



# Executive Committee Meeting (Open/Closed)

---

Monday, May 18, 2009

7.30 - 9.00 am

Estancia D

Western Interstate  
Commission  
for Higher Education

[www.wiche.edu](http://www.wiche.edu)

Monday, May 18, 2009

7.30 - 9.00 am  
Estancia D

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

Jane Nichols (NV), chair  
Tom Buchanan (WY), vice chair  
Roy Ogawa (HI), immediate past chair

Diane Barrans (AK)  
Joel Sideman (AZ)  
Position vacant (CA)  
David Skaggs (CO)  
Roberta Richards (HI)  
Robert Kustra (ID)  
Mary Sheehy Moe (MT)  
Dave Nething (ND)  
Patricia Sullivan (NM)  
Carl Shaff (NV)  
Camille Preus (OR)  
Tad Perry (SD)  
William Sederburg (UT)  
Ann Daley (WA)  
Klaus Hanson (WY)

**Agenda (Open)**



Approval of the Executive Committee  
teleconference minutes of March 25, 2009 1-3

Discussion Item: May 2009 meeting schedule

Other business

**Agenda (Closed)**



FY 2009 evaluation of the president and  
adoption of performance objectives for  
FY 2010 1-5

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 Teleconference Minutes

### Wednesday, March 25, 2009

#### **Committee Members Present**

Jane Nichols (NV), chair  
Tom Buchanan, vice chair (WY)  
Roy Ogawa (HI), immediate past chair  
Diane Barrans (AK)  
Joel Sideman (AZ)  
David Skaggs (CO)  
Robert Kustra (ID)  
Mary Sheehy Moe (MT)  
Bill Goetz for Dave Nething (ND)  
Camille Preus (OR)  
Bob Burns for Tad Perry (SD)

#### **Committee Members Absent**

Roberta Richards (HI)  
Dave Nething (ND)

Patricia Sullivan (NM)  
Carl Shaff (NV)  
Tad Perry (SD)  
William Sederburg (UT)  
Ann Daley (WA)  
Klaus Hanson (WY)

#### **Staff Present**

David Longanecker, president  
Sherri Artz Gilbert, for Erin Barber (executive assistant to the president and to the commission)  
Craig Milburn, chief financial officer  
Jere Mock, vice president, Programs and Services  
Brian Prescott, director of policy research

Chair Jane Nichols called the meeting to order and asked David Longanecker to call roll. A quorum was confirmed.

#### **Action Item**

#### **Approval of the Executive Committee Meeting Minutes of February 12, 2009**

Chair Nichols asked for a motion on the approval of the Executive Committee meeting minutes of February 12, 2009. COMMISSIONER OGAWA MOVED TO APPROVE THE MINUTES OF THE FEBRUARY 12, 2009, EXECUTIVE COMMITTEE MEETING. COMMISSIONER KUSTRA SECONDED THE MOTION. The minutes were approved unanimously.

#### **Discussion Item**

#### **Update on WICHE's Budget**

David Longanecker explained to the committee that the FY 2009 budget looks much better than as presented in February. The projected deficit in the budget for FY 2009 has been eliminated, and some excess revenue is now projected. The FY 2010 projections also look much better than last month. The shortfall in FY 2010 will be mostly due to the loss of interest income. Longanecker has been able to lower the shortfall in FY 2010 through some staff turnover on soft funds, no salary increases for staff, and other cost-saving measures. The current projected revenue shortfall is about \$43,000, which is about \$60,000 better than last presented. Longanecker said that he will balance the FY 2010 budget, and he will not bring a deficit budget to the commission. Longanecker reported that he has not heard of any states removing the WICHE dues line item from their budgets at this time.

#### **Discussion Item**

#### **Preliminary Agenda for May 2009 Commission Meeting**

Longanecker reported that May commission meeting will open with the Executive Committee, which will hold a business meeting and review Longanecker's performance. Longanecker reviewed the full agenda. Commissioner Sideman said that he hoped Paul Lingenfelter would cover the latest information on the ways in which states are responding to the federal stimulus package (American Recovery and Reinvestment Act).

## Responses to the Stimulus Bill

**Possible areas of WICHE engagement.** Longanecker reported that WICHE has several areas of potential engagement with the stimulus bill. They include:

- **Broadband accessibility.** Louis Fox is working on broadband access across the U.S., which is way behind the rest of the world in this area. He is working with a number of leaders in broadband accessibility in American higher education to bring broadband beyond research institutions and into communities. The U.S. Department of Commerce and the National Science Foundation have funds. Fox is looking at a collaborative strategy. Longanecker indicated that he and Fox will keep the commission apprised of activities in this area as they progress.
- **Mental health first aid.** Dennis Mohatt is working on a grant proposal. Collaboration with the Office of Special Education and Rehabilitative Services (OSERS) within the Department of Education and the Substance Abuse and Mental Health Services Administration (SAMHSA) within the Department of Health and Human Services (HHS) is possible. Mohatt met with SAMHSA staff recently, and Longanecker met with OSERS staff. This would be easy to get up and running, as it is already running in Australia and WICHE staffers have received training in the program.
- **SSI science and math initiative.** Jere Mock and Terese Rainwater may seek National Institutes of Health (NIH) or National Science Foundation (NSF) funding to develop a science and math initiative for the State Scholars Initiative. The initiative will focus on increasing the rigor of secondary science and math courses and include an end of course student assessment. ACT would be a strong assessment partner because they have already developed end-of-course exams in math and science. Longanecker has discussed a possible partnership with ACT, and they are considering the idea.
- **Mental Health grand rounds.** Mohatt is the lead, and there are likely resources for next year.
- **WICHE ICE.** The WICHE Internet Course Exchange brings the expertise of over 40 higher education institutions together to collaborate in the development and sharing of quality online courses and programs. Jere Mock and Pat Shea are working with institutions in a collaborative effort to design, develop, and share online courses to meet science elective requirements and improve the science content knowledge of pre-service science teachers. The six partner institutions include the University of Alaska Anchorage, Boise State University, Northern Arizona University, Montana State University, University of Northern Colorado, and University of Wyoming. They are working off the Montana State University model, creating uniform undergraduate and graduate courses.
- **Database development.** There is \$250 million in the stimulus bill for statewide database development that would bring elementary/secondary, postsecondary, and workforce databases together. Longanecker indicated that he has been working with the Gates Foundation and with contacts at the U.S. Department of Education to encourage interstate collaboration, rather than the development of 50 disparate databases. He indicated that the State Higher Education Executive Officers, the National Center for Higher Education Management Statistics, and WICHE have been working closely together on this. Longanecker reported that Brain Prescott has taken the lead on this within WICHE.

**Possible ways of gaining commission approval.** Longanecker asked the commission for suggestions on gaining their approval for WICHE engagement on possible projects associated with the federal stimulus package, as he expected things to happen very quickly and he would need to be able to move rather fast. Longanecker laid out the three possible strategies, outlined in the agenda for the meeting. Chair Nichols proposed that when Longanecker identifies an opportunity he'd like to pursue, he should send an email outlining the basics to the commissioners. Commissioners can share any concerns, and if no red flags are raised, Chair Nichols, Vice Chair Buchanan, and Immediate Past Chair Ogawa will grant approval. The committee supported this idea.

## Other Business

Chair Nichols called for any other business before the committee adjourned. There was a suggestion that Longanecker provide a brief report on how the various WICHE states are responding to the economic downturn and federal response at the spring meeting, and in particular how they are preparing for 2012, when the stimulus funds expire.

Chair Nichols adjourned the committee meeting.

# ACTION ITEM

## FY 2009 Self-Evaluation of the President and Adoption of Performance Objectives for FY 2010

This document provides the performance objectives that the commission adopted for me last May; my self-assessment of how well I achieved these objectives during this past year; and a proposed set of performance objectives for this coming year, based on what has been incorporated in the draft 2009-10 WICHE workplan, which you will be 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 (2009-2010).

For me, this past year has certainly been hectic and often quite challenging, but in a strange way it has also been one of my most enjoyable years at WICHE. In part, this is because challenges make things interesting. But in greater part it is because the staffing changes that we have implemented, particularly in the policy and planning area, have given me greater opportunity as a mentor, and I truly love that role.

### Administering the WICHE Organization:

- **Objectives for “maintaining” the organization**

- Internal management

1. **Maintain a balanced budget for fiscal year 2009 and beyond and work with the commission to establish targets for staff compensation, compared to comparable agencies within the West.**

**Partially accomplished.** The “balanced budget” portion of this objective was accomplished. Although we did not receive the \$87,000 delinquent dues payment anticipated from the California Community Colleges and received only about half of what we anticipated in interest income because of the substantial decline in interest rates, resulting in revenues 6 percent below what we projected, we were able to barely balance the budget by reducing costs in virtually every general-funded office. With respect to the self-funded units, both Mental Health and WCET also finished the year able to contribute funds to their respective reserves.

I characterize this objective as being only partially accomplished, however, because I have not conducted a serious assessment of our salaries as compared to those of other organizations. While I continue to be concerned that we may not be competitive for senior-level staff other than me, the difficult financial circumstances facing our member states and WICHE itself make this an inopportune time to conduct a true salary comparison survey. I am not convinced that such a survey would help us gain much knowledge nor do I believe that the organization would be in much of a position to do anything substantially different than we do today if we were to garner useful information from such a survey.

***2010 Recommendation: Modify the objective to retain the balanced budget expectation, but eliminate the salary comparison component.***

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.**

**Accomplished.** I believe we have essentially achieved both components of this objective. The change in leadership within the Policy and Research unit has led to increased collaboration between that unit and others. And in general such internal collaboration is happening more naturally than in the past. Last year I reported in my self-evaluation that the Executive Team “had coalesced into a very fine, collaborative working group,” which proved to be incorrect. As was made evident to me shortly after last May’s meeting, the Executive Team was very uncomfortable with one member of the team, which contributed in part to that person leaving WICHE. I am quite convinced that my current perception is more accurate than the one I projected last year.

We have also made progress in increasing the diversity of the WICHE staff, hiring one new Hispanic person and one new African American person amongst the five new hires during the past year. At the same time we had a disabled person, an Asian person, and a Hispanic person leave WICHE’s employ. With only slightly more than 10 percent of our staff from communities of color, we clearly do not reflect the Western communities that we serve, but our efforts to change this seem to be paying off. While I report this as “accomplished,” please know that this remains an important imperative for the organization and high on my agenda for improved future performance.

**2010 Recommendation: Retain this objective.**

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

**Achieved.** An active staff council and advisory committee continue to help maintain a friendly, cohesive, high-functioning “WICHE team.” In general morale is quite high within the organization. We currently have an exceptionally talented, productive, and nice staff, virtually all of whom enjoy working together. In part this is because we have hired well, but the presence of an exceptionally strong human resources specialist has also contributed substantially to our current admirable staff environment. We were fortunate over the year to sustain funding for some of the activities we had anticipated losing, such as the State Scholars Initiative. But even in the areas where cut backs were necessary, morale remains high. Responding to the concerns of the Executive Team regarding one of the members of that team also helped improve morale within the organization as a whole.

It will be more difficult this coming year to maintain this level of morale amongst staff because the more severe financial circumstances facing many of our funding sources, and thus WICHE itself, will challenge the staff. Freezing salaries, possible staff downsizing as program funding expires, and the tightening of discretionary resources will create a much more challenging workplace environment.

**2010 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.

**2010 Recommendation: Retain the 2009 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 nine of the 15 WICHE states, missing Alaska, Hawaii, Idaho, Montana, New Mexico, and South Dakota. I was involved in state policy discussions or related work in seven states (Arizona, Colorado, Nevada, North Dakota, Oregon, Washington, and Wyoming), making presentations or leading discussions. In three other states, I was simply visiting or participating in conferences.

**2010 Recommendation: Retain the 2009 objective.**

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

**Not accomplished.** For the second year in a row, we unfortunately did not succeed in our work with the Legislative Advisory Committee (LAC). While those LAC members who attended our LAC meeting last summer rated the event highly, the number of participants was disappointingly small. The abrupt departure of the vice president for policy and research was, in part, responsible for this, but it was compounded by the decision to conduct the session around the National Conference of State Legislatures (NCSL) meeting in New Orleans, which turned out to be a bad decision because of the sparse attendance of Western legislators at that meeting.

**2010 Recommendation: For budgetary reasons do not conduct a full-fledged LAC meeting this year, unless external funding can be secured. In lieu of the annual meeting, however, I propose we conduct one or more WEBINARS with interested LAC members and develop a more robust strategy for engaging the LAC in the future, as resources return.**

• **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.**

**Partially 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 the contemporary virtual and real learning environment for which we have been striving. We were able, this past year, to purchase new, attractive hardware (tables and chairs) for the room, which has substantially improved both comfort and aesthetics. Furthermore, our invitation to Internet II to share space with us will lead shortly to fully outfitting the video conference facility. But we still need to “high-tech” the large conference room of the Learning Center. The three SHEPC partners have established a modest charge for use of the center, which should help us finance the upgrades we want to incorporate.

**2010 Recommendation: Retain this objective.**

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

**Accomplished.** This objective has become redundant with Objectives 2 & 3 in the “Objectives for ‘maintaining’ the organization’ section; the response is covered well in those objectives.

**2010 Recommendation: Drop this objective, because it is duplicative of Objectives 2 & 3 in the previous set of objectives.**

• **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. We continue to have difficulty securing commissioners from California, despite heroic efforts on Erin's part to do so.

**2010 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, since expired. 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.

**2010 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.**

**Accomplished.** We have maintained strong relationships with almost all of the prospective partners identified above. We continue to have a particularly strong relationship with our most consistent partners – NCHEMS, SHEEO, NCSL, and the National Center for Public Policy and Higher Education. 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, though we have recently been discussing partnership with them on a possible broadband initiative for the Western states. Our partnerships 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 have 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. As indicated last year, we have fostered new relationships, as well, including: the Presidents Forum's Transparency By Design accountability project; ACT and the College Board on the high-school grads report; the National Student Clearinghouse (NSC) through my membership on the board of directors, the National College Access Network (NCAN); and the National Association of State Scholarship and Grant Programs (NASSGP). 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.

**2010 Recommendation: Retain 2009 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.**

**Partially accomplished.** Participation in PSEP dropped slightly, to 757 students, a decline of 2 percent, due to small declines in participation in dentistry, optometry, and veterinary medicine. 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.

**2010 Recommendation:** *I believe it would be unrealistic to retain this objective, as previously written, for this coming year because we know that many states are reducing their support for this program due to the severe financial constraints they are facing. I would recommend amending the recommendation to read: “Maintain the strength of the Professional Student Exchange Program (PSEP) and seek new ways in which the program can be refined to better meet the states’ needs for highly educated professionals.”*

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 nearly 7 percent growth in WUE, which now serves more than 23,600 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. 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. In addition to the continued success of these programs, WICHE’s new Internet Course Exchange (WICHE ICE) has been established and will provide courses beginning this fall. This program contemporizes our array of Student Exchange Programs, now taking courses to students, in contrast to our prior expectation that the students would always come to the courses.

**2010 Recommendation:** *Retain 2009 objective and amplify to include: “successful implementation of the WICHE ICE program.”*

- **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 fourth year of administering the federal State Scholars Initiative (SSI), we continued to receive accolades from the U.S. Department of Education for our work, and we received permission to extend the life of this program from March of this year to the end of the federal fiscal year (September 30). We continue to search for possible other sources of funding to sustain this program but have been unsuccessful to date. Our property risk management insurance program, which we operate in collaboration with the Midwestern Higher Education Compact (MHEC), had been generating substantial

interest, but the economic downturn, particularly the unique difficulties that large national insurance companies are facing, has damped enthusiasm for the program recently. We expect interest to increase again once the economy begins to stabilize.

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.

**2010 Recommendation: Retain 2009 objective.**

2. **Conduct an 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.**

**Not accomplished.** We were unable to secure the resources necessary to conduct this evaluation.

**2010 Recommendation: Contingent upon receiving sufficient external funding, conduct the deferred evaluation of the Student Exchange Programs in advance of the November 2010 commission meeting, so that recommendations from the evaluation can be incorporated into commission actions at the May 2011 meeting.**

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

**Accomplished.** WICHE currently has four active grants with the Lumina Foundation for Education. *Getting What You Pay For*, which grew out of our highly regarded *Changing Direction* project, has prepared eight primers for legislators related to the lessons learned from our *Changing Direction* work. *Non-Traditional No More* is working with five states – Arkansas, Colorado, Nevada, New Jersey, and South Dakota – to develop policies and practices that attract adults who left college before completing their degree to return to school. *Transparency By Design* is a project within WCET to develop a robust accountability structure for online institutions. A project being conducted in conjunction with Hezel and Associates is examining *Articulation and Transfer* policies and practices in higher education, with particular attention to computer-based systems that have been developed to assist colleges in managing these processes.

We also secured funding from the Bill and Melinda Gates Foundation to bring higher education, secondary education, and workforce database developers together from all 15 WICHE states to examine ways in which they could bring their databases together to enhance state public policy data analyses.

We have not yet been successful in attracting funding for the project on community college funding. Our Ford Foundation grant, which focused on workforce development, with a particular focus on increasing the success of disadvantaged populations in preparing for high-skill/high-wage occupations, was completed this year; and we have not yet secured funding for future efforts to bring state higher education and workforce development efforts.

**2010 Recommendation: Retain 2009 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.** As described earlier we have been very active in this arena. In addition to the interstate efforts, we continue to provide technical assistance to a number of states, most notably during this past year Arizona, Colorado, Nevada, North Dakota, Oregon, and Washington.

**2010 Recommendation: Retain 2009 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 Technology and Innovation efforts have gained focus and energy. 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, we were disappointed that we were unsuccessful in competing for continuation of the Rural Mental Health Research Center, which had helped us develop a national reputation while providing exceptionally valuable research and practice ideas for the frontier West. Both WCET and Mental Health, however, remain valued and valuable parts of the organization, and remain financially viable.

**2010 Recommendation: Retain 2009 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.** As mentioned previously in this self-evaluation, we were quite successful in securing foundation funding this past year, including receiving our first grant from the Gates Foundation and becoming the most-granted grantee of the Lumina Foundation.

**2010 Recommendation: Retain 2009 objective.**

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

**Accomplished.** As previously described my staff and I have continued to provide substantial technical assistance over the past year.

**2010 Recommendation: Retain 2009 objective.**

**IN SUM:**

This self-evaluation for fiscal year 2009 (2008-2009) and proposed objectives for 2010 (2009-2010) reflects what I would characterize as a good year, but not a great year. We accomplished a great deal but could have accomplished more. 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