



## Executive Committee Meeting (Open/Closed)

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Monday, May 16, 2011

7:45 - 8:45 am

Rincon Hill Room

Western Interstate  
Commission  
for Higher Education

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

Monday, May 16, 2011

7:45 - 8:45 am  
Rincon Hill

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

Joseph Garcia (CO), chair  
Bonnie Jean Beesley (UT), vice chair  
Thomas Buchanan (WY), immediate past chair

Diane Barrans (AK)  
Leah Bornstein (AZ)  
Position vacant (CA)  
D. Rico Munn (CO)  
Roy Ogawa (HI)  
Michael Rush (ID)  
Sheila Stearns (MT)  
David Nething (ND)  
Patricia Sullivan (NM)  
Carl Shaff (NV)  
Camille Preus (OR)  
James Hansen (SD)  
William Sederburg (UT)  
Don Bennett (WA)  
Position vacant (WY)

**Agenda (Open)**



Approval of the Executive Committee  
teleconference minutes of March 23, 2011 1-3

Discussion Item: May 2011 meeting schedule

Other business

**Agenda (Closed)**

Discussion Item: FY 2011 evaluation of the president and  
adoption of performance objectives for FY 2012 1-6

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 23, 2011

### Committee Members Present

Joseph Garcia (CO), chair  
Bonnie Jean Beesley (UT), vice chair  
Thomas Buchanan (WY), immediate past chair

Diane Barrans (AK)  
Leah Bornstein (AZ)  
D. Rico Munn (CO)  
Roy Ogawa (HI)  
Michael Rush (ID)  
Sheila Stearns (MT)  
Duane Espegard for David Nething (ND)  
Patricia Sullivan (NM)  
Jane Nichols for Carl Shaff (NV)  
Camille Preus (OR)  
James Hansen (SD)  
David Buhler for Bill Sederburg (UT)  
Don Bennett (WA)  
Klaus Hanson (WY)

### Committee Members Absent

Roy Ashburn (CA)

### Others Present

José Garcia, cabinet secretary, New Mexico  
Higher Education Department  
Matt Gianneschi, deputy executive director,  
Colorado Department of Higher Education

### Staff Present

David Longanecker, president  
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, Policy  
Analysis and Research  
Ellen Wagner, executive director, WCET

Chair Joseph Garcia told the committee that he would have to step away from the call after 30 minutes for another meeting in the Governor's Office and asked that Vice Chair Beesley chair the meeting on his behalf. Vice Chair Beesley 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 24, 2011

Vice Chair Beesley asked for a motion to approve the Executive Committee teleconference minutes of February 24, 2011. Commissioner Rush moved TO APPROVE THE MINUTES OF THE FEBRUARY 24, 2011, EXECUTIVE COMMITTEE TELECONFERENCE. Commissioner Sullivan seconded the motion. The minutes were approved unanimously.

## DISCUSSION ITEM

### Update on WICHE's Budget: FY 2011 and FY 2012

Vice Chair Beesley called on David Longanecker to go through the budget update with the committee. Longanecker reported the FY 2011 budget remains healthy and has not changed since the February 24 Executive Committee call. He noted that the FY 2012 budget presented to the committee currently shows a \$15,694 deficit. Longanecker said that he will bring a balanced budget for the commission to approve at the May meeting. The deficit currently projected is a result of upcoming benefit increases, but Longanecker said he would find the additional \$16,000 needed to balance the budget and present it in May. As he discussed in the February Executive Committee meeting, Longanecker was also proposing a carry-over of funds from the reserves to cover the deferred compensation plan that was already approved by the commission and \$45,000 for specific IT projects that were not completed in FY 2011. Carrying over the funds into FY 2012 would allow staff to complete these projects and not lose the funds that were budgeted for this year. In addition, Longanecker indicated that he will request an additional \$100,000 from reserves for one-time IT projects. In the February meeting, he had projected that these projects would require approximately \$50,000 but the subsequent discovery of serious issues with respect to the Western Undergraduate Exchange (WUE) website has led him to revise this amount upward to \$100,000. These proposed IT projects include updates to the

WUE and Professional Student Exchange Program (PSEP) websites and the transition to the use of Salesforce, a system that will replace WICHE's current administrative database. Longanecker said that he would like to know if there are any concerns among the committee members regarding carrying over funds from FY 2011. He told the committee that they will be adding \$180,000 to the reserves at the end of this fiscal year from a surplus in the budget, which will more than cover the proposed draws on reserves. Commissioner Barrans asked if there would be any opportunity of receiving outside funding for some of the proposed IT upgrades and projects. Longanecker said that most of these projects would be enhancements to core elements in the WICHE organization and would not likely receive any funding from outside sources. He said that updating the PSEP database and website and the move to Salesforce will be an enhancement of existing program elements. He asked Jere Mock to describe the PSEP upgrade. Mock said that the upgrade will add tuition and fees information, make profile updates more accessible, and provide more flexibility for users. Barrans asked if information could be provided at the May meeting about how the money will be distributed for program enhancements and new features. Longanecker said that he will provide that information at the May meeting.

### **DISCUSSION ITEM**

#### **Future Meeting Dates and Locations**

Commissioner Rush asked when the last time was that the commission meeting was held in New Mexico and said it would be useful to see a list of past meeting locations. Longanecker said that the commission met in New Mexico in 2002 and that he would provide this information at the May meeting. Commissioner Hanson asked what travel accessibility to and from Fort Collins, CO, will be like. Longanecker said that shuttle service between Denver International Airport and Fort Collins is reliable. He also mentioned that Colorado State University has been a major influence in PSEP's veterinary medicine program.

### **DISCUSSION ITEM**

#### **May 2011 Commission Meeting Preliminary Agenda**

Longanecker went through the preliminary agenda for the May commission meeting. He discussed which speakers have been invited and which have confirmed their participation. He also mentioned that speakers will have shorter presentation times to allow for longer discussions. Longanecker shared that dinner groups may be organized around common interest topics (an idea proposed by Kim Gillan (MT)). More details on this activity will be provided at the meeting. Chair Joseph Garcia said that it looked like a good agenda and excused himself from the call. Vice Chair Beesley also affirmed the agenda and told Longanecker to proceed with the May meeting as planned.

### **DISCUSSION ITEM**

#### **FY 2012 Workplan**

Longanecker presented a draft of the FY 2012 workplan. He explained that the draft did not include an item on safety and security, which will be included in the final draft. The new workplan continues with the organization's work and doesn't propose any radical changes in the upcoming year. The work remains focused around five themes: access and success; technology and innovation; finance; workforce and society; and accountability. Longanecker said perhaps the weakest area is workforce and society, which currently has no major activities, though some work is being done in Policy, Mental Health, and Programs and Services. A group from New Mexico will be coming to WICHE on March 28 to discuss the link between education and workforce.

Commissioner Stearns thought the workplan looked comprehensive and ambitious. She asked if the workload was larger than the size of Longanecker's staff. Longanecker replied that he and the staff have a full but manageable plate. Commissioner Hanson asked if consideration could be given to job security in the public sector and its impact on higher education. Longanecker said that it could be an intriguing issue to look at workforce development within higher education itself. Commissioner Sullivan asked for clarification on a recent email from Vice President Biden calling for a boost in graduation rates: how is this call the same as or different from previous calls for an increase in graduation rates? Longanecker replied that there will be a session at the May meeting dedicated to the completion agenda and work WICHE states are currently involved in to meet this goal, as well as what the foundations are supporting. President Obama's initiative is very close to these foundation-supported agendas. WICHE doesn't have a specific grant around this issue, but Longanecker and many other staff have been very involved in these initiatives. Commissioner Sullivan said that it would be useful to know how the initiatives are working together and how the

states should proceed toward the goal. Commissioner Barrans wondered if the State Higher Education Executive Officers organization is working on any initiatives around workforce within faculty in higher education. Longanecker said that the National Center for Higher Education Management Systems is significantly involved in most of these projects. He also said that the impact of retaining faculty in an environment where labor unions are in disarray is a new phenomenon. Most of the discussions so far have been rhetorical, and it might be worth looking for foundation support to look into this idea further. Commissioner Barrans suggested that it could be woven into part of the workforce theme in the workplan.

### **Other Business**

Longanecker discussed WICHE's work with the Center for Urban Education (CUE), which focuses on Nevada. The project has looked at different ways to promote success among populations of color within the state. WICHE has completed the first phase of work in the project and now has room for an additional state for the second phase. Longanecker said that this project may be helpful to states applying for the Complete College America grants. Commissioner Nichols said that it has been a helpful partnership and that Nevada's participation will be looked upon favorably in grant applications related to college completion for minority populations. José Garcia (NM), Commissioner Rush (ID), Vice Chair Beesley (UT), and Matt Gianneschi (CO) all expressed interest in being part of the project.

Vice Chair Beesley adjourned the meeting.

# ACTION ITEM

## FY 2011 Self-Evaluation of the WICHE President and Adoption of Performance Objectives for FY 2012

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 2011-12 WICHE workplan, which you will be adopting at this meeting. Significant changes to the draft workplan may require adjustments to the performance objectives provided here.

- 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 (2011-2012).

This past year turned out to be a much better year for WICHE than I had anticipated. Whether it was a good year for me and my performance is for you to determine, but here is my take: I would judge it a pretty good year.

### Administering the WICHE Organization:

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

- Internal management

1. **Maintain a balanced budget for fiscal year 2011 and beyond.**

**Accomplished.** The “balanced budget” portion of this objective has been accomplished. Although, again, we did not receive the \$87,000 in delinquent dues payment anticipated from the California Community Colleges (2005 arrears), we will recoup about \$45,000 more than anticipated in net indirect cost reimbursements. All in all, our revenues are currently projected to come in about 1 percent below what we projected, but our expenditures are projected to come in about 10 percent below projections. Thus, I anticipate that revenues will exceed expenditures by about \$200,000. Mental Health will finish the year having not only fully replenished the funds they previously borrowed from the overall WICHE reserves two years ago but also having fully replenished its own reserve requirements. WCET did need to dip below its internal reserve requirement and borrow the amount held out explicitly for it in WICHE’s reserve accounts, though it appears to be headed toward full funding solvency in 2012 and beyond.

During the year the commission also completed its development of a deferred compensation plan for the WICHE president, and the funding for that plan has been incorporated into the budget.

**2012 Recommendation: Retain this objective, recognizing that this will require substantial sacrifice to the staff, with respect to salaries.**

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.** We continue to improve the alignment of responsibilities among vice presidents, directors, and their staff, and we have slightly improved the share of minority staff, increasing it from 7.5 percent to 10 percent.

With respect to aligning responsibilities, the current leadership team is working very well together, and we have great cooperation and collaboration throughout the organization. A number of our midlevel staff have demonstrated substantial professional growth and have accepted greater managerial

responsibilities. The major contention among staff has been over the limited availability of IT staff members, given the increasing demand for their service, particularly from externally funded projects and activities. To alleviate this we are hiring an additional IT professional, who will be paid from external funding.

With respect to the diversity of the WICHE staff, we gained one staff person of color over the past year, which wasn't bad considering we hired only three people. Yet our staff still fails to reflect the diversity of Western communities that we serve. More specifically, we have no individuals of Hispanic origin on the staff. This remains an important imperative for the organization and high on my agenda for improved future performance. While it is difficult to move this agenda forward during a time when we are unlikely to be hiring, we must remain exceptionally vigilant regarding this objective.

**2012 Recommendation: Retain this objective.**

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

**Not achieved.** While an active staff council continues to help maintain a friendly, cohesive, high-functioning "WICHE team," staff morale has clearly begun to erode. The difficult financial times facing WICHE, which have necessitated no salary increases, and the release of two staff over the year and realization that more cuts could occur, have begun to take their toll. We currently have an exceptionally talented, productive, and enjoyable staff with whom to work as colleagues. In part this is because we have hired well, but the presence of an exceptionally strong human resources specialist, Tara Hickey, has also contributed substantially to our current admirable staff environment.

As we move into the third year without salary increases (fourth for some staff), maintaining staff morale will continue to be difficult. I anticipate, in fact, that we will begin to lose some talented and treasured colleagues to other professional opportunities, which will also test our morale as a group.

**2012 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.

**2012 Recommendation: Retain the 2011 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 10 of the 15 WICHE states, missing Hawaii, Idaho, South Dakota, Utah, and Wyoming. The dilemma is that I had not visited four of these five states the prior year, which means it has been at least two years since I visited some of our states. I was involved in state policy related work in all 10 of the states, making presentations, leading discussions, or involved in one-on-one meetings.

**2012 Recommendation: Retain the 2011 objective, but make sure to visit the states not visited this past year.**

**2. Sustain the current momentum of the Legislative Advisory Committee through general fund support.**

**Accomplished.** We conducted a very successful Legislative Advisory Committee (LAC) meeting in Denver in October 2010, despite the meeting's being less than month before an election, which precluded even broader participation. Although funding for this had been incorporated into the WICHE general fund budget, we were able to finance the meeting out of an expiring grant. This relieved the general fund budget of that expense and allows the commission to consider carrying those funds forward into the FY 2012 budget.

**2012 Recommendation: Retain the 2011 objective.**

- **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.**

**Accomplished.** While my State Higher Education Policy Center (SHEPC) colleagues and I have not been able to secure external funding to fully outfit the learning center/conferencing facility, we have accumulated sufficient reserves in the SHEPC accounts to proceed with this project without outside funding. It also appears that the connection to Internet II through the Boulder Research and Administration Network (BRAN) is proceeding well.

**2011 Recommendation: Retain this objective, assuming completion in 2012.**

- **Commission development and innovation**

Continue to work on developing relationships with the governors, as appointment opportunities develop, to increase the diversity of the commission's membership.

**Unknown whether accomplished, or not.** At the point that this evaluation was put together, it was unclear what the composition of the commission will look like because a number of commission appointments were pending. An update will be provided at the commission meeting

**2012 Recommendation: Retain the 2011 objective.**

- **State relations development and innovation**

- 1. Sustain progress in expanding our legislative relations activity to include more direct involvement with legislative and executive staff and work to enhance these relationships.**

**Accomplished.** We have been reasonably successful in working with legislative and executive staff. Staff in a number of states have requested individual support from WICHE or have requested that WICHE testify before their committees. Perhaps our most substantive engagement in this area continues to be through our partnership with the National Conference of State Legislatures (NCSL), for whom we serve as faculty for its education workshops and seminars.

**2012 Recommendation: Retain the 2011 objective.**

- 2. Expand partnership relationships, where appropriate, with other organizations, including only additions and deletions to the accomplishments' section in future years.**

**Accomplished.** We have maintained and expanded strong relationships with almost all of our traditional partners. We continue to have a particularly strong relationship with our most consistent partners – National Center for Higher Education Management Systems (NCHEMS), State Higher Education Executive Officers (SHEEO), and NCSL. We also continue to maintain a strong networking relationship with the

other three regional organizations: Southern Regional Education Board (SREB), Midwestern Higher Education Compact (MHEC), and New England Board of Higher Education (NEBHE). We retain a cordial but relatively inactive relationship with both Council of State Governments–West (CSG-West) and Western Governors’ Association (WGA). As a number of organizations have evolved around the general theme of College Completion, we have engaged virtually all of them in partnership in some way, and anticipate continuing to do so. I continue to believe that working collaboratively makes a lot more sense than working competitively.

**2012 Recommendation: Retain 2011 objective, including the addition of the following organizations: Complete College America, the National Governors Association (NGA) and NGA’s Complete to Compete initiative, the various partners in the Common Core initiative, and Council for Adult and Experiential Learning (CAEL). Drop the National Center for Public Policy and Higher Education, which is slated to go out of business this year.**

## Providing Program Services to the Western States:

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

- Student Exchange Program

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

1. **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.**

**Partially accomplished.** Participation in PSEP dropped modestly from 698 to 693 students, as anticipated because of the budget problems facing the Western states. Jere Mock and Margo Colalancia continue 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. In the fiscal environment currently facing the states, however, we will not be able to stem the tide of declines that occur when appropriations for PSEP come up against other state priorities and obligations.

**2012 Recommendation: Maintain this objective.**

2. **Manage growth of the Western Undergraduate Exchange (WUE) with existing staff and financial resources by 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, and through successful implementation of the WICHE Internet Course Exchange (ICE) program.**

**Accomplished.** Participation in WUE continues to increase, growing 8 percent this year to 26,711 students. Thanks to the exceptional staff work of Margo Colalancia and Laura Ewing, under Jere Mock’s direction, we have continued to provide strong customer relationships. We are examining ways in which the WUE and the Western Regional Graduate Program (WRGP) 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 these programs’ current models. In addition to the continued success of these programs, WICHE’s new Internet Course Exchange has been established and began providing courses this past fall. This program contemporizes our array of exchange options, now taking courses to students in contrast to our prior expectation that the students would always come to the courses. While participation in this program has not caught on as quickly as we had hoped it would, we believe that the current fiscal environment will help heighten both knowledge of and participation in this program.

***2012 Recommendation: Retain 2011 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.**

**Mostly accomplished.** This was a good year for developing new possible programs, with staff continuing to explore fresh areas for program development, consistent with WICHE’s mission and workplan, and successfully venturing into quite a few, in order to better serve the future needs of our member states through interstate collaboration. We still have not moved forward on two “interstate” projects included in the workplan (the proposed WICHE service repayment program and the proposed WICHE licensure and credentialing service), but a number of our interstate collaborative ideas have taken off, including WICHE ICE (and a funded supplement to ICE focused on STEM (science, technology, engineering, and mathematics)) and planning for a regional transfer protocol and “passport.” And more grand ideas are in the works. We were also approved as a preferred contractor for the Department of Education and have submitted paperwork to be approved as a preferred contractor for other federal departments, as well.

***2012 Recommendation: Retain 2011 objective.***

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

**Accomplished.** We received funding from Next Generation Learning Challenges for the North American Network for Science Labs Online (NANSLO) and have other proposals under consideration.

***2012 Recommendation: Retain 2011 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.**

**Accomplished.** We have been reasonably 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 to Alaska, California, Colorado, Idaho, Hawaii, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Washington, and Wyoming.

***2012 Recommendation: Retain 2011 objective.***

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

**In process.** Under Ellen Wagner’s leadership, WCET has transitioned into a more vibrant and vital organization, focusing on technology infrastructure and innovation. While the organization has not yet fully reached fiscal stability, it is scheduled to do so this coming year, and prospective grants will likely place WCET on strong financial ground for the future. The Mental Health Program has experienced an exceptionally strong and rewarding year, continuing to sustain itself primarily through substantial federal contracts and grants

***2012 Recommendation: Retain 2011 objective.***

- **Objectives for “development and innovation” of policy, research, and technical assistance services.**
  1. **Achieve the objective not achieved last year to 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.**

**Mostly accomplished.** This year WICHE continued its work on four previously funded grants: *Non-traditional No More*, which has worked with six states ( Arkansas, Colorado, Nevada, New Jersey, North Dakota, and South Dakota) to develop policies and practices that work to bring adults who left college before completing their degree back to school; Transparency by Design, a project within WCET to develop a robust accountability structure for online institutions; a project that concluded in April with a national forum on 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; and the *Facilitating Development of a Multistate Longitudinal Data Exchange* project, funded by the Bill and Melinda Gates Foundation, which allows four WICHE states (Washington, Oregon, Idaho, and Hawaii) to pilot the sharing of higher education, secondary education, and workforce databases with each other.

In addition to these projects, we secured a small grant from the Carnegie Corporation of New York to help institutions and state policymakers better understand the consequences of the Common Core on higher education in the West. We also received a new grant from the Lumina Foundation to follow up on our work with *Non-traditional No More*, in which WICHE will administer a national network for states, institutions, and NGOs that are working to better serve adult students who have some college but no degree as they return to college. We also received funding support from ACT and the College Board to help support the next version of *Knocking on the College Door: Projections of High School Graduates by State and Race/Ethnicity*. We have not, however, been successful in advancing the workforce policy agenda through external funding.

**2012 Recommendation: Retain 2011 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. Nevada and New Mexico, along with the four states involved in the *Multistate Longitudinal Data Exchange* project (Washington, Oregon, Idaho, and Hawaii), have received the most substantial technical assistance during this period of time.

**2012 Recommendation: Retain 2011 objective.**

## IN SUM:

This self-evaluation for fiscal year 2011 (2010-2011) and proposed objectives for 2012 (2011-2012) reflect what I would characterize as a good year and ambitious agenda moving forward. We accomplished much, in fact more than we anticipated we would in a number of areas, despite limited general fund support and a highly competitive external funding environment. And while I continue to consider both my leadership (within the region and nation) and my management of the organization as strong, our strength this past year was mostly due not to me but rather to the exceptional efforts of a remarkably talented and dedicated staff. Despite having accomplished a good bit this year, I nonetheless continue to believe that I can stand substantial 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