Executive Committee Meeting (Open/Closed)

Monday, May 11, 2015
8:30 – 9:30 am
Bering
WICHE Commission Meeting

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8:30 - 9:30 am
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Executive Committee Meeting (Open and Closed Sessions)

Mike Rush (ID), chair
Jeanne Kohl-Welles (WA), vice chair
Dianne Harrison (CA), immediate past chair

Diane Barrans (AK)
Eileen Klein (AZ)
Christopher Cabaldon (CA)
Dene Thomas (CO)
Sharon Hart (CNMI)
TBD (HI)
Tony Fernandez (ID)
Clayton Christian (MT)
Ray Holmberg (ND)
Patricia Sullivan (NM)
Vic Redding (NV)
Camille Preus (OR)
James Hansen (SD)
Dave Buhler (UT)
Don Bennett (WA)
Karla Leach (WY)

Agenda (Open)

Action Item
Approval of the March 10, 2015 Executive Committee teleconference minutes 1-3

Discussion Items:

May 2015 meeting schedule
Compensation survey
Other business

Agenda (Closed)

Discussion Item:

FY 2015 evaluation of the president and adoption of FY 2016 performance objectives 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
Tuesday, March 10, 2015

Committee Members Present
Mike Rush (ID), chair
Jeanne Kohl-Welles (WA), vice chair
Dianne Harrison (CA), immediate past chair
Susan Anderson for Diane Barrans (AK)
Sharon Hart (CNMI)
Dene Thomas (CO)
Tony Fernandez (ID)
Clayton Christian (MT)
Ray Holmberg (ND)
Patricia Sullivan (NM)
Vic Redding (NV)
Cam Preus (OR)
James Hansen (SD)
Dave Buhler (UT)
Frank Galey for Karla Leach (WY)

Committee Members Absent
Eileen Klein (AZ)
Christopher Cabaldon (CA)
Francisco Hernandez (HI)
Don Bennett (WA)

WICHE Staff Present
Erin Barber, executive assistant to the president and to the commission
David Longanecker, president, WICHE
John Lopez, director, W-SARA
Craig Milburn, chief financial officer

Chair Mike Rush called the meeting to order. He asked Erin Barber to call roll.

ACTION ITEM
Approval of the Minutes from the February 10, 2015 Executive Committee Meeting

Chair Rush asked for a change to be made to the February 10, 2015 Executive Committee teleconference minutes. The proposed change is in the Other Business section of the minutes and will take out the reference to the need to extend the President’s deferred compensation plan for one year. Instead, the minutes will reflect that a discussion about the deferred compensation plan occurred but specifics and a timeline were not discussed. The February 10, 2015 teleconference minutes were approved as amended.

DISCUSSION ITEM
FY 2015 and FY 2016 Budget Updates

Chair Rush asked David Longanecker to give the budget update. Longanecker noted the FY 2015 budget shows the year ending with a surplus of approximately $110,000. He said staff are working hard to spend money within their budgets, so he expected the surplus to be less at the end of the fiscal year. New Mexico paid most of their remainder dues and Hawai’i still owes WICHE $60,000. Turning to the FY 2016 budget, Longanecker noted that modest increases were applied to interest and indirect revenues. He also mentioned that the California dues line on the budget report remains on the report for accounting purposes but will eventually be eliminated. Longanecker reported on areas that will experience an increase in expenses in FY 2016, including the Policy Unit, the President’s Office, and Administrative Services due to changes in FTE and increases in some of the staff salaries. The FY 2016 budget currently shows a deficit of approximately $40,000. Longanecker said he will bring a balanced budget for approval at the May meeting. Chair Rush asked if the salary pool approved at the last meeting was included in the FY 2015 budget. Longanecker said it was not because the report only showed January numbers. A salary increase is reflected in the FY 2016 budget. Finally, Longanecker noted in the reserves...
that the Colorado Educational and Cultural Facilities Authority (CECFA) bond will be paid off at the end of the fiscal year and no additional money will be going into the deferred compensation plan.

**DISCUSSION ITEM**

**Draft of the 2016 Workplan**

Chair Rush called on Longanecker to present a draft of the 2016 WICHE Workplan. Longanecker told the committee that feedback and ideas received from the commission survey were incorporated into the workplan. Committees will be discussing the workplan at the May meeting. Longanecker highlighted MHECare in the Programs and Services section of the workplan and discussed the work WICHE is doing with Metropolitan State University of Denver to develop a program that works with the Affordable Care Act. He noted a few issues that have come up with the Consortium for Health Education Online (CHEO) grant that may result in an early end to the grant. In the Policy Analysis and Research section, Longanecker noted that work on the next edition of *Knocking at the College Door* will begin soon. The College Access Challenge Grant (CACG) program is still going in Idaho and Alaska. Staff hope to talk with commissioners at the May meeting about interest in extending the program. The Equity and Excellence project has ended but staff are working with the University of Southern California (USC) to find funding for continuing activities. In the Mental Health Program section, Longanecker reported that strong projects in Arizona and with the Veterans Administration have helped the budget problems considerably. Finally, in the WCET section of the workplan, Longanecker noted new projects focused on telehealth and telemedicine will likely be a collaboration between WCET and the Mental Health Program. Longanecker said staff will submit a final draft of the workplan to the committees in May for their approval.

**ACTION ITEM**

**Approval of the Western Academic Leadership Academy**

Longanecker presented the action item to approve the development of the Western Academic Leadership Academy. The program is designed to provide professional development to academic leaders working to become chief academic officers in four-year institutions. Members of the Western Academic Leadership Forum will provide expertise in several training areas, including access and excellence, governance, budgeting, personnel management, and public policy. The first cohort would begin the year-long program this summer. The cost per individual would be $1,500 plus travel expenses to attend the training. The overall budget for the program will be $22,500 for 15 participants. Commissioner Hansen moved TO APPROVE THE WESTERN ACADEMIC LEADERSHIP ACADEMY. Commissioner Galey seconded the motion. The motion was approved unanimously.

**ACTION ITEM**

**Approval of the Compact for Faculty Diversity Research Mentoring Institute Project**

Longanecker presented the action item to approve the Compact for Faculty Diversity Research Mentoring Institute Project. The National Research Mentoring Network (NRMN) recently asked WICHE and SREB to submit a joint grant proposal that, if funded, would work with NRMN to develop a network of skilled mentors to help underrepresented minority graduates, masters, graduate, and doctoral and postdoctoral students to develop their research careers. Longanecker noted that the program would be run by Ken Pepion, who works on faculty diversity projects for WICHE. Commissioner Harrison asked how institutions can get their students involved in the mentoring program. Pepion responded that they would be actively recruiting successful scientists to become mentors and to connect mentors with graduates in the biomedical fields. If approved the grant would provide approximately $250,000 to support travel for mentors and students, and partial salaries and benefits for staff working on the project. Commissioner Thomas MOVED TO APPROVE THE COMPACT FOR FACULTY DIVERSITY RESEARCH MENTORING INSTITUTE PROJECT. Commissioner Hart seconded the motion. The motion was approved unanimously.

**DISCUSSION ITEM**

**Preliminary Agenda for the May 2015 Commission Meeting**

Chair Rush called on Longanecker to discuss the proposed agenda for the May commission meeting. Longanecker gave an update on the proposed sessions and speakers who are being invited. He also noted that staff have reached out to see if
we can host a screening of the movie “Hunting Ground” to help facilitate discussions around the campus sexual assault theme. Commissioner Anderson gave background information on William Hensley, the proposed dinner speaker. She also offered several ideas to those wishing to extend their time in Alaska.

Other Business

Chair Rush called for other business. Hearing none, the meeting was adjourned.
DISCUSSION ITEM
FY 2015 Annual Evaluation of the WICHE President and Adoption of FY 2016 Performance Objectives

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 by staff in the draft of the 2015-16 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.

This year my self-evaluation will be accompanied by a separate evaluation of my performance to be provided by Mike Rush, WICHE’s current chair. The addition of an annual evaluation by the chair was incorporated as policy of the commission on the recommendation of Dr. Cece Foxley, former WICHE Utah commissioner and the person selected by the commission to conduct the external review of my performance two years ago.

- 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 (2015-2016).

I would consider my performance over this past year to be quite strong, with a couple of caveats. I will reflect below both what I have accomplished and where I could and should have done better.

Administering the WICHE Organization:

Objectives for “maintaining” the organization

Internal management

1. Maintain a balanced budget for fiscal year 2014 and beyond and seek to find a way within a balanced budget to provide modest merit-based salary increases to staff.

   Partially Accomplished. Both the “balanced budget” portion of this objective and providing a modest 3 percent merit-based salary increase for staff have been accomplished, at least with respect to the General Fund Budget. Overall, we are projected to end fiscal year 2015 with a modest general fund surplus of more than $100,000 (about 5 percent above the commission-approved amount). This surplus results from both slightly greater revenues than originally budgeted and slightly lower expenses than anticipated.

   While this objective was achieved for FY 2015, the budget I have recommended for FY 2016 would not meet the requirements of this objective because it is not rich enough to support staff increases. Thus, I have met the current needs but not the “beyond” needs. Similar to last year, I will be asking for a strategy to provide salary increases mid-year, should the organization’s finances at that time indicate such increases can be afforded. In addition, one of our self-funded units, the Mental Health unit, ran a substantial deficit in FY 2014, which I had not anticipated when I submitted my last self-evaluation. Although we have stemmed the imbalance in the Mental Health unit budget for the current year (FY 2015) and crafted measures to replenish over two years the amount loaned to Mental Health from WICHE’s reserves, I must accept responsibility for this budget issue, and even more significantly for not being on top of this issue when budgets were submitted last year, thus catching both you and me by surprise.

   2016 Recommendation: Retain the 2015 objective, and continue to closely monitor the finances of the Mental Health unit and assure that the plan to repay the loan from WICHE reserves is accomplished.

2. Attend directly 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.
Accomplished, resulting in substantial improvements. Within the senior staff of WICHE we had two major hires over the past year – John Lopez as director of W-SARA, replacing Rhonda Epper, and Mike Abbiatti as vice president and executive director of WCET, replacing Ellen Wagner. Though Rhonda and Ellen both served WICHE well, John and Mike are equally exceptional additions to the senior executive team at WICHE.

We have also improved in diversifying our staff. Of the 26 new hires this past year (calendar year 2014), six have been persons of color. Unfortunately, one of the staff we lost this past year was a person of color, so our net gain was only five. Currently, however, we have been able to increase the share of our staff who are persons of color from 11 to 14 percent. While this percentage remains too low, we have made progress over the past two years, and continue to work vigilantly on this.

2016 Recommendation: Retain this objective.

3. Maintain the morale of WICHE staff to achieve the highest possible level of productivity and assess the level of morale during the annual evaluation process.

Partially accomplished. Last year I indicated that, in general, morale in the organization was high. I believe that remains the case today. Though recruiting and hiring new staff has become a significant challenge, particularly in high demand fields like IT, we have hired 17 stellar new staff, out of a total 54 staff, not including the clinical psychology interns. Both entrance and exit interviews with staff indicate that we are experiencing high staff morale. With such a large number of relatively new staff (one-third of our staff having less than two years tenure with WICHE), we are working on a number of new staff engagement activities. In addition to staff events, we have also initiated a monthly “breakfast with Dave” to talk about whatever folks want to talk about and we have conscripted Dick Jonsen, the former WICHE CEO, to offer monthly (or thereabouts) brown bag lunches for staff to present to their colleagues projects or research on which they are working.

The mid-year salary increase has also helped maintain high morale within the staff. We have had exceptional difficulty hiring IT staff, primarily because the robust IT industry in and around Boulder makes it difficult to find qualified folks, given our modest salary scale. And, I remain very concerned that our modest higher level staff salary scale may deter some exceptional candidates from applying for senior positions.

2016 Recommendation: Retain the 2015 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, bring at least one additional Pacific territory or freely associated state into membership with WICHE, and add at least one additional major grant to enhance the WICHE workplan.

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. As is virtually always the case, limits in resources have resulted in some items on the workplan not being achieved. All mission-critical efforts have been accomplished though.

Among the most significant accomplishments of the year was securing additional funding to bring into full fruition three major projects that had previously been in either the pilot or development stages: State Authorization Reciprocity Agreements (SARA), Multistate Longitudinal Data Exchange (MLDE), and the Interstate Passport Initiative (Passport). The year also witnessed the planned transfer of the Predictive Analytics Reporting (PAR) project from WICHE into a self-standing non-profit organization.

Over the past year, however, we did not bring an additional Pacific territory or freely associated state into affiliation with WICHE. While I have had promising indications that more would be joining, that has not occurred to date and thus I have let down the Commonwealth of the Northern Marianas, which needs financial relief from having to sustain the dues structure for the Pacific Islands solely by itself.
**2016 Recommendation:** Retain the 2015 objective, including the expectation that at least one additional major grant will be secured to enhance the organization’s workplan.

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, including all states not visited the prior year.

   **Partially Accomplished.** During this past year, I visited 12 of the 16 WICHE member states and territories, missing CNMI, South Dakota, Utah, and Wyoming. Unfortunately, this was the second year in which I did not visit South Dakota, so I did not achieve that portion of my objective.

   **2015 Recommendation:** Retain the 2015 objective, with a specific focus on visiting the three states and CNMI not visited this past year, with particular attention to visiting South Dakota.

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 Phoenix in September 2014. The number of legislators participating met our expectations, and the engagement of these participants was stellar. The meeting was financed within the budget provided from general fund resources.

   **2016 Recommendation:** Retain the 2015 objective.

Objectives for “development and innovation” within the organization

Internal management

1. Connect WICHE’s IT infrastructure to the UCAR Internet II connection.

   **Just About Accomplished.** We have secured acceptance by the City of Boulder for this connection and are nearing completion of the connection with Internet II broadband connectivity through an agreement with and cable to the University Center for Academic Research (UCAR), which is located proximate to WICHE’s facility.

   **2016 Recommendation:** Drop this objective once the connection is completed.

Commission development and innovation

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

   **Not Accomplished.** While the four members appointed to the commission since the May 2014 meeting promise to be strong commissioners, none are from communities of color. The diversity within the commission, however, has changed only slightly; the gender representation has not changed at all, with 30 (64 percent) men, 17 (36 percent) women, and the representation from communities of color declining only slightly from 12 to 11 (23 percent).

   **2016 Recommendation:** Retain the 2015 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 legislatures. Staff in a number of states have requested individual support from WICHE or have requested that WICHE testify before their committees. Our most substantive engagement in this area continues to be through our partnership with the National
Conference of State Legislatures (NSCL), though we have also extended our collaboration with the Council of State Governments (CSG) both through the national organization with regard to the SARA initiative and in direct activities with CSG-West, and we have established a strong relationship with the Western Governors Association (WGA) and its new executive director. WICHE staff often serves as faculty for NCSL’s education workshops and seminars. During the past year I personally testified before or worked extensively with legislatures, legislators, or legislative staff in California, Colorado, Hawai’i, Nevada, New Mexico, Oregon, and Washington.

We have been less engaged with governors and their staff. During the past year I met or worked with governors or their staff in California, Colorado, Montana, New Mexico, and Oregon.

2016 Recommendation: Retain the 2015 objective.

2. Retain strong partnership relationships with other organizations that WICHE can both benefit from and contribute to in pursuit of our respective missions.

Accomplished. We have maintained and expanded strong relationships with our traditional partners, including particularly strong relationships with our most consistent partners – the National Center for Higher Education Management Systems (NCHEMS), State Higher Education Executive Officers (SHEEO), and NCSL. Our 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) – while consistently strong, has been further expanded with the advent of the regional State Authorization Reciprocity Agreements (SARA).

I remain the chair of the board of the Consortium on North American Higher Education Collaboration (CONAHEC) and as a member of the board of the Institute for Higher Education Policy and of the National Council for State Authorization Reciprocity Agreements, as well as on the advisory committee to the American Association of Colleges and Universities’s (AAC&U) General Education Maps and Markers (GEMS) project.

2016 Recommendation: Retain 2015 objective, with no specific organizations identified for unique outreach.

Providing Program Services to the Western States:

Objectives for “maintaining” the organization

Student Exchange Program

Accomplish those aspects of the commission’s 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 remained essentially stable from the preceding year dropping from 658 to 657 students. We have not, however, identified new ways in which the program can better meet our members needs for well educated professionals.

2016 Recommendation: Retain 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.
Partially accomplished. Participation in WUE increased slightly to 34,281, a 1.4 percent increase over the prior year. We have not dwelt specifically on developments that would better feed into statewide workforce needs.

The program that has really caught on, though, is the Western Regional Graduate Program (WRGP), which grew by nearly 20 percent in enrollment this past year and has doubled over the past five years. It now serves 1,345 students, with 59 institutions participating via 346 programs, with an additional 37 programs being added this coming year.

The Internet Course Exchange (WICHE ICE), however, remains a personal disappointment. Participation in this program has not caught on as quickly or as substantially as we had hoped it would, despite facing a fiscal environment that we thought would heighten both knowledge of and participation in this program. In the current year only 19 institutions offering 53 nursing Ph.D. and DNP courses participate actively in this program; other members are the South Dakota Board of Regents and the University of Wyoming.

2016 Recommendation: Retain 2015 objective, though recognize more directly the emerging success of the WRGP program and examine closely the future viability of WICHE ICE.

Objectives for “development and innovation” of programs to serve the states.

1. Accomplish those aspects of the commission’s workplan that fit within this objective and explore innovative ways in which WICHE can assist its member states and territory to act together collectively in more ways.

Accomplished. Staff accomplished much in the programs and policy projects we have had underway, secured three major grants and numerous smaller grants and continued to work diligently on proposals for new projects consistent with the direction of the workplan. The addition of these new grants and promising possibilities under development provide comfort in the sustainability of WICHE’s leadership in policy and programs. PAR successfully transitioned into a self-standing non-profit organization and NC-SARA is well on its way to self-sufficiency in FY 2016. Two of the new direction projects included in the workplan – Leveraging Work-Based Learning and Reducing Recidivism through Inmate Education and Reentry Programs – have begun generating some interest from potential funders but have not yet received assurances of support. Funding for the Mental Health program has rebounded well and is now both sustainable and sufficient to repay the money loaned to Mental Health from WICHE reserves. And, Mike Abbiatti’s coming on board bodes well for WCET and its future financial viability.

With respect to the objective of assisting member states and territories to act together collectively in more ways, the most significant accomplishments have been the SARA initiative and the Multistate Longitudinal Data Exchange, though the Interstate Passport Initiative shows promise in this area as well. I would like to work with the commission over the coming year to more clearly develop when it is appropriate for WICHE to work outside the region and when it is most appropriate to constrain an activity to just the West.

2016 Recommendation: Retain 2015 objective but add an effort to define the principles that should drive whether and when WICHE seeks to partner or perform outside the West and when it should not do so.

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

Accomplished. We have established the regional State Authorization Reciprocity Agreement and received ample and gracious funding from Lumina and Gates Foundations to sustain that program through this year, after which it is expected and on track to become self-supporting. We were also successful in securing substantial funding for the expansion of the Multistate Longitudinal Data Exchange, the Interstate Passport Initiative, the Veterans Administration for Mental Health Training, and a number of smaller initiatives. It was a very good year for securing grant funding.

2016 Recommendation: Modify the 2015 objective to focus on the West and not necessarily on the multistate focus.
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 quite active in this arena. In addition to the interstate efforts, we continued to provide technical assistance to almost all of our member states. In great part this is because of the resources they needed to inform them about how best to join W-SARA, and John Lopez has provided absolutely stellar assistance on these initiatives. We have also assisted, however, on myriad other areas, from finances, student learning outcomes and assessment, the common core, adult learning, competency/proficiency development and measurement, governance and leadership, and mental health services, just to name a few.

   2016 Recommendation: Retain 2015 objective.

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

   Not Accomplished. WCET, under the leadership initially of interim directors Mollie McGill and Russ Poulin, and more recently Mike Abbiatti, has had a very good year, with increasing membership and leadership on a number of emerging issues and trends in technology enhanced education. The organization successfully reached fiscal stability.

   The Mental Health Program, though fundamentally strong, surprisingly ended the last fiscal year with a substantial financial deficit, well beyond what we had anticipated. This deficit was covered by a loan from WICHE reserves. Working closely with Dennis Mohatt and his staff, we have assured that this fiscal year will end without a deficit and that Mental Health will repay the loan to WICHE reserves over this year and next (FY2015 and FY2016). Toward this end, Mental Health has both secured substantial new funding and adopted new business practices that will assure that all projects pay for themselves and a portion of the overhead of the Mental Health Unit and WICHE.

   2016 Recommendation: Retain 2015 objective.

Objectives for “development and innovation” of policy, research, and technical assistance services

1. Accomplish those aspects of the commission’s 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.

   Technically accomplished, but . . . This past year we secured continuing funding for the SARA program, expansion of the Multistate Longitudinal Data Exchange and the Interstate Passport Initiative. We also received a number of modest grants to write papers, etc. Though these grants help greatly in ensuring the vibrancy of our policy and research agenda, we have not secured funding for other items on the workplan, which if secured will greatly improve our capacity to serve the West.

   2016 Recommendation: Retain 2015 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.

   2016 Recommendation: Retain 2015 objective.
In Sum:

This self-evaluation for fiscal year 2015 (2014-2015) and proposed objectives for fiscal year 2016 (2015-2016) reflect a quite productive year for me. 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 due not to me but rather to the exceptional efforts of a remarkably talented and dedicated staff. I personally have been pleased with what I have accomplished this year. I nonetheless continue to believe that I can improve my performance and will seek to do so this coming year.

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