of a National “Virtual K-12” Organization

Summary

This project responds to the need for a national resource for the rapidly developing field of K-12 e-learning. The Western Cooperative for Educational Telecommunications (WCET) has been asked to host a planning grant to support the launch of a national K-12 e-learning association. This association would eventually form an independent, national 501(c)3, nonprofit organization “to facilitate collaboration, advocacy, and research to enhance quality K-12 e-learning.” WCET would serve as the sponsoring agency, and would guide and support the new association through its early development stages.

Background

WCET served as a co-host to a recent national Virtual High School Summer Institute along with the University of California College Prep Initiative, which is led by WICHE Commissioner Francisco Hernandez. The institute was sponsored by the William and Flora Hewlett Foundation.

More than 50 national leaders in virtual secondary education were in attendance. This meeting was the culmination of nearly two years of work by leaders in the virtual K-12 setting, with calls for a separate organization to better serve the needs of this rapidly growing arena. At the request of the Hewlett Foundation, WCET has remained involved in this process and has been asked to serve as a mentor organization to sponsor the launch of a new national organization.

The purpose of the meeting was to determine the interest and viability of this national association. There was strong and solid support demonstrated at that meeting, and a planning committee was created to move the process forward. This proposal is culmination of those planning efforts and the work done at the summer institute.

Relationship to WICHE’s Mission

The project supports WICHE’s mission to increase access to higher education by increasing access for underserved populations to college preparation courses at the secondary level.

Project Goal

The goal is to develop and launch an independent, nonprofit organization to serve the needs of K-12 e-learning on a national level.

Project Objective

The use of technology to serve K-12 students is a recent development in education. Nationally, it is a rapidly growing arena with few organized resources that serve this audience.

Although the planning committee for this organization has not agreed upon the audience they intend to serve, the composition of the group reflects the leadership of the virtual K-12 community, comprised of program directors, principals, and administrators. There is no existing national organization designed to address or serve their particular set of needs.

Virtual K-12 leaders face common issues as they build and grow online programs. Those shared challenges include: teacher training, curriculum and course development, the need for research and best practices, strategies for student performance, and the delivery of student services, financing, and public policy.

Principal Project Activities

This two-year project will create a new national organization. A table of project activities and outcomes is attached.

Budget

The total budget for the two-year project will be approximately \$350,000. WICHE's indirect income will be about \$35,000.

Action Requested

Approval to seek, receive, and expend funds from the William and Flora Hewlett Foundation for a grant to support the launch of a national K-12 e-learning association.

ACTION ITEM

Planning a Center for Transforming Student Services

Summary

This planning project would continue the work of the Western Cooperative for Educational Telecommunications' (WCET's) LAAP project, "Beyond the Administrative Core: Creating Web-Based Student Services for Online Learners." Building on what we have learned in that project, we propose to develop tools and resources to assist institutions in using technology solutions to create new more effective and efficient student services. This work is envisioned as a precursor to a multi-million dollar project that would establish a Center for Transforming Student Services. Through the center, WCET would further expand its research and writing on best practice models in online student services, manage a grant program that would provide specific assistance to grantee institutions ready to use technology to improve their services, develop a one-stop searchable Web site featuring a broad collection of electronic student services resources, and provide several communication tools to enhance the sharing of information on technology-enabled student services among institutions.

Background

In the LAAP project, WCET worked with three institutions and a corporate partner to design new Web-based academic advising, orientation, and tutoring services. These new services, customized and personalized for the individual student, are designed to improve student success and retention and to provide staff with the types of tools and information they need to better serve students. Through this project, WCET identified methodologies that help institutions, regardless of their size or mission, to understand the best ways of using technology to reinvent their services.

Relationship to WICHE's Mission

Good student services such as academic advising, orientation, tutoring, and library services are essential to a student's academic success. Although traditional students have access to these services on campus, a growing population of part-time and distance students have limited or nonexistent access. With the current estimate of 2.25 million students studying online at U.S. colleges and universities, it is imperative that institutions find ways to service these students. Moreover, all students expect to access many services over the Web. By using well-designed technology solutions, institutions can better serve both the on and off campus populations. Thus, this project supports WICHE's mission to improve access to quality higher education.

Project Goal

The goal is to serve the needs of institutions seeking to use technology to improve and expand access to their student services.

Project Objective

The project will build upon the work of WCET to create awareness about the needs of all students for access to good student services. It will help institutions rethink the ways services are provided and how technology can be used to integrate them in ways that will provide higher quality and more efficient service. It will also make software developers aware of institutional needs in selected areas of student services.

Principal Project Activities

During this planning project, WCET will develop the plans and initial services to be provided by the Center for Transforming Student Services. Activities will include:

- Developing the tools and resources to assist institutions in determining their readiness to design more effective and efficient student services enabled by technology. Additional tools based on the LAAP methodologies will help institutions envision and plan new services designed from the student's point of view and customized and personalized for the individual student via the use of technology.
- Expanding the current Web site collection of best practice models of electronic student services and developing plans for a new database driven site that will allow users to search in a variety of ways for best practice models, guidelines for new online services, and a plethora of other resources related to electronic student services.
- Developing plans for a monograph series on selected aspects of electronic services along with several communication strategies to facilitate institutions' sharing of information and advice on the use of technology in delivering student services.
- Designing a multiyear grant program with workshops and facilitation services to be provided by WCET to grantee institutions ready to develop new services with measurable outcomes.
- Continuing the highly successful Webcast series, begun in the LAAP project, featuring a different aspect of electronic student services each month.

Anticipated Project Outcomes

This planning project will lay the foundation for the Center for Transforming Student Services. At the end of the project, we will have tools and resources to support institutions in the redesign of student services along with a plan for a grant program that would allow WCET to provide direct assistance to grantee institutions ready to design new technology-enabled services.

Budget

The total budget for this one-year planning project will be approximately \$400,000. WICHE's indirect income will be about \$60,000.

Action Requested

Approval to seek, receive, and expend funds to plan for the establishment of a Center for Transforming Student Services, and to seek additional funds for the establishment of the center.

ACTION ITEM

Executive Committee Conference Call Minutes October 1, 2002

Members Present

Tad Perry (SD), chair
Emily Stonington (MT), immediate past chair

Diane Barrans (AK)
Linda Blessing (AZ)
Robert Moore (CA)
Doris Ching, 2001-02 (HI)
Clyde Kodani, 2002-03 (HI)
Dick Crofts (MT)
Ray Rawson (NV)
Bruce Hamlett (NM)
David Nething (ND)
Diane Vines (OR)
Don Carlson (WA)

Members Unable to Attend

Chuck Ruch (ID), vice chair
Bill Kuepper (CO)
Gary Stivers (ID)
Bob Burns (SD)
David Gladwell (UT)
Jenne Lee Twiford (WY)

Staff Attending

David Longanecker
Jere Mock
Marv Myers
Russ Poulin
Marla Williams

Chair Perry called the meeting of the Executive Committee to order.

Action Item Policy on State Dues Arrears

David Longanecker reviewed the proposed policy for states in arrears on dues (attachment 1). The proposal was modified from a draft reviewed during the July conference call meeting of the Executive Committee. Under the proposed policy, consequences for nonpayment of the full dues would take effect after one year. WICHE would cease to reimburse travel expenses to any WICHE-sponsored meetings by commissioners and constituents from the state, WICHE would cease to schedule additional meetings in the state, and interest accruing at the rate of inflation would be attached to the state's dues obligation. Commissioners would have opportunities to gain credit toward their state's dues obligation by paying their own travel expenses to attend commission meetings (estimated at \$6,000 to \$8,000 per year). After five years, WICHE services to the state would cease until the state's dues obligation was fully repaid with accrued interest.

Longanecker reported the three states currently in arrears are: New Mexico, owing \$200; Colorado, owing \$8,240; and California, having yet to pay its FY 2003 dues of \$103,000. It is anticipated that California will pay 50 percent of FY 2003 dues and owe the other 50 percent, or \$51,500. Longanecker reported that the exact language approved by the California legislature had not been received, and that California's intent to repay WICHE the other 50 percent was unknown. Longanecker reported that California cut the dues of 12 organizations by 50 percent this year and that WICHE had not been singled out for the dues shortage. Commissioner Hamlett asked for a copy of a letter sent to the State of New Mexico requesting the balance of New Mexico's dues.

The Executive Committee agreed that the policy on state dues arrearages was necessary and appropriate.

COMMISSIONERS CARLSON/BLESSING (M/S) APPROVAL TO ADVANCE THE POLICY ON STATE DUES DEFAULT TO THE FULL WICHE COMMISSION FOR ACTION DURING THE NOVEMBER 2002, COMMITTEE OF THE WHOLE MEETING. The motion passed unanimously.

Information Item A Draft Charge from the Chair to Review WICHE and its Leadership

Chair Perry reviewed the draft charge to review WICHE and its leadership as follows:

WICHE will celebrate two milestones in the next year:

- 1) Its 50th year as an organization providing service to the Western states.
- 2) Its fifth year under its current leadership.

Given this, it is an appropriate time to review the organization and its leadership.

The chairman will ask three commissioners to serve as a special committee to review WICHE and its leadership. The review committee is charged with conducting a review of the WICHE organization and its leadership. The committee should respond to the following:

1. Is WICHE's current work plan relevant to the issues facing higher education in the West?
2. Is WICHE effective in meeting program and policy goals and objectives with current activities?
3. Is WICHE's leadership effective in meeting and contributing to its service to the West?

The review committee will determine methods for seeking input from different WICHE constituencies.

To pursue this task, the review committee will secure the assistance of a consultant who is familiar both with WICHE and with higher education in the West. This consultant will conduct interviews, using the protocol developed by the committee, to secure the perceptions of various WICHE constituencies (commissioners, government leaders, higher education leaders, organizational leaders, and others served by WICHE) about the effectiveness of WICHE and its leadership.

The review committee will report its findings to the Executive Committee.

The Executive Committee agreed that this was a good plan and encouraged that the process get underway.

Information Item Audit Report for FY 2002 – Preliminary Findings

David Longanecker reported that the audit report for FY 2002 had just been received last evening and staff had not had an opportunity to fully review it. He said the auditors made two comments about the A-133 federal audit concerning the Advanced Placement project. One of the comments concerned a disbursement violation which actually occurred in FY 2001 but continued into FY 2002 and therefore was reported in FY 2002. This comment concerned a premature payment to the State of Hawaii. The funds were subsequently returned to WICHE after a two to three month period occurring over the FY 2001 and FY 2002 audit periods. The other comment concerned the timeliness of quarterly reports to the federal government about the project's progress. The auditor's "comments" are not considered "material comments" (or very serious infractions). The auditors did not disallow any payments and found WICHE's financial statements to be "clean." Longanecker said the full audit report will be presented to the Executive Committee at the November meeting.

Information Item Draft Schedule for November 2002 Commission Meeting

Longanecker reported that the only significant change in the November meeting schedule was that Harold Enarson declined his invitation to speak at WICHE's 50th anniversary celebration dinner, and that he was looking for a dinner speaker. It was suggested that former WICHE chairs, such as Audrey Alvarado, Frank Besnette, or Kerry Romesburg might be good choices.

Longanecker said it is unclear if the optional session with the authors of *Higher Education in the West* book would be held. This session was to be coordinated through the University of Denver.

Commissioner Carlson asked about ground transportation to/from the Denver International Airport. Longanecker explained that staff would be providing ground transportation for commissioners. He said the cost may be less and he hoped it would prove to be more convenient for commissioners. He said it is important for commissioners to contact Marla Williams with their flight information for ground transportation scheduling. A transportation schedule, complete with exact pick-up locations, will be distributed in advance of the meeting.

Information Item WICHE's 50TH Anniversary Celebration

Jere Mock said, as previously reported, several regional and state-level events were being planned for WICHE's 50th anniversary celebration. She said for the November meeting, former WICHE commissioners, Professional Student Exchange Program alumni, and others would be invited to the dinner on Monday, November 11. She said 12 of the 15 states have scheduled their state-level events and she would like to hear from Oregon, Nevada, and North Dakota. She said that New Mexico will hold its event before the end of the year and the other states would have events between January and Spring 2003.

Commissioner Nething said he will be meeting with the other North Dakota commissioners during the November commission meeting to plan North Dakota's event. Commissioner Vines said she will soon be meeting with the other Oregon commissioners for the same purpose. Commissioner Rawson said he has met with the other Nevada commissioners and will share their plans for Nevada's event with Mock. Commissioner Ching said she had more material for Mock following her meeting with the other Hawaii Commissioners and former WICHE commissioner and chair Dick Kosaki.

Information Item Office Space

Longanecker said he and Myers had recently met with Dennis Jones, president of NCHEMS (National Center for Higher Education Management Systems) and Paul Lingenfelter, executive director of SHEEO (State Higher Education Executive Officers). He said both organizations are interested in partnering with WICHE to obtain new office facilities. He said NCHEMS is interested in sharing office facilities only if the Learning Center component of the plan materializes; SHEEO is interested regardless. He said both organizations are involved in trying to raise funds for the project. Longanecker said he is planning to propose to the commission in November that WICHE remove one option from consideration and that is the notion of building an office facility. He said there is an abundance of existing office facilities available in the Boulder/Denver area due to business failures. He said purchasing an existing building may reduce the projected cost of office facilities. Commissioner Blessing said purchasing an existing building would reduce the risks associated with constructing a facility.

Other

Commissioner Carlson reported that Ken Jacobsen, a WICHE commissioner from Washington, had resigned his commission appointment. He said he hoped the governor would act quickly to replace Jacobsen so the new Washington commissioner could attend the November meeting.

Commissioner Ching asked if it would be appropriate for a state legislator to attend the WICHE Commission meeting as an observer if Hawaii paid for travel expenses. Since the legislator is a member of WICHE's Legislative Advisory Committee, Longanecker encouraged his attendance.

The meeting adjourned.

Action Item Policy on State Dues Arrears

WICHE state dues are payable on July 1st of each fiscal year. States that have not paid dues in full by the end of the fiscal year (June 30th) will be considered in arrears. WICHE will seek full payment of the dues with the assistance of the WICHE commissioners and other relevant state officials.

Consequences of Nonpayment

If the arrearage is not paid by June 30, of year one, WICHE will:

- Cease to reimburse travel expenses to any WICHE-sponsored meetings by commissioners and constituents from the state. A credit toward the state's dues obligation will be given for commissioners who incur travel expenses to attend WICHE Commission meetings during this period.
- WICHE will cease to schedule additional meetings in the state.
- Interest accruing at the rate of inflation will be attached to the state's dues obligation.

If the arrearage is not paid by June 30, of year five, WICHE will:

- Terminate services to the state until the state's dues obligation is fully repaid with accrued interest.

Action Requested

Approval to advance the policy on state dues default to the full WICHE Commission for action during the November 2002 Committee of the Whole meeting.

ACTION ITEM

Auditors Report for the Fiscal Year 2002

A copy of the auditors report for the year ended June 30, 2002, and a letter from the auditors regarding internal control are being sent to each Commissioner along with the agenda materials for this meeting. Boulder CPA firm Rhode, Scriptor & Associates LLP performed the audit.

The financial statement formats comply with the Statement of Financial Accounting Standards (SFAS), No. 117, *Financial Statements of Not-for-Profit Organizations*, and No. 124, *Accounting for Certain Investments Held by Not-for-Profit Organizations*.

Cover Letter from Auditors

The auditors commented that the limited number of office personnel prevents segregation of duties necessary to assure maximum internal control. As the auditors note, this situation is not uncommon for organizations of WICHE's size, and management involvement in certain areas reduces the organization's exposure to major error. This note has been made annually.

For example, operating units receive monthly detail of income and expenditures on accounts for the unit, which has budget responsibility. By monitoring these on a regular basis, unit staff can check for proper recording of cash receipts and disbursements. Also, funds received on federal awards and interest are direct deposited to WICHE's bank or money market accounts by the payor. Thus, no cash comes into the WICHE office for these items.

Independent Auditor's Report (page 1)

In the regular audit, which is performed annually, the auditors test whether the financial statements prepared by WICHE accurately portray our true financial position. The auditors report that these financial statements present fairly, in all material respects, the financial position of WICHE as of June 30, 2002, and are in conformity with U.S. generally accepted accounting principals.

Statement of Financial Position (page 2)

This statement is a summary of the financial position of WICHE as of June 30, 2002.

The lower section on "net assets" is similar to net worth for profit-making companies. "Undesignated net assets" consist of the general fund carryover of \$306,273, plus balances in the revolving funds for printing, network, and telephone services of \$45,686; the facilities expense fund of \$11,945; and the furniture and equipment fund of \$204,664 – primarily the book value of WICHE-owned furniture and equipment.

"Net assets designated for the future program activity" primarily reflect the balance in the Professional Student Exchange Program (PSEP).

"Board designated for contingencies" is the \$232,821 minimum reserve, based upon 12 percent of budgeted expenditures, as approved by the commission in May of 2000.

Statement of Activities (page 3)

This statement reports revenue by source and expenditures divided between program services and supporting services. Expense totals for program services and supporting services are presented and tie to

the bottom line in the Statement of Functional Expenses (pages 4 and 5). At the bottom of the page, "net assets at the end of the year" tie to the next to the last line of the previous page.

Statement of Functional Expenses (pages 4 and 5)

This statement reports program areas by groupings of expenditure categories. The lower portion reports pass-through expenditures for the Student Exchange support fees, the internal charge-back allocations, and the indirect cost allocations.

Statement of Cash Flows (page 6)

This statement provides an analysis of the changes during the year in cash and "cash equivalents." On June 30, 2002, cash and cash equivalents included funds in checking, interest bearing savings, and the money market account.

Auditor's Report on Compliance and Internal Control in the Regular Audit (page 14)

In the regular audit, no opinion of compliance is expressed regarding the requirements of any programs, either minor or major. An opinion on internal control is expressed by the auditors in a separate letter (summarized above), regarding instances that they determined are not material. When the level of federal expenditures reaches the \$300,000 threshold, an additional audit (summarized below) is needed to test compliance with federal programs. Two instances of reportable conditions were found and reported; the auditors determined were not material. They are described below.

Auditor's Report on Compliance in the Required A-133 Federal Audit (page 16)

In addition to the regular audit, an audit of federal awards was conducted as required by the Office of Management and Budget Circular A-133, "Audits of Institutions of Higher Education and Other Non-Profit Organizations." This audit tests whether WICHE is in compliance with the requirements of the major federal programs. The auditors report that WICHE was found to be in compliance in all material respects with the requirements of each of its major federal programs. However, the auditors report that two immaterial instances of noncompliance were found, which are described on pages 19 and 20 of the auditors report.

Each of these immaterial instances of noncompliance have to do with the Advanced Placement program granted to WICHE from the U.S. Dept. of Education and passed through the Colorado Dept. of Education. The first instance of noncompliance had to do with WICHE advancing federal grant funds to one of the state departments of education in advance of that state's expenditure of these funds. The second instance has to do with the timeliness of two quarterly reports to the federal Dept. of Education. Both of the instances have been addressed and corrected by WICHE.

Action Requested

Approval of the Auditors Report for Fiscal Year 2002.

INFORMATION ITEM

Charge from the Chair to Review WICHE and its Leadership

WICHE will celebrate two milestones in the next year:

- 1) Its 50th year as an organization providing service to the Western states.
- 2) Its fifth year under its current leadership.

Given this, it is an appropriate time to review the organization and its leadership.

The chairman has asked three commissioners to serve as a special committee to review WICHE and its leadership. David Nething (ND) will serve as committee chair with Linda Blessing (AZ) and Everett Frost (NM).

The review committee is charged with conducting a review of the WICHE organization and its leadership. The committee should respond to the following:

1. Is WICHE's current work plan relevant to the issues facing higher education in the West?
2. Is WICHE effective in meeting program and policy goals and objectives with current activities?
3. Is WICHE's leadership effective in meeting and contributing to its service to the West?

The review committee will determine methods for seeking input from different WICHE constituencies.

To pursue this task, the review committee will secure the assistance of a consultant who is familiar both with WICHE and with higher education in the West. This consultant will conduct interviews, using the protocol developed by the committee, to secure the perceptions of various WICHE constituencies (commissioners, government leaders, higher education leaders, organizational leaders, and others served by WICHE) about the effectiveness of WICHE and its leadership.

The review committee will report its findings to the Executive Committee.

INFORMATION ITEM

WICHE Mental Health Program Update November 2002

Human and Fiscal Resources

The Mental Health Program has a core staff composed of: Dennis Mohatt, senior program director; Chuck McGee, and Diana Vari. The team is augmented by consulting personnel on an as-needed, project-specific basis. Two consulting professionals, Jim Stockdill and Allan Press, work a routine part-time schedule with the program. This fall, the program reestablished its post-doctoral fellowship, and Scott Adams, Ph.D., started a 12-month placement in October 2002.

Financial stability has been maintained in the program over the past fiscal year. After beginning the fiscal year with a projected negative fund balance, the program finished the year with a modest positive fund balance (reserve). The program has received notice of award for several contracts, and projects a continued stability of funding.

Program Activities

Western States Decision Support Group (WSDSG). The WICHE Mental Health Program continues its facilitation of WSDSG, with support from both WICHE member states and the federal Center for Mental Health Services. This group seeks to build and support regional expertise in the area of data management and performance measurement in the public mental health system.

State-Specific Consultation

Alaska. During June of 2002 the program director met with state mental health officials and external entities to assist in the formation of plans relating to needs assessment and program planning for children's mental health. The program assisted in the preparation of a children's mental health systems grant proposal submitted to the federal Center for Mental Health Services, which was not successful.

California. The WSDSG held one of its three meetings during FY02 in San Diego. The meeting included the opportunity to highlight several innovative programs from California.

Colorado. The program completed a major study of the prevalence and incidence of mental illnesses in Colorado and the level of utilization of publicly funded services.

Montana. The program director participated in the planning for a statewide conference on the impact of the farm crisis on the mental health needs of Montana rural residents and served as a keynote speaker. The WSDSG held one of its meetings in Helena; it focused on several Montana model programs.

New Mexico. In collaboration with the Division of Behavioral Health in New Mexico, the WICHE Mental Health Program co-sponsored the annual conference of the National Association for Rural Mental Health. The conference brought over 400 rural mental health professionals, consumers, and family members from 36 states together to focus on rural issues.

South Dakota. WICHE is the lead consultant on three major projects in South Dakota. The first is the annual survey of consumer satisfaction in the public mental health system. Secondly, we have been completing a needs assessment similar to the one completed for Colorado. Finally, we are facilitating a statewide planning process for a legislatively mandated Children's Mental Health Task Force.

Wyoming. The program has been actively engaged in supporting both the consumer satisfaction survey process and a statewide needs assessment. We have just been awarded a contract to facilitate a planning effort focused on children's mental health. Finally, we are just concluding a needs assessment and planning process with a community mental health center in southwest Wyoming.

Other Activities

Dennis Mohatt, the senior program director, has been appointed to consult with the rural issues subcommittee of President Bush's New Freedom Commission on Mental Health. WICHE has received a contract for his consultation services and the preparation of a paper focused on rural issues for the commission.

WICHE has agreed to co-sponsor the 2004 Annual Conference of the National Association for Rural Mental Health, and Dennis Mohatt will serve as the conference chairperson.

Future Opportunities

1. The program is collaborating with the State of Wyoming in the planning and preparation of a grant submission to support a children's mental health system of care. If awarded, this five-year (\$8 million) grant would include several evaluation and training components that would be facilitated by WICHE.
2. In partnership with the State of Washington, we are working on the development of a series of strategic planning efforts, seeking to explore innovative financing strategies for public mental health.
3. The program has received a preliminary approach by the federal Office of Rural Health Policy to edit a book on rural mental health.
4. Discussion is ongoing with the State of Utah regarding the development of an initiative to assist the public mental health system in promoting and supporting evidence-based practice.

Committee of the Whole, Call to Order

Monday, 9.30 – 9.45 am
Centennial F

2 Monday 9.30-9.45 am

Agenda

New Commissioner Biographical Sketches

Committee of the Whole Minutes – May 2002

Monday, November 11, 2002

9.30 - 9.45 am
Centennial F

Agenda

Call To Order, Tad Perry, Chair

Introduction of New Commissioners and Guests



Committee of the Whole Minutes,
May 20-21, 2002

Report of the Chair

Report of the Executive Director

Report of the Nominating Committee

Recess until November 12, 2002, at 11.15 am

New Commissioners

James Hansen, the newly appointed WICHE commissioner from South Dakota, has served on that state's board of regents since 1995. He was the board's chair in 1998-99 and currently chairs its Committee on Academic and Student Affairs. A former state superintendent of schools and secretary of the Dept. of Education and Cultural Affairs, he is active in numerous community organizations, including the Governor's Citizen's Education Review Panel. He holds a B.S. from Black Hills State University, an M.A. from the University of Northern Colorado, and an Ed.D. from the University of South Dakota.

Debora Merle is Washington Gov. Gary Locke's policy advisor for higher education. Prior to this, she spent two years at the Office of the Superintendent of Public Instruction in Washington, conducting research and coordinating the efforts of a cross-agency team to launch the School Improvement Assistance Program for struggling schools around the state. She has researched a variety of higher education policy topics in New York, California, and Washington, including issues related to student access and equity, readiness and preparation, and guidance and transitions from high school to college and work. Merle received her B.A. in political science and her M.A. in educational psychology from the University of Washington. She is currently completing her Ph.D. in education at the University of California, Berkeley.

Robert Moore, WICHE's new commissioner from California, is the interim executive director of the California Postsecondary Education Commission, the state's planning and coordinating agency for higher education. Prior to assuming this post, he was a member of the California Community Colleges Board of Governors. Trained as an attorney, he has served in a number of positions, from deputy district attorney in San Joaquin County to general law practice. He has 25 years of involvement in educational and workforce issues, including serving as the legal adviser to the Faculty Association of California Community Colleges, as an adjunct faculty member, and as chair of the Employment Training Panel. He received his B.A. from San Jose State and his J.D. from Santa Clara University School of Law.

ACTION ITEM

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PARTICIPANTS

COMMISSIONERS

A L A S K A

Diane M. Barrans
Executive Director
Alaska Commission on
Postsecondary Education
Juneau

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Linda Blessing
Executive Director
Arizona Board of Regents
Phoenix

John Haeger
President
Northern Arizona University
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C A L I F O R N I A

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Senior Policy Analyst
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University of Hawaii
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Clyde T. Kodani
President
Kodani & Associates
Lihue
Guest: Helena Kodani

Raymond S. Ono
Senior Vice President
First Hawaiian Bank
Honolulu

I D A H O

Charles Ruch, WICHE Vice Chair
President
Boise State University
Boise
Guest: Sally Ruch

Gary W. Stivers
Executive Director
State Board of Education
Boise

M O N T A N A

Richard Crofts
Commissioner
Montana University System
Helena

Francis J. Kerins
Former President
Carroll College
Helena
Guest: Mary Kerins

Emily Stonington, Immediate
Past WICHE Chair
State Senator
Bozeman

N E V A D A

Jane A. Nichols
Chancellor
University and Community College
System of Nevada
Reno
Guest: Jim Nichols

Raymond D. Rawson
State Senator
Las Vegas

Carl Shaff
Educational Consultant
Nevada State Dept. of Education
Reno

N E W M E X I C O

Everett Frost
Professor/President Emeritus
Eastern New Mexico University
Portales
Guest: Janet Frost

Pauline Gubbels
State Representative
Albuquerque

Bruce D. Hamlett
Executive Director
Commission on Higher Education
Santa Fe

N O R T H D A K O T A

Larry Isaak
Chancellor
North Dakota University System
Bismarck

Richard Kunkel
Member
State Board of Higher Education
Devils Lake

David E. Nething
State Senator
Jamestown

O R E G O N
Ryan P. Deckert
State Senator
Portland

Cam Preus-Braly
Commissioner
Oregon Department of Community
Colleges and Workforce Development
Salem

Diane Vines
Vice Chancellor for Corporate
and Public Affairs
Office of the Chancellor
Oregon University System
Portland

S O U T H D A K O T A

David R. Gienapp
Member
South Dakota Board of Regents
Madison
Guest: Nancy Gienapp

U T A H

Cecelia H. Foxley
Commissioner of Higher Education
Utah System of Higher Education
Salt Lake City

David L. Gladwell
State Senator and Attorney
Layton
Guest: Ruth Ann Gladwell

E. George Mantes
Regent
State Board of Regents
Salt Lake City
Guest: Mary Ann Mantes

W A S H I N G T O N

Don Carlson
State Senator
Vancouver
Guest: Jan Carlson

Marcus S. Gaspard
Executive Director
Washington State Higher Education
Coordinating Board
Olympia

W Y O M I N G

John Barrasso, MD
Casper

Philip L. Dubois
President
University of Wyoming
Laramie

Jenne Lee Twiford
Principal
Douglas Middle School
Douglas
Guest: Jim Twiford

GUESTS

Neal Adams, Speaker
Medical Director for Adult Services
California Dept. of Mental Health
Sacramento, CA

Bridget Barron
Member, Mental Health Oversight Council and
Director of Program Quality for
Mental Health Services
Colorado Mental Health Services
Denver, CO

Ann Brand
Member, Mental Health Oversight Council
and Administrator
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Oregon Department of Human Resources
Salem, OR

Karl Brimner
Chair, Mental Health Oversight Council and
Director, Mental Health Division
Wash. Dept. of Social & Health Services
Olympia, WA

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Alaska WICHE Certifying Officer and
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Alaska Commission on Postsecondary
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Juneau, AK

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New Mexico WICHE Certifying Officer and
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Christine Cline
Medical Director
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Sheila Cooper
Consumer/Survivor Advocate
Alcalde, NM

Allen Daniels, Speaker
Professor of Psychiatry
University of Cincinnati
Cincinnati, OH

Bobbie Derlin
Associate Director Planning & Outcomes
New Mexico State University
Las Cruces, NM

U.S. Sen. Pete Domenici, Speaker
New Mexico

Philip Eaton, Speaker
Interim Vice President for Health Sciences
University of New Mexico Health
Sciences Center
Albuquerque, NM

Vicki Falsgraf
Oregon WICHE Certifying Officer
Oregon University System
Eugene, OR

Deborah Fickling
Executive Director
Mental Health Association in New Mexico
Española, NM

Pablo Hernandez
Member, Mental Health Oversight Council and
Administrator, Wyoming Dept. of Behavioral
Health
Cheyenne, WY

Michael Hoge, Speaker
Associate Professor
Yale University of Medicine
New Haven, CT

Gail Hutchings, Speaker
Senior Advisor to the Administrator
Substance Abuse and Mental Health
Services Administration
Rockville, MD

Robert Kelley
Wyoming WICHE Certifying Officer and
Dean, College of Health Sciences
University of Wyoming
Laramie, WY
Guest: Marcia Kelley

Walter Majoros
Member, Mental Health Oversight Council and
Director, Division of Mental Health &
Developmental Disabilities
Alaska Dept. of Mental Health & Social Services
Juneau, AK

Lenton Malry
Former WICHE Commissioner (1972-1983)
Albuquerque, NM

Kim Malsam-Rysdon
Member, Mental Health Oversight Council and
Director, Division of Mental Health South Dakota
Dept. of Human Services
Pierre, SD

Patricia Moritz, Speaker
Dean of Nursing
University of Colorado Health Sciences Center
Denver, CO

John Morris, Speaker
Professor
Neuropsychiatry & Behavioral Science
School of Medicine
University of South Carolina
Columbia, SC

Karen Perdue
Associate Vice President for Health
University of Alaska
Fairbanks, AK

Lance Perryman
Dean, College of Veterinary Medicine and
Biomedical Sciences
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Mary Schumacher
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Director, Behavioral Health Services Division
New Mexico Dept. of Health
Santa Fe, NM

Ron Sparks, II
Nevada WICHE Certifying Officer
Reno, NV

Annette Talbott, Speaker
Governor's Workforce Policy Coordinator
Salem, OR

S T A F F

Cheryl Blanco
Director
Policy Analysis and Research

Lynn Bodensteiner
WICHE Fellow
Policy Analysis & Research

Sandy Jackson
Program Coordinator
Student Exchange Programs
Programs and Services/Communications

Sally Johnstone
Director
Western Cooperative for Educational
Telecommunications

David Longanecker
Executive Director
Guests: Mary Jane/Mindy Longanecker

Chuck McGee
Project Director
Mental Health

Jere Mock
Director
Programs and Services/Communications
Guest: Bruce Mock

Dennis Mohatt
Program Director
Mental Health

Marv Myers
Director
Administrative Services
Guest: Mary Myers

Marla Williams
Administrative Assistant to the Executive
Director and Executive Secretary to the
Commission
Guest: David Medrud

Carol Wimert
Administrative Assistant
Programs and Services/Communications

COMMITTEE OF THE WHOLE

Vice Chair Chuck Ruch called the meeting to order.

Action Item Approval of the Minutes

COMMISSIONERS KERINS/BLESSING (M/S) APPROVAL OF THE MINUTES OF THE NOVEMBER 12-13, 2001, COMMISSION MEETING. The motion passed unanimously.

Report of the Chair

Vice Chair Ruch reported that WICHE Chair Tad Perry had to return to South Dakota following the very recent loss of his father. A note of condolences will be sent to him on behalf of the WICHE Commission.

Vice Chair Ruch said Chair Perry would have appointed the nominating committee during this meeting and that the members of the nominating committee would be announced at a later date.

Report of the Executive Director

David Longanecker said he hoped that the commission had an opportunity to read his self-evaluation and report of his recent activities (pages 7-13 of the agenda book), and that he had nothing to report beyond what was reported in the presentation, "What's Up in the WICHE States?"

Report of the Executive Committee Emily Stonington, Immediate Past WICHE Chair

Action Item

FY 2003 Salary and Benefits Recommendation and General Fund Budget

COMMISSIONER STONINGTON, ON BEHALF OF THE EXECUTIVE COMMITTEE, MOVED APPROVAL OF:

- THE FY 2003 SALARY AND BENEFITS RECOMMENDATION.
- THE FY 2003 GENERAL FUND BUDGET.
- THE GOAL ESTABLISHED IN THE CLOSED SESSION OF THE EXECUTIVE COMMITTEE, RAISING, WITHIN THREE YEARS, THE SALARY LEVEL OF WICHE'S EXECUTIVE DIRECTOR TO A LEVEL COMPARABLE TO THAT OF OTHER SIMILAR REGIONAL COMPACT ORGANIZATIONS (SREB, MHEC, AND NEBHE).
- THAT THE EXECUTIVE DIRECTOR'S SALARY BE INCREASED BY AT LEAST 4.3 PERCENT ON JULY 1, 2002, AND THAT THE EXECUTIVE DIRECTOR WORK WITH THE OFFICERS TO INCREASE HIS SALARY BY A TOTAL OF 6.4 PERCENT IN THIS FISCAL YEAR WITHOUT IMPACTING THE SALARY INCREASE POOL FOR WICHE STAFF.

Commissioner Rawson asked if the directive to Longanecker to find funds to increase his own salary would place him in an awkward position, and if the other WICHE staff salaries were at a comparable level to those at the other regional organizations. Vice Chair Ruch said the officers would be involved in helping the executive director with decisions about funding his salary increase. Marv Myers said the salary pool is determined by the sum of salaries for all staff eligible for an increase (those beginning employment prior to April 1) and multiplying that figure by the percentage of the increase approved by

the commission. Commissioner Blessing said the Executive Committee determined Longanecker's peer group is national and other employees are recruited locally. Commissioner Barrans asked if there were other funds that could be used for the additional salary increase. Vice Chair Ruch said the Executive Committee did not discuss this and it would be dealt with by Longanecker and the officers. Commissioner Kuepper asked if it were possible to go beyond the pool for an employee with exceptional performance. Longanecker said the pool is a merit-based allocation so there is a wide range of increase variables within the pool.

The motion passed unanimously.

Information Item WICHE Mental Health Program Technical Assistance Center

Commissioner Stonington reported that the WICHE Mental Health Program has submitted a proposal to establish a national technical assistance center for older adult mental health services. An information item about the center was distributed at the Executive Committee meeting.

Action Item FY 2004 and 2005 Dues

The action item (pages 59-61 of the agenda book) includes a recommended dues increase of 3.88 percent in FY 2004 or dues of \$107,000 and 3.74 percent in FY 2005 or dues of \$111,000. Vice Chair Ruch reported that the Executive Committee had approved a reduction in the recommended amount of the dues increase for FY 2004 and FY 2005.

COMMISSIONER CARLSON, ON BEHALF OF THE EXECUTIVE COMMITTEE, MOVED TO APPROVE THE DUES AS FOLLOWS: FY 2004, \$105,000, AND FY 2005, \$108,000.

Commissioner Carlson reported that the Executive Committee had considerable discussion about the reduction in the recommended level of the dues. Carlson said the reduction was approved because of the fiscal difficulties being experienced in many of the WICHE states and the need for the states to have the perception that WICHE is reducing costs. Carlson said it was recognized that Colorado is not an inexpensive location for WICHE's headquarters and health insurance costs are increasing. Carlson said that in the fall, the states would have a better understanding of their budgets and that the Executive Committee could consider a modification to the dues increase in November.

Commissioner Crofts reported that four members of the Executive Committee voted against the proposal to reduce the level of the dues. Crofts said because of WICHE's budget forecast for FY 2004 and 2005, the desire to keep salaries competitive, increased costs of benefits, and the real cost of purchasing an office building, the \$4,000 increase originally recommended should be approved. Crofts said the fact book produced by the Policy Analysis and Research unit is worth \$4,000, and he supports the original dues increase recommendation.

Commissioner Foxley asked if the dues would be reconsidered in November. Vice Chair Ruch said there is a potential that they would be reconsidered at that time. Foxley said she supports the reduction in dues because the fiscal condition of the states is likely to worsen, and she believes a review of the dues increase should be conducted in November.

Commissioner Rawson said budget documents for Nevada are currently being prepared and an increase in dues in November would not be acceptable. He said it would be prudent to allow for an inflationary increase for the organization and he would continue to vote no on the dues increase reduction. He said the original proposal is not a significant increase.

Commissioner Barrans asked whether the original dues increase would be considered if the motion fails. Vice Chair Ruch said it would.

Commissioner Carlson said if the original dues recommendation were approved, it would be difficult to pass in the states, especially in states having financial difficulty. In Washington, every state agency has been asked to take a 5 percent cut. Carlson said if the commissioners don't express a willingness to cut dues, some states may make an arbitrary cut in the dues. Since the state dues are required to be equal among the states he questions what this would do to WICHE.

Commissioner Blessing said Arizona is facing budget cuts. The board of regents has had to eliminate two positions, board meetings are being eliminated and held via teleconference to save small sums of money, such as \$5,000, and PSEP slots are being cut. Blessing said she values WICHE, supports a modest increase, and supports Commissioner Carlson's motion.

Commissioner Nething said it is not an easy decision. He said \$4,000 is not going to make or break any state. On the other hand, the \$60,000 cut for WICHE does have a big impact because it covers a 4.3 percent salary increase for FY 2004 and FY 2005; similar to the salary and benefit package approved for FY 2003. North Dakota is approving 2 and 3 percent salary increases and it is difficult to explain why WICHE commissioners who are legislators would approve a 4.3 percent increase for WICHE staff and so little for the state; it puts legislators in an awkward position. Nething said the other part of the \$60,000 increase in dues is a \$10,000 increase in rent. He said what is being proposed is to reduce a \$60,000 increase to a \$30,000 increase. The \$10,000 for increased rent will come off the top of this, so instead of having a salary increase pool of \$46,000 it will be much less. Given this, is this the right thing to do? WICHE has a terrific staff with great management who are doing a good job for us. He said as a legislator his responsibility is being able to defend WICHE in North Dakota. He said initially he considered proposing a freeze on the dues but has since realized that is not possible because of the built-in increase in costs to WICHE. He said he supports the reduced level of dues.

Commission Rawson said commissioners should remember that WICHE is a regional organization and WICHE salaries are not set according to Nevada, North Dakota, or Idaho; there is a regional pool that must be tied to the market that affects WICHE. He said it will cost WICHE much more to replace employees if it is unable to accommodate the cost of living. Rawson said commissioners should not harm the goals of the regional organization by reducing the dues.

Commissioner Gienapp said South Dakota, like the other states who voted against this motion in the Executive Committee, supports the staff recommendation because it is a small, incremental increase and he would rather support this than a 12 percent increase after the commission realizes it has put the organization into a financial bind.

Commissioner Nichols said many state workers in the member states may not be getting an increase, but many of these workers have built in salary schedules with step increases. The WICHE staff does not have this kind of increase; this is the only increase they receive. Commissioner Nichols said she strongly supports a maintenance level of dues increase and Nevada would be able to support the original proposal. She said Nevada would not be able to support increases of 5-7 percent in the future should the organization need to catch up from the loss of revenue being proposed.

Commissioner Isaak urged the commission to approve the motion to reduce the dues increase. He said he would like to support the original proposal but realities are such that the states may not be able to accept a larger increase. He also discouraged the commission from considering an increase in November because the legislatures will be in session and it will be a tense time for the states. He said this motion does not suggest that salary increases will be less in the future; it may require internal management or reallocation to achieve higher salary increases. North Dakota has 2 percent for salary increases this year and Isaak will try to average 4 percent by reducing in other areas.

Commissioner Barrans said she understands the states that support the reduction in the dues increase, but that in all the years she has been involved with WICHE, the commission has always demanded budget discipline, even during years of surpluses in the states. She said this is a constant message the states have sent this organization and WICHE has been disciplined. She suggested that if the motion passes, the commission keeps this in mind when there is a recovery period in the states and that WICHE should also receive a compensating shift; however, this isn't what she has observed over the past 10 years.

Commissioner Shaff said he respects Commissioner Carlson, and the original proposal is modest. He said legislators are elected to make tough decisions and it is not good to base those decisions on perception. He said \$3,000 over a two-year period is not significant and he supports the original proposal.

The vice chair requested a roll call vote for the motion on the floor.

COMMISSIONER CARLSON, ON BEHALF OF THE EXECUTIVE COMMITTEE, MOVED TO APPROVE THE DUES AS FOLLOWS: FY 2004, \$105,000, AND FY 2005, \$108,000. The motion passed with nine yes votes, and five no votes (AK, MT, NV, SD, AND WY), and one state absent (CA).

Report of the Programs and Services Committee Jere Mock for Phil Dubois, Committee Vice Chair

Jere Mock explained that Diane Barrans, committee chair, had taken ill yesterday and was unable to attend the committee meeting. Mock said that Vice Chair Dubois was slated to conduct the committee meeting but had to leave New Mexico early and that she was reporting on his behalf.

Mock reported the Programs and Services Committee considered action items for the Professional Student Exchange Program Support Fees for FY 2003-2004 and FY 2004-2005 and the FY 2002-2003 WICHE workplan, and discussed the history and the future of the Student Exchange Programs at WICHE.

Action Item

Professional Student Exchange Program Support Fees for FY 2003-2004 and FY 2004-2005

The action item (pages 99-120 of the agenda book) includes a staff recommendation (page 103 of the agenda book) to increase PSEP support fees by 4 percent for support fees in group A fields, 3 percent for group B fields, and \$1,000 in the base support fee plus 4 percent for the field of physician assistant. Mock said the staff recommendation was approved unanimously by the Programs and Services Committee. It was also unanimously approved by the WICHE certifying officers during their meeting on Sunday, May 19, with the stipulation that a steering committee of WICHE certifying officers be established to examine pressure points in each of the states and explore strategies for future PSEP support fees. The steering committee would make its recommendation next year for consideration in setting support fees in FY 2005-2006.

Commissioner Crofts asked if the institutions were satisfied with the level of the PSEP support fees. Mock said the recommendation for support fees had been circulated to all participating institutions, and one institution with six WICHE students expressed concern that the support fee for optometry did not fully cover its anticipated increase for resident fees. Mock said she believes this institution will continue to participate in PSEP. She said that setting support fees is a delicate balancing act between state and institutional needs.

COMMISSIONER BARRANS, ON BEHALF OF THE PROGRAMS AND SERVICES COMMITTEE, MOVED TO APPROVE THE RECOMMENDATIONS FOR PSEP SUPPORT FEES DETAILED ON PAGE 103 OF THE AGENDA BOOK. The motion passed unanimously.

Report of the Issue Analysis and Research Committee Cece Foxley, Committee Chair

Commissioner Foxley reported the Issue Analysis and Research Committee considered an action item for the FY 2002-2003 WICHE workplan, discussed WICHE's proposed revenue project, "Finding the Will and the Way: Managing Higher Education within Revenue and Expenditure Constraints," and heard unit updates from WCET and the Policy Analysis and Research unit.

FY 2002-2003 Workplan

Commissioner Foxley said the committee recommended an addition to a future WICHE workplan. The committee believes it would be helpful for WICHE to examine the current trend for community colleges to move toward offering baccalaureate degrees in less populous areas of the region. The committee determined the most pressing needs for training and education in these areas of the region are for teacher preparation and applied technologies. The committee suggested university centers rather than community colleges be used to meet these needs. Foxley expressed concern about losing community colleges should current trends continue. The committee approved the WICHE workplan for FY 2002-2003. David Longanecker said he would add this recommendation to the workplan under the category of "On the Horizon."

Commissioner Carlson asked if the committee had discussed the conflict between the career-oriented, vocational degree and the four-year degree. He said in Washington the conflict is the need for nursing education and the four-year institutions ability to provide this education. He said because these are technical, applied degrees, the four-year institutions are not interested. Commissioner Foxley said the committee recognizes this issue and if additional funding is obtained, it will be explored.

Revenue Project

Commissioner Foxley reported the committee discussed the revenue project that would examine the challenges of managing higher education in an environment of fiscal constraints. The project has partial funding from the Ford Foundation. The project would compare tax revenue approaches used by states and how states are supporting the funding of higher education as a proportion of state revenue. If additional funding is obtained, an in-depth examination of state tax structures may be possible. States would decide if they wanted to participate in the project.

WCET (Western Cooperative for Educational Telecommunications)

Commissioner Foxley reported that the committee heard from Sally Johnstone, the director of WCET. Foxley said WCET benefits all of the states and she encouraged commissioners to review material related to WCET's annual meeting and to insure that their states are represented at that meeting.

Fact Book

Commissioner Foxley reported the committee heard from Cheryl Blanco, the director of the Policy Analysis and Research unit, who reported on the newly released fact book. She said fact books would be mailed to every commissioner.

Action Item FY 2002-2003 Workplan

David Longanecker said the FY 2002-2003 workplan (pages 163-176 of the agenda book) is ambitious and consistent with the objectives for the executive director approved by the Executive Committee.

COMMISSIONER SHAFF/KUEPPER (M/S) APPROVAL OF WICHE'S WORKPLAN FOR FY 2002-2003. The motion passed unanimously.

Action Item 50th Anniversary Plans for WICHE

Vice Chair Ruch reported that next year will be WICHE's 50th anniversary and that plans to celebrate this event are presented in an action item (pages 177-179 of the agenda book).

David Longanecker said the action item includes proposed activities that would cost from \$83,000 to \$118,000. He said the FY 2003 budget contains a placeholder of \$100,000, pending commission action on this item. The final amount would be incorporated into the budget after the commission determines the level of celebratory activities appropriate for WICHE's 50th anniversary. This expense would not affect WICHE's annual operating budget because it would be a one-time expense from dedicated reserves for FY 2003. He said the proposed activities include functions in each of the WICHE states, a regional symposium in connection with the November 2002 commission meeting, a gala as part of the November symposium, a monograph and film, commemorative materials, and a fund-raising option. He said additional staffing would be required to coordinate these events and an advisory committee would be established to help promote these activities. He said the action item includes an itemization of the costs associated with staffing (.40 to 1.0 FTE) and conducting the proposed activities. He said under this proposal, each state would receive \$2,500 for state-level events. In addition, each state would need to devote staff time and money to these state-level activities.

Commissioner Foxley said she would like events coordinated around existing meetings. In May 2003, the commission will meet in Salt Lake City. In order to reduce costs, she would like to schedule Utah's event at that time.

David Longanecker said each state would determine the level of its own participation.

Commissioner Blessing said she supports this activity and the resurrection of the Legislative Advisory Committee, and both of these items are important to Arizona, because the governor has determined that legislators cannot serve as WICHE commissioners. She said this determination leaves a gap in the knowledge and support of WICHE in the legislature, and the 50th anniversary will help increase understanding and support for WICHE in Arizona.

COMMISSIONERS BLESSING/VINES (M/S) APPROVAL TO EXPEND \$83,000 TO \$117,750, DEPENDING ON THE SCOPE OF THE PROJECT, FROM WICHE'S DEDICATED RESERVES TO SUPPORT STATE-LEVEL AND REGIONAL ACTIVITIES HONORING WICHE'S 50TH YEAR. The motion passed unanimously.

David Longanecker asked if the commission would like to be more specific about the amount dedicated to the 50th anniversary activities. The consensus was to leave that decision up to Longanecker, with the maximum allocation for these activities at \$117,750.

Commission Kerins said it is interesting to note that this is a \$36,000 range and no one seems concerned after having just spent one and one-half hours debating a \$1,500 per state dues increase.

Commissioner Carlson asked for clarification of the dates for the anniversary events. David Longanecker said the events would begin with the November 2002 commission meeting and end with the November 2003 commission meeting. He said with the May meeting in 2003, this would allow for the potential of including celebratory activities in conjunction with three scheduled commission meetings.

Report on the State of WICHE's Office Facility

Vice Chair Ruch said a committee has been established to work with staff on bringing a recommendation to the full commission concerning WICHE's future office facilities. The recommendation will be brought to the commission at the November 2002 commission meeting.

Meeting Evaluation

Vice Chair Ruch reminded commissioners to complete the meeting evaluation form located on page 107 of the agenda book.

Other Business

David Longanecker said the senior-level staff at WICHE has been reduced by 1.0 FTE, and the responsibilities of this position have been spread between Cheryl Blanco and Jere Mock. This has dramatically increased their workload. Longanecker said he owes Blanco and Mock a tremendous amount of gratitude. Longanecker said Marla Williams also deserves a public thank you for her work on this meeting. He said his intent is not to offend the other senior-level staff, but this past year has been an exceptionally challenging one for Blanco, Mock, and Williams, and he appreciates their hard work.

Adjournment

Vice Chair Ruch adjourned the meeting.

Special Events Held During This Meeting

- Perspectives on Mental Health Issues: A discussion with U.S. Sen. Pete Domenici.
- Promoting Access, Quality, and Accountability in Behavioral Healthcare: A Federal Perspective, with speaker Gail Hutchings, senior advisor, Federal Substance Abuse and Mental Health Services Administration.
- Policy Discussions: Healthcare Workforce Development – A Focus on Mental Health, with moderator Michael Hoge, associate professor of psychology in the Psychiatry Dept. of Yale University School of Medicine. Panelists: Neal Adams, medical director for the California Dept. of Mental Health; Allen Daniels, professor of clinical psychiatry at the University of Cincinnati, chief executive officer for Alliance Behavioral Care and executive director for University Psychiatric Services; and John Morris, professor of clinical neuropsychiatry and behavioral sciences at the University of South Carolina School of Medicine.
- Policy Discussion: State Finance and Political Issues: What's Up in the WICHE States? Speaker: David A. Longanecker, executive director, WICHE.
- Policy Discussion: Healthcare Workforce Development – A Focus on Policy. Moderator: Bruce Hamlett, executive director, New Mexico Commission on Higher Education and a WICHE commissioner. Panelists: R. Philip Eaton, interim vice president for health sciences at the University of New Mexico; Patricia Moritz, dean of nursing, University of Colorado Health Sciences Center; and Annette Talbott, workforce policy coordinator, Gov. John A. Kitzhaber's Office, Salem, OR.
- Tour and presentation: Santa Fe Institute.

Policy Discussion: Finance I – Financing Higher Education

Policy Discussion: Finance II – State Revenues in the West

Monday, 10.00 am – 12.00 noon
Centennial F

Session Descriptions

Biographical Sketch: Dennis Jones

Biographical Sketch: Don Boyd

Charts related to the discussion “The Flow of Funds”

Monday, November 11, 2002

10.00 am - 12.00 noon
Centennial F

Policy Discussion: Finance I – Financing Higher Education

Speaker: Dennis Jones, president, National Center for Higher Education Management Systems

Policy Discussion: Finance II – State Revenues in the West

Speaker: Don Boyd, director, Fiscal Studies Program, Nelson A. Rockefeller Institute of Government

WICHE has a small one-year planning grant using existing Ford Foundation funds to initiate activities toward the project, "Finding the Will and the Way: Maintaining Higher Education within Revenue and Expenditure Constraints." Both access to, and the quality of, public higher education in the West are at risk if the states' revenue structures remain inadequate to sustain necessary public services. The purpose of "Finding the Will and the Way" is to examine the impact of fiscal constraints on the future viability of public services in the West, including higher education, and assist states in assessing their capacity to finance public services at the necessary level. Our focus in this initial set of policy discussions with the commission is on financing policies and revenue sources and how they impact the ability of the states to provide key public services.

In the opening session, Dennis Jones from the National Center for Higher Education Management Systems (NCHEMS) will present a model he has developed to describe the flow of funds to higher education (see agenda book pages under this tab for two flow models); in addition to providing background commentary on finance policy and the various parts of those policies, Jones will explore with commissioners the relationships among the parts of the funding flow model. The session will include a look at several options for financing higher education and general discussion on the options as they relate to the economic and social situations in the different Western states.

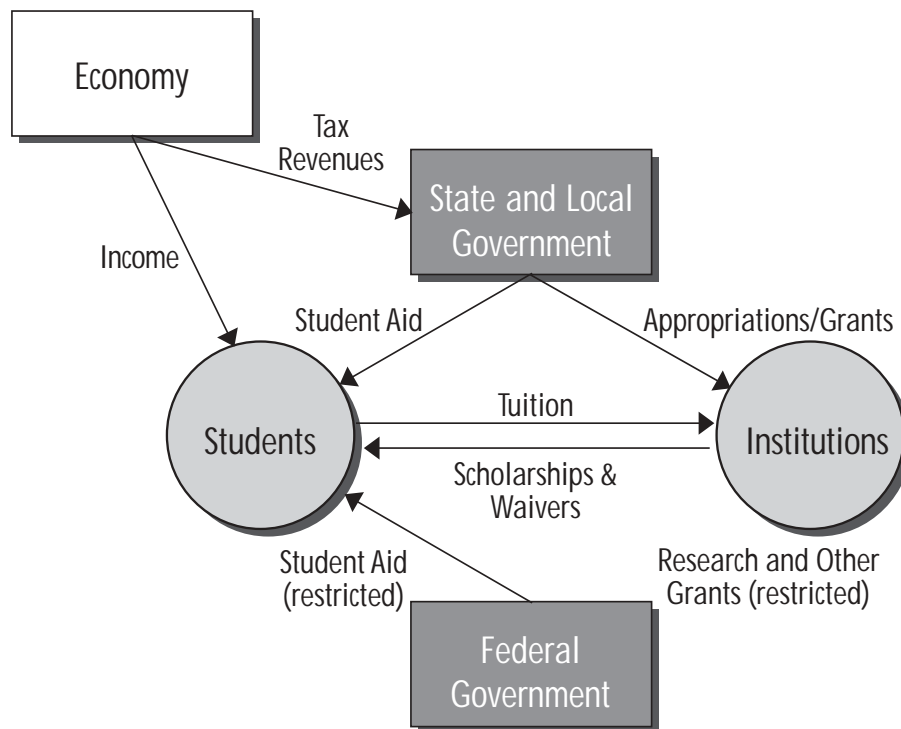
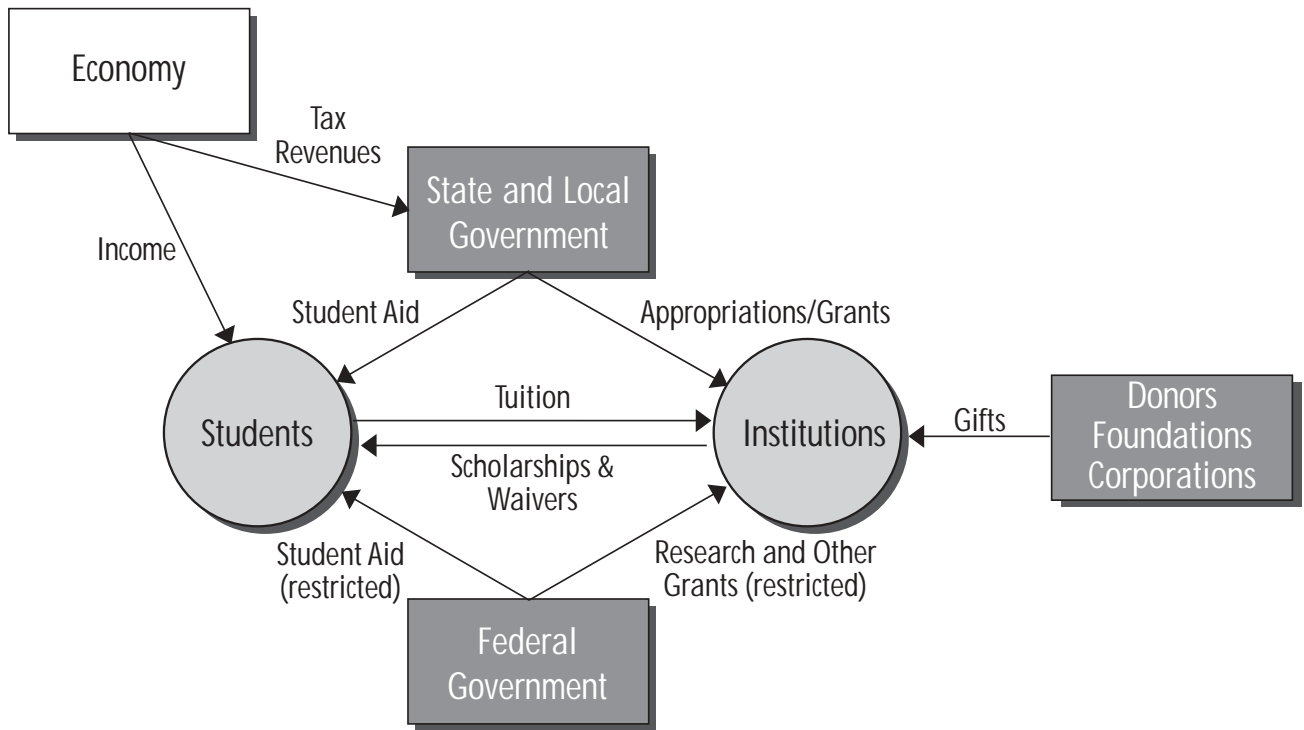
Following the opening conversation on the flow of funds and financing policy with Dennis Jones, this session will draw on recent analyses of state tax structures and revenue streams. The key element in the financing of higher education is the state's revenue base. Don Boyd, with the Rockefeller Institute of Government, will present his work on tax structures. Based in part on research originally produced by Hal Hovey (1999) which demonstrated how most states will be unable to maintain their current levels of public services – including higher education – within the existing tax structures, Boyd will augment the discussion with his update of Hovey's work and his state profiles and

groupings of like states to examine the future financing of higher education.

Dennis Jones is president of the National Center for Higher Education Management Systems (NCHEMS), a research and development center founded to improve the management effectiveness of colleges and universities. A member of the staff since 1969, Jones is widely recognized for his work in such areas as state and institutional approaches to budgeting and resource allocation; strategic planning; educational needs assessment; faculty workload and productivity; and information for strategic decision making and the development of educational indicators. Jones has written several monographs and articles on these topics, has presented his work at many regional, national, and international conferences, and has consulted with hundreds of institutions and state higher education agencies on management issues of all kinds. Prior to joining NCHEMS, Jones served as an administrator (in business and in institutional planning) at Rensselaer Polytechnic Institute. He received his graduate and undergraduate degree from that institution in the field of engineering management.

Donald Boyd is director of the Fiscal Studies Program at the Nelson A. Rockefeller Institute of Government at the State University of New York. The institute conducts studies of state and local taxes and expenditures. Prior to joining to the institute in January 1996, Boyd spent 16 years analyzing state and local fiscal issues. His previous positions include director of the economic and revenue staff for the New York State Division of the Budget and director of the tax staff for the New York State Assembly Ways and Means Committee. Boyd holds a Ph.D. in managerial economics from Rensselaer Polytechnic Institute in Troy, New York.

The Flow of Funds



Luncheon

Monday, 12.15 – 1.45 pm
Centennial E



Colorado's Blue Ribbon Panel on Higher Education for the Twenty-First Century

Biographical Sketch: Tim Foster

Monday, November 11, 2002

12.15 - 1.45 pm
Centennial E

Lunch

Colorado's Blue Ribbon Panel on Higher Education for the Twenty-First Century

Speaker: Tim Foster, WICHE commissioner and executive director,
Colorado Commission on Higher Education

The Blue Ribbon Panel on Higher Education for the Twenty-First Century, appointed by Colorado Gov. Bill Owens, and the Colorado Commission on Higher Education are partnering to facilitate increased access to undergraduate degree programs in the state. The process has involved extensive data gathering and public hearings throughout Colorado. Among the major outcomes are differentiated role and mission statements that have been developed to more clearly articulate the values that distinguish one institution from another. The panel also is pursuing ways to enhance the cost efficiencies of the state's higher education system.

Tim Foster was appointed to the WICHE Commission earlier this year. He serves as the executive director of the Colorado Commission on Higher Education and the Colorado Dept. of Higher Education. Prior to this, he was a partner in the general commercial practice law firm of Foster, Larson, Laiche and Griff in Grand Junction, CO. He served in the Colorado House of Representatives from 1988 to 1996 and was majority leader from 1993 to 1996, as well as a member of the Capital Development Committee and the Youth Crime Prevention and Intervention Program board. In addition, he chaired the Finance Committee and the Education Task Force. He has been involved in numerous organizations and is currently a member of the Colorado Institute of Technology and the governor's Blue Ribbon panel on Higher Education for the Twenty-First Century. He holds a juris doctor from the University of Denver.

Policy Discussion: Finance III – Changing Direction

Monday, 1.45 – 3.15 pm
Centennial F



Session Description

Biographical Sketch: Cheryl Blanco

Biographical Sketch: Linda Blessing

Biographical Sketch: Richard Jarvis

Changing Direction: Integrating Higher Education Financial Aid
and Financing Policy

Monday, November 11, 2002

1.45 - 3.15 pm
Centennial F

Policy Discussion: Finance III – Changing Direction: Integrating Higher Education Financial Aid and Financing Policy

Speaker: Cheryl Blanco, director, Policy Analysis and Research, WICHE

Panelists: Linda Blessing, WICHE commissioner and executive director, Arizona Board of Regents, and Richard Jarvis, former WICHE commissioner and chancellor, Oregon University System

In November 2001, WICHE initiated a new project with funding from The Lumina Foundation for Education titled “Changing Direction: Integrating Higher Education Financial Aid and Financing Policy.” Our primary partners in this initiative are State Higher Education Executive Officers (SHEEO) and the Center for Policy Analysis at the American Council on Education. To further enhance the success of this project, we are working in close partnership with the National Conference of State Legislatures (NCSL) to engage state legislators and legislative staff, disseminate information, and support related technical assistance efforts by NCSL staff. The purpose of “Changing Direction” is to examine how to structure financial aid and financing policies and practices to maximize participation, access, and success for all students. The project addresses current practices and policies, with emphasis on exploring innovative, creative, perhaps untested approaches to national- and state-level challenges. Working with five states – Arizona, Connecticut, Florida, Missouri, and Oregon – one of our goals is to achieve an integrated state policymaking framework and process so that policies related to tuition, financial aid, and appropriations are coordinated, occur in an environment of collaboration, and support state goals for higher education.

In the third set of discussions around financing issues, Linda Blessing and Richard Jarvis, State Higher Education Executive Officers (SHEEO) from Arizona and Oregon, will explain how each of their states is approaching the “Changing Direction” challenge, their progress to date, their plans for the remainder of the first phase of the process, and their hopes for the second phase. Cheryl Blanco, WICHE’s senior program director for policy analysis and research, will provide an overview of the project and highlight several other activities that are underway in the project to support the state technical assistance work and related efforts in other WICHE states.

Cheryl Blanco is senior program director for Policy Analysis and Research at the Western Interstate Commission on Higher Education. She monitors historical and emerging social, economic, and political

trends that impact higher education; directs the work of several policy projects; and produces a variety of publications to improve policymaking in higher education. She was appointed by former Education Secretary Riley to the Advisory Council on Education Statistics for the National Center for Education Statistics and is a past chair of the National Postsecondary Education Cooperative. Prior to joining the WICHE staff, Blanco was the educational policy director at the Florida Postsecondary Education Planning Commission. She was a faculty member and held administrative positions at Arecibo Technological University College, University of Puerto Rico.

Linda Blessing is a WICHE commissioner and executive director of the Arizona Board of Regents, the governing board for Arizona's university system. Previously, she served as the director of Arizona's largest state agency, the Dept. of Economic Security, which provides a variety of human services to citizens. She serves as a board member of the American Institute of Certified Public Accountants, Valley of the Sun United Way, and the Translational Genomics Research Institute provisional board. She also serves as a member of the Arizona Commission on Postsecondary Education and on the executive committees of WICHE and the State Higher Education Executive Officers.

Richard Jarvis is chancellor of the Oregon University System. Prior to joining the system in 2002, he served as the founding chancellor of the United States Open University and as chancellor of the University and Community College System of Nevada. Previously, he was a faculty member and held administrative positions at the State University of New York at Buffalo; he also held top administrative positions at the University of New York at Fredonia and the State University of New York System. Jarvis is the author of the book *River Networks* and numerous journal articles. He is a former member of the executive committee of the National Association of System Heads; former chair of the State Higher Education Executive Officers group on workforce development; and a former WICHE commissioner.

Changing Direction: Integrating Higher Education Financial Aid and Financing Policy

Abstract

A project supported by The Lumina Foundation for Education

“Changing Direction” examines how to structure financial aid and financing policies and practices to maximize participation, access, and success for all students. Our overarching goal is better, more informed decision making on issues surrounding financial aid and financing in higher education. The project is designed around an integrated approach to restructuring appropriations, tuition, and financial aid policies and practices. Over a multiyear period, the project will examine the socioeconomic-political environment in order to foster the kinds of major changes needed in the near future at multiple levels (campus, system, state, and national) and to initiate and promote those changes through public policy.

“Changing Direction” provides a venue for policymakers and educators from all regions of the country to critically examine strengths and weakness of public policies and develop new models by looking at emerging trends, their potential impact on higher education, and the policy implications related to issues of financial aid, finance, cost of education, and access. While this necessarily involves all sources of assistance and financing – federal, state, local, and institutional, the project focuses on state policies and practices. The project addresses current practices and policies, and emphasis is on exploring innovative, creative, perhaps untested approaches to national- and state-level challenges. “Changing Direction” serves policymakers in the legislative and executive branches of state government, their staffs, higher education researchers, state executive agencies, governing and coordinating boards, educators, college and university leaders, and business and corporate leaders.

Using a two-phase process, we are exploring several financial aid and financing issues and the impact of public policy decisions, research, and practice. Among the key questions that the project will address are:

- How can policymakers at all levels – particularly those at the state level – more effectively integrate tuition, financial aid, and appropriations policies in ways that promote student participation and completion?
- What kind of information and research is needed to strengthen policies and ensure their continuing effectiveness?
- How well do the policies and practices of the student financing system serve the needs of different population groups? How do different population groups view the effectiveness of the current student financing system?
- How do students currently pay for college? What are the implications of existing financing patterns for future policy improvements?
- What are the social returns of different policies?
- How do states establish an appropriate balance between direct support for high quality educational programs and a level of financial assistance that enables students to participate in those programs?

Phase 1 activities include conducting a state financial aid, tuition, and appropriations policy and data inventory; surveying state policymakers (legislators and executive office staff) on their perceptions of effective financial aid, tuition, and appropriations policies and practices and examining the efficacy of these perceptions; establishing a national advisory board on research issues; and developing a research agenda, identifying potential states for case studies, cosponsoring state roundtables, convening an invitational national forum, and commissioning research papers.

In subsequent years, the project will build on the work initiated in Phase 1. Since policy change is a participative process that takes time to achieve in any state, Phase 2 will require individualized technical assistance through state roundtables and case studies to develop consensus among key policy and education players and achieve implementation, as well as leadership institutes for legislators, executive office policy directors, trustees, and board members. Additionally, regional or multistate forums will be convened to maintain national visibility for the project and seek input from key players on the project's work, disseminate information, and generate continued dialogue on regional issues.

Our primary partners are the State Higher Education Executive Officers (SHEEO) and the American Council on Education (ACE). Both SHEEO and ACE, with its Center for Policy Analysis, have a long-standing reputation for high quality work on a wide range of issues in higher education, with a history of work on financial aid and financing issues. We are also collaborating closely with the National Conference of State Legislatures. These partners expand and enrich the scope of the project, helping us to reach out to all 50 states and to national experts on these issues. Throughout the project, we are coordinating with leadership from both the legislative and executive branches of government, as well as with related regional and national organizations such as the Council of State Governments-WEST, the National Governors' Association, and the National Association of State Budget Officers.

WICHE Contact: Dr. Cheryl D. Blanco, Project Director and Director of Policy Analysis and Research, Western Interstate Commission for Higher Education, PO Box 9752, Boulder, CO 80301; phone 303.541.0221; fax 303.541.0291; cblanco@wiche.edu. Also see WICHE's Web pages at <http://www.wiche.edu/PolicyInfo/Lumina>.



Changing Direction: Integrating Higher Education Financial Aid and Financing Policy

State Summaries

A project supported by The Lumina Foundation for Education

In November 2001, WICHE initiated a new project with funding from The Lumina Foundation for Education titled "Changing Direction: Integrating Higher Education Financial Aid and Financing Policy." Our primary partners in this initiative are the State Higher Education Executive Officers (SHEEO) and the Center for Policy Analysis at the American Council on Education.

The purpose of "Changing Direction" is to examine how to structure financial aid and financing policies and practices to maximize participation, access, and success for all students. The project addresses current practices and policies, with emphasis on exploring innovative, creative, perhaps untested approaches to national- and state-level challenges. Working with a small number of states, one of our goals is to achieve an integrated state policymaking framework and process so that policies related to tuition, financial aid, and appropriations are coordinated, occur in an environment of collaboration, and support state goals for higher education.

Through a competitive process, five states were selected to participate in the initial phase involving direct technical assistance to a few states to explore and implement innovative ways of improving the policymaking framework at the state level. To further enhance the success of this project, we are working in close partnership with the National Conference of State Legislatures (NCSL) to engage state legislators and legislative staff, disseminate information, and support related technical assistance efforts by NCSL staff. Brief descriptions with anticipated outcomes and contact information for the five states follows.

Arizona. Decisions about tuition, financial aid, and appropriations for the Arizona university system are currently each made in relative isolation from each other. Compared to other states, Arizona has almost no state-appropriated financial aid. Additionally, policymakers and business leaders see the state's low college participation and completion rates related to a lack of affordability. During Phase 1 of the project, Arizona will convene key state leaders from education, government, and business, identify desired outcomes, examine successful models that use a more integrated approach, and draft a strategic plan for coordinating policies and decision-making processes in ways that will help increase affordability, participation, and completion of higher education. By the end of Phase 2, Arizona will have completed the strategic plan and an accountability system to assess progress toward outcomes, implemented the strategies, improved coordination of decisions regarding institutional financial aid and tuition and fees, and mobilized support from policymakers for a state-funded financial aid program. Contact: Dr. Tom Wickenden, Associate Executive Director, Academic and Student Affairs, Arizona Board of Regents, 2020 North Central Avenue, Suite 230, Phoenix, AZ 85004. Phone 602-229-2560; tom.wickenden@asu.edu

Connecticut. The need to revamp state tuition, fee, and financial aid policies is central to Connecticut's goal to ensure the highest levels of access and participation. Phase 1 of Connecticut's project will see the formation of a state leadership group to convene educational discussion sessions to look at current financing practices and major drivers of cost, and review basic principles underlying the state's tuition, fee, and student aid policies. The result of this phase will be interim recommendations on modifications to policies for FY 2003-05 budget development. In the second phase, Connecticut plans to provide an in-depth examination of factors contributing to the growth in the costs of higher education, develop recommendations on strategies for cost containment, thoroughly review existing student aid programs and distribution models, develop additional policy modifications, and attain state policy leadership endorsement of and commitment to a more cohesive tuition and student aid policy that ensures affordable access for Connecticut residents. Contact: Dr. Mary Johnson, Associate Commissioner,

Finance & Administration, Connecticut Dept. of Higher Education, 61 Woodland Street, Hartford, CT 06105. Phone 860.947.1848; mkjohnson@ctdhe.org.

Florida. Passage of a state constitutional amendment in 1998 dramatically changed the education governance structure in Florida. By creating a single appointed State Board of Education to be in place by January 2003, the state has moved toward a seamless K-20 educational system with actions such as reorganization of the Dept. of Education, strategic imperatives to guide the new K-20 system, and establishment of a series of councils and task forces, including a Higher Education Funding Advisory Council. With the assistance of the "Changing Direction" grant, Florida plans to build on these initiatives by developing policy recommendations for inclusion in the state's long-range master plan. Staff and consultant activities will include: design of a comprehensive inventory of financial aid resources available at all public and private institutions in the state; analysis of the impact of state aid levels on student matriculation; and analysis of changes in high school course-taking and postsecondary enrollment activity since the inception of the state's merit-based scholarship program. Phase 2 will address implementation of policy modifications and strategies related to postsecondary tuition, financial aid, and funding to enhance student access and achievement. Contact: Dr. Patrick Dallet, Deputy Executive Director, Council for Education Policy Research and Improvement, The Florida Legislature, Room 574, 111 W. Madison Street, Tallahassee, FL 32399-1400. Phone: 850.488.7703; e-mail: dallet.pat@leg.state.fl.us

Missouri. Faced with momentous economic, demographic, and political challenges that jeopardize financial access to the state's system of higher education, Missouri will use the "Changing Direction" project to work with policymakers in addressing the critical issues of college affordability and access in the state. Phase 1 will include a comprehensive inventory and analysis of student aid in the state to look at the impact of aid on retention, performance, and completion. Also during this first year, Missouri will create or link to a Web-based clearinghouse on relevant policy developments and develop several sets of strategies – for increasing need-based aid, for improving outreach and services to groups not currently served or not served well, and for improving the college participation and completion rates of at-risk students. Phase 2 will see a formalized process for communicating a high-priority policy issue to policymakers, development of a student financial aid form designed to coordinate state agency policies, and joint sponsorship of a legislative leadership institute. Contact: Dr. John Wittstruck, Deputy Commissioner of Higher Education, Missouri Coordinating Board for Higher Education, 3515 Amazonas, Jefferson City, MO 65109. Phone 573.751.2361; john.wittstruck@mocbhe.gov.

Oregon. Following the implementation of a new system for allocating state general fund resources to campuses, the Oregon University System is considering multiple questions about how to govern in this new environment, how access and/or quality fits into this equation, and how all institutions in Oregon can serve the state's interest in greater participation in postsecondary education by Oregon residents. Working with recent and ongoing policy activity on governance and tuition pricing, in Phase 1 the state will establish an environment for stakeholders to focus on developing a vision of Oregon and the policy and resources needed to redesign the decision structures that builds on previous work. Activities will include reporting on the decision-making process and desired benchmarks for areas requiring restructuring, examining best practices in state higher education finance and financial aid, and developing a proposal for a demonstration project in Phase 2 that describes the method/model by which restructuring will occur. Phase 2 will include an evaluation and a report articulating the strengths and weaknesses of the revised decision-making structure. Contact: Dr. Nancy P. Goldschmidt, Associate Vice Chancellor, Performance & Planning, Oregon University System, PO Box 1375, Eugene, OR. Phone 503.725.5705; Nancy_Goldschmidt@ous.edu.

WICHE Contact: Dr. Cheryl D. Blanco, Project Director and Director of Policy Analysis and Research, Western Interstate Commission for Higher Education, PO Box 9752, Boulder, CO 80301; phone 303.541.0221; fax 303.541.0291; cblanco@wiche.edu. Also see WICHE's Web pages at <http://www.wiche.edu/PolicyInfo/Lumina>.

Policy Discussion: What's Up in the West?

Monday, 3.15 – 4.30 pm
Centennial F

[Session Description](#)

[Biographical Sketch: David Longanecker](#)

Monday, November 11, 2002

3.15 - 4.30 pm
Centennial F

Policy Discussion: What's Up in the West?

The national economy may be starting to brighten, but several factors indicate that the recovery of individual state economies will take place slowly. Revenues remain lackluster in many Western states, forcing policymakers to make deeper budget cuts. Funding for higher education continues to be at risk at a time when enrollments are up in many of our states. On the political front, the West will have a bounty of new executive and legislative branch leaders following the November elections: at least eight states will have new governors due to term limits, and incumbent governors are up for reelection in five states.

Speaker: David A. Longanecker, executive director, WICHE

David A. Longanecker has served as WICHE's executive director from 1999 to the present. Longanecker has worked to sharpen the organization's focus on higher education access, particularly for underserved students. His other interests in higher education include promoting student and institutional performance, teacher education, finance, the efficient use of educational technologies, and academic collaboration in Canada, the United States, and Mexico. Before coming to WICHE, he served for six years as the assistant secretary for postsecondary education at the U.S. Dept. of Education. 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. 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.

50th Anniversary Reception and Dinner

Monday, 6.30 – 8.30 pm
Centennial E

Session Description

Biographical Sketch: Patrick M. Callan

Biographical Sketch: Robert "Tad" Perry

Biographical Sketch: Sen. Emily Stonington

Biographical Sketch: Harold Enarson

Biographical Sketch: Phil Sirotkin

Biographical Sketch: Richard Jonsen

A Brief History of WICHE

Monday, November 11, 2002

6.30 – 7.00 pm
Centennial Foyer

50th Anniversary Reception

7.00 – 8.30 pm
Centennial E

50th Anniversary Dinner

The View From Here: Looking Back, Moving Forward

The history of the Western Interstate Commission for Higher Education parallels almost exactly the modern history of higher education in the West. As we launch into WICHE's 50th anniversary year, we'll look back over the last half-century, honoring the events in the West's history – and our own – that have changed the face of higher education forever. Higher education has made the West, pushing the region far beyond its rough-and-tumble settler past and helping it to make the most of its natural resources – including its greatest natural resource, its richly varied population. WICHE has played an active role in the evolution of the West. Its primary issue – access – has also, arguably, been the issue of greatest importance to higher education over the last half century. What lessons can we glean from our past, and what challenges do we face in the future?

Speaker: Patrick M. Callan, president, National Center for Public Policy in Higher Education

Respondents: Robert "Tad" Perry, WICHE chair, and Sen. Emily Stonington, past WICHE chair

Honored Guests: Former WICHE executive directors Harold Enarson, Phil Sirotkin, and Dick Jonsen

Patrick M. Callan is the president of the National Center for Public Policy and Higher Education. He was executive director of the California Higher Education Policy Center, an independent nonprofit organization founded in 1992 to stimulate examination and public discussion of the future of California higher education. Callan's primary professional focus has been the relationship of government and education. He has served as vice president of the Education Commission of the States, executive director of the California Postsecondary Education Commission, executive director of the Washington State Council on Postsecondary Education, and executive director of the Montana Commission on Postsecondary Education. He served as a WICHE commissioner representing California from 1979 to 1986 and as chair of the commission from 1982 to 1983. He has also served on numerous national and state commissions and has written and spoken extensively on education and public policy. He has advised or consulted for blue ribbon commissions, state education

and higher education boards, governors' offices and legislative committees in more than half the states, and as a consultant and project leader for the Chinese Provincial Universities Development Project, sponsored by the World Bank.

Robert T. "Tad" Perry, WICHE chair, has been the executive director of the South Dakota Board of Regents and a WICHE commissioner since 1994. Previously, he served as chief operating officer at Indiana's Partnership for Statewide Education, a consortium of public universities for the delivery of distance education. Perry has also held a number of positions at Ball State University in Muncie, IN, including faculty member and chair of the Dept. of Political Science; special assistant to the vice president for business affairs; executive assistant for fiscal relations; assistant provost; and associate vice provost. He received his master's and Ph.D. in political science from the University of Missouri at Columbia.

Emily Stonington is the immediate past chair of WICHE and a member of the Montana Senate. She served in the Montana House of Representatives from 1992 to 2000. A former executive director of the Montana Wildlife Federation, she also was a public elementary school teacher and an Outward Bound instructor. Stonington received a bachelor's in political science from Bennington College, teacher certification from the University of Denver, and a master's in environmental education from U.C. Berkeley. She has served on the WICHE Commission since 1993.

The Honored Guests

For a half century, **Harold L. Enarson** occupied a pre-eminent position within higher education policy and administration in the U.S. He was president of two universities – including one of the largest in the country – during the tumultuous years of social change and campus unrest in the 1960s and 1970s. Later, he shared his insights with higher education administrators across the nation through his writing, speeches, public service, and consulting assignments. During his distinguished career, Enarson served as the ninth president of the Ohio State University and was the first president of Cleveland State University; led the expansion of regional cooperation and sharing in higher education as executive director of the Western Interstate Commission for Higher Education; received 14 honorary degrees and numerous awards in recognition of his extensive contributions to higher education; served in government at local, state, regional, and federal levels; and advised legislative, executive, judicial, and education authorities concerning the governance, planning, and coordination of higher education. Enarson earned his bachelor's degree at the University of New Mexico, his master's at Stanford University, following federal government and military service in World War II, and his doctorate at American University.

Philip Sirotkin was WICHE's executive director from 1976 to 1990. Following his retirement from WICHE in 1990, Sirotkin served as a consultant to the North Dakota Board of Higher Education and as senior advisor to the Midwestern Higher Education Commission, the Midwestern Legislative Conference, and to WICHE. Prior to his service at WICHE, he served as the executive vice president and vice president for academic affairs and acting president for the State University of New York at Albany. He served as special assistant, assistant director, and associate director of the National Institute of Mental Health (NIMH). He holds a B.A. in history from Wayne State University and an M.S. and Ph.D. in political science from the University of Chicago.

Richard W. Jonsen served as executive director of WICHE from 1990 to 1999. Jonsen joined the Western Interstate Commission for Higher Education in 1977 as a project director, became deputy director in 1972, and served as the organization's executive director from 1990 to 1999. Before joining WICHE, he was a project director at the Education Commission of the States; an assistant dean and assistant professor of higher education at the Syracuse University School of Education (New York); and alumni director and director of admissions at the University of Santa Clara (California). He holds a B.A. in English from the University of Santa Clara, an M.A. in English from San Jose State College, and a Ph.D. in higher education from Stanford University.

A Brief History of WICHE

In November 1951, 14 commissioners from five states around the West met at the historic Brown Palace Hotel in Denver. The original commissioners of the Western Interstate Commission for Higher Education convened just down the highway from where we meet this November to hammer out the details that would shape this infant organization – and to prepare the ground for the hard work ahead, the work of expanding access to higher education in the West.

It would be another two years before WICHE became “official” – a compact had to be written and ratified, a home for the organization had to be found, and more states had to be gotten on board. But on November 29, 1951, WICHE and its original commissioners knew one thing for certain: they had a solid mission, and a plan-in-embryo. The idea behind the organization’s founding was a potent one: to ease the boundaries between states with the goal of educating doctors, dentists, and other professionals from across the region, so that they could return to their home states and practice.

The goal was regional. But the seed from which it grew was personal.

The Challenge

Six years earlier, in July 1945, George D. (“Duke”) Humphrey was passing through Colorado on his way from Mississippi to Laramie, Wyoming, where he was to take the post of president of that state’s flagship university. Humphrey had a son who wanted to go to medical school – but Wyoming had none. So on his way through Denver, he stopped off at the University of Colorado to meet with its med school’s dean, Ward Darley, with the goal of easing his son’s path.

Humphrey and Darley quickly realized that there was a challenge bigger than the one Humphrey’s son was facing. Not only was Wyoming without a single school of medicine, but fully seven of the eight Rocky Mountain states were in the same boat, as were Alaska and Hawaii. And all nine of these states failed to boast between them even one school of dentistry or veterinary medicine.

There was another problem as well. While professional schools were scarce, the population of the West had exploded, growing from 14 million in 1940 to 20 million in 1950. Professional schools in other states were swamped by the wave of WWII veterans, seeking training and supported by the GI Bill. Unable to meet the needs of their own populations, they strongly discouraged out-of-state students from applying.

In 1946 and ‘47, Humphrey and Darley approached the governors of their states to inform them of the dilemma and introduce them to the concept of an interstate collaboration. Both Gov. Lester Hunt of Wyoming (who’d originally trained as a dentist) and Gov. William Lee Knous of Colorado were responsive. As a result of these meetings, the Mountain States Governors Conference on Education for Health Services was launched, backed by the two governors and their counterparts in New Mexico and Utah. Some 40 legislators, higher education officials, and others met in December, 1948, in the chambers of the Colorado House of Representatives to discuss the lack of resources for professional training in the mountain states. The upshot: the formation of an early version of what would become the West’s first interstate higher education compact – and the creation of a plan that would allow states with facilities to open their doors to out-of-state students without incurring extra costs.

Ward Darley and the Colorado Medical School took the first real step toward interstate resource sharing. The school held five spots in its fall 1949 class for residents of Wyoming and five for students from New Mexico. That November, officials from the three states formalized the plan: Colorado’s medical school would accept students from New Mexico and Wyoming, the students would pay resident tuition, and their

home states would kick in an additional \$2,000 per student to cover Colorado's costs. The students would be expected to return to their home states to practice for a time after they finished their education.

That same month, at the annual meeting of the Western governors in Salt Lake City, the idea of interstate collaboration was advanced a step farther with the appointment of a gubernatorial committee to assess the professional education situation. At the following year's meeting, the committee made its report, recommending that the states focus on four fields: medicine, dentistry, veterinary medicine, and public health. A compact was drafted, enjoining "the 11 states and two territories lying to the west of Montana, Wyoming, Colorado, and New Mexico" to work together to broaden access to professional and graduate education in the West.

In 1953, William C. Jones was appointed as the organization's first executive director, and the University of Oregon in Eugene was chosen as its home. In its first fiscal year, WICHE aided 61 students from five states to enroll in medical, dental, and vet med schools – all on a shoestring budget of \$39,000.

A Growing Vision

While WICHE's mission initially focused narrowly on four fields of professional education, its goals broadened in scope over the ensuing decades. Here, a brief recap of some of the highlights of WICHE's progress, from the mid-1950s up until the present day.

The 1950s: Broadening the Scope. In its first decade, as the organization began to find its feet, it gradually expanded its reach. In 1955, training for mental health professionals, also scarce in the West, was added as a focus when WICHE created the Western Council on Mental Health Training and Research. A regional nursing shortage prompted the commission to establish the Western Council on Higher Education for Nursing, to help institutions grow their graduate nursing programs.

Other areas of interest included psychiatric training for physicians and training in special education and rehabilitation. The 1950s brought two other major changes: in 1955, WICHE moved to Boulder, Colorado, and Harold Enarson took over the directorship from William Jones.

The 1960s: Research & Policy. In the 1960s, WICHE evolved beyond its beginnings as a professional education facilitator and stepped into the research and policy arena, investigating areas as diverse as the link between education and economic development in the West; workforce needs in the medical fields; increasing the supply of teachers for disabled children; training for those working with juvenile delinquents; and – a harbinger of things to come – the cooperative use of educational television.

By the end of the '60s, WICHE's programmatic scope embraced several new professional fields, including optometry, occupational therapy, physical therapy, and dental hygiene. WICHE's Intern Program, launched in 1968, linked students in need of practical experience in their fields of study with organizations and agencies in need of help.

The 1970s: Forging New Programs. The 1970s saw the establishment of WICHE's Graduate Education Project, which focused on the regional coordination of graduate programs throughout the West. Also important was the establishment of the Information Clearinghouse, providing assistance and information to policymakers on a wide range of educational issues, from tuition and fees to minority representation in higher education.

Several new fields were added to the Student Exchange Programs roster, including podiatry, forestry, law, pharmacy, public health, and graduate library studies. The Health Resources Program, launched in 1979, worked to address healthcare issues that required multidisciplinary approaches. It also looked at problems unique to rural health care in the West. The year 1979 also saw the establishment of WICHE's Minority Education Program.

The 1980s: Fresh Frontiers. WICHE underwent major changes in the 1980s. The Western Undergraduate Exchange (WUE) was initiated in the fall of 1988, with the dual goal of helping the region's undergraduates find affordable programs out of state (WUE students pay 150 percent of resident tuition) and also of assisting institutions to fill slots in underenrolled programs. In its first year, 56 two- and four-year colleges and universities participated.

The Western Regional Graduate Program (WRGP) was also initiated in the 1980s, extending tuition reciprocity to students applying to a host of graduate programs across the West. By the decade's end some 120 master's and doctoral programs at 35 institutions were participating.

In 1988, the Northwest Academic Computing Consortium was incorporated, a cooperative effort between WICHE, Boeing Computer Services, and the Northwest Academic Forum. Together, the three established NorthWestNet, a regional supercomputer network connecting research institutions in the Northwest to the National Science Foundation's supercomputer network, providing access for university researchers, government labs, and private industry.

The Western Cooperative for Educational Telecommunications (WCET) was launched in 1989. Its goal: to facilitate the interstate sharing of telecommunications technologies, programs, and resources for educational and other purposes. Areas of interest included educational technology; faculty and teacher use of technology; and policy development, among other things.

The 1980s also saw WICHE turning toward the topic of international education, especially as it related to economic development in the West. WICHE also began to convene higher education policy workshops, bringing together policymakers in education and government to discuss a wide range of issues. WICHE's Policy Committee on Minorities in Higher Education worked to educate policymakers on ways to boost the numbers of minority students in higher education.

The 1990s: Mission Expanded. WICHE saw great expansion in a number of its programs in the 1990s. By the end of the decade, the enrollment of WUE, the youngest student exchange program, had risen above 14,000. More than 10,000 professionals, most of them in the health professions, had been educated through the Professional Student Exchange Program.

A new regional program, Doctoral Scholars, was working to address the shortage of minority faculty members in higher ed. Its method: pairing minority graduate students with mentors at their university. Doctoral Scholars also participated in the annual Compact for Faculty Diversity Institute on Teaching and Mentoring, designed to build scholars' teaching skills and help faculty to create supportive environments for students of color. Elsewhere, WCET was at work on a variety of projects, including the electronic Western Governors University, the Flashlight Project, which dealt with higher ed technology investment, and *The Distance Learner's Guide*.

WICHE was also strengthening its research capabilities, producing a host of publications to aid legislators and education leaders in the higher ed decision making process. One major national study: *Knocking at the College Door: Projections of High School Graduates by State and Race/Ethnicity*, produced by Policy Analysis and Research, the '90s equivalent of WICHE's Information Clearinghouse. The fifth edition of this ongoing study, published in concert with the College Board, provided actual and projected public elementary and secondary school enrollments and graduates by race and ethnicity. Other publications, such as the *Policy Insights* and the *Western Policy Exchange* series, addressed a slew of higher ed topics, from accountability to teacher shortages. WICHE also hosted a series of policy roundtables that engaged policymakers in discussions of a wide range of issues in states from California to South Dakota.

International education was also a focus of the 1990s. WICHE was one of the founding organizations behind the Consortium for North American Higher Education Collaboration (CONAHEC). This partnership of higher ed institutions in Canada, Mexico, and the U.S. addresses, in its programs and

research, the role of education and cross-border cooperation in assisting individual students and promoting regional strengths.

2000 & Beyond: The View from Here. In the last two years of its first half-century, WICHE has renewed its focus on its core issue: access. But in 2002, the problem of access to higher education looks quite different than it did in 1952. Then, access was a geographical issue: how could states without professional schools of medicine, dentistry, and veterinary science train their doctors, dentists, and vets? Today, the access issue also revolves around issues of race, ethnicity, and income: how can states ensure that minority and low-income students are well-represented in our universities and colleges?

Nevertheless, there are some similarities between the 1950s and the present day. The chief one: the lack of adequate facilities and a burgeoning population of students. In 2002, however, we have a new tool to address this problem: the Web.

Several current WICHE initiatives are focused on the uses of distance education. WCET is currently involved in a number of initiatives, including a project focused on services for students learning at a distance and its EduTools project, which looks at ways to evaluate course management software from different vendors. Another WICHE project, NEON, the Northwest Educational Outreach Network, is working to broaden student access to higher education through an innovative interstate collaboration that taps the "anywhere, anytime" powers of technology-mediated instruction. Under NEON, institutions will share online and distance education degree programs and courses in several disciplines, with a special focus on fields that are undergoing rapid growth in the West, such as nursing and education. A fourth program, the Western Consortium for Accelerated Learning Opportunities, is working to link up more minority and low-income students with Advanced Placement and other accelerated learning options, with online courses and testing as one of its tools.

In its anniversary year, WICHE faces a host of new challenges, as does higher education in the West in general. But the main questions we are asking ourselves remain the same: How can we best serve the West's students? How can we tap our colleges and universities to bolster the social and economic strengths of our states? And how can we work together to do so?

Accountability – Measuring Up 2002

Tuesday, 8.00 – 9.30 am
Centennial F

8 Tuesday 8:00-9:30 am



Session Description

Biographical Sketch: Patrick M. Callan

Measuring Up 2002, excerpts from the State-by-State Report Card
for Higher Education

Tuesday, November 12, 2002

8.00 – 9.30 am
Centennial F

Policy Discussion: Accountability – Measuring Up 2002

Speaker: Patrick M. Callan, president, National Center for Public Policy in Higher Education

The National Center for Public Policy and Higher Education published a state-by-state report card in November 2000 to provide a way of comparing the performance of higher education across states. The report received mixed reviews among policymakers and higher education leaders. Some welcomed the opportunity to assess their state against peer states on a consistent, defined set of performance measures that covered student preparation, participation in postsecondary education, affordability, completion and benefits to the state. Others criticized the report on the basis of perceived shortcomings in technical aspects, the completeness and recency of the data, and other concerns. The report card generated much comment and further work in many states. Additionally, the National Center supported individual states' efforts with a subsequent publication, *Some Next Steps for States: A Follow-up to Measuring Up 2000*, which outlined three actions that states might take to improve performance in higher education: (1) define and analyze the issues with greater precision; (2) create a policy environment for change; and (3) formulate an integrated set of policy initiatives.

The National Center's president, Pat Callan, will join the commission meeting to present findings and follow up from the center's new report, *Measuring Up 2002*, which was released in early October. The agenda book contains copies of a small portion of the report; the full report is available online at <http://www.highereducation.org>. Callan will review the updated report's findings, share reactions from around the states, and engage commissioners in a discussion of how future editions of the report card might be modified and improved to serve as a more valuable resource to the states.

Patrick M. Callan is the president of the National Center for Public Policy and Higher Education. He was executive director of the California Higher Education Policy Center, an independent nonprofit organization founded in 1992 to stimulate examination and public discussion of the future of California higher education. Former positions include vice president of the Education Commission of the States, executive director of the California Postsecondary Education Commission, executive director of the Washington State Council for Postsecondary Education, and executive director of the Montana Commission on Postsecondary Education. He has served on numerous national and state commissions and has written and

spoken extensively on education and public policy. He has advised or consulted for blue ribbon commissions, state education and higher education boards, governors' offices and legislative committees in more than half the states, and for the Chinese Provincial Universities Development Project, sponsored by the World Bank. He served as a WICHE commissioner representing California from 1979 to 1986 and as chair of the commission from 1982 to 1983.

Programs and Services Committee

Tuesday, 10.00 – 11.00 am
Centennial F

Agenda

Programs and Services Committee Minutes – May 2002

Tuesday, November 12, 2002

10.00 – 11.00 am
Centennial F

Programs and Services Committee

Committee Members

Diane Barrans, (AK), committee chair
Phil Dubois (WY), committee vice chair
Tad Perry (SD), ex officio
Chuck Ruch (ID), ex officio

John Haeger (AZ)
Herbert Medina (CA)
Bill Byers (CO)
Raymond Ono (HI)
Gary Stivers (ID)
Emily Stonington (MT)
Carl Shaff (NV)
Bruce Hamlett (NM)
Larry Isaak (ND)
Camille Preus-Braly (OR)
James O. Hansen (SD)
George Mantes (UT)
Debora Merle (WA)

Agenda

Call to Order: Diane Barrans, Chair



Minutes of the May 20, 2002, Committee Meeting

Information Items:

1. NEON – the Northwest Educational Outreach Network

WICHE and Northwest Academic Forum have received a three-year Fund for the Improvement of Postsecondary Education (FIPSE) grant of \$616,000 to develop a multistate electronic consortium, NEON. Staff will provide an overview of the key elements of the project and the partners' roles.

2. WICHE's Student Exchange Program (SEP) Updates – Jere Mock and Sandy Jackson

- a. Status of the certifying officers subcommittee on support fees
- b. The Western Undergraduate Exchange electronic enrollment reporting process
- c. Student Exchange Program Publications

3. WICHE's Legislative Advisory Committee – Jere Mock
4. The American TelEdCommunications Alliance – Jere Mock

ACTION ITEM
Programs and Services Committee Minutes
May 20, 2002

Committee Members Present

Phil Dubois (WY), vice chair
Chuck Ruch (ID), ex officio

William F. Byers (CO)
Raymond Ono (HI)
Gary Stivers (ID)
Emily Stonington (MT)
Carl Shaff (NV)
Bruce Hamlett (NM)
Larry Isaak (ND)
Camille Preus-Braly (OR)
David Gienapp (SD)
E. George Mantes (UT)

Other Commissioners Present

Linda Blessing (AZ)
Dick Crofts (MT)
Don Carlson (WA)
Jenne Lee Twiford (WY)
Diane Vines (OR)

Guests Present

Stephanie Butler, certifying officer (AK)
Phyllis Brecher, staff, Health Services,
University of Wyoming (WY)
Louise Cavatta, certifying officer (NM)
Vicki Falsgraf, certifying officer (OR)
David Iha, certifying officer (HI)
Bob Kelley, certifying officer (WY)
Louise Lynch, certifying officer (AZ)
Lance Perryman, dean, College of
Veterinary Medicine and Biomedical
Sciences, Colorado State University
(CO)

WICHE Staff

Sandy Jackson
Jere Mock
Marv Myers
Carol Wimert

Committee Vice Chair Phil Dubois opened the meeting and asked the committee members to review the first action item, minutes of the November 13, 2001, committee meeting. Committee members approved the minutes as presented.

Dubois asked the committee members to review the second action item: Professional Student Exchange Program (PSEP) support fees for FY 2003-2004 and FY 2004-2005. The action item proposes increasing the PSEP support fees by 4 percent in Group A and 3 percent in Group B for each year of the biennium, 2003-2004 and 2004-2005. It also seeks approval to increase the support fee base for the physician assistant field by \$1,000 in the first year of the biennium, in addition to the 4 percent increase in support fees.

Jere Mock opened the discussion on the action item by providing information on the process used to establish the support fee recommendations. She said input was requested over a two-month period and preliminary staff recommendations were distributed to all the deans and chairs of PSEP, WICHE certifying officers, members of the Student Exchange Program Advisory Committee (SEPAC), and the Veterinary Medicine Advisory Committee (VMAC). During a SEPAC conference call on April 25, 2002, members endorsed the staff recommendations. On May 19, the certifying officers met and spent a lot of time discussing the support fees.

The certifying officers approved the support fees increase of 4 percent in Group A and 3 percent in Group B fields, with an additional \$1,000 increase in the support fee base for physician assistants in the first year of the biennium. Six states approved the recommendation (AZ, CO, HI, NM, ND, and UT), five

states abstained from the vote (AK, MT, NV, OR, and WY), and Idaho, South Dakota and Washington were not represented at the meeting. There was a lot of discussion around whether the states can support the recommendations because of the current difficult fiscal situations many states are experiencing. As a result of these issues, the certifying officers suggested that a subcommittee of that group be created to begin a field-by-field review of the support fees and to develop recommendations on the support fee process. Their recommendations would be reviewed by SEPAC and the WICHE Commission over the next year. The states that have asked to be represented on this subcommittee include Arizona, Hawaii, Montana, Nevada, Oregon, and Utah.

Dubois questioned whether there has been discussion about developing a standard ratio for the support fees relative to the nonresident tuitions at participating institutions. Mock responded that in many cases the differential between nonresident tuition and resident tuition plus the WICHE support fee has disappeared. It will be necessary to look at this approach field by field.

Carl Shaff made a motion to approve the suggested increase in support fees as well as the establishment of a subcommittee of certifying officers to review fields and provide input to SEPAC prior to the next round of recommendations for PSEP support fees. Raymond Ono seconded the motion.

Don Carlson asked if it might be wise to reexamine the 2004-2005 support fees in early 2003. Dubois said institutions need to know in advance what the levels of support will be so they can budget ahead. He thought the logical consequence is there will be a reduction in slots whether the fees are approved now or in 2003.

Larry Isaak asked what the downside would be of allowing states flexibility with regard to moving fees up and down. Mock answered that this is one model that will likely be discussed by the newly formed certifying officers subcommittee, but she also mentioned that the Programs and Services subcommittee recently reviewed PSEP and support fees and the group recommended maintaining a regional, rather than a state-by-state, approach for the support fees.

The committee members voted unanimously to approve the recommended increases in support fees for the next biennium (2003-2004 and 2004-2005).

Dubois asked Mock to review the next action item, the FY 2002-03 work plan for Programs and Services. Mock reviewed the draft plan and provided additional information on the following: (1) new programs that have been approved for the Western Regional Graduate Program; (2) the status of the Northwest Academic Forum's efforts to establish the Northwest Educational Outreach Network; (3) the American TelEd Communications Alliance; (4) plans to develop workforce briefs; and (5) expanding the approach of using professional advisory councils. There was unanimous endorsement of the workplan.

Dubois asked Chuck Ruch to provide an overview of the work accomplished by the Programs and Services subcommittee in their review of the Student Exchange Programs. Ruch suggested that committee members review the background information located in the agenda book, paying particular attention to the sections headed "For Commission Consideration." The subcommittee is not recommending changes to any of the three programs. Mock added that when Commission Chair Tad Perry appointed this subcommittee, in addition to his charge to committee members to take a look at the existing programs, he asked that they also look at what is going on in the region in terms of the nursing shortage and how WICHE might become more active in addressing collaborative academic planning. She provided an update on the steps taken to address these issues.

Dubois commented that when he looks at the WUE data for Wyoming, there is a one-to-one match of students entering and leaving the state, but when you break it down you see that most of the students who leave Wyoming as WUE students go to four-year institutions and most of the students who come in to Wyoming through the program go to two-year institutions. Mock added that one challenge with

providing an enrollment analysis is that WICHE has not tracked students' names but instead has tracked student numbers. A new online reporting process is being initiated for WUE that allows institutions to report student names and contact information, but providing this information will be voluntary. Ruch asked that members review the Programs and Services subcommittee's background paper in the agenda book.

Program Updates

Sandy Jackson provided a brief update on the status of the certifying officers' meeting and the upcoming veterinary medicine advisory council meeting. Mock informed attendees that the annual WUE enrollment report has been completed and sent to the state higher education executive offices in WICHE states as well as to institutions that participate in WUE; it is also available on the WICHE Web site. Mock also said that the WICHE Legislative Advisory Committee will meet in Lake Tahoe on July 19 in conjunction with annual meeting of the Council of State Governments-WEST (CSG-WEST). The current roster of Legislative Advisory Committee members was distributed.

Don Carlson expressed his concern that CSG did not mention WICHE in their preconference program. Emily Stonington asked Mock what her sense is of how to build a better relationship with CSG. Mock responded that a unique situation will exist next year in that the chair-elect for CSG is Sen. Brian Taniguchi from Hawaii. Sen. Taniguchi has served on the advisory committee for the Student Exchange Programs and is a member of the Legislative Advisory Committee. Ruch asked if it would be fair to enter the negotiations by offering CSG the opportunity to do a concurrent session at a WICHE Commission meeting. Mock thought that this was a good suggestion. The meeting was adjourned.

Issue Analysis and Research Committee

Tuesday, 10.00 – 11.00 am
Centennial E

Agenda

Issue Analysis and Research Committee Minutes – May 2002

Tuesday, November 12, 2002

10.00 – 11.00 am
Centennial E

Issue Analysis and Research Committee

Committee Members

Cecelia Foxley (UT), Chair
Pauline Gubbels (NM), Vice Chair
Tad Perry (SD), Ex Officio
Chuck Ruch (ID), Ex Officio

Johnny Ellis (AK)
Lawrence Gudis (AZ)
Francisco Hernandez (CA)
Tim Foster (CO)
Clyde Kodani & Doris Ching (HI)
Jack Riggs (ID)
Frank Kerins (MT)
Jane Nichols (NV)
Everett Frost (NM)
Richard Kunkel (ND)
Ryan Deckert (OR)
Robert Burns (SD)
Marcus Gaspard (WA)
John Barrasso (WY)

Agenda

Call to Order: Cecelia Foxley, chair



Committee Meeting Minutes, May, 2002

Discussion Item: State Tuition Policy for Military Personnel and Dependents.

Commissioner Bill Kuepper has brought to staff the topic of state tuition policy for military personnel and their dependents; we would like to involve the committee in a short discussion of issues around this topic. Commissioner Kuepper was invited to attend an Army Education Summit on in-state tuition for the U.S. Army's Office of Education. One of the desired outcomes of the summit is to promote consistency among in-state tuition requirements for soldiers and family members. Two of the long-term goals of this initiative are to conduct data collection and analysis activities and develop model legislation or policy to achieve consistency among state policies.

Discussion Item: Program Delivery

In May, 2002, the committee directed staff to add a new activity in the "On the Horizon" section of the workplan, under the "Workforce" issue area. The activity would explore the adequacy of program delivery to provide education and training in areas without comprehensive postsecondary education institutions. Given the newness of this issue, the committee is asked to discuss the proposed new activity area and provide comments to staff for future work.

Information Item: Unit Updates

Staff will provide an update and respond to the committee's questions concerning ongoing activities:

1. WCET – Sally Johnstone
 - a) EduTools demonstration
 - b) Update on projects
2. Policy Analysis and Research – Cheryl Blanco
 - a) Progress reports on unit projects
 - b) Publications

ACTION ITEM

Issue Analysis and Research Committee Minutes May 20, 2002

Committee Members Present

Cecelia Foxley, chair (UT)
Doris Ching (HI)
Frank Kerins (MT)
Jane Nichols (NV)
Pauline Guebbels (NM)
Everett Frost (NM)
Richard Kunkel (ND)
Ryan Deckert (OR)
Marcus Gaspard (WA)
John Barrasso (WY)

Other Commissioners Present

Bill Kuepper (CO)
Clyde Kodani (HI)
Dick Crofts (MT)

Members Unable to Attend

Johnny Ellis (AK)
Lawrence Gudis (AZ)
Francisco Hernandez (CA)
Tim Foster (CO)
Jack Riggs (ID)
Bob Burns (SD)

Staff Present

David Longanecker
Cheryl Blanco
Sally Johnstone

Chair Cecelia Foxley convened the Issue Analysis and Research Committee on May 20, 2002, asking participants to introduce themselves. The minutes of the November 13, 2001, committee meeting were approved without revisions.

Chair Foxley moved to the FY 2003 workplan, the second agenda action item. Cheryl Blanco reviewed the five issue areas and the three levels of involvement with the specific activities in each area. Members asked for further explanation of some items but did not remove or rearrange items in the workplan matrix. David Longanecker introduced a new potential topic that has been raised by a commissioner not on this committee. He suggested adding a topic related to how institutions are meeting state needs through their various educational programs. Following additional discussion and support from members of the committee, staff was directed to add this topic under the heading "Workforce" in the "On the Horizon" section. The workplan was approved with this revision.

Chair Foxley directed the members to the discussion item titled "Finding the Will and the Way: Managing Higher Education within Revenue and Expenditure Constraints." Blanco explained that this agenda item was approved by the committee and the commission last spring. Staff approached some foundations for funding but had not been successful. Recently, the Ford Foundation has indicated possible interest in allowing us to retain approximately \$75,000 in unspent funds from two Ford grants that ended in December 2001 to serve as a planning grant for this project. Staff are pursuing this with the foundation. Because it has been some time since this project was introduced to the committee and a commissioner has indicated concern over the scope of the project, staff felt that additional discussion was warranted at this meeting. Commissioner Bill Kuepper (CO) explained that Colorado questioned the appropriateness of looking at state taxation policies. Commissioner Jane Nicholas asked if WICHE would recommend changing tax structures. Blanco responded that the initial funding would probably be used to conduct a regional and state-by-state descriptive study of existing revenue policies and their impact on higher education. If further funding is secured, a small number of interested states would be supported to take a

more in-depth look at their revenue structures and policies, and those states would independently decide if they wanted to issue recommendations. Commissioner Marc Gaspard (WA) indicated that he was very comfortable with this conversation. Commissioner Dick Crofts (MT) suggested that part of the project title, "Managing Higher Education," is not necessarily consistent with the purpose of examining "the impact of revenue and expenditure constraints on the future viability of higher education." Commissioner Ryan Deckert stated that he does not see much value for this in Oregon; the value is in looking at what is going on in other states. Commissioner Nichols said the project should look seriously at the consequences of this trend. Other committee members voiced support for this approach. Chair Cecelia Foxley expanded that idea to include consideration of the state's return on the investment in higher education.

Sally Johnstone reported on WCET (Western Cooperative for Educational Telecommunications) activities. The current projects include "Beyond the Administrative Core, Creating Web-based Student Services for Online Learners" and "Technology Costing Methodology," which are funded by FIPSE/LAAP. "Developing the Tools, Policies, and Models" is funded by the Hewlett Foundation and will be a Web-based evaluation tool for higher education institutions to assist them in finding appropriate course development tools, policies, and student support tools. Another project funded by the Hewlett Foundation has allowed WCET to explore the policy issues of MIT's Open CourseWare Initiative and to work with UNESCO on exploring open courseware for the developing world. The Hewlett Foundation is also funding a feasibility study for the development of a course evaluation system. WCC (Western Cooperative Consulting) has several projects, some of which include work with the Ohio Learning Network, the New Mexico Higher Education Commission, the University of Oregon, Louisiana State University, and the Asia Pacific eLearning Forum. WCET also has three meetings planned this year: MDE: Institute for Managing and Developing E-learning; Costing and Financing Instructional Technologies in Higher Education: Practical Lessons & Policy Implications; and the 14th annual conference. There are also developing projects in the works, including a student support services Web center, a UNESCO forum on open information issues and projects, and models to support high-need, low-enrollment online courses.

In a brief report on the current work of the Policy Analysis and Research unit, Blanco pointed out the matrix of issues, initiatives, activities, state services, and benefits included in the agenda book. She noted a few remaining items, including publication of the regional fact book, release of the State Policy Inventory Database Online (SPIDO), and the selection of states to serve as case study states for the "Changing Directions" project (Lumina Foundation for Education) case studies – Arizona, Connecticut, Florida, Missouri, and Oregon.

The committee had no further business and adjourned.

Committee of the Whole – Business Session and Working Lunch

Tuesday, 11.15 am – 1.30 pm
Centennial F

Agenda

ACTION ITEM: Audit Report for FY 2002 (distributed separately)

ACTION ITEM: Policy on State Dues Arrears

INFORMATION ITEM: FY 2003 Budget Update and Preliminary Budget for FY 2004

Meeting Evaluation

Tuesday, November 12, 2002

11.15 am – 1.30 pm
Centennial F

Committee of the Whole, business session/working lunch

Agenda

Call to Order: Tad Perry, Chair

Report and Action of the Executive Committee



Executive Committee Minutes [Tab 1]



Audit Report for FY 2002 (distributed separately)

Report and Action of the Issue Analysis and Research Committee

Report and Action of the Programs and Services Committee



Policy on State Dues Arrears

Information Item: FY 2003 Budget Update and Preliminary Budget for FY 2004



Election of Chair and Vice Chair

Remarks from the new Chair

Selection of 2003 Executive Committee Members

Report of the Site Selection Committee

Meeting Evaluation (form)

Other Business

Adjournment

ACTION ITEM

Policy on State Dues Arrears

During the October 1 conference call meeting, the Executive Committee approved for advancement to the full commission the following policy on state dues default:

WICHE state dues are payable on July 1st of each fiscal year. States that have not paid dues in full by the end of the fiscal year (June 30th) will be considered in arrears. WICHE will seek full payment of the dues with the assistance of the WICHE commissioners and other relevant state officials.

Consequences of Nonpayment

If the dues are not paid by June 30, WICHE will:

- Cease to reimburse travel expenses to any WICHE-sponsored meetings by commissioners and constituents from the state. A credit toward the state's dues obligation will be given for commissioners who incur travel expenses to attend WICHE Commission meetings during this period.
- Cease to schedule additional meetings in the state.
- Interest accruing at the rate of inflation will be attached to the state's dues obligation.

If the arrearage is not paid by June 30 of year five, WICHE will:

- Terminate services to the state until the state's dues obligation is fully repaid with accrued interest.

Action Requested

Approval of the policy on state dues default as described in this action item.

INFORMATION ITEM

General Fund Budget Estimate for FY 2003 and Preliminary Budget for FY 2004 Revenue and Expenditures

\$103,000 -- Dues per State -- \$105,000

A	B	C	D	E	F	G	H	I	J	
FY 2003					FY 2004					
	FY 2003 Budget (a)	FY 2003 Estimate	Estimate Better or (Worse) than Budget		"Preliminary" FY 2004 Budget	Comparing FY 2003 to FY 2004				
			\$	%		Better or (Worse) than FY 2003 Budget		Better or (Worse) than FY 2003 Estimate		
						\$	%	\$	%	
1 Revenue:										
2	Member dues	(b) 1,545,000	1,545,000	0	0.0%	(b) 1,575,000	30,000	1.9%	30,000	1.9%
3	Interest	(c) 61,000	65,000	4,000	6.6%	(c) 58,000	(3,000)	-4.9%	(7,000)	-10.8%
4	Indirect cost recovery	410,000	396,000	(14,000)	-3.4%	279,000	(131,000)	-32.0%	(117,000)	-29.5%
5	Miscellaneous income	20,000	32,000	12,000	60.0%	25,000	5,000	25.0%	(7,000)	-21.9%
6	Total Revenue	2,036,000	2,038,000	2,000	0.1%	1,937,000	(99,000)	-4.9%	(101,000)	-5.0%
7 Expenditures:										
8	SEP - Programs	309,412	301,737	7,675	2.5%	310,192	(780)	-0.3%	(8,455)	-2.8%
9	Policy Analysis & Research	277,417	244,357	33,060	11.9%	247,058	30,359	10.9%	(2,701)	-1.1%
10	Communications & Public Affairs	286,084	282,781	3,303	1.2%	277,622	8,462	3.0%	5,159	1.8%
11	Commission Meeting Expense	106,945	105,442	1,503	1.4%	117,020	117,020	109.4%	(11,578)	-11.0%
12	Executive Director's Office	368,081	370,191	(2,110)	-0.6%	374,951	(6,870)	-1.9%	(4,760)	-1.3%
13	Administrative Services	(d) 506,515	509,977	(3,462)	-0.7%	(d) 523,478	(16,963)	-3.3%	(13,501)	-2.6%
14	Miscellaneous Expenses	(e) 84,819	85,042	(223)	-0.3%	(e) 97,048	(12,229)	-14.4%	(12,006)	-14.1%
15	Indirect Cost Sharing Expenses	(f) 81,000	71,000	10,000	12.3%	(f) 35,000	46,000	56.8%	36,000	50.7%
16	Staff Salary & Benefit Cost Increases for FY 2004 (2.0%)	(g) (13,120)	0	0	0.0%	(g) 28,000	na	na	na	na
17	Staff Turnover/Vacancy Estimate (1.5% of Salaries & Brfts.)	(13,120)	0	0	0.0%	(13,920)	800	-6.1%	na	na
18	Program Development Fund	20,000	20,000	0	0.0%	20,000	0	0.0%	0	0.0%
19	Total Expenditures	2,027,153	1,990,527	36,626	1.8%	2,016,449	10,704	0.5%	(25,922)	-1.3%
20	Surplus (Deficit) for the Fiscal Year	8,847	47,473			(79,449)				
21	Better or (Worse) than Budget or Estimate			38,626	1.9%	(88,296)	na	(126,922)	-267.4%	
22 Reserves:										
23 Beginning of the Fiscal Year:										
24	Minimum Reserve	(h) 243,258	243,258	0	0.0%	(h) 241,974	(1,284)	-0.5%	(1,284)	-0.5%
25	Reserves Available for Dedication	302,706	302,706	0	0.0%	170,412	(132,294)	-43.7%	(132,294)	-43.7%
26	Total Reserves - Beginning of the Fiscal Year:	545,964	545,964	0	0.0%	412,386	(133,578)	-24.5%	(133,578)	-24.5%
27 Dedications to the Reserve During the Fiscal Year:										
28	Surplus (Deficit) during Fiscal Year (Line 20 - above)	8,847	47,473	38,626	436.6%	(79,449)	(88,296)	-998.0%	(126,922)	-267.4%
29	Association Mgmt. Software	(i) (50,000)	(50,000)	0	0.0%	(i) 0	50,000	-100.0%	50,000	na
30	Office Move	(k) (30,000)	(30,000)	0	0.0%	(k) (50,000)	(20,000)	66.7%	(20,000)	66.7%
31	Office Furniture & Equipment	(k) (30,000)	(30,000)	0	0.0%	(k) (50,000)	(20,000)	66.7%	(20,000)	66.7%
32	50th Anniversary Celebration	(l) (71,051)	(71,051)	0	0.0%	(l) (23,637)	47,414	na	47,414	na
33	Net Reserve Dedications During the Fiscal Year	(172,204)	(133,578)	38,626	-22.4%	(203,086)	(30,882)	(69,508)	(69,508)	-24.5%
34 End of the Fiscal Year:										
35	Minimum Reserve	(h) 243,258	243,258	0	0.0%	(h) 241,974	(1,284)	-0.5%	(1,284)	-0.5%
36	Reserves Available for Dedication	130,502	169,128	38,626	29.6%	(32,674)	(163,176)	-125.0%	(201,802)	-119.3%
37	Total Reserves - End of the Fiscal Year:	373,760	412,386	38,626	10.3%	209,300	(164,460)	-44.0%	(203,086)	-49.2%

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

- (a) Budget approved by the commission in May of 2002, adjusted for actual carry over from FY 2002 and adjusted for actual salary increases by unit.
- (b) For FY 2003, includes \$111,440 in accounts receivables associated with three states: 1) California, \$103,000; 2) Colorado, \$8,242; and 3) New Mexico, \$200.
- (c) Budget for FY 2003: Average daily balance of \$3,719,000 at 1.65%. Estimate for FY2003: Ave. daily balance of \$4,250,000 at 1.53%.
Budget for FY 2004: Average daily balance of \$3,868,000 at 1.50%. For the FY 2003 budget, the projected PSEP funds were 75% of those during FY 2002.
- (d) Includes providing the following functions for all units and projects within WICHE: Accounting, payroll, auditing, financial management, facilities management, purchasing, H.R., and mailing services.
- (e) Includes property & liability insurance, legal fees, unallocated rent, and other miscellaneous costs not allocated to unit budgets.
- (f) Approved by the Commission at the Nov. 2001 meeting in Broomfield, CO.
- (g) Preliminary estimate of salary and benefit cost increases for FY 2004.
- (h) The minimum reserve level authorized by the Commission (12% of budgeted expenditures, per May 2000 Commission Meeting).
- (i) Approved by the Commission at the Nov. 2000 meeting in Seattle, WA.
- (k) Reserve funds for the next office move and for office furniture in the Fall of 2004, each at \$30,000 for FY 2003 and each at \$50,000 for FY 2004.
- (l) Approved by the Commission at the May 2002 meeting in Santa Fe, NM.

INFORMATION ITEM

Total WICHE Expenditures by Fiscal Year

(Rounded to nearest \$1,000)

Primary Account Names	Actual FY 2002	Estimate FY 2003	Estimate FY 2004
1 General Fund	\$1,831,000	\$1,991,000	\$2,016,000
2 WICHE Reserves	84,000	181,000	124,000
3 WCET	1,847,000	2,145,000	1,710,000
4 Mental Health	403,000	527,000	469,000
5 CONAHEC/ELNET	560,000	391,000	46,000
6 NWAF	26,000	33,000	33,000
7 NEON	0	138,000	210,000
8 Advanced Placement (AP)	538,000	776,000	600,000
9 AT Alliance	10,000	15,000	15,000
10 Ford - Legislative Policy	102,000	0	0
11 Ford - Legislative Engagement	76,000	0	0
12 Ford - Expanding Engagement	8,000	145,000	145,000
13 Lumina - Changing Direction	36,000	315,000	200,000
14 Doctoral Scholars	84,000	0	0
15 Bridges to the Professoriate	124,000	175,000	125,000
16 Pathways to College Network	87,000	125,000	0
17 High School Graduates	1,000	80,000	160,000
18 US/UK Education Dialogue	46,000	6,000	0
19			
20 Subtotal - Primary Accounts (Lines 1 thru 19)	5,863,000	7,043,000	5,853,000
21 Self-Supporting Services:			
22 Information Technology Services	203,000	248,000	253,000
23 Printing Services	11,000	16,000	18,000
24 Telephone Services	36,000	33,000	35,000
25 Facilities Services	362,000	382,000	403,000
26 Subtotal - Self-Supporting Svcs.	612,000	679,000	709,000
27 Subtotal Primary + Self-Supportg. (Lines 20 + 26)	6,475,000	7,722,000	6,562,000
28 PSEP Support Fees	11,458,000	11,334,000	10,500,000
29 TOTAL - ALL SOURCES	17,933,000	19,056,000	17,062,000

Meeting Evaluation
WICHE Commission Meeting
November 11-12
Broomfield, 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:
Marla Williams, WICHE, PO Box 9752, Boulder, CO 80301
Fax: 303.541.0291; email: mwilliams@wiche.edu or dlonganecker@wiche.edu

Use the other side of the form
or additional paper, if
necessary. Thanks.

The WICHE Commission

WICHE's 45 commissioners are appointed by their governors from among state higher 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, Colorado. Robert "Tad" Perry, executive director of the South Dakota Board of Regents, is chair of the WICHE Commission; Charles Ruch, president of Boise State University, is vice chair.

Alaska

Diane M. Barrans, executive director, Alaska Commission on Postsecondary Education, Juneau

Johnny Ellis, state senator, Anchorage

Mark Hamilton, president of the University of Alaska Statewide System, Fairbanks

Arizona

Linda Blessing, executive director, Arizona Board of Regents, Phoenix

Lawrence M. Gudis, senior regional vice president, University of Phoenix, Phoenix

John Haeger, president, Northern Arizona University, Flagstaff

California

Francisco Hernandez, vice chancellor, University of California, Santa Cruz

Herbert Medina, associate professor, Mathematics Dept., Loyola

Marymount University, Los Angeles

Robert Moore, interim executive director, California Postsecondary Education Commission, Sacramento

Colorado

William F. Byers, consumer and public relations manager, Grand Valley Power, Fruita

Timothy E. Foster, executive director, Colorado Commission on Higher Education, Denver

William G. Kuepper III, senior policy advisor, Colorado Commission on Higher Education, Denver

Hawaii

Doris Ching, vice president for student affairs, University of Hawaii at Manoa, Honolulu

Clyde T. Kodani, president, Kodani & Associates, Inc., Lihue

Raymond S. Ono, senior vice president, Main

Banking Center, First Hawaiian Bank, Honolulu

Idaho

Jack Riggs, physician, Coeur d'Alene

Charles Ruch (WICHE vice chair, 2002), president, Boise State University

Gary W. Stivers, executive director, State Board of Education, Boise

Montana

Richard Crofts, commissioner, Montana University System

Francis J. Kerins, former president of Carroll College, Helena

Emily Stonington (through Nov. 30), (WICHE chair, 2001), state senator, Bozeman

Cindy Younkin (effective Dec. 1), state representative, Bozeman

Nevada

Jane Nichols, chancellor, University and Community College System of Nevada, Reno

Raymond D. Rawson, state senator, Las Vegas

Carl Shaff, educational consultant, Nevada State Dept. of Education, Reno

New Mexico

Everett Frost (WICHE chair, 2000), president-emeritus and professor-emeritus, Eastern New Mexico University, Portales

Pauline Gubbels, state representative, Albuquerque

Bruce D. Hamlett, executive director, Commission on Higher Education, Santa Fe

North Dakota

Larry Isaak, chancellor, North Dakota University System, Bismarck

Richard Kunkel, vice president, North Dakota Board of Higher Education, Devils Lake

David E. Nething, state senator, Jamestown

Oregon

Ryan Deckert, state senator, Portland

Camille Preus-Braly, commissioner, Oregon Dept. of Community Colleges and Workforce Development, Salem

Diane Vines (WICHE chair, 1997), vice chancellor for corporate and public affairs, Oregon University System, Portland

South Dakota

Robert Burns, distinguished professor, Political Science Dept., South Dakota State University, Brookings

James O. Hansen, chair, Committee on Academic and Student Affairs, South Dakota Board of Regents

Robert T. (Tad) Perry (WICHE chair, 2002), executive director, South Dakota Board of Regents, Pierre

Utah

Cecelia H. Foxley, commissioner of higher education, Utah System of Higher Education, Salt Lake City

David L. Gladwell, state senator and attorney, North Ogden

E. George Mantes, regent, Utah State Board of Regents, Salt Lake City

Washington

Don Carlson, state senator, Vancouver

Marcus S. Gaspard, executive director, Washington

State Higher Education Coordinating Board, Olympia

Debora Merle, policy advisor for higher education, Washington Office of the Governor, Olympia

Wyoming

John Barrasso, M.D., Casper

Philip L. Dubois, president, University of Wyoming, Laramie

Jenne Lee Twiford, principal, Douglas Middle School, Douglas

2002 Committee Assignments

Executive

Tad Perry (SD), Chair
Chuck Ruch (ID), Vice Chair
Emily Stonington (MT), Immediate Past Chair

Diane Barrans (AK)
Linda Blessing (AZ)
Robert Moore (CA)
Bill Kuepper (CO)
Doris Ching and Clyde Kodani (HI)
Gary Stivers (ID)
Richard Crofts (MT)
Ray Rawson (NV)
Bruce Hamlett (NM)
David Nething (ND)
Diane Vines (OR)
Robert Burns (SD)
David Gladwell (UT)
Don Carlson (WA)
Jenne Lee Twiford (WY)

Issue Analysis and Research

Cecelia Foxley (UT), Committee Chair
Pauline Gubbels (NM), Vice Chair
Tad Perry (SD), Ex Officio
Chuck Ruch (ID), Ex Officio

Johnny Ellis (AK)
Larry Gudis (AZ)
Francisco Hernandez (CA)
Tim Foster (CO)
Doris Ching (HI)
Jack Riggs (ID)
Frank Kerins (MT)
Jane Nichols (NV)
Everett Frost (NM)
Richard Kunkel (ND)
Ryan Deckert (OR)
Robert Burns (SD)
Marc Gaspard (WA)
John Barrasso (WY)

Programs and Services

Diane Barrans (AK), Committee Chair
Phil Dubois (WY), Committee Vice Chair
Tad Perry (SD), Ex Officio
Chuck Ruch (ID), Ex Officio

John Haeger (AZ)
Herbert Medina (CA)
Bill Byers (CO)
Raymond Ono (HI)
Gary Stivers (ID)
Emily Stonington (MT)
Carl Shaff (NV)
Bruce Hamlett (NM)
Larry Isaak (ND)
Cam Preus-Braly (OR)
James O. Hansen (SD)
George Mantes (UT)
Debora Merle (WA)

Nominating Committee

Diane Vines (OR), Chair
Emily Stonington, WICHE Chair 2001 (MT)
Carl Shaff (NV)
Everett Frost, WICHE Chair 2000 (NM)
Cecelia Foxley (UT)

Committee to Review WICHE and its Leadership

David Nething (ND), Chair
Linda Blessing (AZ)
Everett Frost (NM)

WICHE Staff

Executive Director's Office

David Longanecker, executive director
Marla Williams, assistant to the executive director

Administrative Services

Marv Myers, director
Heidi Alina, administrative assistant IV
Faye Jensen, human resources coordinator

Jill Lazo, accounting specialist

Bryce Logemann, computer technician
Craig Milburn, accounting manager

Gabriele Sattler, accounting specialist

Jerry Worley, information technology manager

Mental Health

Dennis Mohatt, director
Chuck McGee, project director
Diana Vari, staff associate I

Programs and Services

Jere Mock, director
Sandy Jackson, program coordinator, Student Exchange Programs
Candy Allen, graphic designer
Anne Ferguson, administrative assistant I
Anne Finnigan, communications associate
Deborah Jang, publishing and design manager
Jenny Shaw, administrative assistant IV

Policy Analysis and Research

Cheryl Blanco, director
Sharon Bailey, policy associate II
Caroline Hilk, administrative assistant IV
Jacqueline Stirn, research associate II
Michelle Médal, administrative assistant I

WCET

Sally Johnstone, director
Sue Armitage, LAAP project assistant
Sherri Artz Gilbert, administrative coordinator
Marianne Boeke, staff associate II
Sharmila Basu Conger, postdoctoral fellow
Jackie Dobrovolny, researcher
Jeremy Goldsmith, Web developer
Karen Middleton, senior project coordinator
Russell Poulin, associate director
Patricia Shea, assistant director
Rachel Sonntag, administrative assistant II
Diane Sturm, administrative assistant II
Bing Walker, researcher
Jennifer Wolfe, conference assistant

CONAHEC staff

(w/offices at WICHE)
Margo Stephenson, associate project director
Laurie Klusman, administrative assistant II
Sean Manley-Casimir, assistant director, Internet resources

Staff members whose names are in bold have joined the WICHE staff since the last commission meeting.

The WICHE Web site www.wiche.edu includes a staff directory with phone numbers and email addresses.

Higher Education Acronyms

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

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

LAAP	Learning Anytime Anywhere Partnership	www.ed.gov/offices/OPE/FIPSE/LAAP
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
IHEP	Institute for Higher Education Policy	www.ihep.com
IIE	Institute of International Education	www.iie.org
IPEDS	Integrated Postsecondary Education Data System	www.nces.ed.gov/ipeds
McCrel	Mid-continent Research for Education and Learning	www.mcrel.org
MHEC	Midwestern Higher Education Commission	www.mhec.org
MSA/CHE	Middle States Association of Colleges and Schools, Commission on Higher Education	www.middlestates.org
NACUBO	National Association of College and University Business Officers	www.nacubo.org
NAEP	National Assessment of Educational Progress	www.nces.ed.gov/nationsreportcard
NAFEO	National Association for Equal Opportunity in Higher Education	www.nafeo.org
NAFSA	(an association of international educators)	www.nafsa.org
NAICU	National Association of Independent Colleges and Universities	www.naicu.edu
NASC	Northwest Association of Schools and Colleges, Commission on Colleges	www.cocnasc.org
NASFAA	National Association of Student Financial Aid Administrators	www.nasfaa.org
NASPA	National Association of Student Personnel Administrators	www.naspa.org
NASULGC	National Association of State Universities and Land-Grant Colleges	www.nasulgc.org
NCA-CASI	North Central Association Commission on Accreditation and School Improvement	www.ncacasi.org
NCHEMS	National Center for Higher Education Management Systems	www.nchems.org
NCSL	National Conference of State Legislatures	www.ncsl.org
NCPPE	National Center for Public Policy and Higher Education	www.highereducation.org
NEASC-CIHE	New England Association of Schools and Colleges, Commission on Institutions of Higher Education	www.neasc.org
NEBHE	New England Board of Higher Education	www.nebhe.org
NEON	Northwest Educational Outreach Network	www.wiche.edu/NWAF/NEON
NGA	National Governors' Association	www.nga.org
NPEC	National Postsecondary Education Cooperative	www.nces.ed.gov/npec
NUCEA	National University Continuing Education Association	www.nucea.edu
NWAF	Northwest Academic Forum	www.wiche.edu/NWAF
RMAIR	Rocky Mountain Association for Institutional Research	www.unlv.edu/PAIR/rmair
SACS-CoC	Southern Association of Schools and Colleges, Commission on Colleges	www.sacscoc.org
SHEEO	State Higher Education Executive Officers	www.sheeo.org
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
UNCF	United Negro College Fund	www.uncf.org
WAGS	Western Association of Graduate Schools	www.wiche.edu/wags/index.htm
WASC-ACCJC	Western Association of Schools and Colleges, Accrediting Commission for Community and Junior Colleges	www.accjc.org
WASC-Sr	Western Association of Schools and Colleges, Accrediting Commission for Senior Colleges and Universities	www.wascweb.org/senior/wascsr.html
WCET	Western Cooperative for Educational Telecommunications	www.wiche.edu/telecom
WGA	Western Governors' Association	www.westgov.org
WICHE	Western Interstate Commission for Higher Education	www.wiche.edu

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/hecche.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	NMCHCE	New Mexico Commission on Higher Education	www.nmche.org
Nevada	UCCS	University & Community College System of Nevada	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