

Committee of the Whole

Business session/working lunch

Tuesday, 11.45 am – 2.00 pm

Kiva B-C

Agenda

FY 2002-03 Workplan

50th Anniversary Plans for WICHE

Evaluation Form

Description of Santa Fe Institute

Tuesday, May 21, 2002

11.45 am - 2.00 pm
Kiva B-C

Committee of the Whole, business session/working lunch

Agenda

Call to Order: Tad Perry, Chair

Report of the Executive Committee [Tab 1]

1. Recommended Action: Salary and Benefits for FY 2003
2. Recommended Action: General Fund Budget for FY 2003 and review of FY 2002
3. Recommended Action: WICHE Dues for FY 2004 and 2005

Report of the Programs and Services Committee [Tab 3]

1. Recommended Action: Professional Student Exchange Program Support Fees for FY 2003-2004 and FY 2004-2005

Report of the Issue Analysis and Research Committee [Tab 4]



FY 2002-03 Workplan



50th Anniversary Plans for WICHE

Report on the status of WICHE's office facility

Meeting evaluation (form)

Other business

Adjournment

2.15 pm

Meet in the hotel lobby

2.30 - 3.30 pm

Santa Fe Institute – Tour and presentation



This year marks the 50th anniversary of the founding of the Western Interstate Commission for Higher Education. While WICHE celebrates its accomplishments over the last half century, we also plan to use 2002-03 to examine how we've evolved – and to shape a vision for our future.

In 1952, WICHE was launched as a compact committed, first and foremost, to access: specifically, to putting students seeking to become doctors, dentists or veterinarians in touch with professional programs beyond the borders of their states. PSEP, our Professional Student Exchange Program, now enrolls students in 13 fields and has spawned two other regional exchange programs as well. Over the last five decades, our mission has expanded to include research and policy analysis in areas as diverse as distance education, global higher ed issues, and mental health. We've also earned a strong reputation for our work with all the stakeholders in higher education, from educators themselves to legislators and business people. On the eve of our 50th anniversary, the question we find ourselves asking is: Where do we go from here?

Using our past work as our foundation, WICHE intends to focus on a quintet of issues in the coming year: higher ed finance, access, innovation and information technology, workforce development, and accountability. In our meetings with WICHE commissioners and with other constituents, these have emerged as the most critical issues facing our region today.

Each of our priority issues begs a question, usually several questions. For example:

- **Finance:** In an era of constrained resources, how do we allocate funds to best support our priorities (and what exactly are our priorities)? Who should be in the coalition of state partners to develop a fiscal plan for the state's investment in higher education? What do financial pressures mean for higher education and issues such as access, delivery, and quality? How do one state's fiscal problems impact neighboring states? How affordable is higher ed for students and their families?
- **Access:** With a burgeoning student population, how can we create a system that truly serves all? How can a unified K-16 approach enhance student access? Why haven't we been more successful in widening the participation of underrepresented students? Is there a strong public will to continue advancing equal access? Do students make progress toward and complete their degrees in a timely manner? How can higher ed's persistence rates be improved?
- **Innovation & Information Technology:** What's the best way to use distance education technologies to serve students and expand the reach of institutions? Can we achieve cost savings through multi-institutional collaborations?
- **Workforce & Society:** What is the role of the West's higher ed institutions in preparing students to contribute to the region's economy and society? How do we identify workforce needs and make the right adjustments in postsecondary education quickly enough to make a difference? How do we ensure that postsecondary education's mission of providing a well-rounded educational opportunity is not lost in the interests of pursuing vocational interests? What is the appropriate mix of input from the business/industry sector and postsecondary education in responding to workforce needs?
- **Accountability:** How can we design accountability measures that genuinely improve performance? How do we effectively and efficiently collect information on institutional and student performance? Are we willing to provide the human and fiscal resources to support the data systems we need? How do we ensure that data and analyses are used to support improvement as well as better public policy?

This workplan looks at each of these issues in turn, detailing the ways in which WICHE is investigating the key questions that surround them.

Finance

A recent legislative forecast from *The Chronicle of Higher Education* put it plainly: in state after state, slow growth (or no growth) was expected to spell significant appropriations cuts for higher ed. Just one example: California, which posted a whopping 17 percent increase in its higher ed budget two years ago, is today facing down a projected \$17.5 billion shortfall.

In a recession, that's no surprise. But this year's cuts will be all the more painful because, in some states, they come on top of a higher ed appropriations history that has been erratic at best: too often, higher ed has benefited only a little in the good times and has been hit extra-hard by economic downturns.

Policy Analysis & Research

The goal of the Policy Analysis & Research unit is to offer analysis, support and data to constituents on a number of issues, including access, finance, accountability, and information technology. Current projects include:

- Pathways to College Network
- Western Consortium for Accelerated Learning Opportunities (WCALO)
- Western Policy Exchange forums and roundtables
- Tuition & Fees in Public Education in the West
- The WICHE Factbook: Policy Indicators for Higher Education
- *Policy Insights* – short reports on major policy issues
- *Knocking at the College Door: Projections of High School Graduates by State, Race/Ethnicity, and Income Level*
- *Changing Direction: Integrating Higher Education Financial Aid and Financing Policy*
- U.S./U.K. Higher Education Policy Dialogue
- *Expanding Engagement: Public Policy to Meet State and Regional Needs*

WICHE has several projects in the works that focus on finance issues. One example: Changing Direction: Integrating Higher Education Financial Aid and Financing Policy, an initiative of the Policy Analysis & Research unit that focuses on coordinating policy dealing with financial aid, financing, and appropriations. Funded by the Lumina Foundation for Education, this multiyear project supports the restructuring of these policies and practices to maximize participation, access, and success for all students.

Policy is also shaping an initiative that will examine the impact of revenue and expenditure constraints on the future viability of higher education in the West. The project will engage policymakers and higher education leaders in key policy issues around the ability of states to sustain their investment in higher education. This project will assist states in evaluating their individual context for generating and

sustaining revenues for higher education and the related effects on issues such as access, delivery, and quality. Target states will develop alternative scenarios that will guide and shape their course of action and help them design a fiscal plan to sustain their investment in higher education through a period of constrained resources and expenditures.

Another project for which Policy is seeking funding involves student mobility. The goal of the project is to build states' capacity to measure and understand the impact of student mobility and thus more effectively address related public policy issues. The project will examine student mobility at various points in the college experience, including the mobility of recent high school graduates as they enter college, the "swirling effect" produced as college students move in and out of higher education institutions, and the movement of recent college graduates from their institutions to their state of employment. It will analyze mobility data and explore the factors that contribute to students' decisions. The implications for public policy are many and the issues are varied, including residency requirements, tuition,

financial aid, transfer, articulation, financing, determining competency and student outcomes, efficiency, and linkages with K-12.

WCET, the Western Cooperative for Educational Telecommunications, is involved in several projects that focus on finance. One current project involves implementing standard analytical principles to assess the costs of higher ed's use of

Programs & Services

WICHE's three Student Exchange Programs – the Professional Student Exchange, Western Regional Graduate Program, and Western Undergraduate Exchange – currently enroll some 17,000 students and saved students and their families some \$70 million last year. Other Programs & Services initiatives include:

- Northwest Academic Forum
- NEON, the Northwest Educational Outreach Network
- American TelEdCommunications Alliance
- Faculty Diversity Initiative
- Regional Legislative Advisory Committee
- Communications activities: NewsCap, factsheets, Web site, annual reports, state briefings, commission meeting support
- 50th anniversary activities
- *Workforce Briefs*

WCET

WCET, the Western Cooperative for Educational Telecommunications, is a national leader in helping states and institutions use new technologies to improve education. U.S. states and four continents cooperate in sharing information, identifying barriers to the use of telecommunications in education, evaluating technological approaches to education, and facilitating multistate approaches to technology-based learning. Current projects include:

- Research on effective online student services
- E-Learning Technologies: Web Resource for Comparisons
- Technology Costing Methodology project
- MDE Institutes (July 21-25, 2002; July 26-27, 2002)
- 2002 Annual Conference (November 6-9, 2002)
- Student Services Webcast Series
- Consulting on statewide and campus e-learning projects

technology; the project was developed by WCET and NCHEMS with support from the Fund for the Improvement of Postsecondary Education (FIPSE). In partnership with the Southern Regional Education Board, WCET will cohost a conference in Washington, D.C., on May 14-15, 2002, to explore the policy implications of costing and financing educational technologies. A second project, E-Learning Technologies: Web Resource for Comparisons, addresses the needs of institutions developing online education by giving administrators a single place to go for product and policy comparisons; the project is supported by the William and Flora Hewlett Foundation.

WICHE'S Student Exchange Programs (SEP) provide financial assistance to students in the West and opportunities for resource sharing to the region's institutions. This year, students and their families saved almost \$70 million in reduced tuition costs by participating in the three programs: the Professional Student Exchange Program, the Western Regional Graduate Program and the Western Undergraduate Exchange. Over 17,000 students participated in the three programs in 2001-02.

In addition to continuing to administer PSEP, WRGP, and WUE, WICHE's Programs & Services unit will seek opportunities to broaden student participation in each program. The Professional Student Exchange Program currently enrolls close to 800 students in 13 disciplines. This year several new master's and doctoral-level programs will be added to the Western Regional Graduate Program's current 101 offerings (18 additional nominations are now under review). The WRGP makes high-quality, distinctive graduate programs available to students at a reasonable cost. More institutions and programs continue to join our Western Undergraduate Exchange, which had a record 16,006 students participating this fall. We're streamlining the administrative tasks associated with annual WUE enrollment reporting by providing electronic access for institutions to input data and creating a regionwide database for states to use as a strategic enrollment and academic planning tool via the WICHE Web site.

Access

This year marks WICHE's 50th anniversary. We'll be staging a year-long celebration of both our own accomplishments and the West's higher ed milestones, with special events in each of the WICHE states. We'll also investigate the state of higher education today, with a special focus on access. In the face of rising costs and growing constraints on public support for higher ed, the idea of broad access is at risk. We'll use our anniversary year to advance the debate about access into the future. The celebration of our anniversary will run from November 2002 to November 2003 and will begin with a day-long symposium focused on the issue of access as it relates to WICHE's past and to the West's future. During the year, each of the WICHE states will host an event to commemorate its participation in the commission, designed to highlight higher ed issues of importance. The Programs & Services unit will oversee the anniversary symposium (and the production of a monograph based on it) and other events.

CONAHEC

The Consortium for North American Higher Education Collaboration (CONAHEC), based at the University of Arizona, helps institutions and states explore initiatives involving education in Canada, Mexico, and the U.S. WICHE was a founding partner of this unique consortium and will continue to be represented on its board of directors when that body is elected in Spring 2002. CONAHEC's 100 members are drawn from higher education institutions and organizations. CONAHEC's media are three: conferences that address higher ed issues in North America and foster trilateral collaborations; research papers on cross-border higher ed issues; and its North American higher education portal. Current projects include:

- Eighth North American Higher Education Conference (October 17-19, 2002, in Calgary, Alberta)
- North American higher ed portal
- BORDER PACT (U.S.-Mexico) Network
- North American Student Exchange Program

The goal of the Policy Analysis & Research unit is to offer analysis, support, and data to constituents on a number of issues, including access. One of its major endeavors for 2003: Its work with the Pathways to College Network, an alliance of private and corporate foundations, nonprofits, educational institutions, and the U.S. Dept. of Education. Pathways' goal is to improve access to higher education for disadvantaged students, and to help prepare them to take advantage of what higher ed has to offer. The Pathways Network – which includes researchers, policy analysts, educators, K-12 administrators, government, business, foundations, and community organizations – seeks to identify the best ways of putting disadvantaged students on the path to college. The Pathways Network's 16 educational and community organizations are working together to create new programs that open college doors for low-income students. To support this effort, WICHE has developed an online searchable policy inventory and has been assisting with case studies, roundtables, and strategy briefs. Also this year, WICHE is hosting, with New Mexico, a Western Policy Forum for Pathways. In addition, WICHE's role in the Pathways Network involves overseeing the project's five major components and directing the project's policy component.

Mental Health

The WICHE Mental Health Program seeks to enhance the public systems of care for persons with mental illnesses, children with serious emotional disturbances, and their families. The program approaches this mission through partnerships with state mental health authorities, advocacy and consumer groups, federal agencies, and higher education institutions. Activities focus upon direct technical assistance to state and local agencies, policy analysis and research, support of state mental health agency data analysis, and liaison activities with higher education to enhance workforce development. Current projects include:

- Western States Decision Support Group
- Project to Improve Mental Health Program Performance Measurement
- Public Mental Health Workforce Development Project

Ensuring that higher education is affordable for all students is central to meeting the West's current and future access challenges. Our Changing Direction: Integrating Higher Education Financial Aid and Financing Policy project, described earlier, will examine how to structure financing policy and financial aid to maximize access and participation.

Another continuing Policy project related to WICHE's ongoing efforts to promote access to higher education for all students is the Western Consortium for Accelerated Learning Opportunities (WCALO) – a project funded by a grant from the U.S. Dept. of Education's Advanced Placement Incentive Program. A partnership whose nine members are Arizona, Colorado, Hawaii, Idaho, Montana, New Mexico, Oregon, South Dakota, and Utah, WCALO's goal is to increase the number of low-income and rural students succeeding in accelerated-learning courses. States participate in the consortium in a variety of ways, including: supporting students from low-income families with fee reimbursement for Advanced Placement (AP) exams; providing professional development for teachers, administrators, and counselors; subsidizing online accelerated-learning courses; and participating in the consortium's network of state education agency and state higher education executive office representatives.

As part of Policy's continuing work on high school graduates, it is shaping a new research initiative to project high school grads by income level, powerfully supplementing its extensive databases on race and ethnicity. By combining income-level and racial/ethnic data for elementary and secondary school students, WICHE will be able to add another dimension to its projections of high school graduates,

providing policymakers and educators with the hard data they'll need to make informed decisions about the effect of changing demographics on higher education.

Innovation & Information Technology

WICHE supports a number of initiatives focused on innovation and information technology as they relate to higher education. As part of its global outreach, WCET has begun work with the United Nations Educational, Scientific, and Cultural Organization (UNESCO) to explore issues of use for copyrighted information and other information technology issues related to developing nations. WCET will be a cosponsoring organization for the 2003 International Council of Distance Education conference, working with U.S.-based members on presentations in this forum.

WCET continues to work with institutions and state agencies as they develop and expand their distance-learning plans. In 2002, it will also host two major professional development events, its annual conference and the Institutes for Managing and Developing E-learning (MDE). With support from the Ford Foundation, WCET will host a post-doctoral intern who will be developing his or her own policy-based research agenda.

Another WCET project, supported by the Hewlett Foundation, is allowing WCET to study new IT developments, such as the policy implications of the open courseware movement and the need for a Web-based decision tool to allow institutions to evaluate online courses for purchase or licensing. WCET is also continuing its work with Web-based student services for online learners, with support from the U.S. Dept. for Education's Learning Anywhere Anytime Partnership.

Another technology-focused project is the American TelEdCommunications Alliance, an initiative created by the four regional higher education compacts (the Midwestern Higher Education Commission, the New England Board of Higher Education, the Southern Regional Education Board, and WICHE) and MiCTA, a nonprofit telecommunications association, to promote the joint procurement of educational telecommunications and advanced technology. As one of the lead organizations, WICHE, via its Programs & Services unit, is working to inform colleges and universities, the K-12 sector, and other nonprofit organizations in the 15 Western states about opportunities to become members and purchase telecommunications services at lower costs, as well as to gain access to information about state-of-the-art telecommunications services.

WICHE is the secretariat for the Northwest Academic Forum (NWAFF), a nine-state group of institutions and state policymakers which fosters regional resource sharing and promotes innovative and collaborative efforts among its member institutions. WICHE works with the forum's executive committee to plan an annual meeting each spring that is attended by provosts, academic vice presidents, and chief academic officers of the member institutions and states. In partnership with NWAFF, WICHE is continuing its efforts to develop the NEON (Northwest Educational Outreach Network) consortium by working with institutions in nine WICHE states. NEON's goals: To assist institutions in sharing resources and collaboratively developing distance-delivered degree programs in several disciplines. We continue to seek external funding to develop this important regional resource.

WICHE's 50th Anniversary

The Western Regional Education Compact was signed into law by the president of the U.S. in August 1953, following congressional approval. Here are the dates when the 15 WICHE states joined the commission:

- Alaska: May 19, 1955
- Arizona: January 6, 1953
- California: December 15, 1955
- Colorado: April 20, 1953
- Hawaii: June 23, 1959
- Idaho: May 13, 1953
- Montana: December 24, 1952
- Nevada: June 2, 1959
- New Mexico: December 19, 1952
- North Dakota: July 1, 1984
- Oregon: January 31, 1953
- South Dakota: July 1, 1988
- Utah: January 14, 1953
- Washington: June 9, 1955
- Wyoming: April 28, 1953



Workforce & Society

The West's higher education institutions play an essential role in preparing students to meet the economic, social and cultural needs of the region. Our Student Exchange Programs will continue to offer options to export and import students based on current needs and provide students with access to high demand/high cost disciplines, particularly in health care professions, some of which are seriously understaffed in a number of states.

Over the next few months staff and a subcommittee of WICHE commissioners will review our SEP programs to determine if we're positioned effectively to meet current and future regional needs. Expanding our programs to include new models of exchange or new academic fields is a potential outcome. We plan to create a regional process to identify emerging workforce needs in high demand areas and to work with states and institutions to assess institutional capacity within the region to meet those needs. A regional advisory council will be convened to explore how Western states are addressing the nursing shortage and to examine potential regional responses to state needs in this area. Last year, we produced a series of state Workforce Briefs with projections on workforce needs over a decade; we'll continue to publicize and disseminate reports for each of the WICHE states.

WICHE's Mental Health program will continue its support of the Western States Decision Support Group (WSDSG), which enables interstate collaboration for improving data infrastructure and performance measurement in the public mental health systems. The WSDSG will conduct three regional conferences focused upon collaborative activities and professional peer knowledge exchange among state mental health program evaluators and system planners. Major program activities will focus upon the areas of assessing the prevalence of mental illness in the West, workforce development to ensure the deployment of competent mental health professionals, and the development of technical assistance activities in the area of evidence-based practice.

The Mental Health program is seeking funding for a number of other initiatives that are in development or under grant review in the areas of corrections (National Institute of Justice); curriculum development and creation of a WICHE Academy for Child and Adolescent Best Practices (State of Wyoming); evaluation of the state ombuds program (State of Colorado); supported education (Anne E. Casey Foundation); and evidence-based mental health practice (HHS), as well as for a Western U.S. Rural Mental Health Research Center (NIMH).

Our Faculty Diversity Initiative is seeking funding to develop a regional program to build institutional capacity and leadership for faculty diversity. Grant proposals have been submitted to several foundations to support an effort to strengthen minority graduate education and successful doctoral degree attainment of minority scholars. WICHE will continue to partner with the Southern Regional Education Board to host the Compact for Faculty Diversity's Annual Institute on Teaching and Mentoring.

The Consortium for North American Higher Education Collaboration (CONAHEC) focuses on a number of higher ed, workforce, and social issues. It assists North American higher ed institutions to connect with one another; helps to internationalize member campuses; provides access to international education within North America; and works to globalize tomorrow's workforce. In October 2002, CONAHEC will host its Eighth North American Higher Education Conference in Calgary, Alberta, in partnership with Mount Royal College.

CONAHEC will continue to expand its portal, which will be officially launched in late Spring 2002; concentrate on building its membership; and publish a new comparative research paper that will look back over the past 10 years of regional collaboration and look ahead to emerging issues for the coming decade.

CONAHEC's U.S.-Mexico borderlands network called BORDER PACT will award a third round of seed money grants to academic institutions and nongovernmental organizations (NGOs) working on projects to improve life in the borderlands. Projects typically focus on the environment, health, immigration, sustainable development, and education.

In partnership with WICHE, CONAHEC has developed a pilot program to facilitate student exchange in North America. The program uses tuition swaps among CONAHEC member institutions; the students pay tuition only to their home institution and not to the host institution. Exchanges will begin in Fall 2002. CONAHEC is accepting applications from institutions that wish to participate and is designing an online database of participating institutions and their available programs.

The Policy Analysis and Research unit has received funding from the Ford Foundation to look at four workforce areas in depth: nursing, information technology, teacher education, and faculty. The grant supports activities such as roundtables, policy forums, and research, as well as the WICHE Fellows and a post-doc WCET position.

During 2002 - 2003 we'll continue to communicate with several key constituencies to broaden their understanding of WICHE's programs and services. Our Legislative Advisory Committee will convene on July 18, 2002, in conjunction with the annual meeting of the Council of State Governments-WEST to discuss the fiscal challenges states are facing throughout the region and other important higher ed issues. We will monitor the 2002 gubernatorial races in the West and acquaint the candidates with WICHE's work. Orientation sessions, held in conjunction with WICHE commission meetings, will help new appointees understand their roles as commissioners. We will continue to collaborate with other higher ed organizations and policy organizations to expand the reach of our work and share resources.

Accountability

WICHE is assisting some Western states as they develop new strategic plans that are designed to provide greater accountability in relation to the states' higher education investments.

Our multiyear project, *Expanding Engagement: Public Policy to Meet State and Regional Needs*, supported by the Ford Foundation, provides an opportunity for policymakers, institutional leaders, and others in the higher ed community to better understand the relationships between finance and accountability issues. We'll examine effective performance funding models in an effort to help Western states achieve desired outcomes as they grapple with tightening fiscal resources. The next release of the National Center for Public Policy and Higher Education's *Measuring Up*, a state-by-state report card for higher education, will also allow WICHE opportunities to provide technical assistance to Western states on accountability issues.

A number of continuing Policy Analysis & Research unit projects relate to accountability and other higher ed issues. Its short report series, *Policy Insights*, covers a wide range of higher ed topics, including accountability, while *Policy Alert*

provides a weekly e-mail notice on new policy-related reports. We also publish an annual *Tuition and Fees* report with detailed data on all public institutions in the West as well as a regional fact book that provides a wealth of data on access, affordability, finance, faculty, technology and workforce issues.

The Policy unit is also involved in a project with the State Higher Education Executive Officers, the British Council, and the Higher Education Funding Council for England, funded in part by the Mellon Foundation. In late September 2002, the organizations will convene an invitational forum to examine where each country is in their efforts to widen participation.

Action requested.

Approval of WICHE's workplan for FY 2002-03.

WICHE FY 2002 - 2003 Work Plan: Priority Themes & Activities

Existing Activities
(GF=general fund)

Finance	Access	Innovation & Info-technology	Workforce	Accountability
Annual Tuition and Fees report (GF)	Student Exchange Programs: Professional Student Exchange Program (PSEP), Western Regional Graduate Program (WRGP), Western Undergraduate Exchange (WUE)	Support of the NorthWest Academic Forum's regional initiatives (NNAF)	Workforce Briefs (GF)	Regional Factbook: Policy Indicators for Higher Education (GF)
WCET's Technology Costing Methodology project handbook (FIPSE)	Accelerated Learning Initiatives (U.S. Dept. of Education)	Western Cooperative for Educational Telecommunications initiatives	Building partnerships for competency: Public mental health workforce development – presentation and discussion between the commission and state mental health directors in the West	Policy Insights on a range of higher education issues (GF)
Multi-year policy projects on higher ed finance and financial aid (Lumina Foundation)	Pathways to College Network (GE Fund, James Irvine Foundation, FIPSE and others)	Building regional participation in the American TeleEd Communications Alliance (self-funding)	Project on workforce issues and higher ed: nursing, teacher education, information technology, and faculty (Ford)	Development of guidelines in distance-delivered education for the regional accrediting agencies
Performance measurement improvement in the Western states public mental health programs	North American Student Exchange Program (FIPSE)	North American higher education portal expansion (FIPSE)		Project on higher ed quality and accountability in a time of stable or declining enrollments (Ford)

New Directions

(proposals have been approved by the commission and submitted)

Finance	Access	Innovation & Info-technology	Workforce	Accountability
Expanding the Technology Costing Methodology project (FIPSE)	PSEP revitalization	Developing the Northwest Educational Outreach Network for NNAF	Expanding professional advisory councils (health professions, veterinary medicine)	Collaboration with NCHEMS, SHEED and WICHE on database maintenance and exchanges
Examination of the impact of revenue constraints on future viability of higher ed in the West	Faculty diversity initiatives	WCET work to improve information on electronic learning resources (Hewlett)		
	High school graduates projections by state, race/ethnicity, and income			

On the Horizon

(proposals not yet submitted to the commission or past proposals that are being recast)

Finance

Policy work on resident and nonresident tuition policies

Access

Policy work and technical assistance strategies to expand access for students with disabilities
Research on student mobility

Innovation & Info-technology

Exploring the development of portal technologies

Workforce

Developing Student Exchange Program responses to critical workforce shortages
Convening regional forums on emerging workforce needs

Accountability

Institute for legislators and trustees on higher ed issues
Follow-up initiatives responding to the National Center on Public Policy and Higher Education's report cards

Partner Organizations

WICHE projects are often supported via grants, contracts, or in-kind support from foundations, corporations, institutions, government agencies, and other organizations. Supporting our recent projects:

Association of Governing Boards
Atlantic Philanthropies
Boston University Medical School
Colorado Department of Education
Colorado Mental Health Institute
Council of Regional Accrediting Commissions
Council of State Governments-WEST
Education Commission of the States
The Ford Foundation
The William and Flora Hewlett Foundation
Lumina Foundation
Andrew Mellon Foundation
Mexico – ANUIES
Midwestern Higher Education Commission —
American TelEdCommunications Alliance
National Conference of State Legislatures
National Institutes of Health
Nebraska Dept. of Health and Human Services
Northland Healthcare Alliance (North Dakota)
Pathways to College Network (with funding from the Daniels Fund, the GE Fund, the James Irvine Foundation, the Ford Foundation, Lucent Technologies Foundation, Lumina Foundation, KnowledgeWorks Foundation, the Bill & Melinda Gates Foundation, and the U.S. Dept. of Education’s Fund for the Improvement of Postsecondary Education)
Sloan Foundation
South Dakota Department of Human Services
South Dakota Division of Mental Health
Southwest Counseling Service (Wyoming)
U.S. Department of Education
U.S. Department of Education: FIPSE
U.S. Department of Health & Human Services
Wyoming Division of Behavioral Health

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

Warren Fox, executive director, California Postsecondary Education Commission, Sacramento

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

Herbert Medina, associate professor, Mathematics Dept., Loyola Marymount University, Los Angeles

Colorado

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

Tim Foster, Executive Director, Colorado Commission on Higher Education, Denver

Anthony J. Rechlitz, lawyer, Aurora

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, University

Banking Center, First Hawaiian Bank, Honolulu

Idaho

Jack Riggs, lieutenant governor and 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 (WICHE chair, 2001), state senator, 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, 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, member, North Dakota Board of Higher Education, Devils Lake

David 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 and board secretary, Oregon University System, Portland

South Dakota

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

David R. Gienapp, lawyer and member, South Dakota Board of Regents, Madison

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 Gladwell, state senator and attorney, Layton

E. George Mantes, member, 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

Ken Jacobsen, state senator, Seattle

Wyoming

John Barrasso, M.D., Casper

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

Jenne Lee Twiford, principal, Douglas Middle School, Douglas

WICHE Staff

Executive Director's Office

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

Administrative Services

Marv Myers, director
Heidi Alina, administrative assistant III
Faye Jensen, human resources coordinator
Bryce Logemann, computer technician
Desiree Martinez, accounting specialist
Craig Milburn, accounting manager
Norma Walker, senior accounting specialist
Jerry Worley, network services manager

Mental Health

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

Programs & Services

Jere Mock, director
Sandy Jackson, program coordinator, Student Exchange Programs
Candy Allen, graphic designer
Suzanne Benally, senior project director
Anne Ferguson, administrative assistant I
Anne Finnigan, communications associate
Debby Jang, publishing and design manager
Suzanne Michaud, administrative assistant I
Carol Wimert, administrative assistant IV

Policy Analysis & Research

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

WCET

Sally Johnstone, director
Sue Armitage, LAAP project assistant
Sherri Artz Gilbert, administrative coordinator
Marianne Boeke, staff associate II
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
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

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



ACTION ITEM

WICHE's 50TH Anniversary – Setting Our Sights on a New Century

Summary

WICHE's 50th anniversary will be a year-long celebration of our own accomplishments and the West's higher ed milestones. The celebration of our anniversary will run from November 2002 to November 2003. During the year, WICHE and its member states will host several events that demonstrate the importance of higher education to the West – both in the past and in the future. Depending on the scope of the project, approximately \$83,000 to \$118,000 is needed from the agency's dedicated reserves to cover the costs of our 50th anniversary activities. Staff request approval to expend \$100,000 from WICHE's dedicated reserves to support state-level and regional activities honoring our 50th year.

Relationship to WICHE Mission

The history of the Western Interstate Commission for Higher Education parallels the modern history of higher education in the West. In just over half a century, Western higher ed has evolved from a small clutch of liberal arts institutions and teachers colleges, along with a smattering of agricultural and land-grant colleges, to a vast aggregation of colleges and universities educating students in thousands of disciplines and programs. WICHE has played an active role in this change. Our primary mission – expanding educational access – has also, arguably, been the issue of greatest importance to higher education over the last half century. WICHE's 50th anniversary provides another platform for us to champion the importance of preserving broad educational access.

Honoring WICHE's Anniversary

State Activities

Each of the WICHE states will host an event – such as a legislative breakfast, luncheon, or a roundtable discussion - to commemorate its participation in the commission. These events will be prospective as well as retrospective, designed to honor the past (we might, for example, give each governor a framed, formal proclamation commemorating the day the state came into the commission) as well as to highlight the critical higher ed issues each state is facing. The exact nature of the activities will be planned in collaboration with the WICHE commissioners.

Governors, legislators, higher ed leaders, the media, and other key constituencies will be invited to participate. Montana and New Mexico, which joined WICHE early on, in 1952, will lead the way with events in December of 2002. New Mexico will have a newly elected governor, whom we'll want to acquaint with our work and past accomplishments. Early in 2003 we'll focus our attention on the Western states that have newly elected governors (at least eight states will, including AK, AZ, HI, NM, OR, SD, UT, WY), working with the new governors and their staffs.

Symposium

We'll host a symposium convened in conjunction with the November 2002 commission meeting (in Colorado) that will celebrate our past and advance the debate about several crucial issues facing higher education today and in the future. A half-day symposium will examine the history and future of higher ed access, exploring higher ed's promise for students and how policymakers can help shape a better tomorrow.

The symposium will open right after the commission meeting with a lunch and remarks by WICHE Chair Tad Perry and Executive Director David Longanecker, focusing on WICHE's history and concluding with an introduction of the broader theme of education in the West over the last half century. After lunch, participants will hear from one or two keynote speakers: former commissioner Blenda Wilson, president and CEO of the Nellie Mae Education Foundation; Augie Gallegos, chancellor of the San Diego Community College District; or the Mellon Foundation's William Bowen, coauthor of the groundbreaking work *The Shape of the River: Long-term Consequences of Considering Race in College and University Admissions*, might be possibilities. We'll also host one or two panel discussions: one might bring together four generations of WICHE executive directors – David Longanecker, Dick Jonsen, Phil Sirotkin, and Harold Enarson – to discuss how higher ed in the West has changed over the last half century, with particular emphasis on the evolution of the meaning of access and WICHE's role. Other panels might focus on how institutions are handling the access challenge, how high tech's promise of improved access is playing out, why business wants higher ed to focus on access, or other issues.

Gala

A gala celebrating WICHE's 50 years could follow the symposium. It will honor the commissioners (active and retired), executive directors and staff, current and past, distinguished alumni of our Student Exchange and intern programs, and other friends of WICHE. We'd invite an acclaimed Western historian, such as Patricia Limerick (MacArthur Fellow and one of the founders of the Center for the American West), to join forces with an acclaimed higher educationist, such as Harold Enarson, to provide perspectives on WICHE's accomplishments and challenges facing the West – higher ed in particular – in the years ahead. We'd also premier the WICHE documentary (see below) as part of the evening's activities. Some of the costs of the gala could be offset by charging some of our guests for the meal.

Monograph and Film

We'll create a 50th anniversary monograph, which will include the panel discussions and keynote speeches, along with a short WICHE history. The monograph will be published to coincide with the close of the anniversary year in November 2003 and will be disseminated to current WICHE constituents, alumni of our Student Exchange Programs, and others who've contributed to WICHE's success.

We also could capture our essence and accomplishments on film, in print, and/or virtually. Richard Bynny, CU-Boulder chancellor, recently offered his campus services to WICHE to help us create a documentary that will chronicle the agency's contributions to the West.

Collateral Materials

Commemorative materials might include stationery, mementos for current and former commissioners and staff, and an attractive WICHE annual report/anniversary pictorial.

Advisory Committee

We'll recruit an honorary advisory committee – composed of current and former WICHE commissioners, institutional leaders, policymakers, and alumni of our Student Exchange Program – to help us promote these activities.

Development Options

We could use the occasion of WICHE's 50th anniversary as a chance to raise funds from the alumni of our Professional Student Exchange Program. Through PSEP, some 11,000 professionals, most in health

care, have received home-state support when enrolled in programs in another Western state. Over 90 percent of them remain in the region to practice their careers. This activity would require substantial staff support and would increase the project's budget by approximately \$70,000 - \$80,000 above the amount allocated from reserves for the activities described above, just to cover staffing and administrative costs. We'd need to raise \$250,000 - \$300,000 so that 75 percent of the fundraising proceeds (with the balance covering the administrative overhead) would support one or more WICHE programs or be used toward the costs of a new WICHE facility.

If we're reluctant to aggressively pursue a fundraising strategy, we could also use the anniversary as an excellent opportunity to reconnect with SEP alumni to let them know of WICHE's 50th anniversary, our recent progress, and future plans – and we could solicit their political advocacy.

Budget

Depending on the scope of the project, approximately \$83,000 to \$118,000 is needed to cover the costs of our 50th Anniversary activities.

Project Budget

Salaries and benefits*	\$23,400 – 58,500
Statewide activities – 15 states @ \$2,500	37,500
Symposium – speaker travel, honorariums, meals – printing: program, monograph	14,750
Collateral materials: stationery, mementos	4,000
Communications/office support	3,000
Total	\$82,600-117,750

* Salary and benefits: 1.0 FTE would be \$58,500; .60 FTE - \$35,100; .40 FTE, \$23,400

Action Requested.

Approval to expend \$83,000-\$118,000, depending on the scope of the project, from WICHE's dedicated reserves to support state-level and regional activities honoring WICHE's 50th year.

**Meeting Evaluation
WICHE Commission Meeting
May 20-21, 2002
Santa Fe, New Mexico**

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 Santa Fe Institute

The Santa Fe Institute (SFI) is a private, nonprofit, multidisciplinary research and education center, founded in 1984. Since its founding SFI has devoted itself to creating a new kind of scientific research community, pursuing emerging science.

Operating as a small, visiting institution, SFI seeks to catalyze new collaborative, multidisciplinary projects that break down the barriers between the traditional disciplines; to spread the word about its ideas and methodologies; and to encourage practical applications of its results.

Current Research Focus Areas

SFI is a visiting institution with no tenured faculty that draws renowned scientists and researchers from academic institutions, government agencies, research institutes, and private industry from around the world. The institute's research is integrative, and there are no formal programs or departments. The two dominant characteristics of the SFI research style are commitment to an interdisciplinary approach and an emphasis on the study of problems that involve complex interactions among their constituent parts.

The Santa Fe Institute is dedicated to basic research. The institute is not engaged in directed or applied research and does not perform research for hire. For those projects requiring massive computer processing power, the institute has relationships with both Los Alamos National Laboratory and the University of New Mexico. In addition, SFI has a parallel-processing machine powered with 64 Intel microprocessors on site.

SFI can accommodate up to 50 scientists and researchers – a mix of residential research professors (up to three-year appointments), postdoctoral fellows, graduate students, visitors, and external faculty members. SFI considers itself an “institute without walls”: although people come to visit, attend workshops, and collaborate, they return to their home institutions, and research among scholars in different places continues in via e-mail, fax, and phone.

Below, several current research themes are described – but any “snapshot” of Santa Fe Institute researchers and activities is by definition fuzzy. Topics frequently overlap, making a project's assignment to a single theme area more or less arbitrary. As part of SFI's metabolism, loosely organized research groups are constantly forming and reforming as topics mature. Furthermore, individuals are often involved in multiple projects. Finally, although the SFI campus definitely plays a central role in the life of its far-flung community, much work also takes place off-site as collaborators participate from their home institutions. The projects noted on these pages can at best be considered a representative sample.

Computation in Physical and Biological Systems: Extrapolating current technology trends 10 to 20 years ahead suggests perhaps insurmountable limits on computing speed and device density. What new forms of information processing will be available to continue the advance of computing technology? One approach is to rethink what it means to compute and to ask what other systems in nature could be substrates for information processing.

Economic and Social Interactions: Cognition and economics continues to be a major research theme at SFI. Major areas of interest include the evolution of social norms, state and market formation, persistent inequalities, and market efficiency. Related to work on social interactions is research on evolutionary game theory and population games. The goal is to understand the evolution of strategic interaction in populations of players with a variety of structures of interaction, including both global random matching and local interaction.

Evolutionary Dynamics: SFI's approach emphasizes the interplay between dynamics and organization in the evolution of natural and social phenomena. How do entities with complex organizational structure and function arise and develop, and what organizations are attainable given specific kinds of lower-level constituent entities? What are the dynamical features characteristic of populations of mutating entities capable of replication and subject to selection?

Network Dynamics: The ubiquity of networks in the social, biological, and physical sciences and in technology leads naturally to a set of common problems. How do social networks mediate the transmission of a disease or the emergence of a new political order? How do cascading failures propagate throughout a large power transmission grid or a global financial network? What is the most efficient and robust architecture for an organization in an uncertain environment or for a distributed computer?

Exploratory Project: Robustness: The recovery of ecosystems from natural disasters, the ability of cells to tolerate insult, the ability of a computer to compute reliably in the presence of noise or defective components, the viability of an economic organization – in all these processes, it is robustness that plays the central role. This work builds on previous SFI research, including the dynamics of networks of adaptive agents; the dynamics of co-evolutionary systems; the computational capabilities of systems subject to selective pressures; and the emergence of stable cooperative strategies.

To learn more about the Santa Fe Institute, please visit their Web site at: www.santafe.edu.