

## Executive Committee Meeting (Closed)

Monday, 8.00 – 9.00 am

Heritage 2 – Main Level

## Executive Committee Meeting (Open)

Monday, 9.00 – 9.45 am

Eagle Gate – Lower Level

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WICHE Chair: Chuck Ruch, president, Boise State University

Monday, May 19, 2003

**8.00 - 9.00 am**  
Heritage 2 – Main Level

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**Executive Committee (Closed)**

Executive Committee Members

Chuck Ruch (ID), chair  
Don Carlson (WA), vice chair  
Tad Perry (SD), immediate past chair  
Diane Barrans (AK)  
Linda Blessing (AZ)  
Robert Moore (CA)  
Bill Kuepper (CO)  
Clyde Kodani (HI)  
Gary Stivers (ID)  
Frank Kerins (MT)  
Jane Nichols (NV)  
Everett Frost (NM)  
David Nething (ND)  
Diane Vines (OR)  
Bob Burns (SD)  
E. George Mantes (UT)  
Marc Gaspard (WA)  
Phil Dubois (WY)

**Agenda**



Evaluation of the WICHE Organization and its Leadership

1-3

Other\*

\*Please note: Article III of Bylaws states:

Section 7. Executive Sessions

Executive sessions of the commission may be held at the discretion of the chairman or at the request of any three commissioners present and voting. The executive director shall be present at all executive sessions. The chairman, with the approval of a majority of the commissioners present and voting, may invite other individuals to attend.

Section 8. Special Executive Sessions

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



## **ACTION ITEM**

### **Evaluation of the WICHE Organization and its Leadership**

#### **Summary**

At the November 2002 commission meeting, Chair Perry announced that an evaluation of WICHE and its leadership would be conducted. A more thorough and formal evaluation of the organization and its leadership was deemed appropriate for two reasons:

1. WICHE would be celebrating its 50<sup>th</sup> year as an organization serving the West, which provided an opportune time for reviewing how well it was serving its purpose and how it might better do so.
2. David Longanecker, WICHE's executive director, would be entering his fifth year of leading the organization, an appropriate time for more formally evaluating his performance to the organization.

Chair Perry appointed three commissioners – David Nething (ND) to chair, Linda Blessing (AZ), and Everett Frost (NM) – to compose a committee to oversee this organizational review process, with the specific charge to address the following three questions:

1. Is WICHE's current workplan 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?

To pursue this task, the review committee secured the assistance of Frank Besnette, a former Arizona WICHE commissioner and WICHE chair (1999) who currently is a consultant specializing in higher education accountability and evaluation. Besnette worked with the review committee to establish a protocol for the evaluation and to secure through paper, phone, and personal interviews 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.

In early April, the review committee received and endorsed the consultant's report and it is advanced to the Executive Committee for approval. The report was distributed under separate cover to all commissioners.

#### **Relationship to WICHE Mission**

It is essential that WICHE, on occasion, externally validate how effective it and its executive leadership are in serving its mission of expanding access to high-quality postsecondary education to the citizens of the West. Conducting this evaluation as a part of the activities surrounding WICHE's fiftieth anniversary helps the commission ascertain how well its mission fits the needs of the West and how well the organization is doing in serving this mission.

#### **Background**

Over its 50 years, WICHE has episodically evaluated its performance as an organization. Most recently this was done in a "constituent survey" that was conducted in 1998, with results published in January 1999 in a document entitled *Taking a Closer Look*. In addition, in May 2000 the commission adopted an annual process for reviewing its activities as it considers and eventually approves a formal workplan for the coming year.

WICHE's history clearly reflects the importance of periodically testing the organization's perceived effectiveness. When the organization has failed to do so in the past, it has risked alienation from some of the most important constituencies it serves, particularly state legislatures and governors.

### **Action Requested**

Approval of recommended action to the full commission concerning the consultant's report and the evaluation of WICHE and its leadership.

Monday, May 19, 2003

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9.00 - 9.45 am





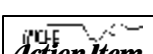

Eagle Gate – Lower Level

**Executive Committee (Open)**

Executive Committee Members

Chuck Ruch (ID), chair  
Don Carlson (WA), vice chair  
Tad Perry (SD), immediate past chair  
Diane Barrans (AK)  
Linda Blessing (AZ)  
Robert Moore (CA)  
Bill Kuepper (CO)  
Clyde Kodani (HI)  
Gary Stivers (ID)  
Frank Kerins (MT)  
Jane Nichols (NV)  
Everett Frost (NM)  
David Nething (ND)  
Diane Vines (OR)  
Bob Burns (SD)  
George Mantes (UT)  
Marc Gaspard (WA)  
Phil Dubois (WY)

**Agenda**

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# **Executive Committee**

## **Meeting Minutes**

### **November 11, 2002**

#### **Committee Members Present**

Tad Perry, Chair (SD)  
Chuck Ruch, Vice Chair (ID)  
Diane Barrans (AK)  
Linda Blessing (AZ)  
Robert Moore (CA)  
Bill Kuepper (CO)  
Doris Ching (HI)  
Clyde Kodani (HI)  
Gary Stivers (ID)  
Frank Kerins for Richard Crofts (MT)  
David Nething (ND)  
Diane Vines (OR)  
Robert Burns (SD)  
Cece Foxley for David Gladwell (UT)  
Don Carlson (WA)  
Jenne Lee Twiford (WY)

#### **Other Commissioners Present**

Bill Byers (CO)  
Everett Frost (NM)  
Marc Gaspard (WA)  
Larry Gudis (AZ)  
Francisco Hernandez (CA)  
Larry Isaak (ND)  
Richard Kunkel (ND)  
E. George Mantes (UT)  
Herbert Medina (CA)  
Ray Ono (HI)

#### **Guests Present**

Phyllis Brecher  
Dennis Jones  
Toni Larson  
Lisa Shipley

#### **Staff Present**

David Longanecker, Executive Director  
Scott Adams  
Sharon Bailey  
Cheryl Blanco  
Sharmila Basu Conger  
Caroline Hilk  
Sandy Jackson  
Demi Michelau  
Jere Mock  
Dennis Mohatt  
Marv Myers  
Jenny Shaw  
Jackie Stirn  
Marla Williams

Chair Perry called the meeting of the Executive Committee to order. He announced that an item would be added to the agenda: Revisiting the FY 2004 and the FY 2005 state dues that were set by the Executive Committee in May 2002 for the following amounts – FY 2004 at \$105,000 and FY 2005 at \$108,000.

### **Action Item**

#### **Approval of the Executive Committee Minutes**

COMMISSIONERS CARLSON/VINES (M/S) APPROVAL OF THE EXECUTIVE COMMITTEE MEETING MINUTES OF THE MAY 20, 2002, MEETING, AND THE CONFERENCE CALL MINUTES OF JULY 24, 2002, AUGUST 29, 2002, AND OCTOBER 1, 2002. The motion passed unanimously.

## **Action Item**

### **Audit Report for FY 2002**

Marv Myers said the Audit Report for FY 2002 was distributed to all commissioners in advance of this meeting. He said in addition to a regular audit, WICHE had an A-133 Federal Audit due to the amount of federal funds received. The auditors found two immaterial instances of noncompliance and both items have since been corrected. The auditors' reports contained no material findings.

Commissioner Blessing asked why the audit firm states that WICHE is not considered a low-risk auditee. Myers said he believes it is because WICHE has so many sources of grants and contract income that it is considered a complex organization to audit.

Commissioner Frost asked about the specifics of the two immaterial instances and how they were resolved. Myers said one was about the timeliness of the quarterly reporting requirement tied with the U.S. Dept. of Education. Information needed for the report had not been given to WICHE by the states in time to make the 30-day deadline. The report was sent late to the U.S. Dept. of Education, resolving the problem. The second instance was about issuing Advanced Placement funds to a state (Hawaii) in advance of the state actually incurring the debt. This item was also referenced in last year's audit, but since the instance occurred during two fiscal years, it was reported again even though it had been corrected in August.

COMMISSIONERS FOXLEY/KERINS (M/S) APPROVAL OF THE FY 2002 AUDIT REPORT. The motion passed unanimously.

## **Information Item**

### **Charge from the Chair to Review WICHE and its Leadership**

Chair Perry said this information item (p. 47 of the Agenda Book) is an announcement that an evaluation of WICHE and its leadership will be conducted over the next few months. He said he appointed three commissioners to serve on a special evaluation committee: David Nething (ND) will serve as chair along with Linda Blessing (AZ) and Everett Frost (NM). The committee's report will be presented to the Executive Committee at the May meeting.

## **Information Item**

### **Office Space**

David Longanecker reported that recently he has been trying to determine if all of the options for office space should be considered viable options. He said there have been four options for WICHE's future offices space needs:

1. Continue to lease the current facility.
2. Seek a lease in another facility.
3. Build a new facility.
4. Purchase an existing facility.

He said WICHE continues to work closely with two other organizations, NCHEMS and SHEEO (National Center for Higher Education Management Systems and State Higher Education Executive Officers), as potential and probable partners in a facility that would serve the needs of all three organizations and possibly include a learning center that would provide small conferencing capabilities.

He said unless something changes dramatically, the option of building a facility is not a financially feasible one in the current market. He said the price of purchasing an existing facility has come down. He said he

and the other organizations continue to search for external funding assistance. WICHE's current lease is through September 2004.

### **Information Item Mental Health Program Update**

Dennis Mohatt reported the Mental Health Program has had a good year and staffing is steady. He introduced Scott Adams, who is working with the program in a postdoctoral fellowship program.

The program has:

- Continued to work with all of the Western states through the Western States Decision Support group, a group that supports public mental health systems in the measurement of need, performance, quality, and outcome.
- Held activities in seven of the 15 states, and provided technical assistance to others in preparation of proposals and linking with others to improve their mental health systems.
- Contracted with the President's New Freedom Commission on Mental Health, to serve as a consultant to the Rural Issues Subcommittee. He believes this bodes well for how the WICHE Mental Health Program is viewed at the national level as a resource for rural and frontier mental health. The program is writing the report for the subcommittee.
- Worked with several of the states to look at alternative sources of funding and at cost containment, and partnered with the Milbank Memorial Fund to assist in this effort.
- Been asked by the Office of Rural Mental Health to write a book about rural mental health issues.
- Looked toward the future and will be working with the states on the improvement of their children's mental health systems.

Longanecker announced that Sen. Emily Stonington will be going off the commission next month. Stonington has served as one of the two WICHE commissioners on the Mental Health Advisory Council. He asked that any commissioner interested in serving in this capacity to contact him.

### **Information Item Commission Meeting Agenda**

David Longanecker reviewed the agenda for the two-day meeting.

The meeting adjourned.



# Minutes

## Executive Committee Conference Call

### January 17, 2003

#### Executive Committee Members Attending

Chuck Ruch (ID), chair  
Don Carlson (WA), vice chair  
Tad Perry (SD), immediate past chair  
Linda Blessing (AZ)  
Bill Kuepper (CO)  
Clyde Kodani (HI)  
Gary Stivers (ID)  
Everett Frost (NM)  
Bob Burns (SD)  
Marc Gaspard (WA)  
Jenne Lee Twiford for Phil Dubois (WY)

#### Executive Committee Members Unable to Attend

Diane Barrans (AK)  
Robert Moore (CA)  
Frank Kerins (MT)  
Jane Nichols (NV)  
David Nething (ND)  
Diane Vines (OR)  
George Mantes (UT)

#### Others Attending

Louise Lynch (AZ)

#### Staff Attending

David Longanecker, Executive Director  
Jere Mock  
Marla Williams

Chair Ruch called the Executive Committee conference call meeting to order and announced that an update on the organization's evaluation process would be added to the agenda, as well as a report about what is happening in New Mexico with its commission representation.

#### Action Item

### Changing Direction: Integrating Higher Education Financial Aid and Financing Policy, Phase II

Cheryl Blanco described the project, Changing Direction: Integrating Higher Education Financial Aid and Financing Policy, Phase II. It is a continuation of an 18-month, \$400,000 Lumina Foundation-funded project. The second phase will expand on the original project's goals and objectives to restructure financial aid and financing policies and practices to maximize participation, access, and success rates. Following recent discussions with the Lumina Foundation, the final proposal will include two-year institutions' tuition, financial aid, appropriations, and retention. The foundation has also suggested changing the project's length from one three-and-one-half year project to a project with two shorter periods of time.

Commissioner Blessing raised a concern about NCSL's survey of legislators and governor's staff during Phase I of the Lumina project. Her concern was that the survey instrument had not been shared with Commissioners prior to its distribution, so Commissioners were unaware of the questions in the survey. Blessing asked if Commissioners would have input on the survey instrument used in Phase II. Blanco assured her that Commissioners would preview the survey instrument prior to its distribution, which will occur following the elections and likely some time this summer.

COMMISSIONERS BURNS/BLESSING (M/S) APPROVAL TO SEEK, RECEIVE, AND EXPEND FUNDS TO SUPPORT CONTINUATION OF A PROJECT ORIGINALLY FUNDED BY THE LUMINA FOUNDATION FOR EDUCATION ON RESTRUCTURING HIGHER EDUCATION FINANCIAL AID AND FINANCING

POLICIES AND PRACTICES TO MAXIMIZE STUDENT ACCESS AND SUCCESS. APPROVAL OF THIS ACTION ITEM INCLUDES APPROVAL TO INCLUDE COMMUNITY COLLEGES AND ISSUES AROUND RETENTION OF STUDENTS AND FUNDING POLICIES IN THE FINAL PROPOSAL, AS SUGGESTED BY THE LUMINA FOUNDATION. The motion passed unanimously. See Attachment 1 for detail.

**Information Item**  
**Trends in Migration Patterns of Students Seeking Postsecondary Education**

Cheryl Blanco explained that the project Trends in Migration Patterns of Students Seeking Postsecondary Education is being presented as an information item because it falls under the \$50,000 level, where commission approval is not required. Blanco said she would like the Executive Committee's reaction about this project.

Blanco said this small, \$30,000, one-year project from the Lumina Foundation would allow WICHE to begin looking at the data behind student mobility, particularly, as it relates to public policies. An examination of databases and trends during the 1990s in student mobility would provide some analysis and implications for the future that would show the WICHE states and provide regional and national comparisons in student mobility. The project would examine the link between policy and migration behavior of students. See Attachment 2 for detail.

**Information Item**  
**Comments on the Reauthorization of the Higher Education Act**

David Longanecker said this item reports on the comments WICHE submitted to the U.S. House of Representatives Committee on Education and the Workforce concerning the reauthorization of the Higher Education Act. He said comments were made only on items unique to the West: growth in enrollments, eligibility for students learning at a distance, and accountability focusing on incentives rather than through regulation. Longanecker said he would be alert to other opportunities to share the West's perspective on federal legislation.

**Information Item**  
**WICHE State Dues (oral report)**

David Longanecker said two states are in arrears in dues: Colorado and California. He said it is unlikely that California's dues arrearage will change in the near future because of the magnitude of California's budget deficit. He said this year California has paid only one-half of the dues for all regional and national organizations and is facing an estimated \$34 billion dollar deficit. He said Colorado continues to work on paying its dues in full, although the Colorado Joint Budget Committee just announced a \$316 million dollar cut for higher education. One proposal before the Colorado legislature would eliminate the dental school and possibly close one of the state colleges as part of the plan for its FY 2004 budget.

**Information Item**  
**Budget (oral report)**

David Longanecker reminded the committee that in November, a current services budget for WICHE showed a \$130,000 deficit. At that time, he said he would not present a deficit budget to the commission. He said he has been working with staff and in February, will present the Executive Committee a balanced budget. He said part of the solution to the budget deficit is from increased revenue projected from the indirect income from the Advanced Placement project. He said even with the increased revenue projection, substantial cuts have been made. He said in addition to the increased revenue from the Advanced Placement project, the following items had a positive impact on the budget: 1) closing project

accounts that have ended with fund balances; 2) providing no salary increase for staff in FY 2004 – staff indicated a preference of no salary increase to reduce the need for staff lay-offs; 3) a .3 decrease in FTE from a portion of an unfilled position; and 4) freezing the commissioner’s meeting expense budget at its current level. The Executive Committee will discuss the FY 2004 budget further during its February conference call meeting.

Commissioner Burns said the underpayment of dues by two states this year sets a frightening precedent. Longanecker agreed and said the officers will be meeting at the end of the month and this will be one item on their agenda.

Commissioner Blessing said she appreciates the measures that Longanecker has taken to present a balanced budget. She said Arizona and other states have had to take similar action. Longanecker thanked Blessing and said as time moves on even more cuts may become necessary. He said he would be hiring a consultant to help him look at areas to cut.

### **Information Item WICHE’s 50<sup>TH</sup> Anniversary Celebrations (oral report)**

Jere Mock reported that this month three states held their state-level 50<sup>th</sup> anniversary celebratory events: Wyoming held theirs in connection with a University of Wyoming alumni reception; Arizona had a legislative reception; and South Dakota held a round table session. Mock reported in February, Oregon, and Nevada have scheduled events, and Washington has its event planned for March.

### **Information Item Update on the Organization’s Evaluation Process by Linda Blessing**

Commissioner Blessing reported that North Dakota Commissioner David Nething is the chair of the Evaluation Committee and members are New Mexico Commissioner Everett Frost and herself. She said that Frank Besnette, a former WICHE chair from Arizona, has been hired to serve as a consultant to the committee. Jere Mock, director of programs and services, is serving as the staff liaison to the committee. She said the evaluation will include a review of the organization and its executive director. Surveys and telephone interviews will be used to gather information for the evaluation report. An array of individuals will take part: commissioners, members of the executive committee, State Higher Education Executive Officers (SHEEOs), chief executive officers of national and regional organizations, etc. Blessing reminded members of the Executive Committee that they should consult their state delegation prior to completing the survey and participating in the interview. Frank Besnette will present his evaluative report to the Executive Committee in May.

### **New Mexico Commission Appointments**

David Longanecker reported that New Mexico Gov. Richardson has asked for the resignation of everyone who serves on gubernatorial-appointed boards and commissions to allow him to make new appointments. As a result, WICHE does not have commissioners from New Mexico. He said he has asked Everett Frost to continue his work with the evaluation of WICHE.

### **Other**

Commissioner Kerins announced that Montana Commissioner Dick Crofts has resigned from his position as the Montana SHEEO. He said he would like Crofts to be recognized for his service to the commission. He also said he is uncertain about what is planned for Croft’s replacement in Montana, but he believes an interim commissioner for higher education will be hired. Longanecker said he would make sure Crofts was recognized for his work with WICHE.

The meeting adjourned.



## **ACTION ITEM**

# **Changing Direction: Integrating Higher Education Financial Aid and Financing Policy (Phase II)**

### **Summary**

In November 2001, WICHE was successful in obtaining a grant from the Lumina Foundation for Education. Funded at \$400,000 over an 18-month period, the project, Changing Direction: Integrating Higher Education Financial Aid and Financing Policy, ends April 30, 2003. Staff request approval for WICHE to seek, receive and expend funds to support Phase 2 of Changing Direction. As a continuing project, Phase 2 will expand on the goals and objectives of Phase 1 to restructure financial aid and financing policies and practices to maximize participation, access, and success for all students.

### **Relationship to WICHE Mission**

Phase 2 will directly support WICHE's mission to promote innovation, cooperation, resource sharing, and sound public policy among states and institutions in order to expand educational access and excellence for all citizens of the West. As with our initial request on this project, the emphasis is on state-level issues and an integrated approach to appropriations, tuition, and financial aid policies as well as on the relationship between state and federal policy. Phase 2 maintains a focus on ways in which financial aid and financing policies might better meet the needs of states, institutions, and students in order to achieve greater and more successful college participation, especially among low-income families.

### **Background**

When we approached the Lumina Foundation for Education in 2001 with a proposal to better align public policies related to the financing of higher education and financial aid, we argued that state policymakers are challenged to meet growing needs through state allocations, ensure shared and equitable responsibility for paying for higher education, and use subsidies such as financial aid effectively to expand access and opportunity. That argument has not diminished in the past two years. The economic, political, and social indicators that we noted earlier have only exacerbated the need for this project's work. Slowing state economies, increasing turnover among policymakers, demographic changes, and growing demand for higher education – all exert even stronger external influences on higher education than they have in several decades.

Lumina Foundation funding during Phase 1 allowed us, in close collaboration with our partners – the State Higher Education Executive Officers (SHEEO) and the American Council on Education's Center for Public Policy – to initiate work on a number of fronts. Phase 1 focused on discovery and development by:

- Establishing a conceptual framework for the project.
- Developing baseline information.
- Describing current practices and policies.
- Developing and disseminating background information.
- Establishing a national advisory board on research issues.
- Securing commitment from policymakers in the executive and legislative branches.
- Beginning development of a model for integrating policies related to tuition, financial aid, and appropriations.

A major effort in Phase 1 involved establishing a small group of states from around the nation as a cohort of technical assistance states. Five states – Arizona, Connecticut, Florida, Missouri, and Oregon – formed

this cohort. We also commissioned a set of three papers to frame the discussion around aligning financing and financial aid policies. A paper by Dennis Jones, NCHEMS, provides a conceptual framework for our work; a paper by Kenneth Mortimer looks at the governance context for state policy; and a piece by Paul Brinkman provides strategies to inform the integration of tuition, student financial aid, and state appropriations policies from a data perspective. We are also finishing a policy audit to expand our SPIDO policy database with tuition policies and a data audit to determine the kinds of information needed for the integration of financing and financial aid policies. Finally, we commissioned the National Conference of State Legislatures to conduct a survey of legislators in the 50 states about this policy alignment.

Phase 1 has been a very productive period, with considerable achievements toward the project's goals and objectives. We believe that our success in the first 18 months will contribute significantly toward positive consideration of the Phase 2 proposal.

## **Project Description**

Our overarching goal is better, more informed decision making on issues surrounding financial aid and financing in higher education. Phase 2 of Changing Direction will retain a design around an integrated approach to restructuring appropriations, tuition, and financial aid policies and practices. Over a three-year period, Phase 2 will build on Phase 1, working within the socioeconomic-political environment in order to achieve the changes needed in the near future at campus, system, state, and national levels and to initiate and promote those changes through public policy. As we have done in Phase 1, in Phase 2 we will provide a venue for policymakers and educators to critically examine strengths and weaknesses of public policies and develop new strategies by looking at emerging trends, their potential impact on higher education, and the policy implications related to our key issues.

As we promoted in Phase 1, the next stage of Changing Direction will equip more policymakers and higher education leaders to effectively address key public policy issues concerning the structuring of financing and financial aid, build upon the community of well-informed policy leaders on higher education issues, promote linkages among policies and programs in order to more powerfully achieve participation and success in higher education for a diverse student clientele, and improve regional and national collaboration towards these ends. We will continue to invite states from all regions of the country to participate as we draw on the experiences and perspectives of a wide range of researchers, practitioners, and policymakers. Key activities will include:

- National policy forum.
- Multistate policy forums.
- State roundtables.
- New state technical assistance cohorts and case studies.
- Leadership institutes for legislators, executive office policy directors, and trustees.
- Survey of governors' office education staff.
- Research papers on financial aid and financing issues.
- Research advisory board assistance.
- Monitoring of state and national policy developments.
- Internet-based, interactive, searchable policy clearinghouse expansion.

While working with individual states and providing research support, Phase 2 will amplify on issues emerging from Phase 1 work. For example, discussions around aligning financing and financial aid policies eventually lead to deep-seated concerns with the lack of stability in state revenue streams. We will explore these issues through such questions as: How do we use tuition to back up the future revenue stream? If tuition will be the stop gap revenue stream, how do we maintain both stability and equity? What is the role of boards and institutions in resolving revenue problems? Are models such as "public corporations" suitable for higher education institutions? How does one state's fiscal problems impact higher education in other states? Do revenue reductions in one state create conditions in institutions and

systems that result in higher student migration, brain drain of both students and faculty, or lower quality of education? Can tuition revenues and financial aid impact these events? Other new areas of investigation will be the potential “collateral damage” from inaction and the “unintended consequences” of public policy.

Our anticipated outcomes remain similar to those in Phase 1:

1. Policymakers will have a greater understanding of the impact of a range of financial aid and financing policy decisions on student access and success.
2. Policymakers will have a better understanding of how different populations of students are impacted by financial aid and financing policies.
3. Participants will have learned about a range of financial aid and financing policy options, approaches, and strategies that promote access to higher education.
4. National and regional organizations will have come together around a collaborative platform to advance student access through better alignment of financing and financial aid policies.
5. The body of quality research on financial aid and financing issues will have been increased through published case studies, reports, policy briefs, and clearinghouse information.

Our primary partners will again be the State Higher Education Executive Officers (SHEEO) and the American Council on Education (ACE). Throughout the project, we will work closely with leadership from both the legislative and executive branches of government, as well as with related regional and national organizations such as the National Conference of State Legislatures, Council of State Governments-WEST, and the National Governors’ Association.

### Staff and Fiscal Impact

Phase 2 of the Changing Direction project will be supported primarily by grant funds. The principal potential national funder is the Lumina Foundation for Education. In addition to this request to seek grant funding of approximately \$1,000,000 over a three-and-one-half year period, WICHE’s contributed staff time is estimated at \$46,000 for that period.

<b>FISCAL IMPACT</b>			
Grant Activities	Internal Chargebacks <sup>a</sup>	Indirect Costs	Total Grant Request
\$804,500	\$36,000	\$159,500	\$1,000,000

<sup>a</sup> Office rent, telephone equipment, and network services fees.

<b>STAFF IMPACT (annualized FTE)</b>			
Staff	Grant Funded	WICHE Contributed	Total
Existing Staff	.68 FTE	.11 FTE	.79 FTE
New Staff	0 FTE	0 FTE	0 FTE
<b>Total:</b>	<b>.68 FTE</b>	<b>.11 FTE</b>	<b>.79 FTE</b>

### Action Requested

Approval to seek, receive and expend funds to support continuation of a project originally funded by the Lumina Foundation for Education on restructuring higher education financial aid and financing policies and practices to maximize student access and success.



## **INFORMATION ITEM**

### **Trends in Migration Patterns of Students Seeking Postsecondary Education**

#### **Summary**

Staff plan to submit a request to the Association for Institutional Research (AIR) for a small, exploratory study related to our ongoing work on the migration of recent high school graduates who attend postsecondary institutions in the United States. Using data from the Integrated Postsecondary Data System (IPEDS), we will analyze changes in the migration patterns of recent high school graduates attending public postsecondary institutions during the period 1990 to 2000. This project will provide policymakers with information on the movement of postsecondary students in and out of the WICHE states.

#### **Relationship to WICHE Mission**

This project supports WICHE's mission to promote innovation, cooperation, resource sharing, and sound policy among the state to ensure educational access for higher education students in the West. The policy and research emphasis of this project will focus on student access to higher education.

#### **Background**

At the May 2001 WICHE Commission meeting, commissioners approved a staff proposal to seek funding to support a project to build states' capacity to measure and understand the impact of student mobility in higher education in the West. As we continue to explore funding avenues for that comprehensive study, this smaller project will allow us to examine available federal data to inform the larger study. Titled "Following the Sun: Trends, Issues, and Policy Implications of Student Mobility," the comprehensive project will examine student mobility at three points in the college experience: 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 institution to their state of employment. Activities will include analysis of mobility data and factors that contribute to students' decisions.

#### **Project Description**

Predicting enrollment in higher education in the states in the West has become more difficult over the past decade. While both population and enrollment growth are projected for most states around the country, the change in each state is expected to vary greatly, including some states facing a decline in population and potentially reduced enrollments in higher education. The impact of student mobility takes on added importance for all states – those with limited capacity and excess demand must look for external institutions to serve their citizens; those with declining or stable population growth must look to nonresident students to support enrollments.

If funded, this project will be conducted between June 1, 2003, and May 30, 2004, using data from the Integrated Postsecondary Education Data System (IPEDS) to analyze changes in the migration patterns of recent high school graduates attending public postsecondary institutions over the decade from 1990 to 2000. Because this time period included periods of economic growth and economic decline, it is important to understand the migration patterns of postsecondary students as legislatures make choices concerning capital construction and other financial support of higher education.

Since the state of residence of first-time freshmen is only required to be reported through IPEDS in even-numbered years, the project will use the five data points available for the 10-year period. The data will be analyzed to understand both out-migration and in-migration patterns for all 50 states. Further analysis will be completed on the two states with the greatest in-migration and the two states with the greatest out-migration in each of four regions. State and federal legislation and policies will be examined to determine any relationship to changes in migration patterns. A final report will be published with analyses for each of the WICHE states, regional and national comparisons, and policy implications. Staff will also present findings at the annual national Association for Institutional Research annual meeting in 2004.

**Staff and Fiscal Impact**

This project will be submitted to the Association for Institutional Research (AIR) for consideration through the organization’s small research grants initiative. The total budget for the project is \$30,000; the funder does not allow indirect costs. WICHE’s contributed staff time is estimated at \$854.00.

<b>FISCAL IMPACT</b>			
Grant Activities	Internal Chargebacks <sup>a</sup>	Indirect Costs	Total Grant Request
\$26,165	\$3,835	\$0	\$30,000

<sup>a</sup> Office rent, telephone equipment, and network services fees.

<b>STAFF IMPACT (annualized FTE)</b>			
Staff	Grant Funded	WICHE Contributed	Total
Existing Staff	.30 FTE	.015 FTE	.315 FTE
New Staff	0 FTE	0 FTE	0 FTE
Total:	.30 FTE	.015 FTE	.315 FTE

**Action Requested**

Because this project will fall under the funding minimum required by the commission for prior approval (\$50,000), it is presented to the Executive Committee as an information item.

# **Minutes**

## **Executive Committee Conference Call**

### **February 25, 2003**

#### **Executive Committee Members Attending**

Chuck Ruch (ID), chair  
Don Carlson (WA), vice chair  
Diane Barrans (AK)  
Linda Blessing (AZ)  
Robert Moore (CA)  
Bill Kuepper (CO)  
Clyde Kodani (HI)  
Jane Nichols (NV)  
Richard Kunkel for David Nething (ND)  
Cam Preus-Braly for Diane Vines (OR)  
Bob Burns (SD)  
E. George Mantes (UT)  
Marc Gaspard (WA)  
Phil Dubois (WY)

#### **Executive Committee Members Unable to Attend**

Tad Perry (SD), immediate past chair  
Gary Stivers (ID)  
Frank Kerins (MT)  
Everett Frost (NM)

#### **Staff Attending**

David Longanecker, Executive Director  
Cheryl Blanco  
Jere Mock  
Marv Myers  
Marla Williams

Chair Ruch called the Executive Committee conference call meeting to order.

#### **Action Item**

##### **Selection of Auditors for Fiscal Years 2003 and 2004**

COMMISSIONERS BLESSING/GASPARD (M/S) APPROVAL OF THE CERTIFIED PUBLIC ACCOUNTING FIRM OF CLIFTON GUNDERSON LLP OF BROOMFIELD, COLORADO, AS AUDITOR FOR WICHE FOR THE FISCAL YEARS ENDING JUNE 30, 2003, AND JUNE 30, 2004. The motion passed unanimously. See Attachment 1 for details.

#### **Information Item**

##### **February Officers Retreat (oral report by Chuck Ruch)**

Chair Ruch reported on the Officers Retreat held February 1-2, 2003, in Salem, Oregon. He said the officers discussed the commission meeting schedule for May 2003, the WICHE workplan for FY 2004, activities in the states related to WICHE's 50<sup>th</sup> anniversary, the evaluation of the organization and its executive director, and the FY 2004 budget.

#### **Information Item**

##### **Preliminary FY 2004 Budget and Implications**

David Longanecker reported that current figures for WICHE's budget show the FY 2003 budget in good shape and the FY 2004 ending in a deficit of almost \$30,000. He said he would bring a balanced budget to the Executive Committee for review during its April 9, 2003, conference call and that in order to balance the budget, staff cuts would be necessary. Longanecker reported he would bring in a consultant to help decide where the staff might be cut while also maintaining a good level of service to the states. He

said part of the budget shortfall is due to California's inability to pay \$60,000 of its dues in FY 2003, declining revenue from grants and contracts, declining interest rates, and a large increase (35 to 40 percent projected) in the cost of providing health insurance for staff.

Chair Ruch asked if the budget included the dues increase approved in May 2002. Longanecker said it did and that amount is \$2,000 per state or \$30,000 total. Following considerable discussion about maintaining or rescinding the increase, a motion to delay the dues increase was approved as follows:

COMMISSIONERS KUEPPER/MANTES (M/S) TO DELAY THE APPROVED \$2,000 INCREASE IN DUES FOR FY 2004 UNTIL FY 2005. The motion passed with one no vote (NV).

### **Information Item**

#### **Review and Comment on the Proposed Schedule for the May 2003 Commission Meeting**

David Longanecker reviewed the meeting scheduled and said a session on the No Child Left Behind legislation would be added and reviewed again in April.

### **Information Item**

#### **Update on the 50<sup>TH</sup> Anniversary Celebrations (oral report)**

Jere Mock reported on the states' activities for WICHE's 50<sup>th</sup> anniversary. She said the activities range from informal legislative coffees to more formal events. She said there are six states that have yet to schedule an event. They are: Alaska, California, Hawaii, Idaho, Montana, and New Mexico.

### **Information Item**

#### **Update on the Organization's Evaluation Process (oral report by Linda Blessing)**

Commissioner Blessing reported the evaluation process was well underway. She said, besides herself, David Nething of North Dakota was serving as the ad hoc committee's chair and Everett Frost of New Mexico was also serving on the committee. She said Frank Besnette, former WICHE commissioner, was serving as a consultant to the committee. She said Besnette would be interviewing select current and former WICHE commissioners, staff, and various organizations about WICHE by telephone. In addition, 300 surveys were sent to WICHE constituents via email. Besnette will travel to Boulder, Colorado, in March to meet with WICHE's senior staff, and provide a draft report to the ad hoc committee in April. Besnette will attend the May 19, 2003, meeting of WICHE's executive committee in closed session to report on his findings concerning WICHE's performance and the executive director's leadership.

The meeting adjourned.

## **ACTION ITEM**

### **Selection of Auditor for Fiscal Years 2003 and 2004**

WICHE's annual audit is periodically put out for bid to assist in controlling the costs of the audits. Requests for bids were recently sent to 11 Certified Public Accounting (CPA) firms to conduct the three activities for WICHE: 1) the general audit; 2) the A-133 audit of federal grants and contracts; and 3) the preparation of our IRS 990 federal income tax return. The CPA firms ranged from large and medium-sized national firms, to relatively small local firms, but all with some experience auditing nonprofit organizations and with an office in the greater Boulder and Denver area. Eight firms responded with bids ranging from \$15,300 to \$25,950 for FY 2003 and from \$15,500 to \$27,500 for FY 2004.

Staff recommends that the Broomfield, Colorado, firm of Clifton Gunderson LLP, which is a part of an 11-state accounting firm, be appointed as auditor for the fiscal years 2003 and 2004. This will represent a change in the CPA firm that WICHE uses, to a firm with a larger local staff and more experience auditing federal contracts, as well as with a more competitive cost.

Clifton Gunderson LLP has offered to do the three audit-related activities for the fiscal years 2003 and 2004 for \$15,300 and \$15,850, respectively. (WICHE's 2002 audit cost \$13,260). During both of these fiscal years, we will be above the \$300,000 federal contracts threshold, which will continue to necessitate the A-133 audit.

#### **Action Requested**

Approval of the Certified Public Accounting firm of Clifton Gunderson LLP of Broomfield, Colorado, as auditor for WICHE for the fiscal years ending June 30, 2003, and June 30, 2004.



# Minutes

## Executive Committee Conference Call

### April 9, 2003

#### **Executive Committee**

##### **Members Attending**

Chuck Ruch (ID), chair  
Don Carlson (WA), vice chair  
Tad Perry (SD), immediate past chair  
Diane Barrans (AK)  
Robert Moore (CA)  
Bill Kuepper (CO)  
Clyde Kodani (HI)  
Gary Stivers (ID)  
Frank Kerins (MT)  
Carl Shaff for Jane Nichols (NV)  
David Nething (ND)  
Diane Vines (OR)  
Bob Burns (SD)  
George Mantes (UT)  
Phil Dubois (WY)

#### **Executive Committee Members**

##### **Unable to Attend**

Linda Blessing (AZ)  
Everett Frost (NM)  
Marc Gaspard (WA)

##### **Staff Attending**

David Longanecker, Executive Director  
Cheryl Blanco  
Sally Johnstone  
Jere Mock  
Marv Myers  
Marla Williams

Chair Ruch called the Executive Committee conference call meeting to order.

#### **Action Item**

### **TCM: A Proposal to Link the Technology Costing Methodology with the BRIDGE Model**

This project, TCM 3, will integrate two projects currently underway with the WCET: the Technology Costing Methodology Project and the BRIDGE Project. Funding for this \$250,000 to \$300,000, 24-month project will be sought from the Andrew W. Mellon Foundation.

COMMISSIONERS KERINS/VINES (M/S) APPROVAL TO SEEK, RECEIVE, AND EXPEND FUNDS RECEIVED THROUGH GRANTS TO SUPPORT THE PROJECT, TCM 3: A PROPOSAL TO LINK THE TECHNOLOGY COSTING METHODOLOGY WITH THE BRIDGE MODEL. The motion passed unanimously. See Attachment 1 for detail.

#### **Information Item**

### **Review of FY 2003 Budget Estimate and Preliminary FY 2004 Budget**

David Longanecker reported that in order to present a balanced budget to the commission, the equivalent of 2.5 FTE or 15 percent of WICHE general fund-supported staff will be cut and it will affect three people. He said staff cuts were necessary because of the reduction in FY 2004 revenue due primarily to three items: 1) the commission's action to eliminate the dues increase of \$2,000 per state or \$30,000 total for FY 2004; 2) the reduced dues payment by California resulting in a \$51,000 shortfall; and 3) and the fact that indirect cost income has decreased considerably, commensurate with a lack of new grants and contracts. In addition to staff cuts, other expenses were reduced, and the program development fund was eliminated. Longanecker said as finances improve, he would like to restore the program development fund to allow the organization to explore new ventures.

Longanecker reported that Colorado's dues have been paid in full. He said nothing has changed with regard to the dues owed by California. He said it is expected that the \$51,000 owed by California will be paid at some time in the future. He said California cut all regional and national organizations' dues in half, and the legislature will be working to restore funding, as possible. He said Kent Briggs of the Council of State Governments – West continues to assist WICHE by tracking and reporting legislative action in California concerning this issue.

Longanecker said the proposed FY 2003 budget returns \$42,206 to WICHE's reserves, resulting in a reserve balance available for dedication of \$104,499. This figure is in addition to the mandated minimum and previously dedicated reserves.

Chair Ruch said that Longanecker has accomplished what the commission requested for the FY 2004 budget. Longanecker was complimented about the balanced budget. The final budget will be approved by the full commission at the May 2003 meeting.

### **Information Item**

#### **Review of Draft Workplan for FY 2004**

The committee reviewed the draft workplan for FY 2004. Chair Ruch reminded the committee that this was its opportunity to shape the organization's direction. The workplan may be revised based on the outcome of WICHE's evaluation. The final workplan will be reviewed by the two commission committees and approved by the full commission at the May 2003 meeting.

### **Information Item**

#### **Review of Proposed Schedule for the May 2003 Commission Meeting**

The meeting schedule for the May commission meeting now includes a session on the federal legislation, "No Child Left Behind." The Executive Committee and officers had requested that this session be added to the schedule.

### **Information Item**

#### **Update on the 50<sup>th</sup> Anniversary Celebrations**

Jere Mock reported that activities to celebrate WICHE's 50<sup>th</sup> anniversary have occurred in the following states: Arizona, Nevada, Oregon, South Dakota, Washington, and Wyoming. She said Colorado's legislature will adopt a resolution this month commemorating the state's involvement in the WICHE compact. A legislative reception is scheduled for April 29 in Sacramento for California's 50<sup>th</sup> anniversary in WICHE. A dinner will be held on May 19 in Salt Lake City, UT, during the WICHE Commission meeting as part of Utah's anniversary festivities. The following states have yet to schedule anniversary activities: Alaska, Hawaii, Idaho, Montana, New Mexico, and North Dakota.

### **Information Item**

#### **Update on the Organization's Evaluation Process**

Jere Mock reported for Linda Blessing that the evaluation process is winding down. The consultant, Frank Besnette, will distribute a report to the committee and officers soon. The committee – Sen. David Nething of North Dakota (chair), Linda Blessing of Arizona, and Everett Frost of New Mexico – will have a conference call with the officers concerning the report on April 16. Frank Besnette will report to the Executive Committee during its closed session on May 19, and then to the full commission later that afternoon.

The meeting adjourned.

## **ACTION ITEM**

### **TCM 3: A Proposal to Link the Technology Costing Methodology with the BRIDGE Model**

#### **Summary**

What is the impact of electronic educational technologies on the costs of education? This question has been a major concern in the higher education community since the early 1990s. During the past five years this question has been the focus of the Technology Costing Methodology project and the BRIDGE project, both located at WCET. The Technology Costing Methodology project (TCM) created a set of standard procedures that campuses use to measure educational technology costs at the course level. BRIDGE is a simulation model that uses course-related cost data to make projections of overall costs across an entire campus or department. These two projects have assisted campus leaders in analyzing the costs of their technology investments and projecting budgets for alternative uses of educational technologies.

The proposed "TCM 3" project will integrate TCM and BRIDGE to create a unified cost analysis tool that higher education administrators can use to address the above questions. Dennis Jones, National Center for Higher Educational Management Systems, developed the Technology Costing Methodology. Frank Jewett, then with the California State University, Office of the Chancellor, developed the BRIDGE model. The Western Cooperative for Educational Telecommunications (WCET) now coordinates both projects and will coordinate the TCM 3 project.

#### **Relationship to WICHE's Mission**

The project supports WICHE's mission of providing leadership and innovation in higher education and providing states and their institutions strategies for addressing common problems.

#### **Project Goal**

Both TCM and BRIDGE have been used by an increasing number of institutions over the last few years. Even more institutions are likely to use the analyses if the models are integrated to better address the changing needs of the educational technology market and to incorporate additional features as suggested by those who have used earlier versions of the models. The project goal is to combine the course costing model (TCM) and the course projection model (BRIDGE); this new TCM 3 model will be a full functioning cost analysis system that will allow a user to determine and analyze course costs, including hybrid courses and revenue streams.

#### **Project Objective**

The opportunity provided by linking TCM cost data to the BRIDGE model is that it provides a campus cost simulation based upon actual instructional cost data. As such, TCM 3 will serve as a comprehensive training exercise in the basic issues of costing and managing all types of instructional delivery. In addition, it will allow institutional executives and state policymakers to experiment with the cost consequences of different mixes of mediated and classroom instruction.

## Project Activities

1. Modify the costing tools to address a greater variety of educational technologies.
  - a. Add electronic technology to traditional classroom courses. BRIDGE will be modified (BRIDGE II) to address the use of electronic technologies in the traditional, regularly scheduled classroom course.
  - b. Hybrid courses. TCM and BRIDGE will be modified to address courses that are offered in a combination of both face-to-face classroom and in mediated modes.
  - c. Increase the number of course types that can be incorporated in the BRIDGE II simulations. Include five course types in BRIDGE: regular classroom, regular classroom + IT, hybrid, online, and live video. Within these course types, up to sixteen different courses may be entered.
2. Add revenue streams to the analyses.

Add revenue streams associated with each course type to TCM Tabulator. The revenue sources include (a) state support, (b) in-state tuition, (c) out-of-state tuition, (d) special fees, (e) technology fees, and (f) the option for a sixth, user-specified revenue source. The revenues for each course type are used in conjunction with the course cost estimates to measure net (+/-) revenues associated with each course type and could potentially be aggregated to a total operating budget for the institution.
3. Add Mini-BRIDGE to the TCM Tabulator.
  - a. Add the Mini-BRIDGE model to the tabulator to facilitate analytic and graphic cost comparisons of different instructional technologies at the course level.
  - b. Modify Mini-BRIDGE to allow revenue and cost comparisons at the course level.
4. Create a more seamless approach to the costing analysis.
  - a. Design an interface between the tabulator and BRIDGE II that will allow the user to store course data from tabulator and review and input it to BRIDGE. The plan is to make the TCM 3 tools available for campus download from the WCET Web site. The interface between tabulator and BRIDGE II is a "local course data repository" that will be developed to store TCM course data from several runs of TCM, i.e., for several courses.
  - b. Campus users will also have the option of sending data excerpts from the local repository to a Central Course Data Repository at WCET, where it will be available to generate custom campus reports and statistics using BRIDGE II as well as being available as a component of regional, state, or national analyses.
  - c. Integrate the TCM Tab and BRIDGE II terminology and operations. Rework all of the BRIDGE menus and documentation to bring the terminology and operational details in line with the most recent TCM Handbook. Rework the TCM Tabulator and its documentation to account for changes resulting from this integration.
  - d. Redesign the main BRIDGE screen. Alter the screen to remove items that were specific to the original BRIDGE model, to allow data to be transferred from TCM, and to accommodate additional analytic features added to the model.
  - e. Program additional details to integrate the two models. Integrate the look and feel of the two products. Maintain user friendly features, such as the pull-down menus, and add more graphics (e.g., Mini-BRIDGE to TCM Tab) to make the results easier to interpret.
5. Update the BRIDGE cost parameters.

The BRIDGE model uses a set of default parameters to project academic support, student support, institutional support, logistical support, and capital costs for the simulated campus. This allows users to make comparisons of total expenditures using different sets of their own instructional cost data without developing a set of cost parameters for the entire campus. The current defaults reflect the California State University systemwide cost averages in 1996 rather than national values. These default data will be updated and modified to better represent current national averages. As with the original version of BRIDGE, users will continue to have the option of entering their own parameters to project these other costs.

6. Test the integrated TCM 3 Tool.
  - a. Conduct testing of all modifications. Components of the software package will be prototyped and thoroughly tested to insure the modifications are accurate and consistent.
  - b. Conduct beta tests of the tools. Recruit three to five of the TCM pilot institutions plus one or two institutions new to TCM and BRIDGE to test the TCM 3 tool with real applications and data.
7. Training on Use of the TCM 3 Tool.
  - a. Update training materials. Update and develop both printed and online training materials to assist users in implementing the integrated TCM 3 tool.
  - b. Test the new training materials with the pilot institutions. Test the updated and integrated training tools with the pilot institutions.
8. Conduct an independent evaluation.

Engage an independent evaluator to perform formative evaluations on the progress of the project and summative analyses of the usefulness of the tools and training materials created.

## **Project Timeline**

The projected timeline is 24 months.

## **Anticipated Project Outcomes**

The project will compile a complete set of Web tools that will allow an institutional administrator to take costs associated with a technology-enhanced course and generate costing data for that course and project costs across a campus or across campuses. The added-value is the seamless structure created by TCM 3 so that a user will input data only once and from that point be able to determine course costs, run course projections, and create various costing reports.

It is anticipated that these expanded and revised tools will assist campus and other higher education policymakers determine and examine costs associated with technology in the higher education realm.

## **Budget**

The planning of the project is expected to cost between \$250,000 and \$300,000. Funding for the project is to be sought from the Andrew W. Mellon Foundation.

## **Action Requested**

Approval to seek, receive, and expend funds received through grants to support the project, TCM 3: A Proposal to link the Technology Costing Methodology with the BRIDGE Model.



# **ACTION ITEM**

## **Fiscal Year 2004 Salary and Benefits**

### **Background**

Almost all of the WICHE states are facing significant budget difficulties. As a result, most states are not increasing salaries or are increasing them very slightly. The staff recommends no salary increases for FY 2004 and no benefit improvements. The only increase staff recommends is to cover the increasing costs of providing existing benefits (primarily health insurance). These cost increases appear in the budget tables in this section.

### **Action Requested**

Approval of cost increase to provide existing benefits to staff for FY 2004 as specified in the general fund budget action item.

# **ACTION ITEM**

## **Fiscal Year 2004 Budget**

### **Background**

The first table provides current estimates of WICHE's general fund income and expenditures for fiscal year 2003 (column C), compared to the general fund budget (column B). The estimates include actual income and expenditures through March 31, 2003, with estimates for the final three months of FY 2003. Income will be lower than anticipated because of delinquent dues (line 3 and footnote c) and a slower than anticipated rate of expenditure with several externally funded projects, which results in lower indirect cost recoveries. Expenditures have also been substantially lower than originally budgeted, however, so the net result is an anticipated surplus of \$65,010 (column C, line 21) in the general fund budget, which is more than the budgeted surplus of \$8,847 (column B, line 21).

This table also contains the proposed general fund budget for FY 2004 (column F), reflecting a projected balanced budget for the year. Estimated income is \$1,905,000 (line 7), which reflects a decrease of \$131,000 from the budget approved for FY 2003. Four factors account for this decrease: (1) the decision by the Executive Committee in February to not increase member dues during FY 2004; (2) planning for another dues shortfall from California; (3) projecting lower interest income (footnote d); and (4) most significantly, less indirect cost recovery as a result of less external funding. Proposed expenditures are \$1,904,683 (line 20), representing a decrease of \$122,470 (6.0 percent) from the approved FY 2003 budget, primarily associated with staff reductions. The two pie charts depict the FY 2004 budget for income and expenditures. The budget includes the general fund portion of the WICHE operation, as outlined in the FY 2004 workplan found in Tab 10 of this agenda book. The budget also provides for only the general fund staff benefit cost increases for FY 2004 of \$33,739 (column F, line 17), and no staff salary increases. For details pertaining to the proposed salary and benefit recommendations, refer to the separate action item in this Tab, page 1-39.

The last financial table provides a summary of total WICHE expenditures for FY 2002, FY 2003, and FY 2004.

In summary, the general fund budget proposed for FY 2004 is the staff recommendation for a WICHE program that provides service to member states as well as a wide range of highly significant projects. General fund income not only provides the funds for basic WICHE program activities, such as the Student Exchange Program and the Policy Analysis and Research unit, but it also provides an organizational structure that allows WICHE to become involved in other regional resource-sharing activities in higher education, many of which are supported by nonstate dollars. The proposed general fund budget will support overall net operating expenses of approximately \$5.9 million in FY 2004.

### **Action Requested**

Approval of the FY 2004 general fund budget as summarized on the first table.

**ACTION ITEM**

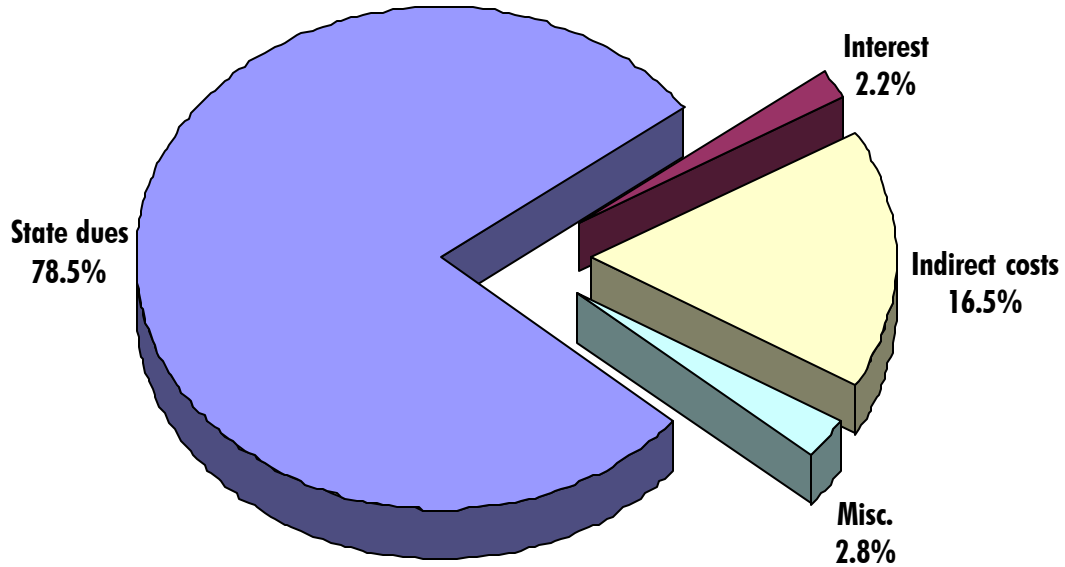
**WICHE General Fund Budget  
Estimate for FY 2003 and Proposal for FY 2004  
Revenue & Expenditures**

\$103,000 --- Dues per State --- \$103,000									
A	B C D E				F	G H I J			
	FY 2003					FY 2004			
	FY 2003 Budget	FY 2003 Estimate	Estimate Better or (Worse) than Budget		"Proposed" FY 2004 Budget	Comparing FY 2003 to FY 2004 Better or (Worse) than FY 2003 Budget		Better or (Worse) than FY 2003 Estimate	
	(a)		\$	%		\$	%	\$	%
<b>1 Revenue:</b>									
2 Member dues	1,545,000	1,545,000	0	0.0%	(b) 1,545,000	0	0.0%	0	0.0%
3 Delinquent dues	(c) 0	(51,000)	(51,000)	na	(c) (51,000)	(51,000)	na	0	0.0%
4 Interest	(d) 61,000	67,000	6,000	9.8%	(d) 42,000	(19,000)	-31.1%	(25,000)	-37.3%
5 Indirect cost recovery	410,000	363,000	(47,000)	-11.5%	315,000	(95,000)	-23.2%	(48,000)	-13.2%
6 Miscellaneous income	20,000	21,000	1,000	5.0%	(f) 54,000	34,000	170.0%	33,000	157.1%
<b>7 Total Revenue</b>	<b>2,036,000</b>	<b>1,945,000</b>	<b>(91,000)</b>	<b>-4.5%</b>	<b>1,905,000</b>	<b>(131,000)</b>	<b>-6.4%</b>	<b>(40,000)</b>	<b>-2.1%</b>
<b>8 Expenditures:</b>									
9 SEP - Programs	309,412	255,880	53,532	17.3%	274,240	35,172	11.4%	(18,360)	-7.2%
10 Policy Analysis & Research	277,417	241,328	36,089	13.0%	254,266	23,151	8.3%	(12,938)	-5.4%
11 Communications & Public Affairs	286,084	260,913	25,171	8.8%	242,021	44,063	15.4%	18,892	7.2%
12 Commission Meeting Expense	106,945	94,867	12,078	11.3%	106,945	117,020	109.4%	(12,078)	-12.7%
13 Executive Director's Office	368,081	357,285	10,796	2.9%	369,666	(1,585)	-0.4%	(12,381)	-3.5%
14 Administrative Services	506,515	504,804	1,711	0.3%	462,969	43,546	8.6%	41,835	8.3%
15 Miscellaneous Expenses	(e) 84,819	93,913	(9,094)	-10.7%	(e) 132,757	(47,938)	-56.5%	(38,844)	-41.4%
16 Indirect Cost Sharing Expenses	81,000	51,000	30,000	37.0%	22,000	59,000	72.8%	29,000	56.9%
17 Staff Benefit Cost Increases for FY 2004	(g)				(g) 33,739	na	na	na	na
18 Staff Turnover/Vacancy Estimate (1.5% of Salaries & Bnfts.)	(13,120)	0	0	0.0%	(13,920)	800	-6.1%	na	na
19 Program Development Fund	20,000	20,000	0	0.0%	20,000	0	0.0%	0	0.0%
<b>20 Total Expenditures</b>	<b>2,027,153</b>	<b>1,879,990</b>	<b>147,163</b>	<b>7.3%</b>	<b>1,904,683</b>	<b>122,470</b>	<b>6.0%</b>	<b>(24,693)</b>	<b>-1.3%</b>
<b>21 Surplus (Deficit) for the Fiscal Year</b>	<b>8,847</b>	<b>65,010</b>			<b>317</b>				
<b>22 Better or (Worse) than Budget or Estimate</b>			<b>56,163</b>	<b>2.8%</b>		<b>(8,530)</b>	<b>-96.4%</b>	<b>(64,693)</b>	<b>-99.5%</b>
<b>23 Reserves:</b>									
<b>24 Beginning of the Fiscal Year:</b>									
25 Minimum Reserve	(h) 243,258	243,258	0	0.0%	(h) 228,562	(14,696)	-6.0%	(14,696)	-6.0%
26 Reserves Available for Dedication	302,706	302,706	0	0.0%	251,718	(50,988)	-16.8%	(50,988)	-16.8%
<b>27 Total Reserves - Beginning of the Fiscal Year:</b>	<b>545,964</b>	<b>545,964</b>	<b>0</b>	<b>0.0%</b>	<b>480,280</b>	<b>(65,684)</b>	<b>-12.0%</b>	<b>(65,684)</b>	<b>-12.0%</b>
<b>28 Dedications to the Reserve During the Fiscal Year:</b>									
29 Surplus (Deficit) during Fiscal Year (Line 22 - above)	8,847	65,010	56,163	634.8%	317	(8,530)	-96.4%	(64,693)	-99.5%
30 Association Mgmt. Software	(i) (50,000)	0	50,000	-100.0%	(i) (50,000)	0	0.0%	(50,000)	na
31 Office Move	(k) (30,000)	(30,000)	0	0.0%	(k) (30,000)	0	0.0%	0	0.0%
32 Office Furniture & Equipment	(k) (30,000)	(30,000)	0	0.0%	(k) (30,000)	0	0.0%	0	0.0%
33 50th Anniversary Celebration	(l) (71,051)	(70,694)	357	-0.5%	(l) (23,398)	47,653	-67.1%	47,296	-66.9%
<b>34 Net Reserve Dedications During the Fiscal Year</b>	<b>(172,204)</b>	<b>(65,684)</b>	<b>106,520</b>	<b>-61.9%</b>	<b>(133,081)</b>	<b>39,123</b>	<b>(67,397)</b>		
<b>35 End of the Fiscal Year:</b>									
36 Minimum Reserve	(h) 243,258	243,258	0	0.0%	(h) 228,562	(14,696)	-6.0%	(14,696)	-6.0%
37 Reserves Available for Dedication	130,502	237,022	106,520	81.6%	118,637	(11,865)	-9.1%	(118,385)	-49.9%
<b>38 Total Reserves - End of the Fiscal Year:</b>	<b>373,760</b>	<b>480,280</b>	<b>106,520</b>	<b>28.5%</b>	<b>347,199</b>	<b>(26,561)</b>	<b>-7.1%</b>	<b>(133,081)</b>	<b>-27.7%</b>
<b>39 Change in Total Reserves - Increase or (Decrease)</b>	<b>(172,204)</b>	<b>(65,684)</b>			<b>(133,081)</b>				
<b>40 Better or (Worse) than Budget or Estimate</b>			<b>106,520</b>	<b>28.5%</b>		<b>39,123</b>	<b>22.7%</b>	<b>(67,397)</b>	<b>-102.6%</b>

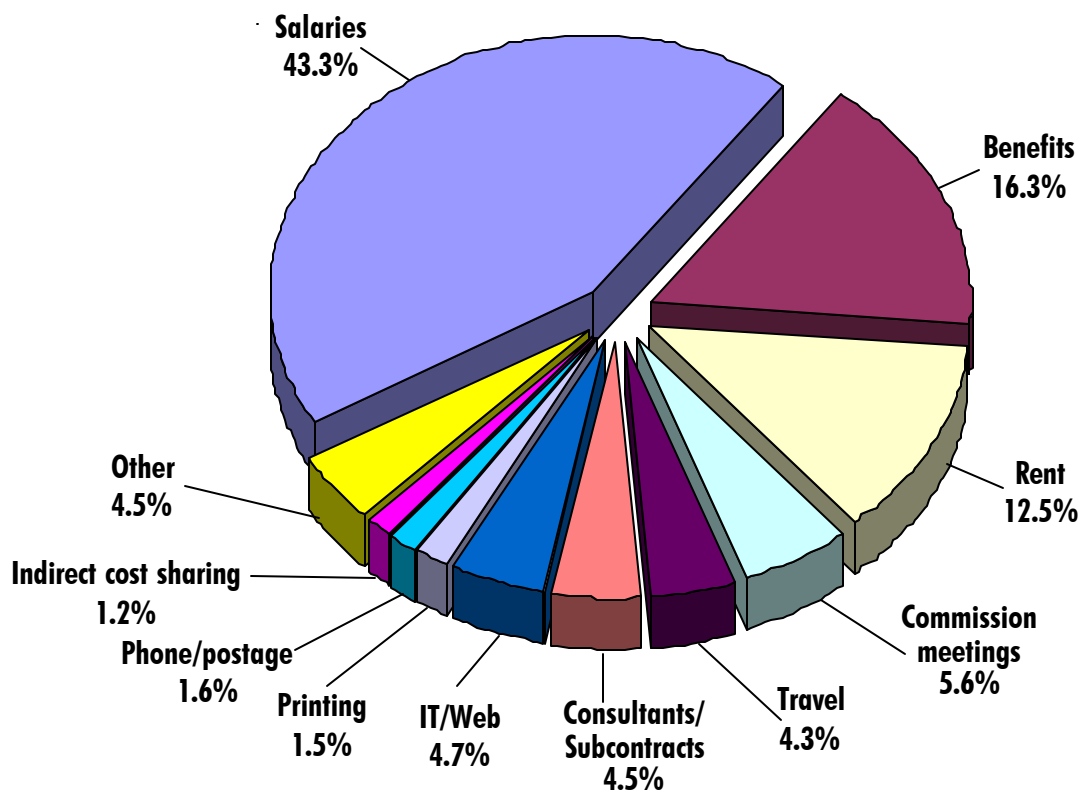
- (a) Budget approved by the commission in May of 2002, adjusted for actual carry over from FY 2002 and adjusted for actual salary increases by unit.
- (b) Dues not increasing during FY 2004, change approved by the Executive Committee during a conference call on Feb. 25, 2003.
- (c) For FY 2003 & FY 2004, includes \$51,000 as an accounts receivable from California.
- (d) Ave. daily balance: Estimate for FY 2003 is \$5,042,000 at 1.33% ; and budget for FY 2004 is \$3,817,000 at 1.10%.
- (e) Includes property & liability insurance, legal fees, unallocated rent, and other miscellaneous costs not allocated to unit budgets.
- (f) For FY 2004, includes \$32,000 transferred from closed accounts.
- (g) Current estimate of benefit cost increases for FY 2004, primarily associated with health insurance. No salary increases planned.
- (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 \$30,000 for FY 2004.
- (l) Approved by the Commission at the May 2002 meeting in Santa Fe, NM.

# WICHE General Fund FY 2004

## Income



## Expenditures



**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	\$1,880,000	\$1,905,000
2 WICHE Reserves	84,000	131,000	133,000
3 WCET	1,847,000	1,905,000	1,171,000
4 Mental Health	403,000	498,000	728,000
5 CONAHEC/ELNET	560,000	301,000	88,000
6 NAAF	26,000	31,000	32,000
7 NEON	0	141,000	205,000
8 Advanced Placement (AP)	538,000	804,000	855,000
9 AT Alliance	10,000	15,000	15,000
10 Ford - Legislative Policy	102,000	12,000	0
11 Ford - Legislative Engagement	76,000	0	0
12 Ford - Public Policy	8,000	100,000	155,000
13 Lumina - Changing Direction	36,000	290,000	340,000
14 Doctoral Scholars	84,000	0	0
15 Bridges to the Professoriate	124,000	125,000	125,000
16 Pathways to College Network	87,000	118,000	45,000
17 High School Graduates	1,000	20,000	130,000
18 US/UK Education Dialogue	46,000	0	0
19			
20 <b>Subtotal - Primary Accounts</b> (Lines 1 thru 19)	<b>5,863,000</b>	<b>6,371,000</b>	<b>5,927,000</b>
21 Self-Supporting Services (included in above amounts):			
22 Information Technology Services	203,000	235,000	224,000
23 Printing Services	11,000	14,000	15,000
24 Telephone Services	36,000	32,000	33,000
25 Facilities Services	362,000	372,000	392,000
26 Subtotal - Self-Supporting Srvcs.	612,000	653,000	664,000
27 <b>PSEP Support Fees</b>	<b>11,458,000</b>	<b>11,339,000</b>	<b>9,700,000</b>
28 TOTAL - ALL SOURCES (Lines 20 & 27)	17,321,000	17,710,000	15,627,000
29 <b>TOTAL - ALL SOURCES</b>	<b>11,458,000</b>	<b>11,339,000</b>	<b>9,700,000</b>



## Information Item

### WICHE State Dues – History and Approval for FY 2004 & 2005

Fiscal Year	Member States			Affiliate States <sup>a</sup>			Affiliate Dues as a % of Mbr. Dues	TOTAL FY DUES (All States)		
	Dues Amount	Increase Amount    Percent		Dues Amount	Increase Amount    Percent			Sum of All Dues	Increase Amount    Percent	
<b><i>Changed by Executive Cmte. during Feb. 25, 2003 conference call</i></b>										
2004 - 2005	\$105,000	\$2,000	1.94%	\$105,000	\$2,000	1.94%	100%	\$1,575,000	\$30,000	1.94%
2003 - 2004	103,000	-	0.00%	103,000	-	0.00%	100%	1,545,000	-	0.00%
2002 - 2003	103,000	4,000	4.04%	103,000	4,000	4.04%	100%	1,545,000	60,000	4.04%
2001 - 2002	99,000	11,000	12.50%	99,000 <sup>b</sup>	15,000	17.86%	100%	1,485,000	173,000	13.19%
2000 - 2001	88,000	3,000	3.53%	84,000 <sup>b</sup>	7,000	9.09%	95%	1,312,000	53,000	4.21%
1999 - 2000	85,000	2,000	2.41%	77,000 <sup>b</sup>	6,000	8.45%	91%	1,259,000	38,000	3.11%
1998 - 1999	83,000	2,000	2.47%	71,000 <sup>b</sup>	6,000	9.23%	86%	1,221,000	38,000	3.21%
1997 - 1998	81,000	2,000	2.53%	65,000	2,000	3.17%	80%	1,183,000	30,000	2.60%
1996 - 1997	79,000			63,000			80%	1,153,000		

a North Dakota and South Dakota.

b In June of 1998, Commission approved equalizing the dues for affiliates over a 4 year period beginning in FY 1998 - 1999 (increase an extra \$4,000 each FY).  
The final phase of this equalization process occurred during FY 2001-2002.



## Mental Health Program

### Mental Health Oversight Council

Bill Hogan, Director  
Alaska Division of Mental Health & DD

Leslie Schwalbe, Deputy Director  
Arizona Division of Behavioral Health Services

Stephen W. Mayberg, Director  
California Department of Mental Health

Thomas J. Barrett, Director  
Colorado Mental Health Services

Thomas Hester, M.D., Chief  
Hawaii Adult Mental Health Division

Pharis Stanger, Interim Program Manager  
Idaho Bureau of Mental Health & SA

Lou Thompson, Chief  
Montana Addictive & Mental Disorders Division

Carlos Brandenburg, Administrator  
Nevada Division of Mental Health & DS

Pamela Martin, Director  
New Mexico Behavioral Health Services Division

Karen Larson, Director  
North Dakota Division of Mental Health & SAS

Bob Nikkel, Acting Administrator  
Oregon Mental Health & AS

Kim Malsam-Rysdon, Director  
South Dakota Division of Mental Health

Randy Bachman, Director  
Utah Division of SA & Mental Health

Karl Brimner, Director  
Washington Mental Health Division

Pablo Hernandez, Administrator  
Wyoming Division of Mental Health

WICHE Commission Representative  
Diane Vines, Vice Chancellor  
Oregon University System

### Into the 21<sup>st</sup> Century - Overview

**The Mental Health Program at the Western Interstate Commission for Higher Education (WICHE) was established in 1955 by the Western Regional Council of State Governments. It is governed by the Mental Health Oversight Council (MHOC), composed of the state mental health directors from the 15 WICHE states, plus special advisors and a WICHE Commissioner.**

**The mission of the Program is twofold: 1) to assist states in improving systems of care for mental health consumers and their families; and 2) to advance the preparation of a qualified mental health workforce in the West. The program collaborates with states to meet the challenges of changing environments through regional research and evaluation, policy analysis, program development, technical assistance, and information sharing.**

## Supporting the West

### Western States Decision Support Group

WICHE's Mental Health Program staff support the Western States Decision Support Group (WSDSG), which is composed of program evaluators from the 15 western state departments of mental health. WICHE:

- Produces and uses quantitative and qualitative data in state mental health systems management.
- Provides technical support in needs assessment, consumer surveys, and analyzing utilization data to develop mental health performance indicators.
- Acts as liaison with the national Mental Health Statistics Improvement Program (MHSIP).
- Supports and participates in 3 annual WSDSG meetings that are designed to share expertise in developing and implementing MHSIP performance indicators in each state.
  - These indicators are becoming integral to the federal block grants to states.
  - Recent meetings focused on Cultural Competence, the Public Health Model, dual diagnosis, and integrating mental health and substance abuse.
- Collaborates with individual states for special projects.
  - Worked with Colorado and Nebraska in preparing needs assessments, prevalence estimates, systems usage evaluations, and unmet needs).
  - Collaborated with South Dakota and Wyoming in developing and implementing MHSIP performance indicators derived from annual surveys of consumers and family members.
- Developed a database application to enter completed surveys and generate MHSIP compatible reports both statewide and with comparison of providers.

***– WICHE unmet need assessments help states develop mental health policy and objective performance indicators.***

***– WICHE is working with Wyoming and South Dakota in redesigning their systems of care for children and adolescents.***

***– WICHE Mental Health's Senior Program Director Dennis Mohatt is lead consultant to the President's New Freedom Commission on Mental Health Rural Subcommittee.***

## **Western States Mental Health Needs Assessment**

An area and population as vast and diverse as the WICHE West will have populations with different degrees of mental health care needs. How are those needs distributed across the West and how do they fit with existing mental health resources?

To help answer these questions, the WICHE Mental Health Program estimated the prevalence of mental health disorders in Nebraska, Colorado, South Dakota, and Wyoming based on results from the National Comorbidity Survey (NCS), as well as Y2K Census population data and other population estimates. These analyses were compared to state public mental health service utilization data to determine unmet mental health care needs. Additionally, the data helped to estimate mental health need projections, support public mental health policy formation, and the development of objective performance indicators. The assessment results are shared directly with the public mental health system, and are available to the public via website publication. WICHE will continue this work in upcoming projects with Oregon and Washington.

## **Systems of Care for Children**

WICHE is working with the states of Wyoming and South Dakota in redesigning their respective systems of care for children and adolescents.

With WICHE staff help, Wyoming secured a federal grant to begin the early phases of system development based on the Child and Adolescent Service System Program (CASSP). The CASSP program is composed of a set of core principles that guide development of an efficient, effective, and agree-upon system of care. The principles are firm but flexible, allowing each system to realize its own goals.

WICHE is involved in all aspects of this process, including:

- Consensus-building among stakeholders (e.g., parents, school officials, mental health providers, legislators, and state agencies).
- Facilitate discussions of interests and concerns about the system of care.
- Help guide the implementation and evaluation of strategies to achieve agreed-upon goals.
- Other activities, such as data collection through surveys, as well as orientation and training in the CASSP program and principles.

In South Dakota, the Program worked with the state's Task Force on Children's Mental Health, which was composed of consumers, service providers, legislators, and advocacy group members. WICHE conducted needs assessment, provided technical support, facilitated Task Force consensus-building meetings, and arranged for speakers on special topics (e.g., relinquishment of custody). Recommendations derived from regional Task Force meetings were sent to the state legislature for consideration.

## **Beyond the West**

### **The President's New Freedom Commission: Rural Mental Health**

WICHE Mental Health's Senior Program Director, Dennis Mohatt, M.A., was appointed as lead consultant to the Commission's Rural Subcommittee Work Group. He drafted a report describing important issues facing mental health care in rural America that is part of the final report to the President. These issues include appropriate definitions of rural America, epidemiological data, and the availability, accessibility, and acceptability of mental health services. According to the National Association for Rural Mental Health's (NARMH) Fall 2002 publication,

Mohatt's selection should provide the Commission with invaluable knowledge and experience in rural matters and gives NARMH an important direct voice into the Commission's deliberations (p. 15).

## Cultural Competence in Mental Health

Starting in the early 1990s, the Program worked with four panels of mental health experts on racial/ethnic cultural competence. The panels (African American, Asian American and Pacific Islander, Latino/Hispanic, and Native American) developed culturally competent standards for each group.

The panels met jointly to distill “core” standards in cultural competency common to the four major groups, as well as differences among them. The federal Center for Mental Health Services (CMHS) adopted WICHE’s core standards, *Cultural Competence Standards in Managed Mental Health Care for Four Underserved/Underrepresented Racial/Ethnic Groups*, as national standards in mental health cultural competence. (The *Core Standards* for each racial/ethnic group are available at [www.wiche.edu/MentalHealth](http://www.wiche.edu/MentalHealth).)

WICHE has also:

- Surveyed state mental health programs to identify exemplary practices, and published a study documenting key elements of culturally competent programs, including samples of cultural competence assessment tools.
- Assisted California in evaluating real-life applications of the standards by analyzing the “access to care standards” of 15 county plans.
- Worked with stakeholders from two diverse California counties to reach consensus on a cultural competence self-evaluation tool for county mental health personnel.
- Assisted Wyoming on a community Latino PACT model.
- Collaborated with Boston University Medical School on two projects evaluating and integrating cultural competence in health curricula.
- Collaborated with the national Mental Health Statistics Improvement Program (MHSIP) to design and include cultural competence indicators in the national MHSIP Consumer Report Card.

## Frontier Mental Health Services Resource Network

In conjunction with the University of Denver, the Program co-managed the Frontier Mental Health Services Resource Network (FMHSRN). The FMHSRN researched rural concerns, ran focus groups, and published reports on key rural/frontier mental health service issues. These included rural/frontier demographics and definitions, accessibility, evaluation, managed care, service demand, costs, models, effectiveness, telehealth, the integration of primary care and mental health, and services for children, adolescents, and the elderly. FMHSRN reports and rural/frontier information are available on the WICHE website.

## Exemplary Practices in Older Adult Services

The WICHE Mental Health Program, supported by the Center for Mental Health Services (CMHS), conducted a nationwide survey to identify exemplary programs and practices in delivering mental health outreach services to older adults. One objective was to promote integrating primary and mental health care in older adult services. The Program identified seven exemplary programs across the nation and shared this information through a brochure and our website.

## Telemental Health

The Program evaluated telemental health programs for the Northland Healthcare Alliance of Bismarck, North Dakota through a grant from the federal Health Resources and Services Administration (HRSA) Office for the Advancement of Telemedicine (OAT). Key objectives were to analyze existing models of service delivery and performance assessment throughout the U.S. WICHE reviewed archival data and literature on telemental health, interviewed grantees, and administered a key-informant survey. The analysis sought to identify and understand the various telemental health service delivery models as well as existing performance evaluation methods. Recommendations were made for knowledge dissemination, technical assistance, and training. The project report is available on our website.

– **WICHE’s standards on cultural competence in mental health were adopted by the federal Center for Mental Health Services (CMHS) as national standards.**

## Mental Health Staff & Consultants

Senior Program Director Dennis F. Mohatt became the WICHE Mental Health Program director after serving as Deputy Director for the Nebraska Department of Health and Human Services from 1996-1999 and as the state's Commissioner of Mental Health. He also administered Nebraska's public managed care initiatives in Medicaid for both physical and mental health. Dennis has more than 15 years of experience in community mental health, including executive leadership of a very successful CMHC in Michigan's rural Upper Peninsula which integrated community mental health services with primary care in two rural family medicine practices.

Dennis received his undergraduate training at the University of Oregon, and a NIMH Training Fellowship in rural mental health while at Mansfield University in Pennsylvania, where he received his M.A. in rural community-clinical psychology.

Project Director Chuck McGee previously was the Program Planning and Evaluation Specialist for the Missouri Department of Mental Health. He holds an M.A. in Psychology from the University of Colorado, with an emphasis on program evaluation.

Chuck coordinates the Western States Decision Support Group (WSDSG), working with MHSIP representatives from the 15 WICHE states and nationwide. He provides technical assistance on developing performance and outcome indicators using multiple data sources, including consumer surveys. Chuck helped develop cultural competence items for the national MHSIP survey instrument and reports on WICHE's evaluation work at national MHSIP conferences.

Senior Advisor Jim Stockdill pursued graduate work at George Washington University Law School after receiving his M.P.A. from the University of Minnesota. His experience in mental health includes several years as Director of Program Planning and Evaluation at the National Institute of Mental Health, Director of Education and Service Programs at NIMH, Deputy Director

of the Maryland Mental Hygiene Administration, and Project Manager at the Mental Health Corporation of Denver.

Jim's emphases at WICHE include regional approaches to mental health issues, community mental health systems development, outcome evaluation, mental health services for the elderly, mental health services in the adult and juvenile justice systems, and supported education.

Staff Associate Diana Vári is an ethnohistorian and editor with an ABD in History and American Studies from Indiana University. She created university courses in African American History, Native American History, and Race and Nationality, and has consulted broadly with minority-controlled organizations. Diana also did management consulting and training for major corporations and community, state, and federal agencies. In the Program, Diana is responsible for proposal research, development, and writing, and provides project coordination and support.

Post-doctoral Fellow Scott J. Adams earned his Psy.D. from Indiana State University. He completed a year-long pre-doctoral internship at the Veterans Administration Medical Center in Denver, Colorado, where his specialties included inpatient and outpatient psychotherapy for individuals and groups, personality assessment, and combat-related PTSD and psychosis. Scott came to WICHE through the post-doctoral fellowship program in Administration and Public Psychology at the University of Colorado Health Sciences Center, Department of Psychiatry.

Consultant Allan N. Press received his B.S. in mathematics from M.I.T. and his Ph.D. in Psychology at Clark University in Worcester. Allan has been on the faculty of Social Welfare at Kansas University for more than 20 years. He has taught research and statistics in both the Masters and Doctoral programs. For more than a decade he has worked on outcomes research in the areas of child welfare and mental health. Allan's work at WICHE focuses on mental health issues in outcomes research, research design, statistical analysis, research dissemination, and developing consumer applications.

### For further information, contact:

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