

Monday, November 2, 2009

7.30 - 9.00 am

SHHEO Mingle Conference
Room, Suite 103

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)
James Hansen (SD)
William Sederburg (UT)
Ann Daley (WA)
Klaus Hanson (WY)

Agenda (Open)



Approval of the Executive Committee
teleconference minutes of September 10, 2009 1-3



Approval of change in November 2010
meeting location and proposed dates and
locations for future meetings 1-6

Discussion Items:

November 2009 meeting schedule

WICHE Compensation Committee report 1-7

Other business

Agenda (Closed)

Discussion Item:

Informal review of the president's performance and travel
during 2009 1-15

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

Thursday, September 10, 2009

Committee Members Present

Jane Nichols (NV), chair
Roy Ogawa (HI), immediate past chair

Diane Barrans (AK)
Joel Sideman (AZ)
Mike Rush for Robert Kustra (ID)
Mary Sheehy Moe (MT)
Dave Nething (ND)
Camille Preus (OR)
James Hansen (SD)
Bonnie Jean Beesley for William Sederburg (UT)
Ann Daley (WA)
Klaus Hanson (WY)

Committee Members Absent

David Skaggs (CO)
Roberta Richards (HI)
Patricia Sullivan (NM)
Carl Shaff (NV)
Tom Buchanan (WY), vice chair

Staff Present

David Longanecker, president
Erin Barber, executive assistant to the president and to the commission
Demi Michelau, director of policy analysis, Policy Analysis and Research
Craig Milburn, chief financial officer
Brian Prescott, director of policy research, Policy Analysis and Research

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

ACTION ITEM

Approval of the Executive Committee Meeting Minutes of August 3, 2009

Chair Nichols asked for a motion on the approval of the Executive Committee teleconference minutes of August 3, 2009. COMMISSIONER NETHING MOVED TO APPROVE THE MINUTES OF THE AUGUST 3, 2009, EXECUTIVE COMMITTEE TELECONFERENCE. Commissioner Ogawa seconded the motion. The minutes were approved unanimously.

DISCUSSION ITEM

November 2009 Meeting Schedule

Longanecker reported that the agenda for the November commission meeting was coming together nicely. The meeting will begin with a presentation from Brian Prescott that will pull together information on the stabilization funding to examine where states are and what the next couple of years will look like. Dennis Jones and Jane Wellman will then talk about how states can respond to difficult times. Longanecker told the committee that David Skaggs had recently resigned from the Department of Higher Education, so he wasn't sure who would be presenting for Colorado during the lunch presentation. The session following lunch would feature Tom Bailey from the National Center for Postsecondary Research at the Teachers College of Columbia University. Bailey has good feel for community colleges, and that's what he'll focus on. The evening event on Monday will be up at the National Center for Atmospheric Research, with a presentation given by Patty Limerick.

Commissioner Nething asked about the dress code for the meeting. Longanecker said business casual would be appropriate and added that Boulder is casual.

The second day of the meeting will begin with the Committee of the Whole business session. "What's Up at WICHE?" will highlight current work by the Policy unit. The last session will bring all of the information together from prior sessions to focus on what WICHE can do to help states in these difficult times. Patrick Callan from the National Center for Public Policy and Higher Education will moderate the session with Longanecker.

A wraparound meeting with the Association of Governing Boards of Universities and Colleges will not be taking place after the commission meeting adjourns, as previously planned.

Longanecker reminded the committee that the meeting would be taking place here at our offices and that they would be staying across the street at the Residence Inn. Chair Nichols mentioned that an hour and a half had been allotted for the Executive Committee to meet, and there would be quite a bit to do; a report would be coming from the Compensation Committee.

Commissioner Hanson asked if community college leaders might be interested in attending the community college session. Longanecker mentioned the small room capacity but agreed that it would be beneficial to invite several of the local community college leaders. Chair Nichols told the committee that it would be beneficial to coordinate inviting any guests to the meeting with Longanecker. Commissioner Nething asked for information about ground transportation to and from the airport. Longanecker said WICHE staff would be providing transportation for commissioners. Chair Nichols said she is excited to see how meeting at the WICHE offices will work.

DISCUSSION ITEM

Review of the Budget

Longanecker reported that WICHE ended FY 2009 with a surplus that added approximately \$200,000 to the reserves. There is currently \$1.337 million in the reserves. Longanecker said that the organization was in good shape financially going into FY 2010 and that WICHE had ended FY 2009 better than anticipated. The Mental Health Program had many accounts that did not close before the end of FY 2009, leaving a deficit in their budget. The program is bringing in a lot of funds but also has a lot of expenditures; it will be replenishing their reserves. WCET ended the year in good standing. Longanecker said it is too early to tell how FY 2010 looks for the organization. Chair Nichols asked where funding was coming from for the LAC meeting. Longanecker said the *Getting What You Pay For* grant from Lumina Foundation for Education will pay for this year's LAC meeting. In the future staff will have to consider how to fund the meeting and might try to build it in to the general fund. Longanecker also mentioned that the response to this year's LAC meeting has been remarkable. Currently, 16 participants are signed up, representing most of the WICHE states.

Commissioner Beesley asked for clarification on the president's office line in the budget and the commission meeting expense line. Longanecker explained that money was transferred from the president's office budget to the commission meeting budget in order to cover expenses for Erin Barber's salary in the commission meeting budget (in the past her salary has not been accounted for in this budget). Longanecker's budget had substantial savings over the year because much of his salary and travel were covered by grants, programs, or other organizations. Commissioner Nething noted that less was budgeted for the president's office in FY 2010. Longanecker explained that some of Barber's salary was now imbedded in commission expenses. He also cut part of his travel budget, since a majority of his expenses are covered throughout the year.

Commissioner Hanson asked when the LAC would be meeting this year, and Longanecker said that the dates of the meeting are September 28 and 29. He also asked if all states have paid their dues. Longanecker responded that only half of the California dues are in, and he was waiting for the remainder from the University of California; he was also waiting for dues from Arizona. Commissioner Sideman said a plan was in place to get the Arizona dues paid to WICHE.

Craig Milburn said Longanecker had worked aggressively to move expenses and time to soft funding, which resulted in a larger contribution to the reserves than anticipated at the end of FY 2009.

DISCUSSION ITEMS

Proposed/Upcoming Projects

Policy Analysis and Research Unit

Brian Prescott explained to the committee that both the College Board and ACT have committed money towards the funding of the next edition of *Knocking at the College Door*. ACT has committed funding conditionally, with the provision that the Bill and Melinda Gates Foundation also contribute towards the project. Prescott told the committee that they are still talking with the Gates Foundation about the shape and size of the project. Their program officer has a strong interest in data activities that are currently going on. Prescott said that they are currently working on a

proposal that will link their data activities with a review of the methodology of *Knocking at the College Door* in its next edition. The Gates Foundation wants evidence of additional funding, which WICHE has already received. The combined total of funding over three years will be approximately \$1.5 million. Longanecker clarified that the Gates Foundation wants to know that WICHE has serious partners in the project but does not expect WICHE to match all of the funding. If funding from Gates isn't received, WICHE will need to renegotiate with the College Board and ACT.

WICHE is partnering with the University of Southern California's Center for Urban Education on another project, called *Education Equity and Postsecondary Student Success*. The Ford Foundation has given \$500,000 over two years towards a project that closely examines leaks in the education pipeline and find ways to plug those leaks. There will be an internship component to the project. Prescott told the committee that WICHE will be a subcontractor in the project. He will be traveling to Los Angeles to meet with staff at the Center for Urban Education to find out more details about the project and expectations for WICHE's role. The project begins October 1. Longanecker mentioned that this is an expansion of the *Equity Scorecard* program and will include more states; they will be selecting three Western states to work with. Chair Nichols asked if there will be a call for participation. Longanecker and Prescott both said yes; there will likely be more information on the project at the November meeting.

Demi Michelau reported that a proposal for another project targeting displaced workers and adult students was submitted to the Fund for the Improvement of Postsecondary Education (FIPSE) in August. There has not been any news on the funding. The grant is very competitive; only 28 awards will be given out nationwide. Michelau expected to know more by October 4.

WCET

Longanecker reported that the recently submitted National Science Foundation Academic Research Infrastructure Program proposal would build on the expansion of broadband activities. Funding would be \$1,573,952 (for equipment). Louis Fox is optimistic about our partnership with staff working at the federal level.

Mental Health Program

Longanecker told the committee that the Mental Health Program has submitted a proposal to the Substance Abuse and Mental Health Services Administration (SAMHSA) for their mental health first aid work. They also have a proposal in with the Department of Defense for similar activities. Both of these proposals look promising. Chair Nichols asked if the mental health first aid proposal is related to training in residence halls. Longanecker said that it was.

Commissioner Hanson commented on an article in the Laramie newspaper reporting on the fact that certain occupations lack sufficient workers while others have too many. Given this, helping students choose their college degrees and occupations is an important area that needs to be addressed. He wanted to know if this would be part of the work with the FIPSE grant, if funding was received. Longanecker said that teams from states will work together with higher-level administrators from the higher education offices and community colleges, so that adults going back to school are trained in areas where there will be jobs. Chair Nichols suggested WICHE could also look at where states have employment gaps and need more workers and where they need more jobs. It may be that institutions are deficient in offering certain degrees. Commissioner Barrans said that in some cases, schools are offering the needed degrees but they don't have the capacity to educate enough students. Longanecker said that the problem usually comes down to a combination of physical constraints and lack of faculty.

Other Business

Longanecker told the committee that WICHE has been working with HCM Strategists to find out how WICHE can become a preferred provider for various federal agencies. It's a competitive environment, and HCM will be coming up with a proposal. Longanecker may add it to the agenda for the Executive Committee to consider at the November meeting. WICHE would be a preferred provider for the Education, Agriculture, and Health and Human Services departments. He estimated that the cost of working with HCM would be between \$10,000 and \$20,000.

Chair Nichols adjourned the meeting.

ACTION ITEM

Proposed Changes to November 2010 Meeting Location and Proposed Dates and Locations for Future Meetings

Summary

The May 17-18, 2010, meeting will be held in Portland, OR. The November 2010 meeting is slated to be held in Hawaii. Staff proposes changing the location of the November meeting to Colorado and moving Hawaii farther down the meeting rotation. By holding the November 2010 meeting in Colorado, WICHE will benefit from substantial savings on travel and meeting-related expenses. Holding the meeting in Hawaii will be a more viable option as the economy continues to recover over the next few years. Dates and locations of the 2011 commission meeting were voted on and approved by the WICHE Commission during the November 2007 meeting: May 16-17, 2011, California; and October 31-November 1, 2011, Colorado.

In addition to changing the location of the November 2010 meeting, staff proposes the following for future meeting locations and dates.

May 21-22, 2012	Washington
October 29-30, 2012	Hawaii
May 20-21, 2013	Wyoming
November 4-5, 2013	Colorado
May 19-20, 2014	New Mexico
October 27-28, 2014	Colorado

Action Requested

Staff requests that the committee vote to approve holding the November 2010 meeting in Colorado instead of Hawaii and to approve the proposed future locations and meeting dates.

WICHE Meeting Locations

	May	November
2011	California	Colorado
2010	Portland, OR	Hawaii <i>proposed change</i>
2009	Las Vegas, NV	Boulder, CO
2008	Rapid City, SD	Phoenix, AZ
2007	Whitefish, MT	Denver, CO
2006	Bismarck, ND	Boulder, CO
2005	Juneau, AK	Boulder, CO
2004	Boise, ID	Broomfield, CO
2003	Salt Lake City, UT	Broomfield, CO
2002	Santa Fe, NM	Broomfield, CO
2001	Jackson Hole, WY	Broomfield, CO
2000	Denver, CO	Seattle, WA
1999	Denver, CO	Honolulu, HI
1998	Denver, CO	Portland, OR
1997	Reno, NV	Denver, CO
1996	Denver, CO	Albuquerque, NM
1995	Boulder, CO	San Francisco, CA
1994	Rapid City, SD	Tucson, AZ
1993	Kalispell, MT	Salt Lake City, UT
1992	Bismarck, ND	Boulder, CO
1991	Boulder, CO	Coeur d'Alene, ID
1990	Portland, OR	Seattle, WA

Meeting locations by state*	
<i>Alaska</i> 2005	<i>New Mexico</i> 2002, 1996
<i>Arizona</i> 2008, 1994	<i>North Dakota</i> 2006, 1992
<i>California</i> 1995	<i>Oregon</i> 1998, 1990
<i>Hawaii</i> 1999	<i>South Dakota</i> 2008, 1994
<i>Idaho</i> 2004, 1991	<i>Utah</i> 2003, 1993
<i>Montana</i> 2007, 1993	<i>Washington</i> 2000, 1990
<i>Nevada</i> 2009, 1997	<i>Wyoming</i> 2001

*Not including Colorado.

DISCUSSION ITEM

WICHE Compensation Committee Report

Introduction

The Compensation Committee offers this report as a vehicle for the WICHE Commission to use in its stewardship of the WICHE organization within the current environment, as well as in preparing the organization for its future. It is focused on talent compensation, primarily at the CEO level, with additional information offered for the senior-staff leadership.

Before offering comparative information, it may be useful to recall what is expected of leadership for WICHE, what is special about WICHE in the marketplace, and how the WICHE leadership role differs from other leadership roles within higher education. We will also offer an overview of compensation elements commonly found in higher education organizations.

Characteristics of the WICHE president's role

The WICHE president's position is defined by the Commission's expectations for the performance of this role. The president:

1. is the face, presence, and image of WICHE.
2. needs to be an articulate spokesperson.
3. must know and understand higher education issues.
4. be capable of interacting with national and state policy leaders.
5. be capable of interacting with the national foundation community.
6. be capable of leading the discussion of policy issues and the development of appropriate responses and solutions.
7. be capable of effectively working with and managing the relationships of a large public board.
8. must be a successful manager of the internal organization – financial and people resources.

What unique or special factors exist in the leadership role for WICHE?

WICHE is different from other higher education organizations in a number of ways:

1. The leadership of WICHE reflects WICHE's unique position as an organization: a cross between a public policy group, at both the state and national levels, and a community of higher education organizations.
2. Although WICHE is a regional organization, it plays on the national stage.
3. WICHE has a long history of national leadership in higher education policy, and the Commission expects this to continue.

The WICHE leadership position in comparison to other leadership roles

Admittedly, every leadership position has characteristics that may give it a different shape than any other position. Nevertheless, there are common elements that can be drawn from comparisons to other similar leadership roles.

1. The most directly similar organizations are the three other regional compacts/commissions: the New England Board of Higher Education, the Midwestern Higher Education Compact, and the Southern Regional Education Board. Obviously, the nature of these leadership roles would be comparable, with the knowledge of the western states and region being the major difference.
2. Within the higher education community, the national organizations include the American Association of State Colleges and Universities, the American Council on Education, the Association of Governing Boards, the Association of Public and Land-Grant Universities, the National Center for Higher Education Management Systems, and the State Higher Education Executive Officers. These organizations have solid backgrounds in higher education policy that intersect with public policy at both the national and state levels.
3. There are several public policy organizations with similar missions at the national level that also intersect with state government units. These include Education Commission of the States, National Governors Association, National Conference of State Legislatures, and the Council of State Governments. Whereas these organizational experiences will be rich in public policy, they may be less prepared to address the higher education policy arena.

4. Lastly, higher education systems and institutions are sources for leadership. These would include state SHEEOs, system heads or chancellors, and university presidents. Each offers a background within a specific institution and/or system or state. Within this leadership will be individuals who have engaged in state, regional, and/or national higher education policy.

Collectively, these organizations will most likely produce the pool of candidates for WICHE leadership. Thus, when reviewing the marketplace for both competitive compensation and for understanding the cost of recruiting future candidates, these organizations offer the best information.

What is included in a compensation program?

Before moving to a review of compensation, it may be useful to review the different elements that are commonly found in a compensation program:

1. *Salary*: the gross amount available to the individual.
2. *Deferred income*: income that is deferred to a later time, usually at retirement or when the individual is leaving the organization. It is commonly tied to performance or longevity in the position and is accomplished through the use of annuities or insurance. It is wise to account for this cost within annual operating budgets.
3. *Retirement*: purchasing an income for the individual for a time when they retire. There are two basic considerations: (1) the level of the retirement program – what percent of the salary is dedicated to purchasing retirement benefits? and (2) what portion of this is the employer paying? Another consideration is the level of health-care coverage the individual could take into retirement. Would the employee continue to be part of the group health insurance program and, if so, what is the portion of the premium cost that is paid by the employer?
4. *Vehicle or vehicle allowance*: is a vehicle provided, with the organization covering the full cost of operating and maintaining the vehicle? Or does the organization provide an allowance for the individual, contributing to the cost of the personal vehicle?
5. *Housing or living allowance*: does the organization provide a house for the individual? Or does the organization provide an allowance for the individual, contributing to the cost of the personal residence?
6. *Entertainment expenses*: providing resources to assist with the cost of hosting events related to the work of the organization.
7. *Sabbatical leave*: providing an opportunity for the individual to have time to refresh; this is commonly done after several years on the job.
8. *Health benefits coverage*: this is a standard part of any compensation program today. The critical issue for compensation is defined by the level of contributions the individual makes for himself or herself and for family members.

Is WICHE compensation competitive in today's marketplace?

Data provided by University of Wyoming staff offer a comprehensive overview of the compensation and benefits provided by WICHE for its president. The data are provided in the appendixes that follow this narrative. The "All Comparators" chart offers an excellent summary of the current situation.

Currently, the WICHE president is compensated with a salary of \$180,295. In addition, the president receives an auto allowance of \$5,700 and an expense allowance of \$5,000 a year. The current status of other higher education organizations can be summarized by the following:

1. The regional commission organizations range from \$150,000 to \$225,000. WICHE and the Midwestern Higher Education Compact are in the middle. However, the Midwestern Compact also provides a deferred compensation benefit.
2. The WICHE salary is significantly below all the national higher education organizations (7) and the organizations of state government units (2), which range from \$199,260 to \$461,124. Four of these are in the \$200,000 to \$299,999 range. Three are between \$300,000 and \$399,999. One is above \$400,000.
3. The WICHE salary would rank 11th if it were rank ordered with the 16 state SHEEO offices within the WICHE region. In addition, seven of these provide some form of a housing benefit.
4. When compared to the nine higher education and national organizations of state government units, the three regional organizations, and the 16 SHEEO organizations within the WICHE states, WICHE's salary is significantly below the mean salary of \$255,703 and the median salary of \$242,035.
5. Four-year institutional presidents' salaries nationally are \$282,382 for the mean and \$264,179 for the median.

The conclusion from this review is simply that WICHE is not in a competitive situation when comparing salary compensation within the higher education environment.

Where should WICHE be?

To have the talent expected in the WICHE leadership role and to compensate that talent in a manner that reflects the Commission's expectations to be a national leader, it would be reasonable to establish a salary compensation goal that mirrors this expectation. A salary that is at the minimum approximating the mean of the marketplace would be reasonable: \$255,703. An ideal goal may be to have a salary above the average, since WICHE should not be viewed as an average organization. If we set the goal as 10 percent above the average of comparators, the salary would be \$281,273.

If this were done, WICHE would be in the following comparative position:

1. If ranked against the SHEEO positions, WICHE would be in the middle.
2. If ranked against the other public agencies of higher education and government organizations, WICHE would be near the bottom.
3. If ranked against other regional organizations, WICHE would be at the top, slightly above the Southern Regional Education Board.

Other considerations might be:

1. Provide a deferred compensation program.
2. Increase the employer retirement contribution.
3. Provide a housing allowance.

WICHE senior staff

Salaries for WICHE senior staff reflect the same issues found in the president's compensation. The WICHE senior staff salaries average 61% of the WICHE CEO salary. This is consistent with the patterns found in other comparable organizations. The senior level positions ranged from 39% to 64%. If an increase in the president's salary were achieved to the comparator average, an increase of \$75,408 [to \$255,703 from \$180,295] or 41.8 percent, and equivalent increases were provided to the senior staff, WICHE would continue to reflect the same basic ratio of senior staff salaries to the CEO salary, consistent with comparator organizations.

How would the gap be addressed?

WICHE might establish a goal to move the president's salary toward the average over the next five years by adding 1/5 of the gap each year to the inflationary increases. This would amount to \$15,081 each year [$\$75,408 = \$255,703 - \$180,295$].

By making the same adjustments to senior staff, this would require an additional \$45,423 [$\$156,211 - \$110,788$] for each of the four senior staff positions. The annual impact for the four positions would be \$38,338, assuming five years to achieve the targeted salary.

**Executive Compensation & Benefits
Western Interstate Commission for Higher Education (WICHE) Institutions & All State Higher Education Executive Officers (SHEEO) Institutions
Fiscal Year 2009**

Agency	Chief Executive Officer	Chief Academic Officer	Chief Financial Officer	Government Relations	Communi- cations	Chief Information Officer	Executive Compensation		
							Housing Benefit	Auto- mobile Benefit	Other
WICHE	\$180,295		\$103,241				Expense Allowance of \$5,000	Provided	
Alaska Commission on Postsecondary Education	\$160,330		\$111,792		\$118,632	\$124,728		Provided	Deferred Compensation
University of Alaska Statewide System Office	\$300,000	\$221,308	\$179,000	\$182,451	\$110,273	\$174,537	Provided	Provided	Cash Balance Pension @18% of salary
Arizona Board of Regents	\$184,000	\$125,000	\$160,000	\$94,990		\$99,120		Provided	Group Term Life Insurance, Travel & Accident Insurance
California Postsecondary Education Commission	\$168,300	\$99,756	\$70,488	\$67,656		\$89,560		Provided	
Colorado Department of Higher Education	\$146,040	\$128,268	\$127,200	\$84,852		\$87,000	Provided	Provided	Housekeeping, groundskeeping, protocol funds.
University of Hawaii System	\$414,096	\$306,240	\$279,792	\$77,868	\$149,016	\$254,568			
Idaho State Board of Education	\$110,011	\$104,000	\$104,000	\$75,317			Provided	Provided	
Montana Commissioner of Higher Education	\$211,201	\$140,000	\$140,164	\$119,140			Provided	Provided	Host Account
Nevada System of Higher Ed.; System Adm. Office	\$303,000	\$204,599	\$204,521			\$96,543	Provided	Provided	
New Mexico Higher Education Department	\$169,343	\$138,241	\$90,000	\$60,528	\$67,735		Provided	Provided	Add'l Compensation @ Retirement
North Dakota University System	\$200,000	\$159,888	\$153,938	\$61,677	\$62,894		Provided	Provided	
Oregon University System	\$316,956		\$200,640	\$81,000	\$135,000		Provided	Provided	
South Dakota Board of Regents	\$323,502	\$160,624	\$153,317	\$92,239	\$84,365		Provided	Provided	
Utah System of Higher Education	\$255,000	\$133,000	\$173,000	\$116,000	\$84,460	\$84,460	Provided	Provided	
Washington State Higher Ed. Coordinating Board	\$151,704	\$98,397	\$85,900	\$97,345	\$97,345	\$93,840	Provided	Provided	
University of Wyoming	\$350,004	\$230,004	\$192,456	\$228,000		\$171,996	Provided	Provided	
Median Salary of WICHE Institutions	\$205,601	\$139,121	\$153,628	\$88,546	\$97,345	\$97,832		7 of 16	9 of 16
Mean Salary of WICHE Institutions	\$235,218	\$160,666	\$151,638	\$102,790	\$101,080	\$127,635			
Ratio of CEO Salary to Median Executive Salary		68%	75%	43%	47%	48%			
Median Salary of SHEEO Institutions	\$184,000	\$136,713	\$140,282	\$97,345	\$97,871	\$99,088		20 of 57	29 of 57
Ratio of CEO Salary to Executive Salary		74%	76%	53%	53%	54%			

* Per discussions with SHEEO, the highest paid public institution president or executive officer is reported.

Source: SHEEO Staffing and Salary Information with Survey of Agency Functions for Statewide Coordinating and Governing Higher Education Agencies, FY 2009

P09.086
OIA/SMK
26-Aug-09

**Executive Compensation & Benefits
Higher Education Associations**

Agency	# of Members ¹	# of Staff ¹	Chief Executive Officer			Vice-President or Senior Staff			
			Compensation	Benefit Plans	Expense Account	Compensation	Benefit Plans	Expense Account	Title
American Assoc of State Colleges & Univ (AASCU) July 1, 2007-June 30, 2008	435 Inst & Orgs	39	\$383,506	\$104,544	\$96,746	\$213,500	\$36,159	\$0	Sr. VP-Government Relations VP-Academic Leadership VP-Administration & Finance VP-Membership Services VP-Communications
American Council on Education (ACE) October 1, 2005-September 30, 2006	~1800 Inst & Orgs	220	\$395,740	\$157,290	\$99,818	\$290,612	\$106,398	\$0	Sr. VP-Business & Operations Sr. VP-Government Relations Senior Vice-President
Association of Governing Boards (AGB) July 1, 2007-June 30, 2008	1,256 Inst & Orgs	33	\$319,350	\$116,294	\$16,350	\$187,500	\$46,424	\$0	Executive Vice-President Senior Vice-President Senior Vice-President Vice-President Vice-President Vice-President
Association of Public & Land-grant Universities (APLU) January 1- December 31, 2007	219 Inst & Orgs	46	\$461,124	\$47,486	\$47,723	\$176,470	\$21,627	\$720	Executive Vice-President Chief of Staff Treasurer, CFO
Education Commission of the States (ECS) January 1- December 31, 2008	~350 Inst & Orgs; 54 Delegates	27	\$294,980	\$26,332	\$0	\$105,220	\$17,597	\$0	Chief Financial Officer Chief of Staff
National Ctr for Higher Ed Mgt Systems (NCHEMS) ² October 1, 2007-September 30, 2008	Confidential	15	\$199,260	\$28,676	\$0				
State Higher Education Executive Officers (SHEEO) October 1, 2007-September 30, 2008	62 Agencies	11	\$229,069	\$25,772	\$0				
National Governors Association (NGA) ³ July 1, 2007-June 30, 2008	55 States/territories	95	\$273,037	\$39,664	\$2,452	\$164,583	\$32,430	\$0	Treasurer Director
National Conference of State Legislatures (NCSL) July 1, 2007-June 30, 2008	55 States/territories, 7,382 legislators	171	\$283,129	\$0	\$20,000	\$195,000	\$0	\$0	Deputy Exec Director Director of Operations Director of State Services Dir. of State Policy Research

**Executive Compensation & Benefits
Higher Education Associations**

Agency	# of Members ¹	# of Staff ²	Chief Executive Officer			Vice-President or Senior Staff			
			Compensation	Benefit Plans	Expense Account	Compensation	Benefit Plans	Expense Account	Title
National Conference of State Legislatures (NCSL) <i>(continued)</i>						\$155,000	--	\$0	Director of Communications
						\$154,000	--	\$0	Director of Communications
						\$177,134	--	\$0	Director of Trust for Rep. Dem.
						\$177,134	--	\$0	Director of Leaders Serv.
Midwestern Higher Education Compact (MHEC) <i>July 1, 2009-June 30, 2010</i>	12 States, 59 Com- missioners	10	\$182,000	\$35,775	\$0	\$85,225	\$12,093	\$0	VP & General Counsel
						\$81,100	\$15,722	\$0	VP-Research & Policy
New England Board of Higher Education <i>July 1, 2009-June 30, 2010</i>	6 States, 50 Dele- gates	14	\$150,000	\$45,000	\$0	\$121,332	\$21,800	\$0	Chief Financial Officer ⁴
						\$85,020	\$25,500	\$0	Chief Operations Officer
Southern Region Education Board <i>July 1, 2009-June 30, 2010</i>	16 States, 80 Board Members	118	\$225,000	\$40,405	\$0	\$190,000	\$35,924	\$0	Senior Vice-President
Median of Comparator Organizations						\$155,000	\$24,091	\$0	
Ratio of CEO to Median VP Compensation & Benefits			\$278,083	\$40,035	\$1,226	\$155,397	\$30,810	\$223	
			\$283,016	\$55,603	\$23,591	56%	60%	0%	
WICHE <i>July 1, 2008-June 30, 2009</i>	15 States, 45 Com- missioners	42	\$180,295	\$30,474	\$5,000	\$112,500	\$16,722	\$2,500	VP-W. Coop. for Ed. Telecomm.
						\$111,244	\$21,324	\$2,500	VP-Behavioral Health
						\$110,331	\$21,233	\$2,500	VP-Programs & Services
						\$103,241	\$20,524	\$2,500	Chief Financial Officer
WICHE Median			\$180,295	\$30,474	\$5,000	\$110,788	\$20,879	\$2,500	
Ratio of CEO to Median VP Compensation & Benefits						61%	69%	50%	

¹ Website information.

² Does not include NCHEMS Management Services, Inc.

³ Includes both the NGA & NGA for Best Practices.

⁴ CFO works 3 of 5 days. Salary was calculated at 1.0 FTE, but benefits were not adjusted.

Sources: IRS Form 990 - Return for Organization Exempt from Income Tax. Dates for fiscal years differ from institution to institution. Websites, E-mail & Phone interviews.

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**Executive Salaries
College & University Professional Association
Public Institutions
Fiscal Year 2009**

4-Year Institutions	Chief Executive Officer of Single Institution	Chief Academic Officer & Provost	Chief Financial Officer	Chief Legal Affairs Officer	Chief PR Officer	Chief Information Officer
Median Salary	\$264,179	\$187,217	\$139,141	\$150,910	\$103,121	\$135,424
Average Salary	\$282,382	\$205,591	\$153,364	\$157,747	\$115,621	\$147,436
# of Institutions Reported	346	348	160	168	201	311

2-Year Institutions	Chief Executive Officer of Single Institution	Chief Academic Officer & Provost	Chief Financial Officer	Chief Legal Affairs Officer	Chief PR Officer	Chief Information Officer
Median Salary	\$164,572	\$113,296	\$101,433	\$130,020	\$74,182	\$94,530
Average Salary	\$169,620	\$117,044	\$104,921	\$121,971	\$77,426	\$98,229
# of Institutions Reported	188	174	60	19	78	140

Source: CUPA 2008-09 Administrative Compensation Survey.

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**Executive Compensation & Benefits
All Comparators**

Agency	Chief Executive Officer	Chief Academic Officer	Chief Financial Officer	Government Relations	Communi- cations	Chief Information Officer	Executive Compensation		
							Housing Benefit	Auto- mobile Benefit	Other
WICHE	\$180,295		\$103,241				Provided		Benefits: \$30,474 (with auto); Expense Allowance of \$5,000
American Assoc of State Colleges & Univ (AASCU)	\$383,506	\$188,000	\$155,000	\$213,500	\$125,000				Benefits: \$104,544 plus Expense Allowance of \$96,746
American Council on Education (ACE)	\$395,740		\$290,612	\$249,984					Benefits: \$157,290 plus Expense Allowance of \$99,818
Association of Governing Boards (AGB)	\$319,350								Benefits: \$116,294 plus Expense Allowance of \$16,350
Association of Public & Land-grant Univ. (APLU)	\$461,124		\$174,464						Benefits: \$47,486 plus Expense Allowance of \$47,723
Education Commission of the States (ECS)	\$294,980		\$105,220						Benefits: \$26,332 plus Expense Allowance of \$0
National Ctr for Higher Ed Mgt Systems (NCHEMS)	\$199,260								Benefits: \$28,676 plus Expense Allowance of \$0
State Higher Education Executive Officers (SHEEO)	\$229,069								Benefits: \$25,772 plus Expense Allowance of \$0
National Governors Association (NGA)	\$273,037		\$164,583		\$155,000				Benefits: \$39,664 plus Expense Allowance of \$2,452
National Conference of State Legislatures (NCSL)	\$283,129								Benefits: \$0, \$20,000 travel allowance
Midwestern Higher Education Compact	\$182,000						Provided		Benefits: \$35,775, \$0 Expense; Deferred compensation
New England Board of Higher Education	\$150,000		\$121,332 ¹				Provided		Benefits: \$45,000 plus Expense Allowance of \$0
Southern Region Education Board	\$225,000						Provided		Benefits: \$40,405 plus Expense Allowance of \$0
Alaska Commission on Postsecondary Education	\$160,330		\$111,792		\$118,632	\$124,728	Provided		Deferred Compensation
University of Alaska Statewide System Office	\$300,000 ²	\$221,308	\$179,000	\$182,451	\$110,273	\$174,537	Provided		Cash Balance Pension @18% of salary
Arizona Board of Regents	\$184,000	\$125,000	\$160,000	\$94,990		\$99,120			Group Term Life Insurance, Travel & Accident Insurance
California Postsecondary Education Commission	\$168,300	\$99,756	\$70,488	\$67,656		\$89,560	Provided		Housekeeping, groundskeeping, protocol funds.
Colorado Department of Higher Education	\$146,040	\$128,268	\$127,200	\$84,852		\$87,000			
University of Hawaii System	\$414,096	\$306,240	\$279,792	\$77,868	\$149,016	\$254,568	Provided		
Idaho State Board of Education	\$110,011	\$104,000	\$104,000	\$75,317			Provided		
Montana Commissioner of Higher Education	\$211,201	\$140,000	\$140,164	\$119,140			Provided		
Nevada System of Higher Ed; System Adm Office	\$303,000	\$204,599	\$204,521				Provided		
New Mexico Higher Education Department	\$169,343	\$138,241	\$90,000	\$60,528	\$67,735	\$96,543	Provided		Host Account
North Dakota University System	\$200,000	\$159,888	\$153,938	\$61,677	\$62,894		Provided		Add'l Compensation @ Retirement
Oregon University System	\$316,956	\$200,640	\$200,640	\$81,000	\$135,000		Provided		
South Dakota Board of Regents	\$323,502	\$160,624	\$153,317	\$92,239	\$84,365		Provided		
Utah System of Higher Education	\$255,000	\$133,000	\$173,000	\$116,000	\$84,460	\$84,460	Provided		
Washington State Higher Ed. Coordinating Board	\$151,704	\$98,397	\$85,900	\$97,345	\$97,345	\$93,840	Provided		
University of Wyoming	\$350,004	\$230,004	\$192,456	\$228,000		\$171,996	Provided		
Median Salary excluding WICHE	\$242,035	\$140,000	\$154,469	\$93,615	\$110,273	\$97,832	7 of 20	12 of 20	
Mean Salary excluding WICHE	\$255,703	\$162,488	\$156,246	\$118,909	\$108,156	\$127,635			
Ratio of CEO Salary to Median Executive Salary		58%	64%	39%	46%	40%			

¹ The CFO works 3 of 5 days, salary calculated at a full-time rate.

² Per discussions with SHEEO, the highest paid public institution president or executive officer is reported.

Information not available on IRS Form 990

Sources: SHEEO Staffing and Salary Information with Survey of Agency Functions for Statewide Coordinating and Governing Higher Education Agencies, FY 2009.
IRS Form 990 - Return for Organization Exempt from Income Tax. Dates for fiscal years differ from institution to institution.
Websites, E-mail & Phone interviews.

DISCUSSION ITEM

President's Travel – Calendar Year 2009

January

12	Achieving the Dream National Policy Advisory Meeting	Washington, D.C.
13-14	National Student Clearinghouse (NSC) Board Meeting.....	Miami, FL
15-16	National Center for Postsecondary Research (NCPR) Advisory Board Meeting	Houston, TX
22-23	Meeting with Estela Bensimon and University of Southern California Center for Enrollment Research, Policy, and Practice Conference	Los Angeles, CA
26	Association for the Study of Higher Education (ASHE) Equity Institutes Planning Meeting	Los Angeles, CA
27	Colorado Opportunity Fund (COF) Interview with Tim Foster, president, Mesa State College.....	Grand Junction, CO
30-31	WICHE Officers' Retreat	San Francisco, CA

February

1	WICHE Officers' Retreat.....	San Francisco, CA
4-6	Brookings Institute Forum for the Future of Higher Education (and various appointments)	Washington, D.C.
7-9	American Council on Education (ACE) Annual Conference (and various appointments)	Washington, D.C.
17	Washington Higher Education Coordinating Board (HECB)	Olympia, WA
21	National Center for Public Policy and Higher Education Access and Affordability Meeting	Washington, D.C.
27-28	National Conference of State Legislatures (NCSL) National Education Seminar	Scottsdale, AZ

March

16-17	Ingram Center Planning Retreat (and various appointments)	Washington, D.C.
24	National Student Clearinghouse Steering Committee Meeting (and various appointments)	Washington, D.C.

April

9	National Student Clearinghouse Steering Committee	Washington, D.C.
14-15	College Access Challenge Grant (CACG) Network Meeting	Las Vegas, NV
22-23	CONAHEC Board of Directors Meeting	Guadalajara, Mexico
27	Non-Traditional No More (NTNM) Arkansas Meeting	Little Rock, Arkansas
28-30	National Student Clearinghouse Board Meeting	Washington, D.C.

May

1	Institute for Higher Education Policy (IHEP) Meeting.....	Washington, D.C.
6	Robert Wood Johnson Grantees Meeting on Remediation	Boston, MA
7	Oregon Joint Boards Meeting	Portland, OR
13-14	Non-Traditional No More South Dakota Meeting.....	Pierre, SD
16-19	WICHE Commission Meeting and College Board Roundtable.....	Las Vegas, NV

June

1-2	Non-Traditional No More Nevada Meeting	Reno, NV
17-18	Brookings Institute Luncheon with Education Secretary Arne Duncan (and various appointments)	Washington, D.C.
19	National Student Clearinghouse Steering Committee	Washington, D.C.
22-23	Gates Foundation Postsecondary Success Initiative Summer Symposium	Seattle, WA

July

16-17	SHEEO Annual Meeting	Santa Fe, NM
29	Brookings Institute Education-Workforce Longitudinal Data Systems Meeting (and various appointments)	Washington, D.C.
30	Lumina Research Advisory Board Meeting	Indianapolis, IN

August

- 10 Louisiana Postsecondary Education Review Commission MeetingBaton Rouge, LA
- 17-19 Nevada System of Higher Education Cabinet RetreatReno, NV
- 26 Meetings with University of Nebraska Medical Center Staff; Richard Hoffman;
and Marshall Hill Lincoln and Omaha, NE

September

- 24-25 National Student Clearinghouse Board Meeting Herndon, VA
- 28-29 Louisiana Postsecondary Education Review Commission MeetingBaton Rouge, LA

October

- 2 Mental Health SummitBreckenridge, CO
- 26 Louisiana Postsecondary Education Review Commission MeetingBaton Rouge, LA

November

- 12-14 Moving the Needle Conference..... Washington, D.C.
- 16-18 Louisiana Postsecondary Education Review CommissionBaton Rouge, LA
- 19-20 Second International Congress on Upper-secondary and Higher Education..... Mexico City, Mexico

December

- 1 National Center for Public Policy and Higher Education Meeting..... Washington, D.C.
- 14-15 Louisiana Postsecondary Education Review CommissionBaton Rouge, LA