

Monday, May 19, 2008

8.00 - 9.00 am  
Montana Room

**Executive Committee Meeting (Open and Closed Sessions)**

Roy Ogawa (HI), chair  
Jane Nichols (NV), vice chair  
Camille Preus (OR), immediate past chair

Diane Barrans (AK)  
Joel Sideman (AZ)  
Appointment pending (CA)  
David Skaggs (CO)  
Helene Sokugawa (HI)  
Robert Kustra (ID)  
Ed Jasmin (MT)  
Dave Nething (ND)  
Patricia Sullivan (NM)  
Carl Shaff (NV)  
James Sager (OR)  
Tad Perry (SD)  
David Buhler (UT)  
Ann Daley (WA)  
Tom Buchanan (WY)

**Agenda (Open)**



Approval of the Executive Committee meeting minutes of March 24, 2008

1-3

**Discussion Items:**

May 2008 meeting schedule

Upcoming WICHE evaluation

Legislative Advisory Committee: Plan for the Future

**Agenda (Closed)**



FY 2008 evaluation of the president and adoption of performance objectives for FY 2009

1-7

Other business

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 president 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 president.

# ACTION ITEM

## Executive Committee Conference Call Minutes

### Monday, March 24, 2008

#### **Committee Members Present**

Roy Ogawa (HI), chair  
Jane Nichols (NV), vice chair  
Diane Barrans (AK)  
Joel Sideman (AZ)  
David Skaggs (CO)  
Ed Jasmin (MT)  
Dave Nething (ND)  
Patricia Sullivan (NM)  
Tad Perry (SD)  
Bonnie Jean Beesley (UT)  
Ann Daley (WA)  
Tom Buchanan (WY)

#### **Committee Members Absent**

Robert Kustra (ID)  
Carl Shaff (NV)  
Camille Preus (OR)  
James Sager (OR)

#### **Staff Present**

David Longanecker, WICHE president  
Craig Milburn, chief financial officer  
Jere Mock, vice president, Programs and Services  
Margo Schultz, program coordinator, Student Exchange Programs  
Erin Barber, assistant to the president

#### **Other Commissioners Present**

Mary Sheehy Moe (MT)

Chair Roy Ogawa called the meeting to order and asked Erin Barber to call roll. A quorum was confirmed.

### ACTION ITEM

#### **Approval of the Executive Committee Teleconference Minutes of February 25, 2008**

Chair Ogawa asked for a motion on the approval of the Executive Committee meeting minutes of February 25, 2008. Commissioner Nething asked for clarification on two items under the review of the budget information item from the last meeting. He asked David Longanecker to clarify the last sentence in the first paragraph, discussing indirect cost sharing. Longanecker said the last sentence should read, "Chair Ogawa asked Longanecker to explain what indirect cost sharing was, and Longanecker explained that it is what the organization pays back to WCET and the Mental Health Program as a share of the dollars they have attracted." Commissioner Nething also asked for clarification on the second paragraph under review of the budget, regarding the dates listed in the paragraph. Longanecker said that the second sentence should read, "If the California arrears dues are received in 2008, it will leave a slight deficit in the 2009 budget."

Commissioner Nichols moved to APPROVE THE MINUTES OF THE FEBRUARY 25, 2008, TELECONFERENCE OF THE EXECUTIVE COMMITTEE AS AMENDED. Commissioner Daley seconded the motion. The minutes were approved unanimously.

### INFORMATION ITEM

#### **Review of the Budget**

Longanecker reported that a surplus of \$44,118 is projected for FY 2008. In FY 2009 the surplus projected is \$2,457. Longanecker said he is still working on this budget, incorporating other additions, such as a help desk staff member for IT; but he promised to bring a balanced budget to the May commission meeting. The overall revenue stream is not expected to grow in FY 2009, due to reductions in indirects and interest rates, which will mean that WICHE will have a tight budget for the coming year.

Commissioner Nichols asked what the cost of the new phone system will be. Longanecker estimated the cost to be between \$65,000 and \$70,000. He also reported that he may be able to finance the new phone system without having to go to the reserves.

### **INFORMATION ITEM**

#### **State Dues for FY 2010 and 2011**

Longanecker reviewed the information item on the proposed 4 percent increase in state dues for FY 2010 and 2011. This proposal will be presented as an action item at the May commission meeting. Commissioner Nichols responded that the increase in dues seemed very reasonable and appropriate. Longanecker pointed out where the other regional organizations stand with their dues. The New England Board of Higher Education's (NEBHE's) rate is not listed because the states pay dues proportional to their population. Commissioner Nichols suggested adding NEBHE's range to the action item when it is presented in May.

### **INFORMATION ITEM**

#### **Support Fees for FY 2010 and 2011**

Longanecker explained that WICHE staff is proposing a 3.4 percent increase in support fees for the Professional Student Exchange Program (PSEP), based on the Higher Education Cost Adjustment (HECA) index. The increase is essentially based on inflation. Longanecker reported that there is a chance that the University of Colorado may reduce its commitment to WICHE PSEP students in the field of dentistry due to the current rate of the support fee. Staff concluded that this concern did not warrant substantial increases to the support fees. Commissioner Sideman thanked the staff for the opportunity to comment on and review the recommendation. He also said it was good to see the overall financial impact for each program.

Chair Ogawa asked Margo Schultz if there was any further information on moving pharmacy to the Group A field. Schultz explained that the states have recommended keeping pharmacy where it is (as a Group B field) for the time being.

### **DISCUSSION ITEM**

#### **2009 Workplan Priority Lists**

Longanecker presented the projects and activities that staff tentatively will propose in the 2009 workplan. He highlighted several projects and possibilities, including the recently released updated edition of *Knocking at the College Door* and new work to contemporize this project; continuing work on the *Changing Direction* project with Lumina, which would include producing products for journalists and legislators; competition to be the national evaluator for the GEAR-UP program; and the *College Access Challenge Grant* project, presented at the February 25, 2008, teleconference. Longanecker asked the committee to review the projects and provide him with feedback. The 2009 workplan will be presented at the May meeting.

Chair Ogawa asked about the status of the *College Access Challenge Grant* program. Longanecker reported that Utah, Idaho, and Wyoming had expressed interested in being part of the program. Nevada, Hawaii, and South Dakota were also possibly interested in being partners. He said that one more state would be needed in order to put the program together.

### **DISCUSSION ITEM**

#### **Preliminary Agenda for the May Commission Meeting**

Longanecker reported that Michael Rush of Idaho was recently appointed to the commission but said that we would not have a new commissioner orientation at the May meeting. Rush would be invited to visit the WICHE offices for an orientation or staff would have him participate in the orientation in November.

Commissioner Nichols suggested keeping the session on "What's Up at WICHE? *Knocking at the College Door* 2008" rather than having a session on "What's Up in the West?" Longanecker agreed that a session on *Knocking at the College Door* may provide a richer experience. Commissioner Skaggs suggested adding a session on student loan

financing. Commissioner Sullivan also expressed interest in a session on this topic. Longanecker agreed to put a presentation together on student loan financing for the "What's Up in the West?" session.

### **DISCUSSION ITEM**

#### **Third Standing Committee**

Longanecker reported that the bylaws do not make reference to the committee structure of the organization and that Chair Ogawa has the authority to establish additional committees at any point. He suggested that Ogawa designate the current Executive Committee as a third committee (at this point on an ad hoc basis) that will meet with Louis Fox and Dennis Mohatt at the May meeting. At the November 2008 meeting, when committee members are established, one of the three commissioners from each state would be assigned to this new committee, if it is sustained as a standing committee. Chair Ogawa asked if the Executive Committee could remain as the third committee and wondered what the drawbacks to this would be. Longanecker said that the third committee would have a somewhat privileged position, compared to the other two committees. Commissioner Sheehy Moe added that the Executive Committee would also not benefit from the knowledge from the other committees.

Chair Ogawa asked Longanecker to provide parameters regarding the functions of the commissioners on this new committee. The self-funded units have their own advisory committees, but the new committee would be from WICHE. Longanecker felt this was important, since the commissioners have ultimate fiduciary responsibility for the self-funded units. Ogawa felt it was important to establish parameters since many are not familiar with the structure of these units. Longanecker said that the parameters would be the first item on the agenda for the new committee.

Chair Ogawa asked if there was any other business.

Commissioner Perry moved to ADJOURN THE TELECONFERENCE OF THE EXECUTIVE COMMITTEE. Commissioner Nething seconded the motion. The motion was approved unanimously.



# ACTION ITEM

## FY 2008 Self-Evaluation of the President and Adoption of Performance Objectives for FY 2009

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, first as your executive director and then as your president, during this past year; and a proposed set of performance objectives for this coming year, based on what has been incorporated in the draft 2008-09 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 proposed performance objectives for this coming year (2008-2009).

Last year I said that the upcoming year would provide WICHE with “an opportunity for organizational revitalization and renewal,” and, indeed, that has been the experience of this past year. Under the experienced, steady leadership of Jere Mock and Dennis Mohatt, the Programs and Services, Communications and Public Affairs, and Mental Health offices have had exceptionally successful years. And the enthusiasm and new leadership of Louis Fox and Dolores Mize have brought energy and new ideas to our science and technology agenda (both within WCET and WICHE) and to our public policy and research agendas. For me, it has been a busy, exciting, and educational year. I trust that will be reflected in the evaluation that follows.

### Administering the WICHE Organization:

- **Objectives for “maintaining” the organization**
  - Internal management
  - 1. **Maintain a balanced budget for fiscal year 2008 and beyond and work with the commission to establish targets for staff compensation, compared to comparable agencies within the West.**

**Partially accomplished.** Although our projected \$2.3 million in general fund revenues for FY 2008 will come in about 5 percent below the approved budget, our projected expenditures of \$2.1 million will be about 10 percent below those approved last May, providing a contribution to reserves of about \$150,000. With respect to the self-funded units, Mental Health has experienced an exceptional year in funding, contributing about \$250,000 to its reserves, an increase of approximately 50 percent. WCET continues to struggle a bit, bringing in less than anticipated from the annual meeting and garnering somewhat less external funding than anticipated, but frugal management has led to a balanced budget nonetheless.

The reason I characterize this objective as being only partially accomplished is that I have not conducted a serious assessment of our salaries compared to other organizations, though it has been my sense that we have had no trouble recruiting exceptional talent within our current salary structure. This is less so, however, at the top end of our salary structure than at other levels: while Louis Fox and Dolores Mize were exceptional hires to our leadership team, I had to explore creative financing schemes to attract both of them because our senior salaries were not competitive with the higher education market in this specific regard. With respect to my salary, your increases over the past couple of years have made my compensation much more competitive with other comparable organizations.

**2009 Recommendation: Maintain the objective.**

- 2. Attend directly to ways to more appropriately align responsibilities among unit directors and their respective staffs, in order that they may continue to serve the agency efficiently but 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.**

**Partially accomplished.** I believe we have made admirable progress on the first portion of this agenda – that is, aligning responsibilities among the various offices so that we can increase productivity and collegiality. Three of our most recent hires are officially “shared” between units. Beyond these officially shared staffing efforts, much greater collaboration is occurring between staff in other ways as well. And the Executive Team has coalesced into a very fine, collaborative working group.

I have not yet accomplished my objective to increase the diversity of the staff. While we have hired one new Hispanic staff member this year, we lost one African American staff person, so we essentially made no progress. With less than 10 percent of our staff from communities of color, we clearly do not reflect the Western communities that we serve, and this has to be considered one of my most significant failures as WICHE’s chief executive officer.

**2009 Recommendation: Retain this objective.**

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

**Partially achieved.** An active staff council and advisory committee continue to help maintain a friendly, cohesive, high-functioning “WICHE team.” Furthermore, the generous 3.5 percent increase in salary and benefits, combined with bonus allowed under current policy, has helped sustain strong staff morale. Perhaps the most substantial boost to morale, however, has come with the addition of an absolutely superb human resources specialist, Tara Hickey, who has not only given us the capability to address human resources in a more professional and dedicated fashion but has done so with a style that has garnered great appreciation and admiration by everyone on staff. With the possibility of the expiration of a number of grants this year, and the possible staff terminations that may result from that, maintaining morale will without doubt be a special challenge.

**2009 Recommendation: Retain this objective.**

- Service to the commission

- 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.**

**Partially accomplished.** I submitted and you approved at our meeting last May an annual workplan that reflects well WICHE’s mission, priorities, and realistic possibilities. This plan incrementally extended the previous plan, which you have affirmed to be “on track” in its focus and activities. Staff and I have worked diligently on this workplan and have accomplished most of it. Some important items on the workplan have not been achieved, however.

**2009 Recommendation: Retain the 2008 objective.**

- State relations

- 1. Participate, either on official state visits or for WICHE-relevant occasions, in events 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 13 of the 15 WICHE states, missing only Hawaii and Utah. I was involved in state policy discussions or related work in eight states (Arizona, California, Colorado, Montana, New Mexico, North Dakota, Oregon, and Washington), making presentations or leading discussions. In four other states I was simply visiting or participating in conferences.

**2009 Recommendation: Retain the 2008 objective.**

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

**Not accomplished.** This last year was not a successful year in terms of our work with the Legislative Advisory Committee (LAC). In part because of difficulties wrapping this event around the Council of State Governments–West meeting in Jackson Hole, WY, we ended up doing the meeting on the quick, just before a National Conference of State Legislatures (NCSL) workshop, and our participation was much less than we had hoped for. The few legislators who attended certainly enjoyed and benefited from the meeting, but the small numbers did not justify either the expense or time commitment. This meeting made it abundantly clear that we must come up with a more effective way to engage legislators. We have developed a plan to present to you at this meeting (May 2008) for your consideration.

**2009 Recommendation: Reinvent this process to more effectively engage legislators in the work of WICHE.**

• **Objectives for “development and innovation” within the organization**

- Internal management

**1. Secure the resources to outfit the learning center as an exceptional contemporary learning environment.**

**Not accomplished.** Unfortunately, my State Higher Education Policy Center (SHEPC) colleagues and I have not yet been able to secure funding for the learning center/conferencing facility. Thus, it does not yet contain all of the desired attributes of a contemporary virtual and real learning environment for which we have been striving. Though we haven’t yet secured this funding, the learning center has already become the hub for a number of policy gatherings for each of the three organizations, and we remain committed to securing the resources necessary to transform this space into the contemporary learning environment of our vision. The three SHEPC partners are also developing a “plan B” to outfit the center, which will include charging a modest fee for use of the center, which can be paid from grants and contracts and will allow us to purchase new furniture and an adequate technology suite for the space this coming year.

**2009 Recommendation: Retain this objective.**

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

**Accomplished, more or less.** As indicated earlier, we have begun to make substantial progress toward this objective with the joint hiring of three individuals and much more collegiality between units. But given normal organizational habits, this will remain a challenging objective to maintain and enhance.

**2009 Recommendation: Retain the 2008 objective, but eliminate “more” from the objective, given that we have achieved a reasonable level of collaboration and must work now to sustain it.**

• **Commission development and innovation**

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

**Making solid progress.** Erin Barber’s presence as my new executive assistance has made a tremendous difference in this area. Over the past year, only five new commissioners have been appointed to the commission, one of whom is Hispanic. Despite the relatively low turnover, however, Barber has reestablished contact and developed a fine relationship with many of the governors’ appointments staff. One substantial area of continuing difficulty has been securing commissioners from California. Despite

meeting twice with the governor's staff, having our advocate/consultant in California pursue this, and securing commitments from the governor's office that we would have appointments, we still have none.

**2009 Recommendation: Continue to work on developing these relationships.**

- **State relations development and innovation**

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

**Partially accomplished.** As mentioned earlier, our work directly with legislators has waned this past year and needs some repair. We have been somewhat more successful in working with legislative and executive staff, primarily by including them as participants in activities such as our Ford-funded *Legislative Engagement* grant. Rather than having special meetings for these folks, we have engaged them as participants with other stakeholders in various activities. Additionally, we have continued working with NCSL as faculty for their education workshops and seminars.

**2009 Recommendation: Sustain the progress to date and work to enhance these relationships.**

2. **Expand partnership relationships, where appropriate, with other organizations, such as the National Center for Higher Education Management Systems (NCHEMS), Council of State Governments–West (CSG-West), National Conference of State Legislatures (NCSL), Pathways to College Network, Western Governors' Association (WGA), Southern Regional Education Board (SREB), New England Board of Higher Education (NEBHE), Midwestern Higher Education Compact (MHEC), Consortium for North American Higher Education Collaboration (CONAHEC), American Association of Higher Education (AAHE), American Council on Education (ACE), Education Commission of the States (ECS), State Higher Education Executive Officers (SHEEO), Association of Governing Boards (AGB), ACT, the College Board, the Center for the New West, the Center for the Rocky Mountain West, the Center for the American West, EduCause, the National Postsecondary Education Collaborative (NPEC), etc.**

**Accomplishments a mixed bag.** I would characterize this past year as one of sustaining relationships more than expanding relationships. We continue to have a strong relationship with our most consistent partners – NCHEMS, SHEEO, NCSL, and the Pathways to College Network. We also continue to maintain a strong networking relationship with the other three regional organizations – SREB, MHEC, and NEBHE. We retain a cordial but relatively inactive relationship with WGA and have actually had a slight cooling of relations with CSG, resulting from its reluctance to accommodate our LAC meeting around its annual meeting. Our partnership with some other organizations – ACE, AGB, the Center for the New West, the Center for the Rocky Mountain West, EduCause, NPEC (since my term expired on the board of directors), and others has fallen off, not out of a lack of interest or souring of relationships but simply because our work this past year did not naturally engage these organizations in partnership with WICHE. On the other hand, Louis Fox and Dolores Mize have brought new associations into partnership with WICHE, including The President's Forum on the Transparency by Design project; ACT and the College Board on the high-school grads report and through Dolores' membership on ACT's Education Advisory Board; the National Student Clearinghouse (NSC) through my membership on the board of directors; the National College Access Network (NCAN); the National Association of State Scholarship and Grant Programs (NASSGP); and the National Council for Community and Education Partnerships (NCCEP). In sum, we remain a partner with many other organizations and continue to believe that working collaboratively makes a lot more sense than working competitively.

**2009 Recommendation: Retain 2008 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 a particular focus on:

1. **Stemming the decline in Professional Student Exchange Program (PSEP) participation by focusing the program more on states’ individual needs and interests.**

**Achieved.** Participation in PSEP continued to grow this past year, with 775 students being supported, a rise of more than 4 percent, due primarily to increases in support in Arizona and Hawaii. Jere Mock and Margo Schultz have continued 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. Particular attention is being given to new fields that might be added to PSEP, as well as to ways that the program can be tailored to specifically address state workforce development needs.

**2009 Recommendation: Retain 2008 objective.**

2. **Managing growth of the Western Undergraduate Exchange (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 regarding the supply of and demand for educational opportunities.**

**Accomplished.** Despite modest growth in WUE, which now serves more than 22,000 students, and an increase in the number of programs managed through the Western Regional Graduate Program (WRGP), we have continued to provide strong customer service with a modest commitment of staff. Through the special effort 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. Eight California State University campuses have now joined the WUE program, and the University of Washington at Bothell is expected to do so in the near future.

**2009 Recommendation: Retain 2008 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, but never fully accomplished.** Staff continues to explore possible new areas for program development to better serve the future needs of our member states through interstate collaboration. In our third year of administering the federal State Scholars Initiative (SSI), we continued to receive accolades from the U.S. Department of Education for our work. In late April we conducted a very successful national summit on “rigor and relevance” in the high school curriculum in Boston, thanks to the leadership of Terese Rainwater and Jere Mock. The summit, which involved 260 K-20 policymakers and practitioners from 35 states, may be a culminating event for this program, which is slated to exhaust its federal funding in March 2009, unless either federal funding is continued or we are successful in garnering philanthropic funding to continue support for the program. Our property risk management insurance program, which we operate in collaboration with the Midwestern Higher Education Compact (MHEC), has drawn much greater interest, with six additional institutions joining the program this year and a number of others considering doing so. Jere Mock also continues to develop a regional Internet Course Exchange (ICE), which allows institutions to share online courses, as though they were their own. We secured a modest planning grant from the Alfred P. Sloan Foundation this past year to enhance the

program and to work with the WICHE ICE Steering Board and Northwest Academic Forum members on a business plan to sustain the consortium. ICE continues to attract additional institutional and system memberships and is developing a full complement of academic course exchanges.

We have not been able to progress two “interstate” projects included in the 2008 workplan – the proposed WICHE service repayment program and the proposed WICHE licensure and credentialing service; but a recently completed regional survey of SHEEO officers will inform our efforts around service and loan repayment strategies.

**2009 Recommendation: Retain 2008 objective.**

2. **Defer a formal evaluation of the Student Exchange Programs, particularly PSEP, until a major review of WICHE and its executive director are undertaken.**

**Deferred, as recommended.**

**2009 Recommendation: Conduct the deferred evaluation of the Student Exchange Programs in advance of the November 2009 commission meeting, so that recommendations from the evaluation can be incorporated into commission actions at the May 2010 meeting.**

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

**Partially accomplished.** The success of our Lumina Foundation for Education-funded *Changing Direction* project, which came to a close last summer, has prompted Lumina to approach WICHE and some of its partners about the prospect of preparing a number of primers for different audiences about the findings of our *Changing Direction* work. While funding for this activity has not yet been secured, it looks quite promising. In addition, we have received \$750,000 from Lumina for a project known as *Non-Traditional No More*, in which we will work intensively with three states – Arkansas, Colorado, and Nevada – to develop policies and practices that attract adults who left college before completing their degree to return to school. It is also anticipated that we will receive some additional support from the Jobs For the Future organization to provide technical assistance to the Western states that are selected to work with JFF on the \$25 million Lumina-funded project known as Making College Affordable. This is essentially equivalent to the “increasing productivity” project in our workplan. We have not yet been successful, however, in attracting funding for the project in on community college funding. Our Ford Foundation grant, which focuses on workforce development, with a particular focus on increasing the success of disadvantaged populations in preparing for high-skill/high-wage occupations, has moved forward, with the first cohorts of participating states having now completed their work under the grant, a second cohort underway, and a third cohort about to begin work. This project will complete its work at the end of this fiscal year, and we remain hopeful that we will be able to secure funding to sustain this effort. WCET continues to seek support for multifaceted projects that enhance technology-mediated instruction, though we have found it increasingly difficult to secure the level of resources that have traditionally flowed to this program. An exciting new WCET initiative is the project with The President’s Forum, which will have WCET manage the forum’s Transparency By Design accountability initiative for online education providers. The Mental Health Program has had another banner year.

**2009 Recommendation: Retain 2008 objective.**

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

- **Objectives for “maintaining” policy, research, and technical assistance services**
  1. **Continue WICHE’s exceptional work as the regional source for higher education information and public policy analysis and advice.**

**Partially accomplished.** The Public Policy and Research unit’s recently completed 7th edition of *Knocking on the College Door* has again provided WICHE with a high-quality and widely heralded

document. Brian Prescott did exceptional work in putting this publication together, and the financial and logistic support provided by ACT and the College Board helped make this a truly national resource. In other projects we continue to provide technical assistance to a number of states, most notably Alaska, Arizona, California, Nevada, North Dakota, Oregon, South Dakota, and Washington. With the advent of new funding, we anticipate this coming year to be a particularly productive one in this regard.

**2009 Recommendation: Retain 2008 objective.**

**2. Maintain the strength and vitality of WCET and the Mental Health Program, and do so without general fund support.**

**In process.** Through Louis Fox's leadership, WCET and WICHE's Science, Technology, and Innovation efforts are beginning to gain focus and energy, and I expect to see them emerge as much more substantial and mission-centered this coming year. The Mental Health Program has become a strong, financially viable operation. While this unit has secured resources from a number of federal and state sources, I am very hopeful that we will be able to secure continuation funding this coming year for the Rural Mental Health Research Center, which has helped us develop a national reputation while providing exceptionally valuable research and practice ideas for the frontier West.

**2009 Recommendation: Retain 2008 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.**

**Not accomplished.** As mentioned previously in this self-evaluation, while we have secured some new foundation-funded projects this past year, we have not secured what might be described as a substantial sustaining grant. I am hoping that we will be able to do so soon. We have a number of proposals currently being considered for support, but not firm commitments in place. We were able to quite successfully pursue or complete a number of projects on the workplan, including the Ford Foundation grant to examine the connection between higher education and state workforce development, with a particular emphasis on using higher education as the avenue for traditionally underrepresented populations to move into high-skill/high-wage jobs of the future.

**2009 Recommendation: Retain 2008 objective.**

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

**In process.** I provided substantial technical assistance to higher education planning efforts in six states this year: Alaska, with regard to a potential workforce development initiative; Oregon, with regard to assisting in the development of a new "shared responsibility" redesign of state financial aid; and Arizona, Colorado, North Dakota, and Washington with regard to strategic planning.

**2009 Recommendation: Retain 2008 objective.**

**IN SUM:**

This self-evaluation for fiscal year 2008 (2007-2008) and proposed objectives for 2009 (2008-2009) reflect what I would characterize as a pretty good but not a great year. I believe I demonstrated substantially greater effort than accomplishment. Though I continue to consider both my leadership (within the region and nation) and my management of the organization as strong, there is without doubt plenty of room for improvement. 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 Longanecker