



Credit: The Brown Palace Hotel, Denver

Western Interstate Commission  
for Higher Education

## Commission Meeting

November 7-8, 2019  
Denver, Colorado

# Key Issues in Higher Education: A Look Around the Corner

WICHE Commission Meeting – November 7-8, 2019  
 The Brown Palace Hotel, Denver, Colorado

## Schedule and Meeting Agenda

### Wednesday, November 6, 2019

**Noon**

*Gold*

**1:00 - 4:00 p.m.**

*Tabor and Stratton*

**5:00 - 6:15 p.m.**

*Palace Arms Restaurant*

**6:30 p.m.**

*Earl's Kitchen and Bar*

### Thursday, November 7, 2019

**7:45 a.m.**

*Brown Palace Club*

**8:30 - 9:15 a.m. [Tab 1]**

*Tabor and Stratton*

**Optional Lunch for New WICHE Commissioners and Staff**

**New Commissioner Orientation**

**WICHE/WCET Reception**

New WICHE commissioners, WICHE officers, and interested WICHE commissioners are invited to join the WCET Executive Council and Steering Committee for a networking reception.

**Dinner for New WICHE Commissioners**

Please meet in the hotel lobby for a short walk to the restaurant.

**Full Breakfast Available for Commissioners, Staff, and Guests**

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

1-1

**Agenda (Open)**



Approval of the September 19, 2019, Executive Committee teleconference minutes

1-3

**Discussion Items:**

Overview of the November 2019 Commission meeting schedule

Update on State Acknowledgement that WICHE is an agency of the States

Priority issues for the FY 2021 Workplan

Other business

**Agenda (Closed)**

**Discussion Item:**

Informal review of president's performance and travel schedule

1-10

9:30 - 10:15 a.m. [Tab 2]  
Grand Ballroom

## Committee of the Whole—Call to Order

2-1

### Agenda

Call to order: Senator Ray Holmberg, WICHE chair

**Land Acknowledgement:** Ernest House, Jr., senior policy director, Keystone Policy Center and enrolled member of the Ute Mountain Ute Tribe in Towaoc, Colo.

**Welcome:** Governor Jared Polis, Colo. (by video)

Introduction of new commissioners, staff, and guests 2-3

 Approval of the May 20-21, 2019, Committee of the Whole meeting minutes 2-5

Report of the Nominating Committee: Clayton Christian, committee chair and immediate past WICHE chair

Report of the Chair: Senator Ray Holmberg

Report of the President: Demarée Michelau

Reminder to caucus on selection of 2020 committee members

Recess until November 8, 2019, at 9:00 a.m.

10:15 - 11:00 a.m. [Tab 3]  
(presentation)  
Grand Ballroom

### Plenary Session I: Higher Education and Student Success: The Federal Perspective

3-1

The federal landscape in higher education is evolving and changing rapidly with potentially significant impacts on states and postsecondary institutions. Diane Auer Jones, principal deputy under secretary, U.S. Department of Education, will share updates relevant to the West regarding regulatory changes from negotiated rulemaking, the Department's focus on educational innovations, and ways we can collaborate to improve access to education and jobs.

This two-part session will include a presentation, then a facilitated group discussion.

#### *Facilitator:*

Clayton Christian, immediate past WICHE chair, commissioner of higher education, Montana University System

#### *Speaker:*

Diane Auer Jones, principal deputy under secretary, U.S. Department of Education

11:30 a.m. - 12:45 p.m.  
Brown Place Club

### Lunch

1:00 - 2:15 p.m. [Tab 4]  
Tabor and Stratton

## Programs and Services Committee Meeting

4-1



Approval of the May 20, 2019, Programs and Services Committee meeting minutes

4-3

### Discussion Item:

Priority issues for the Programs and Services FY 2021 workplan: Jere Mock

### Information Items:

Student Access Program updates: Margo Colalancia

4-6

Status report on WICHE's initiative to Reduce the Postsecondary Attainment Gap for American Indians and Alaska Natives: Suzanne Benally

4-7

Academic Leadership Initiatives updates: Anna Galas

4-7

### Other business

1:00 - 2:15 p.m. [Tab 5]  
Gold

## Policy Analysis and Research Committee Meeting

5-1



Approval of the May 20, 2019, Policy Analysis and Research Committee meeting minutes

5-3

### Information Items:

Update on WICHE data privacy plan

*Tuition and Fees in Public Higher Education in the West 2019-20*

*Benchmarks: WICHE Region 2019*

Update on cybersecurity training for nontechnical leaders

Update on competency-based education project

Update on *Knocking at the College Door*

### Discussion Items:

Update on the Legislative Advisory Committee

Priority issues for the FY 2021 Workplan

### Other business

## Break

2:15 - 2:30 p.m.  
Ballroom Foyer

2:30 - 3:30 p.m. [Tab 6]  
Grand Ballroom

## Plenary Session II: Communicating WICHE's Value

6-1

Effectively communicating the value of an organization is increasingly important, particularly as the number of higher education organizations increase in number and influence. It's particularly important for WICHE to be able to communicate to its member states and territories what sets it apart from other voices, how it continues to serve the students in the region, and ways to leverage the various resources it brings to the table.

For the past several months, WICHE staff have worked collaboratively with CommunicationWorks, a communications strategy firm with experience in higher education and that led the successful dissemination efforts for WICHE's *Knocking at the College Door*, to develop a comprehensive strategic communications plan for the compact. Hear from Jasmine Leonas, WICHE's communications manager, and our partners about the key elements of the plan, and how the WICHE Commission can contribute to the overall communications strategy.

*Introduction:*

Demarée Michelau, president, WICHE

*Facilitator:*

Jasmine Leonas, communications manager, WICHE

*Speakers:*

Sheppard Ranbom, founder and president, CommunicationWorks, LLC  
Craig Smith, senior associate and chief strategist, CommunicationWorks, LLC

**3:30 - 4:30 p.m. [Tab 7]**

*Grand Ballroom*

**Plenary Session III: Building the Foundation for WICHE's Strategic Priorities in FY 2021**

7-1

Each May, the WICHE Commission approves the workplan for the coming fiscal year. This workplan outlines the organization's five focus areas—finance and affordability, access and success, workforce and society, technology and innovation, and accountability—as well as the strategic priorities for the coming year. Earlier in the day, members of the Executive Committee, Policy Analysis and Research Committee, and the Programs and Services Committee will have had discussions about their priorities, and this session is an opportunity for the WICHE Commission as a whole to come together to discuss and recommend issues of importance for inclusion in the FY 2021 workplan.

*Facilitator:*

Demarée Michelau, president, WICHE

**4:45 p.m.**

*Staircase between 2nd and 3rd floors*

**Group Photo**

Please gather for a group photo immediately after Plenary Session II on the staircase between the 2nd and 3rd floors.

**6:00 - 6:45 p.m. [Tab 8]**

*Brown Palace Club*

**Reception**

8-1

**6:45 - 8:30 p.m.**

*Brown Palace Club*

**Dinner – “Dr. Colorado” Presents Color-Oddities**

Professor Tom “Dr. Colorado” Noel treats us to a lighthearted overview of Colorado history focusing on the most amazing places, eccentric state shapers, strange animals, odd contraptions and other wonders in his slide talk “Color-Oddities: Strangest Things About the Highest State.” If you've ever wondered what happened to the people at Mesa Verde, about the Roman legion invading the San Luis Valley, about the Colorado cannibal, about jackalopes and fur bearing trout, Noel will shed new light on many such topics.

*Introduction:*

Antwan Jefferson, clinical assistant professor, School of Education & Human Development, University of Colorado Denver

*Speaker:*

Tom Noel, associate chair, professor of history, and co-director of Public History Program, University of Colorado Denver

**Friday, November 8, 2019**

**8:15 a.m.**

*Brown Palace Club*

**9:00 - 10:00 a.m. [Tab 9]**

*Grand Ballroom*

**Breakfast for WICHE Commissioners, Staff, and Guests**

**Committee of the Whole—Business Session**

9-1

**Agenda**

Reconvene Committee of the Whole: Senator Ray Holmberg, WICHE chair

Report and recommended action of the Executive Committee:  
Senator Ray Holmberg, WICHE chair

Review of action items of the Executive Committee between  
May 2019 and November 2019

9-3

**Information Items:**

Report and recommended action of the Audit Committee:  
Clayton Christian, immediate past WICHE chair

Report and recommended action of the Programs and Services Committee:  
Les Purce, committee chair

Report and recommended action of the Policy Analysis and Research  
Committee: Christopher Cabaldon, committee chair

Report of the Legislative Advisory Committee annual meeting:  
Senator Ray Holmberg, WICHE chair

**Committee of the Whole—Discussion, Action, and Information Items**

**Discussion Item:**

Update on WICHE’s Budget

9-17



Approval of Modification to the Non-General Fund  
Reserve Policy

9-20

**Information Item:**

Non-General Fund Reserves for Fiscal Year 2020

9-21



Election of chair and vice chair as officers of  
the WICHE Commission for 2020

Remarks by Senator Ray Holmberg, outgoing chair

Remarks by incoming chair

Reminder to submit selection of 2020 committee members

**Meeting Evaluation:** [surveymonkey.com/r/LJL7CP2](https://surveymonkey.com/r/LJL7CP2)

**Other business**

**Adjourn Committee of the Whole—Business Session**

10:00 - 10:15 a.m.

Ballroom Foyer

10:15 - 11:00 a.m. [Tab 10]

(presentation)

Grand Ballroom

11:00 - 11:30 a.m.

(discussion)

Grand Ballroom

11:45 a.m.

References [Tab 11]

## Break

### Plenary Session IV: What's Ahead for Higher Education and Workforce: A Look at the Latest Workforce Projections

10-1

To ensure economic vitality and meet student and community needs, states and higher education leaders must continually anticipate and respond to changing workforce demands. One of the most widely cited sources for this information comes from the Georgetown University Center on Education and the Workforce through its three reports in an ongoing series that projects education demand for occupations in the U.S. economy—*Help Wanted*, *Recovery*, and *The Future of Work*. These influential data sources provide the rationale for state postsecondary attainment goals, inform higher education finance decisions, and improve our understanding of the overall context of the workforce in the coming years. WICHE is fortunate to get an early look at the next round of projections that will go through 2027 (the most recent projections looked out to 2020) and how the workforce landscape is likely to change in the coming years through a presentation and discussion with the lead researcher, Dr. Nicole Smith.

This two-part session will include a presentation, then a facilitated group discussion.

#### Facilitator:

Les Purce, president emeritus, The Evergreen State College

#### Speaker:

Nicole Smith, research professor and chief economist, The Georgetown Center on Education and the Workforce

## Closing Remarks

### Adjournment

Commission roster

11-3

Future Commission meeting dates

11-7

Commission committees

11-8

Legislative Advisory Committee roster

11-9

Staff

11-13

Map of U.S. Pacific Territories and Freely Associated States

11-14

Higher education acronyms

11-15

Thursday, Nov. 7, 2019

8:30 - 9:15 a.m.  
Tabor and Stratton

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

Ray Holmberg (ND), chair  
Camille Preus (OR), vice chair  
Clayton Christian (MT), immediate past chair

Stephanie Butler (AK)  
Rita H. Cheng (AZ)  
Dianne Harrison (CA)  
Antwan Jefferson (CO)  
David Lassner (HI)  
Rick Aman (ID)  
Fred Lokken (NV)  
Barbara Damron (NM)  
Mark Hagerott (ND)  
James Hansen (SD)  
Jude Hofschneider (U.S. Pacific Territories and Freely Associated States/CNMI)  
Ann Millner (UT)  
Don Bennett (WA)  
Fred Baldwin (WY)

**Agenda (Open)**



Approval of the September 19, 2019,  
Executive Committee teleconference minutes 1-3

**Discussion Item:**

Overview of the November 2019 Commission meeting schedule  
Update on State Acknowledgement that WICHE is an agency of the States  
Priority issues for the FY 2020 workplan

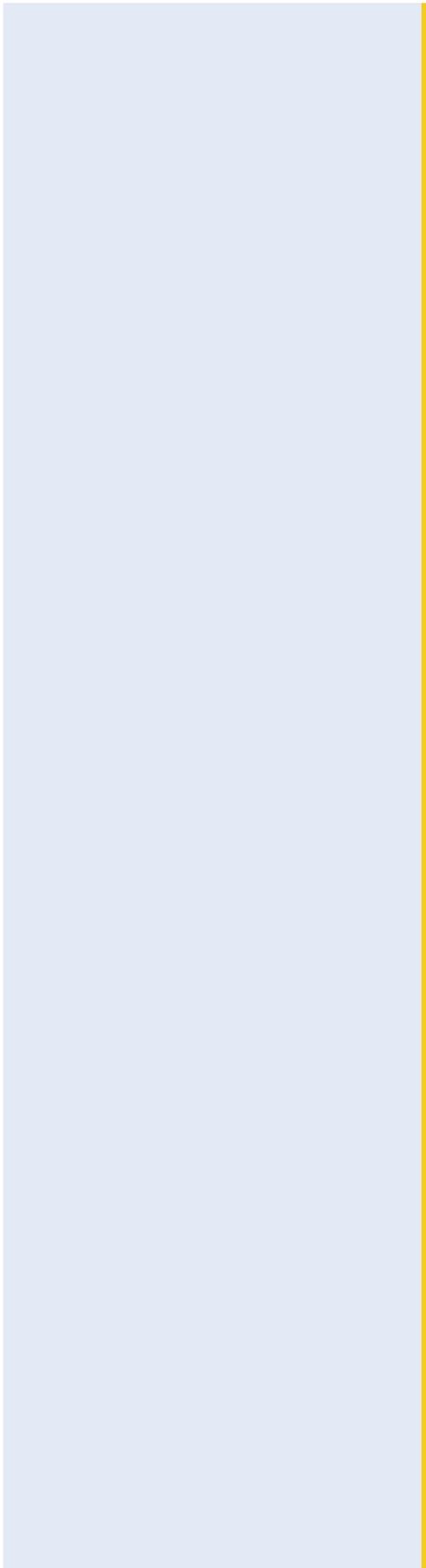
**Other business**

**Agenda (Closed)**

**Discussion Item:**

Informal review of the president's performance and travel schedule 1-10

**Other business**



## ACTION ITEM

# WICHE Executive Committee Teleconference Minutes Thursday, September 19, 2019, 3:00 - 4:30 p.m.

### Commissioners Present

Ray Holmberg (ND), chair  
Cam Preus (OR), vice chair

Stephanie Butler (AK)  
Kathleen Goepfing (AZ)  
*Proxy for Rita Cheng (AZ)*  
Dianne Harrison (CA)  
Antwan Jefferson (CO)  
Rodney Jacob (GU)  
*Proxy for Jude Hofschneider (CNMI)*  
David Lassner (HI)  
Rick Aman (ID)  
Fred Lokken (NV)  
Barbara Damron (NM)  
Mark Hagerott (ND)  
James Hansen (SD)  
Ann Millner (UT)  
Gerry Pollet (WA)

### Commissioners Absent

Rita Cheng (AZ)  
Jude Hofschneider (CNMI)  
Clayton Christian (MT), immediate past chair  
Karla Leach (WY)

### WICHE Staff Present

Demarée Michelau, president  
Elizabeth Golder, executive assistant to the president  
and to the commission  
Patrick Lane, vice president, Policy Analysis and Research  
Craig Milburn, chief financial officer  
Jere Mock, vice president, Programs and Services  
Dennis Mohatt, vice president, Behavioral Health  
Russ Poulin, vice president, WCET  
Laura Ewing, administrative manager, Policy Analysis  
and Research

Chair Ray Holmberg called the meeting to order at 3:05 p.m. He asked Elizabeth Golder to call roll. A quorum was confirmed. Chair Holmberg asked President Demarée Michelau to acknowledge the staff present in the room and joining by phone.

### Action Item

#### Approval of the August 15, 2019, Executive Committee Minutes

Chair Holmberg called for the approval of the August 15, 2019, Executive Committee minutes. Commissioner Barbara Damron moved to approve the motion and Commissioner Fred Lokken seconded. The motion was approved unanimously.

### Action Item

#### Recommendation of Future Commission Meeting Dates to the Full Commission

President Michelau presented details for considering the future Commission meeting days of the week that will work best for attendance in the fall. She recalled the action item at the May meeting before the Committee of the Whole and the Commission chose to approve all the May dates, but there was some question around what was best for November dates. A few years ago, the November meetings were switched from the typical Monday/Tuesday schedule to the Thursday/Friday schedule. The change was to accommodate the Chair at the time, due to other commitments she had on Mondays. At the officers retreat in January, it was discussed that we should consider returning to the alignment with the Monday/Tuesday schedule for future November meetings. It was decided that we should poll the full Commission to find out their preference for the days of the week that are best for the November meeting. The poll resulted in a tie vote. At the May Commission meeting, Michelau was asked to present to the Executive Committee the Monday/Tuesday option and the Thursday/Friday option to be discussed and vote on which day range is best. The options presented for vote were November, option A, which reflects Monday/Tuesday dates, and November, option B, which reflects the Thursday/Friday choices. When presenting the dates to vote on, Michelau tried to avoid federal holidays, such as Veterans Day, and key higher education meetings such as the WCET annual meeting and APLU annual meeting whenever possible. The action item for vote was to choose between the Monday/Tuesday or Thursday/Friday schedules for the November meetings moving forward.

Commissioner Gerry Pollet moved to approve meeting on a Thursday and Friday for the November meeting schedule. Commissioner Damron seconded the motion.

Discussion regarding the motion included Commissioner Cam Preus, vice chair, stating as the current vice chair and potential chair of the November 2020 meeting, she will not be able to attend the November 2019 or 2020 on Thursday/Friday, due to an ongoing conflict. She is director of an association that holds a longstanding annual conference that begins on Wednesday evening and ends on Friday of the same week of the proposed November 2020 Commission meeting with Option B. She is already missing the 2019 meeting due to the association meeting conflict and will miss November 2020 if the motion for Option B passes. Michelau added to the discussion and explained that new commissioner orientation would be on a Sunday with the choice of Option A and on a Wednesday with Option B. Further, she commented that Sunday and Monday night hotel rooms are often less expensive than Wednesday and Thursday night hotel room accommodations. Commissioner Pollet commented that Thursday/Friday is less of a conflict with Election Day, but it is also important that Vice Chair Preus attend the November meeting. Chair Holmberg requested a roll call vote for accuracy in recording the vote. Elizabeth Golder called the roll for the vote as follows:

In favor of the motion for Option B (Thursday/Friday):	Not in favor of the motion for Option B (Thursday/Friday):
Stephanie Butler (AK)	Ray Holmberg (ND)
Kathleen Goepingger (AZ) <i>Proxy for Rita Cheng (AZ)</i>	Cam Preus (OR)
Rodney Jacob (GU) <i>Proxy for Jude Hofschneider (CNMI)</i>	Dianne Harrison (CA)
David Lassner (HI)	Fred Lokken (NV)
Rick Aman (ID)	Ann Millner (UT)
Barbara Damron (NM)	
James Hansen (SD)	

The motion for Option B was approved.

#### Action Item

### Approval of Recognizing Learning: Raising Awareness for Scale, a project focused on scaling the use of competency-based education

Vice President Patrick Lane provided background on the action item that requested approval for funding in the amount of \$150,000 for a relatively quick project that would run for approximately 10 months and account for 1.0 FTE. The goal of the project is for WICHE to serve as an information clearinghouse around competency-based education and prior learning assessment for western states. The goals would be to provide evidence-based information to state leaders about both competency-based education (CBE) and prior learning assessment (PLA), determine the barriers and the benefits, and ensure implementation of the assessment and recommendations goes smoothly. This is part of Lumina Foundation's broader strategy in the area of CBE and the foundation staff recognizes that both Lumina and WICHE have done a lot of work around CBE and PLA. WICHE's close relationship with western states is beneficial to the project and through implementation, the project would assist states that see this as a positive strategy to reach postsecondary attainment goals.

Commissioner Ann Millner commented that from a policy perspective this assistance is greatly needed and very important in the WICHE states.

Commissioner Millner moved to approve the action item and Commissioner Rick Aman echoed her comment and seconded the motion. The motion was approved unanimously.

#### Action Item

### Approval of a Formalized W-SARA Regional Steering Committee Structure

President Michelau reminded the Committee when she was named as President of WICHE, her role included serving as interim W-SARA director. She explained the interim position allowed her to learn many important details about SARA and she realized certain practices needed to be formalized, primarily around governance. The W-SARA steering committee discussed the need to formalize its governance structure at its August 2019 meeting under the direction of the new

W-SARA director, Christina Sedney. Sedney led the committee in a discussion around the fine tuning and formalization of the W-SARA steering committee bylaws. This discussion resulted in the steering committee members being poised and prepared to formally approve the bylaws, a great development for W-SARA. As a result of this work, there are some implications that are related to the oversight of the WICHE Commission, through the Executive Committee. Michelau further explained that before these bylaws are approved she wanted the Commission to have an opportunity to make sure commissioners are comfortable with the proposed bylaws. Michelau asked Vice President Lane to explain more about W-SARA and the proposed bylaws.

Lane proceeded to explain that the regional steering committee is an integral part of the W-SARA structure. There are 13 WICHE states that participate in W-SARA. Representatives for those states provide recommendations that filter to the Commission for things such as a new state joining W-SARA. For the most part, the steering committee is made up of what are called State Portal Entities. These representatives handle state authorization in each of the WICHE states. In the original founding documents of W-SARA, there is a provision that can provide five, at-large seats that are appointed by the WICHE President. What is currently lacking is documentation of a formalized process of how state representatives to that steering board committee are selected. What appears to have happened in the past is the state portal entities are the ex officio members of the steering committee, and the at-large committee members are appointed by the WICHE president, with the approval of the WICHE Commission via the Executive Committee. The current process of the W-SARA steering committee making recommendations to WICHE staff and then being presented to the Commission for approval will continue. The W-SARA steering committee will function on its own within the state authorization reciprocity agreement. This includes renewals of existing states and ensuring that states are complying. Major actions, such as new states joining or potentially recommending the removal of a state from W-SARA, would be brought to the WICHE Commission as a recommendation from the steering committee for approval. Approving this action item will not change the process of what has happened in the past, but will provide WICHE protection in the event a state decides that it wants to appoint someone who is unwarranted to serve on the steering committee. Further, WICHE Commission approval of the steering committee representatives gives certainty that they are well qualified experts.

Commissioner Damron made a motion to approve formalizing the W-SARA Regional Steering Committee structure. Commissioner Mark Hagerott seconded the motion.

Damron asked a clarifying question of who has served as the at-large representatives. Lane commented that currently the at-large seats are vacant. If this action item is approved, Michelau will present nominations to the Commission for discussion and approval.

The motion passed unanimously.

### **Action Item (3-part)**

#### **Part 1: Dedicated Reserve Request to Support the Implementation of a Data Privacy Plan that is GDPR-Compliant (Phase Two)**

President Michelau explained that this action item regards phase two of the reserve request that was approved by the Commission in 2018, when David Longanecker was serving as interim president. It will ensure that WICHE has a data privacy plan that is compliant with the European General Data Protection Regulation (GDPR), which are new provisions and rules surrounding data security and privacy. Countries, and some U.S. states including California, are taking cues from GDPR by introducing or modifying data protection legislation. Michelau did the planning for implementation of WICHE's data privacy plan with staff of the law firm Cooley LLP. This plan includes the following phases:

- Set the data strategy and plan for success
- Perform due diligence and gap assessment
- Develop a prioritized data compliance plan
- Remediate compliance gaps to prevent any incidents of non-compliance to protect WICHE from any issues that could potentially lead to litigation.

A quote of \$225,000 was received from Cooley to implement the plan, including some WICHE staff time to coordinate and execute the implementation.

During discussion of the action item, Commissioner Hagerott commented that implementation of this plan to be GDPR-compliant is very important.

Commissioner Antwan Jefferson moved to approve the action item and Commissioner Millner seconded the motion. The motion passed unanimously.

### **Action Item (3-part)**

#### **Part 2: Dedicated Reserve Request to Support the Implementation of WICHE's Strategic Communications Plan (Phase Two)**

President Michelau explained that in February 2019, the Executive Committee approved a reserve request of up to \$60,000 to develop a strategic communications plan. The plan was developed in consultation with CommunicationWorks, a communications strategy firm with experience in higher education and knowledge of WICHE. The strategic communications plan was recently presented to WICHE staff and is ready to be implemented. Key CommunicationWorks personnel will be at the Commission meeting and will join recently hired Communications Manager Jasmine Leonas in presenting highlights of the plan in more depth. Michelau explained that an additional investment of reserve dollars is necessary to implement the strategic plan and build a foundation on which WICHE staff can expand. A portion of this investment will provide Leonas short-term support as she learns her role and develops and creates various annual reports and other key WICHE publications. An effective strategic communications plan is key to advancing WICHE's mission of increasing access to high-quality higher education for all citizens of the West. It will bolster staff's ability to foster interstate collaboration, sound public policy, resource sharing, and innovation. Most importantly, it will allow staff to more appropriately measure the effectiveness of WICHE's communication efforts. Michelau proposed the approval of the action item to allow spending up to \$50,000 from reserves to support the implementation of the plan.

Commissioner Pollet asked if this work includes expanding the communication and publicity of WUE and the Student Access Programs. Michelau confirmed that WUE promotion is included in the strategic plan.

Commissioner Hansen motioned to approve the action item and Commissioner Lokken seconded the motion. The motion passed unanimously.

### **Action Item (3-part)**

#### **Part 3: Dedicated Reserve Request to Support the Investment in Executive and Senior Leadership Team Professional Development**

President Michelau explained that when she was appointed as president last December, several commissioners recommended she consider executive coaching. She has researched several options for coaching. During this exploration she realized that senior leadership staff could also benefit from this type of professional development. The WICHE senior leadership team is comprised of skilled and dedicated staff who are interested in further developing their talents as leaders to benefit WICHE. Two of the vice presidents are new to their positions (although not new to the organization) and at least two others will retire within one to five years. To best set the organization up for strong leadership for years to come and to prepare the senior leadership team for additional transition, WICHE staff recommend that the WICHE Commission invest in executive coaching for the president individually and for the senior team as a group, with supplemental individual coaching for the vice presidents, chief financial officer, and key directors as needed. Michelau has identified a local executive coach, Darrell Hammond, who owns Higher Ground Consulting, LLC, to work with her individually and the senior team to maximize their effectiveness and leadership skills. This investment would require a dedicated reserve request of up to \$100,000.

Chair Holmberg asked if any remaining funds not spent on the coaching would go back to reserves. Michelau confirmed that they would go back to reserves.

Commissioner Millner made a motion to approve the action item. Commissioner Jefferson seconded the motion.

Commissioner Jefferson commented that he appreciates the inclusion of the senior leadership team in the training. Commissioner Dianne Harrison commented while that she supports executive coaching for Michelau and the senior leadership team, \$100,000 is a lot of money for this and she is hopeful that it will not all be needed. Michelau agreed and will report back as the contract develops.

The motion was approved unanimously.

## **Discussion Item**

### **Budget Update**

Chief Financial Officer Craig Milburn reviewed the revenues and expenditures for last fiscal year, noting that WICHE finished FY 2019 with \$714,000 in surplus revenue which is significantly higher than the \$110,000 budgeted amount. Milburn commented that WICHE came in higher primarily due to a much higher collection of indirect costs that can be attributed to Behavioral Health and WCET's Every Learner Everywhere project, which is supported by the Bill & Melinda Gates Foundation; both units contributed significantly to the excess revenue this last year.

At the November Commission meeting Milburn will present the first quarter results and a summary of the completed audit. Milburn said WICHE started FY 2019 with reserves of \$3,285,368 and anticipates ending FY 2020 with reserves of \$3,465,534; this is after all dedicated reserves have been allocated. Milburn said a \$37,568 surplus is budgeted for FY 2020.

Milburn also discussed the current status of the annual audit. The auditors have recommended a change in the presentation of our financial statements. One recommendation being discussed is that the Professional Student Exchange Program (PSEP) fees of \$14.5 million not be considered as revenue, but as pass through funds. That will change WICHE's overall presentation of being a \$28 million organization down to a \$14 million organization if we do not recognize the PSEP fees as actual short-term revenue. The other change that is being recommended is in regard to the State Higher Education Policy Center (SHEPC) financials included with the WICHE financials, because WICHE is the majority owner at 67 percent. The new auditor this year has proposed going to a proportional presentation rather than including the entire SHEPC audit combined with the WICHE audit. Milburn and Michelau will meet with the auditors on September 20 to discuss these recommendations. Michelau commented that previous auditors have told WICHE that we had to include the SHEPC audit within the WICHE annual audit. The current auditor suggested the reason for this recommended change is due to the loans that SHEPC carried and, since the loans have been satisfied, inclusion of SHEPC is no longer needed. Milburn is concerned that in the event we acquire loans again for building needs, or other purposes, we might wish that we had not removed SHEPC from our financials.

Milburn reported WICHE has received all but three members' full dues. A few of the states pay in two installments and WICHE is right on schedule to receive all dues.

Chair Holmberg called for questions. Commissioner Jefferson asked if there would be any consequences of having PSEP funds reflected as pass through versus revenue. Michelau responded that her concern is with fundraising. If WICHE approaches a foundation and shows that WICHE is a \$14 million operation and is applying for grant funding of \$5 million, the foundations could perceive WICHE as being too reliant on that foundation's grant funding. WICHE is more fiscally sound reflecting the PSEP funds as revenue. Michelau further explained that WICHE does more than just pass through the PSEP fees, given the number of responsibilities to maintain the PSEP operation, including staffing and acting as the fiscal agent for those funds.

## **Discussion Item**

### **Update on State Acknowledgement that WICHE is an Agency of each of the States**

President Michelau explained that staff has secured the state statutes and policies that pertain to WICHE from each of our members. She now needs to review and synthesize the information so that she can inform the Executive Committee on possible issues related to seeking state agency acknowledgement from each member.

## **Discussion Item**

### **Preliminary Agenda for the November 7-8, 2019 Commission Meeting**

President Michelau discussed a few changes and highlights to the agenda since the last conference call in August 2019.

- On Wednesday, November 6, the WCET/WICHE joint welcome reception will be at the Brown Palace instead of the WCET host hotel, the Hilton City Center. Event space was better for this reception at the Brown Palace.
- On Thursday afternoon after the committee meetings, she has added a presentation from CommunicationWorks to present the strategic communications plan.

- The following afternoon's plenary session will present an opportunity for commissioners to contribute to the strategic priorities for FY 2021. President Michelau explained that this topic will be discussed during the committee meetings on Thursday. Those discussions will carry forward into the plenary session and involve the Committee of the Whole. Suggestions generated during this session will be incorporated into the draft Workplan that the Commission will be approving in May.
- The last plenary of the meeting will focus on the Georgetown Center on Education and the Workforce's workforce projections. Many of the WICHE states have used those projections to set their postsecondary attainment goals. The current projections extend to Fall 2020, and the new projections will go out to 2027. Georgetown's Nicole Smith will be the speaker and the WICHE Commission will be one of the first groups to take a look and hear more about the state projections.

#### Information Item

#### **Brief Update on the Legislative Advisory Committee**

Chair Holmberg commented that the legislators in attendance found the agenda and discussion quite interesting and information rich at the meeting with 13 states represented. A full summary and report of the meeting will be presented during the Policy Analysis and Research Committee meeting and during Committee of the Whole at the Commission meeting in November. Chair Holmberg said that a number of the legislators left with good ideas to take back to their states.

#### Information Item

#### **Development of an Equity Statement for WICHE**

President Michelau gave an update that WICHE staff is continuing to work on the process for developing an Equity Statement and it will be brought to the Commission as soon as it is ready.

#### Information Item

#### **A Planning Proposal to Increase Access, Affordability, and Equity using Open Educational Resources through Regional Compacts**

Vice President Russ Poulin reported that WCET and the Policy unit have been exploring a project related to scaling the use of open educational resources (OER) and open text books to reduce cost and improve student outcomes. There is a way to be more systematic with these resources. Poulin and his team have been working with all four of the regional compacts and the higher education systems within their regions to share information about what works and what does not work and holding discussions with faculty and institution librarians. This work is supported by a grant from the Hewlett Foundation to increase the usage of OER and open text books. Poulin reported that the Hewlett Foundation invited WICHE to submit a funding proposal in the amount of \$108,000 with hopes that on down line a much larger proposal with more funding can be submitted.

#### Information Item

#### **Update on the Launch of the Revamped WICHE Website**

President Michelau reported that she had the work of the current website designer and developer (Vermilion) reviewed and assessed by a WICHE consultant, Bross Group, to determine if the revamped site is technically sound. Bross Group reported that it is technically in good shape and the design, content, and site navigation have a sound foundation to build upon. Staff will continue working with Vermilion going forward to get the site revamped and fully functional. No additional funds are being requested at this time.

#### Information Item

#### **Update on the Digitization Project and WICHE Office Remodelling**

President Michelau reported that over 45 boxes of WICHE publications and documents have been digitized. The off-site rental storage unit has been discontinued. Michelau explained that she has met with several architecture firms to determine the best way to go about redesigning current office space to accommodate growing numbers of staff, particularly in Behavioral Health, and to relocate the WICHE accounting staff from leased offices back into the SHEPC

building. It has been determined that this can be done with \$25,000 or less. Michelau asked if she could begin the project using her budget, and if it looks like she may need more funding, she will address this request in November. During this discussion the bylaws were reviewed and discussed to determine if she can proceed with Executive Committee approval to use funds from her accounts or if she needs to make this an action item for November. Commissioner Lokken and Chair Holmberg suggested moving forward with the project using the funds from the presidential account, and if costs exceed \$25,000 she can present an action item at the November meeting for a vote. Michelau said she will continue to be completely transparent about costs for the remodeling.

#### **Other Business**

Chair Holmberg gave a sincere farewell to executive assistant to the president and the Commission, Elizabeth Golder. He thanked her for three years of service and wished her the very best. Golder expressed gratitude and appreciation for the sentiments.

A motion for adjournment was made by Commissioner Hagerott and several other commissioners seconded it. The conference call adjourned at 4:22 p.m.

## DISCUSSION ITEM

### Informal Review of President's Performance and Travel Schedule

The following FY 2020 performance objectives for the WICHE president were approved by the WICHE Executive Committee on August 15, 2019; the third column highlights progress to date.

Key Responsibility Areas	Annual Goals and Objectives	Progress to Date
<p>Successfully administer the day-to-day WICHE operations</p>	<ol style="list-style-type: none"> <li>1. Maintain a balanced budget for Fiscal Year 2020 and find a way within a balanced budget to provide modest merit-based salary increases to staff</li> <li>2. Increase the proportion of underrepresented or minority staff</li> <li>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.</li> <li>4. Examine accounting and IT processes to ensure that they are meeting the needs of a complex organization and implement necessary changes.</li> <li>5. Prepare for and complete financial audit resulting in "no material" findings</li> </ol>	<ol style="list-style-type: none"> <li>1. In progress</li> <li>2. In progress</li> <li>3. In progress</li> <li>4. Hired an independent auditor to examine accounting processes with respect to a significant externally-funded project; results showed solid processes are in place. Still in progress.</li> <li>5. Audit completed; WICHE Commission to approve on November 8, 2019</li> </ol>
<p>Develop and maintain WICHE member relations</p>	<ol style="list-style-type: none"> <li>1. Participate, either on official visits or for WICHE-relevant occasions, in events in all the WICHE members.</li> <li>2. Participate in and contribute to national conversations in higher education by serving on at least two relevant boards and/or commissions as appropriate (e.g., CONAHEC, NC-SARA).</li> <li>3. Successfully launch the new WICHE website.</li> </ol>	<ol style="list-style-type: none"> <li>1. See travel schedule for progress.</li> <li>2. Serves on CONAHEC and NC-SARA boards.</li> <li>3. In progress</li> </ol>

Key Responsibility Areas	Annual Goals and Objectives	Progress to Date
<p>Ensure relevant and innovative programs and services</p>	<ol style="list-style-type: none"> <li>1. In collaboration with staff, examine the current suite of programs and services to identify new strategies for serving the region and recruitment in membership organizations (e.g., The Forum, The Alliance, WCET, State Authorization Network).</li> <li>2. Conduct at least three visits with philanthropic partners to ensure stability in external financial support.</li> <li>3. Secure external funding for WICHE's seminal publication, <i>Knocking at the College Door: Projections of High School Graduates</i>.</li> </ol>	<ol style="list-style-type: none"> <li>1. In progress</li> <li>2. Visited with Lumina Foundation, Strada Education Network, Bill &amp; Melinda Gates Foundation, Colorado Health Foundation; still in progress.</li> <li>3. Secured \$225,000 from the College Board; working to secure additional funding.</li> </ol>
<p>Provide high-quality policy guidance, research, and technical assistance to constituents</p>	<ol style="list-style-type: none"> <li>1. Ensure the successful development, implementation, management, and oversight of the State Authorization Reciprocity Agreement (SARA) for the WICHE region.</li> <li>2. Implement the new Policy and Research Database that is funded through a reserve request approved by the WICHE Commission</li> <li>3. Further develop and sustain technical assistance capacity to support specific state and interstate needs for expertise on policy issues.</li> </ol>	<ol style="list-style-type: none"> <li>1. In progress</li> <li>2. In progress</li> <li>3. Working closely with VP, Policy Analysis and Research on specific state TA needs on issues such as faculty merit pay, transfer, outcomes-based funding, and state longitudinal database development.</li> </ol>
<p>Strategically develop the organization</p>	<ol style="list-style-type: none"> <li>1. Actively engage the WICHE Commission to set strategic priorities in the context of the WICHE Workplan.</li> <li>2. Secure external financial support for at least two major policy, research, or technical assistance projects, consistent with WICHE's mission and priorities.</li> <li>3. Implement the first phase of the Strategic Communications Plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Redesigned WICHE Commission agenda to solicit meaningful contributions from the WICHE Commission through committees and Committee of the Whole.</li> <li>2. Secured partial funding for <i>Knocking at the College Door</i>; a \$150,000 Lumina grant around competency-based education and prior learning assessment; in progress.</li> <li>3. In progress</li> </ol>

# President's Travel 2019-2020

\* *Italics denotes tentative*

## 2019

### January

28-29	WICHE officers' retreat	Denver, Colo.
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### February

4-5	New Mexico / <a href="#">Meet and Greet</a>	Santa Fe, N.Mex.
6-8	American Institutes for Research (AIR)/Competency-Based Education (CBE) Advisory Board Meeting / Organizational and Funder <a href="#">Meet and Greet</a>	Washington, D.C.
12-14	Oregon Higher Education Coordinating Commission / <a href="#">Meet and Greet</a>	Salem, Ore.
19-20	California State University President's Meeting / <a href="#">Meet and Greet</a>	Long Beach, Calif.
21-22	Arizona Achieve60AZ / <a href="#">Meet and Greet</a>	
25-26	Wyoming Educational Attainment Executive Council and WICHE Taskforce Meeting / <a href="#">Meet and Greet</a>	Cheyenne, Wyo.

### March

4-6	Idaho / <a href="#">Meet and Greet</a>	Boise, Idaho
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### April

1-2	CONAHEC Board Meeting and Conference	Las Cruces, N.Mex.
3-4	WICHE Western Alliance of Community College Academic Leaders Annual Meeting / <a href="#">Utah Semi-Meet and Greet</a>	Salt Lake City, Utah
22-26	NCHEMS/WICHE Regional Focus Groups in <b>Utah</b>	Moab, Ephraim, and Vernal, Utah

### May

9	NC-SARA National Council Spring Meeting	Denver, Colo.
17	Bill & Melinda Gates Foundation Project Officers' Meeting	Seattle, Wash.
20-21	WICHE Commission Meeting	Bismarck, N.Dak.
30-31	Bill & Melinda Gates Foundation Project Officers' Meeting	Seattle, Wash.

### June

3-4	HCM Strategists Link and Empower: A Convening to Design a New Network for Postsecondary Advocacy	Washington, D.C.
6	Aims Community College Visit and Tour ( <b>Colorado</b> )	Greeley, Colo.
7	American Council on Education West Summer Summit	Portland, Ore.
23-26	Hawai'i WICHE Behavioral Health Psychology Internship Consortium (PIC) Graduation / <a href="#">Meet and Greet Reception at College Hill</a>	Honolulu, Hawai'i

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## July

8-9	Second Annual Summit for Native American-Serving Nontribal Institutions	Denver, Colo.
10-12	WICHE Western Academic Leadership Forum Academy	Boulder, Colo.
15-18	SHEEO Annual Meeting	Little Rock, Ark.
22-24	<b>Alaska</b> Commission on Postsecondary Education Quarterly Meeting / <a href="#">Meet and Greet</a>	Anchorage and Juneau, Alaska

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## August

5-6	SHEEO Higher Education Policy Conference	Boston, Mass.
9	Meeting with Colorado Governor's Senior Policy Advisor ( <b>Colorado</b> )	Denver, Colo.
13	W-SARA Regional Steering Committee Meeting	Westminster, Colo.
19-20	<b>North Dakota</b> Interim Higher Education Committee	Dickinson, N. Dak.
27	Lumina Foundation <a href="#">Meet and Greet</a>	Indianapolis, Ind.

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## September

11-13	Legislative Advisory Committee Meeting	Portland, Ore.
16-18	Every Learner Everywhere Convening	Arlington, Va.
22 - Oct 6	<b>Pacific Postsecondary Education Council</b>	American Samoa

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## October

8-9	Regional Compact Presidents' Meeting with NC-SARA President	Chicago, Ill.
14-15	NACEP National Conference and <b>Utah</b> <a href="#">Meet and Greet</a>	Salt Lake City, Utah
22-23	<b>Nevada</b> System of Higher Education Task Force Meeting on Performance Pay Administration and Support	Las Vegas, Nev.
28-30	NC-SARA Fall Board Meeting	Washington, D.C.

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## November

5-7	WCET Annual Meeting	Denver, Colo.
7-8	WICHE Commission Meeting	Denver, Colo.
13-15	Lumina Foundation 2019 State Policy Retreat	San Francisco, Calif.

# 2020

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## January

22-24	Every Learner Everywhere Network Convening	Phoenix, Ariz.
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Thursday, Nov. 7, 2019

9:30 - 10:15 a.m.  
Grand Ballroom

**Committee of the Whole—Call to Order**

**Agenda**

Call to order: Senator Ray Holmberg, WICHE chair

**Land Acknowledgement:** Ernest House, Jr., senior policy director, Keystone Policy Center, and enrolled member of the Ute Mountain Ute Tribe in Towaoc, Colo.

**Welcome:** Governor Jared Polis, Colorado (by video)

Introduction of new commissioners, staff, and guests



Approval of the May 20-21, 2019, Committee of the Whole meeting minutes

2-5

Report of the Nominating Committee: Clayton Christian, committee chair and immediate past WICHE chair

Report of the Chair: Senator Ray Holmberg

Report of the President: Demarée Michelau

Recess until May 21, 2019, at 9:00 a.m.

Reminder to caucus on selection of 2020 committee members

Recess until November 8, 2019, at 9:00 a.m.

**Biographical information on the speakers:**



As former executive director for the Colorado Commission of Indian Affairs (CCIA) for more than 11 years, **Ernest House, Jr.** maintained communication between the Southern Ute Indian Tribe, the Ute Mountain Ute Indian Tribe, and other American Indian organizations, state agencies, and affiliated groups. In that position, he worked closely with the governor, lieutenant governor, and CCIA members to maintain a government-to-government relationship between the State of Colorado and tribal governments. House represented the State of Colorado and the CCIA at various federal and state public policy meetings and provided legislative and government-related information to community stakeholders. Currently, as Senior Policy Director for the Keystone Policy Center, he is working with various stakeholders in the areas of tribal consultation, energy, healthcare, and education. House is an enrolled member of the Ute Mountain Ute Tribe in Towaoc, Colo. He previously held the position of executive director under former governors Bill Owens and Bill Ritter from 2005-10. Ernest is a 2012 American Marshall Memorial Fellow, 2013 Denver Business Journal Forty under 40 awardee, 2015 President's Award recipient from History Colorado, and 2018 Gates Family Foundation Public Leadership Fellow. Ernest currently serves on the Fort Lewis College Board of

Trustees and advisor to the Mesa Verde Foundation and Global Livingston Institute. He holds a rich tradition in his position as son of the late Ernest House, Sr., a longtime tribal leader for the Ute Mountain Ute Tribe and great-grandson of Chief Jack House, the last hereditary chief of the Ute Mountain Ute Tribe.



**Jared Polis** is an American politician, entrepreneur, and philanthropist serving as the 43rd governor of Colorado since January 2019. A member of the Democratic Party, he served on the Colorado State Board of Education from 2001 to 2007 and was the United States Representative for Colorado's 2nd congressional district from 2009 to 2019. He was elected governor of Colorado in 2018 by a landslide, defeating Republican nominee Walker Stapleton.

# New Commissioners



**Kimberly Kuster Dale** came to Western Wyoming Community College in 2019 as Western's eighth president. She attended a large university after high school and left after one semester to go to work. She later returned to college and never stopped, finding her love for learning and serving students. Dale holds a bachelor of science degree in business education from Metropolitan State College of Denver (now Metropolitan State University of Denver), a master's degree in management and organization from the University of Colorado Denver, and a doctorate degree in educational leadership and human resource studies from Colorado State University. Dale worked within the Colorado Community College System for over 20 years, serving as a faculty department chair, dean of instruction and outreach. She also taught as an adjunct professor in management and organizational development at the University of Colorado Denver. Prior to coming to Western, she served as the executive vice president and chief academic officer of Western Nebraska Community College. Dale and her husband, Randy, have five children and one grandson who reside in northern Colorado and Kentucky. They love Wyoming and take time to enjoy the great outdoors every chance they get.



**Rodney Jacob** is a partner in Calvo Fisher & Jacob's Guam office, past president of the Guam Bar Association and lawyer representative to the Ninth Circuit Court of Appeals for the District of Guam. Jacob has worked extensively in leadership positions for schools and universities in the mainland U.S., Guam, Micronesia, and the Philippines to promote access to basic and higher education and for the purpose of advocating for those living on the margins in his community. In 2016 he took the lead in advocating for Guam's membership in WICHE as part of the U.S. Pacific Territories and Freely Associated States membership. Since that occurred three years ago, Jacob has worked to ensure that Guam's and Micronesia's political and educational leaders, students, and other stakeholders know of, and utilize, the benefits provided through WICHE. Jacob has also worked extensively to improve the administration of justice within the local and federal courts throughout Guam and Micronesia. He is admitted to the bar in California, Guam, and the Commonwealth of the Northern Mariana Islands (CNMI). Jacob received his B.S. and J.D. from Georgetown University. He was the law clerk to Judge Lawrence Howard, Arizona Court of Appeals (1989-1990) and to Chief Justice Jose Dela Cruz, CNMI Supreme Court (1993-1995). He grew up in Tucson, Ariz.



**David L. Jones** is dean of the College of Health Sciences at the University of Wyoming. His previous appointments at the university include associate dean in health sciences, associate vice president for academic affairs, and vice president for academic affairs. He received his M.A. and Ph.D. in speech pathology from the University of Iowa. As professor in the Division of Communication Disorders, he published primarily in the area of speech disorders related to cleft palate, and received various awards for teaching excellence. His professional memberships include the American Speech-Language-Hearing Association and the American Cleft Palate-Craniofacial Association. He has served as a section editor for the Cleft Palate-Craniofacial Journal, a member of the board of directors for the Cleft Palate Foundation, and a member of the executive council for the American Cleft Palate-Craniofacial Association. Jones has devoted much of his career to clinical service for children and families affected by cleft lip and palate and craniofacial anomalies. Previously, he was clinical associate professor in the Department of Otolaryngology at Indiana University and research scientist in the Department of Otolaryngology at the University of Iowa.



**Jill Louters** began her term of service with the State Board of Higher Education on July 1, 2018. Louters has 32 years of experience in education, currently serving in her eighth year as the superintendent for the New Rockford-Sheyenne School District. Her district received the Governor's System Transformation Award in 2018 and a nomination for the National Blue Ribbon Schools Award in 2019 based on superior student achievement. Her district is currently working with the North Dakota Department of Public Instruction on a collaborative, five-year grant to redefine customized, personalized learning across the state of North Dakota for all PK-12 learners. A native of southern Minnesota, Louters worked as a social studies teacher, coach, and middle school principal prior to assuming a position on the faculty of Minnesota State University, Mankato. Louters completed her undergraduate degree at Concordia College, in Moorhead, Minn., and her master's degree in education administration at Minnesota State University, Mankato. In 2017, she was the first North Dakota superintendent to complete her National Superintendent Certificate through the American Association of School Administrators and is currently completing her doctoral dissertation through St. Mary's University of Minnesota. Louters has held membership on the New Rockford Chamber of Commerce, New Rockford Area Betterment Corporation, Sheyenne Economic

Development Council, and as a carded 4-H Horse Show Judge. She has traveled extensively, training university staff throughout Europe, and in South Africa and Thailand. She is the mother of four children, and resides in Sheyenne, N.D.



**Larry Tidemann** is a former state senator from South Dakota. He was elected to the South Dakota Legislature for 14 years with terms in both the House of Representatives and the State Senate. He represented District 7 in Brookings, S.D., which included the community where South Dakota State University (SDSU) is located. He served on the Appropriations Committee throughout all 14 years of his tenure in the legislature and for 11 years he was chair or vice chair of the Appropriations Committee. He also was appointed to the Retirement Laws Committee and served as chair of the Legislature's Executive Board, and the Government Operations and Audit Committee (GOAC), during his time in the legislature.

Tidemann is retired from SDSU, where he was an associate dean of agriculture and director of the South Dakota Cooperative Extension Service. He has a bachelor's and master's degree from SDSU, and received an Honorary Doctorate of Public Service from SDSU in 2019.



**David R. Woolstenhulme** became interim commissioner of higher education in July 2019. Previously, he served as vice president of statewide campuses for Utah State University, a position he held since 2018. Prior to that, he served as the Utah Commissioner of Technical Education where he was the CEO for the Utah System of Technical Colleges, providing state-level leadership and oversight for the eight technical colleges in Utah. He also served as executive vice provost at USU, as well as the president of Uintah Basin Applied Technology College. Woolstenhulme received his bachelor and master's degrees from Utah State University, and his Doctorate of Education from the University of Wyoming.

## ACTION ITEM

# Committee of the Whole Meeting Minutes—Call to Order Monday, May 20, 2019, 9:30 a.m. CST

### Commissioners Present

Ray Holmberg (ND), chair  
Cam Preus (OR), vice chair  
Clayton Christian (MT), immediate past chair

Susan Anderson (AK)  
John Arnold (AZ)  
Kathleen Goepfinger (AZ)  
Christopher Cabaldon (CA)  
Jim Chavez (CO)  
Antwan Jefferson (CO)  
David Lassner (HI)  
Carol Mon Lee (HI)  
Colleen Sathre (HI)  
Rick Aman (ID)  
Matt Freeman (ID)  
David Lent (ID)  
Laurie Bishop (MT)  
Sheila Stearns (MT)  
Fred Lokken (NV)  
Barbara Damron (NM)  
Patricia Sullivan (NM)  
Nick Hacker (ND)  
Mark Hagerott (ND)  
Ben Cannon (OR)  
Hilda Rosselli (OR)  
Robert Burns (SD)  
Frankie Eliptico (U.S. Pacific Territories and Freely  
Associated States/CNMI)  
Vincent Leon Guerrero (U.S. Pacific Territories and Freely  
Associated States/Guam)  
Dave Buhler (UT)  
Ann Millner (UT)  
Don Bennett (WA)  
Gerry Pollet (WA)

### Guests and Speakers

Bryan Alexander, president, Bryan Alexander Consulting,  
LLC  
Alexandria Bauer, financial aid assistant, North Dakota  
University System  
Jace Beehler, governor's policy advisor, State of North  
Dakota  
Greg Benson, assistant commissioner, Utah System of  
Higher Education  
Laura Beaudoin, veterinarian, State Avenue Veterinary Clinic  
Kaylyn Bondy, vice president for student affairs, Williston  
State College  
Mia Candelaria, program manager, New Mexico Higher  
Education Department

Doug Darling, president, Lake Region State College  
Tammy Dolan, vice chancellor for administrative affairs,  
North Dakota University System  
Kristin Ellingson, assistant director of financial aid, North  
Dakota University System  
Lane Huber, chief distance learning & military affairs officer,  
Bismarck State College  
Lisa Johnson, interim vice chancellor for academic and  
student affairs, North Dakota University System  
Alan LaFave, president, Valley City State University  
Jill Louters, superintendent, New Rockford-Sheyenne School  
District, and member, North Dakota State Board of Higher  
Education  
Bob Martinson, state representative, North Dakota House  
of Representatives  
Terry Meyer, deputy chief of staff and executive assistant to  
the chancellor, North Dakota University System  
Jerry Migler, campus dean, Dakota College at Bottineau  
Tim Mihalick, member, North Dakota State Board of Higher  
Education  
John Miller, president, Williston State College  
Sheila Newlun, state scholarship program manager,  
Montana Office of the Commissioner of Higher Education  
Sonny Ramaswamy, president, Northwest Commission on  
Colleges and Universities  
Larry Robinson, senator, North Dakota State Legislature  
Jerry Rostad, assistant chief information officer, Core  
Technology Services, North Dakota University System  
Mark Sanford, representative, North Dakota State  
Legislature  
Steve Shirley, president, Minot State University  
Larry Skogen, president, Bismarck State College  
Cambree Smith, president, North Dakota Student  
Association  
Peter Smith, professor of innovative practices, University of  
Maryland University College  
Jamiene Studley, president, Western Association of  
Schools and Colleges, WASC Senior College & University  
Commission  
Laurie Tobol, director of student assistance, Office of the  
Commissioner of Higher Education  
Brian Van Horn, president, Mayville State University  
Jane Vangsness Frisch, vice president for student affairs,  
North Dakota State  
College of Science  
James Perez Viernes, outreach director, Center for Pacific  
Islands Studies, University of Hawai'i at Mānoa  
Frank Walker, 1st vice president, North Dakota Veterinary  
Medical Association  
Richard Winn, president, Accrediting Commission for  
Community and Junior Colleges (ACCJC)

James (Phil) Wisecup, vice chancellor for strategy and strategic engagement, North Dakota University System  
Kim Wray, vice president for academic affairs, Williston State College  
Brenda Zastoupil, financial aid director, North Dakota State University System

#### **WICHE Staff**

Suzanne Benally, director, Native American-Serving Non-Tribal Institutions Initiative  
Margo Colalancia, director, Student Access Programs, Programs and Services  
Laura Ewing, administrative manager, Policy Analysis and Research  
Elizabeth Golder, executive assistant to the president and commission  
Patrick Lane, vice president, Policy Analysis and Research

Demarée Michelau, president, WICHE  
Craig Milburn, chief financial officer  
Jere Mock, vice president, Programs and Services  
Dennis Mohatt, vice president, Behavioral Health  
Russ Poulin, senior director, Policy, Analysis, & Strategic Alliances, WCET (WICHE Cooperative for Educational Technologies)  
Christina Sedney, director, Policy Initiatives and State Authorization  
Patricia (Pat) Shea, director, Academic Leadership Initiatives, Programs and Services  
Jeremy Simon, director of Strategic Communications  
Tanya Spilovoy, director, Open Policy WCET (WICHE Cooperative for Educational Technologies)  
Liza Tupa, director for education and research, Behavioral Health

Chair Ray Holmberg called the meeting to order. He asked Elizabeth Golder to call roll. A quorum was confirmed. President Demi Michelau welcomed newly appointed commissioners and invited all commissioners to introduce themselves to the assembled group. New WICHE commissioners present at the meeting are listed below.

- John Arnold, Arizona
- Jim Chavez, Colorado
- Frankie Eliptico, Commonwealth of the Northern Marianas Islands
- David Lent, Idaho
- Ann Millner, Utah

Two additional newly appointed commissioners were not able to be present at the Commission meeting.

- Angie Paccione, Colorado
- Thom Reilly, Nevada

President Michelau acknowledged retiring Commissioner David Buhler's (Utah) service to the Commission. Commissioners Vincent Leon Guerrero (Guam) and Carmen Fernandez (CNMI) were also recognized for their contributions and service to the Commission.

Chair Holmberg recognized the certifying officers present at the meeting, as well as the North Dakota college presidents in attendance. Chair Holmberg noted North Dakota state legislators who were expected to be in attendance, including Senator Karen Kresbsbach, Representative Bob Martinson, Representative Mark Sanford, Senator Larry Robinson, and Senator Joan Heckaman.

Chair Holmberg offered his thanks to the staff of the North Dakota University System and the staff of Bismarck State College for their work in putting together the wonderful venue for our meetings.

#### **Action Item**

#### **Approval of the November 8-9, 2018 Committee of the Whole Meeting Minutes**

Chair Holmberg called for the approval of the November 8-9, 2018 Committee of the Whole Meeting minutes. Commissioner Susan Anderson moved to approve the motion and Commissioner Barbara Damron seconded. The motion was approved unanimously.

#### **Report of the Chair**

Chair Holmberg noted that President Michelau had been in Bismarck in December 2018 and presented before a hearing of the North Dakota Legislative Assembly Organizational Session. Chair Holmberg added that he and the other WICHE Officers – Cam Preus, vice chair, and Clayton Christian, immediate past chair – met with President Michelau in January in

Denver for an organizational retreat. Items discussed included: Michelau's transition into the role of WICHE President, the WICHE mission, membership status, the Legislative Advisory Committee membership, and the WICHE bylaws.

Chair Holmberg informed the Commission that two Executive Committee teleconference meetings took place since the last Commission meeting in November 2018, on February 12, 2019, and March 12, 2019.

Chair Holmberg announced that Commissioner Les Purce is the new chair of the Programs and Services Committee. He added that although Commissioner Purce was unable to attend the meeting, he is pleased to serve as the chair.

### **Report of the President**

President Michelau began by acknowledging the WICHE staff for their contribution in preparation for the Commission meeting. She also thanked the staff of the North Dakota University System as well as the staff of Bismarck State College for their support and efforts in the preparations and execution of the Commission meeting.

President Michelau updated the Commission on WICHE staffing. WICHE has 72 staff members, including interns. President Michelau had appointed Patrick Lane as the permanent vice president for the Policy and Research Analysis unit to fill the vacancy she left in taking on the presidency. The Every Learner Everywhere project, which has been housed in WCET, has vacancies for both the director and assistant director positions. We have drafted position descriptions for both and will be advertising them shortly.

Following an internal search, Christina Sedney, formerly a senior policy analyst for the Policy and Research Analysis unit, had been hired to serve as director of Policy Initiatives and State Authorization of W-SARA. Also, Ken Pepion retired from his role as Director of the Native American-Serving Non-Tribal Institutions Initiative. WICHE hired Suzanne Benally to fill this vacancy. Gina Brimner is the new director of Veterans Initiatives, housed in WICHE's Behavioral Health unit, where there is significant investment developing related to suicide prevention. WICHE has restructured administrative services, including the elimination of the chief administrative officer position. The chief financial officer, director of human resources, and IT director will report directly to President Michelau. WICHE has hired Jeanette Porter part time to provide administrative support across units, including management of WICHE's digitization project.

President Michelau noted that WICHE is engaged in a national search to fill the role of WCET's Executive Director and Vice President for Technology-Enhanced Education. Mike Abbiatti, who had served in this role, had to take an earlier retirement than originally expected. Additionally, Patricia Shea retires from WICHE after 23 years of service for both WCET and Programs and Services.

Among the goals President Michelau set for herself was to visit all WICHE members in the first six months as WICHE President. Although the goal was too ambitious to complete, President Michelau continues to plan for additional travels to WICHE member locations. President Michelau's visits to date include:

- North Dakota (December 2018)
- Hawai'i (June 2019)
- Alaska (July 2019)

Additionally, onboarding new commissioners is a top priority for President Michelau to ensure they are knowledgeable about the organization and their role. President Michelau is also working to develop and maintain strong relationships with funders and leaders from regional and national organizations. WICHE hosted a meeting of the regional compact presidents in May 2019 and President Michelau found the discussions very useful. The WICHE team is working to strengthen the W-SARA relationships and establish a clear governance structure.

President Michelau reported that WICHE is expected to transition to a new accounting system, Oracle NetSuite, by the end of the year. WICHE will roll out a revised staff handbook in concert with an updated Policies and Procedures Manual. There are plans in place to develop a WICHE Commission handbook. President Michelau has hired David Longanecker to develop this handbook. WICHE's work is progressing with the strategic communications plan, and the WICHE website redesign is a component of this plan.

President Michelau's final goal is to enhance staff morale with the aim of having a productive, engaged, and enthusiastic staff. She also stated that she would be adding external funder visits to her schedule this year.

President Michelau concluded her remarks with an acknowledgement of former WICHE Chair, Clayton Christian, thanking him for his leadership and with the presentation of two gifts.

Commissioner Frankie Eliptico provided an update on the recovery efforts at Northern Marianas College (NMC), following Super Typhoon Yutu, which struck Saipan and Tinian on October 24, 2018. Following a background summary of NMC, Commissioner Eliptico presented three brief videos, the first chronicled the campus soon after the typhon, the second presented rebuilding efforts, and the third depicts partial reconstruction and the resiliency and hope of the students and faculty impacted by this tragedy.

The Committee of the Whole went into recess until Tuesday, May 21, 2019, at 9:00 a.m.

# Committee of the Whole Meeting Minutes—Business Session

## Tuesday, May 21, 2019, 9:00 a.m. CST

### Commissioners Present

Ray Holmberg (ND)

Cam Preus (OR)

Clayton Christian (MT)

Kathleen Goeppinger (AZ)

Christopher Cabaldon (CA)

Jim Chavez (CO)

Antwan Jefferson (CO)

David Lassner (HI)

Carol Mon Lee (HI)

Colleen Sathre (HI)

Rick Aman (ID)

Matt Freeman (ID)

David Lent (ID)

Laurie Bishop (MT)

Sheila Stearns (MT)

Fred Lokken (NV)

Barbara Damron (NM)

Patricia Sullivan (NM)

Nick Hacker (ND)

Mark Hagerott (ND)

Ben Cannon (OR)

Camille Preus (OR)

Hilda Rosselli (OR)

Robert Burns (SD)

Frankie Eliptico (U.S. Pacific Territories and Freely  
Associated States/CNMI)

Vincent Leon Guerrero (U.S. Pacific Territories and Freely  
Associated States/Guam)

Dave Buhler (UT)

Ann Millner (UT)

Don Bennett (WA)

Gerry Pollet (WA)

### Guests and Speakers

Bryan Alexander, President, Bryan Alexander Consulting,  
LLC

Alexandria Bauer, Financial Aid Assistant, North Dakota  
University System

Jace Beehler, Governor's Policy Advisor, State of  
North Dakota

Greg Benson, Assistant Commissioner, Utah System of  
Higher Education

Laura Beaudoin, Veterinarian, State Avenue Veterinary  
Clinic

Kaylyn Bondy, Vice President for Student Affairs, Williston  
State College

Mia Candelaria, Program Manager, New Mexico Higher  
Education Department

Doug Darling, President, Lake Region State College

Tammy Dolan, Vice Chancellor for Administrative Affairs,  
North Dakota University System

Kristin Ellingson, Assistant Director of Financial Aid, North  
Dakota University System

Lane Huber, Chief, Distance Learning & Military Affairs  
Officer, Bismarck State College

Lisa Johnson, Interim Vice Chancellor for Academic and  
Student Affairs, North Dakota University System

Alan LaFave, President, Valley City State University

Jill Louters, Superintendent, New Rockford-Sheyenne School  
District, and Member, North Dakota State Board of Higher  
Education

Bob Martinson, State Representative, North Dakota House  
of Representatives

Terry Meyer, Deputy Chief of Staff and Executive Assistant  
to the Chancellor, North Dakota University System

Jerry Migler, Campus Dean, Dakota College at Bottineau

Tim Mihalick, Member, North Dakota State Board of Higher  
Education

John Miller, President, Williston State College

Sheila Newlun, State Scholarship Program Manager,  
Montana Office of the Commissioner of Higher Education

Sonny Ramaswamy, President, Northwest Commission on  
Colleges and Universities

Larry Robinson, Senator, North Dakota State Legislature

Jerry Rostad, Assistant Chief Information Officer, Core  
Technology Services, North Dakota University System

Mark Sanford, Representative, North Dakota State  
Legislature

Steve Shirley, President, Minot State University

Larry Skogen, President, Bismarck State College

Cambree Smith, President, North Dakota Student  
Association

Peter Smith, Professor of Innovative Practices, University of  
Maryland University College

Jamienne Studley, President, Western Association of  
Schools and Colleges, WASC Senior College & University  
Commission

Laurie Tobol, Director of Student Assistance, Office of the  
Commissioner of Higher Education

Brian Van Horn, President, Mayville State University

Jane Vangsness Frisch, Vice President for Student Affairs,  
North Dakota State College of Science

James Perez Viernes, Outreach Director, Center for Pacific  
Islands Studies, University of Hawai'i at Mānoa

Frank Walker, 1st Vice President, North Dakota Veterinary  
Medical Association

Richard Winn, President, Accrediting Commission for  
Community and Junior Colleges (ACCJC)

James (Phil) Wisecup, Vice Chancellor for Strategy and  
Strategic Engagement, North Dakota University System

Kim Wray, Vice President for Academic Affairs, Williston State College  
Brenda Zastoupil, Financial Aid Director, North Dakota State University System

#### **WICHE Staff**

Suzanne Benally, director, Native American-Serving Non-Tribal Institutions Initiative  
Margo Colalancia, director, Student Access Programs, Programs and Services  
Laura Ewing, administrative manager, Policy Analysis and Research  
Elizabeth Golder, executive assistant to the president and to the commission  
Patrick Lane, vice president, Policy Analysis and Research  
Demarée Michelau, president, WICHE  
Craig Milburn, chief financial officer

Jere Mock, vice president, Programs and Services  
Dennis Mohatt, vice president, Behavioral Health  
Russ Poulin, senior director, Policy, Analysis, & Strategic Alliances, WCET (WICHE Cooperative for Educational Technologies)  
Christina Sedney, director, Policy Initiatives and State Authorization  
Patricia (Pat) Shea, director, Academic Leadership Initiatives, Programs and Services  
Jeremy Simon, director, Strategic Communications  
Tanya Spilovoy, director, Open Policy WCET (WICHE Cooperative for Educational Technologies)  
Liza Tupa, director for education and research, Behavioral Health

Chair Ray Holmberg called the meeting to order.

### **Report and Recommended Action of the Executive Committee**

Chair Holmberg referenced the inclusion in the Agenda Book of the Information Item, Review of Action Items of the Executive Committee between November 2018 and May 2019. He noted that key actions that took place during the February 15, 2019 teleconference include: approval of up to \$60,000 to be used for the development of a strategic communications plan; approval to allow the Policy Analysis and Research unit to serve as a technical advisor to NCHEMS on a large data infrastructure grant; and approval of a change to the sick leave conversion benefit. Key actions that took place during the March 15, 2019 teleconference include: further modifications to the WICHE Bylaws; and approval of the expansion of the Legislative Advisory Committee, allowing up to four members per state, and included a budget increase of up to \$10,000, an increase that is reflected in the FY 2020 budget.

Chair Holmberg called for a motion to approve the November 8-9, 2018, Committee of the Whole Meeting Minutes. Commissioner Susan Anderson motioned to approve. Commissioner Antwan Jefferson seconded the motion. The motion passed.

### **Report and Recommended Action of the Programs and Services Committee**

Commissioner Carol Mon Lee, vice chair of the Programs and Services Committee, reported on the four action items and various discussion items. The committee heard presentations by staff on several initiatives. Vice President Jere Mock presented the Programs and Services FY 2020 workplan focused on broadening student access and attainment and increasing the effectiveness of higher education institutions and systems. The workplan included administration of the Western Undergraduate Exchange, Western Regional Graduate Program, and Professional Student Exchange Program. It also included several initiatives that bring together the West's higher education leaders to address common goals and issues; streamline the student transfer process through a network of Interstate Passport® institutions, and develop new academic administrative leaders, along with helping institutions achieve cost savings through four programs in collaboration with the Midwestern Higher Education Compact. Commissioner Lee moved to approve the section of the workplan re-examining the tuition rate for the Western Regional Graduate Program as part of the Committee of the Whole's approval of the organization's FY 2020 workplan. Commissioner Sheila Stearns seconded the motion. The motion passed.

Vice President Mock also presented to the committee an action item that will enable WICHE to participate, if invited, as a partner to one or more entities that are selected as Intermediaries for Scale over the next few months as part of the Bill & Melinda Gates Foundation's new initiative to build networks of institutions and other organizations focused on improving the educational outcomes of students of color, first generation, and low-income students. Vice Chair Lee moved to approve the action item on pages six and seven in tab five of the Commission Meeting agenda book for the Commission's approval. Commissioner Nick Hacker seconded the motion. The motion passed.

Margo Colalancia, director, Student Access Programs, presented an action item regarding the tuition rate for the Western Regional Graduate Program (WRGP). WRGP allows nonresident graduate certificate, master's and doctoral students in the West to enroll in more than 800 eligible graduate programs at 57 institutions and pay resident tuition. In Fall 2017, the Commission dropped the requirement for participating WRGP programs to be distinctive so that graduate colleges can now offer their programs at the WRGP tuition rate—which has always been resident tuition. As a result of that change, WRGP is now much like WUE—the undergraduate program where institutions charge students up to 150 percent of resident tuition.

In November 2018, the Hawai'i delegation asked staff to explore allowing WRGP institutions to charge up to 150 percent of resident tuition, just like WUE. Staff surveyed graduate deans; their opinions were mixed. Programs and Services Committee members voted to allow WRGP institutions the option to charge up to 150 percent of resident tuition. Finally, campuses that do not wish to increase their WRGP tuition rate could continue to charge WRGP students' resident tuition. Vice Chair Lee moved that the Commission approve this option to allow WRGP institutions to charge up to 150 percent of resident tuition. Commissioner Stearns seconded the motion. The motion passed.

Also, Vice President Mock introduced Suzanne Benally, WICHE's new director of its Native Serving Institutions initiative, to the committee. Suzanne is a former WICHE staff member who most recently was the president of Cultural Survival, an international organization serving indigenous peoples. Benally updated the Committee on this Lumina Foundation-funded initiative involving institutions whose American Indian and Alaska Native students make up at least 10 percent of their enrollments. Benally also noted that July 8 – 10 WICHE will convene its second national Summit in Denver, which will bring together teams of leaders from these institutions, along with representatives of several tribes and other associated organizations, to discuss strategies to reduce attainment gaps for Native students.

Pat Shea, director, Academic Leadership Initiatives, updated the committee on the activities of the Western Academic Leadership Forum and its Academy, the Western Alliance of Community College Academic Leaders, and Interstate Passport®. The Forum held a very successful 2019 annual meeting in Boulder, Colo., in April. Vice Chair Lee added that the accelerated learning/dual enrollment committee is expected to release the results of a member survey in a final report late summer 2019. The library subscription subcommittee is developing a plan with a face-to-face meeting with member representatives to evaluate the viability for joint negotiation, subscription fees, and the newly formed diversifying the faculty committee. The Forum is considering some regional activities to promote and retain faculty of color and institutions in the WICHE region. The committee presented the 2019 colleagues Choice Award to the University of Idaho for its cloud-based faculty productivity reporting tool which is making it available to other institutions for free. During its meeting in Utah, the Alliance presented its 2019 Bernice Joseph Award to Williston State College in North Dakota for its innovative First-Term Advising initiative.

Interstate Passport®, a joint program of the Alliance and Forum, continues to expand with 30 institutions in 12 states belonging to the Interstate Passport Network, and many more in the pipeline. More than 25,000 students have earned passports, ensuring that they will not repeat learning already achieved to meet lower-division requirements when transferring to other Passport member institutions. Committee members acknowledged the contributions of Patricia Shea, who is retiring after 23 years with WCET and WICHE.

### **Report and Recommended Action of the Policy Analysis and Research Committee**

Commissioner Anderson, vice chair, Policy Analysis and Research Committee presented the report and recommended actions of the committee. Commissioner Anderson noted that the committee approved minutes from the November 8, 2019 committee meeting. The Committee considered and approved six action items. The first action item was a proposal to partner with WCET and the other regional higher education compacts on a project to increase adoption and use of high-quality open educational resources (OER). The committee approved the proposal by the Policy and Research and Behavioral Health units to engage in the issue of mental health on campus by convening key stakeholders, including students, to identify barriers and promising approaches to serving students and asked that staff report back to the Commission on this issue. The committee approved a proposal to produce the tenth edition of *Knocking at the College Door* and heard a proposal to partner with the Bill & Melinda Gates Foundation Intermediaries for Scale project. The committee also reviewed and approved the proposed FY 2020 workplan sections pertaining to the Policy Analysis and Research unit's activities.

WICHE staff shared the release of the annual policy brief on the Tuition and Fees data—*Tuition and Fees in the West 2018-19: Trends and Implications*—noting the new database infrastructure supported by reserves funding was critical in developing a new data dashboard to accompany the project. WICHE staff also shared a draft of a new policy brief *WICHE Insights—Recruiting and Retaining Educators in the Rural West*—noting that it was inspired by interest in the topic at 2018's

Legislative Advisory Committee meeting. The WICHE data management plan is progressing through its first stage. A brief update was provided on the Cybersecurity Training for Senior Nontechnical Campus Leaders noting that Department of Homeland Security (DHS) funding for the effort was less available, but the Federal Emergency Management Agency (FEMA) might be a potential funding avenue moving forward. The development and build out of the Policy Analysis and Research Unit Database (PARU) is going well with Tuition and Fees as its first project.

Lastly, the committee also discussed expansion of the Legislative Advisory Committee to an increase of up to four legislators per state. The committee also discussed Policy Approaches to Reducing Housing and Food Insecurity on Campus and collecting better data with which to identify causes of the issue. Commissioner Anderson asked for commission approval of all six action items. Commissioner Robert Burns seconded. The motion passed.

### **Committee of the Whole Action and Discussion Items**

#### **Action Item**

#### **Approval of FY 2020 salary and benefit recommendations**

Chair Holmberg called for a motion to approve the FY 2020 salary and benefit recommendations. Commissioner Anderson motioned to approve. Commissioner Jefferson seconded the motion. The motion passed. Holmberg called on President Michelau to discuss the action item. President Michelau recommended 3 percent increase in salaries for FY 2020 based on performance evaluations. Staff worked very hard over the course of two presidential transitions and the increases would be announced during the May/June 2019 performance reviews. The full amount proposed is approximately \$212,000 and would be in effect as of July 2019. The general fund portion is \$50,000 and is included in the FY 2020 budget proposal.

#### **Action Item**

#### **Approval of FY 2020 annual operating budget—general and non-general fund budgets**

Chair Holmberg called on Craig Milburn, WICHE chief financial officer, to speak to the assembly. Holmberg called for a motion to approve the FY 2020 annual operating budget—general and non-general fund. Commissioner Jefferson motioned to approve. Commissioner Patricia Sullivan seconded. The motion passed. Milburn directed the Commission to view page 10-23 and noted that the information compares the FY 2019 and FY 2020 budgets. Dues for 2021 will increase by 2 percent. The revenues for 2019 are set at \$3,353,120 and expected revenue for FY 2020 is \$3,471,120; the biggest portion of that revenue is from state and territories dues. The expenditures for FY 2019 are projected to be \$3,242,676 and revenues are projected to be even higher than the budget primarily due to increases in indirect cost recovery, largely from Behavioral Health. Interest rates have recovered somewhat and WICHE will see an increase in interest recovery, primarily on PSEP fees. WICHE expects a surplus of \$110,444 the end of FY 2019, and in FY 2020 we are budgeting for \$37,000 in excess revenues. Excess revenues built up from prior years reflect a balance at the beginning of the year of \$3,285,368, which include: minimum reserve; reserve for unexpected shortfall; and reserve to operate accounts receivable.

Reserves dedicated during FY 2019 include: WICHE Presidential Search; Accounting Infrastructure Updates; Cybersecurity Partnership seed money; Data Management Plan (GDPR); Salesforce enhancements; Policy Unit Database development; and funds for the development of a Strategic Communications Plan. We do not have any reserve dedications planned for FY 2020 at this time. Milburn noted that WICHE is very healthy financially. Commissioner Jefferson asked how the \$621,398 surplus figure is obtained. President Michelau noted that WICHE's fiscal year ends in June and we are still refining projections for FY 2020. Craig Milburn added that the General Fund Budget included in the Commission Agenda Book is through March 2019 as well as unit budgets for FY 2019 and projected budgets for FY 2020. Commissioner John Arnold asked if WICHE is concerned about the reserves balance. Michelau replied that WICHE has begun making investments with this money. WICHE is currently transitioning the accounting system and there may be more investment required for IT infrastructure.

Commissioner Anderson inquired about the implementation status of auditor recommendations presented during the November 2018 Commission meeting regarding NetSuite and Salesforce. Craig Milburn replied that Salesforce is not yet fully implemented and the contracted firm, Mogli, continues to work with staff to achieve WICHE's goal of engaging all units in utilizing the product. Salesforce will have an accounts receivable function and the accounts payable function is currently in testing.

#### **Action Item**

#### **Approval of proposed modifications to the WICHE Bylaws**

Chair Holmberg called for a motion to approve proposed modifications to the WICHE Bylaws. Commissioner Lee motioned

to approve subject to one additional technical modification for consistency in Article 2, section 3, vacancies. Commissioner Sullivan asked what action constitutes a vacancy. President Michelau replied that the Bylaws include specific language about attendance and non-attendance related to removal from the Commission in Article 3, section 3. Commissioner Anderson seconded the motion. The motion passed.

#### **Action Item**

#### **Approval of future Commission Meeting dates and locations**

Chair Holmberg called for a motion to approve future Commission Meeting dates and locations. Commissioner Fred Lokken motioned to approve. Commissioner Preus seconded the motion. The motion passed. President Michelau added that in February the Commission was polled regarding the selection of meeting dates set on a Monday-Tuesday schedule and a Thursday-Friday schedule; the results of the poll were inconclusive. As a result, WICHE will maintain meeting in May on a Monday-Tuesday schedule and meeting in November on a Thursday-Friday schedule. She added that venue costs are less on a Monday-Tuesday meeting schedule, and generally require Commissioners to travel on Sundays. When possible, WICHE will attempt to plan Commission meetings in the state where the chair resides.

Commissioner Leon Guerrero noted that CNMI volunteered to host the WICHE Commission meeting in 2025. Commissioner Stearns observed that the Monday-Tuesday schedule may help to avoid commencement conflicts. Commissioner Lee noted that scheduling the New Commissioner Orientation on Mondays, would allow most of the Commission Monday as a travel day. Commissioner Anderson noted a preference for a Monday-Tuesday schedule for cost savings particularly as travelers from afar must plan for an entire day for travel. Commissioner Preus agreed with the preference for a Monday-Tuesday meeting schedule and suggested changing the dates for the November 2020 schedule. Chair Holmberg added that May meeting dates will be approved by the Commission now and November meeting dates will be reviewed further in subsequent electronic discussions.

#### **Action Item**

#### **Approval of WICHE Code of Ethics for the commission, president, and staff**

Chair Holmberg called for a motion to approve the WICHE Code of Ethics for the commission, president, and staff. Commissioner Jefferson motioned to approve. Commissioner Anderson seconded the motion. President Michelau noted that the purpose of the action item is to formally approve the practice under which WICHE has been operating. Commissioner Hacker asked if WICHE had a conflict of interest policy in place. Michelau replied in the affirmative and noted that the information is found within the WICHE staff handbook. Former Interim President Longanecker worked on refining the staff handbook with advice from legal counsel, incorporating policies which the Commission had put in place. Commissioner Hilda Rosselli suggested WICHE adopt an equity lens to aid the Commission in analyzing decisions and potentially closing opportunity gaps. Commissioner Rosselli offered to share the document in use by Oregon state agencies. Michelau suggested raising the topic for discussion at the November 2019 Commission meeting and welcomed the submission of similar documents from commission members. The motion passed.

#### **Action Item**

#### **Approval of the FY 2020 Workplan**

Chair Holmberg asked President Michelau to address the assembled group. Michelau noted that a draft version of the FY 2020 WICHE Workplan is included in the Commission Meeting Agenda Book and reminded the Commission that both the Programs and Services and Policy and Research Committees earlier requested Commission approval of their respective workplans. WICHE modified the format of the Workplan at the suggestion of the Commission Officers to reflect a more user-friendly product. Michelau welcomed any additional improvement suggestions. Chair Holmberg called for a voice vote. The motion to approve passed.

Chair Holmberg announced a request to Commissioners to complete the meeting survey. President Michelau thanked Larry Skogen, Bismarck State College president, for allowing WICHE to hold the Commission Meeting at their wonderful facility. Commissioner Anderson commented on the meeting and offered her thanks to President Michelau and the WICHE team for a great job.

Chair Holmberg adjourned the Committee of the Whole Business Session.

Following Plenary Session IV, Chair Holmberg adjourned the May 20-21, 2019 Commission meeting.



Thursday, Nov. 7, 2019

**10:15 - 11:00 a.m. [Tab 3]  
(presentation)**

*Grand Ballroom*

**11:00 - 11:30 a.m.  
(discussion)**

*Grand Ballroom*

**Plenary Session I:  
Higher Education and Student Success: The Federal Perspective**

The federal landscape in higher education is evolving and changing rapidly with potentially significant impacts on states and postsecondary institutions. Diane Auer Jones, principal deputy under secretary, U.S. Department of Education, will share updates relevant to the West regarding regulatory changes from negotiated rulemaking, the Department's focus on educational innovations, and ways we can collaborate to improve access to education and jobs.

This two-part session will include a presentation, then a facilitated group discussion.

*Facilitator:*

Clayton Christian, immediate past WICHE chair, commissioner of higher education, Montana University System

*Speaker:*

Diane Auer Jones, principal deputy under secretary, U.S. Department of Education

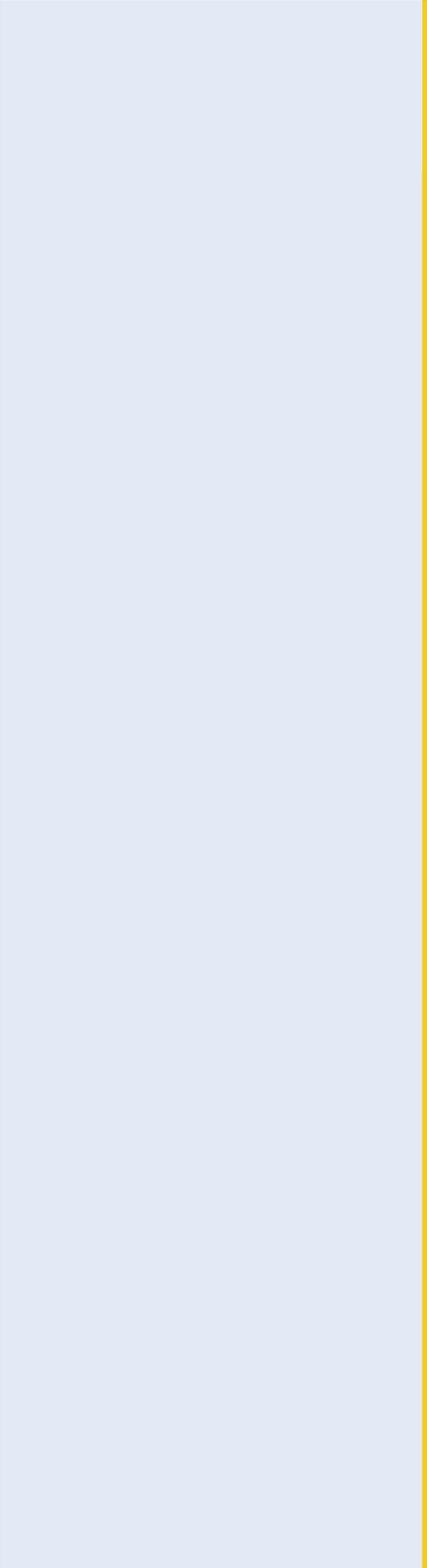
**Biographical information on the facilitator and speaker:**



For over a decade Clayton Christian has proudly served the students of Montana. During his tenure on the Board of Regents (5/2006-12/2011) Christian was a champion for common course numbering, tuition freezes, and other system initiatives aimed at increasing student access, success, and affordability. As chair of the Board of Regents, he continued to focus on implementing measures to improve system accountability, transparency, productivity, and increased confidence in higher education. He was and continues to be an advocate for increased opportunities in distance learning, a measure that continues to have a significant impact on a state that encompasses over 147,000 square miles. In 2012 Christian was asked to continue his service to Montana as the Commissioner of Higher Education. Under his leadership and on behalf of the Board of Regents and in partnership with university presidents, he has elevated Montana's educational system that serves nearly 45,000 students and 9,000 faculty annually at 16 public colleges and universities. As commissioner, Christian has leveraged public and private partnerships to dramatically increase growth in workforce development, implemented innovative state investments which yielded record amounts of university-based research, and implemented performance-based funding with institutional incentives for student retention.



**Diane Auer Jones** serves as principal deputy under secretary at the U.S. Department of Education. In this role, she is delegated to perform the duties of under secretary and assistant secretary for postsecondary education. Jones' 30-year career in science and education policy began when she became a laboratory director and biology instructor at the Community College of Baltimore County. She then moved on to hold senior leadership roles at Princeton University and the Career Education Corporation. Jones also brings to



the Department extensive experience in public policy, having served as a program director at the National Science Foundation, as a professional staff member and acting staff director for the Research Subcommittee of the U.S. House of Representatives Committee on Science, and as the deputy to the associate director for science at the White House Office on Science and Technology Policy. In 2006, Jones was nominated by President George W. Bush and confirmed by the Senate to serve as assistant secretary for postsecondary education at the U.S. Department of Education.

Thursday, Nov. 7, 2019

1:00 - 2:15 p.m.  
*Tabor and Stratton*

**Programs and Services Committee Meeting**

**Committee Members**

Les Purce (WA), chair  
 Carol Mon Lee (HI), vice chair

Stephanie Butler (AK)  
 Kathleen Goepfing (AZ)  
 Francisco Rodriguez (CA)  
 Angie Paccione (CO)  
 David Lent (ID)  
 Sheila Stearns (MT)  
 Gillian Barclay (NV)  
 Patricia Sullivan (NM)  
 Jill Louters (ND)  
 Hilda Rosselli (OR)  
 Paul Beran (SD)  
 Frankie Eliptico (U.S. Pacific Territories and Freely Associated States/CNMI)  
 Patricia Jones (UT)  
 Kimberly Dale (WY)

**Agenda**

Presiding: Les Purce, committee chair

Staff: Jere Mock, vice president, Programs and Services  
 Suzanne Benally, director, Native-Serving Institutions Initiative  
 Margo Colalancia, director, Student Access Programs  
 Anna Galas, director, Academic Leadership Initiatives

 Approval of the May 20, 2019, Programs and Services Committee meeting minutes 4-3

**Discussion Item:**

Priority issues for the Programs and Services FY 2021 workplan: Jere Mock

**Information Items:**

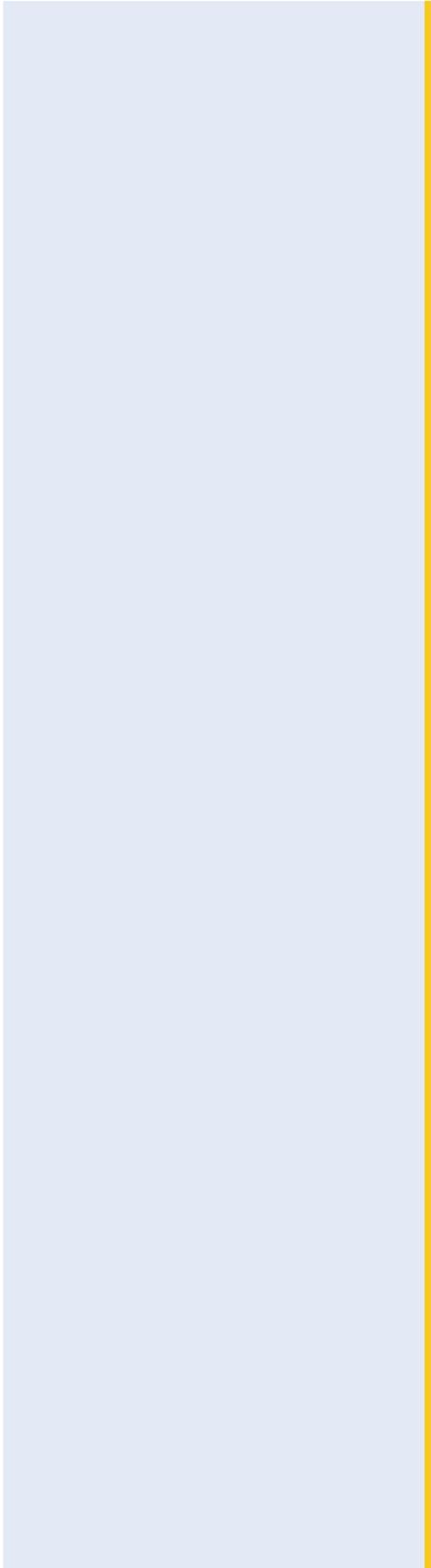
Student Access Program updates: Margo Colalancia 4-12

Status report on WICHE's Initiative to Reduce the Postsecondary Attainment Gap for American Indians and Alaska Natives: Suzanne Benally 4-13

Academic Leadership Initiatives updates: Anna Galas 4-14

**Other business**

**Adjournment**



# ACTION ITEM

## Programs and Services Committee Minutes

### Monday, May 20, 2019

**Committee Members Present:**

Kathleen Goepfinger (AZ)  
Antwan Jefferson (CO)  
Carol Mon Lee (HI), vice chair  
David Lent (ID)  
Sheila Stearns (MT)  
Fred Lokken (NV)  
Patricia Sullivan (NM)  
Nick Hacker (ND)  
Hilda Rosselli (OR)  
Vincent Leon Guerrero (U.S. Pacific Territories and Freely Associated States/Guam)

**Committee Members Absent:**

Stephanie Butler (AK)  
Francisco Rodriguez (CA)  
Paul Beran (SD)  
Patricia Jones (UT)  
Les Purce (WA), chair

**Other Commissioners Present:**

David Lassner (HI)  
Frankie Eliptico (U.S. Pacific Territories and Freely Associated States/CNMI)  
Don Bennett (WA)

**Certifying Officers and Other Guests Present:**

Laurie Tobol, MT certifying officer and director of student assistance  
Sheila Newlun, MT state scholarship coordinator  
Mia Candelaria, NM certifying officer and program manager, financial aid  
Brenda Zastoupil, ND certifying officer and director of financial aid  
Alex Bauer, ND financial aid assistant  
Kristin Ellingson, ND assistant director of financial aid

**Staff Present:**

Jere Mock, vice president, Programs and Services  
Suzanne Benally, director, Native-Serving Institutions Initiative  
Margo Colalancia, director, student access programs  
Pat Shea, director, academic leadership initiatives

Committee Chair Les Purce was not able to attend the meeting; Committee Vice Chair Carol Mon Lee (HI) called the meeting to order. She referred the committee members to the first ACTION ITEM, which requests approval of the minutes of the Nov. 8, 2019 committee meetings (pages 5-3 through 5-5 of the May 2019 agenda book). There were no comments or questions and the minutes were approved.

Vice President Jere Mock presented the Programs and Services FY 2020 workplan that is focused on broadening student access and attainment and increasing the effectiveness of our higher education institutions and systems (pages 5-48 through 5-51 of the May 2019 agenda book). The workplan includes administration of the Western Undergraduate Exchange (WUE), Western Regional Graduate Program (WRGP), and Professional Student Exchange Program (PSEP). It also includes several initiatives that bring together the West's higher education leaders to address common goals and issues, streamline the student transfer process through a network of Interstate Passport® institutions, and develop new academic administrative leaders, along with helping institutions achieve cost savings through four programs in collaboration with the Midwestern Higher Education Compact. Commissioner Sheila Stearns moved to approve the workplan and Commissioner Kathleen Goepfinger seconded the motion. The motion passed unanimously.

Mock also presented an action item (pages 5-6 through 5-7 in the agenda book) that would enable WICHE to participate, if invited, as a partner to one or more entities that are selected as Intermediaries for Scale over the next few months as part of the Bill & Melinda Gates Foundation's new initiative that will build networks of institutions and other organizations focused on improving the educational outcomes of students of color, first generation, and low-income students. Commissioner Antwan Jefferson moved to approve the action item and it was seconded by Commissioner Nick Hacker. The motion passed unanimously.

Margo Colalancia, director of Student Access Programs, presented an action item (pages 5-8 through 5-11 in the agenda book) regarding the tuition level for WRGP. The program allows nonresident graduate certificate, master's and doctoral students in the West to enroll in more than 800 eligible graduate programs at some 60 institutions and pay resident tuition. In Fall 2017, the Commission dropped the requirement for participating WRGP programs to be distinctive or address high workforce needs. Institutions can now offer any of their graduate programs at the WRGP tuition rate, which

has always been resident tuition. As a result of that change, WRGP is now much like WUE, the undergraduate program where institutions can offer as many majors as they choose. WUE institutions can charge students up to 150 percent of resident tuition.

In November 2018, the Hawaii delegation asked staff to explore giving WRGP institutions the option of charging up to 150 percent of resident tuition, just like WUE. Following that request, staff surveyed graduate deans to seek their input on desired tuition levels; their opinions were mixed – some supported the proposed change while others wanted to continue charging resident tuition. Staff advanced two options for commissioners' consideration:

1. Allow participating WRGP institutions to charge up to 150 percent of resident tuition for new WRGP students enrolling as of Summer/Fall 2020, in unison with the WUE tuition approach. Institutions opting to increase their WRGP tuition would be required to grandfather in currently enrolled WRGP students at the resident tuition rate until they graduate. Institutions would need to charge the same rate for all the majors they offered through WRGP. They would not be required to charge the higher tuition rate, but institutions would have the flexibility to do so.
2. Endorse the existing policy that requires all WRGP institutions to charge resident tuition.

Commissioner Stearns made a motion to approve option one, that would allow WRGP institutions to charge up to 150 percent of resident tuition, the motion was seconded by Commissioner Hacker and it passed.

Colalancia also provided updates on the Student Access Programs. The development of the new Salesforce PSEP administrative database system -- funded as part of the \$225,000 reserve allocation that the Commission approved in May 2018 -- is progressing on schedule with a full roll out anticipated by July. PSEP state offices will have access to real-time PSEP data for their students' accounts, and future PSEP support agreement contracts will be signed using DocuSign e-signatures. These are just two of the many improvements that will facilitate state office and WICHE staff administration of PSEP.

She also noted that WICHE Certifying Officers from Montana, New Mexico, North Dakota, and Utah met on Sunday. Their discussions included: best practices to administer a "loan-for" service program for PSEP graduates required to return home and serve, strategies to protect confidential student data used to administer student access programs, and general administrative issues.

Mock introduced Suzanne Benally, WICHE's new director of its Native Serving Institutions (NSI) initiative, to the committee. Benally is a former WICHE staff member who most recently was the president of an international nonprofit organization serving indigenous peoples called Cultural Survival. Benally gave an update on WICHE's Lumina Foundation-funded initiative involving institutions whose American Indian and Alaska Native students make up at least 10 percent of their enrollments. WICHE will convene its second national NSI Summit in Denver on July 8 – 10, which will bring together teams of leaders from these institutions, along with representatives of several tribes and other associated organizations, to discuss strategies to reduce attainment gaps of Native students. Staff also will continue to provide technical assistance to Native American Serving, Non-Tribal Institutions involved in the initiative.

Pat Shea, director of academic leadership initiatives, updated the committee on the activities of the Western Academic Leadership Forum and its Academy, the Western Alliance of Community College Academic Leaders, and Interstate Passport. The Forum held a very successful 2019 annual meeting in Boulder, Colo., in April. Its members elected Karen Carey, provost at University of Alaska Southeast, as its chair for the coming year and plans are underway to hold the Forum's annual meeting next April in Juneau. Of particular note are the Forum's **Accelerated Learning/Dual Enrollment Committee**, which is expected to release its final report on the results of a member survey later this summer; the **Library Subscription Fees Committee**, which will plan a face-to-face meeting with member representatives to evaluate the viability for joint negotiation with publishers on subscription fees; and the newly formed **Diversifying the Faculty Committee**, which is considering some regional activities to promote and retain faculty of color at institutions in the WICHE region. The Forum presented its 2019 Colleagues' Choice Award to the University of Idaho for its **Cloud-Based Faculty Productivity Reporting Tool**, which has been made available to other institutions for free. Shea said 16 individuals graduated from the Western Academic Leadership Academy, a Forum initiative, in April and 15 others from eight WICHE states have been selected for the 2019-20 Academy cohort.

Shea said the Alliance also held a successful annual meeting in April in Salt Lake City, electing retired Brigadier General Douglas Murray, dean of academics at the New Mexico Military Institute, as its chair for the coming year. The Alliance will hold its 2020 annual meeting in Albuquerque, March 25-27. During its meeting in Utah, the Alliance presented its 2019 Bernice Joseph Award to Williston State College in North Dakota for its innovative **First-Term Advising** initiative.

Interstate Passport, a joint program of the Alliance and Forum designed to streamline student transfer, continues to expand with 30 institutions in 12 states belonging to the Interstate Passport Network and many more in the pipeline. More than 25,000 students have earned passports, ensuring that they will not repeat learning already achieved to meet lower-division requirements when transferring to other Passport member institutions.

Commissioner Lee adjourned the Programs and Services Committee meeting.

# INFORMATION ITEMS

## Student Access Program Updates

### Western Undergraduate Exchange (WUE)

In 2018-19, 40,487 WUE students and their families saved more than \$380.5 million in tuition by paying 150 percent of the enrolling institution's resident tuition, or less. Final enrollment and savings numbers for 2019-20 will be available in late November. A total of 163 two-year and four-year institutions participate. Washington State University Everett and the University of Guam recently joined WUE. Shoreline Community College (WA) expressed interest but decided not to participate at this time.

### Western Regional Graduate Program (WRGP)

In 2018-19, 1,478 WRGP students saved an estimated \$22.7 million by paying resident tuition while completing their graduate studies out-of-state. Enrollment data for 2019-20 will be finalized in late November. Fifty-eight institutions participate. The University of Guam, Utah State University, and Western Colorado University recently joined WRGP. Oregon State University has expressed interest in re-joining WRGP and the University of Hawai'i at Hilo and San Diego State University are evaluating WRGP participation for the first time.

At the May 2019 meeting, the Commission approved allowing WRGP institutions to charge new students enrolling as of Summer/Fall 2020 up to 150 percent of resident tuition, in alignment with the WUE program rate. Institutions that choose to increase their WRGP tuition rate must grandfather in currently enrolled WRGP students at the resident tuition rate until they graduate. Institutions that wish to continue to charge resident tuition for WRGP participants can do so. WRGP institutions were given a July 31, 2019 deadline to decide whether they would increase their WRGP tuition rate for new students enrolling summer/fall of 2020. Nine institutions decided to increase their WRGP tuition rate effective in the 2020-21 academic year, or later:

- Arizona State University, Downtown Phoenix campus (150%; 2020-21)
- Arizona State University, Tempe campus (150%; 2020-21)
- Arizona State University, West campus (150%; 2020-21)
- Montana Technological University (150%; 2020-21)
- Montana State University Billings (150%; 2020-21)
- University of Alaska Anchorage (150%; 2020-21)
- University of Hawai'i at Mānoa (150%; 2020-21)
- University of Montana (150%; 2021-22)
- University of Utah (110%; 2020-21).

The majority of WRGP institutions elected to charge the new students the resident rate in the 2020-21 academic year. As of the May 2019 meeting, our cooperating WRGP institutions offered approximately 800 graduate programs through WRGP. As of September 2019, some 940 graduate programs are now available.

### Professional Student Exchange Program (PSEP)

During the current 2019-20 academic year, 11 WICHE states invested more than \$14.6 million to sponsor 614 students studying for a professional health care degree through PSEP. One hundred forty professional programs are available through the 59 participating public and private institutions. WICHE's newest PSEP programs include: Mayo Clinic College of Medicine and Science's Alix School of Medicine (Arizona)/Allopathic Medicine; Marshall B. Ketchum University/Physician Assistant; the University of North Dakota/Physician Assistant; and the University of South Dakota/Physical Therapy. WICHE staff will prepare PSEP support fee increase recommendations for the next biennium (2021-22 and 2022-23) and present them at the May 2020 meeting. WICHE Commissioners will review the recommended increases and vote on them.

### The New PSEP Administrative Database

WICHE staff members are over the moon with WICHE's PSEP Salesforce Administration portal. The Commission approved funding for the WUE/WRGP and PSEP databases in May 2018 and staff are extremely grateful. Staff began working with the software developer on the new database last fall and launched the system for state and cooperating PSEP program administrators in September 2019. Representatives from our partner institutions and state offices find the new platform very intuitive and easy to use.

For the first time this fall, WICHE generated this academic year's "support agreements" (a.k.a., contracts) using the portal and sent them to the signing parties (funding states, enrolling professional programs, and WICHE staff) for e-signatures using DocuSign. DocuSign dramatically reduced contract signature/processing time. As of the writing of this report, 50+ percent of the 190 contracts were signed and completed within three business days, compared to the typical 30+ day process required in prior years, when WICHE was using hard copies and postal mail. The signed contracts are automatically saved to the PSEP Administrative Portal where all authorized parties have access to view and download them.

### **Veterinary Medicine Advisory Council (VMAC)**

WICHE's Veterinary Medicine Advisory Council met June 26-28, 2019, in Fort Collins, Colo., and was hosted by Colorado State University's College of Veterinary Medicine and Biomedical Sciences. Meeting highlights included: a panel on increasing diversity in the veterinary profession, with a focus on recruiting and retaining more Native American students; a panel on veterinary telemedicine; and discussions on the development of online financial education modules to help students make wise financial decisions before, during and after their professional degree studies. A small group also met prior to the meeting to explore collaboration to develop online animal nutrition modules.

The council provides a forum for communication and a liaison between WICHE staff, member states, and the region's schools of veterinary medicine so that the workforce needs of the region can be met. Each WICHE member state may appoint two members to the council. Candidates are nominated by the respective state's Executive Committee member on the WICHE Commission in consultation with the state higher education agencies and the state veterinary association.

Members of the council may include veterinary faculty of colleges of agriculture who advise undergraduate students preparing for their professional studies in veterinary medicine, legislators with expertise in the profession, state veterinarians, and practicing veterinarians who are members of state veterinary associations. Deans of the colleges of veterinary medicine and the director of WICHE's Student Access Programs are ex officio, nonvoting members.

## **Student Attainment Initiative**

### **Native-Serving Institutions Collaboration**

The WICHE initiative "Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice" funded by a Lumina Foundation grant and launched in December 2017, will be entering its third year in December. The collaboration of two- and four-year institutions designated as Native American-Serving Nontribal Institutions (NASNTIs) by the U.S. Department of Education aims to address the higher education attainment gap of Native Americans and Alaska Natives. The 22 NASNTI colleges and universities that receive Title III funding have at least 10 percent Native students in their student populations and are typically situated near American Indian tribal communities. At the outset, WICHE awarded small grants to 11 of the native-serving institutions to support planning for achieving quantifiable goals to narrow attainment gaps, implement high impact practices and other practices leading to academic success, and to develop accountability and sustainability of their work. A major objective of this project is to strengthen the presence and impact in state and federal higher education policy arenas and to create a network among institutions serving large numbers of American Indians and Alaska Natives (AI/AN).

WICHE staff convened the second annual NASNTI Summit "Strengthening Institutional Practices to Support Native American and Alaska Native Student Attainment in Higher Education" in Denver, Colo., on July 8-10, 2019. Eighty-six participating higher education leaders including campus leaders, tribal community representatives, higher education association representatives and others, convened to discuss effective strategies and best practices for strengthening Native American and Alaska Native student attainment. Key topics focused on creating culturally-engaging environments on campus, strengthening partnerships and fostering relationships with tribal communities, perspectives on Native student challenges in higher education, and federal, state, and tribal educational policy developments.

In addition, WICHE staff are developing policy studies, campus case studies, webinars, and data updates; conducting campus site visits; and planning a regional convening of several institutions and tribal leaders in the Four Corners area (Arizona, Colorado, New Mexico, and Utah) to further networking and resource sharing.

## **Academic Leadership Initiatives Update**

### **Western Alliance of Community College Academic Leaders**

Members of the Alliance are the chief academic leaders of two-year institutions and associated system and state agencies in the WICHE region. The Alliance is hosting its annual meeting on March 25-27, 2020, in Albuquerque, N.M., with the

theme “Redefining College: Becoming the Partner of Choice for Students, Business, and Your Community.” The program features a variety of topics, including affordability, the latest on advising models, the student’s perspective, partnering with industry, and campus wellness. One highlight of the meeting will include the Five Dimensions of Equity workshop being led by Dr. Maria Peña, vice president for equity and inclusion at Everett Community College in Washington. Members of the Alliance Executive Committee are working to secure funding to offer a year-long professional development program for prospective chief academic leaders in the two-year sector. For more information about the Alliance and its 87 members, see [wiche.edu/alliance](http://wiche.edu/alliance).

### **Western Academic Leadership Forum**

Members of the Forum are the provosts and vice presidents of academic affairs of four-year institutions and chief academic leaders of associated system and state agencies in the WICHE region. The Forum is hosting its annual meeting on April 22-24, 2020 in Juneau, Alaska, with the theme “Who Really Matters in the Changing Landscape of Higher Education?” The program features noted speakers from government, higher education, national organizations, and industry. One of several engaging sessions during the meeting will include key decision makers and stakeholders from the state level who will discuss the individual and societal benefits of higher education. Forum committees continue to work to address common areas of interest: dual credit, library subscription fees, student wellness, and others. For more information about the Forum and its 63 members, see [wiche.edu/forum](http://wiche.edu/forum).

### **Western Academic Leadership Academy**

Sponsored by the Western Academic Leadership Forum, the highly successful Academy is a professional development program designed to establish a pipeline of future academic leaders. The Academy’s faculty—sitting or retired provosts among the Forum’s membership—selected the 2019 cohort, whose 15 members hail from nine WICHE states: Alaska, Arizona, California, Colorado, Hawai’i, Idaho, Montana, Oregon, and Washington. The Academy’s summer intensive was held July 10-12 in the State Higher Education Policy Center (SHEPC) Learning Center at WICHE. The faculty will mentor the cohort through April 2020, when they will attend the culminating seminar at the Forum’s annual meeting. Nominations are now being accepted for the 2020 cohort. For more information, see [wiche.edu/forum/academy](http://wiche.edu/forum/academy).

### **Interstate Passport®**

Interstate Passport is a program that facilitates the block transfer of lower-division general education attainment based on learning outcomes, rather than specific courses and credits. Having just concluded its third year of operation, the Interstate Passport Network has grown to 32 institutions in 14 states and member institutions have officially awarded over 38,500 Passports. The newest institutions to join are Adams State University and The Chicago School of Professional Psychology. These past few months, staff and institutional representatives have presented at the national level at the Higher Learning Commission, National Association of Student Personnel Administrators, and American Association of State Colleges and Universities annual meetings and conferences. Outreach to prospective institutions continues in existing member states and in at least nine other states across the country. Staff is actively seeking funding to further scale Interstate Passport, as the grant from the U.S. Department of Education’s First in the World grant continues with a no-cost extension through September 2020 to complete the research component. For more information, see [interstatepassport.wiche.edu](http://interstatepassport.wiche.edu).

## **Collaborative Cost-Savings Initiatives Updates**

### **MHECtech Contracts**

WICHE partners with the Midwestern Higher Education Compact (MHEC) to leverage the potential volume of the WICHE region’s purchasing power, while saving institutions and other eligible entities time and money by simplifying the procurement process. Competitively bid and negotiated contracts provide competitive solutions established in accordance with public procurement laws, which negates an institution’s or other entities’ need to conduct a sourcing process. The contracts offer a turnkey solution to higher education institutions (publics and not-for-profit privates), K-12 districts and schools, state agencies, county and municipal governments, and education-related nonprofits that want to buy computers, software, printing equipment, document-management services, and related training and consulting services. MHEC’s Technologies Committee and staff conduct extensive competitive procurement processes and negotiate favorable agreements with several vendors. The program reduces the duplication of procurement processes and helps eligible campuses and other entities save money and increase their range of purchasing options. Last year more than 1,600 institutions and other entities in 13 WICHE member states reaped benefits of aggregated volume purchases that lowered product cost with savings of \$6.5 million. Participating vendors include Dell, HP, Oracle America, VMware from Arrow Electronics, and Xerox. The [mhectech.org](http://mhectech.org) website provides details on vendors and eligible entities and links to vendor contracts.

## Master Property Program

A property insurance and risk-management collaborative initiative, the Master Property Program (MPP) developed by MHEC has 170 participating campuses across the U.S., representing total insured values of approximately \$100 billion. The program was initially developed in 1994 to broaden property insurance coverage, reduce program costs, and encourage improved asset protection strategies for Midwestern two- and four-year not-for-profit colleges and universities. WICHE-region institutions became eligible to participate in the program in 2004; the New England Board of Higher Education joined the program in 2009 and the Southern Regional Education Board in 2013. Institutions and systems in the West taking part include: Pima County Community College District (AZ), Colorado College, Colorado School of Mines, University of Northern Colorado, The College of Idaho, Nevada System of Higher Education's seven campuses and Desert Research Institute Centers, Lewis & Clark College (OR), Reed College (OR), Willamette University (OR), Westminster College (UT), Seattle Pacific University, (WA), Whitman College (WA), and the University of Wyoming. On March 7-9, several representatives from WICHE-region institutions attended the MPP's annual all-insureds meeting and took part in a two-day loss control workshop in St. Louis, exchanging best practices and lessons learned, and benefitting from the knowledge of experts in asset protection, facilities management, campus security, and environmental health. The MPP is governed by a committee comprised of leaders from member institutions. WICHE-region member institutions are represented by two members on the committee: Craig Kispert, vice president for business and finance, Seattle Pacific University and Lisa Schaller, director of Insurance and Loss Control, Nevada System of Higher Education.

## Cyber Insurance

MHEC has also invited WICHE to partner on offering a MHEC Cyber Insurance program to public and not-for-profit private institutions in the West. The New England Board of Higher Education (NEBHE) and the Southern Regional Education Board (SREB) also participate. MHEC has contracted with Marsh USA Inc. to serve as the program administrator for the MHEC Cyber Insurance program following a competitive bid process.

Colleges and universities have unique cyber risks because of their business operations, assets, and environments. An institution's use of technology within its operations and any handling, collection, and storage of confidential information contributes to the ongoing challenge of keeping its assets safe. The MHEC Cyber Insurance approach analyzes the institution's threat environment, assesses the significance of the vulnerabilities in security controls, and determines how much financial exposure the institution faces. MHEC's approach can also provide benchmarking on how much cyber coverage institutions of similar risk are buying. Over time, MHEC staff hope to assemble a critical mass of participating institutions to provide an option of collaborative risk-sharing in an excess layer of insurance coverage. This shared excess layer could provide additional coverage at a reduced cost, relative to an institution securing coverage on a stand-alone basis.

## MHECare

Another MHEC/WICHE partnership offers institutions and college and university systems a student health insurance plan underwritten by UnitedHealthcare StudentResources (UHCSR). MHEC utilized a competitive bid process to select UHCSR as the plan's carrier, enabling member institutions to avoid a time- and resource-consuming request-for-proposal process while being served by a carrier that is Affordable Care Act compliant and fully equipped to rapidly respond to changes in regulations. For more information on the MHECare or any of the other MHEC initiatives described above, contact Jere Mock, WICHE vice president of programs and services, at [jmock@wiche.edu](mailto:jmock@wiche.edu) or 303-541-0222.



Thursday, Nov. 7, 2019

1:00 - 2:15 p.m.  
Gold

**Policy Analysis and Research Committee Meeting**

**Committee Members**

Christopher Cabaldon (CA), chair  
Susan Anderson (AK), vice chair

- John Arnold (AZ)
- Jim Chavez (CO)
- Colleen Sathre (HI)
- Matt Freeman (ID)
- Laurie Bishop (MT)
- Thom Reilly (NV)
- Barbara Damron (NM)
- Mark Hagerott (ND)
- Ben Cannon (OR)
- Larry Tidemann (SD)
- Rodney Jacob (U.S. Pacific Territories and Freely Associated States/Guam)
- Ann Millner (UT)
- Gerry Pollet (WA)
- David Jones (WY)

**Agenda**

Presiding: Christopher Cabaldon, committee chair

Staff: Patrick Lane, vice president, Policy Analysis and Research  
Peace Bransberger, senior research analyst  
Colleen Falkenstern research analyst  
Sarah Leibrandt, senior research analyst  
Shelley Plutto, administrative assistant III  
Christina Sedney, director of policy initiatives and state authorization



Approval of the May 20, 2019, Policy Analysis and Research Committee meeting minutes

5-3

**Information Items:**

Update on WICHE data privacy plan

*Tuition and Fees in Public Higher Education in the West 2019-20*

*Benchmarks: WICHE Region 2019*

Update on cybersecurity training for nontechnical leaders

Update on competency-based education project

Update on *Knocking at the College Door*

Discussion Items:

Update on the Legislative Advisory Committee

5-12

Priority Issues for the FY2021 Workplan

Other business

Adjournment

# ACTION ITEM

## Policy Analysis and Research Committee Minutes

### Monday, May 20, 2019

#### Committee Members Present:

Christopher Cabaldon (CA), chair  
Susan Anderson (AK), vice chair  
Jim Chavez (CO)  
Colleen Sathre (HI)  
Matt Freeman (ID)  
Laurie Bishop (MT)  
Barbara Damron (NM)  
Mark Hagerott (ND)  
Ben Cannon (OR)  
Robert Burns (SD)  
Ann Millner (UT)  
Gerry Pollet (WA)

#### Committee Members Absent:

Rita H. Cheng (AZ)  
Fred Baldwin (WY)

#### Staff Present:

Laura Ewing, administrative manager, Policy Analysis and Research  
Patrick Lane, vice president, Policy Analysis and Research  
Demarée Michelau, president  
Dennis Mohatt, vice president, Behavioral Health Program, and co-director, Mental Health Technology Transfer Center  
Russ Poulin, vice president for technology-enhanced learning and WCET executive director  
Christina Sedney, director of policy initiatives and state authorization, Policy Analysis and Research  
Tanya Spilovoy, director, open policy, WCET  
Liza Tupa, director for education and research, Behavioral Health Program

Chair Christopher Cabaldon called the committee meeting to order at 1:15 p.m. and asked Vice President Lane to call roll; a quorum was established.

#### Action Item

#### Approval of the November 8, 2018 Policy Analysis and Research Committee meeting minutes

Chair Cabaldon asked members to review minutes from the November 8, 2018 meeting. Commissioner Matt Freeman noted that he had a correction. He is listed in the minutes as an “other Commissioner present” when he is actually a member of the Policy Analysis and Research Committee. Vice Chair Susan Anderson motioned to approve the minutes. Commissioner Barbara Damron seconded the motion. The minutes were approved unanimously.

#### Action Item

#### Approval of a Project Related to Open Educational Resources

Lane described the unit’s plan to pursue funding to partner with WCET and other regional higher education compacts to create a national consortium of states focused on increasing student access and success through scaled adoption of high-quality open educational resources (OER). This consortium would have strong regional components coordinated by each of the compacts.

Chair Cabaldon briefly explained the committee’s role in curating the Workplan for approval by the Commission and noted that another important function of the committee is its role in generating ideas and initiatives for WICHE staff to pursue. Commissioner Ann Millner noted that they are being asked to approve WICHE continuing to seek funding for this initiative and Commissioner Damron added that all these projects are contingent on obtaining funding. Chair Cabaldon noted that the committee has more of a “no power than a yes power” in terms of initiatives that WICHE staff pursue.

Vice Chair Anderson asked how WICHE would receive \$1 million out of \$2.4 million in funding for the OER project, and Lane clarified that the overall \$2.4 million would be distributed among all the compacts and that WICHE would receive approximately \$1 million of this funding.

Commissioner Freeman suggested that WICHE is well-positioned to be a leader in this space. He described the efforts that Idaho is currently pursuing to implement the use of OER in some of their general education courses and added that he would strongly support this effort. Commissioner Freeman motioned to approve, and Commissioner Anderson seconded, and the motion was unanimously approved.

#### Action Item

### Approval of Proposal to Convene Meetings on Effective Policies and Practices for Behavioral Health on Campus

Lane described a proposed project in partnership with the Behavioral Health unit to convene Western health and education policy leaders, along with institutional practitioners, to identify promising policy and practice solutions to improve the level of mental health services provided to students at all institutions.

Commissioner Damron asked if the team was also planning to partner with key federal agencies like SAMHSA in these efforts and Lane replied that they would.

Commissioner Pollet added that it would be important to include the perspective of student advocates, noting that in Washington they had an experience where there was a disconnect between the results of surveys that institutions were reporting in terms of access to mental health resources and students' perception of access. He explained that having student voices would be critical to get at the real issues. Liza Tupa noted that families are another key constituency group to include, not just students. Commissioner Laurie Bishop strongly agreed with this point.

Commissioner Robert Burns suggested that it would be important to further specify the stakeholders to be convened as staff pursue this project. He asked if the meetings referred to were state-by-state or regional in nature and Lane responded that the team is thinking of regional meetings.

Commissioner Freeman said that if such a convening were held, he would like to see a report on the results to the Commission as this is an important issue for many. Commissioner Colleen Sathre moved approval, Commissioner Jim Chavez seconded, and the action item was approved.

#### Action Item

### Approval of Project to Produce the 10th Edition of *Knocking at the College Door*

Chair Cabaldon noted that the next item was approval to produce the next edition of *Knocking at the College Door*. Lane provided an update to the committee on funding for the project, noting that ACT which has historically provided half the funding for the project, with College Board providing the other half, has opted not to continue funding the work. Commissioner Sathre asked if ACT provided a reason for this and Lane replied that they did not. Lane added that WICHE will continue to produce the projections even without funding from ACT, and that the unit is exploring different funding options – including new funders and shifting resources from the General Fund.

Commissioner Burns moved approval, Commissioner Millner seconded, and the motion was unanimously approved.

#### Action Item

### WICHE's Interest in Partnering with a Bill & Melinda Gates Foundation Intermediary for Scale

Lane summarized the Gates Foundation's Intermediaries for Scale project, explaining that they are planning to largely funnel all their higher education funding for the next five to ten years through intermediary organizations with the goal of driving institutional change. WICHE was not selected as an intermediary organization, but there may still be opportunities for WICHE to partner with a selected intermediary. WICHE staff attended a Gates meeting in order to connect with potential intermediary organizations and explore opportunities for partnership. WICHE staff feel the project could still benefit from many of WICHE's areas of expertise and the mission of the project is very consistent with the unit's mission.

Commissioner Ben Cannon asked if the intermediary organizations had been selected and Lane noted that they had not, but that those selected to move to the following round were mostly large membership organizations and smaller organizations that have not previously partnered with Gates. Commissioner Millner noted that WICHE should continue to engage and see if there are potential partnerships with intermediaries that are a good fit.

President Demarée Michelau noted that because WICHE's Every Learner Everywhere initiative, which is somewhat similar in nature, is already funded by the Gates Foundation, the organization may have been less competitive for this particular initiative.

Commissioner Bishop asked if the Gates Foundation itself or the selected intermediaries chose partner organizations and Lane replied that the intermediary organizations will identify their own potential partners and that there will be opportunities for partnerships both at the beginning of the initiative and in following years. Lane added that they will share developments with the committee as they occur.

Chair Cabaldon noted that this provides an opportunity for WICHE to articulate its value and experience in this area, adding that WICHE should reflect on where it has truly leveraged transformation in a manner that goes beyond simply bringing people together to collaborate. Lessons learned from these examples could highlight WICHE's knowledgeability about the role of intermediary. Commissioner Damron responded that she is on the board of another organization that was selected as an intermediary and that they have a very specific focus on scalability, so they have proven success in a relatively narrow area of expertise.

Commissioner Millner moved for approval, Commissioner Burns seconded the motion and the item was approved unanimously.

#### **Action Item**

### **Approval of the FY 2020 Workplan sections pertaining to the Policy Analysis and Research unit's activities**

Chair Cabaldon introduced the final Action Item, Workplan approval. Lane described key changes to the Workplan, including the placement of W-SARA into the policy unit and two initiatives that had been led by Mike Abbiatti - the development of a data management plan and technical training. Lane clarified that the Commission had approved reserves requests for the latter two initiatives and that they are now under the purview of this committee. He added that funds are being spent to identify the data environment at WICHE and that Cooley LLP, a law firm with expertise in this area, has been retained. The initial allocation for the work was \$40,000, and \$25,000 has been spent to date. The unit is waiting to find out what action steps will be recommended and what they will cost; this information will be brought back to the committee.

Lane further noted that the Policy Analysis and Research Workplan now includes WICHE's cybersecurity work, as well as the Data for the American Dream project. Lane explained that the Data for the American Dream work is an NCHEMS project—funded by Schmidt Futures—and that WICHE is a subcontractor on the project. He also added that the unit has added an item on food and housing insecurity but that the specific nature of this work is still being developed. Chair Cabaldon asked if anything had been taken off the Workplan, and Lane responded that nothing has been removed yet.

Commissioner Millner motioned to approve the Workplan, Commissioner Anderson seconded, and the item was approved unanimously.

#### **Information Item**

### **WICHE Insights—Tuition and Fees in the West 2018-19: Trends and Implications**

Lane directed Commissioners to the handout of the Tuition and Fees brief and described the new data dashboard that accompanied the project, noting that it demonstrates how the unit is using the new database to create enhanced data products. Chair Cabaldon encouraged all the Commissioners to read the advance copy they receive of the brief, so that they can respond to WICHE staff with any concerns or framing guidance as the WICHE staff rely on the Commissioners to help them identify issues that may be sensitive in their states. Lane added that the data dashboard is designed to be viewed online, noting that some of the graphics don't translate as well to paper.

#### **Information Item**

### **WICHE Insights—Recruiting and Retaining Educators in the Rural West: State Policy Approaches**

Christina Sedney shared a draft copy of a policy brief outlining state approaches to recruiting and retaining educators in the rural west. She explained that the brief had been inspired by a session at the 2018 LAC meeting, which generated great interest from the legislative participants. In a departure from the unit's typical general update on state legislative activity relating to higher education, the brief was designed to be a deep dive into a specific topic of interest. She added that since the brief had initially been written in 2018, it would be revised to include legislative activity from 2019 and

would come out when that had been incorporated. Sedney encouraged commissioners to provide feedback or share any initiatives from their states they thought should be included.

**Information Item**  
**Development of a WICHE data management plan**

Lane noted that he had provided an update on the data management plan during the Workplan discussion.

**Information Item**  
**Training for Senior Nontechnical Campus Leaders**

Commissioner Bishop asked for some clarification on the cybersecurity trainings that WICHE had provided. Lane replied that WICHE had offered “tabletop training exercises” for higher education leaders such as presidents and non-technical senior administrators, walking them through responding to various cybersecurity scenarios, with funding from the Department of Homeland Security (DHS). He added that DHS funding for this effort appears to be over but noted that it is possible FEMA may be interested and some conversations are ongoing.

Chair Cabaldon mentioned that he feels like this is a “square peg in a policy analysis and research hole.” Lane responded that it is a result of the WICHE Commission’s committee consolidation. Chair Cabaldon wondered if this might ultimately be a Programs and Services issue.

**Information Item**  
**WICHE Policy Analysis and Research Unit Database (PAR) development**

Lane reminded the committee that they had approved substantial funds for this effort and that it is going well. He noted that Tuition and Fees data have gone into the database and that it will ultimately include Knocking and Benchmarks data as well. He added that the project is currently operating under budget.

**Discussion Item**  
**WICHE’s Legislative Advisory Committee: Expansion and Meeting information**

Sedney shared an update on the Legislative Advisory Committee (LAC). She explained that the Commission had approved an expansion of the size of the LAC—based on the feedback of this committee from November—in an effort to generate greater attendance at the LAC annual meeting, which has been falling over the past few years. The new structure allows each WICHE member to appoint up to four legislators to the LAC. She added that this year’s meeting would be the first with the expanded structure. The 2019 meeting will take place in Portland, Ore., September 12-13, 2019 and will be centered around the theme of “Future-Facing Policy.”

Commissioner Pollet noted that the Washington state legislature is holding its first fall committee meetings in a decade, which conflict with the meeting date. He added that when recruiting members, it should be clear that this is not so much an advisory committee as a commitment to attend a meeting—similar to those held by NCSL. He encouraged recruiting members to be couched in terms of attending an annual resource sharing and networking opportunity.

Commissioner Anderson asked if more people were really needed on the LAC since she wasn’t sure how it connects with what WICHE does in a real way. Commissioner Damron responded that it has been very valuable to New Mexico to have legislators understand WICHE’s value and having four instead of two representatives would be that much more valuable. Commissioner Burns asked if it is more of a liaison role than a committee. Chair Cabaldon replied that he felt that selections should be based on legislators’ ability to attend the annual meeting given that this is the key focus of the LAC. Commissioner Bishop replied that the greatest value of the LAC is strategic and that this would be more effective with four instead of two legislators per WICHE member. She added that it is a great tool to shore up state policy work in higher education and by having four members the states have more flexibility in ensuring someone attends.

Commissioner Cannon agreed with what had been said but noted that the title “Advisory Committee” adds a sense of belonging and responsibility to the group for legislators and encourages them to feel connected to WICHE—so he appreciates that there is a balance to be considered when deciding to pitch the LAC as a “committee” or a one-time event. Chair Cabaldon suggested perhaps it could be framed as an annual event but with a steering committee of particularly engaged legislators. Sedney noted that staff would consider these suggestions. Commissioner Freeman added that

the real value of the LAC is in developing and strengthening relationships with legislators and that it also serves as a professional development opportunity for the legislators.

### Discussion Item

#### Policy Approaches to Reducing Housing and Food Insecurity on Campus

Sedney shared an overview of the information on the topic included in the meeting materials, including an overview of the current data available on food and housing insecurity on college campuses, state approaches to the issues to-date, and some suggestions for WICHE to become more involved, which included: research, convenings, policy briefs or guidance to states, or other methods of information dissemination. Commissioner Pollet noted that in Washington they had passed legislation on aligning SNAP benefits for students, but it took students pushing it for it to happen. He added that there may be an opportunity to do a survey on housing and food insecurity at different types of institutions.

Lane replied that data is a serious issue—he noted that the federal NPSAS data collection is planning to add an item to their survey on this topic. Chair Cabaldon added that the number of students facing this issue is huge, even outside of traditionally high-cost housing areas. He wondered how we can best help these students, especially when they already have access to many aid streams as college students. He continued that since this is one of the only populations we can really track in terms of bridging the gap between poverty and need given the information on FAFSA, we should be able to do better in terms of understanding need. He noted that California is exploring this issue. He concluded by suggesting that collecting best practices and looking into data issues (from many sources such as social services and student aid) and policy analysis could be areas for WICHE to contribute.

Commissioner Bishop responded that we should share approaches that are working across states – including how to maximize the use of federal benefits—and that this could be done even in the absence of comprehensive data. Commissioner Cannon replied that Oregon has an affordability crisis but has not recognized or addressed the unique dimensions of student experiences. The question is, is this a larger housing strategy or a set of higher ed specific strategies? There are some grey areas. Commissioner Sathre added that Hawai'i has a real homelessness issue for students although she noted that she has concerns about students responding honestly to survey questions given stigma around these issues and wondered if existing surveys of homeless populations included an age component that could be used to shed further light on the issue.

Chair Cabaldon suggested taking a look at WICHE's capacity, perhaps something like a meta-analysis of existing work might be feasible. Because housing and homeless service agencies are already struggling to solve this issue, higher ed needs to work on this through the financial aid system. Commissioner Freeman added that data could help inform the conversation and that perhaps some convenings on the topic might be helpful.

#### Adjournment

With no other business before the committee, Chair Cabaldon adjourned the meeting at 2:35 p.m.



# Future-Facing Policy: Considerations for a New Era in Higher Education

Legislative Advisory Committee Annual Meeting  
Courtyard Portland City Center • Portland, Oregon • September 12-13, 2019

## Agenda

Thursday, September 12

**7.45 – 8.30 am**  
*Irvington & Sellwood*

### **Networking Breakfast (Full Breakfast)**

**8.30 – 9.15 am**  
*Park Ballroom*

### **Welcome and Introductions**

**Facilitator:**

Demarée Michelau, President, *Western Interstate Commission for Higher Education*

**9.15 – 10:15 am**  
*Park Ballroom*

### **Reflecting Back to Look Ahead**

The LAC was founded 24 years ago, meaning many who were born the year of the first LAC meeting have now completed their postsecondary education and entered the workforce. What did we get right over the past two decades of postsecondary policy? What do we need to do differently moving forward? LAC members will share what they view as their state's greatest accomplishments in higher education policymaking – and what they must address to be successful in the future.

**Facilitator:**

Christina Sedney, Director of Policy Initiatives and State Authorization, *Western Interstate Commission for Higher Education*

**10.15 – 10.30 am**

### **Break**

**10.30 – 11.30 am**  
*Park Ballroom*

### **Using Data to Shape Policy: Now and in the Future**

To create policy for the future we must understand how it is working today. How are states using data to track the effectiveness of their policies and to guide the development new ones? What might this look like moving forward? This session will provide an overview of the data capacity Western states currently have and examples of how states are using their data to develop and refine policy, followed by a discussion of how legislators can leverage data to shape policy.

**Moderator:**

Demarée Michelau, President, *Western Interstate Commission for Higher Education*

**Speakers:**

Christine Thompson, President & CEO, *Expect More Arizona*  
Dustin Weeden, Senior Policy Analyst, *State Higher Education Executive Officers Association (SHEEO)*

**11.30 am – 12.00 pm**

*Park Ballroom*

**Facilitated Discussion – Using Data to Shape Policy: Now and in the Future**

**Facilitator:**

Demarée Michelau, President, *Western Interstate Commission for Higher Education*

**12.00 – 1.00 pm**

*Irvington & Sellwood*

**Lunch**

Networking Lunch

**1.00 – 2.00 pm**

*Park Ballroom*

**Crafting Sustainable Higher Education Infrastructure**

Investment in infrastructure is not a new topic, but it is a critical one for shaping what higher education will look like and how it will function in the years to come. This conversation will explore models of capital funding that take into account not just buildings and maintenance, but also key 21<sup>st</sup> century considerations such as technology.

**Moderator:**

Christina Sedney, Director of Policy Initiatives and State Authorization, *Western Interstate Commission for Higher Education*

**Speakers:**

Ben Cannon, *Executive Director, Oregon Higher Education Coordinating Commission\**  
Representative Mark Sanford, *North Dakota*  
Van Davis, Policy and Planning Consultant, WCET, *Western Interstate Commission for Higher Education*

**2.00 – 2.30 pm**

*Park Ballroom*

**Facilitated Discussion – Crafting Sustainable Higher Education Infrastructure**

**Facilitator:**

Christina Sedney, Director of Policy Initiatives and State Authorization, *Western Interstate Commission for Higher Education*

**2.30 – 2.45 pm**

**Break**

**2.45 – 3.45 pm**

*Park Ballroom*

**Mission Differentiation vs. Mission Creep Revisited**

In 2008 WICHE released “Mission Differentiation vs. Mission Creep” a policy brief detailing the importance of mission differentiation in higher education in order to efficiently meet state goals. Eleven years later the issue remains a critical one, as more and more Western states expand the scope of their institutions’ offerings – from

community colleges offering bachelor's degrees to regional universities expanding their research capacity and graduate education programs. This session will explore considerations for legislators as they think about the increasingly blurred lines between higher education sectors and both the opportunities and challenges this presents for the future.

**Moderator:**

Demarée Michelau, President, *Western Interstate Commission for Higher Education*

**Speakers:**

Randall Brumfield, Chief Academic Officer, *Idaho State Board of Education*

David Lassner, President, *University of Hawai'i \**

Senator Ann Millner, *Utah*

**3.45 – 4.30 pm**  
*Park Ballroom*

**Facilitated Discussion – Mission Differentiation vs. Mission Creep Revisited**

**Facilitator:**

Demarée Michelau, President, *Western Interstate Commission for Higher Education*

**5.45 pm**  
*Lobby*

**Dinner for LAC Members & Invited Guests**

Join LAC colleagues in the lobby of the hotel at 5:45 pm, and the group will together make the short walk to the Portland City Grill (111 SW 5th Avenue, 30th Floor) for a 6:00 pm dinner hosted by WICHE.

## Friday, September 13

7.30 – 8.15 am  
*Irvington & Sellwood*

### **Networking Breakfast (Full Breakfast)**

8.15 – 9.00 am  
*Park Ballroom*

### **WICHE’s Role in the Future of the West**

How is WICHE thinking about its role in shaping the future of higher education in the West? WICHE leadership will share their vision for how each of WICHE’s units will contribute to a thriving postsecondary education ecosystem in the West.

#### **Moderator:**

Demarée Michelau, President, *Western Interstate Commission for Higher Education*

#### **Speakers:**

Patrick Lane, Vice President, Policy Analysis & Research, *Western Interstate Commission for Higher Education*

Jere Mock, Vice President, Programs and Services, *Western Interstate Commission for Higher Education*

Van Davis, Policy and Planning Consultant, WCET, *Western Interstate Commission for Higher Education*

Liza Tupa, Director of Education and Research, Behavioral Health Program, *Western Interstate Commission for Higher Education*

9.00 – 9.45 am  
*Park Ballroom*

### **Serving Students in a New Era**

It is clear from demographic trends that our state’s higher education institutions must adapt to better serve a new generation of students – one more likely to be working, to be attending part-time, and to shift into and out of postsecondary education depending on their life circumstances. This group faces significant barriers to completion related to affordability and food and housing insecurity. How can legislators think about adapting our systems to serve this new—and growing—group of students through better data and better policies?

#### **Moderator:**

Cam Preus, Executive Director, *Oregon Community College Association\**

#### **Speaker:**

Mark Mitsui, President, *Portland Community College*

9:45 – 10:15 am  
*Park Ballroom*

### **Facilitated Discussion – Serving Students in a New Era**

#### **Facilitator:**

Cam Preus, Executive Director, *Oregon Community College Association\**

10.15 – 10.30 am

### **Break**

10.30 – 11.30 am  
*Park Ballroom*

**Better Together: Effective Partnerships Between Legislators & Higher Education Leaders**

Each state in the West has a unique relationship between its legislators and its higher education leaders, shaped by many factors ranging from varied postsecondary governance structures to differing demographics and economies. Yet no matter the state, building long-term relationships between the higher education sector and the legislature is a critical component in crafting effective, student-centered policies for the future. This session will examine how these relationships work—and how they can be strengthened—in different state contexts.

**Moderators:**

Bennett Boggs, Chief of Staff, *Colorado Department of Higher Education*  
Demarée Michelau, President, *Western Interstate Commission for Higher Education*

11.30 am – 12.00 pm  
*Park Ballroom*

**Final Reflections**

After the preceding discussions of infrastructure investments, evolving student needs, data, and mission differentiation this session will give participants an opportunity to think through the implications for their home states. LAC members will review key takeaways from the discussions, present ideas to each other, raise questions, and share insights about issues they plan to address in the 2020 legislative sessions and beyond.

**Facilitator:**

Demarée Michelau, President, *Western Interstate Commission for Higher Education*



# Future-Facing Policy: Considerations for a New Era in Higher Education

Legislative Advisory Committee Annual Meeting • Courtyard Portland City Center • Portland, Oregon  
September 12-13, 2019

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Thursday, Nov. 7, 2019

2:30 - 3:30 p.m.  
Grand Ballroom

**Plenary Session II:  
Communicating WICHE's Value**

Effectively communicating the value of an organization is increasingly important, particularly as the number of higher education organizations increases, both in number and influence. It's particularly important for WICHE to be able to communicate to its compact states and territories what sets it apart from other voices, how it continues to serve the students in the region, and ways to leverage the various resources it brings to the table. For the past several months, WICHE staff have worked collaboratively with CommunicationWorks, a communications strategy firm with experience in higher education and that led the successful dissemination efforts for *Knocking at the College Door*, to develop a comprehensive strategic communications plan for the compact. Hear from Jasmine Leonas, WICHE's communications manager, and our partners at CommunicationWorks about the key elements of the plan, and how the WICHE Commission can contribute to the overall communications strategy.

*Introduction:*

Demarée Michelau, president, WICHE

*Facilitator:*

Jasmine Leonas, communications manager, WICHE

*Speakers:*

Sheppard Ranbom, founder and president, CommunicationWorks, LLC  
Craig Smith, senior associate and chief strategist, CommunicationWorks, LLC

**Biographical information on the facilitator and speakers:**



**Jasmine Leonas** is the communications manager for the Western Interstate Commission for Higher Education (WICHE). She joined WICHE from the Chicago Botanic Garden, where she was the social media/media relations specialist, running the Garden's social media channels, working with journalists, and writing content for various Garden publications and programs. Before the Garden, Leonas worked at Northwestern University. Her most recent role at Northwestern was as an assistant director of marketing & communications for the Medill School's journalism programs. She also worked in Northwestern's University Relations office, coordinating public relations efforts. Prior to her work at Northwestern, Leonas spent four years as an online editor for various media organizations, including *Tribune Interactive*, the *Miami Herald*, and Scripps newspapers. A native of Miami, Fla., she holds a B.S. in Journalism from the University of Florida.



**Sheppard Ranbom** is founder and president of CommunicationWorks, L.L.C. Ranbom has focused on increasing the visibility and power of ideas and institutions through leveraging research, the media, issue-driven campaigns, grassroots advocacy initiatives, and marketing techniques. He has helped launch new nonprofit organizations and revitalized the image of well-established institutions. His clients have included

many of the nation's leading foundations, corporations, education nonprofits, accrediting bodies, and research institutions. He began his career at the *Chronicle of Higher Education* and *Education Week*, and has written or edited dozens of authoritative reports on K-12 and higher education issues. He is a Phi Beta Kappa graduate of Colgate University.



**Craig P. Smith**, senior associate and chief strategist, has led many of CommunicationWorks' higher education and policy efforts, including work for Achieving the Dream, Excelencia in Education, Jobs for the Future, WICHE, and other clients. Previously he was the director of higher education at the American Federation of Teachers, where he managed national advocacy campaigns, worked on federal and state policy issues with legislative staff in Congress, developed research and policy statements, and built and managed coalitions of diverse groups of organizations. For seven years Smith was a faculty member at Salt Lake Community College in Salt Lake City, Utah. Smith earned a B.A. in English and history from Miami University in Oxford, Ohio, and an M.A. in English from Syracuse University.

Thursday, Nov. 7, 2019

3:30 - 4:30 p.m.  
Grand Ballroom

**Plenary Session III:  
Building the Foundation for WICHE’s Strategic Priorities in FY 2021**

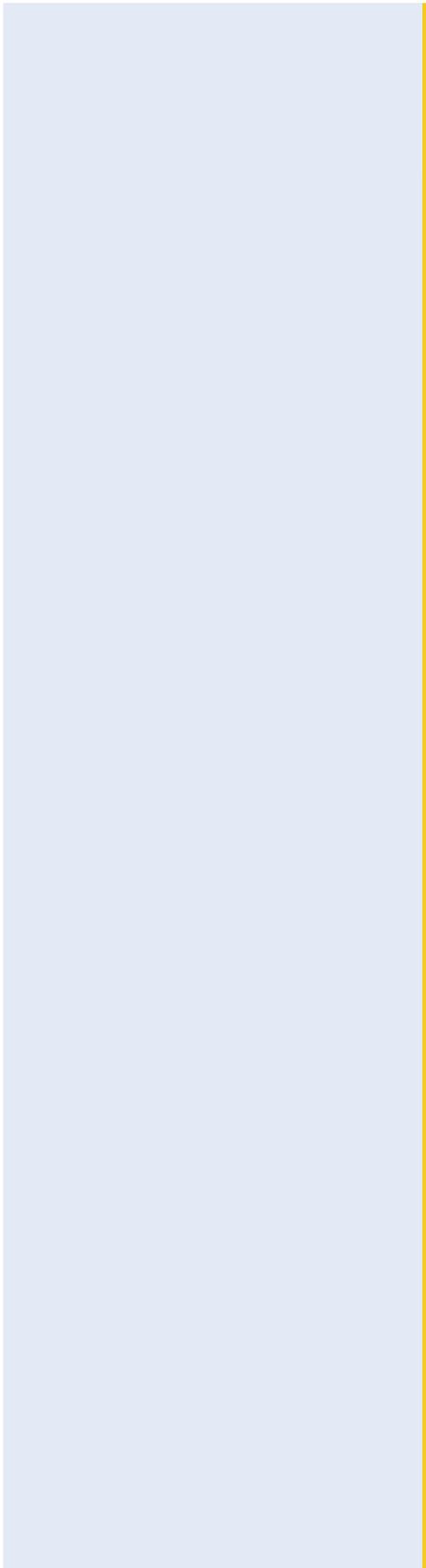
Each May, the WICHE Commission approves the workplan for the coming fiscal year. This workplan outlines the organization’s five focus areas—finance and affordability, access and success, workforce and society, technology and innovation, and accountability—as well as the strategic priorities for the coming year. Earlier in the day, members of the Executive Committee, Policy Analysis and Research Committee, and the Programs and Services Committee will have had discussions about their priorities, and this session is an opportunity for the WICHE Commission as a whole to come together to discuss and recommend issues of importance for inclusion in the FY 2021 workplan.

*Facilitator:*  
Demarée Michelau, president, WICHE

**Biographical information on the facilitator:**



Demarée K. Michelau was appointed in November 2018 as the eighth president in the 65-year-history of the Western Interstate Commission for Higher Education (WICHE), overseeing WICHE’s 65-member staff from its offices in Boulder, Colo. Previously she was WICHE’s vice president of policy analysis and research, a role in which she managed WICHE’s Policy Analysis and Research unit and oversaw externally-funded projects related to projections of high school graduates, closing postsecondary attainment gaps, and the development of a multistate longitudinal data exchange. The author of numerous reports and policy briefs, she has experience in a variety of higher education policy issues, including those related to equity and attainment, strategic planning, adult learners, articulation and transfer, accelerated learning options, college affordability, workforce linkages, and K-16 reform. She currently serves on the board of directors for the Consortium for North American Higher Education Collaboration (CONAHEC) and the National Council for State Authorization Reciprocity Agreements (NC-SARA). Previously, she held positions with the National Conference of State Legislatures and with former Colorado Congressman David Skaggs. Michelau received her bachelor’s degree in public law from Northern Illinois University and her master’s degree and Ph.D. in political science from the University of Colorado at Boulder.



Thursday, Nov. 7, 2019

6:00 - 6:45 p.m.  
Brown Palace Club

6:45 - 8:30 p.m.  
Brown Palace Club

**Reception**

**Dinner – “Dr. Colorado” Presents Color-Oddities**

Professor Tom “Dr. Colorado” Noel treats us to a lighthearted overview of Colorado history focusing on the most amazing places, eccentric state shapers, strange animals, odd contraptions and other wonders in his slide talk “Color-Oddities: Strangest Things About the Highest State.” If you’ve ever wondered what happened to the people at Mesa Verde, about the Roman legion invading the San Luis Valley, about the Colorado cannibal, about jackalopes and fur bearing trout, Noel will shed new light on many such topics.

**Introduction:**

Antwan Jefferson, clinical assistant professor, School of Education & Human Development, University of Colorado Denver

**Speaker:**

Tom Noel, associate chair, professor of history, and co-director of Public History Program, University of Colorado Denver

**Biographical information on the introducer and speaker:**



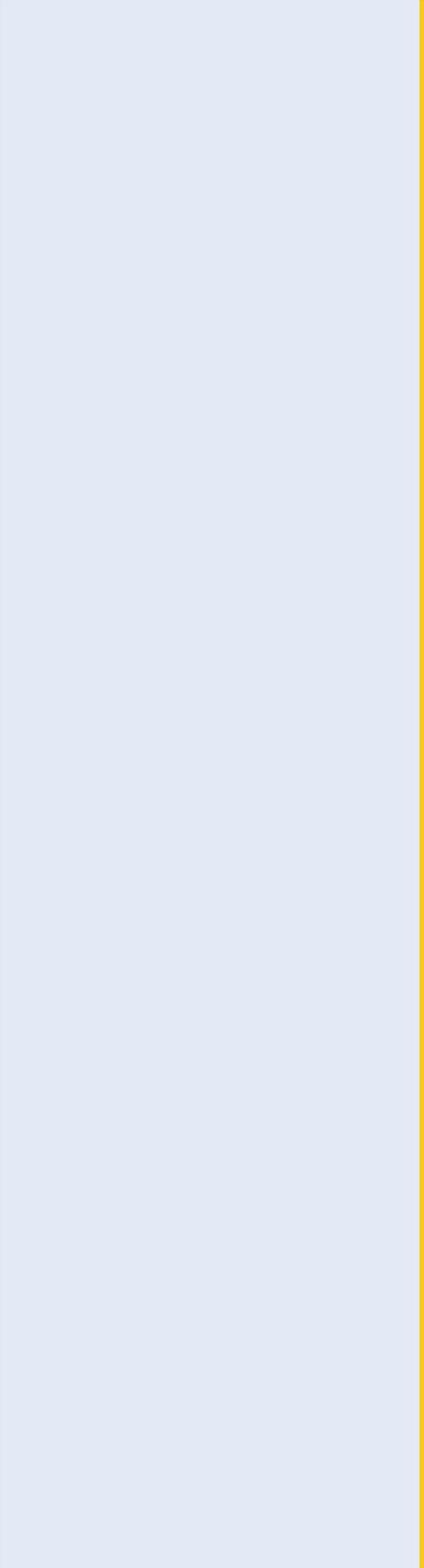
**Antwan Jefferson** is a clinical assistant professor in the School of Education and Human Development at the University of Colorado Denver. In his work, Jefferson teaches in the Human Development and Family Relations program, the Urban Community Teacher Education program, and the Urban and Diverse Communities concentration of the Leadership for Educational Equity EdD program. His teaching emphasizes

achieving social justice, increasing an asset-based emphasis on diverse families, and supporting stronger and deeper community engagement in the schooling education of students through the pre-service training of helping professionals and teachers. Jefferson’s research agenda considers the ways that family and community members experience schools and organizations in their communities, including the implications of space, voice, and power in decision-making and not-for-profit organizations and schools. Jefferson is also the faculty liaison for community-based partnerships in the SEHD’s Office of Partnerships. He earned his Ph.D. in Educational Leadership and Innovation from CU-Denver in 2013, following completion of a dissertation entitled “(Un)Invited Families: Locating the Institutional Power of School at Work Against the Involvement of Families.”



**Thomas Jacob Noel** is a professor of history and director of public history, preservation & Colorado studies at the University of Colorado Denver. He is the author or co-author of 53 books and a longtime former Sunday columnist for the *Rocky Mountain News* and the *Denver Post*. He appears regularly as “Dr. Colorado” on Channel 9’s “Colorado & Company.” Noel completed his B.A. at the University of Denver and his M.A. and Ph.D. at CU-Boulder

where his mother (a psychiatrist) and grandmother (a teacher) also did their graduate work. See his website: [dr-colorado.com](http://dr-colorado.com) for a full resume and updated list of his books, classes, tours and talk, and books. Noel’s latest books include A



*Short History of Denver, Denver Landmarks & Historic Districts* and *Herndon Davis: Painting Colorado History*. His book, *Colorado: A Historical Atlas* won three prizes as the best Colorado history book of 2016. Noel is also a co-author of the leading history of our state, *Colorado: A History of the Centennial State*. In 2018, History Colorado appointed Noel the Colorado state historian.

Friday, Nov. 8, 2019

9:00 - 10:00 a.m.  
Grand Ballroom

**Committee of the Whole—Business Session**

**Agenda**

Reconvene Committee of the Whole: Senator Ray Holmberg, WICHE chair

Report and recommended action of the Executive Committee:  
Senator Ray Holmberg, WICHE chair

Review of action items of the Executive Committee between May 2019 and November 2019 9-3

**Information Items:**

Report and recommended action of the Audit Committee:  
Clayton Christian, immediate past chair

Report and recommended action of the Programs and Services Committee: Les Purce, committee chair

Report and recommended action of the Policy Analysis and Research Committee: Christopher Cabaldon, committee chair

Report of the Legislative Advisory Committee annual meeting:  
Ray Holmberg, WICHE chair

**Committee of the Whole—Discussion, Action, and Information Items**

**Discussion Item:**

Update on WICHE’s Budget 9-17

 Approval of Modification to the Non-General Fund Reserve Policy 9-20

**Information Item:**

Non-General Fund Reserves for Fiscal Year 2020 9-21

 Election of chair and vice chair as officers of the WICHE Commission for 2020

Remarks by Ray Holmberg, outgoing chair

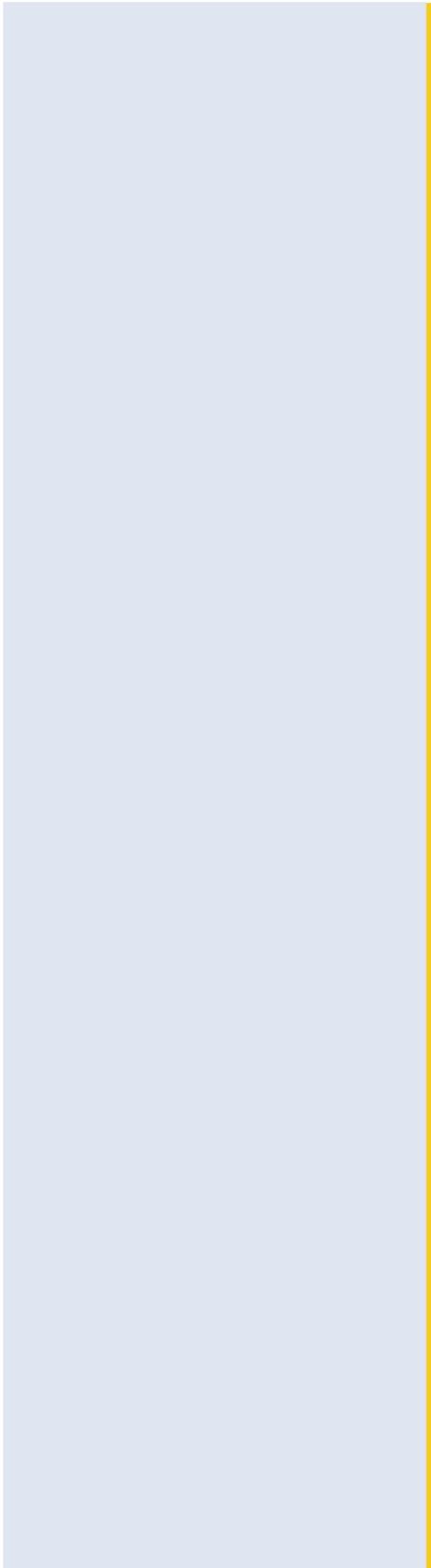
Remarks by incoming chair

Reminder to submit selection of 2020 committee members

**Meeting Evaluation:** [surveymonkey.com/r/LJL7CP2](https://surveymonkey.com/r/LJL7CP2)

Other business

Adjourn Committee of the Whole—Business Session



## INFORMATION ITEM

# Review of Action Items of the Executive Committee between May 2019 and November 2019

### WICHE Executive Committee Meeting Minutes Thursday, August 15, 2019, 3:00 - 4:30 p.m.

**Commissioners Present**  
Ray Holmberg (ND), chair  
Cam Preus (OR), vice chair

Stephanie Butler (AK)  
Rita Cheng (AZ)  
Dianne Harrison (CA)  
Antwan Jefferson (CO)  
Jude Hofschneider (CNMI)  
Colleen Sathre (HI)  
*Proxy for David Lassner (HI)*  
Rick Aman (ID)  
Fred Lokken (NV)  
Barbara Damron (NM)  
Mark Hagerott (ND)  
James Hansen (SD)  
Don Bennett (WA)

**Commissioners Absent**  
Clayton Christian (MT), immediate past chair  
Karla Leach (WY)

**Additional Commissioners Present**  
John Arnold (AZ)  
Frankie Eliptico (CNMI)  
Rodney Jacob (Guam)  
Patricia Sullivan (NM)  
Ann Millner (UT)

**WICHE Staff Present**  
Demi Michelau, president  
Elizabeth Golder, executive assistant to the  
president and to the commission  
Jasmine Leonas, communications manager  
Craig Milburn, chief financial officer  
Jere Mock, vice president for Programs and Services  
Dennis Mohatt, vice president, Behavioral Health  
Russ Poulin, vice president, WCET

Chair Ray Holmberg called the meeting to order at 3:00 p.m. He asked Elizabeth Golder to call roll. A quorum was confirmed. Chair Holmberg asked President Michelau to acknowledge the staff present in the room and joining by phone.

#### Action Item

#### Approval of the May 20, 2019 Executive Committee Teleconference Minutes

Chair Holmberg called for the approval of the May 20, 2019, Executive Committee minutes. Commissioner Hansen moved to approve the motion and Commissioner Damron seconded. The motion was approved unanimously.

#### Action Item

#### Dedicated Reserve Request to Support the Launch of the Revamped WICHE Website

President Demi Michelau presented a brief history of the development of the new WICHE website. She indicated that the costs had exceeded the original contract by about \$35,000, and that the website needs further attention from the firm and staff in order to launch what will be an effective communications vehicle for the organization. Further, since WICHE had already invested a great deal of money in the website effort, starting over with another firm was not recommended. Despite hesitation, Michelau requested a dedicated reserve request to support additional dollars to support this effort as it would provide an opportunity to align the website with the new strategic communications plan that WICHE has developed over the last six months. Commissioner Bennett moved to approve the request of up to \$50,000 to complete the necessary revisions for launch. Commissioner Harrison seconded. The motion was approved unanimously.

## **Discussion Item Budget Update**

President Michelau asked Craig Milburn, WICHE Chief Financial Officer, to inform the committee of the budget status. Milburn noted that the books for FY 2019 are not yet closed and estimated that \$430,000 would be carried over into FY 2020 reserves. He added that many more indirect funds are expected to be received for FY 2019. Final numbers for FY 2019 will be shared with the Commission at the November meeting.

Michelau announced that the Audit Committee will convene for a teleconference on October 16, 2019. Participants in the call will include Rubin Brown auditors, Commissioners Christian, Arnold, Damron and Bennett. Other participants will be President Michelau and Craig Milburn.

## **Discussion Item State Acknowledgement that WICHE is an Agency of Each of the States**

President Michelau asked for committee input regarding the benefits of seeking a formal acknowledgement from the states that WICHE is an agency of each of the compacting states. She noted that per the language of the compact, WICHE is an agency of each of the states.

“The compacting states and territories hereby create the Western Interstate Commission for Higher Education, hereinafter called the Commission. Said Commission shall be a body corporate of each compacting state and territory and an agency thereof.”

She described benefits of this legal status, including that WICHE can sole source, allowing WICHE to be nimble. Commissioner Damron noted that she believes seeking acknowledgement would be helpful as not all legislators are knowledgeable about WICHE’s status. Commissioner Bennett added that WICHE as an agency is a part of Washington state law, and the state has relied upon this status to allow for inter-agency agreements. Michelau has been collecting the statutes of member states and will continue to take an inventory.

Commissioner Harrison posited that WICHE may be better poised to approach the Secretary of State for each member with a document outlining the process. Commissioner Cheng asked if this project is expected to proceed in advance of the next legislative session. President Michelau confirmed.

Commissioner Jacob noted that in Guam WICHE would need to be identified as an agency. Chair Holmberg added that there is no specific statute in North Dakota that mentions WICHE. Michelau responded by indicating that she will systematically collect and examine relevant statutes to determine where clarifications might be helpful. She will report the findings to the committee during the September 19th Executive Committee teleconference.

## **Discussion Item Preliminary Agenda for the November 7-8, 2019, Commission Meeting**

President Michelau noted that although the Commission Meeting officially begins on November 7, 2019, all Commissioners and their guests are invited to attend a reception jointly hosted by WCET (WICHE Cooperative for Educational Technologies) and WICHE. The reception is a component of WCET’s annual meeting and will include their Executive Council and Steering Committee. WICHE will have a New Commissioner Orientation session on November 6, 2019.

Michelau offered the option to the committee of scheduling at High Tea or Reception in advance of the dinner on November 7, 2019. Commissioner Damron noted that the High Tea at the Brown Palace is a very nice option, and others seemed to indicate a preference for the reception, but there was no clear consensus.

Colorado Governor Jared Polis has been invited to join the meeting. Additionally, WICHE will include a land acknowledgement in the November 7, 2019 schedule. Michelau reviewed other aspects of the preliminary agenda with the committee.

## Discussion Item

### Development of an Equity Statement for WICHE

During the May 20-21, 2019 Commission Meeting, Commissioner Rosselli had suggested that WICHE craft an equity statement. President Michelau indicated that this effort should be Commission-driven and requested feedback from the committee about the level of engagement they would like in designing an equity statement.

There currently exists a staff vision for diversity, but the genesis is uncertain (for the record: former President David Longanecker later indicated this statement existed prior to his arrival at WICHE but had been modified during his tenure). Michelau asked if the committee would like to proceed with a Commission-wide discussion on the topic. Commissioner Damron shared that her involvement in a similar conversation with College of America resulted in a positive outcome. Michelau noted that a staff suggestion was to establish a Commission subcommittee to discuss in advance of the November Commission Meeting. Commissioner Bennett added that the equity statement and WICHE strategic planning should include an equity imperative.

## Information Item

### Update on Strategic Communications Plan and Implementation

President Michelau welcomed Jasmine Leonas to WICHE as Communications Manager. Leonas will assist in the implementation of WICHE's strategic communications plan. WICHE has been working on a New Commissioner Handbook and will be finalizing it shortly.

## Information Item

### WICHE Office Remodel

President Michelau shared that WICHE has begun the digitization of many print materials, some dating back to 1951. This has created additional office space, which will allow WICHE to return the accounting team to the main office. The Behavioral Health staff is expected to see continued growth. SHEEO, on the first floor of 3035 Center Green Drive, is also growing, and WICHE is working with them to engage the firm, Oz Architecture. They are preparing preliminary cost estimates.

Chair Holmberg opened the meeting to any other business. The committee then moved to a closed session during which they reviewed the President's Performance Goals and compensation. Following this discussion, the meeting adjourned.

# August 15, 2019, Action Item

## Dedicated Reserve Request to Support the Launch of the Revamped WICHE Website

### Summary

Over the last year, WICHE has been engaged in a web redesign effort, but in part due to leadership transition, the website is not yet ready for launch. Funded through the communications budget, the initial contract with the web developer was for \$98,400. In February 2019, I learned that there was about \$35,000 in overage. WICHE has already invested a great deal of money in this website effort, so starting over with another firm is not a viable option. Yet, the website needs further attention from the firm and staff in order to launch what will be an effective communications vehicle for the organization. Further, this would provide an opportunity to align the website with the new strategic communications plan that WICHE has developed over the last six months.

### Relationship to WICHE Mission

An effective website is key to advancing WICHE's mission of increasing access to high-quality higher education for all citizens of the West. It will bolster staff's ability to foster interstate collaboration, sound public policy, resource sharing, and innovation by increasing our ability to effectively communicate with our constituents.

### Background

For the last couple of years, there has been widespread agreement that the WICHE website needed to be refreshed and redesigned. During FY 2018 and FY 2019, WICHE staff engaged a web development firm to redesign and launch a new WICHE website. Led by the Director of Strategic Communications, staff worked for several months on redesigning the look and feel as well as the content. Funded through the communications budget, the initial contract with the web developer was for \$98,400. In February 2019, I learned that there was about \$35,000 in overage. Further, even though I was involved in the redesign efforts as the Vice President for Policy Analysis and Research, I was disappointed in the status of the website as there were some key elements that were missing or off the mark. So, when I assumed the role of president, I did not approve the website launch. We have invested a great deal of money in this effort so starting over is not a viable option, but I have concluded that an additional investment is necessary to launch a website that we can be proud of. It is also an opportunity to align the website with the new strategic communications plan that WICHE has developed over the last six months.

### Project Description

If approved, WICHE staff will execute an additional contract with the web development firm to complete the remaining tasks that have been identified. These include but are not limited to:

- Revise homepage to better communicate WICHE's value
- Include a mechanism to post original content, thought-leader pieces, and just-in-time policy analysis
- Establish a homepage events call out
- Create a dedicated publications page
- Develop a rapid response mechanism
- Add email distribution list links
- Improve navigability and information experience for Student Access Programs
- Adjust color scheme to be consistent with WICHE branded colors

### Action Requested

Approval to spend up to \$50,000 from reserves to support the launch of the revamped WICHE website.

## August 15, 2019, Action Item Adoption of FY 2020 Performance Objectives for the WICHE President

I became the eighth president of the Western Interstate Commission for Higher Education (WICHE) on December 10, 2018. In January 2019, the WICHE Officers—Senator Ray Holmberg – ND (chair), Cam Preus – OR (vice chair), and Clay Christian – MT (immediate past chair)—and I convened for the annual Officers’ retreat in Denver, Colo. At that time, the officers asked me to propose a set of performance objectives for FY 2020 for the Executive Committee to consider during the May 2019 Commission meeting.

In response, I presented proposed performance objectives for consideration, based on what was incorporated in the FY 2020 WICHE Workplan, which the full Commission adopted during the Committee of the Whole on Tuesday, May 21, 2019. During the Executive Committee meeting on Monday, May 20, 2019, I received feedback on those initial performance objectives and was asked to submit revised objectives that were more focused, fewer in number, measurable, and consistent with what might be possible in the first year of my tenure.

In May 2020, I will present to the WICHE Executive Committee my self-evaluation based on these performance objectives, which will be accompanied by a separate evaluation of my performance to be provided by the WICHE Chair. This addition of an annual evaluation by the chair was incorporated as policy of the Commission on the recommendation of Cece Foxley, former WICHE commissioner from Utah, who conducted the last external review of the president’s performance (in 2013).

Therefore, my proposed performance objectives are illustrated below:

Key Responsibility Areas	Annual Goals and Objectives
Successfully Administer the Day-to-Day Operations	<ol style="list-style-type: none"> <li>1. Maintain a balanced budget for Fiscal Year 2020 and WICHE find a way within a balanced budget to provide modest merit based salary increases to staff</li> <li>2. Increase the proportion of underrepresented or minority staff</li> <li>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</li> <li>4. Examine accounting and IT processes to ensure that they are meeting the needs of a complex organization and implement necessary changes</li> <li>5. Prepare for and complete financial audit resulting in “no material” findings</li> </ol>
Develop and Maintain WICHE Member Relations	<ol style="list-style-type: none"> <li>1. Participate, either on official visits or for WICHE-relevant occasions, in events in all of the WICHE members</li> <li>2. Participate in and contribute to national conversations in higher education by serving on at least two relevant boards and/or commissions as appropriate (e.g., CONAHEC, NC-SARA)</li> <li>3. Successfully launch the new WICHE website</li> </ol>
Ensure Relevant and Innovative Programs and Services	<ol style="list-style-type: none"> <li>1. In collaboration with staff, examine the current suite of programs and services to identify new strategies for serving the region and recruitment in membership organizations (e.g., The Forum, The Alliance, WCET, State Authorization Network)</li> <li>2. Conduct at least three visits with philanthropic partners to ensure stability in external financial support</li> <li>3. Secure external funding for WICHE’s seminal publication, Knocking at the College Door: Projections of High School Graduates</li> </ol>

**Key Responsibility Areas**

**Annual Goals and Objectives**

Provide High-Quality Policy Guidance, Research, and Technical Assistance to Constituents

1. Ensure the successful development, implementation, management, and oversight of the State Authorization Reciprocity Agreement (SARA) for the WICHE region
2. Implement the new Policy and Research Database that is funded through a reserve request approved by the WICHE Commission
3. Further develop and sustain technical assistance capacity to support specific state and interstate needs for expertise on policy issues

Strategically Develop the Organization

1. Actively engage the WICHE Commission to set strategic priorities in the context of the WICHE Workplan
2. Secure external financial support for at least two major policy, research, or technical assistance projects, consistent with WICHE's mission and priorities
3. Implement the first phase of the Strategic Communications Plan

## September 19, 2019, Action Item Future Commission Meeting Dates and Locations

### Background

Per WICHE bylaws, the full WICHE Commission shall meet twice each year. Meetings of the Commission shall be held during the months of May or June and November or December on the day and at a time and place set at least one meeting in advance of the meeting to be held. During the May 2019 Commission Meeting, President Michelau presented options for dates and locations to be considered, and the Commission opted to approve the proposed May dates and locations only (see table below).

As background, WICHE Commission meetings have historically taken place on Monday/Tuesday. A few years ago, the November meeting was changed to Thursday/Friday to accommodate the schedule of the chair at that time (the May meeting remained on Monday/Tuesday). Since circumstances no longer require a Thursday/Friday meeting in November, the Commission has been asked whether the meetings should return to a Monday/Tuesday schedule. The results of a Commission poll were generally inconclusive with 18 voting to change back to Monday/Tuesday and 20 voting to stay with Thursday/Friday. Then, during the May 2019 WICHE Commission meeting, the full Commission asked President Michelau to come back with both Monday/Tuesday and Thursday/Friday options for approval.

### Proposed Future Dates and Locations (November Only)

The following are proposed future dates for November WICHE Commission meetings (shaded in blue) with a list of Commission meeting locations since 1990 for reference. The proposed November dates all avoid conflicts with Election Day, Veterans Day, WCET Annual Meeting, and the Association of Public and Land-grant Universities' (APLU) annual meeting to the extent possible. Please note that staff are recommending that in 2023, the Commission shift from the November meeting being held in Colorado to accommodate a November schedule for the California and Hawai'i meetings. Both tend to be quite expensive, and if possible, staff prefer not to hold them in the same fiscal year.

	May (APPROVED)	November Option A (MONDAY/TUESDAY)	November Option B (THURSDAY/FRIDAY)
2024	Colorado <i>Mother's Day: May 12</i>	Hawai'i <i>Veterans Day: Nov. 11</i> <i>APLU Annual Meeting: TBD</i>	Hawa'i <i>Veterans Day: Nov. 11</i> <i>APLU Annual Meeting: TBD</i>
2023	Nevada <i>Mother's Day: May 14</i>	California <i>Veterans Day: Nov. 11</i> <i>APLU Annual Meeting: Nov. 12-14</i>	California <i>Veterans Day: Nov. 11</i> <i>APLU Annual Meeting: Nov. 12-14</i>
2022	South Dakota: May 16-17, 2022 <i>Mother's Day: May 8</i>	Colorado: Nov. 14-15, 2022 <i>Veterans Day: Nov. 11</i> <i>APLU Annual Meeting: Nov. 6-8</i>	Colorado: Nov. 10-11, 2022 <i>Veterans Day: Nov. 11</i> <i>APLU Annual Meeting: Nov. 6-8</i>
2021	Arizona: May 17-18, 2021 <i>Mother's Day: May 9</i>	Colorado: Nov. 8-9, 2021 <i>WCET Annual Meeting: Nov. 2-4</i> <i>Veterans Day: Nov. 11</i> <i>APLU Annual Meeting: Nov. 8-10</i>	Colorado: Nov. 4-5, 2021 <i>WCET Annual Meeting: Nov. 2-4</i> <i>Veterans Day: Nov. 11</i> <i>APLU Annual Meeting: Nov. 8-10</i>
2020	Oregon: May 18-19, 2020 <i>Mother's Day: May 10</i>	Colorado: Nov. 9-10, 2020 <i>Veterans Day: Nov. 11</i> <i>APLU Annual Meeting: Nov. 8-10</i>	Colorado: Nov. 12-13, 2020 <i>Veterans Day: Nov. 11</i> <i>APLU Annual Meeting: Nov. 8-10</i>
2019	Bismarck, ND	Denver, CO: Nov. 7-8, 2019	
2018	Missoula, MT	Broomfield, CO	
2017	Coeur d'Alene, Idaho	Denver, CO	
2016	Laramie, WY	Denver/Boulder, CO	
2015	Girdwood, AK	Boulder, CO	
2014	Santa Fe, NM	Denver, CO	
2013	Spokane, WA	Boulder, CO	

2012	Fort Collins, CO	Salt Lake City, UT
2011	San Francisco, CA	Laie, HI
2010	Portland, OR	Boulder, CO
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

The following table shows year of WICHE Commission meetings by state:

Alaska	2015, 2005
Arizona	2008, 1994
California	2011, 1995
Colorado	2019, 2018, 2017, 2016
Hawai'i	2011, 1995
Idaho	2017, 2004, 1991
Montana	2018, 1997, 1993
Nevada	2009, 1997
New Mexico	2014, 2002, 1996
North Dakota	2019, 2006, 1992
Oregon	2010, 1998, 1990
South Dakota	2008, 1994
Utah	2012, 2003, 1993
Washington	2013, 2000, 1990
Wyoming	2016, 2001

**Action Requested**

WICHE staff request a vote of the Executive Committee to approve the proposed future November meeting dates and locations (either November Option A with the meetings taking place on Monday/Tuesday or November Option B with the meetings taking place on Thursday/Friday).

## **September 19, 2019, Action Item**

### **Approval of Recognizing Learning: Raising Awareness for Scale, a project focused on scaling the use of competency-based education**

#### **Summary**

The Western Interstate Commission for Higher Education (WICHE) proposes undertaking a project designed to implement a coordinated awareness-raising effort among state- and system-level postsecondary policymakers focused on recognizing learning through non-traditional forms — such as competency-based education (CBE) and prior learning assessment (PLA). This work will aim to build a foundation for long-term scalability. The target audiences for this effort include state policymakers, including state higher education executive officers and agency staff; system-level leaders; state legislators and legislative staff; business and community partners; and other policy influencers. With this action item, WICHE staff ask approval to seek and accept funds to implement this project. The proposed budget is \$150,000 with a timeline of 10 months. Lumina Foundation is the funding partner.

#### **Relationship to WICHE Mission**

By providing state leaders with evidence-based strategies for scaling CBE and PLA, this project will further WICHE's mission by helping states improve access to and success in postsecondary education for potential students who may obtain (or have obtained) college-level knowledge outside the classroom.

#### **Background**

CBE and PLA focus on recognizing learning that may not occur in the classroom. While there is not one accepted definition of CBE, there are certain characteristics that distinguish it from traditional forms of education: designing curricula around competencies, advancing based on demonstration of competency, and measuring learning rather than credit hours.<sup>1</sup> CBE is a promising strategy for increasing attainment, addressing affordability, and reducing attainment gaps. Similarly, PLA ensures that students receive credit for college-level knowledge they already possess. Conceptually, these are not new ideas, with methods including Advanced Placement exams and credit for military training having long histories, and WICHE's Interstate Passport initiative is based on block transfer of lower-division general education attainment based on learning outcomes and proficiency criteria rather than specific courses and credits.

Scaling these two practices will require active support of state- and system-level postsecondary policymakers. Building that support requires intentional efforts relying on evidence-based research framed in ways that are relevant to state contexts. Such efforts must clearly show the benefit not only to individuals, but to state and local economies as well. And, to meet state goals needs, scaled CBE and PLA must incorporate an explicit focus on achieving equitable outcomes and include strong support from state and system leaders.

To accelerate state and regional progress toward meeting ambitious postsecondary attainment goals, all college-level learning must be recognized and counted toward meaningful credentials – not just that earned on a credit-hour basis. While there is promising research on CBE and prior learning, as well as potential exemplars, moving these practices from relatively small, isolated programs to integrated components of state strategies for human capital development necessitates coordinated engagement of key state leaders. And while federal barriers to widespread adoption remain, state support is integral to addressing those challenges. With a solid understanding of the theory of and evidence behind both CBE and PLA, states can become key partners in scaling these practices with policies and practices that recognize all types of learning.

#### **Project Description**

The project will likely focus on the following activities.

1. Leverage and disseminate research related to CBE and PLA so that policymakers can make evidence-based decisions. WICHE has extensive experience and a proven track record of successfully disseminating research and evidence to influence policy and practice. WICHE's longstanding relationships and history of collaboration with state policymakers and agency staff, as well as local, regional, and national organizations, will underpin the Recognizing Learning: Raising Awareness for Scale project. WICHE will leverage its state-level networks, including WICHE's 48 governor-appointed Commissioners, SHEEO offices, other interstate compacts, WICHE's Interstate Passport partners, and members of WICHE's Legislative Advisory Committee (state legislators) to share relevant information about CBE and PLA.

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<sup>1</sup> American Institutes for Research and Encoura Eduventures Research, "Findings from the 2018 National Survey of Postsecondary Competency-Based Education (NSPCBE)," accessed on August 28, 2019 at <https://www.air.org/sites/default/files/National-Survey-of-Postsec-CBE-2018-AIR-Eduventures-Jan-2019.pdf>.

2. Develop a targeted information campaign to build understanding of and support for CBE and PLA across a diverse array of policy influencers. To target state policymakers with key messages about CBE and PLA, WICHE staff will develop state-focused research and evidence summaries in easy-to-digest formats that will be disseminated to key policymakers and their staff. WICHE will also serve as an ongoing resource to states as they explore these issues.
3. Raise state awareness of CBE and PLA through impactful tools and presentations. Dissemination strategies will be determined as appropriate with partners but will include virtual engagement such as jointly hosted webinars, web tools, podcasts, and other communications tools valued by state policymakers. Additionally, WICHE staff will target key national and regional forums, including those currently part of WICHE's work and those frequented by key state leaders. These messages will go beyond data points and include a focus on the real-world impact and potential of CBE and PLA, as well as barriers that may hinder broad adoption.

**Action Requested**

Approval to seek funding for this project and expend funds.

**Staff and Fiscal Impact**

This project is estimated to cost \$150,000 over 10 months and account for 1.0 FTE.

# September 19, 2019, Action Item

## Approval of a Formalized W-SARA Regional Steering Committee Structure

### Summary

The Western Interstate Commission for Higher Education (WICHE) State Authorization Reciprocity Agreement (W-SARA) Regional Steering Committee (RSC) was established to provide a coordinated regional approach to the state-level administration of the State Authorization Reciprocity Agreement (SARA). In collaboration with the National Council for State Authorization Reciprocity Agreements (NC-SARA) and WICHE's fellow regional compacts, the W-SARA RSC contributes to an effective and efficient reciprocal state/territory-level authorization process for postsecondary distance education.

The period between 2014—when SARA began accepting states—and 2018 was largely devoted to bringing states into SARA. Therefore, the RSC primarily focused on evaluating new state applications. Now, 13 WICHE members are a part of W-SARA, and the RSC's function is shifting towards ongoing implementation of the agreement. As such, the W-SARA RSC and WICHE staff are proposing that the RSC develop and adopt a set of bylaws to govern the functions of the W-SARA RSC, including a formal codification of the RSC's membership structure.

Documentation from the early days of W-SARA suggests that historically, the RSC was formed with one representative from each participating state agency that was managing SARA functions in their state, the "state portal entity." In addition, up to five at-large members could be appointed by the WICHE President, with approval by the WICHE Commission. The RSC and WICHE staff are proposing that this structure—one representative from each SARA member state portal entity designated by that state portal entity and the possibility of up to five at-large members appointed by the WICHE president with approval of the WICHE Commission—be formalized in a set of bylaws for the RSC.

### Relationship to WICHE Mission

By providing a coordinated, regional approach to the offering and regulation of interstate distance education, W-SARA serves WICHE's mission in a number of ways including: sharing resources across the region, leveraging reciprocity for reduced red-tape and streamlined approaches for states to serve both institutions and students, and ultimately by ensuring the postsecondary students of the West are better served by distance education options. The W-SARA RSC is the lynchpin of the Western region's administration of W-SARA.

### Background

The State Authorization Reciprocity Agreement, commonly known as SARA, provides a voluntary, regional approach to state oversight of postsecondary distance education. When states join SARA, they agree to follow uniform processes for approving their eligible institutions' participation. They also agree to deal with other states' SARA institutions in a common way when those institutions carry out activities in SARA states other than their own. SARA's policies help protect students and provide benefits to both states and institutions carrying out distance education in multiple states. SARA's policies help protect students and provide benefits to both states and institutions carrying out distance education in multiple states. As of July 2019, 49 states, the District of Columbia, Puerto Rico and the U.S. Virgin Islands are members of SARA. More than 2,000 colleges and universities currently participate in SARA nationwide.

The WICHE State Authorization Reciprocity Agreement (W-SARA) manages the reciprocal agreement for the Western states, excepting those WICHE members who are not members of SARA, California, the Commonwealth of the Northern Mariana Islands, and Guam as well as North Dakota, which affiliates with the Midwestern Higher Education Compact (MHEC) for SARA purposes.

### Project Description

The W-SARA RSC's key functions include evaluating and determining whether WICHE states/territories that apply to and participate in SARA demonstrate adequate capacity and sufficient standards for membership authorization and oversight of institutions under SARA. The RSC is responsible for recommending the adoption of new Western states and territories into SARA to the WICHE Commission and for the biennial review and renewal of state/territory participation in the agreement. The RSC also serves as an important regional platform for the discussion and consideration of emerging SARA- and distance education-related issues as well as the professional development of its members.

### Action Requested

Approval to formalize the structure of the W-SARA Regional Steering Committee.

### Staff and Fiscal Impact

No staff and fiscal impact are anticipated, this work is part of the existing duties of W-SARA staff and has no budgetary impact.

## **September 19, 2019, Action Item**

### **Dedicated Reserve Request to Support the Implementation of a Data Privacy Plan that is GDPR-Compliant (Phase Two)**

#### **Summary**

In August 2018, the WICHE Commission approved a reserve request of \$40,000 to develop and implement a data privacy plan that is GDPR-compliant. WICHE hired Cooley, LLP, to assist in this effort, and unfortunately, once the legal team and WICHE staff dug deeper, it became evident that our cost estimates for this effort were insufficient. Fortunately, however, this work, if approved, will go bringing WICHE's data privacy plan into compliance with GDPR; it will prepare WICHE to be as safe as possible in the current cyber environment in which we exist. Cooley has provided WICHE with a clear multistep path for implementation that will 1) set data strategy and plan for success; 2) perform due diligence and gap assessment; 3) develop a prioritized data compliance plan; and 4) remediate compliance gaps, including developing policies, procedures, and other artifacts necessary to execute the compliance project plan and to demonstrate compliance in the event of litigation or enforcement action. WICHE staff are requesting an additional investment from the reserves for full implementation of the data privacy and compliance plan.

#### **Background**

Both WCET and WICHE's Policy and Research Unit have advised that it is essential that WICHE adopt a data privacy plan that is compliant with the General Data Protection Regulation (GDPR). GDPR is a data-protection protocol that has been developed by the European Union (EU) to balance commercial and research interests with consumer rights around personal and sensitive data. Although the U.S. has not developed its own such protocol, most state government agencies and consumer protection organizations in the U.S. consider GDPR the industry standard for balancing diverse perspectives on privacy and data. In August 2018, the WICHE Commission approved a reserve request of \$40,000 for this purpose that included \$20,000 for legal counsel to assist in helping to develop and implement the plan, \$8,000 to dedicate a portion of WCET's Cyberfellow's time to leading the staff effort on this project, and \$12,000 for purchasing training materials to be developed to train WICHE staff currently and in the future. It was estimated that training staff initially would require an additional \$10,000 in staff time, but that these costs would be absorbed within current budgets.

WICHE hired Cooley, LLP, to assist in this effort, and unfortunately, once the legal team and WICHE staff dug deeper, it became evident that our cost estimates for this effort were insufficient. Fortunately, this work, if approved, will go beyond bringing WICHE's data privacy plan into compliance with GDPR; it will prepare WICHE to be as safe as possible in the current cyber environment in which we exist.

Cooley has provided WICHE with a clear multistep path for implementation that will 1) set data strategy and plan for success; 2) perform due diligence and gap assessment; 3) develop a prioritized data compliance plan; and 4) remediate compliance gaps, including developing policies, procedures, and other artifacts necessary to execute the compliance project plan and to demonstrate compliance in the event of litigation or enforcement action.

#### **Action Requested**

WICHE staff request a reserve allocation of up to \$225,000 for full plan implementation that will build a foundation for long-term GDPR-compliance, and also help to ensure that our organizational processes and procedures are appropriate to execute the compliance project plan and to demonstrate compliance in the event of litigation or enforcement action. This investment will cover legal fees and staff time to implement the plan; subsequent staff time will be absorbed within current budgets.

## **September 19, 2019, Action Item**

### **Dedicated Reserve Request to Support the Implementation of WICHE's Strategic Communications Plan**

#### **Summary**

During the WICHE Commission retreat that was held in November 2016, the WICHE Commission requested that staff develop a strategic communications plan to guide and strengthen organizational communications; in February 2019, the WICHE Commission approved a reserve request of up to \$60,000 to support that work. WICHE hired CommunicationWorks, a communications strategy firm with experience in higher education and knowledge of WICHE, to develop the strategic communications plan which was recently presented to staff. CommunicationWorks staff will present the key points of the plan to the WICHE Commission in November 2019, and as will be demonstrated, an additional investment is necessary to implement the plan and build a foundation on which staff can build. Further, WICHE has hired a new Communications Manager, and this investment will provide her short-term support as she learns her role.

#### **Relationship to WICHE Mission**

An effective strategic communications plan is key to advancing WICHE's mission of increasing access to high-quality higher education for all citizens of the West. It will bolster staff's ability to foster interstate collaboration, sound public policy, resource sharing, and innovation; importantly, it will allow staff to more appropriately measure the effectiveness of WICHE's communication efforts.

#### **Background**

During the WICHE Commission retreat that was held in November 2016, the WICHE Commission requested that staff develop a strategic communications plan to guide and strengthen organizational communications. At the same time, the previous WICHE president demonstrated a significant investment in enhanced communications efforts for the organization in part by creating a new position at WICHE—Director of Strategic Communications—that was to be funded with General Fund dollars. The position was filled, yet the strategic communications plan was not developed. The absence of a clear strategic direction created challenges for staff.

With approval by the WICHE Commission of a reserve request of up to \$60,000, WICHE hired CommunicationWorks, a communications strategy firm with experience in higher education and knowledge of WICHE, to develop the strategic communications plan. This plan was recently presented to WICHE staff, and CommunicationWorks staff will present the key points of the plan to the WICHE Commission in November 2019. Now that WICHE has a plan in place, staff are looking forward to implementation, which will build a solid foundation for communications for the organization for the next several years. It will provide staff with clear communication goals, assist staff with some long-standing challenges around how to better communicate the value of WICHE's diverse assets, and importantly, how to know if and when staff are successful at communicating the intended messages. Further, WICHE has hired a new Communications Manager, and the strategic communications plan will provide a roadmap for her.

#### **Project Description**

If approved, WICHE staff would leverage the expertise and guidance of CommunicationWorks to implement the strategic communications plan that is designed to ensure that activities and products (such as the new WICHE website) advance the organization's goals as well as additional messaging, strategies, and recommendations to create a foundation for strategic communications activities. Further, this investment will provide WICHE's Communications Manager with short-term support as she learns her role.

#### **Action Requested**

Approval to spend up to \$50,000 from reserves to support the implementation of a strategic communications plan.

## **September 19, 2019, Action Item**

### **Dedicated Reserve Request to Support the Investment in Executive and Senior Leadership Team Professional Development**

#### **Summary**

The WICHE senior leadership team is comprised of skilled and dedicated staff who are interested in further developing their talents as leaders for the benefit of WICHE. While the last several years have been marked with leadership transition, the senior team has appeared to have stabilized. However, two of the vice presidents are new to their positions (although not new to the organization), and at least two others will retire within one to five years. To best set up the organization for strong leadership for years to come and to prepare the senior leadership team for additional transition, WICHE staff recommend that the WICHE Commission invest in executive coaching for the president individually and for the senior team as a group, with supplemental individual coaching for the vice presidents, chief financial officer, and key directors as needed. This investment would take the form of a dedicated reserve request of up to \$100,000.

#### **Relationship to WICHE Mission**

For WICHE as an organization to effectively advance its mission of increasing access to high-quality higher education for all citizens of the West, the leadership team must function at its best. Executive coaching is one way to provide focused professional development to the senior leaders at WICHE so that they are best prepared to lead WICHE's exceptional staff, provide clear direction, and ensure smooth leadership transitions.

#### **Background**

While WICHE is currently in a strong position, it has been in a period of significant transition. There have been three presidents in three years, with the newest having been hired in December 2018. Two of the vice presidents are new to their positions, and at least two other senior leaders will retire within one to five years. To best prepare the organization for strong leadership for years to come and to prepare the senior leadership team for additional transition, WICHE staff recommend that the WICHE Commission invest in executive coaching for the president individually and for the senior team as a group, with supplemental individual coaching for the vice presidents, chief financial officer, and key directors as needed.

#### **Project Description**

President Michelau has identified a local executive coach, Darrell Hammond, who owns Higher Ground Consulting, LLC, to work with her individually and the senior team to maximize their effectiveness and leadership skills.

#### **Action Requested**

Approval of a dedicated reserve request of up to \$100,000 to cover the expenses of a contract with Higher Ground Consulting to provide executive coaching and leadership training.

## DISCUSSION ITEM

# Update on WICHE's Budget

In May 2018, the Commission approved a balanced budget for the FY 2019 General Fund. In June, at the end of FY 2019, the actual revenues exceeded the expenditures leaving a surplus of \$714,594. This surplus can be seen on the report titled *General Fund Budget Comparing FY 2019 with FY 2020*. Also, as seen on the second accompanying report titled *Program Area Revenue and Expense Summary*, most of the WICHE program areas experienced gains as well with the exception of a small loss in the Policy Unit. Overall, WICHE experienced a very positive financial year for FY 2019.

Since WICHE is the majority partner in the State Higher Education Policy Center (SHEPC), the financial activity at SHEPC is shown with the financial activity at WICHE and presented in the audited WICHE financial statements. Due to new GASB pronouncements, the presentation of the WICHE financial statements with SHEPC has been changed from last year. There are now columns for SHEPC to the right of the WICHE columns on the *Balance Sheet, Statement of Revenues, Expenses and Changes in Net Position* and the *Statement of Cash Flows*. WICHE's net position at the beginning of FY 2019 was \$8,554,625 and is currently \$9,069,306 at the end of FY 2019.

The Programs and Services Area experienced a gain and the Policy Area experienced a small loss. The Professional Student Exchange program (PSEP) and the Communications and Public Affairs areas are completely within the WICHE General Fund and no change is the normal result of these programs.

The Behavioral Health unit and the WCET unit were the only units which had their fund balances expressly reported prior to this year. Now, all the unit's fund balances can be seen on the accompanying report titled *Program Area Revenue and Expense Summary*.

The General Fund began the year with a Reserve of \$3,285,368. WICHE added to this reserve \$231,096 and now has a reserve of \$3,516,464. Of this total the Commission has designated certain portions to be held for specific purposes. These are \$412,026 as a minimum reserve, \$343,355 for unexpected shortfalls and \$850,000 for operating accounts receivable. This leaves \$1,911,083 available for future designations by the Commission. These amounts can be seen on the report titled *General Fund Budget Comparing FY 2019 with FY 2020*.

### Looking ahead to Fiscal Year 2020

The FY 2020 general fund budget, approved by the Commission at the May 2019 meeting, is also a balanced budget. Subsequent to the close of the 2019 fiscal year the unit reserves were compared against the Commission allowed unit reserves and the MHEC program was determined to have \$455,078 in excess reserves. These were transferred to fully fund the other Programs and Services reserves and then the excess was transferred to the General Fund as shown on the General Fund report. At the time of this writing we are only one quarter into the current year, but it appears that the general fund is operating within budget. Over the next months, the program managers will each be addressing how each of their programs are doing and making adjustments as necessary in order to meet their budgets. WICHE staff will be submitting preliminary FY 2021 budgets to the Executive Committee in February and completed FY 2021 budgets to the full Commission in May.

# Western Interstate Commission for Higher Education

## General Fund Budget

Comparing FY 2019 with FY 2020

### Revenue and Expenditures

	FY 2019				FY 2020					
	FY 2019 Budget	FY 2019 Actual	Actual Higher or (Lower) than Budget		FY 2020 Budget	FY 2020 Budget Higher or (Lower) than FY 2019 Budget		FY 2020 Budget Higher or (Lower) than FY 2019 Actual		
<b>Revenue</b>										
4102 Indirect Cost Reimbursements	\$650,000	\$1,053,724	\$403,724	62.1%	\$700,000	\$50,000	7.7%	(\$353,724)	-33.6%	
4104 Indirect Cost Sharing-WICHE	(\$160,000)	(\$305,930)	(\$145,930)	91.2%	(\$200,000)	(\$40,000)	25.0%	\$105,930	-34.6%	
4201 Members/Fees States/Institutions	a \$2,448,000	\$2,448,000	\$0	0.0%	\$2,496,000	\$48,000	2.0%	\$48,000	2.0%	
4300 Interest	\$120,000	\$345,133	\$225,133	187.6%	\$300,000	\$180,000	150.0%	(\$45,133)	-13.1%	
4550 W-SARA excess revenue	b \$185,000	\$171,383	(\$13,617)	-7.4%	\$45,000	(\$140,000)	-75.7%	(\$126,383)	-73.7%	
4560 SHEPC excess rents	c \$100,000	\$114,800	\$14,800	14.8%	\$120,000	\$20,000	20.0%	\$5,200	4.5%	
4600 Other Income	\$10,000	\$17,749	\$7,749	77.5%	\$10,000	\$0	0.0%	(\$7,749)	-43.7%	
4850 Credit Card Transaction Rev. / Units	\$120	(\$123)	(\$243)	-202.8%	\$120	\$0	0.0%	\$243	-197.3%	
<b>Total Revenue</b>	<b>\$3,353,120</b>	<b>\$3,844,736</b>	<b>\$491,616</b>	<b>14.7%</b>	<b>\$3,471,120</b>	<b>\$118,000</b>	<b>3.5%</b>	<b>(\$373,616)</b>	<b>-9.7%</b>	
<b>Expenditures</b>										
0102 Student Access Program	\$376,871	\$397,488	\$20,618	5.5%	\$403,121	\$26,250	7.0%	\$5,632	1.4%	
0104 Policy Analysis & Research	\$439,888	\$473,110	\$33,222	7.6%	\$453,085	\$13,197	3.0%	(\$20,025)	-4.2%	
0105 Communications & Public Affairs	\$481,661	\$461,978	(\$19,683)	-4.1%	\$474,576	(\$7,085)	-1.5%	\$12,598	2.7%	
0106 Programs & Services	\$46,280	\$43,093	(\$3,187)	-6.9%	\$107,412	\$61,131	132.1%	\$64,318	149.3%	
0110 President's Office	\$563,483	\$542,234	(\$21,249)	-3.8%	\$580,387	\$16,904	3.0%	\$38,153	7.0%	
0111 Commission Meeting Expense	\$214,934	\$225,603	\$10,669	5.0%	\$221,382	\$6,448	3.0%	(\$4,221)	-1.9%	
0112 Administrative Services	d \$860,033	\$677,384	(\$182,649)	-21.2%	\$847,028	(\$13,005)	-1.5%	\$169,645	25.0%	
0115 Miscellaneous Gen. Fund	e \$190,817	\$260,088	\$69,271	36.3%	\$266,541	\$75,724	39.7%	\$6,453	2.5%	
0116 Program Development	\$25,000	\$0	(\$25,000)	-100.0%	\$25,000	\$0	0.0%	\$25,000	0.0%	
0131 LAC Meeting	\$43,709	\$49,163	\$5,454	12.5%	\$55,020	\$11,311	25.9%	\$5,857	11.9%	
<b>Total Expenditures</b>	<b>\$3,242,676</b>	<b>\$3,130,142</b>	<b>(\$112,534)</b>	<b>-3.5%</b>	<b>\$3,433,552</b>	<b>\$190,876</b>	<b>5.9%</b>	<b>\$303,410</b>	<b>9.7%</b>	
<b>Surplus (Deficit) for the Fiscal Year</b>	<b>\$110,444</b>	<b>\$714,594</b>	<b>\$604,150</b>		<b>\$37,568</b>	<b>(\$72,876)</b>				
<b>Reserves at Beginning of Year</b>										
1 Minimum Reserve	f \$389,121	\$389,121	\$0	0.0%	\$412,026	\$22,905	5.9%	\$22,905	5.9%	
2 Reserve for Unexpected Shortfall	g \$324,268	\$324,268	\$0	0.0%	\$343,355	\$19,087	5.9%	\$19,087	5.9%	
3 Reserve to Operate Accounts Receivable	h \$850,000	\$850,000	\$0	0.0%	\$850,000	\$0	0.0%	\$0	0.0%	
4 Reserve Available for Dedication	\$1,721,979	\$1,721,979	\$0	0.0%	\$1,911,083	\$189,104	11.0%	\$189,104	11.0%	
<b>Reserves at Beginning of Year</b>	<b>\$3,285,368</b>	<b>\$3,285,368</b>	<b>\$0</b>	<b>0.0%</b>	<b>\$3,516,464</b>	<b>\$231,096</b>		<b>\$231,096</b>		
<b>Reserves Dedicated during Year</b>										
5 WICHE Presidential Search	i \$75,000	\$59,428	\$15,572	20.8%						
6 Accounting Infrastructure Updates	j \$150,000	\$150,000	\$0	0.0%	\$0	\$150,000	100.0%	\$150,000	100.0%	
7 Cybersecurity Partnership seed money.	k \$50,000	\$50,000	\$0	0.0%	\$0	\$50,000	100.0%	\$50,000	100.0%	
8 Data Management Plan (GDPR)	l \$40,000	\$40,000	\$0	0.0%	\$0	\$40,000	100.0%	\$40,000	100.0%	
9 Salesforce utilization enhancements.	m \$100,000	\$100,000	\$0	0.0%	\$0	\$100,000	100.0%	\$100,000	100.0%	
10 Policy Unit Database development	n \$75,000	\$75,000	\$0	0.0%	\$0	\$75,000	100.0%	\$75,000	100.0%	
11 Strategic Communications Plan	o \$60,000	\$60,000	\$0	0.0%	\$0	\$60,000	100.0%	\$60,000	100.0%	
12 Excess Program & Services Reserves	p \$0	(\$50,930)	\$50,930		\$0	\$0		(\$50,930)	100.0%	
13 Deficit (Surplus) for the Fiscal Year above	(\$110,444)	(\$714,594)	\$604,150		(\$37,568)	(\$72,876)	66.0%	(\$677,026)	94.7%	
<b>Reserves Dedicated during the Fiscal Year</b>	<b>\$439,556</b>	<b>(\$231,096)</b>	<b>\$670,652</b>	<b>20.8%</b>	<b>(\$37,568)</b>	<b>\$402,124</b>		<b>(\$252,956)</b>		
<b>Reserves at End of Year</b>	<b>\$2,845,812</b>	<b>\$3,516,464</b>	<b>\$670,652</b>		<b>\$3,554,032</b>	<b>\$633,220</b>				

- (a) At the May 2018 meeting the Commission set the FY 2020 dues to \$156K and the FY 2021 dues to \$159K. The FY2019 dues are \$153K.
- (b) - (c) Reclassification made by Executive Committee in Aug 2018.
- (d) Approved by the Executive Committee in Aug 2018. Moved 10% of Abbiatti and Mohatt and 50% of Lopez. Also rent at 3000 Center Green.
- (e) Moved Abbiatti & Mohatt 10% mid year FY2019
- (f) Minimum reserve set by the commission is 12% of Budgeted Expenses. Set May 2000.
- (g) Unexpected Shortfall reserve set by commission at 10% of Budgeted Expenses. To be used only if anticipated funding does not materialize. Set May 2007.
- (h) Reserve amount needed float accounts receivable until payments are received for contracted work. Approved by Executive Committee February 2016.
- (i) Approved by Executive Committee at the May 2018 Commission meeting.
- (j) - (l) Approved by the Executive Committee at their August 2018 meeting.
- (n) Approved by the Commission at their Nov 2018 meeting.
- (o) Approved by the Executive Committee at the February 2019 meeting.
- (p) Excess reserves transferred to the General Fund. Unit Reserve Policy passed Nov 2018.

*Western Interstate Commission for Higher Education*

Program Area Revenue and Expense Summary for FY 2019

	Programs & Services	Policy Analysis	PSEP	Mental Health	WCET	Communications & Public Affairs
<b>Revenue</b>						
Membership Dues and Fees	\$ 294,998	\$ 278,617		\$ 181,500	\$ 939,153	
Conference Registration Fees	\$ 22,370			\$ 17,842	\$ 347,326	
Grants and Contracts	\$ 1,290,958	\$ 821,939		\$ 3,896,923	\$ 7,700,330	
Indirect Cost Sharing				\$ 177,122	\$ 144,808	
Interest	\$ 15,045	\$ 21,362		\$ 140	\$ 19,715	
Miscellaneous Income	\$ 64,827	\$ 2,482		\$ 4,085	\$ 11,500	
General Fund Allocation	\$ 43,093	\$ 473,110	\$ 397,353			\$ 457,347
<b>Total Revenue</b>	<b>\$ 1,731,291</b>	<b>\$ 1,597,510</b>	<b>\$ 397,353</b>	<b>\$ 4,277,612</b>	<b>\$ 9,162,832</b>	<b>\$ 457,347</b>
<b>Expenses</b>						
Salaries	\$ 511,717	\$ 351,776	\$ 206,247	\$ 1,352,687	\$ 1,137,838	\$ 232,145
Benefits	\$ 184,408	\$ 133,156	\$ 74,583	\$ 497,448	\$ 414,485	\$ 85,131
Audit, Legal & Consulting	\$ 428,333	\$ 503,638	\$ 40,000	\$ 1,093,576	\$ 73,400	\$ 86,482
Subcontracts	\$ 29,454	\$ 229,649	\$ -	\$ -	\$ 6,399,802	\$ -
Travel	\$ 239,315	\$ 77,547	\$ 23,063	\$ 486,912	\$ 567,963	\$ 1,603
Printing and Copying	\$ 4,626	\$ 1,324	\$ 4,804	\$ 5,516	\$ 7,209	\$ 3,082
Rent	\$ 19,374	\$ 71,796	\$ 16,812	\$ 66,747	\$ 67,025	\$ 19,214
Computer/Network	\$ 28,943	\$ 14,920	\$ 17,113	\$ 74,835	\$ 88,455	\$ 21,461
Communications	\$ 4,589	\$ 3,930	\$ 3,432	\$ 17,927	\$ 11,689	\$ 4,267
Supplies and Expense	\$ 11,025	\$ 63,503	\$ 11,299	\$ 78,220	\$ 80,884	\$ 3,067
Marketing / Depreciation	\$ 1,192	\$ -	\$ -	\$ 1,550	\$ 14,681	\$ 895
Indirect Costs	\$ 162,835	\$ 152,182	\$ -	\$ 431,020	\$ 307,689	\$ -
Credits for other programs	\$ 8,621	\$ -	\$ -	\$ (177,122)	\$ (125,633)	\$ -
<b>Total Expenses</b>	<b>\$ 1,634,432</b>	<b>\$ 1,603,421</b>	<b>\$ 397,353</b>	<b>\$ 3,929,316</b>	<b>\$ 9,045,487</b>	<b>\$ 457,347</b>
<b>Excess Revenue (Loss)</b>	<b>\$ 96,859</b>	<b>\$ (5,911)</b>	<b>\$ -</b>	<b>\$ 348,296</b>	<b>\$ 117,345</b>	<b>\$ -</b>

## ACTION ITEM

# Approval of Modification to the Non-General Fund Reserve Policy

### Background

In August 2018, the WICHE Executive Committee approved a policy for non-general fund reserves that stated *that dedicated reserves for non-general fund activities, categorized into minimum reserve, reserve for unexpected shortfall, and program development shall be reported to and approved by the Commission as part of the WICHE annual budget, and that reserves in excess of this approved amount revert to the general fund reserve.* Subsequently, at the September 2018, WICHE Executive Committee meeting, the Committee approved FY 2019 non-general fund reserves for all Units within WICHE with the exception of those within the Programs and Services Unit. The FY 2019 non-general fund reserves within the Programs and Services Unit were approved during the Executive Committee at the November 2018, Commission meeting. Non-general fund reserves were reported at the November 2018, WICHE Commission meeting.

This past May 2019, the WICHE Commission approved the FY 2020 budget, but because FY 2019 had not yet closed, it was impossible to report to the Commission the non-general fund reserves, including how much should revert to the general fund reserves, as determined by the approved policy. And, while the WICHE president intended to report the reserve amounts as required upon the close of the fiscal year in November 2019 along with the audited statements, she failed to recognize that she should have sought action from the commission that would have approved the non-general fund reserve amounts for Fiscal Year 2020, when the FY 2020 general fund budget was being considered and approved in May. So, this first year of policy implementation revealed that the policy as approved presents a bit of a dilemma. It is not possible to both *accurately report the amount of non-general fund reserves that will revert to general fund reserves and approve the amounts for the next fiscal year as part of the WICHE annual budget.*

### Action Requested

Approval to modify the policy so that *that dedicated reserves for non-general fund activities, categorized into minimum reserve, reserve for unexpected shortfall, and program development shall be reported to **the Commission at the Fall meeting upon official close of the fiscal year** and approved by the Commission **for the upcoming fiscal year as part of the WICHE annual budget at the Spring meeting**, and that reserves in excess of this approved amount revert to the general fund reserve.*

# INFORMATION ITEM

## Non-General Fund Reserves for Fiscal Year 2020

### Background

In August 2018, the WICHE Executive Committee approved a policy for non-general fund reserves that stated that dedicated reserves for non-general fund activities, categorized into minimum reserve, reserve for unexpected shortfall, and program development shall be reported to and approved by the Commission as part of the WICHE annual budget, and that reserves in excess of this approved amount revert to the general fund reserve. Subsequently, at the September 2018, WICHE Executive Committee meeting, the Committee approved FY 2019 non-general fund reserves for all Units within WICHE with the exception of those within the Programs and Services Unit. The FY 2019 non-general fund reserves within the Programs and Services Unit were approved during the Executive Committee at the November 2018, Commission meeting. Non-general fund reserves were reported at the November 2018, WICHE Commission meeting.

This past May, the WICHE Commission approved the FY 2020 budget, but the WICHE President inadvertently neglected to seek action from the commission that would approve the non-general fund reserves for Fiscal Year 2020.

Just as the general fund requires and accumulates reserves, so too must non-general fund accounts require and accumulate reserves. The Commission in the past has recognized this in establishing policy that the self-funded units strive to achieve reserves of at least 25% of their annual operating funds. Similar to the general fund, these reserves serve to cover three categories of unbudgeted expenditures:

1. Minimum reserves to cover the cost of closing the operation, if circumstances require that;
2. Unanticipated shortfalls, such as contract or grant overruns, bridge funding between contracts or grants, unanticipated salary or service cost adjustments, etc.; and
3. A reasonable amount for one-time unbudgeted program development activities, such as proposal writing, unique software requirements, unique meeting opportunities, etc.

Resources that exceed what is necessary for these three dedicated reserve purposes should revert to the general fund reserves. The specific action item approved by the Executive Committee was: *“That dedicated reserves for non-general fund activities, categorized into minimum reserve, reserve for unexpected shortfall, and program development be reported to and approved by the Commission as part of the WICHE annual budget, and that reserves in excess of this approved amount revert to the general fund reserve.”*

*Western Interstate Commission for Higher Education*

Fiscal Year 2020 Unit Reserves

	<b>Actual</b>	<b>Calculated</b>
<b>Behavioral Health</b>		
FY20 Budget approved May 2019	\$ 4,703,143	
20% Minimum Reserve		\$ 940,629
15% Unanticipated Expenses		\$ 705,471
10% Program Development		\$ 470,314
		<b>\$ 2,116,414</b>
<b>FY20 Target Reserve</b>		
<b>FY20 Actual Reserve</b>	<b>\$ 594,076</b>	
<i>Needed (Excess) Reserve</i>		\$ 1,522,339
 <b>WCET</b>		
FY20 Budget approved May 2019	\$ 8,798,182	
20% Minimum Reserve		\$ 1,759,636
32% Unanticipated Expenses		\$ 2,815,418
10% Program Development		\$ 879,818
		<b>\$ 5,454,873</b>
<b>FY20 Target Reserve</b>		
<b>FY20 Actual Reserve</b>	<b>\$ 598,342</b>	
<i>Needed (Excess) Reserve</i>		\$ 4,856,531
 <b>W-SARA</b>		
FY20 Budget approved May 2019	\$ 413,162	
12% Minimum Reserve		\$ 49,579
13% Unanticipated Expenses		\$ 53,711
50% Program Development		\$ 206,581
		<b>\$ 309,872</b>
<b>FY20 Target Reserve</b>		
<b>FY20 Actual Reserve</b>	<b>\$ 215,000</b>	
<i>Needed (Excess) Reserve</i>		\$ 94,872
 <b>Policy</b>		
FY20 Budget approved May 2019	\$ 1,369,747	
0% Minimum Reserve		\$ -
--- Unanticipated Expenses		\$ 100,000
25% Program Development		\$ 342,437
		<b>\$ 442,437</b>
<b>FY20 Target Reserve</b>		
<b>FY20 Actual Reserve</b>	<b>\$ 176,914</b>	
<i>Needed (Excess) Reserve</i>		\$ 265,523





Friday, Nov. 8, 2019

**10:15 - 11:00 a.m. [Tab 10]  
(presentation)**

*Grand Ballroom*

**11:00 - 11:30 a.m.  
(discussion)**

*Grand Ballroom*

**Plenary Session IV:  
What's Ahead for Higher Education and Workforce:  
A Look at the Latest Workforce Projections**

To ensure economic vitality and meet student and community needs, states and higher education leaders must continually anticipate and respond to changing workforce demands. One of the most widely cited sources for this information comes from the Georgetown University Center on Education and the Workforce through its three reports in an ongoing series that projects education demand for occupations in the U.S. economy—*Help Wanted*, *Recovery*, and *The Future of Work*. These influential data sources provide the rationale for state postsecondary attainment goals, inform higher education finance decisions, and improve our understanding of the overall context of the workforce in the coming years. WICHE is fortunate to get an early look at the next round of projections that will go through 2027 (the most recent projections looked out to 2020) and how the workforce landscape is likely to change in the coming years through a presentation and discussion with the lead researcher, Dr. Nicole Smith.

This two-part session will include a presentation, then a facilitated group discussion.

*Facilitator:*

Les Purce, president emeritus, The Evergreen State College

*Speaker:*

Nicole Smith, research professor and chief economist, The Georgetown Center on Education and the Workforce

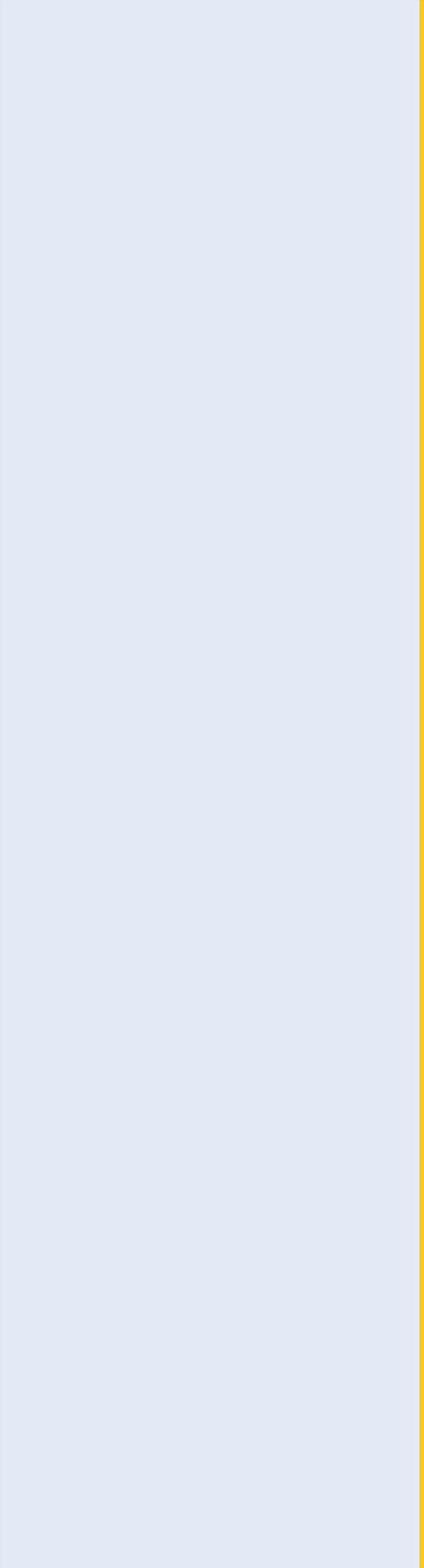
**Biographical information on the facilitator and speaker:**



**Thomas L. (Les) Purce** is president emeritus of The Evergreen State College, from which he retired in 2015 after 17 years of service in that position. The Evergreen State College is known for its innovative approach to interdisciplinary study in the arts and sciences, and for its commitment to equity, inclusiveness, and social justice. It is a higher education leader in environmentally sustainable practices. Previously, Purce served in senior administrative positions at Idaho State University and as a vice president at Washington State University. Purce is a third-generation Idahoan whose family arrived in Idaho in the early 1900s. He was the first Black elected official in the state of Idaho, serving as a Pocatello city councilmember and then as mayor. After that, he served first as director of the Idaho Department of Administration and later, director of the Department of Health and Welfare. In the private sector, he served as a partner and chief operating officer of Power Engineers in Hailey, Idaho.



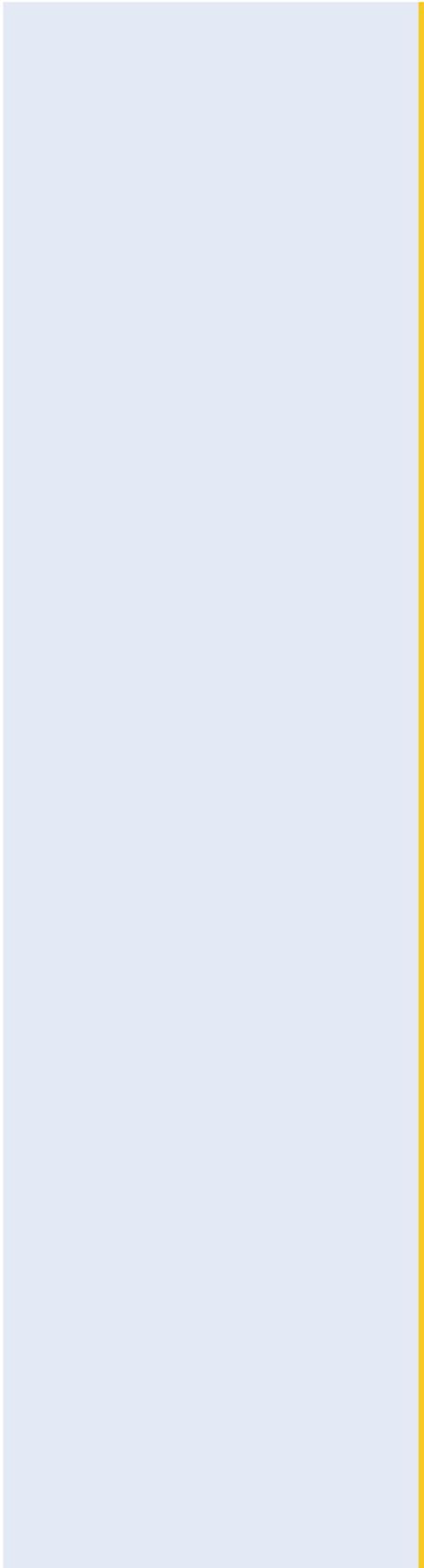
**Nicole Smith** is a research professor and chief economist at the Georgetown University Center on Education and the Workforce, where she leads the Center's econometric and methodological work. One of her primary functions at the Center is developing a framework for restructuring long-term occupational and educational projections. This framework forms the underlying methodology for *Help Wanted*, *Recovery*, and *The Future of Work*,



three reports in an ongoing series that projects education demand for occupations in the U.S. economy. She is also part of a team of economists working on a project to map, forecast and monitor human capital development and career pathways. Her current research investigates the role of education and socioeconomic factors in intergenerational education mobility. Smith was born in Trinidad and Tobago and graduated with honors in Economics and Mathematics from the University of the West Indies (U.W.I.), St. Augustine campus. She was the recipient of the Sir Arthur Lewis Memorial Prize for outstanding research at the Master's level at the U.W.I. and is co-recipient of the 2007 Arrow Prize for Junior Economists for educational mobility research. She received her PhD in Economics from American University in Washington, D.C.

**References**

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# WICHE COMMISSION

The WICHE Commission oversees the development of WICHE programs and assures that the Western Regional Compact is carried out for the benefit of the citizens of the West. WICHE's 48 commissioners, who are appointed by the governors of the 15 Western states and the U.S. Pacific Territories and Freely Associated States, are leaders in higher education; they include state higher education executive officers, college and university presidents, legislators, business and community leaders, and other key partners. Senator Ray Holmberg from North Dakota is the 2019 chair of the Commission.

\* Executive Committee member

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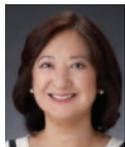
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### Future Commission Meeting Dates

2020

May 18-19, 2020 - Portland, Oregon  
November 12-13, 2020 - Colorado

2021

May 17-18, 2021 - Arizona  
November 4-5, 2021 - Colorado

2022

May 16-17, 2022 - South Dakota  
November 10-11, 2022 - Colorado

# 2019 COMMISSION COMMITTEES

## EXECUTIVE COMMITTEE

Ray Holmberg (ND), chair  
Camille Preus (OR), vice chair  
Clayton Christian (MT), immediate past chair

Stephanie Butler (AK)  
Rita H. Cheng (AZ)  
Dianne Harrison (CA)  
Antwan Jefferson (CO)  
David Lassner (HI)  
Rick Aman (ID)  
Fred Lokken (NV)  
Barbara Damron (NM)  
Mark Hagerott (ND)  
James Hansen (SD)  
Jude Hofschneider (U.S. Pacific Territories and  
Freely Associated States/CNMI)  
Ann Millner (UT)  
Don Bennett (WA)  
Fred Baldwin (WY)

## POLICY ANALYSIS AND RESEARCH

Christopher Cabaldon (CA), chair  
Susan Anderson (AK), vice chair

John Arnold (AZ)  
Jim Chavez (CO)  
Colleen Sathre (HI)  
Matt Freeman (ID)  
Laurie Bishop (MT)  
Thom Reilly (NV)  
Barbara Damron (NM)  
Mark Hagerott (ND)  
Ben Cannon (OR)  
Larry Tidemann (SD)  
Rodney Jacob (U.S. Pacific Territories and  
Freely Associated States/Guam)  
Ann Millner (UT)  
Gerry Pollet (WA)  
David Jones (WY)

## PROGRAMS AND SERVICES

Les Purce (WA), chair  
Carol Mon Lee (HI), vice chair

Stephanie Butler (AK)  
Kathleen Goepfinger (AZ)  
Francisco Rodriguez (CA)  
Angie Paccione (CO)  
David Lent (ID)  
Sheila Stearns (MT)  
Gillian Barclay (NV)  
Patricia Sullivan (NM)  
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Hilda Rosselli (OR)  
Paul Beran (SD)  
Frankie Eliptico (U.S. Pacific Territories and  
Freely Associated States/CNMI)  
Patricia Jones (UT)  
Kimberly Dale (WY)

## AUDIT COMMITTEE

Clayton Christian (MT), immediate past chair  
John Arnold (AZ)  
Barbara Damron (NM)  
Don Bennett (WA)

## NOMINATING COMMITTEE

Clayton Christian (MT), immediate past chair  
Francisco Rodriguez (CA)  
Colleen Sathre (HI)  
Patricia Sullivan (NM)

As of October 13, 2019

# LEGISLATIVE ADVISORY COMMITTEE

WICHE's Legislative Advisory Committee works to strengthen state policymaking in higher education in the West by engaging legislators who are appointed by the WICHE Commission in the discussion of higher education issues and by seeking their input on strategies for interstate collaboration.

\*WICHE Commissioner

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**Senator Michelle Kidani** (appointed 2019)

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## HAWAII (continued)

**Senator Donna Mercado Kim** (appointed 2019)

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**Representative Justin Woodson** (appointed 2019)

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## IDAHO

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**Senator Dean Mortimer** (appointed 2018)

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**Representative Melissa Wintrow** (appointed 2019)

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## MONTANA

**Representative David Bedey** (appointed 2019)

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**Senator JP Pomnichowski** (appointed 2019)

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**Senator Daniel Salomon** (appointed 2018)

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## NEVADA

**Senator Joseph Hardy** (appointed 2018)

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VACANCY

## NEW MEXICO

**\*Senator Mark Moores** (appointed 2013)

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**Representative G. Andrés Romero** (appointed 2018)

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**Senator John Sapien** (appointed 2018)

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## NORTH DAKOTA

**\*Senator Ray Holmberg** (appointed 2015)

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**Representative Mark Sanford** (appointed 2018)

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## OREGON

**Representative Teresa Alonso León** (appointed 2018)

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**Senator Michael Dembrow** (appointed 2018)

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**Representative Jeff Reardon** (appointed 2019)

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**Senator Rob Wagner** (appointed 2019)

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## SOUTH DAKOTA

**Representative Scyller Borglum** (appointed 2019)

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**Senator Reynold Nesiba** (appointed 2019)

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## UTAH

**Representative Sue Duckworth** (appointed 2019)

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**Senator Keith Grover** (appointed 2019)

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**Representative Michael McKell** (appointed 2019)

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## UTAH (continued)

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## WASHINGTON

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VACANCY

## WYOMING

\***Senator Fred Baldwin** (appointed 2017)

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**Representative Sue Wilson** (appointed 2018)

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As of October 13, 2019

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Changes to this list should be directed to:

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# WICHE STAFF

As of 10/17/19; names in **bold** type indicate new WICHE employees or employee roles.

## PRESIDENT'S OFFICE

Demarée Michelau, president

**Laura Ewing**, executive assistant to the president and to the commission

Jeanette Porter, senior administrative coordinator

## ACCOUNTING SERVICES

Craig Milburn, chief financial officer

Drew Elksholder, accounting specialist

Alicia Jones, accountant

## COMMUNICATIONS

**Jasmine Leonas**, communications manager

Candy Allen, senior graphic designer

John Fellers, web design manager

\*Emma Tilson, administrative coordinator

## HUMAN RESOURCES

Deirdre Coulter, director of human resources

Georgia Frazer, human resources assistant

## IT SERVICES

Dave Clark, chief of digital services

Andy Mills, systems administrator

## PROGRAMS AND SERVICES

Jere Mock, vice president

Suzanne Benally, director, Native-Serving Institutions Initiative

Margo Colalancia, director, Student Access Programs

Cherie Curtin, administrative assistant, Interstate Passport®

**Anna Galas**, director, Academic Leadership Initiatives

Kay Hulstrom, manager, institution services

Kim Nawrocki, coordinator of Student Access Programs and events

Angela Rochat, data, policy, and evaluation coordinator, Native-Serving Institutions Initiative

Kate Springsteen, member and education services coordinator, Interstate Passport

\*Emma Tilson, administrative coordinator

## POLICY ANALYSIS AND RESEARCH

Patrick Lane, vice president

Peace Bransberger, senior research analyst

Colleen Falkenstern, research analyst

Sarah Leibrandt, senior research analyst

\*Shelley Plutto, administrative assistant

Christina Sedney, director, policy initiatives and state authorization, W-SARA

## BEHAVIORAL HEALTH PROGRAM

Dennis Mohatt, vice president, and co-director, Mental Health Technology Transfer Center (MHTTC)

**Genevieve Berry**, project coordinator, MHTTC

**Erin Briley**, research and technical assistance associate

Gina Brimmer, director of veterans initiatives

Brittany Copithorn, project coordinator

John Gomez, director of operations

Vanessa Gonzalez, rural opioid technical assistance coordinator

Andie Hancock, budget coordinator

Rebecca Helfand, program director

Bethany Rigles, research and technical assistance associate

Annette Robertson, fidelity reviewer

**Gretchen Stage**, Together With Veterans program manager

**Ivory Tubbs**, technical expert lead, Rural Communities Opioid Response Project

Liza Tupa, director for education and research

Karen Voyer-Caravona, fidelity reviewer

Darlene Williams, administrative assistant

Stefanie Winfield, MHTTC research and technical assistance coordinator

## WICHE COOPERATIVE FOR EDUCATIONAL TECHNOLOGIES (WCET)

**Russell Poulin**, vice president for technology-enhanced education and WCET executive director

Rosa Calabrese, manager, digital and project support services

Cheryl Dowd, director, State Authorization Network

Laura DaVinci, program manager, Every Learner Everywhere

Lindsey Downs, assistant director, communications, community, and social media

Sherry Artz Gilbert, director of operations and membership

Joyce Holliday, administrative assistant, Every Learner Everywhere

**Mollie McGill**, senior director of operations and membership, and senior adviser, Every Learner Everywhere

Robert Perez, grant manager, Every Learner Everywhere

\*Shelley Plutto, administrative assistant

Megan Raymond, director, programs and sponsorship

Daniel Silverman, assistant director, State Authorization Network

Tanya Spilovoy, director, open policy

**Jessica Williams**, director, Every Learner Everywhere

\*Splits accountabilities across two units

# U.S. PACIFIC TERRITORIES AND FREELY ASSOCIATED STATES



## HIGHER EDUCATION ACRONYMS

Higher ed is addicted to acronyms, so much so that the actual names of organizations are sometimes almost lost to memory. Below is a list of acronyms and the organizations they refer to (plus a few others).

AACC	American Association of Community Colleges	aacc.nche.edu
AACRAO	American Association of Collegiate Registrars and Admissions Officers	aacrao.org
AACTE	American Association of Colleges for Teacher Education	aacte.org
AAC&U	Association of American Colleges and Universities	aacu.org
AANAPISI	Asian American Native American Pacific Islander Serving Institutions	aanapisi.net
AASCU	American Association of State Colleges and Universities	aascu.org
AASHE	Association for the Advancement of Sustainability in Higher Education	aashe.org
AAU	Association of American Universities	aau.edu
ACA	American Counseling Association	counseling.org
ACCN	Adult College Completion Network	adultcollegecompletion.org
ACCT	Association of Community College Trustees	acct.org
ACE	American Council on Education	acenet.edu
ACSFA	Advisory Committee on Student Financial Assistance	ed.gov/ACSFA
ACT	College admission testing program	act.org
ACTA	American Council of Trustees and Alumni	goacta.org
ACUTA	Association of College & University Telecommunications Administrators	acuta.org
ADA	Americans with Disabilities Act	ada.gov
AED	Academy for Educational Development	aed.org
AEI	American Enterprise Institute for Public Policy Research	aei.org
AERA	American Educational Research Association	aera.net
AGB	Association of Governing Boards of Universities and Colleges	agb.org
AHRQ	Agency for Health Research and Quality	ahrq.gov
AIHEC	American Indian Higher Education Consortium	aihec.org
AIHEPS	Alliance for International Higher Education Policy Studies	nyu.edu/steinhardt/iesp/aiheps/
AIR	American Institutes of Research	air.org
AIR	Association for Institutional Research	airweb.org
APA	American Psychological Association	apa.org
APLU	Association of Public and Land-grant Universities (formerly NASULGC)	aplu.org
ASPIRA	An association to empower Latino youth	aspira.org
ASHE	Association for the Study of Higher Education	ashe.ws
ATD	Achieving the Dream	achievingthedream.org
BHOC	WICHE 's Behavioral Health Oversight Council	
BMGF	Bill & Melinda Gates Foundation	gatesfoundation.org
CAE	Council for Aid to Education	cae.org
CAEL	Council for Adult and Experiential Learning	cael.org
CASE	Council for Advancement and Support of Education	case.org
CBEN	Competency Based Education Network	cbenetwork.org
CBO	Congressional Budget Office	cbo.gov
CCA	Complete College America	completecollege.org

CCME	Council of College and Military Educators	ccmeonline.org
CCTC	Council of Chairs of Training Councils (APA, Internships)	cctcpsychology.org
CGS	Council of Graduate Schools	cgsnet.org
CHEA	Council for Higher Education Accreditation	chea.org
CHEO	Consortium for Health Education Online	www.wiche.edu/NANSLO/CHEO
CHEPS	Center for Higher Education Policy Studies	utwente.nl/mb/cheps
CIC	Council of Independent Colleges	cic.org
CLA	Collegiate Learning Assessment	cae.org/content/pro_collegiate.htm
CLASP	Center for Law and Social Policy	clasphome.org
CMHC	Community Mental Health Center	cms.gov
CMS	Centers for Medicare and Medicaid Services	cms.gov
CNMI	Commonwealth of the Northern Mariana Islands	doi.gov/oia/islands/cnmi
COA	APA Council on Accreditation	apa.org/ed/accreditation/about/coa
COE	Council for Opportunity in Education	coenet.us
CONAHEC	Consortium for North American Higher Education Collaboration	conahec.org
CONASEP	CONAHEC's Student Exchange Program	conahecstudentexchange.org
CSG-WEST	Council of State Governments - West	csgwest.org
CSHE	Center for the Study of Higher Education	ed.psu.edu/cshe
CSPN	College Savings Plan Network	collegesavings.org
CUE	Center for Urban Education, University of Southern California	cue.usc.edu
DEAC	Distance Education Accrediting Commission	deac.org
DQC	Data Quality Campaign	dataqualitycampaign.org
ECS	Education Commission of the States	ecs.org
ED - U.S. Dept. of Education links:		
ED-ESSA	Every Student Succeeds Act	ed.gov/essa
ED-FERPA	Family Educational Rights and Privacy Act	familypolicy.ed.gov
ED-FSA	Federal Student Aid	ed.gov/about/offices/list/fsa
ED-IES	Institute of Education Sciences	ed.gov/about/offices/list/ies
ED-NCES	National Center for Education Statistics	nces.ed.gov
ED-OCTAE	Office of Career, Technical, and Adult Education	ed.gov/octae
ED-OESE	Office of Elementary & Secondary Education	ed.gov/about/offices/list/oes
ED-OPE	Office of Postsecondary Education	ed.gov/about/offices/list/ope
ED-OSERS	Office of Special Education & Rehabilitative Services	ed.gov/about/offices/list/osers
ED-FIPSE	Fund for the Improvement of Postsecondary Education	ed.gov/about/offices/list/ope/fipse
EdREF	EdRef College Search Reference	EdRef.com
EC	Electronic Campus Initiatives	ecinitiatives.org
EDUCAUSE	An association for higher ed change via technology and info resources	education.edu
ELE	Every Learner Everywhere	everylearnereverywhere.org
EPI	Educational Policy Institute	educationalpolicy.org
ETS	Educational Testing Service	ets.org
Excelencia	Excelencia in Education	edexcelencia.org
FERPA	Family Educational Rights and Privacy Act	
FORHP	Federal Office of Rural Health Policy (HRSA)	hrsa.gov/rural-health
FQHC	Federally Qualified Health Center	hrsa.gov/opa/eligibility-and-registration/healthcenters/fqhc/index.html
GDPR	General Data Protection Regulations	eugdpr.org

GHEE	Global Higher Education Exchange	ghee.org
GME	Graduate Medical Education	aamc.org/advocacy/gme
HACU	Hispanic Association of Colleges and Universities	hacu.net
HBCUs	Historically Black Colleges and Universities	hbculifestyle.com
HBLI	Hispanic Border Leadership Institute	asu.edu/educ/hbli
HEA	Higher Education Act	acenet.edu/advocacy/Pages/Higher-Education-Act.aspx
HHS	U.S. Department of Health and Human Services	hhs.gov
HIPAA	Health Insurance Portability and Accountability Act of 1996	hhs.gov/hipaa/index.html
HLC	Higher Learning Commission of the North Central Association	ncahlc.org
HRSA	Health Resources and Services Administration	hrsa.gov
IES	Institute for Education Statistics	ies.ed.gov/
IHELP	Institute for Higher Education Leadership and Policy, California State University Sacramento	csus.edu/ihelp
IHEP	Institute for Higher Education Policy	ihep.org
IIE	Institute of International Education	iie.org
iNACOL		inacol.org
IPEDS	Integrated Postsecondary Education Data System	nces.ed.gov/ipeds
JFF	Jobs for the Future	jff.org
M-SARA	Midwestern State Authorization Reciprocity Agreement	mhec.org/sara
McREL	Mid-continent Research for Education and Learning	mcrel.org
MHA	Mental Health America	mentalhealthamerica.net
MHEC	Midwestern Higher Education Compact	mhec.org
MHTTC	Mental Health Technology Transfer Centers	mhttcnetwork.org
MIRECC	Mental Illness Research Education and Clinical Center	mirecc.va.gov
MLDE	Multistate Longitudinal Data Exchange	wiche.edu/longitudinaldataexchange
MPP	Master Property Program (MHEC/NEBHE/SREB/WICHE)	mhec.org/programs/master-property-program
MSA/CHE	Middle States Association of Colleges and Schools, Commission on Higher Education	middlestates.org
N-SARA	New England State Authorization Reciprocity Agreement	nebhe.org/programs-overview/sara/overview/
NAAL	National Assessment of Adult Literacy	nces.ed.gov/naal
NACAC	National Association of College Admissions Counselors	nacacnet.org
NACIQI	National Advisory Committee on Institutional Quality and Integrity	sites.ed.gov/naciqi
NACOL	North American Council for Online Learning	nacol.org
NACUBO	National Association of College and University Business Officers	nacubo.org
NAEP	National Assessment of Educational Progress	nces.ed.gov/nationsreportcard
NAFEO	National Association for Equal Opportunity in Higher Education	nafeo.org
NAFSA	An association of international educators	nafsa.org
NAICU	National Association of Independent Colleges and Universities	naicu.edu
NALEO	National Association of Latino Elected and Appointed Officials	naleo.org
NANSLO	North American Network of Science Labs Online	http://wiche.edu/nanslo
NARMH	National Association for Rural Mental Health	narmh.org
NASASPS	National Association of State Administrators and Supervisors of Private Schools	nasasps.org
NASDTEC	National Association of State Directors of Teacher Education and Certification	nasdtec.net
NASFAA	National Association of Student Financial Aid Administrators	nasfaa.org
NASH	National Association of System Heads	nashonline.org

NASMHPD	National Association of State Mental Health Program Directors	nasmhpd.org
NASNTI	Native American-Serving Nontribal Institutions Program	www2.ed.gov/programs/nasnti
NASPA	National Association of Student Personnel Administrators	naspa.org
NASSGAP	National Association of State Student Grant and Aid Programs	nassgap.org
NASW	National Association of Social Workers	socialworkers.org
NC-SARA	National Council for State Authorization Reciprocity Agreements	nc-sara.org
NCA-CASI	North Central Association Commission on Accreditation and School Improvement	ncacihe.org
NCA	North Central Association of Colleges and Schools	northcentralassociation.org
NCAN	National College Access Network	collegeaccess.org
NCAT	The National Center for Academic Transformation	thencat.org
NCCC	National Consortium for College Completion	n/a
NCES	National Center for Education Statistics	nces.ed.gov
NCHEMS	National Center for Higher Education Management Systems	nchems.org
NCPPE	National Center for Public Policy and Higher Education	www.highereducation.org
NCPR	National Center for Postsecondary Research	postsecondaryresearch.org
NCSL	National Conference of State Legislatures	nctl.org
NEASC-CIHE	New England Association of Schools and Colleges, Commission on Institutions of Higher Education	neasc.org
NEBHE	New England Board of Higher Education	nebhe.org
NGA	National Governors Association	nga.org
NIH	National Institutes of Health (HHS)	nih.gov
NILOA	National Institute for Learning Outcomes Assessment	learningoutcomeassessment.org
NIMH	National Institute of Mental Health (HHS-NIH)	nimh.nih.gov
NLA/SLA	New Leadership Alliance for Student Learning and Accountability	newleadershipalliance.org
NPEC	National Postsecondary Education Cooperative	nces.ed.gov/npec
NPRM	Notice of Proposed Rule Making	fcc.gov/general/rulemaking-fcc
NPSAS	National Postsecondary Student Aid Survey	nces.ed.gov/surveys/npsas
NRHA	National Rural Health Association	ruralhealthweb.org
NSC	National Student Clearinghouse	studentclearinghouse.org
NSSE	National Survey on Student Engagement	nsse.indiana.edu
NWCCU	Northwest Commission on Colleges and Universities	www.nwccu.org
OCE	Online Course Exchange (WICHE)	wiche.edu/oce
OECD	Organisation for Economic Co-operation and Development	www.oecd.org
OER	Open Educational Resources	wikipedia.org/wiki/open_educational_resources
OLC	Online Learning Consortium	onlinelearningconsortium.org
PARCC	Partnership for the Assessment of Readiness for College and Careers	www.parcconline.com
PISA	Program for International Student Assessment	www.pisa.oecd.org
PESC	Postsecondary Electronic Standards Council	pesc.org
PPIC	Public Policy Institute of California	ppic.org
PSEP	Professional Student Exchange Program	wiche.edu/psep
RMAIR	Rocky Mountain Association for Institutional Research	rmair.org
S-SARA	Southern State Authorization Reciprocity Agreement	sreb.org/page/1740/state_authorization.html
SACSCOC	Southern Association of Colleges and Schools Commission on Colleges	sacscoc.org
SAN	State Authorization Network	wcetsan.wiche.edu
SBAC	Smarter Balanced Assessment Consortium	www.smarterbalanced.org

SCUP	Society for College and University Planning	scup.org
SFARN	Student Financial Aid Research Network	pellinstitute.org/conference_SFARN.html
SHEEO	State Higher Education Executive Officers Association	sheeo.org

SHEEO Offices in the West:

ABOR	Arizona Board of Regents	abor.asu.edu
ACPE	Alaska Commission on Postsecondary Education	state.ak.us/acpe/acpe.html
CCHE	Colorado Commission on Higher Education	highered.colorado.gov/cche.html
CDHE	Colorado Department of Higher Education	highered.colorado.gov
ISBE	Idaho State Board of Education	www.boardofed.idaho.gov
MUS	Montana University System	mus.edu
NDUS	North Dakota University System	ndus.nodak.edu
NMC	Northern Marianas College	marianas.edu
NMHED	New Mexico Higher Education Department	hed.state.nm.us
NSHE	Nevada System of Higher Education	nevada.edu
OEIB	Oregon Higher Education Coordinating Commission	education.oregon.gov
SDBOR	South Dakota Board of Regents	ris.sdbor.edu
USBR	Utah State Board of Regents	utahsbr.edu
WASC	Washington Student Achievement Council	wsac.wa.gov
WCCC	Wyoming Community College Commission	commission.wcc.edu
UAS	University of Alaska System	alaska.edu
UH	University of Hawai'i System	hawaii.edu
UW	University of Wyoming	uwyo.edu

SHEPC	State Higher Education Policy Center	n/a
SHEPD	State Higher Education Policy Database	higheredpolicies.wiche.edu
SLDS	State Longitudinal Data System	nces.ed.gov/programs/slids/
SMHA	State Mental Health Authority	samhsa.gov
SONA	Student Organization of North America	conahec.org/conahec/sona
SPRC	Suicide Prevention Resource Center	sprc.org
SREB	Southern Regional Education Board	sreb.org
SREC	Southern Regional Electronic Campus	electroniccampus.org
SSA	Single State Agency for Substance Abuse	samhsa.gov/sites/default/files/ssadirectory.pdf
SURA	Southeastern Universities Research Association	sura.org
SVA	Student Veterans of America	studentveterans.org
TCUs	Tribal Colleges and Universities	sites.ed.gov/whiaiane/tribes-tcus/tribal-colleges-and-universities
TBD	Transparency by Design	wcet.wiche.edu/advance/transparency-by-design
UCEA	University Professional & Continuing Education Association (formerly NUCEA)	ucea.org
UNCF	United Negro College Fund	uncf.org
UNESCO	United Nations Educational, Scientific, and Cultural Organization	unesco.org
UPCEA	University Professional Continuing Education Association	upcea.edu
VA	U.S. Department of Veterans Affairs	va.gov
VSA	Voluntary System of Accountability	voluntarysystem.org
W-SARA	Western State Authorization Reciprocity Agreement	wiche.edu/sara
WACCAL	Western Alliance of Community College Academic Leaders	wiche.edu/alliance

WAGS	Western Association of Graduate Schools	wagsonline.org
WALF	Western Academic Leadership Forum	wiche.edu/forum
WASC-ACCJC	Western Association of Schools and Colleges, Accrediting Commission for Community and Junior Colleges	accjc.org
WASC-Sr	Western Association of Schools and Colleges, Accrediting Commission for Senior Colleges and Universities	wascsenior.org/wasc
WCET	WICHE Cooperative for Educational Technologies	wcet.wiche.edu
WDQC	Workforce Data Quality Campaign	workforcedqc.org
WDQI	Workforce Data Quality Initiative	doleta.gov/performance/workforcedatagrants09.cfm
WGA	Western Governors' Association	westgov.org
WICHE	Western Interstate Commission for Higher Education	wiche.edu
WIN	Western Institute of Nursing	ohsu.edu/son.win
WIOA	Workforce Innovation Opportunity Act	doleta.gov/wioa
WPSHA	Western Psychiatric State Hospital Association	wpsaha.org
WRGP	Western Regional Graduate Program	wiche.edu/wrgp
WSDSG	Western States Decision Support Group (WICHE BH Data Analysis Group)	wiche.edu/mentalhealth/wsdsg
WUE	Western Undergraduate Exchange	wiche.edu/wue
YI	Young Invincibles	younginvincibles.org



Credit: SeanPavonePhoto

*Thank you for joining us in Denver. We hope you had a productive and worthwhile experience, and we look forward to seeing you at the May 18-19, 2020, meeting in Portland, Ore.*

*– Demi Michelau*