

Committee of the Whole

Tuesday, 11.00 A.M. — 12.30 P.M.

Evergreen



Redfish Lake, Idaho - photo courtesy of Idaho Travel Council

Tuesday, May 18, 2004

11.00 am - 12.30 pm
Evergreen

Committee of the Whole

Agenda

Call to order: Don Carlson, chair

Report of the Executive Committee [Tab 1]



Recommended action: Executive
Committee meeting minutes 1-13



Recommended action: FY 2005
salary and benefits recommendations 1-45



Recommended action: FY 2005 general
fund budget and FY 2004 general fund
budget review 1-47



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for the FY 2006 - FY 2007 biennium 1-49

Report of the Programs and Services Committee [Tab 7]



Recommended action: FY 2005 workplan 7-29

Report of the Issue Analysis and Research Committee [Tab 8]



Recommended action: FY 2005 workplan 8-7



FY 2005 workplan [Tab 12] 12-3

Report on the status of WICHE's office facility

Other business

Adjournment



Staying the Course

WICHE 2005 Workplan

An economic recovery, they say, is upon us (or almost). Our region and our country are gradually pulling away from the hard times of the last several years, establishing a foothold, or perhaps just a toehold, on firmer ground. Whether a new age of prosperity awaits us in the next few years no one can say. One thing's for sure, however: As our states move forward into this new era, whether we have more than enough or just enough to make do, we need to find the discipline to live within our means and the will to create a solid future for *all* of our citizens. In particular, we need to renew our support for our neediest students, who've been hardest hit by the recent recession. We need to support them over the long haul by making sure they get the education they need to thrive in our society. Higher education has never been more important than now.

The Western Interstate Commission for Higher Education (WICHE), founded in 1953, is in the first year of its second half century. In some ways, the core issues we focus on today – **access**, **finance**, and **workforce needs** – haven't changed. Yet in a society that now requires *all* of its citizens to be well educated, they've attained a far greater urgency. Today, WICHE also focuses on two other, related issues: **accountability** and **technology**, both of which are essential to providing students with access to a good and affordable education.

Even during times of great prosperity in the West, our states have relied upon each other to make the dream of a well-educated citizenry a reality. Today, given the demands of our increasingly specialized, sophisticated economy, it's simply too big a job for any of us to do alone. Via our programs and research, WICHE supports all the constituents in our member states – from legislators, decision makers, and businesspeople to students and families – in their pursuit of this dream. Here, we describe how WICHE is working in its five core areas to provide that support.

Finance

WICHE has several projects focused on the critical issue of finance. “**Changing Direction: Integrating Higher Education Financial Aid and Financing Policy**” is an initiative of the Policy Analysis and Research unit that focuses on aligning policy dealing with financial aid, financing, and appropriations. Funded by Lumina Foundation for Education, this three-year continuation project has supported the restructuring of these policies and practices to maximize participation, access, and success for all students. Funding support for a second phase of this project allows us to extend our scope to examine the impact of revenue and expenditure constraints on the future viability of higher education. The project is engaging policymakers and higher education leaders in key policy issues around the ability of states to sustain their investment in higher education. This work will assist states in evaluating their individual context for generating and sustaining revenues for higher education and the related effects on issues such as access, delivery, and quality. Target states will develop scenarios that will help them design a fiscal plan to sustain their investment in higher education through a period of constrained resources and expenditures.

WICHE’s **Student Exchange Programs** provide financial assistance to students in the West and opportunities for resource sharing to the region’s institutions. This year, some 19,000 students saved over \$90 million in reduced tuition costs by participating in our three programs: the Professional Student Exchange Program, the Western Regional Graduate Program and the Western Undergraduate Exchange. In addition to continuing to administer PSEP, WRGP, and WUE, WICHE’s Programs and Services unit will work with our member states to seek opportunities to broaden student participation in each program. See the next section, on access, for a full description of WICHE’s Student Exchange Programs.

WCET, the Cooperative advancing the effective use of technology in higher education, is involved in several projects that focus on finance. One involves implementing standard analytical principles to assess the costs of higher education’s use of technology; the project was developed by WCET and the National Center for Higher Education Management Systems with support from the Fund for the Improvement of Postsecondary Education (FIPSE).

Helping colleges and universities to **control costs** is an important aspect of our finance work. WICHE is conducting a feasibility study to determine if colleges and universities in the West would join a regional insurance purchasing group to improve their insurance coverage and asset protection strategies while lowering their insurance costs. If sufficient interest is expressed, a regional insurance collaborative would lower costs for comprehensive property coverage and help to stabilize premium rates over time.

Access

Access has been WICHE’s central issue since its founding in the 1950s. The **Programs and Services** unit supports this mission by administering our three Student Exchange Programs: the Professional Student Exchange Program (PSEP), Western Regional Graduate Program (WRGP), and the Western Undergraduate Exchange (WUE). This year, some 19,000 students are enrolled in two- and four-year institutions in the West through **WUE**, which allows out-of-state students to pay 150 percent of the resident tuition rate to attend schools across the West, saving themselves and their families some \$90.5 million in tuition costs this year. Fourteen of the 15 WICHE states participate (California sends students to other states, but only one of its schools receives WUE students). We are currently conducting a study of WUE student out-of-state migration patterns to better understand how this regional exchange affects student access and success, as well as states’ diverse higher education and economic needs. Christopher Morphew of the

Policy Analysis and Research

The Policy Analysis and Research unit offers analysis, support, and data to constituents on issues including access, finance, accountability, workforce development, and information technology. Current projects include:

- Changing Direction: Integrating Higher Education Financial Aid and Financing Policy
- Pathways to College Network
- Expanding Engagement: Public Policy to Meet State and Regional Needs
- Western Consortium for Accelerated Learning Opportunities (WCALO)
- Tuition & Fees in Public Education in the West
- The WICHE Factbook: Policy Indicators for Higher Education
- Policy Insights - short reports on major policy issues
- Exchanges – bulletin on unit activities and initiatives
- Knocking at the College Door: Projections of High School Graduates by State, Race/Ethnicity, and Income Level
- State Policy Inventory Database Online (SPIDO)

University of Kansas is the lead researcher for the project, which is supported by a grant from Lumina Foundation.

PSEP, our 50-year-old exchange, enables students in 13 WICHE states to participate in 14 professional education programs in other Western states. In 2003-04, nearly 700 students took advantage of this program. Each state determines the fields and the number of students they will support. Programs are available in medicine, dentistry, veterinary medicine, physical therapy, occupational therapy, optometry, podiatry, osteopathic medicine, physician assistant, graduate nursing, graduate library studies, pharmacy, public health, and architecture. Our third program, **WRGP**, offers 134 distinctive graduate programs in some three dozen institutions in 14 states; all WICHE states except California participate. New programs are added to WRGP every two years. Sixteen programs were recently nominated and are currently being reviewed; if they are approved they will be added to the exchange by late spring. Graduate students enrolled via WRGP pay resident tuition rates.

Increasing student access to higher education via technology and distance education is also an important issue for WICHE. One of the future faces of student exchange may well be **NEON (Northwest Educational Outreach Network)**, whose focal point is learning-at-a-distance, particularly in high-demand professions. See the section on innovation for more on NEON. NEON is a collaboration between WICHE and the **Northwest Academic Forum (NWAFF)**, a 10-state group of institutions and state policymakers which fosters regional resource sharing and promotes innovative and collaborative efforts among its member institutions. WICHE is NWAFF's secretariat.

WCET

WCET, the Cooperative advancing the effective use of technology in higher education, is a national leader in helping states and institutions use new technologies to improve education. Members representing more than 40 U.S. states and four continents cooperate in sharing information, identifying barriers to the use of telecommunications in education, evaluating technological approaches to education, and facilitating multistate approaches to technology-based learning.

Current projects include:

- Edutools: Web Resource for Comparisons
- Technology Costing Methodology project
- 2004 Annual Conference (Nov. 11-13), San Antonio, TX
- Research on effective online student services
- Research on e-learning acceptance at traditional institutions
- Quality assurance for Web-based courses
- Developing worldwide awareness of open educational resources
- Mentoring a new national organization for virtual schools
- Consulting on statewide and campus e-learning projects

Programs and Services

WICHE's three Student Exchange Programs – the Professional Student Exchange Programs, Western Regional Graduate Program, and Western Undergraduate Exchange – currently enroll some 19,000 students and saved students and their families over \$90 million last year. Other Programs and Services initiatives include:

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

The Policy Analysis and Research unit offers analysis, support, and data to constituents on access as well as other issues. One of its major endeavors for 2005: its work with the **Pathways to College Network**, an alliance of private and corporate foundations, nonprofits, educational institutions, and the U.S. Department of Education. Pathways' goal is to improve access to higher education for disadvantaged students, and to help prepare them to take advantage of what higher education has to offer. The Pathways Network – which includes researchers, policy analysts, educators, K-12 administrators, government, business, foundations, and community organizations – seeks to identify the best ways of putting disadvantaged students on the path to college. Its educational and community organizations are working together to create new programs that open college doors for low-income students. To support this effort, WICHE annually updates its online searchable policy inventory, SPIDO (State Policy Inventory Database Online), and assists with roundtables, as well as with the release and implementation of the network's national report, *A Shared Agenda*. WICHE also helps oversee the project's major components and directs its policy component.

The **"Changing Direction"** project, described earlier, examines how to structure financing policy and financial aid to maximize access and participation. Part of this effort involves not just access to higher education but success in persisting to degree completion. Under our Phase 2 grant,

we are broadening the scope of the project to examine retention in higher education and how financial aid and financing policies impact student persistence. We're also looking more closely at two-year institutions, particularly in light of how financing and financial aid policies influence community college students' participation, access, and success.

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

Through our Ford Foundation project "**Expanding Engagement: Public Policy to Meet State and Regional Needs,**" we will continue to work with selected states on the collision between demand, access, and financial constraints. Economic uncertainty coupled with an increased demand for higher education has made this issue a top priority in our policy support work. Two subregional conferences are planned on this topic during FY05.

Lastly, December's release of the 6th edition of our **Projections of High School Graduates** – which, for the first time, includes projections by family income level, in addition to race and ethnicity – will provide another dimension to our research and aid us in providing policymakers and educators with the data they'll need to make informed decisions about the effect of changing demographics on higher education.

A current **CONAHEC (Consortium for North American Higher Education Collaboration)** project explores expanding cross-border higher ed access in North America. WICHE and CONAHEC have established a regional tuition bank, whereby institutions will make specified educational programs available to students from other institutions participating in the network; the program is based on multilateral "tuition swaps," where students pay fees to their home institution and are responsible for their own travel, lodging, and other expenses. Students access the directory of participating institutions via a searchable database through CONAHEC's portal. As of March 2004, 35 higher education institutions from Canada, the U.S., and Mexico had signed up to participate, offering more than 250 academic programs to prospective undergraduate and graduate students in the three countries. In spring 2003, three students were exchanged; in fall 2003, seven students participated, and seven more participated in the spring of 2004. At this time a record number of 56 students have applied and are in the process of being admitted for the fall of 2004. CONAHEC's goal is to involve 90 higher education institutions within the next two years. To strengthen and promote the program, CONAHEC is using a three-year implementation grant from U.S. Department of Education's Fund for the Improvement of Postsecondary Education, which its University of Arizona office received in October 2002.

CONAHEC's Ninth North American Higher Education Conference (held March 18-20, 2004, in Guadalajara, Jalisco, Mexico), "**Discovering North American Potential: Higher Education Charts a New Course,**" provided a framework for the second 10 years of higher education collaboration across the continent. Attendees, including more than 350 participants (60 of whom were students) from Mexico, Canada and the United States, networked to form new partnerships and renew existing contacts for current projects.

Mental Health

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

- Western States Decision Support Group
- Mental health student exchange
- Project to improve mental health program performance measurement
- Public mental health workforce development project

Innovation & Information Technology

WCET continues to work with institutions and state agencies as they fully integrate technologies into their academic and student support activities (as part of its global outreach, WCET worked with the United Nations Educational, Scientific, and Cultural Organization – UNESCO – to explore issues of use for copyrighted information and other information technology issues related to universities in developing nations). One project, supported by the William and Flora Hewlett Foundation, is allowing WCET to study **new IT developments**, such as the policy implications of the open courseware movement. Another project supported by Hewlett, **“Edutools: Web Resource for Comparisons,”** addresses the needs of institutions developing online education by giving administrators a single place to go for product and policy comparisons. WCET is also continuing its work with **Web-based student services** for online learners, with support from its corporate and state members. In 2004, it will host its **16th annual conference** in San Antonio.

WICHE provides staff support to the 10-state **Northwest Academic Forum (NWAFF)**, a regional organization that fosters interstate and interinstitutional cooperation and an early advocate of technology-based solutions to higher education access issues. Thirty-two masters and doctoral level institutions and 10 states hold memberships in the forum; they are represented by their provosts, vice presidents of academic affairs, and state academic officers. Since 1984, the forum has addressed regional higher education issues and fostered new initiatives aimed at resource sharing, helping to create WCET, NorthWestNet, and the Northwest Academic Computing Consortium. The forum held its 2004 annual meeting at the University of Nevada-Reno campus on April 15-16, focusing on how campuses can enhance their learning environments to improve learning outcomes and reduce costs.

The forum's newest initiative is **NEON**, the **Northwest Educational Outreach Network**. The forum created NEON, in partnership with WICHE, to help institutions and states to pool their academic resources and expertise. NEON's mission is to enable participating institutions to share electronically delivered degree programs. WICHE is developing NEON with a three-year grant of \$616,000 from FIPSE. Degree or certificate programs, each involving multiple institutions, are being expanded or created in three disciplines: nursing (Ph.D.); logistics and global supply chain management, and library media (graduate certificates).

We are also working to build college, university, and other educational organizations' participation in our states in the **American TelEdCommunications Alliance**. This national initiative was created in 2001 by WICHE and the three other regional higher education organizations – the Midwestern Higher Education Compact, the New England Board of Higher Education, and the Southern Regional Education Board – along with MiCTA, a national nonprofit technology association based in Michigan. The ATAlliance brings schools, colleges, and state education agencies together to improve the quality of education while offering a best pricing model: the alliance provides improved purchasing options and access to cutting edge technologies via competitively bid contracts. The ATAlliance recently expanded its services to include e-learning course management system products to help institutions keep pace with the exponential growth in online courses. The ATAlliance menu also includes voice, video, wireless, computer hardware and software, power and energy management programs, library equipment and office supplies.

Workforce & Society

In addition to managing our three Student Exchange Programs, we produce a series of **Workforce Briefs** each year; they detail workforce projections in each of our 15 member states, with an emphasis on the health professions and other fields covered in PSEP.

WICHE is exploring the need to establish rural mental health training initiatives, such as professional student exchange programs or collaborative training ventures between states and institutions. WICHE's **Student Exchange**

CONAHEC

The Consortium for North American Higher Education Collaboration (CONAHEC), based at the University of Arizona, helps institutions and states explore initiatives involving education in Canada, Mexico, and the U.S. WICHE was a founding partner of this unique consortium and is represented on its board of directors, which held its last meeting in Guadalajara on March 17, 2004. CONAHEC's 143 members are drawn from higher education institutions and organizations. Its media are three: conferences that address higher ed issues in North America and foster trilateral collaborations; research papers on cross-border higher ed issues; and its North American higher education portal. Current projects include:

- North American Higher Education Conference
- BORDER PACT (U.S.-Mexico) network
- North American higher ed portal (<http://conahec.org>)
- North American Student Exchange Program

and **Mental Health programs** are conducting a survey of higher education institutions in the West to learn more about existing programs that prepare rural mental health professionals, as well as to identify programs that may be interested in expanding their outreach. Areas of focus include: psychology, psychiatry, social work, child and family services, counselor education, physician assistant programs, public health, and psychiatric nursing.

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

CONAHEC works on workforce issues from a **North American perspective**. Its board members have developed committees to draft action plans on two recommendations from its Calgary 2002 conference that are focused on workforce issues, particularly on the issue of professional mobility in North America. In addition, CONAHEC'S BORDER PACT, a U.S.-Mexico network, works to increase higher education institutions' involvement as agents of change in the borderlands communities where they are located. CONAHEC recently announced its fourth request for proposals for its BORDER PACT grants program. The program gives seed money grants of up to \$15,000 to higher education institutions and their partners to improve life in the U.S.-Mexico borderlands. Projects typically focus in the areas of areas of economic development, health, education, environment, and community issues.

The Policy Analysis and Research unit has received funding from the Ford Foundation to look at four workforce areas in depth: **nursing, information technology, teacher education, and faculty**. The grant supports activities such as roundtables, policy forums, and research, as well as the WICHE fellows and a post-doc WCET position. Briefing papers on workforce issues will be published as part of this effort. Some of these materials will be produced by WICHE fellows, who are supported by our Ford Foundation grant. Additionally, a regional policy forum will be held for Western states on workforce and economic development issues.

This year, we'll continue to communicate with several key constituencies to broaden their understanding of WICHE's programs and services. One way we do this is via our **Legislative Advisory Committee**. The committee will convene its annual meeting in mid-July in conjunction with the annual meeting of the National Conference of State Legislatures, to discuss the fiscal challenges states are facing throughout the region and other important higher ed issues. We will continue to collaborate with other higher ed organizations and policy organizations to expand the reach of our work and share resources.

Accountability

WICHE works with Western states to help them develop new strategic plans, designed to provide greater accountability in relation to the states' higher education investments. Our multiyear **"Expanding Engagement"** project provides an opportunity for policymakers, institutional leaders, and others in the higher ed community to better understand the relationships between finance and accountability issues. The release of the National Center for Public Policy and Higher Education's *Measuring Up 2004*, a state-by-state report card for higher education, will also allow WICHE opportunities to assist policymakers with accountability issues. Through state technical assistance, roundtables, and small, high-level meetings with state leadership, WICHE will support Western states' efforts on a broad range of accountability issues. WICHE has been assisting the California Higher Education Accountability Project as a member of both its analytic team and its advisory group. The project has become the basis for policymaker discussions and a legislative agenda in support of statewide accountability goals and indicators aimed at meeting vital state public policy priorities.

A number of continuing Policy Analysis and Research unit projects relate to accountability and other higher ed issues. Its short report series, **Policy Insights**, covers a wide range of higher ed topics, including accountability, while **Policy Alerts** and **Stat Alerts** provide weekly e-mail notices on new policy- and data-related reports. We also publish an annual **Tuition and Fees** report with detailed data on all public institutions in the West, as well as a regional fact book that provides a wealth of data on access, affordability, finance, faculty, technology and workforce issues.

WICHE FY 2004 - 2005 Workplan: Priority Themes & Activities

Existing Activities
(GF=general fund)

Finance	Access	Innovation & Info-technology	Workforce	Accountability
Annual Tuition and Fees report (GF)	Student Exchange Programs: Professional Student Exchange Program (PSEP), Western Regional Graduate Program (WRGP), Western Undergraduate Exchange (WUE)	Support of the North West Academic Forum's regional initiatives (NWAIF)	Project on workforce issues and higher ed: nursing, teacher education, information technology, and faculty (Ford)	Regional benchmarks (GF)
Multyear policy projects on higher ed finance and financial aid (Lumina Foundation)	Accelerated Learning Initiatives (U.S. Dept. of Education)	NEON, the Northwest Educational Outreach Network (FIPSE)	Mental health student exchange	Policy Insights on a range of higher education issues (GF)
Performance measurement improvement in the Western states public mental health programs	Pathways to College Network (GE Fund, James Irvine Foundation, FIPSE and others)	Western Cooperative for Educational Telecommunications initiatives	Workforce Briefs (GF)	Guidelines in distance-delivered education for the regional accrediting agencies by WCET
Influence of federal student aid resources on state and institutional student aid programs (Mundel)	Project on the collision between demand, access, and financial constraints (Ford)	EduTools work to provide comparisons of electronic learning resources (WCET)	Building partnerships for competency, public mental health workforce development	Project on higher ed quality and accountability in a time of stable or declining enrollments (Ford)
National Policy Forum (Lumina)	Multyear policy projects on higher ed finance and financial aid (Lumina Foundation)	Building regional participation in the American TeleEd Communications Alliance (self-funding)	Rural mental health training initiatives	Facilitation of the Western States Decision Support Group for Public/Mental Health (SAMHSA)
Institute for Trustees (Lumina)	High school graduates/projections by state, race/ethnicity, and income	North American higher education portal expansion (FIPSE)		Electronic alerts and clearinghouse (GF)
Institute for Governors' Policy Advisors (Lumina)	Children's mental health improvement projects in Wyoming and South Dakota	Financing of information technology (Ford)		
Institute for Legislators (Lumina)	North American Student Exchange Program (FIPSE)	Best practices in online student services (WCET)		
	Student mobility and the utility of WUE (Morphew and Ford)	EduTools for AP courses (WCALD)		
		AP teacher professional development online (WCALD)		

New Directions

(proposals have been approved by the commission)

Finance	Access	Innovation & Info-technology	Workforce	Accountability
Examination of the impact of revenue constraints on future viability of higher ed in the West (Ford and Lumina)	PSSEP revitalization	Policy forum on financing information technology in a limited-resource environment	Developing Student Exchange Program responses to critical workforce shortages	Collaboration with NCHEMS, SHEEO and WICHE on database maintenance and exchanges
Changing Direction — Phase 2 (Lumina)	Institutional and faculty diversity initiatives (Equity Scorecard — subcontract with the University of Southern California)	Acquiring a new WICHE facility and regional learning center	Expanding professional advisory councils (health professions, vet medicine)	Institute for legislators and trustees on higher ed issues
Technology Costing Methodology simplified spreadsheets (WCET)	Two multistate forums on access in high-growth and low-growth states (Ford)	Quality measures in e-learning (WCET and Lumina)		
	Multistate forum on retention (Lumina)	EduTools course evaluations (WCET)		
	Study of accelerated-learning policies (Lumina)			

On the Horizon

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

Finance	Access	Innovation & Info-technology	Workforce	Accountability
Policy work on resident and nonresident tuition policies	P-16 interactions to enhance preparation	Expansion of NEON	WICHE licensure and credentialing service	Follow-up initiatives responding to the National Center on Public Policy and Higher Education's report cards
Property insurance and risk consortium	Escalating Engagement (Ford)	Exploring the development of portal technologies	Recruiting leaders for Western higher education	Escalating Engagement (Ford)
WICHE service repayment program	Review of High School Graduates Projections Methodology (Spencer)	XAP	Assisting states in identifying academic program development needs	
			Escalating Engagement (Ford)	

Partner Organizations

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

Arizona Board of Regents
Association of Governing Boards
Boston University Medical School
California Department of Mental Health
Colorado Department of Education
Colorado Mental Health Institute
Council of Regional Accrediting Commissions
Council of State Governments-WEST
Education Commission of the States
The Ford Foundation
The William and Flora Hewlett Foundation
The Higher Education Funding Council of England
Lumina Foundation for Education
Andrew Mellon Foundation
National Conference of State Legislatures
National Institutes of Health
Nebraska Department of Health and Human Services
Northland Healthcare Alliance (North Dakota)
Oregon Department of Human Services
Pathways to College Network (with funding from the Daniels Fund, the GE Fund, the James Irvine Foundation, the Ford Foundation, Lucent Technologies Foundation, Lumina Foundation, KnowledgeWorks Foundation, the Bill & Melinda Gates Foundation, and the U.S. Department of Education's Fund for the Improvement of Postsecondary Education)
Sloan Foundation
South Dakota Department of Human Services
South Dakota Division of Mental Health
Southwest Counseling Service (Wyoming)
United Nations Educational, Scientific, and Cultural Organization
U.S. Department of Education
U.S. Department of Education: FIPSE
U.S. Department of Health & Human Services
Wyoming Division of Behavioral Health

The WICHE Commission

WICHE's 45 commissioners are appointed by their governors from among state higher executive officers, college and university presidents, legislators, and business leaders from the 15 Western states. This regional commission provides governance and guidance to WICHE's staff in Boulder, CO. Don Carlson, state senator, Vancouver, WA, is chair of the WICHE Commission; Diane M. Barrans, executive director, Alaska Commission on Postsecondary Education, Juneau, AK, is vice chair.

Alaska

Diane M. Barrans, executive director, Alaska Commission on Postsecondary Education, Juneau (WICHE vice chair, 2004)
Johnny Ellis, state senator, Anchorage
Marshall Lind, chancellor, University of Alaska - Fairbanks, Fairbanks

Arizona

Lawrence M. Gudis, senior vice president, Apollo Group, Axia College, Phoenix
John Haeger, president, Northern Arizona University, Flagstaff
Joel D. Sideman, deputy executive director and chief legal counsel, Arizona Board of Regents, Phoenix

California

Francisco Hernandez, vice chancellor, University of California, Santa Cruz
Herbert Medina, associate professor, Mathematics Dept., Loyola Marymount University, Los Angeles
Robert Moore, former executive director, California Postsecondary Education Commission, Sacramento

Colorado

William F. Byers, consumer and public relations manager, Grand Valley Power, Fruita
Tim Foster, president, Mesa State College, Grand Junction
William G. Kuepper III, senior policy advisor, Colorado Commission on Higher Education, Denver

Hawaii

Doris Ching, vice president for student affairs, University of Hawaii at Manoa, Honolulu
Clyde T. Kodani, president, Kodani & Associates, Inc., Lihue
Roberta Richards, state education officer, Hawaii Department of Education, Honolulu

Idaho

Richard L. Bowen, president, Idaho State University, Pocatello
Jack Riggs, physician, Coeur d'Alene
Gary W. Stivers, executive director, State Board of Education, Boise

Montana

Francis J. Kerins, president emeritus, Carroll College, Helena
Sheila Stearns, commissioner, Montana University System, Helena
Cindy Younkin, state representative, Bozeman

Nevada

Jane Nichols, chancellor, University and Community College System of Nevada, Reno
Raymond D. Rawson, state senator, Las Vegas
Carl Shaff, educational consultant, Nevada State Department of Education, Reno

New Mexico

Dede Feldman, state senator, Albuquerque
Everett Frost (WICHE chair, 2000), president emeritus and professor emeritus, Anthropology Dept., Eastern New Mexico University, Portales
Patricia Anaya Sullivan, assistant director, WERC, Las Cruces

North Dakota

Michel Hillman, interim chancellor, North Dakota University System, Bismarck
Richard Kunkel, vice president, North Dakota Board of Higher Education, Devils Lake
David Nething, state senator, Jamestown

Oregon

Ryan Deckert, state senator, Portland
Camille Preus-Braly, commissioner, Oregon Department of Community Colleges and Workforce Development, Salem
Diane Vines (WICHE chair, 1997), coordinator, Governor's Healthcare Initiative, Portland

South Dakota

Robert Burns, distinguished professor, Political Science Department, South Dakota State University, Brookings
Robert T. (Tad) Perry (WICHE chair, 2002), executive director, South Dakota Board of Regents, Pierre
Charles Ruch (immediate past chair, WICHE Commission), president, South Dakota School of Mines and Technology, Rapid City

Utah

David Gladwell, state senator, North Ogden
E. George Mantes, member, Utah State Board of Regents, Salt Lake City
Rich E. Kendell, commissioner of higher education, State of Utah, Salt Lake City

Washington

Don Carlson (WICHE chair, 2004), state senator, Vancouver
Debora Merle, policy advisor for higher education, Washington Office of the Governor, Olympia
James Sulton, Jr., executive director, Higher Education Coordinating Board, Olympia

Wyoming

Tex Boggs, state senator and president, Western Wyoming Community College, Rock Springs
Philip L. Dubois, president, University of Wyoming, Laramie
Klaus Hanson, professor of German, and chair, Dept. of Modern and Classical Languages, Laramie

WICHE Staff

Executive Director's Office

David Longanecker, executive director
Marla Williams, assistant to the executive director
Frank Abbott, senior advisor

Administrative Services

Marv Myers, director
Tim Dammann, computer technician
Karen Elliott, senior accounting specialist
Faye Jensen, human resources coordinator
Craig Milburn, accounting manager
Ann Szeligowski, accounting specialist
Jerry Worley, information technologies manager

Mental Health

Dennis Mohatt, director
Scott Adams, postdoctoral fellow
Chuck McGee, project director

Programs & Services

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

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

