

## Executive Committee (Closed)

Monday, 7.30 – 8.30 A.M.

Cedar

## Executive Committee (Open)

Monday, 8.30 – 9.30 A.M.

Evergreen



Redfish Lake, Idaho - photo courtesy of Idaho Travel Council

Monday, May 17, 2004

7.30 - 8.30 am

Cedar

**Executive Committee Meeting (closed)**

**Executive Committee Members**

Don Carlson (WA), chair

Diane Barrans (AK), vice chair

Chuck Ruch (SD), immediate past chair

Committee vice chair (AK)

Linda Blessing (AZ)

Robert Moore (CA)

Bill Kuepper (CO)

Doris Ching (HI)

Gary Stivers (ID)

Sheila Stearns (MT)

Carl Shaff (NV)

Patricia Sullivan (NM)

David Nething (ND)

Camille Preus-Braly (OR)

Tad Perry (SD)

E. George Mantes (UT)

James Sulton (WA)

Klaus Hanson (WY)

**Agenda**

Presiding: Don Carlson, chair



Evaluation of the executive director and adoption of performance objectives for Fiscal Year 2005

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.



**Executive Director's Performance Objectives and Self-evaluation**

Prepared for May 17, 2004, Closed Executive Committee Meeting

## **EXECUTIVE DIRECTOR'S PERFORMANCE OBJECTIVES AND SELF-EVALUATION**

*This document provides the performance objectives that you, the commission, adopted for me last May; my self-assessment of how well I achieved these objectives as your executive director during this past year; and a proposed set of performance objectives for this coming year, based on what has been incorporated in the draft 2004-05 WICHE Workplan, which you will be considering and adopting at this meeting.*

- *First, I present my current performance objectives.*
- *Next, I provide my self-evaluation with respect to each of these objectives.*
- *Last, I present my proposed performance objectives for this coming year (2004-2005).*

*Overall, I evaluate my performance for this past year as okay, although it could have been better. While we accomplished much, we have also faltered in too many areas, particularly with respect to the management role. Furthermore, I receive much more credit for what we do accomplish than I personally deserve. Our progress as an organization is due to the effort and energy of an exceptional staff.*

### **Administering the WICHE Organization:**

- **Objectives for "maintaining" the organization**

- Internal management

1. **Maintain a balanced budget for fiscal year 2003 and beyond. Also work with the commission to establish targets for staff compensation, compared to comparable agencies within the West, recognizing that fiscal circumstances limit our ability to achieve staff compensation comparability.**

*Accomplished. The overall operating budget for WICHE for fiscal year (FY) 2004 is now projected to be \$6.1 million, slightly lower than the previous year. While this exceeds the original budget projection by 3 percent, it also represents the first year under my direction in which the budget has not increased substantially. I suppose I could also claim to have achieved the second element of this objective – maintaining comparable staff compensation – given the fiscal constraints recognized in the specific language of the objective; but it doesn't feel like we accomplished this objective, either to myself or to our staff. Last year's freeze on staff salaries, particularly when coupled with a 33 percent increase in health care benefit costs for staff, have left staff with actual cuts in take-home pay. Combined with other factors discussed later in this evaluation, this combination – a salary freeze and increasing health insurance costs – have clearly taken a toll on staff morale.*

**2005 Recommendation: Retain the 2004 objective, eliminating the language that lets me off the hook simply because of fiscal constraints. Staff can't continue to take the brunt of these difficulties year after year.**

2. **Attend directly to ways to more appropriately align responsibilities among unit directors and their respective staff to continue to serve the agency efficiently, but to do so within realistic limits. Commit to improving the share of minority staff, even though that will be difficult considering the downsizing of staff that lies ahead.**

*Not accomplished. Senior staff continue to perform exceptionally well under unrealistic work loads. While I mentioned in my evaluation last year that I had to address this workload issue, I have not truly done so. In fact, reductions in staffing levels at subordinate levels, most of which were planned but some of which were unanticipated, have no doubt increased the pressure on senior staff. The diversity of our staff has also continued to decline over the past year, from 14 percent a year ago to 11 percent today. None of our minority staff are Hispanic or African America and only one is a full-time employee. One of the six employees hired during the past year was a person of color.*

**2005 Recommendation: Retain the 2004 objective.**

3. **Improve the morale of WICHE staff to achieve the highest possible level of productivity.**

*An active staff council and advisory committee continue to help maintain a friendly, cohesive, high-functioning "WICHE team." Nevertheless, the termination of eight (20 percent) of our staff during this fiscal year, made necessary because of expiring grant funding and limited general funds projected for next year, has negatively affected staff morale. In addition, the comprehensive evaluation of WICHE that you conducted last year indicated substantial disaffection between some staff and their supervisors. To respond to these concerns, we have secured outside assistance to examine and improve management and leadership within the organization. While it is premature to claim success from this venture, I am hopeful that these efforts will help improve both morale and performance.*

**2005 Recommendation: Retain the 2003 objective.**

- Commission maintenance

1. **Present to the commission at the May meeting an annual workplan that reflects the mission and priorities of WICHE, as established by the commission.**

*Accomplished. I submitted and you approved at your meeting last May an annual workplan that reflects well WICHE's mission, priorities, and realistic possibilities. This plan is essentially an incremental extension of the previous plan because the evaluation of WICHE suggested that the organization was "on track" in its focus and activities. Since then staff and I have worked diligently on this workplan and have accomplished virtually all of it. Some of the most notable accomplishments include completion of the most recent version of our **Knocking at the College Door** report; the refunding of the **Changing Directions** project, and the expansion of the **NEON** project. The most notable effort planned but not accomplished was our failure to secure future funding for a second phase of the Accelerated Learning project.*

**2005 Recommendation: Retain the 2004 objective.**

- State relations

1. **Participate, either in official state visits or WICHE-relevant events, in activities in at least one-half of the WICHE states. All state visits should include at least one public speaking or public engagement session.**

*Accomplished. During this past year I visited all WICHE states at least once, including 50<sup>th</sup> anniversary events in eight states.*

**2005 Recommendation: Retain the 2004 objective.**

**2. Sustain the role of WICHE's legislative advisors and secure funding to maintain that activity.**

*Accomplished. The Legislative Advisory Committee had a very successful meeting in association with the National Conference of State Legislatures (NCSL) annual conference in San Francisco. Funding for this activity was in part defrayed by the Legislative Engagement grant from the Ford Foundation. In addition to the Legislative Advisory Committee meeting, we also cosponsored a special legislative workshop on higher education with NCSL and the National Center for Public Policy and Higher Education (NCPPE) and participated in NCSL's regularly scheduled education workshop. I also made a presentation at the annual meeting of the Council of State Governments-West (CSG-West) in Hawaii, where WICHE was also honored for its 50 years of service to the West. WICHE was likewise honored at the Western Governors' Association National Meeting in Big Sky, MT.*

**2005 Recommendation: Retain the 2004 objective.**

**• Objectives for "development and innovation" within the organization**

**• Internal management**

**1. Develop a strategy for planning and financing a building acquisition, to coincide with the termination of our new lease and to be as consistent as possible with the vision of the state-of-the-art working and learning community, which was reflected in this past year's performance objective.**

*On schedule to be accomplished. We have established a limited liability corporation (LLC) with the State Higher Education Executive Officers Organization (SHEEO) and the National Center for Higher Education Management Systems (NCHEMS), under which the three organizations will secure a facility that will serve as offices for these organizations and will house a small conferencing facility, which we have been calling a learning center. The three organizations have jointly secured a \$3-million, 1-percent loan commitment as a program-related investment (PRI) from the Ford Foundation, and we continue to seek both gift assistance and/or additional loan assistance to finance the remaining \$1-2 million that will be needed to fully fund the facility. We continue to expect that this project will be completed in the planned period of time.*

**2005 Recommendation: Modify the 2004 objective to include the actual successful purchase and occupation of the new facility.**

**2. Seek resources to configure the new office space as a regional, state-of-the-art working and learning center.**

*In process. As mentioned above, I anticipate securing new space that will be sufficient to accommodate both offices and the learning center. Financial constraints, however, may preclude finishing the learning center until gift funding can be secured, and at the present time I have not been able to secure such gift assistance, though I continue to seek such funds.*

**2005 Recommendation: Modify the 2004 objective to reflect that financial constraints may require that completion of this phase of the building acquisition at a date beyond 2005.**

**3. Organize WICHE staff to operate in a more team-oriented work environment, with greater collegiality and less unnecessary redundancy.**

*Making progress. In part forced by the necessary staffing reductions, the Programs and Services unit, Policy and Research unit, and Mental Health unit have begun sharing staff support functions.*

**2005 Recommendation: Retain the 2004 objective.**

- Commission development and innovation

**1. To collaborate with the Association of Governing Boards of Universities and Colleges (AGB) on strategies for better informing and engaging the commission and governing board members throughout the West in better understanding emerging higher education issues.**

*In process. A fall 2004 regional forum is in the planning stages, which will be jointly sponsored by AGB and WICHE and will focus on strengthening the development of governing boards in the policy arena.*

**2005 Recommendation: Retain 2004 objective.**

**2. Work with the governors, as appointment opportunities develop, to increase the diversity of the commission's membership.**

*In process. While the appointments to the commission this past year have been exceptional individuals, only one of the eight new members enhances the racial/ethnic diversity of the commission and only two were women.*

**2005 Recommendation: Retain 2004 objective.**

- State relations development and innovation

**1. Expand our legislative relations activity to include more direct involvement with legislative and executive staff.**

*Partially accomplished. As noted in my comments earlier on legislative engagement, we have been quite successful in expanding our direct efforts with legislators through CSG-West and NCSL. We have improved our relationships with executive staff, at least through the National Governors Association, but have been less successful in working through the Western Governors' Association (WGA). I am hopeful that we will be more successful in working with the new executive director of WGA.*

**2005 Recommendation: Retain 2004 objective.**

**2. Expand partnership relationships, where appropriate, with other organizations, such as ACT, NCHEMS, CSG-West, NCSL, WGA, Southern Regional Education Board (SREB), New England Board of Higher Education (NEBHE), Midwestern Higher Education Compact (MHEC), Education Commission of the States (ECS), SHEEO, AGB, the College Board, the Center for the New West, the Center for the Rocky Mountain West, the Center for the American West, EduCause, etc.**

*Accomplished, but never really finished. This past year we have held or have cosponsored events with ACE, ACT, the College Board, CSG-West, NCSL, and SHEEO. We have collaborated with NCHEMS closely on a number of projects. We continue our collaborative purchasing program with SREB, NEBHE, and MHEC, although one unfortunate development with our regional colleagues has been our inability to find resources to sustain WICHE's continued participation in the Doctoral Scholars program. Through work with the staff of the Western*

Governors' Association and the help of Commissioners Krause, Stearns, and Younkin, the governors recognized WICHE for its 50 years of service to the West at its September 2003 annual meeting in Big Sky, MT. We were successful, in partnership with ACE and SHEEO, in securing a second three-year grant from the Lumina Foundation to examine higher education financing issues. In addition, I served on the executive board of the National Postsecondary Education Council (program committee chair), the National Center for Public Policy and Higher Education's advisory board, the board of directors (vice chair) of the Consortium for North American Higher Education Collaboration (CONAHEC), NCHEMS's advisory board on national databases and information systems, ACT's Educational Services Advisory Board, the Pathways to College collaborative, and the Executive Board of the American Association for Higher Education (AAHE).

**2005 Recommendation: Retain 2004 objective.**

## **Providing Program Services to the Western States:**

- **Objectives for "maintaining" the organization**

- Student Exchange Programs

- Accomplish those aspects of the commission-adopted workplan that fit within this objective, including particular focus on:

1. **Stemming the decline in PSEP participation by focusing the program more on states' individual needs and interests.**

*In process. Participation in PSEP continues to wane, in part because the financial difficulties facing states, which make sustaining their prior commitments difficult. Following up on a report presented at last May's commission meeting, Jere Mock, with Sandy Jackson's assistance, has been working with the states' certifying officers to examine ways in which the needs of sending and receiving states can be more equitably and realistically met in the increasingly market-driven environment of professional education.*

**2005 Recommendation: Retain 2004 objective.**

2. **Managing the growth of WUE with existing staff and financial resources and examining ways in which WICHE can be more proactive in facilitating exchange in areas of projected workforce needs and in areas of imbalance with respect to issues of supply and demand of educational opportunities.**

*In process. Despite continued growth in WUE and an increase in the number of programs managed through the WRGP, we have continued to provide strong customer service with a modest commitment of staff. Through the special project described in (1), above, we are examining ways in which the WUE and WRGP programs can be enhanced to even better serve the students and institutions that participate. This will become an increasingly important issue as enrollment strains test the efficacy of the current models for these programs.*

**2005 Recommendation: Retain 2004 objective.**

- **Objectives for "development and innovation" of programs to serve the states**

1. **Accomplish those aspects of the commission-adopted workplan that fit within this objective.**

*In process. Staff continue to explore possible new areas for program development to better serve the future needs of our member states through interstate collaboration. NEON, the*

Northwest Educational Outreach program, continues to be developed and staff have explored the possibility of expanding access to XAP's Mentor program to states currently not participating. Other new prospective programs have been identified for consideration in the upcoming workplan. Although we have been unsuccessful in finding funding for the Compact for Faculty Diversity, we have entered into partnership with the University of Southern California on another diversity project entitled the Equity Scorecard.

**2005 Recommendation: Retain 2004 objective.**

2. **Begin a formal evaluation of the Student Exchange Programs. While I believe that I should continue to seek funding for this initiative, and have imbedded such an evaluation in the student mobility study that is proposed for the workplan, I believe it is our responsibility to evaluate our programs periodically, and we should pursue periodic program evaluations from within existing WICHE operating budget resources, rather than expecting to do so from outside funding.**

*In process. Christopher Morphey, associate professor of higher education at the University of Kansas, is working with us while on sabbatical from KU to study the efficacy of WUE as a tool for expanding educational opportunity.*

**2005 Recommendation: Modify 2004 objective to expect completion of this evaluation of the WUE program and to design an appropriate evaluation for the PSEP program.**

3. **Implement in stellar fashion the new initiatives for which we secure funding, and possibly develop an additional multistate collaborative program.**

*Accomplished. **Changing Direction**, our Lumina Foundation–sponsored finance project, was a remarkable success and led to a second round of funding from the foundation. Our Ford Foundation–funded **Legislative Engagement** project continues effective work with the states on issues of accountability, workforce development, and expanding access to disadvantaged populations. The Western Consortium for Accelerated Learning Opportunities (WCALO), a nine-state early college-learning project, continued its valuable work for the participating states but unfortunately did not receive continuation funding for future years. We hope to be more successful in requesting funds this coming year. The American TelEdCommunications Alliance (ATAAlliance), which is a collaboration with our three sister regional organizations around the country, is off and running. Our collaborative efforts with CONAHEC to develop a U.S./Mexico student exchange bank have garnered continuing FIPSE support to CONAHEC for full implementation of this innovative program over the next three years. And the FIPSE-funded Northwest Educational Outreach Network (NEON), a virtual (online) collaborative effort that WICHE is managing for the Northwest Academic Forum (NWAFF), began developing the first two virtual interstate collaborative programs. WCET (the Western Cooperative for Educational Telecommunications) continues to garner support for its multifaceted projects enhancing technology-mediated instruction, though we have found it increasingly difficult to secure the level of resources that have traditionally flowed to this program. The Mental Health Program has returned to financial solvency, increasing its funding base by more than 50 percent during the past year.*

**2005 Recommendation: Retain 2004 objective.**

## Providing Policy, Research, and Technical Assistance to the Western States:

- Objectives for “maintaining” policy, research, and technical assistance services
  1. Accomplish those aspects of the commission-adopted workplan that fit within this objective.

*On target to accomplish this objective.*

**2005 Recommendation: Retain this objective.**
  2. Continue WICHE’s exceptional work as the regional source for higher education information and policy analysis.

*On target to accomplish this objective.*

**2005 Recommendation: Retain this objective.**
  3. Continue the Western Policy Exchange as an initiative to strengthen our policy agenda.

*Accomplished. We conducted a very successful regional forum on using IT to expand access and quality and sponsored a number of meetings on our **Policies in Sync** results from the **Changing Direction** project.*

**2005 Recommendation: Retain 2004 objective.**
  4. Maintain the strength and vitality of WCET, the Mental Health program, and CONAHEC, and do so without general fund support.

*Accomplished. WCET remains an extremely vital and vibrant part of WICHE. With changes in the bylaws, CONAHEC has become independent of WICHE. Although we continue to provide contract staff services to CONAHEC, our role in this regard diminished substantially this past year, as all CONAHEC staffing and operations except for Margo Stephenson’s services were consolidated at the University of Arizona. And the Mental Health Program has returned to a vibrant, financially viable operation.*

**2005 Recommendation: Retain 2004 objective.**
- Objectives for “development and innovation” of policy, research, and technical assistance services
  1. Accomplish those aspects of the commission-adopted workplan that fit within this objective, including securing external financial support for at least two major policy, research, or technical-assistance projects consistent with WICHE’s mission and priorities.

*Accomplished, but never really complete. Our role as a primary partner in the **Pathways to College** project has gained national recognition and has assisted our states in better linking effective early precollege preparation to enhance future college success. WICHE has become recognized as a leader in these linkage activities. Through financial support from both ACT and the College Board, we successfully completed a new round of our high school graduate projections work, entitled **Knocking at the College Door**. We received a second phase of funding from Lumina Foundation to continue our work in the area of aligning higher education finance. We have enticed an exceptional higher education scholar on sabbatical from KU to join our staff to pursue the mobility project.*

**2005 Recommendation: Retain 2004 objective.**

**2. Develop technical assistance capacity to support specific state and interstate needs for expertise on policy issues.**

*In process. Staff and I have provided technical assistance in the policy arena to a number of our members during the past year, including California, Nevada, North Dakota, Oregon, and Utah. Some of these efforts have been provided within the rubric of either general fund support or one of our existing foundation grants (i.e., a Ford Foundation grant on legislative engagement), though a number have been supported in part or in full by the participating states.*

**2005 Recommendation: Modify 2004 objective to state an expectation that this concept will be further developed and sustained.**

This self-evaluation for fiscal year 2004 (2003-2004) and proposed objectives for 2004-2005 reflect pretty good but not great performance. I would reflect my leadership within the region and nation as stronger than my management of the organization. I'm working on the gaps in my performance and hope to perform more strongly in the years to come. I look forward to receiving your reactions to my perceptions and to hearing how you believe I can better serve WICHE in the future.

David A. Longanecker  
Executive Director

Monday, May 17, 2004

8.30 - 9.30 am

Evergreen

**Executive Committee Meeting (open)**

**Executive Committee Members**

Don Carlson (WA), chair

Diane Barrans (AK), vice chair

Chuck Ruch (SD), immediate past chair

Committee vice chair (AK)

Linda Blessing (AZ)

Robert Moore (CA)

Bill Kuepper (CO)

Doris Ching (HI)

Gary Stivers (ID)

Sheila Stearns (MT)

Carl Shaff (NV)

Patricia Sullivan (NM)

David Nething (ND)

Camille Preus-Braly (OR)

Tad Perry (SD)

E. George Mantes (UT)

James Sulton (WA)

Klaus Hanson (WY)

**Agenda**

Presiding: Don Carlson, chair



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**ACTION ITEM**  
**Minutes**  
**Executive Committee Meeting**  
**November 10, 2003**

**Committee Members Present**

Chuck Ruch (ID/SD), 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)  
Jane Nichols (NV)  
Everett Frost (NM)  
David Nething (ND)  
Diane Vines (OR)  
Bob Burns (SD)  
George Mantes (UT)  
Phil Dubois (WY)

**Staff Present**

David Longanecker, executive director  
Sharon Bailey  
Cheryl Blanco  
Sharmila Basu Conger  
Sandy Jackson  
Deborah Jang  
Sally Johnstone  
Chuck McGee  
Michelle Medal  
Demi Michelau  
Craig Milburn  
Jere Mock  
Dennis Mohatt  
Marv Myers  
Jenny Shaw  
Marla Williams

**Other Commissioners Present**

Bill Byers (CO)  
David Gladwell (UT)  
Klaus Hanson (WY)  
Richard Kunkel (ND)  
Carl Shaff (NV)  
Sheila Stearns (MT)  
Cindy Younkin (MT)

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

## **Action Item**

### **Executive Committee Minutes**

COMMISSIONERS CARLSON/BURNS (M/S) APPROVAL OF THE EXECUTIVE COMMITTEE MEETING MINUTES OF THE MAY 19, 2003, MEETING, AND THE CONFERENCE CALL MINUTES OF AUGUST 20, 2003, AND SEPTEMBER 18, 2003. The motion passed unanimously.

## **Action Item**

### **Audit Report for Fiscal Year 2003**

Marv Myers said the audit report for FY 2003 was distributed to all commissioners in advance of this meeting. He said the auditors found no deficiencies during the regular audit or during the A-133 federal audit. Chair Ruch asked him to address the auditors' comment regarding segregation of duties. Myers said this comment is one that auditors regularly make to small organizations. WICHE has had this comment in its audit for many years. The problem is that it is difficult to have duties divided as much as the auditors would like with an organization the size of WICHE. What has been done is to divide duties considerably among three staff members: the payroll/accounting clerk, the accounting manager, and the director of support services. Each of these staff divide duties as much as possible, but the auditors would like to see a further division. This is not practical for an organization the size of WICHE, and it is anticipated that this comment will continue to appear in future audits.

COMMISSIONERS NETHING/KERINS (M/S) APPROVAL OF THE FY 2003 AUDIT REPORT. The motion passed unanimously.

## **Action Item**

### **Professional Student Exchange Program**

### **Accreditation Policy Exception for Two Western Dental Schools**

Jere Mock summarized the action item that appears under Tab 1, pp. 26-30, of the Agenda Book. She said the commission has been asked to make an exception to its policy for the Professional Student Exchange Program (PSEP) relating to the accreditation status for institutions that receive students through PSEP. Three new schools of dentistry have opened during the past 25 years, and two of those are in the Western region: the Arizona School of Dentistry and Oral Health, and the University of Nevada-Las Vegas School of Dentistry. This action was initiated by the Arizona School of Dentistry and Oral Health last spring because they were interested in enrolling WICHE students through PSEP in the new program. That program opened in July 2003. The University of Nevada-Las Vegas School of Dentistry opened the previous September. Both of these programs have been granted initial accreditation status. Staff have discussed the implications of that status with the commission on dental accreditation and were told that once initial accreditation status has been granted, students in those institutions have all of the rights and privileges of students in programs that have full accreditation status.

Mock reported that the Programs and Services Committee discussed this issue at its May meeting, attended by Jack Dillenburg, dean of the Arizona School of Dentistry and Oral Health. The committee decided not to take action on the exception at that time and requested additional information about the two programs. It also requested reactions and comments from other deans of dental schools in the region. Staff have reviewed the accreditation reports from both institutions, visited the campus of the Arizona School of Dentistry and Oral Health, met with its dean and top administrators, and had meetings with the dean of the School of Dentistry at the University of Nevada-Las Vegas. In addition, meetings were held with the deans of all eight dental schools participating in PSEP. Mock reported that six of the eight deans were very supportive of

granting the exception and adding the two new schools into PSEP participation. One dean was new to the position and didn't feel comfortable making a comment on the issue, and another institution said it would be supportive of whatever decision was made by the WICHE Commission. Mock said she is confident that both programs are high quality and will be important additions to the WICHE Professional Student Exchange Program.

Commissioner Nichols said a dental program cannot achieve full accreditation status until it has graduated a class; therefore, the two new institutions have achieved the highest accreditation status available to them at this time. She added the rigor of the dental school accreditation is remarkable and the fact that the programs have been granted initial accreditation should give the commission confidence about the programs and granting the request for an exception to the policy.

Commissioner Foxley said if the programs do not achieve full accreditation status, WICHE would not allow students to be sent to unaccredited programs. Commissioner Barrans added that the Programs and Services Committee questioned the impact of this on WICHE and on students enrolled in the programs. Barrans said the committee was assured that any student already enrolled in the program would be grandfathered through graduation and be eligible for licensing.

**The Programs and Services Committee Recommendation.** The Programs and Services Committee recommends that the WICHE Commission approve an exception to the PSEP full accreditation policy for two dental schools with initial accreditation status, the Arizona School of Dentistry and Oral Health (ASHOH), and the University of Nevada-Las Vegas School of Dentistry (UNLV). This exception should be approved with the stipulation that if the accrediting status of either institution changes or if its accreditation is not approved once it has graduated its first class (in 2006 at UNLV and in 2007 at ASHOH), the schools will notify WICHE immediately.

COMMISSIONERS FOXLEY/VINES (M/S) APPROVAL OF AN EXCEPTION TO THE PSEP ACCREDITATION POLICY FOR THE ARIZONA SCHOOL OF DENTISTRY AND ORAL HEALTH AND THE UNIVERSITY OF NEVADA-LAS VEGAS SCHOOL OF DENTISTRY AS DETAILED IN THE PROGRAMS AND SERVICES COMMITTEE RECOMMENDATION. The motion passed unanimously.

## **Report Subcommittee on Deferred Compensation**

Vice Chair Carlson reported that he served as chair of the Subcommittee on Deferred Compensation with members Phil Dubois (WY) and Diane Vines (OR). He said it was the opinion of the subcommittee that the deferred compensation effort in a small organization such as WICHE is not an appropriate direction at this time. He said this might be something to pursue in the future.

## **Report Subcommittee on the Role and Responsibilities of the WICHE Commissioner**

Everett Frost (NM) reported that he served alone as the Subcommittee on the Role and Responsibilities of the WICHE Commissioner. He said at the end of WICHE's formal five-year evaluation, it was noted that the role of the WICHE commissioners was not explicitly evaluated and its role might not be adequately described in any of WICHE's documents. Frost said he began by reviewing WICHE's *Policy and Procedures Manual*. This document contains information about the operations of the staff, travel policies, and so forth. It also contains two documents relevant to commissioners: The Compact and the bylaws.

Frost reported that the bylaws define the role of the commissioners in terms of voting (one vote per state), define the committee system, and describe the role of the officers. Frost said he thought the commissioner's role should be defined more explicitly in the bylaws. He added that the executive director's role should include

a section describing the relationship among the three groups: the executive director, the WICHE commissioners, and the WICHE officers.

Frost distributed a draft document and said it contains three points about the commissioner's role:

1. The most important responsibility of the WICHE commissioners is to select the WICHE executive director (there is nothing in the current bylaws that states this).
2. Commissioners approve policy and programs (this is currently in practice but it is not defined in any document).
3. Commissioners provide fiduciary oversight (Frost said a two- or three-member committee should be established with the responsibility of reviewing the audit each year and making a recommendation to the full commission).

Frost said the draft document includes a section about the role of the commission, stating that the commission delegates almost all of its authority to the executive director (exceptions: hiring the executive director, approving programs, and budget). It states that the commission would seldom, if at all, interfere with the actions of the executive director. He said the document contains language clarifying the commission's fiscal role: approval of the budget, grants, and contracts. He said he added a definition of the role of the immediate past chair, making this position a full-fledged officer. He said he included an "annual authorization of officers." Annually, after the officers are elected, a motion is passed stating that the officers have signatory authority. Signature authority is then transferred to the executive director, and the executive director may authorize or delegate signature authority to whomever s/he wishes. He said the purpose of this action is to create an audit trail.

Frost reported he found some contradictions between what the bylaws state and what is practiced with regard to states that were not original compacting states. Frost recommends clearly stating that WICHE gives the new states the same privileges and responsibilities as those of the original compacting states.

And finally, Frost said consideration should be given to changing the title of the executive director to "president."

Chair Ruch thanked Everett Frost for his effort on behalf of WICHE and asked if there were questions about this report. He said the incoming chair should consider further action on Frost's recommendations.

Commissioner Kerins asked what David Longanecker thought about the title change and how it might fit with the other regional organizations. Longanecker said he is indifferent about the title of president and is comfortable with the title of executive director. He said suggested consideration should be given to changing the title of his position once he is no longer in the position. He said the Midwestern Higher Education Compact and Southern Regional Education Board both use the term "president." Commissioner Ching said consideration should be given to the effect such a change might have on the organization.

Commissioner Vines said she would support the establishment of an audit committee. She said the states are learning that they are corporate entities as well, and it is wise to have a group that is dedicated to watching out for anything for which WICHE might be held accountable.

Commissioner Frost said he would like to see some language added to the bylaws describing the role of the WICHE commissioner. He said annually this document, along with a roster of commissioners, roster of commission committees, and the executive director's objectives, should be distributed to the commissioners as a handbook of sorts.

Chair Ruch said the Executive Committee has received Frost's report and asks that further work on the role of the WICHE commissioner be included in next year's workplan, contingent on the incoming leadership's direction. Chair Ruch thanked Commissioner Frost for his good work on this document.

Commissioner Nichols said the next time changes to the bylaws are suggested, it would be helpful to receive a red-line version of them to help clarify the proposed changes.

## Information Item

### Office Space

David Longanecker said since the last meeting of the commission, much progress has been made toward securing a new office situation for WICHE and its partner organizations, the State Higher Education Executive Officers (SHEEO) and the National Center for Higher Education Management Systems (NCHEMS). The partners have secured an attorney to represent their interest. He said substantial discussions, including a site visit by Ford, have been held with the Ford Foundation about its support for the office facility/learning center through a program related investment (PRI). The PRI would provide a 10-year loan at 1 percent interest for the facility. In addition, discussions have begun about the establishment of an entity that would represent the three partners' interest in the office facility. This entity would be an incorporated Limited Liability Company (LLC). The LLC would have three equal voting members – one officer from each of the three groups.

He said past reports had suggested the facility would cost \$6 million, and currently it appears the cost would be somewhere between \$4.5 and \$5 million. He said it is likely that WICHE will need to make a 5 percent down payment on the office facility, and that funds for this would need to come from the WICHE reserves. He said that WICHE's reserves are sufficient to make the down payment, but it will be financially tight. The other two organizations will be able to comfortably meet the down payment requirement because their down payments will be smaller, and their reserve levels are higher than WICHE's. SHEEO and NCHEMS have much higher reserve levels because their reserves are calculated at a higher percentage of income. The expenses for the facility will be proportionate to the amount of space that each organization will require.

Longanecker reported that leasing office facilities would be substantially less expensive for WICHE in the short term because short-term leases are coming down in the Boulder/Denver area. However, he said, at some point those costs will increase and it is clear in the long run it will be less expensive for WICHE to own than to lease an office facility.

The partners are considering a 15-year mortgage because this is the term the Ford Foundation requested. In addition, positive discussions have been held with the Daniels Fund and the Lumina Foundation about their interest in coming in as second partners to fund the remaining balance needed. Plans continue to call for having a facility ready to occupy by the end September 2004 (WICHE's current lease term). Longanecker said Marv Myers is the principle staff member working on this project, and he has begun to look at sites and meet with realtors. He added that all three of the organization's boards have approved the plan.

Commissioner Frost asked if the 45 WICHE commissioners would be financially responsible if WICHE were to default on its mortgage. Longanecker said if this were to happen, there is insurance that would protect the commissioners from financial liability. He added there are some joint liability issues if one of the three partners cannot carry its portion of the mortgage. He said this contingent will be addressed as well. He said many of the legal aspects of this venture are being worked out and said the Ford Foundation is very comfortable with the fiscal soundness of all three organizations. Chair Ruch said the commission might want to consider an annual indemnification motion to clarify this.

Commissioner Kodani noted that the ownership in the facility would be based on a percentage of occupancy, with 55 percent for WICHE and 30/15 for the others, but voting rights would be shared at 1/3 for each organization. He asked if any problems could be anticipated with this arrangement. Longanecker said he didn't think so and to proceed otherwise would have made the arrangement unattractive to the other organizations because WICHE would always win the vote. He said this was the only viable way to establish the arrangement, and he thinks it is fair and equitable for the partners.

Commissioner Dubois asked about the 15-year mortgage and how the arrangement with the foundations would work. Longanecker said the group will borrow an amount of money (to be determined by Ford) from the Ford Foundation and pay it off at 1-percent interest over a 15-year period, and the foundation will be the first lien holder on the facility.

Commissioner Foxley asked for clarification about the availability of the office space WICHE is currently leasing. Longanecker said WICHE's current leased facility is not for sale; however, the owner is just now

entertaining the notion of selling it. WICHE would like to stay in its current facility, but it is not clear that this will be an option.

Chair Ruch asked about the timing for obtaining the commission's approval for a final decision about office space. Longanecker said action might need to be taken to the commission before the May meeting.

## **Information Item**

### **Mental Health Program Update**

Dennis Mohatt, the director of the Mental Health Program, reported that the program had a rough year, with many state revenues in crisis mode. In several states, consumers of public mental health care have been restricted from care because the states cannot afford to provide that care. He said last year, very late in the year, four states that normally pay the Mental Health dues were unable to pay them so the Mental Health Program budget took a \$60,000 hit on income with 30 days left in the fiscal year. This resulted in a negative fund balance of approximately \$50,000 at the end of the fiscal year. He said this was about as difficult an administrative position as he has ever experienced. He said a support staff position was eliminated (currently .50 FTE staff support is purchased from another WICHE unit). He said he went out aggressively looking for new sources of funding and currently the program has \$410,000 in new funding. He said he will try to eliminate the \$50,000 negative fund balance this year, but the new contracts do not contain much of a margin and it will be difficult to eliminate that deficit in just one year. He added that since the program's budget was already at its limit, losing those dues late in the year was very difficult, especially without a reserve fund.

He said there are four staff employed in the unit, and this is just enough staffing to complete the unit's basic workload. He said given this level of staffing, the program was still able to complete a lot of work last year.

The program:

- Provided consulting to the President's New Freedom Commission on Mental Health, and wrote the subcommittee's report. The president's report, released in August, had six recommendations and three of those had significant recommendations related to rural and frontier mental health issues.
- Sponsored one of the public hearings held in Oregon about the president's commission and collaborated on another one held in Beverly Hills, CA.
- Provided work for several WICHE states, delivering a good product to each, as described in the Agenda Book under Tab 1, pp. 46-47.

Next year the program will continue to support the rural aspects of the president's report.

The Mental Health Program has been granted a substantial contract with the Health Resources and Services Administration to author a book and to begin work around workforce development, an emerging interest throughout the West. Sixty percent of rural Americans are underserved by mental health professionals. Every single rural area of the West has shortages of mental health professionals and certain other specialty areas. Shortages span the West, including metropolitan areas with shortages of child psychiatrists and psychiatric nurses, and every state hospital has a significant problem with nursing shortages. He said the program has been working on workforce development issues for Alaska.

Mohatt said the unit has new funding and will be working with the states to meet their needs. He said some states are doing their best to pay dues and get back into support of the program.

Commissioner Perry asked about the four states that were unable to pay dues at the end of the fiscal year and the prospect of getting them back into paying their dues. Mohatt said the four states are: Idaho, Colorado, Oregon, and Utah. In Colorado, six thousand people were taken out of care because of state budget cuts to mental health. Mohatt said it is kind of hard to twist their arm about paying dues when, for example, in Oregon, they had to go into special session to be able to afford to pay for medications for people with schizophrenia and bipolar disorder. He said the states are in significant trouble, but the prospects for getting the Mental Health dues paid in the four states are as follows: 1) Idaho is working to be able to pay its

dues; 2) in Oregon, there was an interim director of mental health and it was difficult to get an interim director to negotiate such a payment; 3) in Utah, discussions are being held; 4) Colorado is doubtful. On the bright side, he said, Nevada has been unable to pay its dues for some time, and now Nevada is expected to pay dues this year. David Longanecker recently had a meeting in North Dakota, and there's optimism that we can work something out there.

Commissioner Nothing asked if states split the cost of the Mental Health Program dues between its human services department and higher education. Mohatt said all of the states pay the dues through the department of mental health or the division of mental health. He said this structure is an artifact from 20 years ago, when the separate dues structure for Mental Health was established by the WICHE Commission and the state directors of mental health. He said alternative dues structures have been discussed, including more of a project driven budgeting process.

## **Information Item CONAHEC Update**

David Longanecker reported for Margo Stephenson who was not able to attend the meeting due to a family emergency.

CONAHEC is the Consortium on North American Higher Education. It was created by WICHE in 1994, coming out of the NAFTA agreements. Prior to that, WICHE had a binational effort with Mexico. Later it expanded and included Canada, Mexico, and the United States – a North American higher education response to the North American Free Trade Act. Offices for CONAHEC are located at the University of Arizona. The director, Francisco Marmolejo, is a Mexican national, a recognized North American leader in the higher education community, and an exceptional leader for CONAHEC. The associate director is Margo Stephenson, a WICHE employee. CONAHEC, until about 1998, was an official part of WICHE. Since then, it has been fully self-funded and on its own by action taken by the WICHE Commission, to make it a separate organization. WICHE still has a contractual relationship with CONAHEC, and currently the only component in that relationship is for Margo Stephenson's time and institutional support. CONAHEC has a meeting every 18 months, and their next one is in Guadalajara, Mexico, in March 2004. CONAHEC's meetings are generally very well received; it is one of the most significant North American higher education events.

Longanecker reported that almost all of the institutions in Mexico belong to CONAHEC, with 60 percent of the Canadian institutions and about 3 percent of the United States institutions belonging. CONAHEC has a wonderful Tuition Exchange Bank that many U.S. institutions could benefit from. It allows students to go to and from the three different countries at the tuition rate that their institutions charge. CONAHEC has active participation by community colleges, particularly community colleges in California. Community colleges have difficulties developing strong international programs, both because they don't have the resources or history of engagement and because their students are not as intensively resolved to residential life and activities as in many other places. CONAHEC's dues are fairly inexpensive at \$1,500 per institution, and if you get just one student into the Tuition Exchange Bank, you have effectively paid for the program. CONAHEC should have stronger support from the institutions in the West and from institutions in the U.S.

Commissioner Perry asked for a list of CONAHEC members; Longanecker said a list would be provided to all of commissioners.

## **Information Item Commission Meeting Agenda**

David Longanecker reviewed the agenda for two-day meeting.

The meeting adjourned.



**ACTION ITEM**  
**Minutes**  
**Executive Committee Conference Call**  
**February 3, 2004**

**Committee Members Present**

Don Carlson, chair (WA)  
Diane Barrans, vice chair (AK)  
Linda Blessing (AZ)  
Robert Moore (CA)  
William Kuepper (CO)  
Doris Ching (HI)  
Becky Henke for Gary Stivers (ID)  
Sheila Stearns (MT)  
Carl Shaff (NV)  
Patricia Sullivan (NM)  
Michel Hillman for David Nething (ND)  
Camille Preus-Braly (OR)  
Tad Perry (SD)  
Debora Merle (WA)  
Klaus Hanson (WY)

**Committee Members Unable to Attend**

Chuck Ruch, immediate past chair (SD)  
E. George Mantes (UT)

**Staff Members Present**

David Longanecker, executive director  
Cheryl Blanco  
Marv Myers  
Jere Mock  
Marla Williams

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

**Discussion Item**  
**May 2004 Meeting Agendas**

David Longanecker reported the proposed general theme for the meeting is accountability. He reviewed the sessions being planned thus far: 1) "What's Happening with the 'Incomplete' on Student Learning"; 2) "What's Happening with Accreditation in the West" (a panel of three regional accrediting agencies and one specialized accreditation agency); 3) "What's Happening at the Federal Level" (reauthorization of the Higher Education Act and other developments); and 4) "Cost-Effectiveness in Higher Education" (NCHEMS).

Longanecker reported the items on the committees' agendas for May 2004 as follows:

- Programs and Services Committee: 1) PSEP fees; 2) adjustments to Student Exchange Programs (accepting transfer students from WUE); and 3) new revenue-generating service initiatives.
- Issue Analysis and Research Committee: 1) Next iteration of high school graduates; 2) Ford Foundation funding for legislative engagement; and 3) benchmarks on accountability.

Longanecker reported that the commission's May meeting agenda would include: 1) the workplan for FY 2005; 2) establishing the budget for FY 2005; and 3) establishing dues for the FY 2006 and FY 2007 biennium.

## **Announcement**

### **High School Graduates Released**

Cheryl Blanco reported about a recent press conference held in Washington, DC, for the release of the new version of *Knocking at the College Door: Projections of High School Graduates*. She reported it was well attended by various newspapers and television stations and that sales of the document are strong.

## **Discussion Item**

### **The Budget**

David Longanecker said while the FY 2004 budget still shows a deficit of \$7,405, he expects the budget to be balanced at the end of the fiscal year.

Longanecker said putting together the current version of the FY 2005 draft budget has been a particular challenge for Marv Myers and himself. He said the FY 2005 draft budget also shows a small deficit of \$18,123. He said there are two assumptions contained in the budget projections that he wants the Executive Committee to be fully aware of and they are: 1) California's dues are received in the amount of \$103,000; and 2) funding for a new program or policy initiative is received, generating indirect cost recovery in the amount of \$100,000.

Longanecker said there are two expenditure items that are fairly significant that he wants the Executive Committee to be fully aware of and they are: 1) the payment of double rents when the current lease is about to expire and the new building is being readied for occupancy; and 2) the down payment needed for the new office building of approximately \$220,000. He said the dilemma is how to report the down payment. On one hand as equity it is an asset, but it is not a liquid asset and therefore it would appear as an expense or a reduction in the reserves. He said there are other reserve funds that could be reallocated for the down payment, such as the association management software fund and the office furniture and equipment fund.

Commissioner Blessing said she would be happy to work with Longanecker to review various reporting options. It was questioned if a subcommittee would be helpful, and Longanecker said to some extent the officers are already in place serving in that capacity. He added he would rather the entire Executive Committee understand the financial circumstance of the organization. He said an audit committee would be helpful. Commissioner Blessing agreed with him.

Chair Carlson said he hoped Longanecker would have a plan should the California dues remain unpaid. He suggested in May Longanecker might present the Executive Committee with a budget that would reflect this loss of revenue for FY 2005. Longanecker said this was a good idea.

Chair Carlson asked the Executive Committee to note that an increase in dues for FY 2005 of \$2,000 per state has been approved and that if there are concerns about this, it should be discussed at the next Executive Committee conference call meeting. Commissioner Hanson noted that at \$2,000 per state it is a 2 percent increase; a very little amount.

Longanecker asked to come back to the 2005 budget. He said cuts that are reflected in the 2005 budget presented for this conference call reflect a 15 percent reduction in staffing from where WICHE is today. He said that this, coupled with staffing cuts last year of 10 percent, means that WICHE will cut its staff by about 25 percent by the end of FY 2004. This is a substantial reduction in the level of service, both internally and externally. The Policy unit will be getting smaller because of a loss of external funding; the administrative unit and others will be getting smaller, too. He also asked the committee to look at the commission meeting expense line of the budget. He said he does not want to increase this line item even though the meeting will be going to Alaska. He said he would like to ask the commissioners to pick up part of the travel cost for that meeting. He said this is a very lean budget, and if WICHE does not realize funds from the California dues and the unknown source of external funds projected for the FY 2005 budget, staffing cuts are going to have to be much deeper. Commissioner Ching asked Longanecker if he had a plan for the staff reductions already necessary and he said he did.

## **Progress Report The New Office Facility**

David Longanecker reported that the three partner organizations are creating a new entity called SHEPC – the State Higher Education Policy Center – that will govern the new office facility. He reported that SHEPC has received approval for \$3 million from the Ford Foundation for financing the office building at a 1-percent rate of interest. He said the Daniels Fund has indicated it cannot support this, but SHEPC is still under consideration at the Lumina Foundation for the funding needed for the balance of the office facility/learning center. He said the timeline is to obtain the office facility in the spring, renovate it in the summer, and move into it in the fall. He said because of this timeline, there may be some actions that will need to be expedited at one of the Executive Committee meetings. He said the three organizations hope to be touring potential office facilities later in February.

### **Action Item**

#### **Implementing the Equity Scorecard in the WICHE Region in Partnership with the Center for Urban Education at the University of Southern California**

Jere Mock reported that under this project, WICHE would serve as a subcontractor to the University of Southern California's Center for Urban Education during an 18-month planning period to begin to bring the *Equity Scorecard* approach to institutions in the WICHE member states. She said this project had been discussed with the Executive Committee in September. The project would expand the *Equity Scorecard* to Western states in an effort to increase the educational participation, access, and success of underrepresented ethnic and minority students. WICHE would solicit and coordinate the participation of two or more two- and four-year institutions in the *Equity Scorecard* initiative. The *Equity Scorecard* project will be supported by grant funds. The primary potential national funder is the Ford Foundation. The University of Southern California will seek \$150,000 in grant funds from Ford and, if funding is received, will subcontract with WICHE for services. The subcontract will total \$60,936 and a consultant will be hired to manage the project.

Commissioner Blessing asked for clarification about the institutional support provided under this project. Mock said a team would work with administrators, faculty, and students to review all aspects of the campus: access, retention, graduation rates, remediation requirements, etc. She said while it would require institutional staffing, external staffing would be provided to assist in the effort. Commissioner Blessing asked about the potential for bad press once the findings were released. Mock said this has not been the case, and the outcome has been to strengthen the institutions' recruitment efforts and faculty support of the initiative. Blessing asked for some of the reports from the institutions that have participated in this process, and Mock said she'd send them to all of the commissioners.

COMMISSIONERS BARRANS/SHAFF (M/S) APPROVAL TO SERVE AS A SUBCONTRACTOR FOR THE UNIVERSITY OF SOUTHERN CALIFORNIA'S CENTER ON URBAN EDUCATION IN A PROJECT DESIGNED TO HELP INSTITUTIONS TO MAXIMIZE UNDERREPRESENTED RACIAL AND ETHNIC MINORITY STUDENT ACCESS AND SUCCESS. The motion passed unanimously.

### **Discussion Item New Service Initiatives**

David Longanecker said he has a few ideas that he has discussed with staff and officers that he would like to share with the Executive Committee to get its initial reaction. He said these new initiatives would not be provided free of charge; rather, they would be seen as revenue generators for the organization.

1. The first idea is a master property agreement, which is something that the Midwest has been doing. Through collective purchasing, substantially better rates are obtained for property insurance for

campuses. The Midwest has generated substantial savings for their institutions and some reasonable amount of revenue for the Midwest office.

2. The second idea is to enter into the business of managing service forgiveness/payback requirements for member states. He said many states are implementing forgiveness programs without the mechanism in place to follow up on repayment. This idea would have WICHE monitoring these programs for the states.
3. The third idea is to enter into the business of managing licensing/credentialing processes for member states. This is the same notion as in the idea previously mentioned, in that WICHE would monitor licensing/credentialing for the states.

Longanecker said through economies of scale WICHE might be able to provide these services more efficiently for states while generating enough revenue to make it worthwhile for WICHE. Longanecker asked for reaction to these ideas.

Commissioner Nething asked about how these ideas affected the staff reductions. Longanecker said the budget assumes that one of these ideas is successful. He said each of these ideas would need to generate enough revenue to make it worthwhile, and WICHE would need to hire additional staff, perhaps those laid-off, to manage these activities. He said external funding would be necessary to develop a business plan and to become operational over a five-year period in the case of the last two ideas. He said there may be foundations interested in these two areas. If funding were obtained, staff would be hired from the new funds. However, the staffing cuts he reported will still need to be made.

Commissioner Barrans acknowledged the staff innovation in bringing these initiatives forward. She asked whether, if the commission were to encourage staff to move forward with these projects, there was any way to determine the interest in funding for these ideas and what the process would be for bringing them forward to the commission for approval. Longanecker said staff would want to find out if these ideas have any salience in the states; then an action item would be presented to the commission for approval. That could then be taken to foundations to seek funding, and finally, part of the funding request would be to develop a business plan and to test it in the states. He said these ideas are being suggested because they are potential services to the West and because they are potential revenue generators for WICHE. If either one of these assumptions are not met, a project would not be deemed viable.

Chair Carlson adjourned the meeting.

## **ACTION ITEM**

# **Implementing the Equity Scorecard in the WICHE Region in Partnership with the Center for Urban Education at the University of Southern California**

### **Summary**

Staff request approval for WICHE to serve as a subcontractor with the University of Southern California's Center for Urban Education (CUE) during an 18-month planning period to begin to bring the *Equity Scorecard* approach to institutions in the WICHE member states. The *Equity Scorecard* project focuses on maximizing educational participation, access, and success for underrepresented ethnic and minority students. WICHE will solicit and coordinate the participation of two or more two- and four-year institutions in the *Equity Scorecard* initiative; each campus will involve a team of four to five faculty members, administrators, counselors, and others in an intensive process of data gathering and assessment of student outcomes (including completion of gateway courses, majors, degree completion, transfer from two- to four-year colleges, grades earned, and other measures) in order to raise their awareness about the existence of inequities in educational outcomes. The products of the planning grant will be: 1) the institutions' scorecards with disaggregated baseline data and benchmarks for indicators of access, retention, excellence, and institutional receptivity; 2) training materials; 3) a report on the process and feasibility for scaling up the *Equity Scorecard* to multiple sites; and 4) a proposal for expanding the *Equity Scorecard* to WICHE states. Project information will be disseminated to state higher education agencies, WICHE commissioners, and to educational policy organizations in the West and nationally.

### **Relationship to WICHE Mission**

This project directly supports 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. The emphasis in this grant request is on assisting institutions in their efforts to retain and graduate students from all racial/ethnic and socioeconomic levels. Diversity continues to be a critical issue in the West, particularly among states experiencing dramatic growth in the number of college-age youth, a large proportion of whom are from racial/ethnic groups and economic sectors that traditionally have been underrepresented in higher education. The need for new and different ways of keeping our colleges and universities open to all students is imperative so that our region produces a skilled workforce that supports the region's social and economic needs.

### **Background**

The project, developed by Estela Mara Bensimon, professor of higher education and the director of the Center for Urban Education, and her colleagues, was initiated in 2000 to examine inequities in educational outcomes for students of color at institutions of higher learning in Southern California. Last fall WICHE was invited to become a partner in the center's efforts to expand the *Diversity Scorecard* project beyond California. (CUE staff recently changed the project's name from *Diversity Scorecard* to *Equity Scorecard* because they believe it reflects more accurately that this is a tool and approach to keep score of equitable educational outcomes for underrepresented students.)

The *Equity Scorecard* project regards educational inequities as a problem of institutional performance and was designed to help colleges and universities improve the educational success of underrepresented students. Fourteen institutions have participated in a diversity audit process and developed individualized action plans to better address the educational needs of racially and ethnically diverse students. The institutions include three California State University campuses (Dominguez Hills, Fullerton, and Los Angeles), five community colleges, and six private colleges and universities. Working in teams appointed by each college's president, participants select their own measures to assess how the institution performs in providing equity of outcomes to its students of color in relation to access, retention, academic excellence, and institutional receptivity benchmarks. Funding for the project was provided by The James Irvine Foundation, through an \$800,000 grant, along with support from USC.

The project has many similar elements to WICHE's Institute on Ethnic Diversity, which was funded by the Ford Foundation in the early 1990s; the institute assisted four states and 20 institutions in developing strategic plans to increase their recruitment and retention of underrepresented students, faculty, and administrators.

Staff discussed the project with the WICHE Executive Committee in Sept. 2003 and were encouraged to develop a partnership with CUE and to explore potential funding sources. The Ford Foundation has expressed preliminary interest in supporting planning activities tied to broadening institutional participation in this process.

## Project Description

The fundamental aim of the *Equity Scorecard* is to close the achievement gap for historically underrepresented students. The process used brings about change in the attitudes, awareness, values, commitments, and beliefs of individuals who are in roles that can affect the educational outcomes of students.

The *Equity Scorecard* planning activities will consist of:

- Field testing the *Equity Scorecard* in institutions to create a model that can be scaled up to several states and institutions simultaneously.
- Developing a plan to implement the *Equity Scorecard* with two- and four-year colleges and universities in states that are members of WICHE.

The *Equity Scorecard* provides four concurrent perspectives on institutional performance in terms of equity in educational outcomes: access, retention, institutional receptivity, and excellence. It is a tool and process that campus teams can use to organize *existing* institutional data into indicators of performance that facilitate institutional self-assessment. The *Equity Scorecard* approach rests on two premises:

1. The underrepresentation of low-income students, as well as of African Americans, Latinos, and Native Americans, among the college-educated population is a problem of institutional performance rather than the manifestation of student deficiencies.
2. When individuals become involved in an inquiry process into the educational outcomes of students within their own campuses they develop new awareness and increase the likelihood of becoming agents of change.

The scorecard project has shown that evidence (i.e., institutional data), disaggregated by income, gender, and racial-ethnic categories, has a powerful effect on deepening the understanding of faculty members, administrators, and counselors about the existence of inequities in educational outcomes based on income, gender, race, and ethnicity. The model is unique in that rather than treating data collection as the precursor to a solution-oriented intervention, the data collection and analysis are structured to be the change-

producing intervention. The Center for Urban Education has found that individuals who participate in the *Equity Scorecard* inquiry process, many who initially were resistant or indifferent to notions of equity in educational outcomes, develop a commitment to bring about change.

These two concepts are put into practice through an array of tools and processes that have been piloted by 14 campus teams. These are the *Equity Scorecard*, the *Equity Index*, the *Vital Signs* annual reports to the president, and the *Institutional Inventory* worksheet.

The purpose of the planning grant is to modify the processes and methods of the *Equity Scorecard* approach so that it is more scalable – so that it can be implemented within a 12-month period at campuses that are geographically dispersed while retaining the best qualities of its consultative philosophies. This would be done by training key individuals on campuses to assume the coaching and facilitative roles of the USC-CUE researchers (a “train-the-trainer” approach). During the development phase of the *Equity Scorecard* in the 14 Southern California institutions, the approximate cost was \$100,000 per institution. CUE and WICHE will use the planning grant to develop a model that can bring the start-up cost down to \$30,000-\$50,000 per college or university. One of the advantages of the *Equity Scorecard* is that it is basically a one-time investment. Once institutional participants learn the principles, they can continue the practices on their own as part of their ongoing data collection efforts.

WICHE will solicit and coordinate the participation of two- and four-year institutions in the *Equity Scorecard* initiative. Working closely with commissioners, WICHE staff will invite institutional presidents and provosts to engage their campuses; four-year institutions will be encouraged to partner with their feeder community colleges in this effort.

During the planning project, two or more institutions (a four-year and a two-year institution in close geographical proximity) will implement the *Equity Scorecard* approach using a team of four to five institutional members. A team leader and an institutional researcher will be trained in the methods, tools, and processes of the *Equity Scorecard* approach and will facilitate the development and implementation of the approach on their campus with their team. In addition, periodic meetings of all of the partners will be held, in which all of the individuals involved in each of the teams will come together to receive further training on the *Equity Scorecard* approach as well as to engage in interinstitutional learning – benefiting from one another’s experiences, ideas, and expertise.

In addition, during the planning project USC-CUE and WICHE will pursue funding from foundations and other organizations that may financially support the full expansion of the *Equity Scorecard* approach to the remaining WICHE states and institutions.

The products of the planning grant will be: 1) the institutions’ scorecards with disaggregated baseline data and benchmarks for indicators of access, retention, excellence and institutional receptivity; 2) training materials; 3) a report on the process and feasibility for scaling up the *Equity Scorecard* to multiple sites; and 4) a proposal for expanding the *Equity Scorecard* to WICHE states. Project information will be disseminated to state higher education agencies, WICHE commissioners, and to educational policy organizations in the West and nationally.

### Staff and Fiscal Impact

The *Equity Scorecard* project will be supported primarily by grant funds. The primary potential national funder is the Ford Foundation. The University of Southern California will seek \$150,000 in grant funds from Ford and, if funding is received, will subcontract with WICHE for services. The subcontract will total \$60,936. A consultant will be hired to manage the project under the direction of Jere Mock, director of Programs and Services.

FISCAL IMPACT			
Salaries & Consultants	Travel	Meetings & Institutional Support	Total Subcontract
\$30,000	\$11,025	\$19,911	\$60,936

STAFF IMPACT (annualized FTE)			
Staff	Grant Funded	WICHE Contributed	Total
Existing Staff	.05	.05	.10

### Action Requested

Approval to serve as a subcontractor for the University of Southern California's Center on Urban Education in a project designed to help institutions to maximize underrepresented racial and ethnic minority student access and success.

**ACTION ITEM**  
**Minutes**  
**Executive Committee Conference Call**  
**March 5, 2004**

**Committee Members Present**

Don Carlson, chair (WA)  
Diane Barrans, vice chair (AK)  
Linda Blessing (AZ)  
Robert Moore (CA)  
Doris Ching (HI)  
Becky Henke for Gary Stivers (ID)  
Sheila Stearns (MT)  
Carl Shaff (NV)  
Patricia Sullivan (NM)  
Michel Hillman for David Nething (ND)  
Camille Preus-Braly (OR)  
E. George Mantes (UT)  
Debora Merle (WA)  
Klaus Hanson (WY)

**Committee Members Unable to Attend**

Chuck Ruch, immediate past chair (SD)  
William Kuepper (CO)  
Tad Perry (SD)

**Staff Members Present**

David Longanecker, executive director  
Sally Johnstone  
Dennis Mohatt  
Marv Myers  
Marla Williams

Chair Carlson called the meeting of the Executive Committee to Order.

**Action Item**  
**Operating Agreement for the State Higher Education Policy Center (SHEPC)**  
**A Limited Liability Company (LLC)**

David Longanecker said an operating agreement is a necessary component to establishing the three organizations – NCHEMS, SHEEO, and WICHE – as partners in the purchase of an office facility as described in the action item (Attachment 1). He said the operating agreement also allows for future potential collaborative activities and shared services. He said the final document will be reviewed by each organization's attorney.

Commissioner Ching suggested the document be revised to be gender neutral throughout. Longanecker agreed with this suggestion, and said the attorney will be instructed to revise subsequent versions of the document to incorporate this suggestion.

Commissioner Hanson asked about the Denver address in the document. Longanecker said Paul Lingenfelter, the director of SHEEO, agreed to serve as the attorney's primary contact with the three organizations, and as such, SHEEO's address was used as the initial office of record. Longanecker said the document is currently a draft and added even after it is finalized, changes to any aspect of it can be made with the approval of the three directors of the new limited liability company.

COMMISSIONERS BARRANS/CHING (M/S) APPROVAL OF THE OPERATING AGREEMENT FOR THE STATE HIGHER EDUCATION POLICY CENTER, LLC, WHOSE MEMBERS WILL BE WICHE, THE STATE HIGHER EDUCATION EXECUTIVE OFFICERS (SHEEO), AND THE NATIONAL CENTER FOR HIGHER EDUCATION MANAGEMENT SYSTEMS (NCHEMS). The motion passed unanimously.

## **Action Item**

### **Evaluate Online Student Services within the Arizona University System for the Arizona Board of Regents**

Sally Johnstone said, as described in the action item (Attachment 2), the Arizona Board of Regents issued a RFP (request for proposal) to: review and evaluate its three institutions and the Arizona Board of Regents University's online student services from the student's point of view; review and make recommendations about the viability of a joint student information system (SIS), articulation system, and front-end portal; and review and make recommendations regarding flexible pricing and cross-institutional enrollments. To address these areas most effectively, WCET would assemble a team of staff and consultants who would carry out the project in three phases.

Johnstone reported that in a recent meeting with the Arizona agencies, the services to be provided were cut back and, as a result, only Phase 1, described in the action item, will be conducted. Consequently, the budget will be adjusted down to \$100,000 rather than \$200,000, resulting in indirect income to WICHE in the amount of \$10,000 rather than \$20,000.

Chair Carlson asked if the evaluation methodology used for this project in Arizona could be used in other states, and Commissioner Ching asked if the results of the evaluation would benefit states other than Arizona. Johnstone said the methodology has been used in other states, and the results of the evaluation would create benchmarks that other states can use for comparison. However, the Arizona project will be specific only to Arizona institutions.

Commissioner Sullivan asked about the staffing for the project and its impact on the current workload of staff. Johnstone said the project is labor intensive and would be carried out by one current staff member and one consultant. Longanecker said this project would help to sustain staff and would not take away from other activities.

Commissioner Shaff asked about the template for this project and Johnstone responded that the template had originally been designed in and used in Minnesota.

Commissioner Blessing said she was delighted that WCET had responded to the RFP and that this work will help Arizona determine the need for the other two phases described in the action item. She added that she would abstain from voting on this action item.

COMMISSIONERS SHAFF/MERLE (M/S) APPROVAL TO SEEK, RECEIVE, AND EXPEND FUNDS FROM THE ARIZONA BOARD OF REGENTS TO CARRY OUT ITS RFP (REQUEST FOR PROPOSAL) TO EVALUATE ONLINE STUDENT SERVICES WITHIN THE ARIZONA UNIVERSITY SYSTEM. The motion passed with one abstention (Arizona).

## **Discussion Item**

### **May Meeting Schedule**

Becky Henke, Commissioner Stivers's (ID) assistant, reported on the planning activities their office has been doing in preparation for the May WICHE Commission Meeting to be held in Boise, ID. She said they are gathering information about activities the commissioners and their guests may want to participate in as part of their visit to Boise. In addition, they are researching various venues for Monday evening's dinner and have invited the governor to speak during dinner or lunch on Monday. She reported that the hotel is located

downtown near many restaurants and shops. Commissioner Hanson asked about transportation from the airport to the hotel, and Henke said she'd check into the specifics of ground transportation and would provide that information for distribution to the commissioners. Longanecker thanked her for her report and for filling in for Commissioner Stivers in his absence.

Longanecker reviewed the meeting schedule, including the following presentations:

- Policy Discussion: "Completing the 'Incomplete' in Student Learning," with speaker Margaret "Peg" Miller, professor at the University of Virginia and former president of the American Association of Higher Education (AAHE).
- Policy Discussion: "Accreditation in the West," with speakers Sandra E. Elman, executive director of the Northwest Association of Schools and of Colleges and Universities, Redmond, WA; Ralph A. Wolff, executive director of the Western Association of Schools and Colleges, Alameda, CA; and Steven D. Crow, executive director of the North Central Association of Colleges and Schools, Chicago, IL.
- Lunch, speaker: Idaho governor or Michael Smith, executive vice president of The Washington Center for Internships and Academic Seminars, Washington, D.C.
- Policy Discussion: "What's Happening at the Federal Level?" speaker to be determined.
- "What's Up in the West?" with speaker David Longanecker, executive director, WICHE.
- "Cost Effectiveness in Higher Education," with speaker Dennis Jones, president, National Center for Higher Education Management Systems (NCHEMS).

Longanecker reported the Executive Committee would evaluate the executive director in a closed session and act on the following items during its open session: approval of meeting minutes, the FY 2005 salary and benefits, the FY 2005 budget, and state dues for FY 2006/2007. He said the Programs and Services Committee would act on support fees for PSEP, adjustments to the Student Exchange Programs, and new service initiatives. The Issue Analysis and Research Committee would discuss the next iteration of high school graduates, legislative engagement, and benchmarks. In addition, the committees and the full commission will act on the FY 2005 workplan.

## **Discussion Item FY 2004/2005 Budget**

David Longanecker described the status of the FY 2004 and FY 2005 budget in the following memo distributed to all commissioners for this conference call meeting:

**DATE:** March 3, 2004  
**TO:** WICHE Executive Committee  
**FROM:** David A. Longanecker, executive director  
**COPIES:** WICHE Commissioners  
**RE:** FY 2004/2005 Budget Discussion Item

As you will note, the budget situation has improved since our February 3<sup>rd</sup> meeting. It now appears that we will complete the current fiscal year (FY 2004) with a slight surplus, and we have nearly achieved balance for the proposed budget for next year (FY 2005). This has not been achieved without substantial pain within the organization. Over the past few weeks we have notified three of our current 38 staff that their jobs are being eliminated and that they will be terminated by July 1. We had previously informed three others that they would be

terminated on the same schedule. Three other staff have been informed that their time will be reduced and three others will have their jobs restructured. As you can imagine, these changes are negatively affecting the morale of staff.

You will also note that the possible reserve issue that I raised at our last Executive Committee meeting has been resolved. Marv Myers and our real estate broker have created a financing package to present to prospective sellers that would provide us with a turn-key purchase (including all renovations), thus not requiring us to pay double rent for a period between purchase and occupancy. And it was the dipping into reserves to pay the double rent that was creating the budget problem last month.

Don't get too comfortable, though, because there are two significant assumptions imbedded in the prospective budget figures for FY 2005. First, this draft budget assumes that California pays its dues in FY 2005, yet the state remains delinquent on dues for FY 2004 and half of FY 2003. Second, this draft budget assumes that WICHE secures at least one major grant in FY 2005, even though we have no commitments or fully developed plans for doing so today – such plans will be imbedded in the workplan for FY 2005 that you adopt at the May meeting. If either of these assumptions fails to come to fruition, we will have to reduce expenditures substantially more than we have already.

I also wish to request from the Executive Committee permission to carry forward enough of the surplus from FY 2004 into FY 2005 to balance the budget. Our tradition at WICHE has been that all surplus funds accrue to the organization's reserves. As Cece Foxley (UT) indicated at her last meeting in November, however, there are times when it is better to spend such resources rather than save them. And I believe that now is such a time. Allowing the carryover of a portion of the funds to FY 2005 would allow us to avoid further cuts in staff that I believe would seriously erode our ability to serve you and your states well.

At the last Executive Committee meeting Chair Carlson asked that I prepare a contingency budget, just in case the assumptions underlying the budget I am proposing do not materialize. Should that occur, we would reorganize the WICHE staff significantly, with the cuts coming from reductions in senior-level staff. I would pursue this strategy not because I believe that we are overstaffed at the top but rather because any further reductions will require significantly rethinking the way in which we are structured to serve. There is no slack left in the organization. Already staff works at exceptionally high levels of productivity and often high levels of stress. We can squeeze no more from this turnip. If we must go deeper, we simply must rethink the way in which we do business.

Longanecker said he expects the budget will improve somewhat by the May meeting. However, he emphasized that the budget includes projections that California will pay its dues and that WICHE will receive a substantial grant in FY 2005. He said if these projections fall short, major adjustments will need to be made to the structure of the organization.

Longanecker said he would likely present a budget in May that requests approval to carryover the balance from FY 2004 for use in FY 2005 for operating expenses, rather than putting the FY 2004 balance into the reserves. He said the reserves are in good shape and will not need the additional funds.

Chair Carlson asked how WICHE would be able to maintain its reserve and purchase an office facility. Longanecker said one reason the financial situation looks better is because a way has been found to eliminate the need for WICHE to pay double rent toward the end of the current office lease and the beginning of the new office purchase. Once a building has been secured for purchase the cost of the necessary renovations will be initially absorbed by the developer. Once the renovation is complete, those costs will be rolled into the loan at the time the facility is financed. This way, WICHE will not need to pay double rent: once for the building it occupies and again for the new building while it undergoes renovation.

Commissioner Shaff asked about the possibility of getting the California dues paid. Longanecker said that WICHE has submitted a claim to the State of California for dues for the half that was not paid last year (FY 2003) and the full amount that has not been paid this year (FY 2004). He said Commissioner Moore has been supportive of this claim, as have a number of California legislators. The claim is currently under review with the California Board of Control; a typically slow process. We should expect to hear back from them in the middle of April at the earliest. The other part of this question is whether or not the funding for California's dues will be in the budget for this coming year (FY 2005), and this is an unknown at this time.

## **Update on the Mental Health Program**

Dennis Mohatt, director of the Mental Health Program, reported the program is currently pretty stable. He said last year staff layoffs and other actions were taken to alleviate the program's budget deficit. Since then, finances have improved and new contracts have been secured. He said the new contracts may have been the result of the exposure the program received for its work with the President's New Freedom Commission. He said the program is currently working on projects in Alaska, Idaho, Nevada, Oregon, South Dakota, Washington, and Wyoming; and there are three separate national projects currently in varying degrees of negotiation. In the last 90 days, the program has secured commitments for \$157,000 of new contracts.

As for Mental Health Program state fees, Mohatt reported about half of the states have not paid dues for FY 2004. He said that across the region, mental health agencies are experiencing significant revenue shortfalls. He said some states have started paying dues after a period of nonpayment, such as Nevada.

Chair Carlson asked what happens when states do not pay dues to the Mental Health Program. Longanecker said unlike WICHE's dues, the Mental Health Program's dues are voluntary. States are forgiven for nonpayment of the Mental Health dues, whereas nonpayment of state dues to WICHE is never forgiven or forgotten.

The meeting adjourned.

## **ACTION ITEM**

# **Operating Agreement for the State Higher Education Policy Center (SHEPC) A Limited Liability Company (LLC)**

### **Summary**

WICHE worked with the State Higher Education Officers (SHEEO) and the National Center for Higher Education Management Systems (NCHEMS) to create a limited liability company, known as the State Higher Education Policy Center, LLC, or SHEPC. The next step in this process is the development of the operating agreement for SHEPC. A draft of the operating agreement is included in this action item.

### **Purpose of the Organization**

SHEPC's three members are coming together for two reasons: first, and most immediately, to buy and operate an office building which will house the staffs of the three organizations, as well as a Learning Center to be used by all three; and secondly, to create the future potential to work together and possibly to share services.

### **Structure of the Organization**

SHEPC is a Colorado member-managed limited-liability company, which will be governed by its operating agreement and by the laws of Colorado. Each member will retain its nonprofit status. The funds of the company will be maintained in a dedicated account, separate from the general funds of its members. The missions and functions of each of the company's members will remain unchanged and will continue to be distinct.

### **Management of the Organization**

SHEPC will be managed by a board of directors, numbering three. The chief executive officer of each member organization will serve as a director on the board. The board will have the exclusive authority to take all actions and make all decisions with respect to the company's business and affairs. The board will meet annually. The board members will also serve as the company's officers: initially, David Longanecker will be the company's president; Paul Lingenfelter, its secretary; and Dennis Jones, its treasurer.

### **Background & Current Steps**

In order to realize our goals, WICHE, SHEEO and NCHEMS are currently looking for a building that will house all three organizations, as well as the Learning Center. We're also seeking funding from outside organizations, such as the Ford Foundation. The operating agreement will be reviewed by each organization's attorney before it is completed.

### **Action Requested**

Approval of the operating agreement for the State Higher Education Policy Center, LLC, whose members will be WICHE, the State Higher Education Executive Officers (SHEEO), and the National Center for Higher Education Management Systems (NCHEMS).

## **ACTION ITEM**

### **Evaluate Online Student Services within the Arizona University System for the Arizona Board of Regents**

#### **Summary**

The Arizona Board of Regents issued a request for proposals (RFP) to: review and evaluate its three institutions and the Arizona Board of Regents University's online student services from the student's point of view; review and make recommendations about the viability of a joint student information system (SIS), articulation system, and front-end portal; and review and make recommendations regarding flexible pricing and cross-institutional enrollments. To address these areas most effectively, WCET has assembled a team of staff and consultants who will carry out the project in three phases.

#### **Background**

In 2003, WCET worked with the Minnesota State Colleges and Universities (MnSCU) to develop an audit tool to assess the quality of institutions' online student services. Using the audit tool, WCET critiques institutions' online services from the student's point of view in the following 10 areas: admissions, registration, student accounts, financial aid, scheduling of classes, catalog, orientation, academic advising, career planning, and communication (institution to student). As part of the audit service, WCET also makes recommendations for improvements and provides examples of best practices at other institutions.

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

To serve the higher education community in solving problems.

#### **Project Goal**

To research and evaluate campus methods and vendor products for Web-based support and administrative services to students systemwide.

#### **Project Objective**

To assist the Arizona Board of Regents in planning for and implementing Web-based support and administrative services to students systemwide.

#### **Principal Project Activities**

Phase 1: Using the WCET Audit Tool, WCET will review the 10 online services listed in the RFP for each of the three institutions and ABOR. This review will consist of assessing the quality and sophistication of these services from the student's point of view for one campus and Web site per institution plus the ABOR site. Each institution will be asked to identify the campus and the address of the Web site to participate in the study, provide the contact information for the person principally responsible for each service, and provide guest access to any restricted areas of the site where students can access any of these 10 services.

WCET will conduct a review of each institution's designated site and interview the principals responsible for each service. Based on this research and using the audit tool, WCET will identify the status of the critical components for each service, provide recommendations for improvements, and give examples of best practices from other institutions. Upon conclusion, WCET will provide to each institution a report in PowerPoint summarizing its specific results. A comparison of these results will be included in the final report and presentation to the ABOR at the conclusion of the study.

Consideration: This phase of the project should be started immediately as it is not dependent on the results of Study I and may provide better results if conducted during a regular, rather than a summer term.

**Note: Phase 2 and Phase 3 were eliminated from the scope of the project.**

Phase 2: In this phase, the focus will be on considering the implications, including costs, of creating a systemwide student information system, a systemwide course applicability or course articulation guide, and a systemwide application and admissions capability, along with a front-end portal.

A primary method of collecting information will be the interview of ABOR and campus executive staff. ABOR leadership will designate the campus staff to be interviewed in a focus group and/or individual interview format.

Related internal business documents and reports will be collected and reviewed as part of the interview process. The study will include review of designated documents pertinent to the relevant services in the 10 student service areas and the current technology infrastructure. The study will compare the current state of existing student information systems, including the technology infrastructure, with opportunities to create the possible systemwide student information solutions.

The study will also identify options to create the systemwide solutions – both the backend SIS and a front-end portal. Options will be researched for characteristics, possibilities, barriers, and costs. Based on the above research, the final report will discuss (at a high level) options, examples of costs, and success factors. At this stage, a high-level report is assumed because the creation of systemwide solutions could include vendor services. Without a formal RFP process, specific vendor costs would not yet be identified.

Phase 3: In this phase, the focus will be on comparing the advantages gained by offering students access to courses throughout the system as compared to offering students access to programs offered by a single university and also on exploring the desirability and issues associated with pricing flexibility.

A review of the course catalogs and schedules of classes for the three institutions will be conducted along with interviews of the registrars and university personnel whose perspectives would be important to understanding the issues. Recommendations based on the findings from this research and a survey of the top five virtual universities will be included in the final report.

**Anticipated Project Outcomes**

The Arizona Board of Regents would have a roadmap for their campuses to fully integrate their student support services into a productive Web-based system. They would also have cost estimates and recommendations for a systemwide student administrative system. In addition they would have the background they need and the plans to either consider or reject multicampus, online course offerings.

Note: With the elimination of Phase 2 and Phase 3 from the scope of the project, the budget was subsequently reduced to \$100,000, with the corresponding indirect to WICHE being reduced to approximately \$10,000.

**Budget**

The total budget for the project will be approximately \$200,000. WICHE’s indirect income will be about \$20,000.

**Action Requested**

Approval to seek, receive, and expend funds from the Arizona Board of Regents to carryout its RFP (request for proposals) to evaluate online student services within the Arizona University System.

**ACTION ITEM**  
**Minutes**  
**Executive Committee Conference Call**  
**April 6, 2004**

**Committee Members Present**

Don Carlson, chair (WA)  
Diane Barrans, vice chair (AK)  
Chuck Ruch, immediate past chair (SD)  
Linda Blessing (AZ)  
William Kuepper (CO)  
Doris Ching (HI)  
Annie McLeod for Gary Stivers (ID)  
Sheila Stearns (MT)  
Carl Shaff (NV)  
Patricia Sullivan (NM)  
David Nething (ND)  
Diane Vines for Camille Preus-Braly (OR)  
E. George Mantes (UT)  
Klaus Hanson (WY)

**Committee Members Unable to Attend**

Robert Moore (CA)  
Tad Perry (SD)  
Debora Merle (WA)

**Others Present**

Joel Sideman (AZ)  
Louise Lynch (AZ)  
Tex Boggs (WY)

**Staff Members Present**

David Longanecker, executive director  
Cheryl Blanco  
Jere Mock  
Marv Myers  
Marla Williams

Chair Carlson called the meeting of the Executive Committee to Order.

**Information Item**  
**Workplan FY 2005**

David Longanecker said "Staying the Course," the draft workplan for FY 2005, will be considered by the commission at the May meeting. He said the text defines the activities listed in the tables that are located in the back of the document. The activities are grouped according to their current status. "Existing Activities" are those activities that have been previously approved, are funded by the general operating budget, and are currently underway. "New Directions" are those activities that have been previously approved, are funded by external support, and are currently underway. And "On the Horizon" are either activities that have yet to be submitted for approval by the commission or are activities that have been restructured and will be resubmitted to the commission for approval, and which require external support for implementation.

Longanecker said "Staying the Course" is basically a continuation of activities. He said the formal evaluation conducted last year suggested that WICHE is on course. He said the five themes (finance, access, innovation and info-technology, workforce, and accountability) approved by the commission continue to be relevant for the times. He said this workplan is an incremental extension of where we have been and believe we should be going; it is not a radical departure from what WICHE has been doing.

Chair Carlson said this document is pretty extensive and he hopes all commissioners will review it. He said he appreciates the work that has been done to develop the FY 2005 workplan.

Longanecker said at the May meeting the other two standing committees will have an opportunity to review the items relative to their areas of responsibility and bring forth any suggestions for revision to the Committee of the Whole, where the document will be finalized and approved.

Commissioner Vines said she was impressed with all of the partner organizations that WICHE has been working with collaboratively.

## **Information Item**

### **General Fund Budget Update for FY 2004 and FY 2005**

Marv Myers said WICHE's fiscal situation continues to improve because of a combination of increased revenue and decrease in expenditures. He said this results in a surplus at the end of FY 2004 in the amount of \$114,000. In FY 2004, he reported several adjustments (staff layoffs) were made to balance the budget. He said the FY 2005 balanced budget depends on projections that California will pay its dues in full and that a new project effort will be funded. He said a few new ideas for project development will be reviewed in items appearing later on this agenda.

Myers said the current projections are that WICHE's cost for its equity position (down payment) for the new office building will be \$220,000; this expense is currently reported in FY 2004, but it may occur in FY 2005. He said purchasing the new office building will convert liquid assets into fixed assets. Commissioner Blessing asked about the status of funds required for the down payment, and Myers said all of WICHE's funds are liquid or readily available in a money market account.

Commissioner Shaff asked for additional information about the status of California's dues payment. Longanecker said he expects California will pay its dues in full eventually. He said when this happens WICHE's budget outlook will improve significantly. He said the FY 2005 budget includes the projection that California will pay \$152,000, or the past-due portion of its dues. He said WICHE has submitted a claim to the California Board of Control and that WICHE has strong support in California from legislators, the California Commission on Postsecondary Education, and others. He said it is a very difficult budget circumstance.

Myers said the FY 2005 budget currently includes the surplus balance from FY 2004 in the amount of \$114,000. He said usually balances from the end of the fiscal year are added to the reserves; however, in FY 2005 it currently appears that the funds will be needed in the operating budget. He said a decision about presenting this balance for use in the FY 2005 budget at the May meeting has not been finalized.

Commissioner Carlson said the decision about using the FY 2004 surplus depends on decisions concerning the new office facility. Longanecker said the biggest contingencies are the dues from California; a new, significant grant award; and the office facility. He said that for these reasons it may be prudent to carry forward the balance. He said if commissioners have other suggestions, he'd be happy to hear them. He said Cece Foxley, former WICHE commissioner from Utah, said there is no reason to make WICHE any poorer than it is by not using these funds. Longanecker said that if the funds are not needed, they revert to the reserves. He said the reserves are healthy at \$43,000 above the minimum mandated level.

Chair Carlson said this item is just an information item and the budget will be acted on by the commission at the May meeting in Boise.

## **Information Item**

### **Draft Meeting Schedule for May 16-18, 2004 Commission Meeting**

David Longanecker said there have been a couple of changes in the meeting schedule. He said the accrediting panel session scheduled for Monday has been moved to Tuesday, resulting in other shifts on Monday and in the presentation by Dennis Jones also being shifted to Monday. He said there will be the same cast of characters, but they'll be in different spots on the schedule. He said there has yet to be a commitment from the governor's office, and based on the outcome of this decision, Michael Smith will speak at lunch on Monday or during some other time.

Commissioner Ching asked if the three panelists for the accrediting session were confirmed. Longanecker said Sandra Elman has confirmed her participation; Ralph Wolff is available but has not definitely confirmed yet; and Barbara Beno has not responded to the invitation. He added that Steven Crow, who was also invited, is unable to participate. Chair Carlson said he hoped the panel would be interactive with the audience. Longanecker said they've been asked to limit their presentations to allow more time for an interactive discussion. Commissioner Ching suggested that Ralph Wolff would be more inclined to accept an invitation if he knew more about WICHE. Longanecker said he would personally contact Wolff.

Longanecker asked Annie McLeod from the Idaho State Board of Education if the governor had confirmed his participation at the meeting. She said they hadn't heard from the governor's office. She said she had been involved in working on the plans for Monday evening's dinner and other activities for the commissioners and their guests during their visit to Boise.

## **Information Item**

### **Establishing Dues for the FY 2006 and FY 2007 Biennium**

David Longanecker said he is recommending a proposed increase in dues for FY 2006 and 2007 in the amount of \$3,000 for FY 2006 and \$4,000 in FY 2007. He said this amounts to a 2.86 percent increase in dues in FY 2006 and a 3.70 percent increase in FY 2007. Approval of this increase would bring the dues to \$108,000 per state in FY 2006 and to \$112,000 per state in FY 2007. He said this proposal is consistent with the general direction agreed upon by the commission; to increase dues modestly and regularly rather than waiting until a large increase in dues becomes necessary.

Commissioner Stearns asked for clarification about the equalization of dues over a four-year period, as noted on the history of the dues attachment. Marv Myers said this note refers to the commission's decision to equalize the dues for affiliate states, bringing the dues for North Dakota and South Dakota up to the same level as the dues for the original compacting states.

Longanecker said in FY 2002, there was a significant increase in dues (13.19 percent), and virtually all of this increase was needed to move the offices because the University of Colorado decided to discontinue giving WICHE an excellent lease rate. The university had proposed a significant increase in the lease rate for WICHE's offices, bringing the rate up to the current market rate for office space in Boulder, CO.

Commissioner Blessing expressed appreciation for the modest level of the proposed dues increase. Commissioner Barrans said it would be helpful to add information about the percentage of WICHE's operating budget that the proposed increase in dues would provide to the organization. She said this would reinforce the fact that WICHE's dues provide for the core cost of the organization. Longanecker said this is a good suggestion, and it will be added to the information presented for the proposed increase in dues for the May meeting.

Chair Carlson said if commissioners have any concern about the dues increase they should contact the officers or staff, who would be happy to discuss it with them. He said this item is just informational for this meeting, and the dues increase will be acted upon at the May meeting.

## **Information Item**

### **WICHE Service Repayment Program**

David Longanecker said this item is informational only, and it describes a new service program idea that will be discussed during the Programs and Services Committee meeting in May. He said this project would be pursued if the states are supportive and interested in receiving this service. He said this project would expand the services that WICHE offers to its member states and their institutions.

Longanecker said many states have implemented payback programs where the state provides financial assistance for an individual's education in exchange for an individual's service upon completion of their education. He said in some states these programs are implemented with the full management structure in place for necessary follow-up activities. However, in many states, payback programs are implemented without regard or resources for the follow-up management necessary to assure the individual meets his/her obligation to the state. He said this follow-up management might include monitoring the individual to assure that s/he provides the state with the service for the agreed-upon length of time in the agreed-upon field at the agreed-upon location. Or if the individual chooses not to provide the agreed-upon services, the follow-up management might include monitoring of the individual's agreed-upon repayment to the state, including negotiating the payment amount and schedule, maintaining a current address for the individual, and a whole host of activities necessary if the individual "skips out" on his/her financial obligation.

Longanecker said the first step to exploring this new service would be obtaining external funding to develop the basic structure for the program. Plans call for it to be self-sustaining over a five-year period by charging the states fees for the services provided based on use of the program.

Commissioner Ching said she was pleased to see this new service proposal. She said Hawaii has a number of initiatives by the state legislature that have been very difficult to implement, and it would be a very important service for Hawaii. She said WICHE would provide the infrastructure that Hawaii does not have for these programs. In addition, she said the proposal should include the involvement of state legislatures because very often legislation is written without thought for the needs of a program like this. Longanecker agreed, and said one of the ways WICHE could be useful is by providing policy advice to the states about such programs.

Commissioner Carlson asked if the focus of this program would be on the WUE (Western Undergraduate Exchange Program) and PSEP (Professional Student Exchange Program) programs. Longanecker said this new service would be managed by the Programs and Services Unit, but the policy component of this would come out of the Policy Analysis and Research Unit. He said WICHE is uniquely situated to provide this service because of its expertise in both areas. He cautioned that WICHE would really need to make sure there is a market for such a service before it jumps into it. He said his own experience with payback programs is from Minnesota. He said these programs can be terribly tedious and very difficult to run as small discrete programs. He said there should be substantial value in this service, but there is only value in it if the states participate. He said he thinks there would need to be five states using the service to make it a viable operation.

Commissioner Blessing said she is concerned about WICHE obtaining even enough states (five) to participate in the program if the program isn't offered nationally. Longanecker said he did not want to expend staff resources researching state interest in this program until the WICHE Commission had an opportunity to express its level of interest in the program.

Commissioner Blessing said with regard to the proposed funding structure, in her experience fees are based on a percentage of the amount collected. She asked if there was information about the amount of uncollected debt in the states. She said the level of fees proposed suggest there is a lot of uncollected debt. Longanecker said thoughts about pricing this service include two sources: one from collections, and the other from fees. He said part of this service is providing the administrative structure for these programs, and for that WICHE would be getting a management fee; a much smaller part of this program would be debt collection. Blessing suggested that states be offered the option of participating in just a portion of the service available through WICHE. She said, for example, that some states might have everything in place for administering

these programs except for collection of bad debt. Those states may only want to purchase this part of the service. Longanecker said this is a good idea.

Chair Carlson asked Longanecker to describe plans for exploring this new service. Longanecker said if the commission approves this project, he envisions its development would occur in two stages. One stage would be to obtain a planning grant to explore the feasibility of such a program; and the other stage would be to obtain a developmental grant to implement the program. He said there are foundations other than the ones that WICHE has typically gone to for funding that would be interested in funding such a project. Commissioner Barrans suggested Lumina Foundation might be interested in funding this project because they have been paying attention to the efficacy of such programs.

Chair Carlson asked Longanecker to move on to the next item.

## **Information Item**

### **WICHE Licensure and Credentialing Service**

David Longanecker said this item is another idea coming from staff, who are exploring ways that WICHE might contemporize its services to the states to be as relevant in the future as it has been in the past. The idea with this item is to develop the capacity in the area of licensing and credentialing individuals once they have received their education. He said, again, what is proposed is not to replace state policy but to provide a back-office operation that would help states that are essentially losing the capacity to manage what they are doing in this area. He said currently this is not a major issue because there are national organizations that do some of this, and they are accepted by the states. However, many of the states themselves handle this in many professions and in many fields of study. He said this particular idea came from Dennis Mohatt, the director of the Mental Health Program, who has seen, within the area of mental health, substantial derogation of quality of oversight of these activities, as states have cut staffs that oversee the licensure and credentialing of mental health professionals. He said some of the same is occurring in education. In addition, professionals have difficulty transferring their credentials from one state to the other because of the unique preferences or requirements of one state over the other. WICHE could perhaps add value in this area. He said that as we look at the education area, an area where certification of competence is becoming a more significant part of the arena, it seems like a higher education organization, such as WICHE, would fit very comfortably in this area.

Commissioner Carlson said one reason he is excited about this proposal is in the state of Washington, when people transfer in from out of state there is a real question about comparable credentials. He said if WICHE were working with the states in this area, we could eliminate some of the anger of teachers who wonder why they have to go through the whole additional 15 credits to meet performance criteria if they can show they can perform to the state's standards. But it will require some changes in the state statutes as well.

Commissioner Shaff asked if this was geared toward public education or postsecondary education. Longanecker said it is really about where the market would take it; it is intended for the credentialing of people who are educated at the postsecondary level, for whatever their occupation might require – for example, people who are prepared as mental health professionals or teachers. Depending upon where a state wanted to secure this service, WICHE would help the state in that area. The state would set the policies and have the boards; WICHE would essentially be the back-office operation. It would basically be structured similarly to what was described in the first item on the payback service. The program would be for those states that wanted to purchase the service. Eventually, plans call for it to be fully funded by the fees. WICHE likely could provide higher-quality service than states are able to provide alone in the credentialing and licensure of individuals. He said it would not be for preparing professionals; it would to help people already prepared educationally to be able to work in another state.

Longanecker said WICHE would need to find out if there was interest in such a service, and a market analysis would need to be done.

Chair Carlson said the Pew Trusts and the Kellogg Foundation might be interested in funding this project. Longanecker agreed saying that Pew has funded policy work in standards and competencies, and this would be the logical next step – the practical application of those policies.

Commissioner Stearns said this was a big issue in Montana several years ago; however, she does not know if it still is an issue in Montana. Longanecker said if the commissioners are interested in this program, a planning grant would be sought.

Commissioner Kuepper said this area, if not properly handled, could become a highly charged issue for WICHE. He suggests that the state boards should deal with certification rather than the WICHE staff. Longanecker said he wants to talk to the state commissioners of higher education and the Western Governors' Association because governors might be interested in a way that they could secure a quality product at a lower cost to the state. He added that this could be threatening to the state staff because in some cases this would replace what they are doing.

Commissioner Barrans said some states might just be interested in the interstate transferability of credentials. It may be that a state would choose to concentrate on their home-grown programs and on credentialing the products of those programs but would be interested in WICHE helping them with those individuals coming in from other states. Longanecker said at this time "WICHE credentialing" is not being considered, although it could evolve into that. He said while WICHE does not want to propose taking over for the state; if a state is comfortable with accepting "best-practice," then licensing could logically follow.

Commissioner Hanson said recently Wyoming had recruiters coming in from other states to lure away the graduating education students, so it is not only an incoming issue; it might be interesting to see how the credentials might work for people going out of the states. Longanecker said in most instances, students are going to be required to take additional course hours. Chair Carlson said there is a large amount of work to be done to develop this service. Longanecker said, again, this item would be discussed during the Programs and Services Committee meeting in May. He said this potential project would be pursued if the states are supportive and interested in receiving this service. He said this project would also expand the services that WICHE offers to its member states and their institutions. And it would likely involve both the Programs and Services unit and the Policy Analysis and Research unit at WICHE.

Carlson asked to move on to the next item.

## **Information Item**

### **A Methodological Review of WICHE's Projections of High School Graduates**

Cheryl Blanco reported the recent release of the projections for high school graduates marks the 25<sup>th</sup> year that WICHE has been publishing these data projections. She said now would be a good time to look at the model that is used for projecting a wide variety of data. She said she would like to have the commission consider approval to approach a funder for support to do a very thorough review of the current methodology and look at other techniques that might be employed to make better projections. She said this review is especially important since the publication now includes the addition of income data. She said she'd like to begin this project early next year so that it can be finished before the beginning of the next iteration of projections of high school graduates.

Commissioner Carlson asked if consideration had been given to including the speed at which students complete their secondary education. He said this would be particularly interesting given the No Child Left Behind (NCLB) Act and the states' efforts to potentially increase the rate at which students are able to move and begin their college educations. Blanco said this is a weakness of the current method; and when the projections are discussed a point is made to mention that the current projection data have not taken into account NCLB or any of the state initiatives, like higher graduation requirements or testing. She said how this would be accomplished would be a major concern. She said it would require going from state to state to determine what effect these initiatives are having on graduation rates.

Blanco said this item will be brought to the Issue Analysis and Research Committee as an action item to be considered in May.

## Information Item

### Escalating Engagement: State Policy to Protect Access to Higher Education

Cheryl Blanco said WICHE has been fortunate over the past several years in having a series of grants from the Ford Foundation. The current grant ends at the end of this year, and the project director at Ford has encouraged WICHE to submit another proposal. She said WICHE's overall goal for the new project, *Escalating Engagement*, is to increase access to higher education for all students, but most particularly those from low-income families and underrepresented groups, strengthen accountability, and expand WICHE's workforce initiative. She said this project will accelerate the dialogue and activities used to strengthen state policymaking in higher education. She said the following issues are being considered as focal areas for this project:

1. **First dollar for access.** As economies recover, it is essential that we invest new monies in protecting access for underrepresented and low-income students. Financial access should be the preeminent consideration for state policymakers as revenues begin to grow again.
2. **Accountability to respond to state priorities for persistence and success.** Higher education enrollment figures indicate that both the numbers and proportions of low-income and underrepresented groups have increased. Where we have been less than effective in higher education is in retention to graduation. Accountability in higher education must be linked, at least in part, to performance in responding to state priorities for persistence and success.
3. **Preparing our own talent.** Workforce concerns during this "jobless recovery" and economic development in resource-strapped states are high on the agenda of policymakers. A central issue here is how to maximize local resources since most states can no longer afford to buy talent from other states. State residents should have ready access to education and training in order to fill local employment opportunities, avoiding putting business and industry in the position of importing talent.

Blanco said she'd like to get the commission's opinion about the direction for this project. Commissioner Stearns said this project speaks to the heart of many of the concerns in Montana, and she supports it. Several of the states (Alaska, Hawaii, Arizona, Nevada, North Dakota, and Washington) echoed their support for this project. This project will be presented as an action item to the Issue Analysis and Research Committee at the May meeting.

#### Other

**Nominating Committee.** Chair Carlson said he'd appreciate receiving suggestions for individuals to serve on this year's nominating committee. He said he will likely announce the appointment of the Nominating Committee at the May meeting. This committee will nominate candidates for the position of chair (the current chair-elect is Diane Barrans of Alaska) and vice chair for 2005.

**Committee Assignments.** Marla Williams asked members of the Executive Committee to respond to her concerning committee representation from their states.

**Office Facility Search.** David Longanecker said three to four options are being considered for the new office facilities.

The meeting adjourned.



# **ACTION ITEM**

## **Fiscal Year 2005**

### **Salary and Benefit Recommendations**

#### **Background**

Last fiscal year, there was no salary increase recommended to, or approved by, the Commission. As reported in the executive director's self-evaluation (page 1-3), *"last year's freeze on staff salaries, particularly when coupled with a 33 percent increase in health care benefit costs for staff have left staff with actual cuts in take-home pay."* These factors and others clearly make approval of a salary increase for this fiscal year (FY 2005) an important Commission decision.

The staff salary and benefit recommendations for FY 2005 appear in the budget tables in this section. The general fund budget for FY 2005 includes funds for the cost of these recommendations. The recommended merit salary increases provide for performance-based salary increases; no across-the-board cost-of-living increases are proposed. No salary schedule adjustment is recommended, based upon external salary comparisons of several positions obtained through Mountain States Employer's Council. In addition to the merit salary increases, this action item includes recommendations for a few equity salary adjustments; benefit costs related to the salary increases (i.e., retirement plan, life insurance, workers' compensation, unemployment compensation, and Social Security); and costs not related to the salary increases (i.e., estimated increases in health and dental insurance premiums, Social Security, and workers' compensation). Staff members will pay for a significant portion of benefit cost increases, primarily those associated with increases in dependent coverage costs for health insurance, as well as paying for their share of contributions to Social Security.

#### **Action Requested**

Approval of the salary and benefit recommendations for FY 2005 as detailed in the table associated with this action item.

## Cost Summary of the Proposed Salary & Benefit Increases for FY 2005

A	B	C	D	E	F	G	H
Item	# of staff affected	<b>General Fund</b>	Non-Gen Fund	<b>FY 2005 TOTAL COST</b>	<b>Costs Average Increase per FTE</b>	Percent of Total Salaries	Percent of Eligible Salaries
1. Nonexempt Staff - Merit Increases 3.50% (0, 2.0%, 3.0%, 4.0%)	5	<b>\$1,515</b>	\$686	\$2,201	\$1,100	1.75% N	1.75% N
2. Exempt Staff - Merit Increases 3.50%	24	<b>21,814</b>	28,849	50,663	2,300	3.39% E	3.50% E
3. Equity Salary Adjustments	3	<b>3,950</b>	650	4,600	209	0.28% T	0.29% T
4. Salary Scale Adjustments	0	<b>0</b>	0	0	0	0.00% T	0.00% T
<b>5. TOTAL SALARY INCREASES</b>		<b>27,279</b>	<b>30,185</b>	<b>57,464</b>	<b>2,208</b>	<b>3.55% T</b>	<b>3.65% T</b>
<b>6. BENEFIT COST INCREASES</b>		<b>9,275</b>	10,263	19,538	727	1.21% T	1.24% T
<b>7. TOTAL SALARY &amp; BENEFITS BASE</b>		<b>36,554</b>	<b>40,448</b>	<b>77,002</b>	<b>2,935</b>	<b>4.76% T</b>	<b>4.89% T</b>

N = Nonexempt staff salaries

E = Exempt staff salaries

T = Total staff salaries (exempt and nonexempt staff)

# **ACTION ITEM**

## **Fiscal Year 2005 General Fund Budget**

### **Background**

The first table provides current estimates of WICHE's general fund income and expenditures for fiscal year 2004 (column C), compared to the general fund budget (column B). The figures include actual income and expenditures through March 31, 2004, with estimates for the final three months of FY 2004. Income will be slightly lower than anticipated because of California's delinquent dues (line 3 and footnote c); the impact of the dues shortage is offset this year because of slightly higher than anticipated indirect cost recovery and some additional small contracts (line 6 and footnote f). Expenditures have also been substantially lower than originally budgeted. The net result is an anticipated surplus of \$125,358 (column D, line 23) in the general fund budget, rather than the budgeted surplus of \$317 (column B, line 22).

This table also contains the proposed general fund budget for FY 2005 (column F), reflecting a projected balanced budget for the year. Estimated income is \$1,891,000 (line 8), which is a slight decrease of \$14,000 from the approved budget for FY 2004. The full payment of dues from all 15 states is anticipated during FY 2005. Three factors account for the revenue decrease from FY 2004: (1) most significantly, less indirect cost recovery as a result of less external funding; (2) projecting lower interest income (footnote d); and (3) no additional closed accounts from which funds can be transferred, as in FY 2004. Proposed expenditures are \$1,889,533 (line 21), representing a decrease of \$15,150 (0.8 percent) from the approved FY 2004 budget, primarily associated with staff reductions. The two pie charts depict the FY 2005 budget income and expenditures. The budget includes the general fund portion of WICHE's operation, as outlined in the FY 2005 workplan found in this Agenda Book (Tab 12). The budget also provides for only the general fund portion of staff salary and benefit cost increases for FY 2005 in the amount of \$36,554 (column F, line 18). For details of the proposed salary and benefit recommendations, refer to the separate action item in this tab, pp. 1-45.

The last financial table provides a summary of WICHE's total expenditures for FY 2003, FY 2004, and FY 2005.

In summary, the general fund budget proposed for FY 2005 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 of approximately \$1.9 million will support overall net operating expenses of approximately \$4.2 million in FY 2005.

### **Action Requested**

Approval of the FY 2005 general fund budget as summarized on the first table of this action item.

# WICHE General Fund Budget Estimate for FY 2004 and Proposed Budget for FY 2005 Revenue & Expenditures

A	\$103,000 --- Dues per State ---				\$105,000																															
	B		C		D		E		F		G		H		I		J																			
	<b>FY 2004</b>																		<b>FY 2005</b>																	
	"4th Version" Comparing FY 2004 to FY 2005																																			
FY 2004		FY 2004		Estimate Better or		FY 2005		Better or (Worse)		Better or (Worse)		FY 2005		Better or (Worse)		Better or (Worse)		FY 2005																		
Budget		Estimate		(Worse) than Budget		Budget		than FY 2004 Budget		than FY 2004 Estimate		Budget		than FY 2004 Budget		than FY 2004 Estimate		Budget																		
(a)		(a)		\$ %		(a)		\$ %		(a)		\$ %		(a)		\$ %		(a)																		
<b>1 Revenue:</b>																																				
2	Member dues	1,545,000	1,545,000	0	0.0%	(b)	1,575,000	30,000	1.9%	30,000	1.9%																									
3	Delinquent dues	(c) (51,000)	(103,000)	(52,000)	na	(c)	0	51,000	na	103,000	-100.0%																									
4	Interest	(d) 42,000	39,000	(3,000)	-7.1%	(d)	30,000	(12,000)	-28.6%	(9,000)	-23.1%																									
5	Indirect cost recovery	315,000	329,000	14,000	4.4%		262,000	(53,000)	-16.8%	(67,000)	-20.4%																									
6	Miscellaneous income	54,000	87,000	33,000	61.1%	(f)	24,000	(30,000)	-55.6%	(63,000)	-72.4%																									
7																																				
8	<b>Total Revenue</b>	<b>1,905,000</b>	<b>1,897,000</b>	<b>(8,000)</b>	<b>-0.4%</b>		<b>1,891,000</b>	<b>(14,000)</b>	<b>-0.7%</b>	<b>(6,000)</b>	<b>-0.3%</b>																									
<b>9 Expenditures:</b>																																				
10	SEP - Programs	278,429	248,783	29,646	10.6%		267,089	11,340	4.1%	(18,306)	-7.4%																									
11	Policy Analysis & Research	254,266	224,482	29,784	11.7%		265,120	(10,854)	-4.3%	(40,638)	-18.1%																									
12	Communications & Public Affairs	226,448	190,125	36,323	16.0%		217,103	9,345	4.1%	(26,978)	-14.2%																									
13	Commission Meeting Expense	106,954	104,117	2,837	2.7%		114,975	(8,021)	-7.5%	(10,858)	-10.4%																									
14	Executive Director's Office	375,917	364,996	10,921	2.9%		364,320	11,597	3.1%	676	0.2%																									
15	Administrative Services	470,166	454,976	15,190	3.2%		425,522	44,644	9.5%	29,454	6.5%																									
16	Miscellaneous Expenses	(e) 164,423	140,846	23,577	14.3%	(e)	182,870	(18,447)	-11.2%	(42,024)	-29.8%																									
17	Indirect Cost Sharing Expenses	22,000	23,000	(1,000)	-4.5%		7,300	14,700	66.8%	15,700	68.3%																									
18	Staff Salaries & Benefits Cost Increases for FY 2005	(g)				(g)	36,554	na	na	na	na																									
19	Staff Turnover/Vacancy Estimate (1.5% of Salaries & Brnts.)	(13,920)	0	0	0.0%		(11,320)	(2,600)	18.7%	na	na																									
20	Program Development Fund	20,000	20,000	0	0.0%		20,000	0	0.0%	0	0.0%																									
21	<b>Total Expenditures</b>	<b>1,904,683</b>	<b>1,771,325</b>	<b>133,358</b>	<b>7.0%</b>		<b>1,889,533</b>	<b>15,150</b>	<b>0.8%</b>	<b>(118,208)</b>	<b>-6.7%</b>																									
22	<b>Surplus (Deficit) for the Fiscal Year</b>	<b>317</b>	<b>125,675</b>				<b>1,467</b>																													
23	<b>Better or (Worse) than Budget or Estimate</b>			<b>125,358</b>	<b>6.6%</b>			<b>1,150</b>	<b>363%</b>	<b>(124,208)</b>	<b>-98.8%</b>																									
<b>24 Reserves:</b>																																				
<b>25 Beginning of the Fiscal Year:</b>																																				
26	Minimum Reserve	(h) 228,562	228,562	0	0.0%	(h)	226,744	(1,818)	-0.8%	(1,818)	-0.8%																									
27	Reserves Available for Dedication	404,789	404,789	0	0.0%		92,393	(312,395)	-77.2%	(312,395)	-77.2%																									
28	<b>Total Reserves - Beginning of the Fiscal Year:</b>	<b>633,351</b>	<b>633,351</b>	<b>0</b>	<b>0.0%</b>		<b>319,137</b>	<b>(314,213)</b>	<b>-49.6%</b>	<b>(314,213)</b>	<b>-49.6%</b>																									
<b>29 Dedications to the Reserve During the Fiscal Year:</b>																																				
30	Surplus (Deficit) Applied to Reserves	317	125,675	125,358			1,467	1,150	363%	(124,208)	na																									
31	Association Mgmt. Software	(i) (50,000)	0	50,000	-100.0%	(i)	(50,000)	0	0.0%	(50,000)	na																									
32	Office Move	(k) (30,000)	(30,000)	0	0.0%	(k)	0	30,000	-100.0%	30,000	-100.0%																									
33	Office Furniture & Equipment	(k) (30,000)	(30,000)	0	0.0%	(k)	0	30,000	-100.0%	30,000	-100.0%																									
34	50th Anniversary Celebration	(l) (53,395)	(34,213)	19,182	-35.9%	(l)	(6,500)	46,895	-87.8%	27,713	-81.0%																									
35	Equity & Learning Center for new office building	0	(220,000)	(220,000)	na	(l)	0	0	na	220,000	-100.0%																									
36	Contingent Carry Forward to FY 2005	0	(125,675)	(125,675)	na	(l)	0	0	na	125,675	na																									
37	<b>Net Reserve Dedications During the Fiscal Year</b>	<b>(163,078)</b>	<b>(314,213)</b>	<b>(151,135)</b>	<b>92.7%</b>		<b>(55,033)</b>	<b>108,045</b>	<b>259,180</b>																											
<b>38 End of the Fiscal Year:</b>																																				
39	Minimum Reserve	(h) 228,562	228,562	0	0.0%	(h)	226,744	(1,818)	-0.8%	(1,818)	-0.8%																									
40	Reserves Available for Dedication	241,711	90,575	(151,135)	-62.5%		37,360	(204,350)	-84.5%	(53,215)	-58.8%																									
41	<b>Total Reserves - End of the Fiscal Year:</b>	<b>470,273</b>	<b>319,137</b>	<b>(151,135)</b>	<b>-32.1%</b>		<b>264,104</b>	<b>(206,168)</b>	<b>-43.8%</b>	<b>(55,033)</b>	<b>-17.2%</b>																									
42	<b>Change in Total Reserves - Increase or (Decrease)</b>	<b>(163,078)</b>	<b>(314,213)</b>				<b>(55,033)</b>																													
43	<b>Better or (Worse) than Budget or Estimate</b>			<b>(151,135)</b>	<b>-32.1%</b>			<b>108,045</b>	<b>66.3%</b>	<b>259,180</b>	<b>82.5%</b>																									

- (a) Budget approved by the commission in May of 2003, adjusted for actual carry over from FY 2003 and actual benefit cost increases by unit.
- (b) Dues not increasing from FY 2003 to FY 2004, as approved by the Executive Committee during a conference call on Feb. 25, 2003, but increasing by \$2,000 per state during FY 2005.
- (c) For FY 2004, assumes \$103,000 as an accounts receivable from California.
- (d) Ave. daily balance: Estimate for FY 2004 is \$4,529,000 at 0.86% ; and budget for FY 2005 is \$3,488,000 at 0.87%.
- (e) Includes legal fees, unallocated rent, and other miscellaneous costs not allocated to unit budgets.
- (f) For FY 2004, includes \$32,000 transferred from closed accounts, plus 2 small contracts (NCHEMS for \$24,000 and Mundel for \$9,500).
- (g) Preliminary proposal for salary and benefit cost increases for FY 2005, assuming 3.5% for salary increases.
- (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 2 successive fiscal years (FY 2003 and FY 2004).
- (l) Approved by the Commission at the May 2002 meeting in Santa Fe, NM.

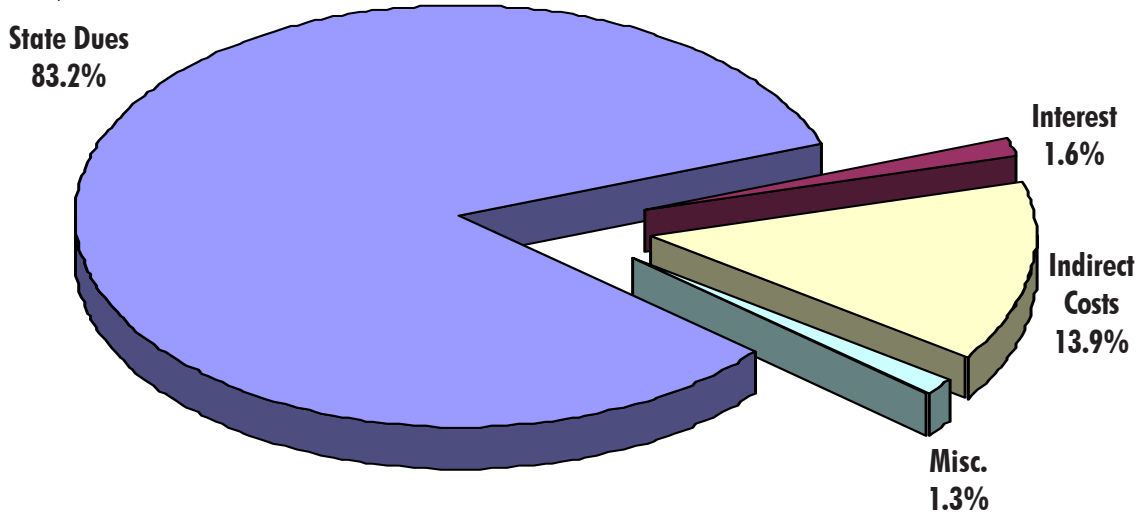
**Total WICHE Expenditures by Fiscal Year  
(Rounded to nearest \$1,000)**

<u>Primary Account Names</u>	<u>Actual FY 2003</u>	<u>Estimate FY 2004</u>	<u>Estimate FY 2005</u>
1 General Fund	\$1,789,000	\$1,771,000	\$1,890,000
2 WICHE Reserves	102,000	101,000	67,000
3 WCET	1,762,000	1,256,000	733,000
4 Mental Health	467,000	565,000	557,000
5 CONAHEC/ELNET	275,000	166,000	0
6 NWAFF	25,000	32,000	33,000
7 NEON	116,000	224,000	194,000
8 Advanced Placement (AP)	1,023,000	1,175,000	150,000
9 ATAlliance	15,000	15,000	15,000
10 Ford - Legislative Policy	13,000	60,000	0
11 Ford - Legislative Engagement	0	2,000	0
12 Ford - Public Policy	90,000	164,000	141,000
13 Lumina - Changing Direction	264,000	161,000	279,000
14 Bridges to the Professoriate	132,000	125,000	125,000
15 Pathways to College Network	142,000	51,000	0
16 High School Graduates	36,000	170,000	0
17			
18 <b>Subtotal - Primary Accounts</b>	<b>6,251,000</b>	<b>6,038,000</b>	<b>4,184,000</b>
(Lines 1 thru 17) - Net Operating Budget			
19 Self-Supporting Services (included in above amounts):			
20 Information Technology Services	217,000	215,000	181,000
21 Printing Services	13,000	12,000	13,000
22 Telephone Services	32,000	32,000	33,000
23 Facilities Services	369,000	403,000	420,000
24 <b>Subtotal - Self-Supporting Services</b>	<b>631,000</b>	<b>662,000</b>	<b>647,000</b>
25 <b>PSEP Support Fees</b>	<b>11,356,000</b>	<b>11,573,000</b>	<b>11,500,000</b>
26 <b>TOTAL - ALL SOURCES</b>	<b>17,607,000</b>	<b>17,611,000</b>	<b>15,684,000</b>
(Lines 18 & 25)			

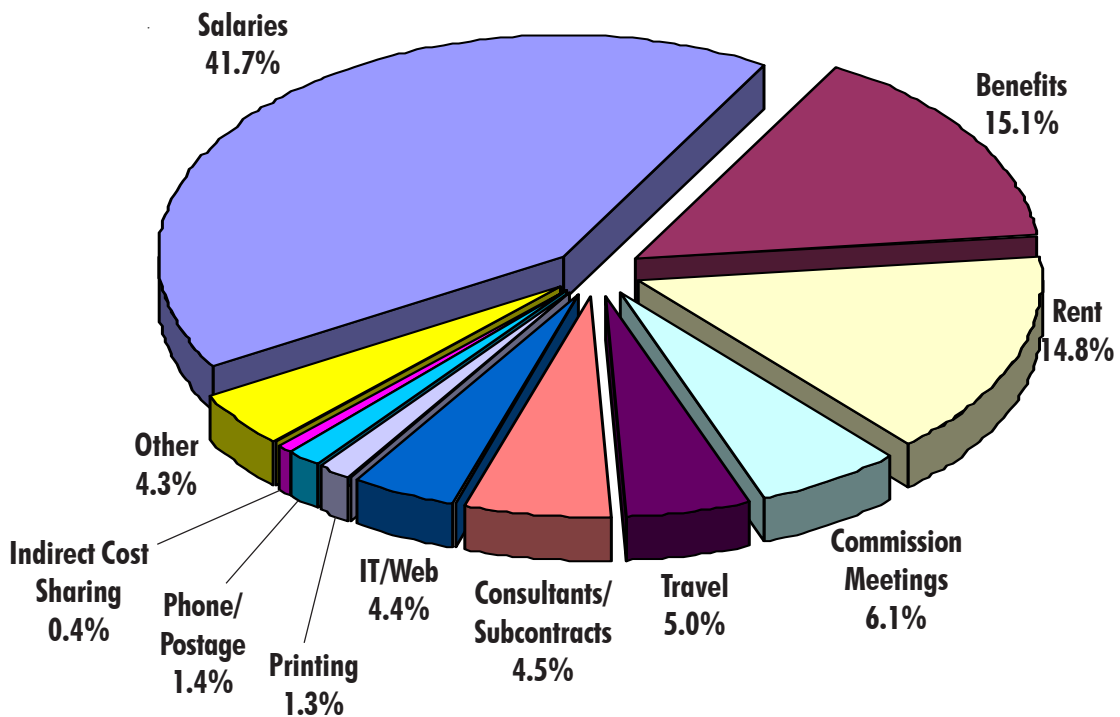
# General Fund Budget for FY 2005

(excludes PSEP Support Fees)

## Income



## Expenditures



## ACTION ITEM

### Establishing Dues for the FY 2006-2007 Biennium

The commission establishes dues in May every other year for the coming biennium. The dues for FY 2006 and FY 2007 need to be approved at this meeting. The reason the dues are set for two years is because a number of states operate on biennial budgets. In those states, once the budget item is set for the two years, it is difficult to change it in the second year. The establishment of dues at the May 2004 commission meeting is necessary because states begin preparing budgets for the following year or biennium in late summer or early fall.

Dues for FY 2005 have already been established at \$105,000 per member state. The staff recommendation is to increase the dues by \$3,000 in FY 2006 and \$4,000 in FY 2007. The dues would then be as follows:

	Members	% Increase
FY 2005 Approved	\$105,000	
FY 2006	\$108,000	2.86%
FY 2007	\$112,000	3.70%

The ratio of WICHE's total expenditures to dues was 4.05 to 1 during FY 2003; will be 3.91 to 1 during FY 2004; and is estimated to be at least 2.66 to 1 during FY 2005. In other words, WICHE received \$4.05 in leveraged funding for every dollar it received in state dues during FY 2003. This leveraged funding is secured through the efforts of staff and others in the form of grants, contacts, and other sources.

#### Why is a dues increase needed?

The total revenue provided by the dues increases would be \$45,000 in FY 2005 and \$60,000 in FY 2007. There would not be any significant change or expansion in programming as a result of this increase. It is needed for the increased cost of doing business. Salaries are increased in order to keep quality staff. Health insurance costs continue to significantly escalate. Facility costs continue to rise because of increases in building operating expenses.

The state dues provide the core support for WICHE. These funds are used for basic WICHE program activities, such as the Student Exchange Program and Policy Analysis and Research, but they also are used to provide an organizational structure that allows WICHE to become involved, as determined by the commission, in numerous activities in regional resource sharing.

In a separate action item, the FY 2005 budget will be reviewed and acted on by the Commission. Staff believe the budget reflects the priorities that have been established by the commission in ongoing discussions over the last several years. As evidenced by the total budget, many of these projects are funded in part by sources other than the state dues. State dues represent 37 percent of WICHE's total revenue for FY 2005.

#### Dues for the other regional higher education organizations

With the proposed increases for FY 2006 and FY 2007, the WICHE dues would remain below the FY dues for SREB (Southern Regional Education Board) and NEBHE (New England Board of Higher Education). The second table in this action item provides a comparison of dues for the three organizations since

FY 1999-2000. MHEC (Midwestern Higher Education Compact), the newest regional higher education organization, began operating in FY 1991.

**Action Requested**

Approval of the following WICHE dues schedule for each member state:

FY 2006 \$108,000

FY 2007 \$112,000

# WICHE State Dues History and Proposal for FY 2006 and FY 2007

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
2006 - 2007	\$112,000	\$4,000 3.70%	\$112,000	\$4,000 3.70%	100%	\$1,680,000	\$60,000 3.70%
2005 - 2006	108,000	3,000 2.86%	108,000	3,000 2.86%	100%	1,620,000	45,000 2.86%
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		71,000 <sup>b</sup>		86%	1,221,000	

**Proposal to WICHE Commission during May 2004 meeting.**

<sup>a</sup> North Dakota and South Dakota.

<sup>b</sup> 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.

## Fiscal Year State Dues Similar Regional Higher Education Organizations

<u>Fiscal Year</u>	<u>WICHE</u> (per state)	<u>SREB</u> (per state)	<u>NEBHE</u> (avg. per state)	<u>MHEC</u> (per state)
2006 - 2007	\$ 112,000 <sup>a</sup>	Undecided	Undecided	Undecided
2005 - 2006	108,000 <sup>a</sup>	Undecided	Undecided	\$ 90,000
2004 - 2005	\$ 105,000	\$ 171,900	\$ 170,625	\$ 82,500
2003 - 2004	103,000	166,120	246,667	82,500
2002 - 2003	\$ 103,000	\$ 160,500	\$ 260,000	\$ 82,500
2001 - 2002	99,000	157,350	266,853	82,500
2000 - 2001	\$ 88,000	\$ 154,990	\$ 266,853	\$ 75,000
1999 - 2000	85,000	151,950	257,025	75,000
Current # of member states	15 <sup>b</sup>	16 <sup>c</sup>	6 <sup>d</sup>	10 <sup>e</sup>

a Proposed.

b Includes the member states of Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, N. Dakota, Oregon, Utah, S. Dakota, Washington, and Wyoming.

c The Southern Regional Education Board (SREB) includes the following member states: Alabama, Arkansas, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Texas, Tennessee, Virginia, and West Virginia.

d The New England Board of Higher Education (NEBHE) includes the following member states: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont.

e The Midwestern Higher Education Compact (MHEC) includes the following member states: Illinois, Indiana, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, and Wisconsin.

# INFORMATION ITEM

## Role of the WICHE Commissioner and Proposed Changes to the Bylaws

The role of the WICHE commissioner was reviewed by New Mexico commissioner and past WICHE chair (in 2000) Everett Frost, working with the WICHE officers and the WICHE executive director. This review of the commissioner's role led to a number of suggested revisions to the WICHE bylaws. The suggested revisions occur primarily in Article II, Membership, where Section 4 and Section 5 are added to describe the powers of the WICHE Commission, and the duties and functions of the WICHE Commission. In Article IV, Officers, Terms, Duties, the suggested changes include reference to "chairman" being changed to "chairperson"; and the position of past chairperson is added and made formal (this position has been functioning as described and this will formalize the position). And in Section 4, Annual Authorizations of Officers, Delegation of Authority, is added to annually and automatically authorize the officers and executive director to perform certain fiscal and administrative functions. Finally, in Article VI, Sections 1 through 5 are suggested to be added to describe the role and responsibilities of WICHE's executive director.

These proposed changes and possibly other changes to the bylaws will be distributed again with the "Call" to the November meeting, as guided by the bylaws. The proposed changes will be voted on at the November meeting of the commission.

In addition to the proposed changes to the bylaws, as part of the review of the role of the WICHE commissioners, a document titled "Expectations: The Commissioner's Role in WICHE" was created by Everett Frost and approved by the officers. This document will be one of the documents contained in a handbook that will be distributed to all WICHE commissioners, with periodic section updates as needed. This handbook will also be given to newly appointed WICHE commissioners as they come on board. The proposed contents of this handbook are listed on an attachment that is included with the material presented for this May meeting. All of this material is for your discussion/information and no action is requested.

Please Note: **Bolded text** represents proposed additions to the bylaws; ~~struck text~~ represents proposed deletions.

### WESTERN INTERSTATE COMMISSION FOR HIGHER EDUCATION

#### BYLAWS

#### ARTICLE I

Description, Goals, Program Objectives,  
Program Criteria, Operating Principles,  
Affiliated States

#### Section 1. Description

The Western Interstate Commission for Higher Education (WICHE) is a public interstate agency that operates under the Western Regional Education Compact. The Compact has been adopted by the legislatures of thirteen Western states, signed into law by their governors, approved by the Congress of the United States, and signed by the President. The Compact calls for the governor of each of those states to appoint three Commissioners to oversee the development of WICHE programs and to assure that the Compact is carried out for the benefit of the citizens of the West. Other states in the Western region may become affiliated members of the organization when mutual interests exist and when it would benefit WICHE to enter such

arrangements.

Higher education, as defined by WICHE, consists of those programs offered by accredited colleges and universities, and includes the following:

- a. Academic, technical, and professional fields of study leading to associate, baccalaureate, and/or graduate degrees;
- b. Continuing education;
- c. Vocational-technical education; **and**
- d. Distance-delivered education.

## Section 2. Mission

The fifteen member states of the Western Interstate Commission for Higher Education work collaboratively to expand educational access and excellence for all citizens of the West. By promoting innovation, cooperation, resource sharing, and sound public policy among states and institutions, WICHE strengthens higher education's contributions to the region's social, economic, and civic life.

## Section 3. Objectives

WICHE seeks to accomplish its mission through a variety of activities that have the following objectives:

- a. To extend the availability of quality higher education programs among Western states.
- b. To identify emerging issues, trends, and problems affecting higher education.
- c. To provide research, analysis, and reporting of information on public policy issues of concern in the WICHE states, and to provide opportunities for discussion and strengthened understanding of these issues among policymakers.
- d. To promote collaboration within higher education and among the educational sectors, the government sector, and the private sector.
- e. To identify the broad array of technical, programmatic, and financial resources available in higher education and to link those resources to the needs of the region.
- f. To serve as an informed and objective representative of higher education before Western governmental and education leaders.
- g. To help increase the participation and success in higher education of underrepresented and underserved populations.
- h. To promote the use of new and effective technologies, models, and methods in higher education.
- i. To strengthen the linkages between higher education and the economy, including workforce requirements and government services.
- j. To encourage Western higher education cooperation with other regions and, where appropriate, across national boundaries.

## Section 4. Program Criteria

The name of the agency implies certain criteria:

- a. Western. That the program has significant implications for people and institutions in the Western states, but may have implications for other states as well;
- b. Interstate. That the program has significant implications for more than one state, usually a group of states, with interstate and interinstitutional cooperation implied;

- c. Commission. That the program is sponsored or co-sponsored by the Commission and has its approval;
- d. Higher Education. That the program has a significant component related to higher education.

#### Section 5. Operating Principles

- a. Programs and projects shall receive formal approval of the Commission according to procedures the Commission has established and may, from time to time, revise;
- b. Requests for services originating with or endorsed by the governors or legislatures of the compacting states shall be given priority by the Commission and staff.

#### Section 6. Affiliated States

States geographically in the Western region but not signatories to the Western Regional Education Compact may be afforded status as affiliated states in accordance with policies and procedures approved by the Commission.

## ARTICLE II

### Membership

#### Section 1. Members

The membership of the Commission shall consist of three residents of each member state, at least one of whom shall be an educator engaged in the field of higher education. The commissioners from each compacting state shall be appointed by the governor thereof as provided by law in such state. The Commissioners from each affiliated state shall be selected as determined by the state. Commissioners may be removed or suspended from office as provided by the laws of the states from which they shall have been appointed.

#### Section 2. Tenure

The term of each Commissioner shall be four years. Each Commissioner shall hold office until a successor shall be appointed and qualified.

#### Section 3. Vacancies

If any Commission office becomes vacant for any reason, the Secretary-Treasurer shall inform the appropriate governor, and request the governor to fill the office for the remainder of the unexpired term.

#### Section 4. Powers of the Commission

**The WICHE Compact delegates to the Commissioners acting as a Commission complete power and control over the organization known as WICHE and its component parts. The powers of the Commission include the following powers that the WICHE Compact has expressly given to the Commission:**

- **To make and implement policy.**
- **To make contracts.**

- To hire the executive director of WICHE and determine his or her compensation and terms of appointment.
- To determine what programs and services shall be offered.
- To sue and to be sued.
- To determine through budgeting and policy the parameters for personnel positions to be funded and the amount and configuration of the Commission's compensation system.
- To hold title to all property belonging to WICHE.

#### Section 5. Duties and Functions of the Commission

Under its broad responsibility defined in the Compact for overseeing the management and control of WICHE, the Commission has many specific duties and functions. Its power to control, manage, and govern WICHE necessarily includes exercise of wide discretion, including discretion in what actions it takes directly and in what authority it delegates to individuals and groups within the Commission. The delegation by the Commission of authority to individuals within the WICHE does not relieve the Commission from its ultimate responsibility for the entire Organization. The Commission may withdraw or modify delegated authority, but not on a retroactive basis. Listed below are those duties and functions considered by the Commission to be among the most important it exercises:

- a. To select and appoint an executive director of WICHE who serves as the WICHE's chief executive officer (generally considered to be the most important task carried out by the Commissioners).
- b. To adopt bylaws, policies, rules, and regulations for the operation of the WICHE.
- c. To evaluate periodically the Mission, Goals, and Objectives of the Commission; the established procedures and policies of the WICHE; and the performance of the executive director of WICHE, considering proposals for same from the executive director or from Committees of WICHE with the executive director's recommendation.
- d. To delegate authority and responsibility deemed by the Commission to be appropriate and necessary for the most effective operation of the WICHE with the full understanding that such delegation implies the right of the Commission to withdraw or modify the delegation when it is considered wise to do so.
- e. To approve, or authorize others to approve, all grants and contracts between the WICHE and other parties, including but not limited to those contracts for: services rendered, programs offered, equipment and materials to be purchased, lease or rent of facilities, lease or rent or purchase of land, construction of buildings, and care and preservation of all WICHE property.
- f. To approve, by budgeting, the expenditures of all moneys.
- g. To approve policies which apply to the rights and responsibilities of those who are employed by WICHE.
- h. To receive benefits and donations directly from the federal government or from state governments or from private or corporate sources, to be used in ways recommended by the executive director and deemed by the Commissioners to be in the best interests of WICHE and consistent with its Mission.
- i. To give priority to requests for services, within the parameters of the WICHE Compact, Mission, and resources, originating with or endorsed by the governors or legislators of the

## compacting states.

### ARTICLE III

#### Meetings

##### Section 1. Meetings of the Commission

The full Commission shall meet twice each year. Meetings of the Commission shall be held during the months of May or June and November or December on the day and at a time and place set at least one meeting in advance of the meeting to be held. All members shall be given written notice of the meetings of the full Commission at least sixty (60) days prior to the full Commission meetings.

##### Section 2. Special Meetings

Special meetings may be called at any time by the Chairperson or upon request of the delegations of three or more states, provided, however, that all members shall be given at least thirty (30) days written notice as to the time and place the special meeting is to be held, unless such notice is waived by the written action of a majority of the whole number of member states.

##### Section 3. Attendance at Meetings

Commissioners shall attend two meetings of the full Commission and all special meetings of the Commission each year. When conditions develop which will prevent their attendance, they shall notify Commission headquarters as soon as possible.

##### Section 4. Quorums

One or more Commissioners from each state of a majority of the whole number of member states shall constitute a quorum for the transaction of business.

##### Section 5. Voting

Each member state represented at any meeting of the Commission is entitled to one vote.

##### Section 6. Agenda

Items of business requiring action at the meetings of the Commission shall be limited to those appearing on the agenda, which shall be mailed to the members not less than ten (10) days in advance of the scheduled meeting. Whenever possible, working papers and staff recommendations on these items shall accompany the agenda. Nothing in this bylaw shall prohibit the Commission from adding items to the agenda of any meeting if no action is requested thereon at that meeting.

##### Section 7. Executive Sessions

Executive sessions of the Commission may be held at the discretion of the Chairperson or at the request of any three Commissioners present and voting. The executive director shall be present at all executive sessions. The ~~Chairman~~ **Chairperson**, 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.

## ARTICLE IV

### Officers, Terms, Duties

#### Section 1. Officers

The officers of the Commission shall include a ~~Chairman and Vice Chairman~~ **Chairperson, a Vice Chairperson, a Past Chairperson, and a Secretary-Treasurer**. The executive director shall be the Secretary-Treasurer.

#### Section 2. Election

The ~~Chairman and the Vice Chairman~~ **Chairperson and the Vice Chairperson**, shall be elected at the regular Annual Meeting and shall hold office until the next Annual Meeting, or until their successors are elected and qualified.

#### Section 3. Duties

The officers shall perform the usual duties of their respective offices, including the following:

- a. ~~Chairman.~~ **Chairperson.** The ~~Chairman~~ **Chairperson** of the Commission shall serve as ~~Chairman~~ **Chairperson** ex officio of the Executive Committee, shall call and preside at all meetings of the Commission and of the Executive Committee, shall prepare agenda for these meetings, shall appoint the appointive members of all committees, and shall be an ex officio member of all Commission committees, with power to vote. In the intervals between meetings of the Commission and of the Executive Committee, the ~~Chairman~~ **Chairperson** shall represent these bodies.

At the next meeting of each body, the ~~Chairman~~ **Chairperson** shall report to members all action taken on their behalf. All such acts of the ~~Chairman~~ **Chairperson** shall be taken subject to ratification by the Executive Committee or the Commission, according to their respective jurisdictions. Upon retirement from this office, the ~~Chairman~~ **Chairperson**, if still a WICHE Commissioner, shall serve one year ~~in an advisory capacity~~ on the Executive Committee ~~without a vote. but shall have a vote if elected a regular Executive Committee member.~~

- b. ~~Vice Chairman~~ **Vice Chairperson.** In the absence of the ~~Chairman~~ **Chairperson** or in the event the ~~Chairman~~ **Chairperson** is present but desires the ~~Vice Chairman~~ **Vice Chairperson** to do so, it shall be the duty of the ~~Vice Chairman~~ **Vice Chairperson** to perform all the duties of the ~~Chairman~~ **Chairperson**. The ~~Vice Chairman~~ **Vice Chairperson** shall be an ex officio member of all Commission committees, with power to vote, and shall assist the ~~Chairman~~ **Chairperson** and executive director in liaison with executive, legislative, and other public bodies. The ~~Vice Chairman~~ **Vice Chairperson** shall be the ~~Chairman-Elect~~ **Chairperson-Elect** and shall succeed the ~~Chairman~~ **Chairperson** in office. In the event that there is a vacancy in the office of the ~~Chairman~~ **Chairperson**, the ~~Vice Chairman~~ **Vice Chairperson** shall serve as Acting ~~Chairman~~ **Chairperson** until the full Commission, at its next regularly scheduled meeting, can take formal action to designate the ~~Chairman~~ **Chairperson**.
- c. **Past Chairperson.** Upon retirement from the office of Chairperson, the past Chairperson, if

still a WICHE Commissioner, shall upon election by the Commission serve one year in the position of Past Chairperson and serve on the Executive Committee with vote. In the event that there is a vacancy in the office of the Vice Chairperson, the Past Chairperson shall serve as Acting Vice Chairperson until the full Commission, at its next regularly scheduled meeting, can take formal action to elect or designate a new Vice Chairperson.

- ed. Secretary-Treasurer. The Executive Committee shall appoint the executive director to act as its Secretary-Treasurer to keep minutes of all meetings of the Commission and its committees, and it shall be the duty of the Secretary-Treasurer to send copies of the minutes of all Commission and Executive Committee meetings to the governors and transmit a record of attendance from their states. The Secretary-Treasurer shall file, index, and preserve carefully all minutes, papers, and documents pertaining to the business and proceedings of the Commission and its committees; shall act as custodian of all funds of the Commission; and shall keep proper accounts concerning the disposition of all such funds. The Commission shall cause the books of account of the Commission to be audited annually.

#### **Section 4. Annual Authorizations of Officers; Delegation of Authority**

Each year, after the election of new officers of the Commission, the following authorizations and delegations of authority are approved by the Commission, such authorizations and delegations being effective until rescinded or until the next election of Commission officers:

- a. The newly elected officers of the Commission are authorized to sign or delegate the signing of checks, drafts, and other documents on the Commission's behalf following Commission fiscal procedures.
- b. The Vice Chairperson of the Commission is authorized to sign for the executive director of the Commission in the absence of the Chair or Chairperson.
- c. The Past Chairperson of the Commission is authorized to sign for the Chairperson or the Vice Chairperson in the absence of either.
- d. The executive director of the Commission is authorized to sign contracts, grants, and other agreements that are necessary for the daily operation of the Commission and to hire, evaluate, promote, and make retention decisions of all WICHE employees except for the executive director. The executive director of the Commission is further authorized to delegate similar authority to other WICHE employed administrators connected with various entities of the Commission to execute designated contractual documents and to hire, evaluate, promote, and make retention decisions for WICHE staff related to their respective responsibilities. The executive director shall furnish the Executive Committee at each regular meeting of the Commission a list of staff members with delegated signatory authority.

#### **Section 4 5. Bond**

The officers shall execute such bond as may be required from time to time by the Executive Committee. The cost of such bond shall be charged against Commission funds.

#### **Section 5 6. Delegation of Authority**

The officers are authorized to enter contractual agreements and sign documents on behalf of the Commission. The Secretary-Treasurer is further authorized to sign contracts, grants, and other agreements that are necessary for the effective operation of WICHE.

## ARTICLE V

### Committees

#### Section 1. Executive Committee

The Executive Committee shall consist of one Commissioner from each member state, with committee members selected by their respective state delegations by whatever procedure each delegation may determine. The ~~Chairman~~ **Chairperson** of the Commission shall serve ex officio, as ~~Chairman~~ **Chairperson** of the Executive Committee ~~with a vote~~. The Vice ~~Chairman~~ **Chairperson and the Past Chairperson** shall be ~~an~~ ex officio members of the Executive Committee ~~without vote if not already designated an Executive Committee member from his or her state~~. **The Chairperson, Vice Chairperson, and the Past Chairperson may vote if representing their state in Executive Committee meetings; however, in no case shall there be more than one vote per state.**

#### Section 2. Powers of the Executive Committee

Except as otherwise provided in the Compact, during the intervals between the meetings of the Commission, the Executive Committee may exercise all the powers of the Commission. The Executive Committee may fix its own rules of procedure, and it shall keep a record of its proceedings and shall report these proceedings to the Commission at the next regular or special meeting of the Commission.

#### Section 3. Attendance at the Executive Committee Meetings

Members of the Executive Committee shall attend all regular and special meetings of the Committee, and when unable to attend, shall arrange for one other Commissioner from their respective states to attend as their official representative with power to vote.

Commissioners who are not members of the Executive Committee shall be invited to all meetings of the Executive Committee at their own expense, with voice but no vote.

#### Section 4. Conduct of the Executive Committee Meetings

The provisions of the following listed sections of Article III shall also apply to the meetings of the Executive Committee.

Section 4. Quorums

Section 5. Voting

Section 6. Agenda

Section 7. Executive Sessions

Section 8. Special Executive Sessions

#### Section 5. Special Committees

At any meeting the Commission may authorize the creation of such special committees as it deems necessary and appropriate and may fix their size, duties, and tenure.

#### Section 6. Committees

Members of Committees shall attend all regular and special meetings of their committees, and when unable to attend, shall arrange for one other Commissioner from their respective states to attend as their official representative with power to vote.

## ARTICLE VI

### ~~Director and Staff~~

#### **The executive director of the Commission**

~~There shall be an executive director and such staff as may be deemed necessary by the Commission. The Commission's office shall be established in one of the compacting states as may be determined by the Commission.~~

#### **Section 1. Employment of the executive director by the Commission**

The Commission employs the executive director of the Commission.

#### **Section 2. Delegation of Authority by the Commission to the executive director**

The executive director of the Commission is the chief executive officer of the Commission to whom the Commission delegates the authority and responsibility for implementing the Commission's Mission, Objectives, Program Criteria, and Operating Principles and managing, supervising, and controlling the Commission staff, except for such matters as the Commission reserves to itself. The executive director and all other holders of Commission employee positions are subject to the rules, regulations, and policies issued by the Commission and to operating budgets approved by the Commission. The executive director or persons designated by the executive director are responsible for naming persons to fill positions at the Commission. The rules, regulations, and policies for managing, supervising and controlling the Commission activities include the Commission Policy and Procedure Manual, and such other rules, regulations, and policies as the Commission may adopt or approve. The executive director may reorganize the structure of the Commission Staff, subject only to the right of the Commission to review the reorganization if the Commission deems it appropriate.

#### **Section 3. Reporting by the executive director**

The executive director alone reports directly to the Commission. Other individuals and groups within the Commission, except those responsible for internal auditing, may approach the Commission officially on formal Commission business only through the executive director or in accordance with approved rules, regulations, policies and procedures for review by the Commission or for setting the Commission's agendas.

#### **Section 4. Duties and Powers of the executive director**

The role of the executive director of the Commission is one of creative leadership and therefore not to be described by a detailed list of specific duties. As the chief executive officer of the Commission, the executive director is responsible to the Commission for implementation of the Commission's rules, regulations, policies, and procedures and for the functioning of the Commission staff and has the authority and responsibility necessary to direct the staff in carrying out the responsibility and authority delegated to the staff by these policies. All decisions and actions of the executive director are subject to the right of the Commission to intervene. *This right is rarely exercised.* The magnitude and complexity of the operation of the Commission make it neither wise nor feasible for the Commission to intervene in decisions and actions of the executive director and those to whom the executive director delegates

responsibilities, except in the most unusual circumstances. Under the general authority granted to the executive director of the Commission by the Commission, the executive director has duties and responsibilities including but not limited to:

- a. Discharging primary responsibility for all the factors that contribute to the quality of Commission programs and services.
- b. Maintaining general supervision of all relationships between representatives of the member states and the various levels of Commission staff.
- c. Directing financial management of the Commission and its component parts in conformity with Commission management rules, regulations, policies, and procedures. This function includes but is not limited to the preparation of budgets, requests to member states, grant and contract requests, maintenance of financial records and accounts for the Commission and its hosted programs, the receipt and expenditure of all Commission funds, preparation of required financial reports, and signing of grants and contracts.
- d. Directing personnel, including employment and termination, individual wage determination within Commission ratified policy, assigning and reassigning administrative duties, and conditions of employment for administrators, staff, and other employees of the Commissions programs.
- e. Directing operation and maintenance of the physical plant, purchase of supplies and equipment, and the maintenance of appropriate inventories and records of real and personal property under the jurisdiction of the Commission. Ensuring that the Commission Office shall be established in one of the member States.
- f. Overseeing fund raising.
- g. Directing management of investments in accordance with the policies and procedures established by the Commission.
- h. Serving as the primary spokesperson for the Commission to news media, constituent groups, government agencies, etc.
- i. Redelegating the above authority as deemed necessary.

#### Section 5. Removal of the executive director of the Commission

The relationship between the executive director of the Commission and the Commission is governed by the letter of appointment between them; by the rules, regulations, and policies of the Commission and the WICHE Policies and Procedures Manual. The executive director may be removed only as stated in the letter of appointment.

### ARTICLE VII

#### Finance

At the direction of the Executive Committee, the executive director shall submit a proposed annual budget for the consideration of the Commission. The Commission shall act upon such proposed budget at its Semiannual Meeting.

## ARTICLE VIII

### Changing Bylaws

Any bylaw may be adopted, amended, or repealed by the affirmative vote of a majority of the whole number of member states, provided, however, that notice of the proposed action shall be included in the call for the meeting at which they are to be considered and that copies of all proposed changes shall be sent with the call to all members of the Commission.

## ARTICLE IX

### Suspension of Rules

At any meeting of the Commission or its Executive Committee, any rules laid down in these bylaws may be suspended by a vote of two-thirds of the whole number of member states for any purpose not inconsistent with the provision of the Western Regional Education Compact. This article does not apply to Article VIII.

Bylaws adopted August 11, 1952; revised August 14, 1961; December 5, 1964; March 27, 1965; August 9, 1971; August 14, 1975; August 13, 1977; February 3, 1979; December 5, 1980; June 15, 1984; June 17, 1989, December 2, 1989, June 13, 1992, December 6, 1997, ~~and~~ May 22, 2000, **and November 9, 2004** (pending Commission approval on November 9, 2004).



# INFORMATION ITEM

## Expectations: The Commissioner's Role in WICHE

Commissioners attend two meetings a year and serve on committees that formulate proposals for the organization at large. One commissioner from each state serves on the executive committee, which acts for the commission at-large between meetings and oversees the development of the commission's short- and long-range activities.

The role of the commissioner is greater than that of attending meetings. The bylaws, especially Articles II, III, and IV, define commissioner expectations and WICHE processes. Set out below is an abbreviated list of expectations of commissioners derived from the WICHE compact, the WICHE bylaws and from actions of the commission to structure WICHE governance and set priorities. It is anticipated that from time to time, perhaps at five-year intervals, the commission shall evaluate the policies and work of the commission, of the executive director, and of the commissioners as representatives of their states.

### HIGHER EDUCATION:

- Commissioners will have a general knowledge of the structure and activities of the public and private higher education assets of his or her state.
- Commissioners, with materials and through meetings of the commission, will develop an understanding of higher education in the West.
- Commissioners will develop knowledge of the higher education programs and services offered by WICHE.

### WICHE PROCESSES:

- Commissioners will develop an understanding of the WICHE compact and the WICHE's general legal and governance structure. These documents define the scope of authority of the commissioners as follows:
  - Commissioners only have authority as a corporate group and not as individual commissioners except when Commission action assigns individual responsibilities.
  - As a regional governmental organization created through compact, commissioners act as representatives of their State with only one vote per state in actions of the commission.
- Commissioners will know the bylaws of the commission and the roles established therein for the commissioners and the executive director.
- From new commissioner's orientations and from occasional visits to the WICHE offices, commissioners will learn in general about the organization, and the assignment and funding of the staff of WICHE.

### COMMISSIONER RESPONSIBILITIES:

- Through direction provided to the executive committee, commissioners select, appoint, evaluate, retain, and encourage the executive director. The executive committee shall from time to time establish processes that allow all commissioners to provide input into the evaluation processes and, when an executive director is selected, input into the selection criteria and process.
- Commissioners hold the ultimate fiduciary responsibility for all funds of the commission. This is delegated to the executive director. Commissioner fiduciary responsibility is expressed through: the regular review

and approval of the budget as proposed by the executive director; the review and acceptance of annual audit reports; and the assignment of financial oversight to the officers and/or a committee or subcommittee of the organization.

- Commissioners approve the Mission, Objectives, Program Criteria and Operating Principles of the commission (see Section 2,3,4, and 5 of the bylaws) and from time to time the evaluation and revision of these organizational guidelines.
- Commissioners annually elect officers. Immediately following the election, the commission approves "The Annual Authorization of Officers: Delegation of Authority (Article IV, Section 4, bylaws)" which is the legal process of recording its delegation to its officers and then to the executive director, assigning them the authority to implement the mission, direct the staff, and allocate and expend funds of the commission.
- Commissioners approve the bylaws and policy and procedures of WICHE and, from time to time as they find necessary or as recommended by the executive director, their amendment.
- Commissioners approve the executive director's proposals and updates for the structure and parameters of the staff selection, retention and compensation system, delegating the implementation of the system to the executive director and annually seeking recommendations for the system.
- Commissioners approve the annual workplan and priorities of the executive director, which then serves as a guideline for commissioner action in their semiannual meetings, the meetings of their committees and subcommittees and of the executive committee and for the implementation of program by the executive director and staff.
- Commissioners approve the definition of the duties of the officers of the commission and the structure and purpose of the committees and subcommittees of the commission and the officers of the commission approve the executive director's proposals for semiannual meetings and meetings of the executive committee and other committees of the commission.

#### ASSESSMENT, EVALUATION AND STRATEGIC RANGE PLANNING:

- From time to time, in cooperation with the WICHE staff, the commissioners shall conduct an evaluation and assessment of the commission, its executive director, staff, programs, budget, mission and commissioners.
- Following assessments and evaluations, the commissioners, supported by the executive director and staff shall review the priorities and strategic plans of the organization and ratify or redefine the mission, priorities, objectives, operating principles, and strategic directions of WICHE.
- At least annually, the executive director shall provide the commissioners with a summary report of the actions they have taken, the implementation of program by the staff, the extent of Western and other citizen involvement in the activities of the commission and the actual expenditure of funds.

#### COMMUNICATIONS WITHIN THE COMMISSIONER'S STATE:

- Commissioners will receive from the WICHE staff: meeting materials, mailings, emailings, and other sources with information about higher education trends in the Western region and their states.
- Commissioners are expected to relate WICHE information to the state constituencies that they serve.
- Commissioners will be informed by the WICHE staff as to how the WICHE student exchange programs and other WICHE programs in their state are implemented and to whom responsibility is assigned. If and when problems arise in these programs, the three commissioners shall work with the Governor, state higher education agency and other appropriate state officials to ensure that the legal purpose of the WICHE programs and funds are met.
- Commissioners may receive calls or mailings from citizens of their state about how to participate in WICHE programs. Commissioners will be informed by the WICHE staff about how to direct these contacts to persons in the state or at the WICHE offices to receive assistance.

# Western Interstate Commission for Higher Education (WICHE)

## WICHE Commissioner's Handbook

- Tab 1: Table of Contents
- Tab 2: Letter From Officers: Welcoming Letter for New Commissioners
- Tab 3: WICHE'S Role in the West – a two-page write-up with general information about WICHE
- Tab 4: Expectations of Commissioners – a document describing the functions and responsibilities of the WICHE commissioner
- Tab 6: WICHE Compact with the Western States – a copy of the compact establishing WICHE
- Tab 7: WICHE Bylaws – current bylaws to be revised in November 2004
- Tab 8: Current WICHE Workplan – WICHE's workplan, approved annually by the commission in May
- Tab 9: Current WICHE Budget – approved annually by the commission in May
- Tab 10: Current Rosters of Commissioners, Committee Assignments List and Staff List by Program with Telephone Numbers

### **Loose Inside Back of the Binder:**

- *A History of the Western Interstate Commission for Higher Education: A Summary and Reflections* (publication about WICHE's anniversary)
- *How to Use the WICHE Web* (to be developed)
- Frank Abbott's book: *A History of WICHE*, soon to be released



# INFORMATION ITEM

## Mental Health Program Overview

The Mental Health Program at WICHE began in 1955, and has provided service to the West for nearly a half century. It is governed by the Mental Health Oversight Council (MHOC), which is composed of the state mental health directors/commissioners from each of the WICHE states and two (2) WICHE higher education commissioners. The mission is twofold: to assist states in improving systems of care for mental health consumers and their families; and to advance the preparation of a qualified mental health workforce in the West.

During the past 18 months, most member states have struggled with major revenue shortfalls. These shortfalls have resulted in significant budget reductions to most public mental health systems. The result has been an increasing inability for state mental health programs to pay the WICHE Mental Health Program affiliation fee. The program has been very successful in responding to these budget shortfalls by shifting to a project-driven revenue stream. Increasingly, the program is dependent upon its ability to deliver cost-effective and high-quality consultation, training, and research services to member states and others. We expect to significantly reduce the negative fund balance from FY 2003 by the close of FY 2004.

The WICHE Mental Health Program enables states to save dollars, staff time, and administrative resources while meeting their commitment to ensure mental health services to their states. The WICHE regional collaboration provides states:

- A regional nucleus for system improvement. WICHE technical assistance is working today to support states in areas such as telehealth, children's systems of care, cultural competence, finance reform, Medicaid, managed care, integration with primary care, and information technology.
- Management information and data-driven decision support. WICHE is actively engaged in assisting states in needs assessment and performance measurement. The Western States Decision Support Group facilitates interstate knowledge exchange between key program evaluation staff across the West.
- Workforce development. The Mental Health Program has been the center of regional collaboration in addressing the education and continued skill development of its public mental health workforce for nearly a half century. Today, the program is involved in major activities to address the chronic shortage of mental health professionals in rural and frontiers areas of the West.
- Advocacy across the nation. The WICHE Mental Health Program participates at national, regional, and state activities to ensure the West has a voice in policy discussions. The program provided consultation to the rural issues subcommittee of the President's New Freedom Commission on Mental Health and assisted in the preparation of its report and recommendations.

### Recent Mental Health Program Activities

- Was selected as consultant to the rural issues subcommittee of the President's New Freedom Commission on Mental Health and authored the subcommittee report.
- Facilitated statewide strategic-planning effort and prepared the final report for the South Dakota Task Force on Children's Mental Health Reform.
- Provided comprehensive estimates of the prevalence of mental illness and serious emotional disturbance for Nebraska, Colorado, South Dakota, Wyoming, and Washington. Currently working with California, Oregon, and Nevada. For some states also perform a related analysis of service penetration and estimate of unmet need.

- Facilitating strategic planning, community readiness assessment, and training to support the establishment of children's mental health reform focused on building systems of care in Wyoming.
- Prepared a preliminary report on mental health governance and financing reform in Washington state.
- Prepared an analysis of mental health performance measurement activities in telehealth for the Health Resources and Services Administration.
- Writing a book entitled *Rural Mental Health: An Overview and Annotated Bibliography, 1994-2004*, under contract to the federal Office of Rural Health Policy.
- Assisting Wyoming and South Dakota in performing the *Mental Health Statistics Improvement Program* consumer survey.
- Working with the Alaska Division of Behavioral Health and the University of Alaska System on a strategic-planning process focused on identifying the mental health professional workforce needs of the state and how the university should organize to address those educational and training needs.
- Developing a range of rural and frontier mental health workforce development initiatives in response to a policy roundtable sponsored by WICHE in Reno last September. The federal Substance Abuse and Mental Health Administration is in negotiation with the WICHE Mental Health Program to fund an initial series of rural "Mental Health Grand Rounds" Webcasts, which will provide state-of-the-art continuing-education opportunities for rural mental health professionals via Internet-delivered technology.