

Agenda Book

WICHE Commission Meeting ■ November 10-11, 2003 ■ Broomfield, Colorado





Higher Education in the West: Past, Present, and Future

An Interactive Conference Celebrating 50 Years of the Western Interstate Commission for Higher Education

November 11, 2003, 1:30 to 5:00 pm, Omni Hotel, Broomfield, Colorado

Welcome

1:30 P.M. Introduction, David Longanecker, Executive Director, WICHE

The West and Higher Education's Past

Keynote Opening Remarks

1:40 P.M. "The Hope for Higher Education in the West," Patricia Limerick, Professor of History and Chair of the Center of the American West, University of Colorado-Boulder, and David Wrobel, Associate Professor of History, University of Nevada-Las Vegas

Presentations




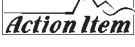

2:05 P.M. "Western College and University Expansion, 1820-1945," Lester Goodchild, Professor of Higher Education and Dean of the Graduate School of Education, University of Massachusetts Boston

2:10 P.M. Higher Education Developments Since World War II: A Regional Approach

"California," Patrick Callan, President, National Center for Public Policy and Higher Education

Insert Symposium program into binder pocket (color printout)

Monday, November 10, 2003

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Pine	
8.30- 9.30 am [Tab 1]	
Centennial	
9.45 - 10.00 am	
9.30-9.45 am [Tab 2]	
Centennial	
10.00 am-12.00 noon [Tab 3]	
Centennial	
12.15-1.45 am [Tab 4]	
Centennial	
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Report of the Executive Director	2-__
Policy Discussion: Economic/Workforce Development and Higher Education in the West	
<i>Speaker:</i> Anthony P. Carnevale, vice president, Assessment, Education, and Careers, Educational Testing Service	3-__
WICHE's 50th Anniversary Lunch	
WICHE at 50 in Colorado: Celebrating the Past, Looking Toward the Future	
<i>Introductions:</i> Tim Foster, Executive Director, Colorado Commission on Higher Education	
<i>Welcome:</i> Ray Baker (option; also see dinner), Chair, Colorado Commission on Higher Education	
<i>Speaker:</i> James H. Shore, Chancellor, University of Colorado Health Sciences Center Sciences Center	4-__

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1.45–3.15 pm [Tab 5]

Centennial

Policy Discussion: Returns on Investment in Higher Education

5-__

Speaker: Dennis Jones, president, National Center for Higher Education Management Systems (NCHEMS)

3.15–5.00 pm [Tab 6]

Centennial

What's Up in the WICHE West? And What's WICHE Been Up To Lately?

Speaker: David A. Longanecker, executive director, WICHE

6-__

4.30 –6.30 pm

Break

6.30 –8.30 pm [Tab 7]

Interlocken C

WICHE's 50th Anniversary Reception and Dinner

Introductions: Chuck Ruch, WICHE Chair

Welcome: Ray Baker (option; also see lunch), Chair, Colorado Commission on Higher Education

Speaker: David Ward, president, American Council on Education

"Access, Affordability, and Accountability: Capacity, Demand and the Future of Higher Education"

7-__

Tuesday, November 11, 2003

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8.00 –9.30 am [Tab 8]

Centennial

**Policy Discussion: Enhancing Readiness for College –
New State-level K-12 and Higher Education Collaborative
Approaches**

Panelists: David S. Spence, Executive Vice Chancellor,
The California State University System; Robert "Tad" Perry,
Executive Director, South Dakota Board of Regents;
Jane Nichols, Chancellor, University and Community
College System of Nevada

Moderator: Cheryl Blanco, director, Policy Analysis and
Research, WICHE

8-
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9.30 –10.00 am

Break (check out)

10.00 -11.00 am [Tab 9]

Centennial

Programs and Services Committee

Action item

9-
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10.00 -11.00 am [Tab 10]

Spruce

Issue Analysis and Research Committee

Approval of minutes of May 20, 2003 meeting

10-
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Information Item: State and Institutional Policies Related
to Accelerated Learning Programs.

10-
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Discussion Item: Benchmarks Document

10-
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11.00 -11.15 am

Break

11.15 -1.30 am [Tab 11]

Centennial

Committee of the Whole

Business session and working lunch

Information Item: General Fund Budget FY 2004-2005

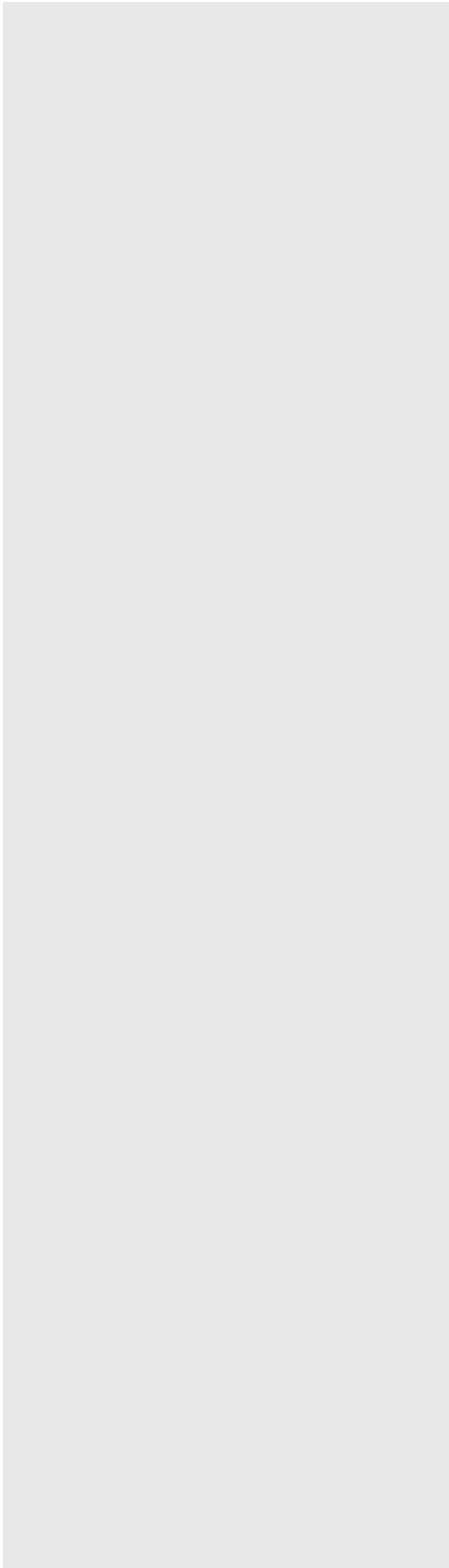
11-
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1.30 -5.00 pm

Centennial

Optional Opportunity: **Higher Education in the West:
Past, Present, and Future, An Interactive Conference
Celebrating 50 Years of the Western Interstate
Commission for Higher Education**

Insert



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1 Monday 8:00–9:30 A.M.

Executive Committee (Closed)

Monday, November 10, 8.00–8.30 A.M.

Pine

Executive Committee (Open)

Monday, November 10, 8.30–9.30 A.M.

Centennial



Photo courtesy of Boulder Convention & Visitors Bureau

Monday, November 10, 2003

Page No.

8.00 - 8.30 am

Pine

Executive Committee (Closed)

Executive Committee Members:

Chuck Ruch (ID), chair

Don Carlson (WA), vice chair

Tad Perry (SD), immediate past chair

Diane Barrans (AK)

Linda Blessing (AZ)

Robert Moore (CA)

Bill Kuepper (CO)

Clyde Kodani (HI)

Gary Stivers (ID)

Frank Kerins (MT)

Jane Nichols (NV)

Everett Frost (NM)

David Nething (ND)

Diane Vines (OR)

Bob Burns (SD)

E. George Mantes (UT)

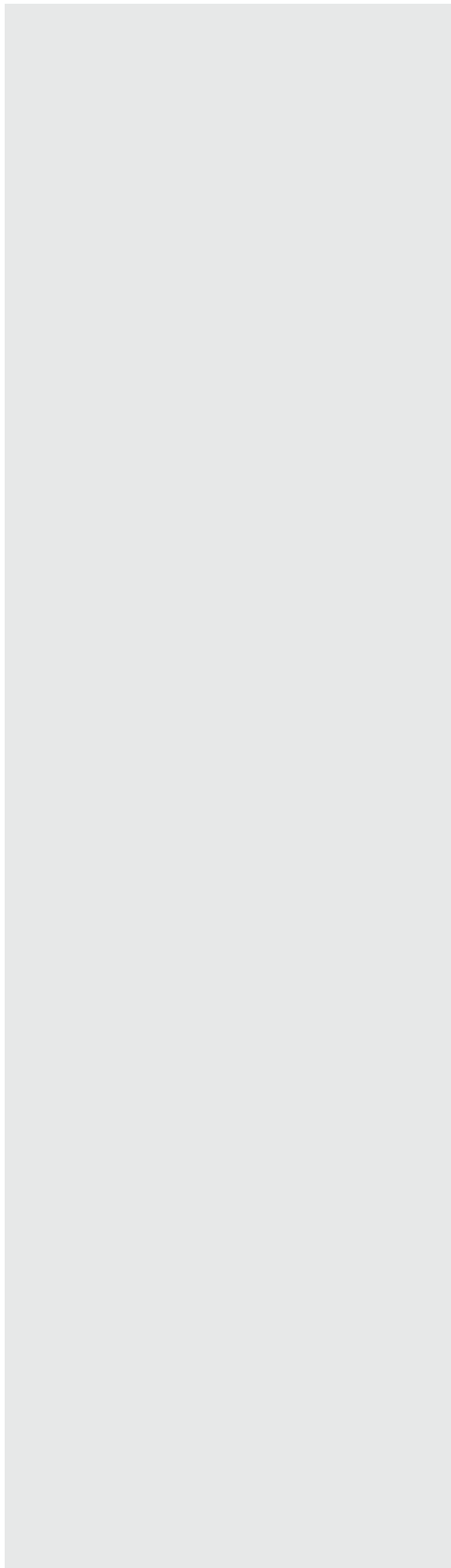
Marc Gaspard (WA)

Phil Dubois (WY)

Agenda

David Longanecker's list of trips

1-



David Longanecker's List of Trips

list of trips

Monday, November 10, 2003

Page No.

8.30 - 9.30 am [Tab 1]

Centennial

Executive Committee (Open)

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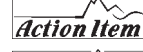
E. George Mantes (UT)

Marc Gaspard (WA)

Phil Dubois (WY)

Agenda

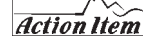
Executive Committee Minutes, May 19, 2003 1-



Executive Committee Minutes, July __, 2003 1-

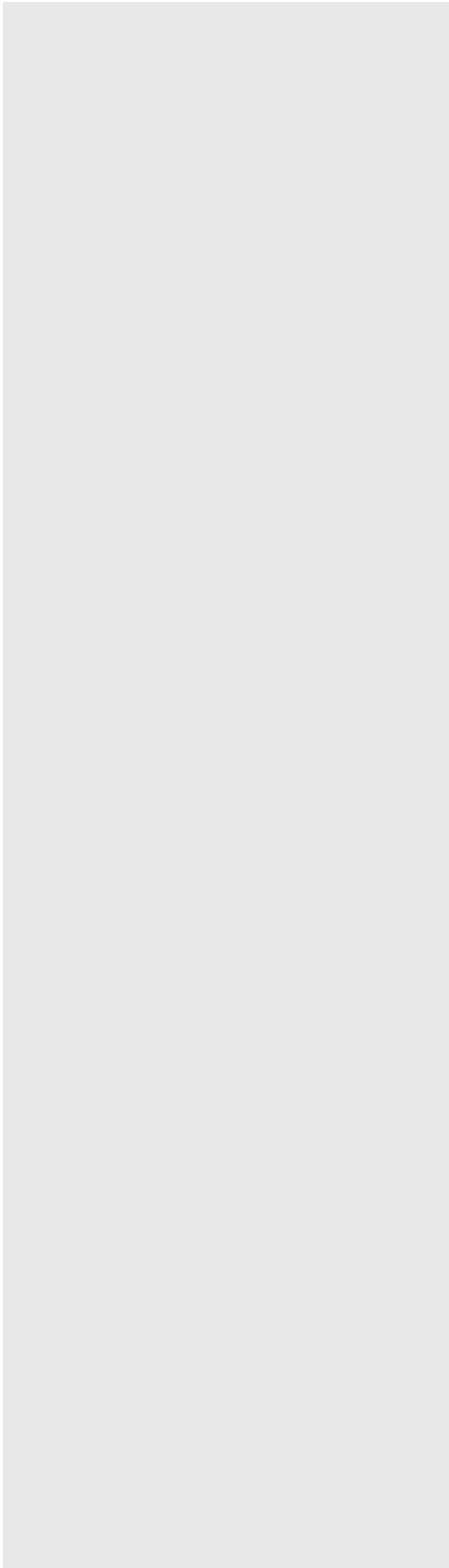


Executive Committee Minutes, August __, 2003 1-



Audit Report, 2003 1-

Mental Health Update 1-



Executive Committee

Meeting Minutes

May 19, 2003 – Salt Lake City, Utah

Committee members present

Chuck Ruch (ID), Chair
Don Carlson (WA), Vice Chair
Tad Perry (SD), Immediate Past Chair
Diane Barrans (AK)
Linda Blessing (AZ)
Francisco Hernandez for
Bob Moore (CA)
Bill Kuepper (CO)
Clyde Kodani (HI)
Frank Kerins (MT)
Carl Shaff for Jane Nichols (NV)
Everett Frost (NM)
David Nething (ND)
Diane Vines (OR)
Bob Burns (SD)
Cecelia Foxley for
George Mantes (UT)
Marc Gaspard (WA)
Phil Dubois (WY)

Committee members unable to attend

Gary Stivers (ID)

Other commissioners present

Larry Gudis (AZ)
John Haeger (AZ)
Doris Ching (HI)
Carrol Krause (MT)
Cindy Younkin (MT)
Dede Feldman (NM)
Patricia Sullivan (NM)
Larry Isaak (ND)
Richard Kunkel (ND)
Ryan Deckert (OR)
James Hansen (SD)
David Gladwell (UT)
Debora Merle (WA)
John Barrasso (WY)
Klaus Hanson (WY)

Guests Present

Frank Besnette, Former
Commissioner and Consultant
for WICHE's Evaluation
Vicki Falsgraf, WICHE Certifying
Officer for Oregon

Linda Fife, WICHE Certifying
Officer for Utah
David Iha, WICHE Certifying
Office Coordinator for Hawaii
Linda Langanm WICHE Certifying
Officer for Washington
Paul Lingenfelder, SHEEO

Staff present

David Longanecker, Executive
Director
Marla Williams, Assistant to Exec.
Director
Cheryl Blanco
Caroline Hilk
Sandy Jackson
Deorah Jang
Chuck Mcgee
Jere Mock
Dennis Mohatt
Marv Myers
Russell Poulin

Chair Ruch called the meeting of the Executive Committee to order.

Action Item: Approval of the Executive Committee Minutes

COMMISSIONERS PERRY/BARRANS (M/S) APPROVAL OF THE EXECUTIVE COMMITTEE MEETING MINUTES OF THE NOVEMBER 11, 2002, MEETING, AND THE CONFERENCE CALL MINUTES OF JANUARY 17, 2003, FEBRUARY 25, 2003, AND OF APRIL 9, 2003. The motion passed unanimously.

Action Item: Fiscal Year 2004 Salary and Benefits

David Longanecker said the action requested contains no salary increase or benefit enhancements for FY 2004. The item requests funding to provide existing staff benefits. He said there is a cost increase associated with providing existing benefits because health insurance costs have increased for both WICHE and the staff's share. He said the cost of providing existing benefits is included in the FY 2004 budget item that will be addressed in the next agenda item.

Marv Myers said many of the states have had financial difficulties and for WICHE this has meant not proposing any salary increases. He said the results of WICHE's annual survey of state institutions in the

WICHE region is included in the commissioner's packets. He said the cost of providing existing benefits, primarily health insurance, is \$33,739.

Vice Chair Carlson reported that the WICHE Executive Committee met in closed session earlier this morning. He said it had an extensive discussion related to compensation and other items. He said there was consensus that the extraordinary success and positive results of the evaluation of WICHE are due to the brilliant, tenacious leadership of the executive director and an excellent focus of senior staff. He said the committee is also aware of the fiscal dilemmas that are facing WICHE and the states whose dues WICHE depends upon. It was the consensus of the executive committee that the chair appoint a subcommittee to examine the potential of deferred compensation for the executive director and senior staff. He said this subcommittee would make recommendations to the executive committee. The executive committee also wanted it noted that while it seriously discussed the potential of compensation for the executive director, the executive director requested that he receive no compensation unless the entire staff could be considered in a like manner. The committee felt that his response was complimentary of David and of the staff that support him.

Commissioner Dubois asked about the percentage increase for health insurance and the other options explored by staff around health insurance. Myers said staff have done extensive work in this arena over the past several years. He said each year WICHE has changed health insurance carriers after exploring all options with WICHE's insurance broker. He said this has caused some stress and concern for the staff each time a change has been made. He said this year, after exploring all options, it was determined it was best to stay with the existing health insurance carrier at a 36 percent increase in premiums. He said WICHE's portion and the staff's portion of this increase will be 36 percent. He said other insurance companies had been explored with various adjustments in coverage. He said over the past several years, WICHE has made changes in coverage to increase the deductibles and copays paid by staff.

Longanecker said it is going to be very difficult for organizations such as WICHE if somehow things don't come into more balance over time. What has been happening to health insurance premiums is exceptional and small organizations are being hit particularly hard. It is a very difficult time. If WICHE were to move the next level down in terms of health insurance coverage, WICHE would be into the HMO-coverage-only level. He said staff have enjoyed physician choice, but it may not be possible to sustain that level of coverage in the future.

COMMISSIONERS SHAFF/FOXLEY (M/S) APPROVAL OF THE COST INCREASE TO PROVIDE EXISTING BENEFITS TO STAFF FOR FY 2004 AS SPECIFIED IN THE GENERAL FUND BUDGET ACTION ITEM. The motion passed unanimously.

Action Item: Fiscal Year 2004 Budget and Review of FY 2003 Budget

Marv Myers reported on income for both FY 2003 and FY 2004. In FY 2003, member dues have been received from all of the states except for California, which paid approximately one half of the dues (owing \$51,000). Indications from California are that it will be the same situation next year. This has been reflected in the budget for FY 2004. He said interest income is higher than projected because the base was higher than projected. Indirect cost recovery income is down from projections due to existing project activity being slower than anticipated. He said WICHE will experience a significant decline in externally funded program and project activities and this is reflected in the indirect cost income projected for FY

2004. He said that overall, WICHE's income projected for both FY 2003 and FY 2004 is almost identical, with \$1,945,000 this year and \$1,905,000 next year. He reminded the executive committee that they rescinded a dues increase, keeping the dues flat at \$103,000 per state for FY 2004 and increasing by \$2,000 or to \$105,000 per state in FY 2005.

Myers reported on expenditures for both FY 2003 and FY 2004. He said expenditures have been less than projected primarily because of staff reductions that have occurred throughout the organization. Staff reductions have been necessary because of losses in revenue. It is projected that WICHE's expenses will be \$147,000 under budget, leaving a \$65,000 surplus in FY 2003. In FY 2004, a break-even budget was achieved by cutting staff.

Myers reported on the reserves. He said the commission has a mandated minimum reserve of 12 percent of the operating budget. He said the amount above the minimum is available for designation, and lines 28-34 of the budget show items previously designated by the commission from the reserves. He said at the current reserves have been designated for activities related to WICHE's 50th anniversary celebrations in the states. He said at the end of FY 2003, the proposed budget leaves reserves available for designation at \$118,637.

Commissioner Dubois asked about the California dues situation. Longanecker said WICHE's dues are contained in one line item of the California state budget along with 12 other regional and national organizations, and this line item has been cut by 50 percent. All of these organizations' dues have been cut by 50 percent, along with WICHE's dues. He said since WICHE's dues are equally apportioned among the 15 states, WICHE is not realizing 1/30th of its dues income when California pays one-half of its dues. He said the impact for other organizations, whose dues are apportioned by population, can be as high as 50 percent cut from their total dues revenue. He reported that last month, during a California legislative reception, two very powerful legislators who are on WICHE's Legislative Advisory Committee apologized publicly for not paying all of WICHE's dues and promised to restore the dues in full as they are able to restore them. California will also be affected by the newly approved policy for states in arrears in paying WICHE dues. This means that meetings will no longer be scheduled in California, travel expenses for WICHE commissioners and others from California will no longer be reimbursable, and interest will be attached to the outstanding balance. Under the new policy if the dues arrearage were to continue through to year five, all services to the state would be terminated, including the Student Exchange Programs. Commissioner Hernandez reported that he and the other California commissioners will be working on getting the balance of the dues paid to WICHE. Longanecker also reported that former New Mexico WICHE Commissioner Bruce Hamlett is a new staff member for the California Appropriations Committee and that he will be sensitive to getting the WICHE dues paid in full.

Commissioner Kerins asked how the other organizations affected by the dues cut are handling the situation and if there was any value in working with the other organizations in a coordinated effort to restore the dues funding at the full amount. Longanecker said the Council of State Governments-West's offices are located in Sacramento, and its executive director, Kent Briggs, has taken the lead for all of these organizations, working closely with the California legislature. Bill Pound, the executive director of the National Council of State Legislatures, has also been actively involved in this effort. Longanecker said the primary members of these two organizations are legislators, the very same legislators who are making decisions about payment of the dues.

Commissioner Frost asked if the loss of indirect cost income was due to fewer grants and contracts or due to a change in the rate for this income. Longanecker said it is due to a smaller number of grants.

COMMISSIONER FOXLEY/BARRANS (M/S) APPROVAL OF THE FY 2004 BUDGET AS PRESENTED IN THE AGENDA BOOK, P. 1-41. The motion passed unanimously.

Information Item: WICHE State Dues History

Chair Ruch reported that the WICHE Executive Committee had delayed for one year the originally proposed dues increase in deference to demanding economic situations across the WICHE states. He said the plan is to implement the dues increase one year out.

Information Item: Mental Health Program

Dennis Mohatt reported that it has been a bad year for mental health funding in the states. The Mental Health Oversight Council meeting will be held tomorrow, and eight of the state directors in the WICHE states have travel restrictions so tight that they can't travel even if WICHE pays for their travel. Mohatt noted that the Mental Health Program's report to the commission is contained in the agenda book (pp. 1-47 to 1-50). He reported that he has had to cut a position out of the Mental Health Program and will instead purchase support services from WICHE. He said sharing a staff position with WICHE will also help WICHE to maintain its infrastructure.

Mohatt highlighted the Mental Health Program's accomplishments that are reported more fully in the agenda book. He reported on several projects in South Dakota and on his work in rural mental health issues for the President's new Freedom Commission on Mental Health. He reported on a policy roundtable meeting Oregon and the program's needs assessment work in Wyoming, Oregon, and Utah.

He said the findings of the President's Commission show that every single rural county in the West has shortages of mental health professionals, and this has been the case for 40 years. Strategies employed in the past have failed. He said a process to examine mental health workforce issues will begin with a meeting in Nevada to examine fresh strategies around behavioral health. He said the program has been invited to write a book on rural mental health surveys over the last decade for the Federal Office of Rural Health Policy.

Discussion Item: May 2003 Meeting Schedule

David Longanecker reviewed the schedule for the next two days. He emphasized the importance of commissioners attendance at the committee meetings and their active involvement in the development of the workplan.

The meeting adjourned.

July minutes

August minutes

ACTION ITEM

Auditors Report for the Fiscal Year 2003

A copy of the auditors report for the year ended June 30, 2003, and a letter from the auditors regarding internal control are being sent to each commissioner along with the agenda materials for this meeting. The Denver branch of the national CPA firm Clifton Gunderson, LLP performed the audit for the first time. For many previous years, WICHE used another local CPA firm, but changed to Clifton Gunderson after going out for bids last autumn.

The financial statement formats comply with the *Government Auditing Standards* issued by the Comptroller General of the United States.

Cover Letter from Auditors

The auditors commented that the limited number of office personnel prevents segregation of duties necessary to assure maximum internal control. As the auditors note, this situation is not uncommon for organizations of WICHE's size, and management involvement in certain areas reduces the organization's exposure to major error. This note has been made annually.

For example, operating units receive a monthly detail of income and expenditures on accounts for the unit, which has budget responsibility. By monitoring these on a regular basis, unit staff can check for proper recording of cash receipts and disbursements. Also, funds received on federal awards and interest are direct deposited to WICHE's bank or money market accounts by the payor. Thus, no cash comes into the WICHE office for these items.

Independent Auditor' Report (p. 1)

In the regular audit, which is performed annually, the auditors test whether the financial statements prepared by WICHE accurately portray our true financial position. The auditors report that these financial statements present fairly, in all material respects, the financial position of WICHE as of June 30, 2003, and are in conformity with U.S. generally accepted accounting principals.

Statement of Financial Position (p. 3)

This statement is a summary of the financial position of WICHE as of June 30, 2003.

The lower section titled "Net Assets" is similar to net worth for profit-making companies; "Undesignated Net Assets" consist of the General Fund carryover of \$501,093, plus balances in the revolving funds for Printing, Information Technology, and Telephone Services of \$59,714, the Facilities Expense Fund of \$19,605, and the Furniture and Equipment Fund of \$185,232, primarily the book value of WICHE-owned furniture and equipment.

"Net Assets Designated for the Future Program Activity" primarily reflect the balance in the Professional Student Exchange Program (PSEP).

"Board Designated for Contingencies" is the \$243,258 minimum reserve, based upon 12 percent of budgeted expenditures, as approved by the commission in May of 2000.

Statement of Activities (p. 4)

This statement reports revenue by source and expenditures divided between program services and supporting services. Expense totals for program services and supporting services are presented and tie to the bottom line in the "Statement of Functional Expenses" (pp. 5 and 6). At the bottom of the page, the "Net Assets at the End of the Year" ties to the next to the last line of the previous page.

Statement of Functional Expenses (pp. 5 and 6)

This statement reports program areas by groupings of expenditure categories. The lower portion reports pass through expenditures for the Student Exchange support fees, the internal charge-back allocations, and the indirect cost allocations.

Statement of Cash Flows (page 7)

This statement provides an analysis of the changes during the year in cash and "cash equivalents." On June 30, 2003, cash and cash equivalents included funds in checking, interest bearing savings, and the money market account.

Auditor's Report on Compliance and Internal Control in the Regular Audit (p. 16)

In the regular audit, the auditor's noted no matters involving the internal control over financial reporting and our operation that they considered to be material weaknesses. An opinion on internal control is expressed by the auditors in a separate letter (summarized above) regarding instances that they determined are not material. When the level of federal expenditures reaches the \$300,000 threshold, an additional audit (summarized below) is needed to test compliance with federal programs. The results of the auditor's tests disclosed no instances of noncompliance that are required to be reported under government auditing standards.

Auditor's Report on Compliance in the required A-133 Federal Audit (p. 18)

In addition to the regular audit, an audit of federal awards was conducted as required by the Office of Management and Budget Circular A-133, "Audits of Institutions of Higher Education and Other Non Profit Organizations." This audit tests whether WICHE is in compliance with the requirements of the major federal programs. The auditors report that WICHE was found to be in compliance in all material respects with the requirements of each of its' major federal programs.

Action Requested

Approval of the Auditors Report for Fiscal Year 2003.

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Committee of the Whole Call to Order / Introductions

Monday, November 10, 9.30–9.45 A.M.

Centennial

2 Monday 9.30–9.45 A.M.



Photo courtesy of Boulder Convention & Visitors Bureau

Monday, November 10, 2003

Page No.

9.30 - 9.45 am
Centennial

Committee of the Whole

Call to Order: Chuck Ruch, chair

Welcome

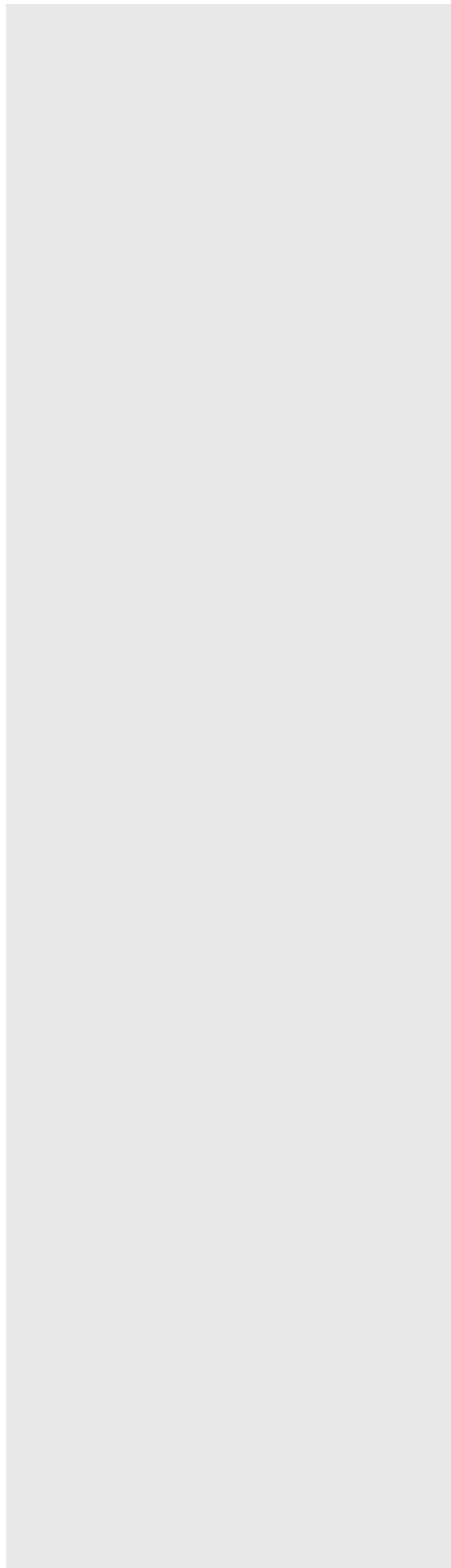
Introduction of New Commissioners and Guests 2-



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Report of the Chair [?]

Report of the Executive Director [?]



Annie

New Commissioners

Marshall Lind

Sheila Stearns

ACTION ITEM
WICHE Commission Committee of the Whole Minutes
May 19-20, 2003
Salt Lake City, Utah

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Action Item: FY 2004 Budget	2-
Action Item: WICHE Evaluation Report	2-
Report: Programs and Services Committee	2-
Report: Issue Analysis and Research Committee	2-
Action Item: FY 2004 Workplan	2-
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Note: Committee minutes are contained elsewhere in this agenda book.	

Participants

Commissioners

ALASKA

Diane M. Barrans
Executive Director
Alaska Commission on
Postsecondary Education
Juneau

ARIZONA

Linda Blessing
Executive Director
Arizona Board of Regents
Phoenix
Guest: Bruce Hensley

Lawrence M. Gudis
Senior Regional Vice President
University of Phoenix
Phoenix

John Haeger
President
Northern Arizona University
Flagstaff

CALIFORNIA

Francisco J. Hernandez
Vice Chancellor
University of California, Santa Cruz
Santa Cruz

COLORADO

William G. Kuepper, III
Senior Policy Analyst
Colorado Commission on Higher Education
Denver
Guest: Janet Kuepper

HAWAII

Doris Ching
Vice President for Student Affairs
University of Hawaii
Honolulu

Clyde T. Kodani
President
Kodani & Associates, Inc.
Lihue
Guest: Helena Kodani

IDAHO

Charles Ruch, WICHE Chair
President
Boise State University
Boise
Guest: Sally Ruch

MONTANA

Carrol Krause
Interim Commissioner of Higher Education
Montana University System
Helena

Francis J. Kerins
Former President
Carroll College
Helena

Cindy Younkin
State Representative
Bozeman

NEVADA

Carl Shaff
Educational Consultant
Nevada State Department of Education
Reno
Guest: Annette Pressey

NEWMEXICO

Dede Feldman
State Senator
Albuquerque

Everett Frost
Professor/President Emeritus
Eastern New Mexico University
Portales
Guest: Janet Frost

Patricia Sullivan
Assistant Director
Waste-Management Education and Research
Consortium (WERC)
New Mexico State University,
Las Cruces

NORTH DAKOTA

Larry Isaak
Chancellor
North Dakota University System
Bismarck

Richard Kunkel
Member
State Board of Higher Education
Devils Lake

David E. Nething
State Senator
Jamestown

OREGON

Ryan P. Deckert
State Senator
Portland

Diane Vines
Vice Chancellor for External Relations and Economic
Development
Office of the Chancellor
Oregon University System
Portland

SOUTH DAKOTA

Robert Burns
Distinguished Professor
Political Science Department
South Dakota State University
Brookings

James O. Hansen
Member
South Dakota Board of Regents
Pierre

Robert T. (Tad) Perry, immediate past chair
Executive Director
South Dakota Board of Regents
Pierre
Guest: Carolyn Perry

UTAH

Cecelia H. Foxley
Commissioner of Higher Education
Utah System of Higher Education
Salt Lake City

David L. Gladwell
State Senator
North Ogden
Guest: Ruth Ann Gladwell

E. George Mantes
Regent
State Board of Regents
Salt Lake City
Guest: Mary Ann Mantes

WASHINGTON

Don Carlson, WICHE Vice Chair
State Senator
Vancouver

WASHINGTON, continued

Marcus S. Gaspard
Executive Director
Washington State Higher Education Coordinating Board
Olympia

Debora Merle
Policy Advisory for Higher Education
Governor Locke's Office
Olympia

WYOMING

John Barrasso, M.D.
Casper

Philip L. Dubois
President
University of Wyoming
Laramie

Klaus Hanson
Professor of German and Chair, Department of Modern
and Classical Languages
University of Wyoming
Laramie

GUESTS

The Honorable Ron Allen
State Senator
Higher Education Appropriations Subcommittee
Salt Lake City, UT
Guest: Ann Allen

Pamela J. Atkinson
Vice-Chair
State Board of Regents
Salt Lake City, UT

Randall Bachman
Director
Division of Mental Health Services
Utah Department of Human Services
Salt Lake City, UT

Linnea S. Barney
Member
State Board of Regents
Orem, UT
Guest: Ralph Barney

GUESTS, continued

Steven D. Bennion
President
Southern Utah University
Cedar City, UT
Guest: Marjorie Bennion

Michael T. Benson
President
Snow College
Ephraim, UT
Guest: Celia Benson

Frank Besnette
Former WICHE Commissioner from Arizona
WICHE Consultant for the Evaluation Committee
Sedona, AZ

Karl Brimner
Director
Division of Mental Health Services
Department of Social and Health Services
Olympia, WA

David L. Buhler
Associate Commissioner for Public Affairs
Utah System of Higher Education
Salt Lake City, UT
Guest: Lori Buhler

Don Carpenter
Executive Assistant to the Commissioner
Utah System of Higher Education
Salt Lake City, UT
Guest: Pat Carpenter

Jannette Cheong
Head of International Collaboration and Development
Higher Education Funding Council of England (HEFCE)
Bristol, England

Joyce Cottrell
Executive Secretary to the Commissioner and State
Board of Regents
Utah System of Higher Education
Salt Lake City, UT

The Honorable Brad Dee
State Representative
Higher Education Appropriations Subcommittee
Ogden, UT
Guest: Marsha Dee

Jack Dillenberg
Dean
School of Dentistry and Oral Health
Arizona School of Health Sciences
Mesa, AZ

Khay Douangdara
Student Regent
State Board of Regents
Sandy, UT
Guest: Cheryl Hone

Jennifer Fahey
Adult Services Program Specialist
Division of Mental Health
Department of Human Services
Pierre, SD

Vicki Falsgraf
WICHE Certifying Officer for Oregon
Oregon University System
Eugene, OR

Linda Fife
WICHE Certifying Officer for Utah
Utah System of Higher Education
Salt Lake City, UT

Greg Fitch
Former WICHE Commissioner from Idaho
President
Utah College of Applied Technology
Salt Lake City, UT

Lee Fritschler
Vice President and Director
Center for Public Policy Education
The Brookings Institute
Washington, DC

Arthur Hauptman
Consultant
Arlington, VA

Lyle Hillyard
State Senator and
Former WICHE Commissioner
North Logan, UT
Guest: Alice Hillyard

Mike Hipkins
Acting Director of the Higher Education Strategy and
Implementation Group
Department for Education and Skills (DfES)
London, England

David Iha
Secretary to the Board of Regents
WICHE Certifying Office Coordinator
Honolulu, Hawaii

David Imig
President and CEO
American Association of Colleges for Teacher
Education (AACTE)
Washington, DC

The Honorable Bradley Johnson
State Representative
Cochair, Higher Education Appropriations
Subcommittee
Aurora, UT
Guest: Gayle Johnson

Nolan E. Karras
Chair
Utah State Board of Regents
Roy, UT
Guest: Lynda Karras

Wm. Rolfe Kerr
Former WICHE Commissioner
Provo, UT
Guest: Janeil Kerr

Linda Langan
WICHE Certifying Officer for Washington
Olympia, WA
Guest: Terry Langan

The Honorable Susan Lawrence
State Representative
Higher Education Appropriations Subcommittee
Salt Lake City, UT
Guest: Gary Lawrence

Geoff Layer
Dean of the School of Lifelong Learning Education and
Development
University of Bradford
Bradford, West Yorkshire, England

The Honorable Michael O. Leavitt
Governor
State of Utah
Salt Lake City, UT
Guest: Jacalyn Leavitt

Paul Lingenfelter
President
State Higher Education Executive Officers (SHEEO)
Denver, CO

F. Ann Millner
President
Weber State University
Ogden, UT

Judd D. Morgan
Interim President
Salt Lake Community College
Salt Lake City, UT
Guest: Pauline Morgan

Sir Howard Newby
Chief Executive
Higher Education Funding Council of England (HEFCE)
Bristol, England

John Rushforth
Director of Widening Participation
Higher Education Funding Council of England (HEFCE)
Bristol, England

Nancy Speck
UTMB Regional Consultant
Stephen F. Austin State University
Nacogdoches, TX

Mark Spencer
Associate Commissioner
Finance and Facilities
Utah System of Higher Education
Salt Lake City, UT
Guest: Beverly Spencer

Mary Stuart
Pro-Vice Chancellor
University of Sussex
Higher Education Funding Council of England (HEFCE)
Brighton, England

Karl Swan
Former WICHE Commissioner
Tooele, UT

Maria Sweeten
Member
State Board of Regents
Salt Lake City, UT
Guest: Steve Asbury

Ryan L. Thomas
President
College of Eastern Utah
Price, UT
Guest: Ann Thomas

GUESTS, continued

The Honorable Randolph Townsend
State Senator
Reno, NV

Dorothy Watkiss
Former WICHE Commissioner from Utah
Salt Lake City, UT

Sheila Watt
Head of Widening Participation
Higher Education Funding Council of England (HEFCE)
Bristol, England

Deanna D. Winn
Associate Commissioner for Academic Affairs
Utah System of Higher Education
Salt Lake City, UT

Dale Zabriskie
Former WICHE Commissioner from Utah
Salt Lake City, UT
Guest: Miriam Zabriskie

STAFF

Cheryl Blanco
Director
Policy Analysis and Research

Caroline Hilk
Administrative Assistant
Policy Analysis and Research

Sandy Jackson
Program Coordinator
Student Exchange Programs
Programs and Services/Communications

Deborah Jang
Web Design Manager
Programs and Services/Communications

David Longanecker
Executive Director

Chuck McGee
Project Director
Mental Health

Jere Mock
Director
Programs and Services/Communications
Guest: Bruce Mock

Dennis Mohatt
Program Director
Mental Health

Marv Myers
Director
Administrative Services

Russell Poulin
Associate Director
WCET

Marla Williams
Assistant to the Executive Director

Committee of the Whole

Approval of the November 2002 Meeting Minutes

COMMISSIONERS FROST/CARLSON (M/S) APPROVAL OF THE MINUTES OF THE NOVEMBER 11-12, 2002 COMMISSION MEETING. The motion passed unanimously.

Report of the Chair Chuck Ruch, WICHE Chair

The majority of our conversation during this meeting is designed to give commissioners time to craft the continuing agenda of the organization. You will have ample time for input and discussion of the proposed workplan and the report of the evaluation of the organization. Your thoughts, comments, and suggestions are important and welcome. The officers have tried to focus this meeting to be productive and to gain the benefit of your participation in the organization's future agenda.

Report of the Executive Director

David A. Longanecker, WICHE Executive Director

Budget and finance are a compelling concern and issue for everyone around the table and it will demand a considerable amount of thought and energy over the next few years. As we work on issues around budget and finance, we cannot afford to forget other very important issues that face us, such as: access, quality, integrity, and innovation in higher education, issues around developing the workforce for the West's future and accountability. These issues are included in the workplan, and you have the opportunity to think about how WICHE can contribute to these issues. It is important not to be so captured by current issues of budget and finance that we lose sight of these other issues that will help to shape the future of the West and the future of Western higher education.

The Committee of the Whole adjourned until Tuesday, May 20, 2003, at 10:15 a.m.

Committee of the Whole Reconvenes

Chair Ruch reconvened the Committee of the Whole at 10:15 a.m. on Tuesday, May 20, 2003.

Report of the Executive Committee

Vice Chair Carlson reported that the Executive Committee approved meeting minutes of Nov. 11, 2002, Jan. 17, 2003, Feb. 25, 2003, and April 9, 2003.

Closed Meeting—Executive Committee

The WICHE Executive Committee, during its closed meeting on May 9, 2003, dealt with items related to the evaluation of the executive director. It met with Frank Besnette, the evaluation consultant, and the three members of the committee charged with the evaluation of WICHE and its leadership. It also discussed several ongoing, key issues: 1) the future of the traditional Student Exchange Program, the Professional Student Exchange Program (PSEP) and its evolutionary processes; 2) the future of WICHE as it deals with its dependency on grants and contracts from various sources and its ability to retain staff during the ebb of those funds; 3) the WCET program; and 4) the Mental Health Program.

The committee also discussed the executive director's performance and objectives for the coming year. After the executive director was asked to leave the room, the committee discussed the consideration of deferred compensation for the executive director and the senior staff. This was considered in order to recognize the extraordinary amount of effort made by the executive director and his staff. The committee recommended that the chair appoint a special committee to look at deferred compensation further and make a recommendation to the executive committee in November.

Open Meeting – Executive Committee

Salary and Benefits for FY 2004

Chair Ruch reported that the recommendation for salary and benefits for FY 2004 located on p. 1-39 of the agenda book was recommended for approval by the executive committee and he called for a motion. COMMISSIONERS VINES/BARRANS (M/S) APPROVAL OF A COST INCREASE TO PROVIDE EXISTING BENEFITS TO STAFF FOR FY 2004 AS SPECIFIED IN THE GENERAL FUND BUDGET ACTION ITEM. The motion passed unanimously.

General Fund Budget for FY 2004

Chair Ruch reported that the recommendation for the FY 2004 budget located on p. 1-40 of the agenda book was approved by the executive committee and he called for a motion. COMMISSIONERS SHAFF/CARLSON (M/S) APPROVAL OF THE FY 2004 GENERAL FUND BUDGET AS SUMMARIZED ON P. 1-41 OF THE AGENDA BOOK. The motion passed unanimously.

Evaluation Report

Chair Ruch reported that the executive committee recommended approval of the evaluation report located on p. 1-3 of the agenda book and he called for a motion. COMMISSIONERS FOXLEY/KUEPPER (M/S) APPROVAL OF THE CONSULTANT'S REPORT ON THE EVALUATION OF WICHE AND ITS LEADERSHIP. The motion passed unanimously.

Vice Chair Carlson said he'd like to pursue an idea that surfaced in the executive committee meeting about examining the role and responsibilities of the WICHE Commission and its officers. He said he'd like to this item to be discussed at a future meeting of the executive committee. Chair Ruch said this item will be placed on the committee's future agenda.

Commissioner Barrans said she'd like the record to reflect the commission's expression of general approval and appreciation that the members of the executive committee feel toward the executive director and the staff. She said their work is excellent and getting better every year. Several commissioners expressed their agreement and Chair Ruch said the minutes will reflect this.

Report of the Issue Analysis and Research Committee

Cece Foxley, Committee Chair

Action Item: Western Consortium for Accelerated Learning Opportunities (WALCO)–Phase 2

Committee Chair Foxley reported that the committee discussed the project "Western Consortium for Accelerated Learning Opportunities (WALCO)." This project aims to increase the number of students who participate and succeed in accelerated-learning environments and especially in Advanced Placement programs. For the past three years, the project has been funded through the Department of Education. This project has been viewed as quite successful from the evaluative reports, and continued project funding will be sought, with commission approval.

COMMISSIONER FOXLEY, ON BEHALF OF THE ISSUE ANALYSIS AND RESEARCH COMMITTEE MOVED APPROVAL TO SEEK, RECEIVE, AND EXPEND FUNDS FROM THE U.S. DEPARTMENT OF EDUCATION'S ADVANCED PLACEMENT INCENTIVE PROGRAM TO SUPPORT CONTINUATION OF THE WESTERN CONSORTIUM FOR ACCELERATED LEARNING OPPORTUNITIES. The motion passed unanimously.

Withdrawn Action Item: Development of Costing Tools for Distance

Education and ICTs for Teacher Education and Support in Sub-Saharan Africa

Foxley reported that Russ Poulin attended the meeting for Sally Johnstone and reported on the project "Development of Costing Tools for Distance Education and ICTs for Teacher Education and Support in Sub-Saharan Africa," on p. 9-13 of the agenda book. This action item has been withdrawn from consideration by the commission because WCET was recently notified that the project will not be funded.

The committee's discussion focused on the scope of WICHE's and WCET's missions, and it was determined that this project was well within the mission and role of WCET. Since this item was withdrawn there was no further action.

Discussion Item: Tuition for Military Personnel, Spouses, and Dependents

Committee Chair Foxley said the committee had a good discussion about this item and adopted a "best practice" policy statement that they would like states to review as statement as they look at their own tuition policies concerning military personnel and their dependents. She said the committee rewrote the statement:

Tuition eligibility for a military spouse and dependents will be: (1) in-state tuition for soldiers and dependents within the state of legal residence; (2) in-state tuition for soldiers and dependents in the state of assignment; and (3) continuity of in-state tuition, once established and assuming continuous enrollment and that the spouse and dependents will retain their in-state tuition status in the event that the military person is reassigned to another state.

FY 2004 Workplan

Foxley called on Cheryl Blanco to report on the committee's discussion and suggested changes to the FY 2004 Workplan. Blanco reported the committee reviewed the projects underway in the "Existing Activities" section of the workplan. She said since these projects are underway, they have priority-one status in terms of continuing work on them in FY 2004. She said projects in the section "New Directions" include projects that will require external funding and no change was made in this section. The section "On the Horizon" is where the committee spent most of its time. The areas discussed by the committee were:

1. Finance. The committee discussed what a finance project might entail and where it would fit into the current workplan and the commission's interests. It was decided that staff would work with a consultant to develop a background paper that would identify some of the state and regional policy issues around changes in tuition, particularly in the area of eliminating the differential between in-state and out-of-state tuition. The committee was interested in learning more about the issues around this, including how changes might impact their states and neighboring states. This work will be folded into work currently being done with the Lumina project and general work on financing issues. Blanco said this would not be a new project; it would simply be an additional activity within the work that is already underway.
2. Access. With the idea of developing an advisory council on K-20, Blanco said there is currently a great deal of work being done in this area under a K-16 umbrella through some of the existing projects. The idea is to retain a focus on this area but it would be retained within the purview of the committee and not through the development of a separate council.
3. Workforce. The committee decided the convening regional and subregional forums should continue under the existing Ford project and to work collaboratively with the Programs and Services Committee because there is also work being done in this area with upcoming workforce reports.

4. Accountability and follow up initiatives responding to the National Center on Public Policy and Higher Education's report cards. There is ongoing work in this area, and there is an initiative through the Ford project to support accountability issues. Blanco said work in this area would continue to be folded into the work that is currently being done.
5. A new item was added in the area of "benchmarks," based on yesterday's discussion. The committee is interested in a very short update report on a standard set of performance measures. This would be accomplished by folding it into the work currently being done with the *Fact Book*. Staff will provide the committee a draft document for review at the November meeting.

Blanco reported that the committee did not add any new areas needing additional funding to the workplan. Instead new activities were added under existing projects.

Foxley reminded Blanco she should let Longanecker know if all of these activities become too much to handle. She said several committee members did volunteer to start work on some of these items. Foxley thanked the committee for its work.

Commissioner Kuepper said he was the commissioner who brought up the issue of tuition for military personnel. He said he wanted to thank Blanco and express his appreciation for this work. He said the irony of his remarks of yesterday about not overloading staff was not lost on him. He said he very much appreciates Longanecker's support for proceeding on this very timely issue.

COMMISSIONERS FOXLEY/GASPARD (M/S) APPROVAL OF THE REPORT OF THE ISSUE ANALYSIS AND RESEARCH COMMITTEE. The motion passed unanimously.

Chair Ruch thanked Cece Foxley and the Utah commissioners for being excellent hosts for this meeting in Salt Lake City. He also asked Foxley to thank the governor on the commission's behalf.

Report of the Programs and Services Committee

Diane Barrans, Committee Chair

Discussion Item: Accreditation Status of Professional Programs in the Professional Student Exchange Program (PSEP)

Committee Chair Barrans reported the WICHE Commission was asked to review a request for an exception of its normal requirement of having a PSEP-eligible program having to achieve full accreditation status. The request came from the Arizona School of Health Sciences (ASHA) School of Dentistry and Oral Health, which is beginning its first year of training in July 2003. An extenuating circumstance is the focus of the mission of the School of Dentistry, which is to cultivate students in dentistry who have an interest in public service. The program's model has a community based element to the training and this might prove of interest to states that have underserved populations. There was a lot of interest in this request but there were also some gaps in the information presented to the committee. Staff will collect additional information from other schools of dentistry who participate in the PSEP and who were held to the higher standard of having to achieve full accreditation. Staff will also obtain the initial accreditation report to insure that there are no areas of concern. This will be done over the next couple of months and once all of the information is collected the committee will form a recommendation to the executive committee to be

discussed during one of its telephone conference call meetings. She said no year-one students could participate, but the program could be implanted in year two.

Discussion Item: Reexamining the Professional Student Exchange Program's Support Fees

Barrans said while this has been an ongoing discussion of the Committee of the Whole, it has become a very important, key concern to the certifying officers and they asked for this review.

Vicky Falsgraff, the certifying officer for Oregon, led a subcommittee of the certifying officers who did a substantial amount of work both in the research and presentation of the history of the support fees, as well as pulling together information about the impact on student participation with the recent increases in support fees. The subcommittee put forth two recommendations for alternative fee structures and staff additionally proposed a third option for consideration. No action is recommended at this time. Staff will proceed by holding meetings with various institutions to further examine the impact and substantiality of altering the support fee structure.

Action Item: FY 2004 Workplan

Barrans said the Programs and Services unit is primarily involved in the areas of "Access" and "Workforce," with some involvement in the "Innovation & Info-technology" components of the workplan. She said the key programs for access are the Student Exchange Programs. These exchange programs, with the exception of the Professional Student Exchange Program (PSEP), continue to be very robust programs. Unfortunately, participation in the PSEP program has dropped by about 50 percent over the last six years and it is believed this is because of support fee increases. The Western Undergraduate Exchange Program now involves some 17,000 students from WICHE's member states. Under the "Innovation & Info-technology" areas, the Northwest Academic Forum's most recent initiative, NEON (The Northwest Educational Outreach Network), continues to expand and promises to be a program that offers some very important services. Barrans said NEON also overlaps with "Workforce" because one area within NEON proposes to increase faculty development through electronically delivered programs, such as the Ph.D. for nurse educators.

The committee had some discussion about new areas but also had the same concern that others have expressed and that is the capacity of existing resources to provide new output. The committee agreed the top priority should be the existing programs and services. After existing programs have adequate resources and to the extent there is more capacity, the committee would support the items identified as "On the Horizon." The committee is interested in the new areas listed and believes they are potentially well aligned with WICHE's missions and objectives, but not to the detriment of existing programs and services. She said the committee recommended approval of the FY 2004 workplan.

COMMISSIONERS BARRANS/SHAFF (M/S) APPROVAL OF THE REPORT OF THE PROGRAMS AND SERVICES COMMITTEE. The motion passed unanimously.

Action Item: FY 2004 Workplan

Chair Ruch said on p. 8-7 of the agenda book is the recommended workplan for FY 2004. He said the commission has heard from both committees concerning the workplan and now, the full commission would be taking action on the FY 2004 workplan.

Longanecker said there are reports from each of the commission committees concerning their review of the workplan today. He said the document is a proposed workplan developed by staff, and this plan was developed before the results of the evaluation were known. He said his sense is the commission is comfortable with the workplan, the five themes, and the projects that have been previously approved by the commission. He said the FY 2004 workplan also identifies projects that are "On the Horizon" and that external funding would be needed to carry out these projects. He said his sense of the workplan, following the report on the evaluation of WICHE and its leadership and the reports of the two committees, is that the commission is generally comfortable with the workplan. He said there is a concern about staff overextending itself, and a general consensus that new projects would be initiated only after allowing for adequate staffing of existing programs.

Longanecker said most of the items suggested for the workplan by the commissioners are things that can be incorporated without language changes. He said there are two items that need to be amendments to the workplan: 1) the inclusion of an activity developing benchmarks for performance measures; and 2) a review of commissioner roles and responsibilities.

COMMISSIONERS KERINS/CHING (M/S) APPROVAL OF THE WORKPLAN WITH THE TWO ADDITIONS: THE ADDITION OF BENCHMARKS FOR PERFORMANCE MEASURES AND A REVIEW OF COMMISSIONER ROLES AND RESPONSIBILITIES. The motion passed unanimously.

Office Facility Update

David Longanecker provided an update about WICHE's future office facilities. He said not much has changed since his report in November. WICHE is still seeking external funding and it is still a bit early to be out in the market securing a facility. The idea of building a facility has been eliminated because it is not cost effective in the current market in the Boulder/Denver area. WICHE is actively considering three options: 1) purchasing a facility, 2) leasing a facility, and 3) lease/purchase a facility. Discussions continue with the two organizations who would become partners with WICHE in this venture, the National Center for Higher Education Management Systems (NCHEMS), and the State Higher Education Executive Officers (SHEEOs). Work has continued with two foundations on the financing concept called the program related investment (PRI). Under the PRI, a loan would be given to the partners at a very low interest rate to fund the office facility. The loan would be paid back over a period of time. The Ford Foundation has asked a series of questions that advance the investigation of providing such financial assistance. The Daniels Fund in Denver has never provided such support but is intrigued with the idea. It is believed that, between the two foundations, enough funding could be obtained to secure the financing of the office facility. In addition to this assistance, private funds are being sought to finance the Learning Center portion of this facility. The total square feet for the facility is 30,000 square feet, and of that, the Learning Center would occupy approximately 5,000 square feet. WICHE's current lease expires in September 2004 and that means these activities should be wrapping up in September of 2003. It is possible that action by the full commission about the office facility may be necessary in November 2003. However, what is more likely is a substantial amount of information will be shared at the November meeting and the action may need to be taken to the Executive Committee or to a special meeting of the executive committee.

Agenda Book

Longanecker said the agenda book was changed to a three-ring binder format to save on the cost of binding. He said this format also allows items to be inserted at various points. For the next few meetings,

replacement material for the binders will be distributed; that is, the binders will be recycled with information pertaining to future meetings. The agenda book format will be evaluated and modified, as needed.

Compensation Committee

Ruch said the executive committee asked that he appoint a committee to review the compensation issue. He said Phil Dubois, George Mantes, Diane Vines, and Don Carlson (committee chair) will serve on this committee. The compensation committee will report to the executive committee in November.

Nominating Committee

Ruch said Tad Perry of South Dakota (committee chair), Jane Nichols of Nevada, and Bill Kuepper of Colorado will serve on the nominating committee to select the vice chair for 2004.

Evaluation of the Meeting

Ruch thanked the Utah commissioners for being terrific hosts for this meeting. He said the commissioners should evaluate this meeting via email.

Chair Ruch, on behalf of the WICHE commissioners, expressed appreciation and admiration for the high quality of work done by Marla and the entire WICHE staff.

Meeting Dates and Locations

Future scheduled meeting of the commission are:

November 10-11, 2003	Broomfield, Colorado
May 17-18, 2004	Boise, Idaho
November 8-9, 2004	Boulder/Denver, Colorado
May 9-10, 2005	Anchorage, Alaska
November 7-8, 2005	Boulder/Denver, Colorado
May 15-16, 2006	North Dakota

David Longanecker said the meeting currently scheduled for Anchorage, Alaska, on May 9-10, 2005, may be moved to a date in early- to mid-June.

The meeting adjourned.

Special Events Held During This Meeting

- Policy Discussion: Accountability Theme – “WICHE’s Mission: Expanding Educational Access and Excellence for all Citizens of the West. How Will We Know which Direction the West is Headed?” Speakers: David Longanecker and Cheryl Blanco.
- “The Challenges and Opportunities Facing the Utah System of Higher Education,” hosted by the Utah State Board of Regents, and Cecelia H. Foxley, WICHE commissioner and commissioner of

higher education at the Utah System of Higher Education. Introduction: E. George Mantes, WICHE commissioner and member, Utah State Board of Regents. Speaker: Nolan E. Karras, chair, Utah State Board of Regents.

- “No Child Left Behind — Implications for Higher Education.” Introduction: Chuck Ruch, WICHE chair and president, Boise State University. Speaker David Imig, president and CEO, American Association of Colleges for Teacher Education.
- Policy Discussion: Accountability Theme – “WICHE’s Mission, “Expanding Educational Access and Excellence for All Citizens of the West. How Will We Know which Direction WICHE Is Headed?”
- WICHE’s 50th Anniversary Dinner, “Celebrating WICHE in Utah—The Importance of Collaboration among Western States” Welcome: Cecelia H. Foxley, commissioner of higher education, Utah System of Higher Education. Introductions: David L. Gladwell, state senator and E. George Mantes, regent, Utah State Board of Regents. Speakers: Utah Governor Michael O. Leavitt, and David A. Longanecker, executive director, WICHE.

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Policy Discussion: Economic/Workforce Development and Higher Education in the West

Monday, November 10, 10.00 A.M.—12.00 NOON
Centennial

3 Monday 10.00 A.M.—12.00 noon



Photo courtesy of Boulder Convention & Visitors Bureau

Monday, November 10, 2003

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10.00 am - 12.00 noon
Centennial

**Policy Discussion: Economic/Workforce Development
and Higher Education in the West**

Speaker: Anthony P. Carnevale, vice president, Assessment,
Education, and Careers, Educational Testing Service

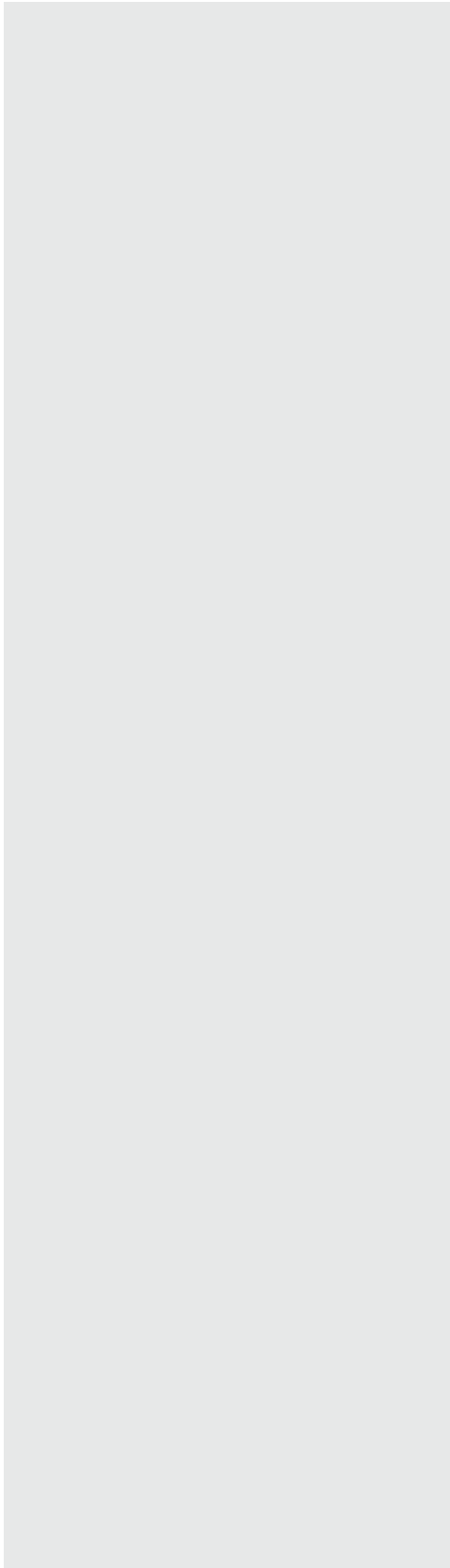
Session description

DAL

Biographical information on speaker

Anthony P. Carnevale

Annie



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WICHE's 50th Anniversary Lunch: WICHE at 50 in Colorado: Celebrating the Past, Looking Toward the Future

Monday, November 10, 12.15–1.45 P.M.
Interlocken

4 Monday 12:15 P.M.–1:45 P.M.



Photo courtesy of Boulder Convention & Visitors Bureau

Monday, November 10, 2003

Page No.

12.15 am - 1.45 pm
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WICHE's 50th Anniversary Lunch

**WICHE at 50 in Colorado: Celebrating the Past,
Looking Toward the Future**

Introductions: Tim Foster, Executive Director, Colorado
Commission on Higher Education

Welcome: Ray Baker (option; also see dinner), Chair,
Colorado Commission on Higher Education

Speaker: James H. Shore, Chancellor, University of
Colorado Health Sciences Center Sciences Center

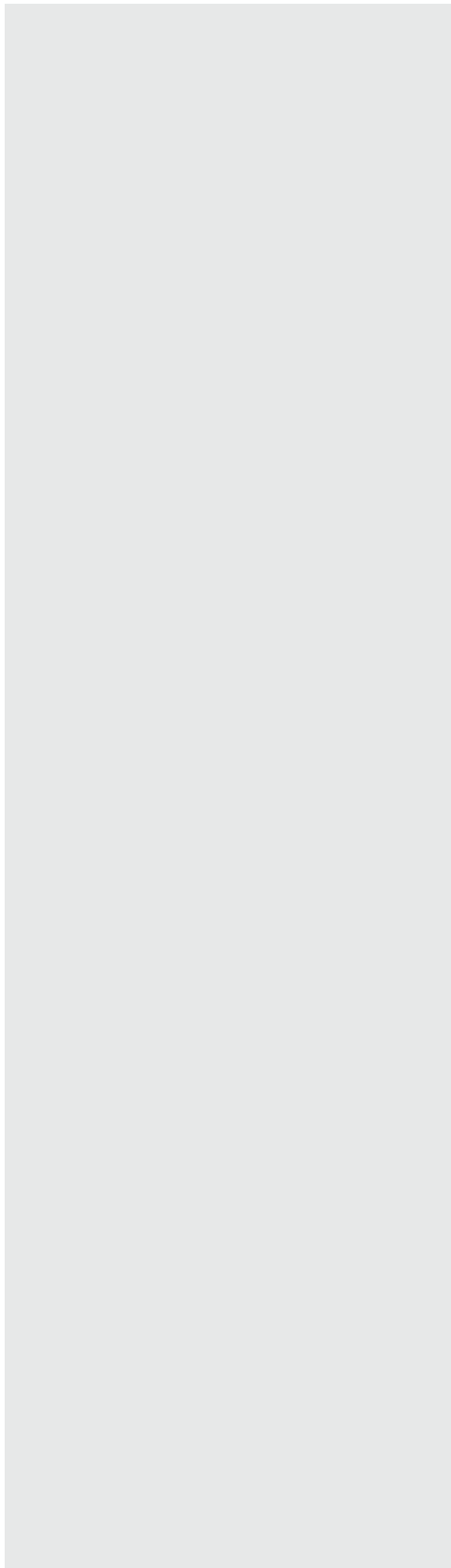
Biographical information on participants

Tim Foster

Ray Baker

James H. Shore

Annie



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Policy Discussion: Returns on Investment in Higher Education

Monday, November 10, 1.45–3.15 P.M.

Centennial



5 Monday 1.45–3.15m

Monday, November 10, 2003

Page No.

1.45 pm - 3.15 pm
Centennial

**Policy Discussion: Returns on Investment in
Higher Education**

Speaker: Dennis Jones, president, National Center
for Higher Education Management Systems (NCHEMS)

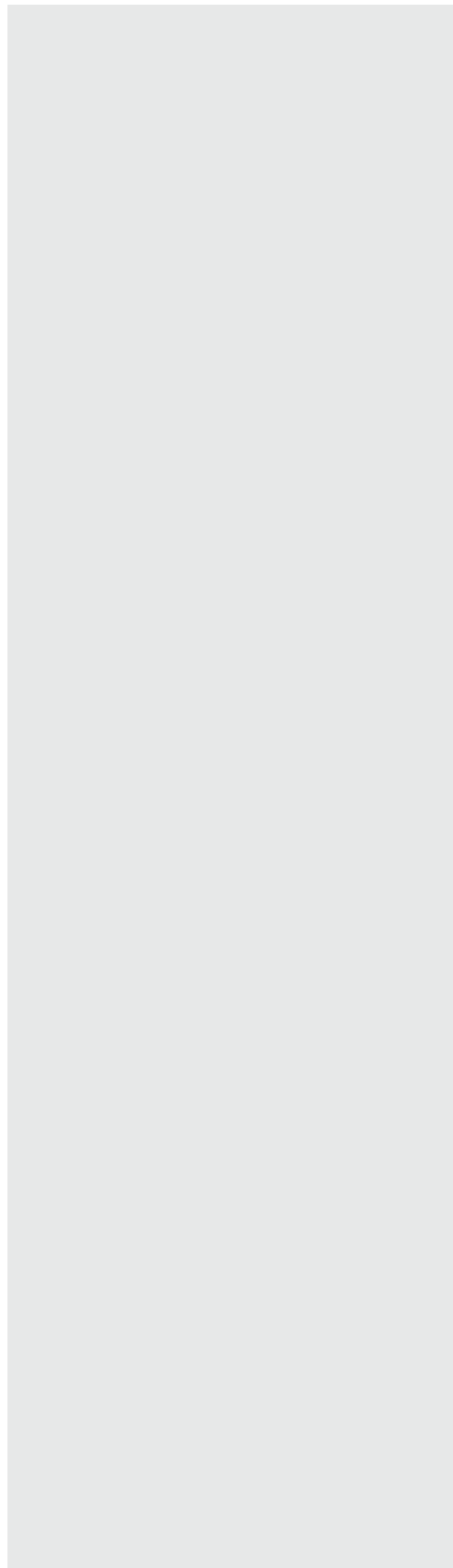
Session description

DAL

Biographical information on speaker

Dennis Jones

Annie



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What's Up in the WICHE West? And What's WICHE Been Up To Lately?

Monday, November 10, 3.15–5.00 P.M.

Centennial



Photo courtesy of Boulder Convention & Visitors Bureau

6 Monday 3.15–4.30 P.M.

Monday, November 10, 2003

Page No.

3.15 pm - 5.00 pm
Centennial

**What's Up in the WICHE West? And What's WICHE
Been Up To Lately?**

Speaker: David A. Longanecker, executive director,
WICHE

· CONAHEC Update

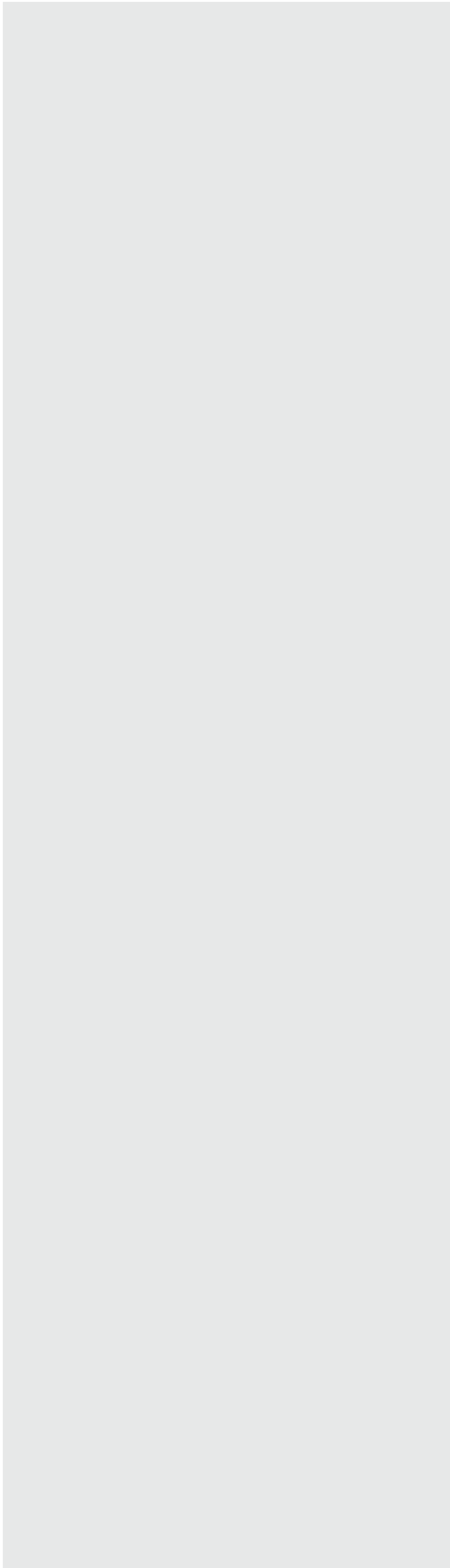
Session description

DAL

Biographical information on speaker

David A. Longanecker

Annie



CONAHEC Update

CONAHEC, the Consortium for North American Higher Education, helps colleges and universities in the United States, Canada, and Mexico strengthen relationships among themselves. CONAHEC's headquarters is located at the University of Arizona in Tucson, and its second office is located at WICHE in Boulder.

CONAHEC is making strides in developing its new Student Exchange Program, which allows institutions to extend their international study offerings easily and affordably. Participating institutions have access to dozens of North American colleges and universities without negotiating separate articulation agreements. The program trades "seats" with other participating CONAHEC members, making it possible for undergraduate and graduate students to pay tuition at their home schools while studying tuition-free at host institutions. CONAHEC now has 34 institutions participating. Combined, they offer more than 250 academic programs to prospective students in the three countries. In addition to the tuition model, one of the program's most innovative features is its streamlined and paperless administration of the program through a searchable Web site that is available to participating campuses and their students.

Because of budget constraints, CONAHEC's Web tech, Sean Manley Casimir, was relocated to CONAHEC's Tucson office at the UA, along with the portal and its servers. Users can plug into the North American higher education community and its many opportunities through CONAHEC's robust Internet portal.

CONAHEC also offers constituents an opportunity to network with peers and explore critical issues on higher education through its trilateral conferences. The next one, its ninth, will be held March 17-20, 2004, in Guadalajara, Jalisco, Mexico. The theme is "Discovering North American Potential: Higher Education Charts a New Course."

As part of Border PACT, a U.S.-Mexico border network of higher education institutions working for social change, CONAHEC awarded \$209,400 to 14 projects through the generosity of the William and Flora Hewlett Foundation and The Ford Foundation. The grant recipients will develop collaborative binational projects that focus on academic and border community development in the areas of health, education, environment, economic development, and community issues.

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7 Monday 6:30–8:30 P.M.

WICHE's 50th Anniversary Reception and Dinner

Monday, November 10, 6.30–8.30 P.M.

Interlocken C



Photo courtesy of Boulder Convention & Visitors Bureau

Monday, November 10, 2003

Page No.

6.30 pm - 8.30 pm
Centennial

WICHE's 50th Anniversary Reception and Dinner

Introductions: Chuck Ruch, WICHE Chair

Welcome: Ray Baker (option; also see lunch),
Chair, Colorado Commission on Higher Education

Speaker: David Ward, president, American
Council on Education

"Access, Affordability, and Accountability: Capacity,
Demand and the Future of Higher Education"

· State Anniversary Celebrations Report

Session description

DAL

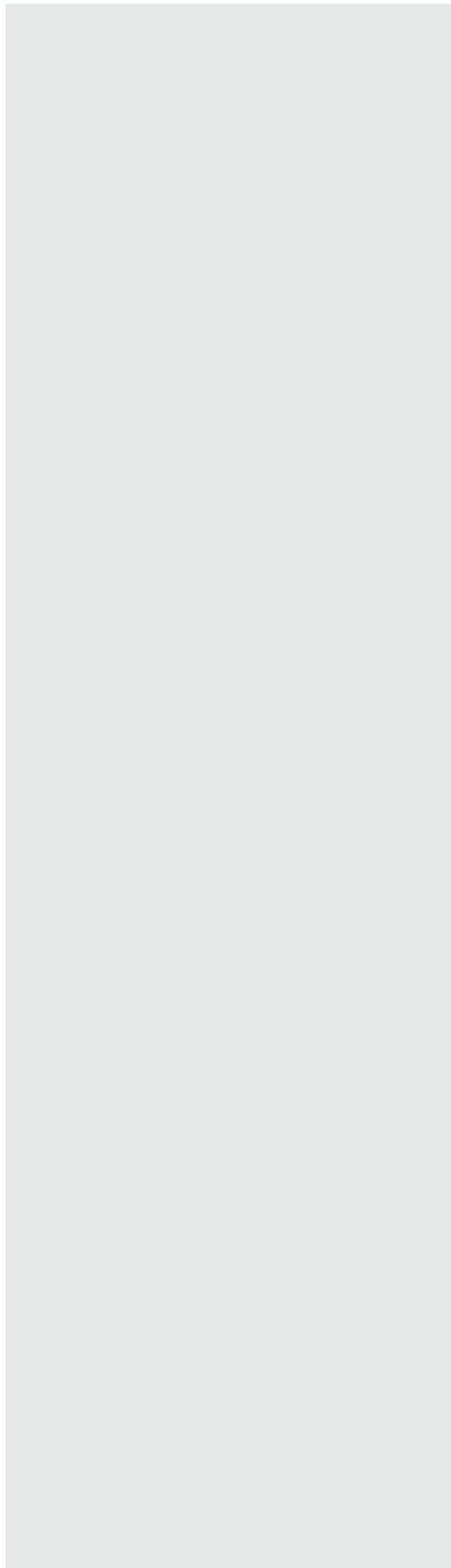
Biographical information on participants

Annie

Chuck Ruch

Ray Baker?

David Ward



State Anniversary Celebrations Report

Beginning with WICHE's kick-off dinner last November at the commission meeting in Colorado, 12 member states have rolled out their own anniversary commemorations throughout the year.

Wyoming

In conjunction with a gathering of the University of Wyoming Alumni Association, WICHE was honored at a legislative reception on January 13, 2002. David Longanecker and Jere Mock attended the event at The Hitching Post in Cheyenne. As part of Wyoming's anniversary activities, WICHE Commissioners Phil Dubois, John Barrasso, and Jenne Lee Twiford issued to the media "A Golden Anniversary for a Priceless Idea" – a tribute which noted some of the early formative and collaborative dialogue in which former UW President George Duke Humphrey, whose son wanted to go to medical school, visited with the dean of CU's School of Medicine about interstate exchange possibilities.

South Dakota

Despite a storm that dumped nearly a foot of snow on South Dakota, the WICHE anniversary celebration on Jan. 15 in Pierre was attended by some 30 legislators, as well as former legislators, educators, regents, and others. The Board of Regents cohosted the WICHE reception, which was followed by a policy briefing on K-16 linkages, presented by Cheryl Blanco (remotely, because her flight was cancelled due to the storm). Commissioners Tad Perry and James Hansen welcomed guests to the reception and honored 12 WICHE students.

Arizona

The celebration luncheon in Arizona took place at the Flinn Foundation in Phoenix on Jan. 15. Guests included over 20 state senators and representatives, as well as regents, educators, administrators, and WICHE Commissioner John Haegar. Jack Jewett, president of the Board of Regents, spoke on the "Changing Directions" project. WICHE Commissioner Linda Blessing, executive director of the Board of Regents, related Arizona's history with WICHE; and David Longanecker addressed "the perfect storm" in the West as it affects higher ed, and how WICHE can help Arizona weather it. Featured in Longanecker's presentation were photos and testimonials of former PSEP students who are now practicing professionals in Arizona.

Oregon

At a breakfast reception on February 18 at Willamette University in Salem, David Longanecker spoke to an audience of legislators and higher ed decision makers. Also in attendance were WICHE commissioners Camille Preus-Braly and Diane Vines. Later in the day, at the invitation of WICHE commissioner, Sen. Ryan Deckert, Longanecker also spoke on the state of higher education in the West before the Senate Appropriations and Education committees.

Nevada

The state legislature in Reno was the site of the Feb. 27 breakfast in honor of WICHE's 50th anniversary in Nevada. David Longanecker gave a well-attended presentation on the unique higher ed challenges currently faced by state. In attendance were legislators, former WICHE PSEP students now practicing in Nevada, and WICHE commissioners and former commissioners. Later in the day, Longanecker was introduced on the floor of the Senate by WICHE commissioner Sen. Raymond Rawson; met with Gov.

Kenny Guinn; and discussed K-16 challenges over lunch with State Superintendent of Instruction Jack McLaughlin and WICHE commissioners Jane Nichols, chancellor of University and Community College System of Nevada, and Carl Schaff, educational consultant to the State Dept. of Education.

Washington

WICHE Commissioners Don Carlson, Marc Gaspard, and Debora Merle planned WICHE's anniversary celebration around Washington's Higher Education Day, March 26, 2003, at the State Capitol Campus in Olympia. Some 150 guests attended the WICHE reception, including the presidents of every one of the state's four-year institutions, as well as many of their trustees and regents. In addition, many members of the Senate and House Higher Education committees were able to attend. Brief remarks by Marc Gaspard and Sen. Carlson were followed by a presentation by David Longanecker. After the WICHE event, which was catered by the high school students from the state's New Market Vocational Skills Center, most of the guests went to a Higher Education Day reception at the governor's mansion.

California

WICHE's 50th anniversary celebration in California took place on April 29 at the California State Capitol in Sacramento. The reception was cosponsored by the College Board, the National Center for Public Policy and Higher Education, the Foundation for Educational Achievement, and Loyola Marymount College. California WICHE Commissioners Francisco Hernandez, Herbert Medina, and Robert Moore welcomed invitees to the celebration. Sen. Dede Alpert and Assemblywoman Carol Liu, WICHE Legislative Advisory Committee members, presented Executive Director Longanecker with a resolution commending WICHE for its many contributions to California and the Western states. The executive director of the California Postsecondary Education Commission, Robert Moore, introduced Longanecker, who gave a presentation to an audience of legislators and higher education decision makers.

Utah

A highlight during WICHE's commission meeting in Salt Lake City May 19-20 was Utah's celebration of its 50th anniversary as a member of WICHE. WICHE Commissioner Cece Foxley welcomed approximately 125 celebrants to the anniversary dinner Monday evening, May 19. From the Varsity Room at Rice-Eccles Stadium (home of the 2002 Winter Olympics), guests were treated to a panoramic view of the sun setting over Salt Lake City as WICHE Commissioner David Gladwell introduced Gov. Mike Leavitt. Following Gov. Leavitt's address concerning the value of competency-based education, WICHE Commissioner George Mantes introduced David Longanecker, who affirmed the mutual benefit of the Utah-WICHE partnership.

Hawaii

WICHE's anniversary celebration with Hawai'i on September 11, 2003, took place at the Queen Lili'uokalani Center for Student Services of the University of Hawai'i. David Iha, WICHE's certifying officer, made opening remarks, and WICHE Commissioner Clyde Kodani welcomed the guests to the afternoon reception. Speakers, in addition to David Longanecker, included former WICHE Chair Richard Kosaki, state senators Norman Sakamoto and Brian Taniguichi, and WICHE Commissioner Doris Ching. Charles Taba, D.D.S., a graduate of WICHE's Professional Student Exchange Program, also spoke. Guests included administrators from the University of Hawai'i and the University of Hawai'i at Manoa, as well as regents, former commissioners and PSEP grads. Earlier this year, on April 3, the Hawai'i State Legislature

adopted HR148, a resolution honoring WICHE's 50th, introduced by Committee on Higher Education members K. Mark Takai (chair), Tulsı Gabbard Tamayo (vice chair), and Roy M. Takumi.

Montana

In conjunction with the Board of Regents meeting, MSU-Billings hosted a WICHE anniversary reception on their campus on September 25. Chancellor Ron Sexton welcomed between 150 and 200 guests (higher ed, state legislators, Congressional staffers, and general public representatives) and introduced new WICHE Commissioner Sheila Stearns, who has recently begun her tenure as commissioner of the Montana University System. David Longanecker delivered his "perfect storm" presentation, focusing on higher ed in Montana; then WICHE Commissioner Rep. Cindy Younkin introduced Gov. Judy Martz, who congratulated WICHE on its past and continuing role in the West.

North Dakota

As of this printing, North Dakota Commissioners Larry Isak, Richard Kunkel, and Sen. David Nething plan to celebrate WICHE during the annual meeting of the Higher Education Roundtable at a lunch on October 21, 2003, at the Doublewood Inn in Bismarck. Invited guests and roundtable members will include representatives from the executive and legislative branches, the private sector, the SBHE and the NDUS. David Longanecker will attend and speak on North Dakota's higher ed challenges and contributions, as well as the important part it plays in the region's higher ed community.

Colorado

On April 21, 2003, the Colorado General Assembly introduced a resolution commending WICHE's contributions to higher education in the state and region. The resolution passed in the House that same day and in the Senate on the next. Further state commemorations are on the agenda of the WICHE Commission Meeting, set for November 10 at the Omni International Hotel in Broomfield. At a luncheon, "The Colorado Perspective" will be addressed by James Shore, chancellor of the University of Colorado Health Sciences Center [and Elizabeth Hoffman, president of the University of Colorado System]. The anniversary dinner will feature keynote speaker David Ward, president of the American Council on Education.

To round out the anniversary celebration, plans for state events are pending in Idaho, Alaska, and New Mexico.

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Enhancing Readiness for College – New State-level K-12 and Higher Education Collaborative Approaches

Tuesday, November 11, 8.00–9.30 A.M.
Centennial

8 Tuesday 8.00–9.30 A.M.



Photo courtesy of Boulder Convention & Visitors Bureau

Tuesday, November 11, 2003

Page No.

8.00 am - 9.30 am
Centennial

Policy Discussion: Enhancing Readiness for College – New State-level K-12 and Higher Education Collaborative Approaches

Panelists: David S. Spence, Executive Vice Chancellor, The California State University System; Robert "Tad" Perry, Executive Director, South Dakota Board of Regents; Jane Nichols, Chancellor, University and Community College System of Nevada

Moderator: Cheryl Blanco, Director, Policy Analysis and Research, WICHE

Readiness for college is central to WICHE's mission to expand educational access and excellence for all citizens of the West. In our efforts to promote cooperation, resource sharing, and sound public policy, WICHE has developed numerous opportunities to exchange information on policy, research, and practice among its constituents.

This policy session at the semiannual meeting is a continuation of past discussions related to alignment and readiness. The topic of readiness for college and the related policy issues span both K-12 and higher education; these are shared concerns that require shared solutions. Several of our member states have initiated new strategies in a variety of forms to improve students' preparation for higher education. This session will focus on specific activities in Nevada, California, and South Dakota to increase readiness. Jane Nichols, chancellor of the University and Community College System of Nevada, will discuss how the state's involvement in the America Diploma Project is designed to increase readiness. David Spence, executive vice chancellor for the California State University System (CSU), will talk about the system's "Early Assessment and Academic Preparation Program," a collaboration with K-12 to connect the CSU college entry readiness standards in English and mathematics with existing 11th grade California Standards Tests. Robert Tad Perry will discuss developments in South Dakota to build data capacity across K-12 and higher education in order to better communicate with students while they are still in the K-12 system.

Jane A. Nichols is the sixth chancellor of the University and Community College System of Nevada (appointed in September 2000), as well as a WICHE commissioner. Prior to her appointment as chancellor, she held the positions of interim chancellor and vice chancellor for academic and student affairs. Before joining UCCSN in 1997, she served as the associate dean of the College of Education at the University of Nevada, Reno, where she'd been a faculty member since

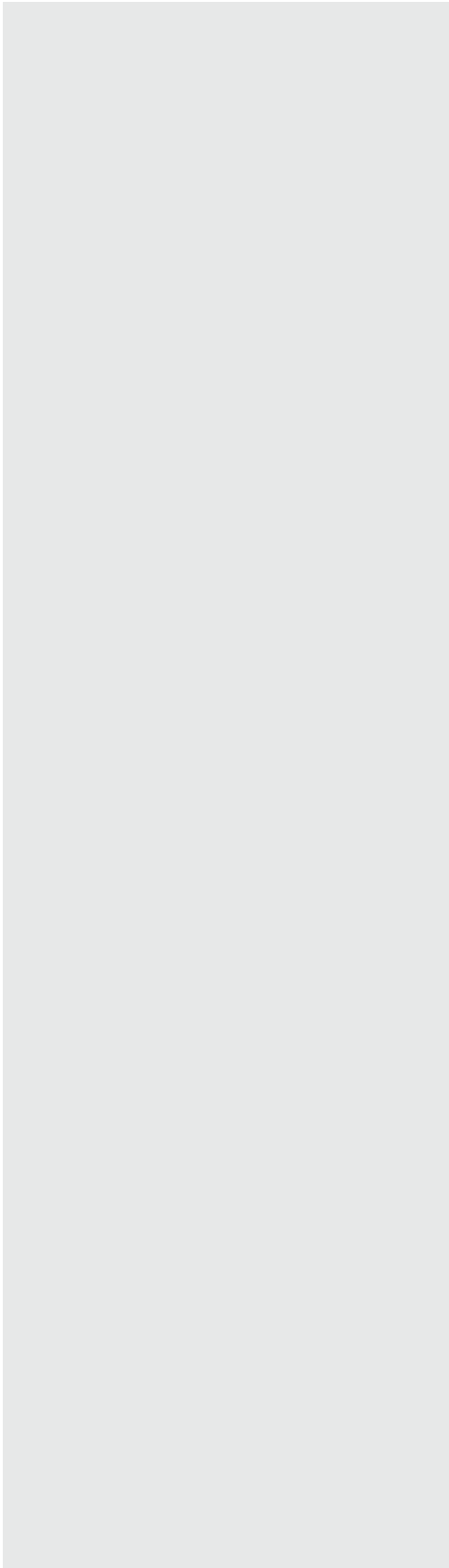
1984, and also as an associate professor in the Dept. of Social Work and acting director of its graduate program. More recently, she served as coordinator of the core curriculum and as director of university assessment from 1990-1995. She earned an Ed.D. in higher education with a concentration in administration and statistics from the University of Tennessee, Knoxville. She also holds a master's degree in social work with emphasis in administration and casework from the University of North Carolina, Chapel Hill; and a B.A. (with distinction) in psychology and a concentration in mathematics from Southwestern at Memphis (now Rhodes College).

Robert T. "Tad" Perry, WICHE's chair for 2002, has been the executive director of the South Dakota Board of Regents since 1994. Previously, he served as chief operating officer at Indiana's Partnership for Statewide Education, a consortium of public universities for the delivery of distance education. He has also held a number of positions at Ball State University in Muncie, Indiana, including serving as faculty member and chair of the Political Science Department; special assistant to the vice president for business affairs; executive assistant for fiscal relations; assistant provost; and associate vice provost. He received his master's and Ph.D. in political science from the University of Missouri at Columbia. He joined the commission in 1994.

David S. Spence has been the executive vice chancellor and chief academic officer of the California State University since April 1998. He was the executive vice chancellor of the University System of Georgia for seven years before his appointment at the Florida system in 1994. He has also served as vice president and director of the office of educational policies at the Southern Regional Education Board; executive director of the Florida Postsecondary Education Planning Commission; and assistant director of the academic administration program for the United Board for College Development. The Schenectady, NY, native earned a B.A. degree in history from the University of Rochester, and M.S. in education from State University of New York at Albany, and a Ph.D. in higher education from SUNY/Buffalo.

Cheryl Blanco (moderator) is senior program director for Policy Analysis and Research at the Western Interstate Commission for Higher Education (WICHE) in Boulder, Colo. She monitors historical and emerging socioeconomic and political trends that impact

higher education; directs the work of several policy projects; and produces a variety of publications to improve policymaking in higher education. She was appointed by U.S. Secretary of Education Richard Riley to the Advisory Council on Education Statistics for the National Center for Educational Statistics, U.S. Dept. of Education, and is past chair of the National Postsecondary Education Cooperative. Prior to joining WICHE, she was educational policy director at the Florida Postsecondary Education Planning Commission. She has held faculty and administrative positions at Arecibo Technological University College, University of Puerto Rico, including assistant to the vice president for academic affairs, director of the division of continuing education, coordinator for professional development, and tenured associate professor in the English Dept. She received her Ph.D. in higher education from Florida State University.



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Pograms and Services Committee

Tuesday, November 11, 10.00–11.00 A.M.

Centennial

9 Tuesday 10.00–11.30 A.M.



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Program and Services Committee

Committee Members

Diane Barrans (AK), Chair
Phil Dubois (WY), Vice Chair
Chuck Ruch (ID), Ex Officio
Sen. Don Carlson (WA), Ex Officio

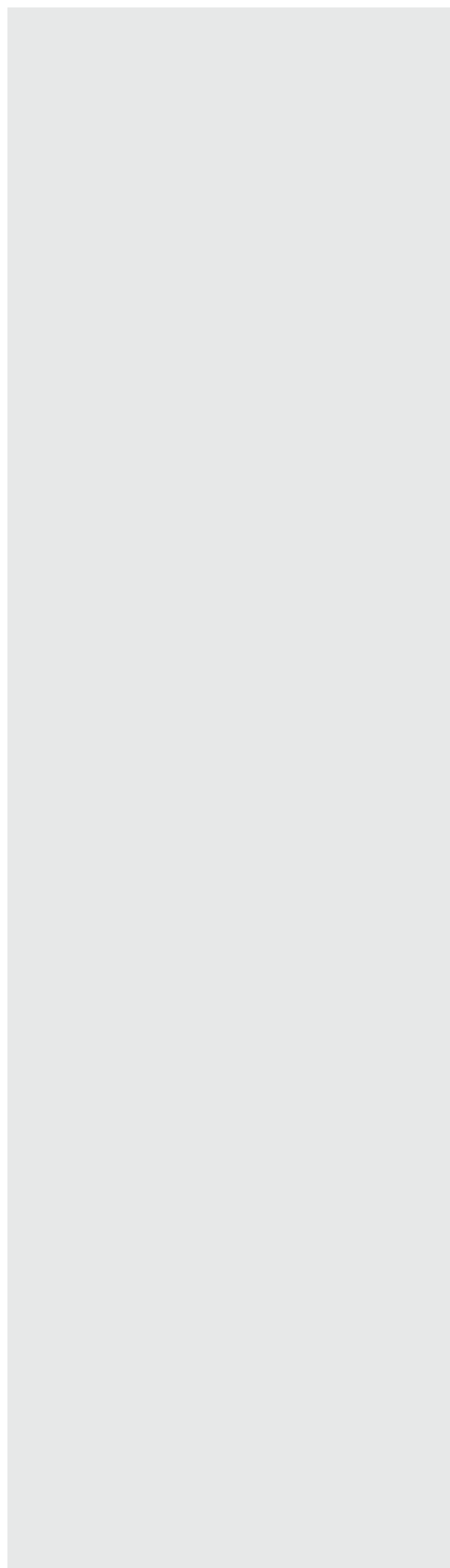
John Haeger (AZ)
Herbert Medina (CA)
Bill Byers (CO)
Raymond Ono (HI) [?]
Jack Riggs (ID)
Carrol Krause (MT)
Carl Shaff (NV)
Sen. Dede Feldman (NM)
Everett Frost (NM)
Larry Isaak (ND)
Cam Preus-Braly (OR)
James Hansen (SD)
Sen. David Gladwell (UT)
Debora Merle (WA)
Klaus Hanson (WY)

Agenda

Jere



Approval of Minutes of May 20, 2003 Meeting



ACTION ITEM
WICHE Programs and Services Committee
Minutes - May 20, 2003
Salt Lake City, Utah

Members Present

Diane Barrans (AK), Chair
Phil Dubois (WY), Vice Chair
Chuck Ruch (ID), Ex Officio
Sen. Don Carlson (WA), Ex Officio
John Haeger (AZ)
Carrol Krause (MT)
Carl Shaff (NV)
Sen. Dede Feldman (NM)
Everett Frost (NM)
Larry Isaak (ND)
James Hansen (SD)
Deborah Merle (WA)
Klaus Hanson (WY)

Guests Present

Don Carpenter, Utah Board of Regents
Dr. Jack Dillenberg, dean, Arizona School of Health Sciences School of Dentistry and Oral Health
Vickie Falsgraf, certifying officer (OR)
Linda Fife, certifying officer (UT)

Staff Present

David Longanecker
Caroline Hilk
Sandy Jackson
Deborah Jang
Jere Mock
Marv Myers

Other Commissioners Present

William Kuepper (CO)

Members Absent

Bill Byers (CO)
Herbert Medina (CA)
Raymond Ono (HI)
Jack Riggs (ID)
Cam Preus-Braly (OR)
Sen. David Gladwell (UT)

Chair Diane Barrans opened the meeting by introducing three new committee members: Carrol Krause, Montana; Sen. Dede Feldman, New Mexico; and Klaus Hanson, Wyoming.

Action Item: Approval of the Minutes of the November 12, 2002, Programs and Services Committee Meeting

The minutes of the November 12, 2002, committee meeting were approved without revisions.

Discussion Item: Accreditation Status of Professional Programs in the Professional Student Exchange Program (PSEP).

Chair Barrans asked Jere Mock, director of Programs and Services, to introduce the item, and she invited Dr. Jack Dillenberg, dean of the Arizona School of Health Sciences School of Dentistry and Oral Health, to explain his request to the committee.

Mock said that WICHE was contacted by WICHE Commissioner Linda Blessing, executive director of the Arizona Board of Regents, regarding a request from the Arizona School of Dentistry and Oral Health for an exception to the Professional Student Exchange Program (PSEP) policy that requires that all participating institutions have full accreditation status. She asked staff to consider inviting Dr. Dillenberg to

Mock speak to the Programs and Services Committee regarding the status of the new dental school. Mock explained that over the years, WICHE has required institutions to be fully accredited before they enroll students through PSEP. The Arizona School of Dentistry and Oral Health is a new program that will enroll its first class in July 2003, offering a Doctor of Dental Surgery (D.D.S.) degree with a certificate in public health management. It is one of three new dental schools that have opened in the past four years. Before that, no new dental schools had been built in the U.S. over the last 25 years. The ASDOH was granted initial accreditation status by the Commission on Dental Accreditation in January 2003, and two more site visits will be conducted before the school gains full accreditation status.

Dr. Dillenberg said the U.S. is in a different environment as regards oral health than ever before. A Surgeon General's report published last year describes dental disease in the U.S. as a silent epidemic; and 6,000 dentists are retiring each year, while only 4,000 students graduate annually from dental schools. The West, with an older cohort of dentists, will continue to have severe shortages, particularly in rural and frontier areas. New Mexico, Montana, and Idaho are three Western states with critical needs for dentists. The Kirksville College of Osteopathic Medicine is the program's parent organization; Kirksville has participated in WICHE's PSEP program for a number of years through a contract for the State of Arizona. The new dental school had 1,200 applicants, and 54 students are enrolled in its first-year class.

Dr. Dillenberg said its focus is on developing dentists to meet needs in rural and underserved areas; they have developed a new model of education that has students working in community health centers during 80 percent of their four-year dental program. Four American Indian tribal members are in the entering class, the highest percentage at any dental school in the U.S. He said the state dental association is providing mentors to the program, and the Commission on Dental Accreditation has praised the school for its innovative biomedical curriculum and has granted initial accreditation.

Commissioner Dubois asked Dr. Dillenberg to describe possible actions that could result in relation to decisions the accrediting body will make during its next two site visits. Dr. Dillenberg said with initial accreditation designation, all of the school's students receive all of the rights of full accreditation: they are guaranteed a place for the national boards and state licensing exams. During previous visits, the accrediting team made three recommendations, none related to the program's mission, finances, or curriculum. The team wanted to see a third-year clinic floor plan, a faculty list for the second year, and a more contemporary infection control protocol. The school was given commendations for its commitment to diversity, mission to assist underserved populations, and curriculum model. The team will visit the program again in 2005.

Commissioner Feldman said she recently attended a dental education conference addressing the extreme shortage of dentists in rural areas, particularly dentists who would serve Medicaid patients and dentists who are from underrepresented minority backgrounds. She said these issues are critical in the rural West and in New Mexico, a state that is considering opening a new dental school. Dental educators at the conference hailed the Arizona dental school as a promising new model that integrates public health with professional education. The Arizona program will have its students return to their home states to practice in rural areas during their fourth-year residencies. She does not want students to have to wait for four years to be eligible for PSEP support. She moved that the committee take immediate action on this issue; the motion was seconded by Commissioner Merle.

Commissioner Dubois asked Mock how she felt about taking action now, and she said she would prefer to discuss the issue with other dental schools to get their reactions to the policy change because staff have

heard recently that some of the schools have concerns about granting the exception; she also noted that some of the certifying officers that administer the PSEP program have raised questions about the impact this action could have in relation to new programs in other professional fields that participate in the exchange. Mock said there is sufficient information available from the Commission on Dental Accreditation to ensure that future PSEP students enrolled at the institution would be protected; she mentioned that she had been in contact with Rosemary Monehen, director of the Commission on Dental Accreditation's Predoctoral Dental Education program, who said that once initial accreditation is granted the students are eligible for financial aid and can sit for licensure exams and apply for postgraduate programs. Monehen said that all institutions that have received initial accreditation status subsequently have received full accreditation. Chair Barrans said her interest is in hearing from the states and the other dental schools that have had to comply with our standards to date and to find out the nature of their concerns: whether they are worried about a new competitor in the market or have concerns such as whether graduates will be accepted in postgraduate schools.

Commissioner Krause said in Montana it is unlikely there will be additional new money for students in dentistry; it will be a matter of redistribution of the existing appropriations. He said he was uncomfortable moving ahead right now without talking to the certifying officers about the funding and the possible impact of the policy change; he said the region would be well served by this program, particularly in the states that have tribal colleges and reservation communities. Commissioner Shaff said Nevada has a new dental school that WICHE Commissioner Sen. Ray Rawson helped develop. He asked if waiting until November for a decision would negatively affect the new program in Arizona. Dr. Dillenberg said he will have a full class either way but would rather not wait another year; he said final admission decisions are made by April 1, 2004. Commissioner Dubois said he would like the committee to consider the consequences of something going amiss with the accrediting process because he has seen it happen in other disciplines; he suggests that if the exception is approved and any problems arise subsequently with the school's accreditation, the WICHE Commission should be notified immediately. He said the initial accreditation designation sounds as though it is similar to the accreditation process in pharmacy where students are allowed to sit for boards once the initial designation has been granted. Chair Barrans said the model of education that will be used at the ASDOH has been very successful for the WWAMI (Wyoming, Washington, Alaska, Montana, Idaho) medical education program that places students in rural communities for residencies.

Following the discussion, Commissioner Feldman amended her motion to include the requirement that if there is any change in the ASDOH's accreditation status, the commission revisit its participation. This motion would authorize the participation of this new program in PSEP with initial accreditation status. Commissioner Merle agreed to the amendment and Chair Barrans called the question. The motion failed.

The committee directed staff to contact other dental schools to discuss this issue and to gather additional information from the states; if sufficient information is available, a teleconference will be scheduled with members of the Programs and Services Committee prior to the November meeting.

Action Item: Approval of Programs and Services Workplan for 2003-04

Chair Barrans asked Mock to introduce the draft workplan (located on pp. 8-10 - 8-14 of the agenda book and in a brochure that was distributed to the committee). Mock said the three Student Exchange Programs - the Professional Student Exchange Program, Western Regional Graduate Program, and Western Undergraduate Exchange - all support the access component of the WICHE workplan. The

Northwest Academic Forum (NWF), the Northwest Educational Outreach Network (NEON), and the American TeleEdCommunications Alliance (ATAlliance) are three initiatives that support the innovation and information technology theme through interstate collaboration and interinstitutional resource sharing. The unit produces a series of Workforce Briefs each year to inform member states about workforce projections in each of our 15 member states, with an emphasis on the fields that are included in the Professional Student Exchange Program.

The communications staff within the unit provides support to the WICHE organization by developing, editing, and designing electronic and print communications. These include: the WICHE Web site, NewsCap, the WICHE annual report and annual work plan, state and regional fact sheets, WICHE conference brochures and materials, publications, agenda books, and presentations.

Mock said four areas have been identified in the "On the Horizon" section of the workplan as potential new activities, pending commissioner endorsement and the acquisition of external funding. They include:

- 1) Expanding NEON activity beyond the 10-state NWF region to include all WICHE states.
- 2) Examining the potential costs and benefits for states interested in implementing the electronic student services provided through the Xap Corp.'s Mentor Systems and exploring the potential of developing a multistate system.
- 3) Convening a series of regional/subregional forums on emerging workforce areas.
- 4) Creating a regional clearinghouse, or inventory, for states and institutions to use as they anticipate new academic degree programs or look at scaling back existing programs.

Commissioner Dubois asked why we are working with just the Xap Corp. since there are other vendors providing similar products, and he asked whether there was some strategic advantage for the region having WICHE involved. Mock said several WICHE states are developing Mentor Systems and Colorado's commissioners, in particular, have encouraged staff to make other Western states aware of the product. Longanecker added that Xap has developed an interesting portal for the Southern Regional Electronic Campus, which is the Southern Regional Education Board's electronic community; he said a similar approach may be feasible for the NEON project. He said WICHE Commissioner Tim Foster, director of the Colorado Commission on Higher Education, and leaders of the California State University System have been strong advocates. Further, the system is likely to be too expensive for the smaller states to implement but it might be doable if a few states worked together. Chair Barrans added that there are other products on the market, including Mapping Your Future and some other portals; most of them are funded through the state financial aid agencies and not by institutions or state higher education agencies. She said the Mentor Systems provide a particularly effective way for eighth-grade and older students to develop their own academic portfolios and to explore their higher education options using the Internet. Dubois said he could pull the right group of people together in Wyoming for a Mentor Systems demonstration. Commissioner Krause said this is not something Montana will get involved in because they have other alternatives.

In terms of future activities, Commissioner Dubois said the Programs and Services unit has a lot on its plate, and NEON and the NWF projects have some important initiatives underway that should take

priority over new activities. Commissioner Feldman suggested that if regional workforce forums are convened, they should focus on health workforce issues in the West. The Health Resources and Services Administration (HRSA) has studied workforce needs in many states; its information could be reviewed in determining how to concentrate our efforts. Commissioner Isaak suggested the issue of accountability is being elevated at the federal level through reauthorization and is one that WICHE may want to explore by disseminating information on best practices. Commissioner Dubois said the SHEEO organization is doing a lot of work on this issue, and Commissioner Barrans said a lot of activity is going on at the state and national levels on both workforce and accountability issues. She suggests that WICHE synthesize this information for Western states rather than duplicating other work. She said all of the initiatives outlined in the "On the Horizon" section of the workplan are ones that could serve WICHE's mission, but she recommends that our efforts should focus on our existing activities to ensure they develop as planned.

Commissioner Isaak made a motion to approve the Programs and Services workplan; the motion was seconded by Commissioner Carrol Krause and passed unanimously. Commissioner Dubois reemphasized that he would like to see staff prioritize its work on NEON, NWAf, the traditional Student Exchange Programs, and possibly some additional work with Xap, and defer other activities. Commissioner Isaak agreed and said NEON has strong potential and is an excellent effort. Chair Barrans acknowledged the work and productivity of the Programs and Services unit.

Discussion Item: Reviewing the Professional Student Exchange Program (PSEP) Enrollments and Support Fees

Chair Barrans asked Mock to introduce the discussion item and she introduced Vicki Falsgraf, Oregon certifying officer and chair of the WICHE certifying officers' subcommittee on support fees. Mock said the WICHE Commission sets the PSEP support fees every two years. PSEP helps states to meet their professional workforce needs and allows students who do not have access to selected programs to enroll at institutions in other states. Students generally pay resident tuition at public institutions and one-third of regular tuition at private institutions; the "sending" states provide a support fee to cover the difference between resident and nonresident tuition. Historically, the participating institutions have received an additional financial incentive exceeding the nonresident tuition levels, for many years this differential was approximately 105 percent of nonresident tuition. As tuitions have increased at differing rates across institutions, the incentives have become more variable. Support fees for the 2003-2004 and 2004-2005 biennium were approved by the full commission in May 2002 and included a 4 percent increase in Group A and a 3 percent increase in Group B fields for each year of the biennium, along with a \$1,000 increase in the first year of the biennium of the physician assistant support fee. In concert with this action, the commission suggested that a subcommittee of the WICHE certifying officers and the WICHE staff begin a conversation on whether new approaches to setting the fees are needed. Mock said the subcommittee has met by teleconference several times and Falsgraf has spent considerable time examining the programs' history, enrollments, and alternative support fee models; Sandy Jackson has provided staff support, and she developed a substantial amount of background information for the subcommittee.

Falsgraf said the executive summary of the certifying officers' subcommittee report is available in the agenda book (pp. 8-29 - 8-32). The report provides historical and longitudinal information by field and state as well as regional information. She acknowledged the cooperation and hard work of the subcommittee and staff. The group found that declining enrollments have occurred in the PSEP program over the past 20 years, coincident with increasing support fees and recent economic decline in most of the

participating states. States want to keep support fees as low as possible to serve the maximum number of students, schools want increased support fees so that they can cover program costs and maximize their resources; and students are caught in the middle. The certifying officers focused on Group A fields, those in which WICHE students would have difficulty gaining access to public professional schools without the PSEP program. The nine current Group A fields include: medicine, dentistry, veterinary medicine, physical therapy, occupational therapy, optometry, podiatry, osteopathic medicine, and physician assistant. Initially, the subcommittee thought the reason for declining enrollments was the biennial support fee increases. The highest enrollments occurred in 1977-78 when 1,097 students took part; in 2002-2003, the enrollment is 674, a decline of 61 percent. In researching reasons for the decline, the subcommittee learned that some states have responded to the increasing fees by sending students to professional programs in states outside the WICHE region; some broker these arrangements for themselves, in other cases the WICHE staff negotiates these arrangements.

Falsgraf provided a handout that describes in-region enrollments in the 13 fields by state. The subcommittee believes there is a positive correlation between increased fees and declining enrollments; she said other contributing factors include: new professional schools in several Western states, out-of-region arrangements, and constrained state budgets. She said a careful analysis of these factors is needed to determine what modifications may be needed to the Professional Student Exchange Program. The subcommittee also recommends two short-term options to be implemented immediately, which would reduce the previously approved fees for the 2003-05 biennium. The recommendations are to adjust the support fees to Group B standards. In Group B, the student generally pays the resident tuition rate; however, whenever the sum of the resident tuition paid by the student and the support fee does not at least equal the nonresident tuition, the school may charge the student the difference. The subcommittee did not propose a recommended approach for setting the fee levels based on the Group B model. The committee's second option would set a ceiling (e.g., 20 percent) above nonresident tuition which the PSEP incentive (i.e., the sum of support fee plus resident tuition) will not exceed.

Falsgraf suggests the need to evaluate several historical principles and assumptions upon which PSEP has been built. Examples include: whether receiving institutions truly need a financial incentive to enroll PSEP students; the impact on enrollments if a greater tuition burden is shifted to students; and the relationship between support fees and today's nonresident tuition levels. She said these issues are not new; they are very complex and require further attention to reach new solutions.

Commissioner Dubois thanked Falsgraf, the certifying officers, and WICHE staff for the work on this project; he said that while it is true that declining state budgets and increasing support fees have contributed to the drop in enrollments, there are many other related factors: the initiation of the WWAMI medical education program, creation of new professional programs that have absorbed more in-state students, and the initiation of out-of-state programs. He said that while it may be worthwhile to do additional research on these factors, a more important question is whether students would have access to these programs if the WICHE and WWAMI structures did not exist. The point of PSEP is to make sure students have the opportunity to seek professional education; he said he is comfortable with the untidiness of the system because it helps individual students take predictable levels of state support and decide where they want to enroll. If the students excel academically, they have more institutional options than marginal students. He said he is not convinced, based on the data, that we have seen a decline of student access to these kinds of programs overall. Dubois added that one of the consequences of reducing the

support fees in medicine to the Group B levels, for example, would be for medical schools to reduce the slots available to PSEP students. The current PSEP support fees in medicine are half of what Wyoming is paying for students enrolled in WWAMI. In this constrained budgetary environment, if we were to reduce the support fees the consequence would be a reduction of slots overall.

Commissioner Isaak said from a simple cost perspective, it is difficult to determine what we should do and it becomes more of a philosophical decision about how much of the burden students should carry versus the states that do not offer the programs. If the WICHE fees get too high, we will price ourselves out of the market as states will reduce their participation; he said he needs more time to think about these issues before he would agree to reducing the fees. The medical school at the University of North Dakota would not want the fees to be dropped.

Mock reiterated that the support fees present a complex challenge in a dynamic higher education environment. She noted that when the subcommittee recently presented its recommendations to the other certifying officers, the need to preserve access to professional programs was given higher priority over the need to reduce support fees by the states that send the largest numbers of PSEP students. Mock said WICHE's priority is to maintain access for states that cannot afford, or choose not to build, new professional programs in the PSEP fields. She said staff will continue to discuss the support fee issues with certifying officers and the participating institutions and that the conversation can be continued at subsequent Programs and Services committee meetings. Since there was no commissioner support for reducing the fees midstream in the biennium, Mock said staff would maintain its plan to present recommendations on the support fees for the 2005-07 biennium at the WICHE Commission's May 2004 meeting.

Information Item: Summary of ATAlliance Activities

Chair Barrans asked Mock to describe new initiatives begun by the American TeleEdCommunications Alliance. Mock suggested that the commissioners refer to the information item on p. 8-33 of the agenda book since the meeting was drawing to a close.

The committee had no further business and adjourned.

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Issue Analysis and Research Committee

Tuesday, November 11, 10.00–11.00 A.M.

Spruce

10 Tuesday 10.00–11.30 A.M.



Photo courtesy of Boulder Convention & Visitors Bureau

Tuesday, November 11, 2003

Page No.

10.00 am - 11 am

Spruce

Issue Analysis and Research Committee

Committee Members

Cece Foxley (UT), Chair
 Marc Gaspard (WA), Vice Chair
 Chuck Ruch (ID), Ex Officio
 Don Carlson (WA), Ex Officio
 Johnny Ellis (AK)
 Lawrence Gudis (AZ)
 Francisco Hernandez (CA)
 Tim Foster (CO)
 Doris Ching (HI)
 Cindy Younkin (MT)
 Jane Nichols (NV)
 Richard Kunkel (ND)
 Everett Frost (NM)
 Ryan Deckert (OR)
 Jack Riggs (ID) Bob Burns (SD)
 John Barrasso (WY)

Agenda

Presiding: Cecelia Foxley (UT), Chair

Staff: Cheryl Blanco, director, Policy Analysis and Research
 Sally Johnstone, director, WCET



Minutes Previous Meeting. Attachment 1 contains the minutes of our May 20, 2003, meeting for the committee's approval.

Information Item State and Institutional Policies Related to Accelerated Learning Programs. Attached is an information item for committee discussion concerning a potential proposal to Lumina Foundation for Education for the Policy Analysis and Research unit to conduct a national audit and analysis of state and institutional policies related to accelerated-learning programs, such as advanced placement, dual and concurrent enrollment, and the International Baccalaureate (Attachment 2).

Discussion Item Benchmarks Document. Staff will give a progress report on the "benchmarks" document discussed at the May 2003 commission meeting.

Information Item Unit updates. Staff will provide an update and respond to the committee's questions concerning ongoing activities.

1. Policy Analysis & Research – Cheryl Blanco
2. WCET – Sally Johnstone

Other Business

Adjourn

Action Item

WICHE Issue Analysis and Research Committee

Minutes

May 20, 2003

Members present

Cecelia Foxley, Chair (UT)	Cindy Younkin (MT)
Marc Gaspard, Vice Chair (WA)	Richard Kunkel (ND)
Lawrence Gudis (AZ)	Robert Burns (SD)
Francisco Hernandez (CA)	John Barrasso (WY)

Staff present

David Longanecker, Executive Director
Cheryl Blanco, Senior Program Director, Policy Analysis and Research
Russell Poulin, Associate Director, WCET
Marla Williams, Assistant to the Executive Director

Chair Cecelia Foxley convened the Issue Analysis and Research Committee on May 20, 2003. She announced that Russell Poulin was representing the WCET in the absence of Sally Johnstone, director of the WCET. The minutes of the November 12, 2002, and April 22, 2003, committee meetings were approved without revisions.

For the action item on the Western Consortium for Accelerated Learning Opportunities (WCALO)–Phase 2, Chair Foxley asked Cheryl Blanco to summarize the information. Blanco reported that the proposal would continue the work supported by the U.S. Department of Education’s Advanced Placement Incentive Program over the past two-and-one-half years during the first phase of the WCALO project. Since the initial grant period of three years was ending, staff would like permission to seek funding for another three-year period. She mentioned some of the continuation and new activities planned for the Phase 2 work. In response to a question from Commissioner Gudis, she highlighted the accomplishments of Phase 1. Commissioners had several questions including the priority of this project in the unit’s work plan, staffing, state partners in the consortium, and status of the proposal with WICHE as a partner or as a qualifying individual organization. The committee unanimously approved the request to seek and expend funds for this project.

Chair Foxley asked Poulin to update the committee on the proposal “Development of Costing Tool for Distance Education and ICTs for Teacher Education and Support in Sub-Saharan Africa.” Poulin reported that the World Bank had invited WCET to submit a proposal to develop an educational technology-costing model for teacher training in sub-Saharan Africa. Although WCET was one of the four finalists, it was not awarded the grant. Therefore, this item should be removed from the agenda. Chair Foxley approved this request.

On the information item “Extending the WCET EduTools Website to Incorporate a New Category of University-created Course Management Systems,” the chair again recognized Poulin. He explained that

this had been prepared as an action item for the committee but that the potential funder had reduced the budget range. As a result, the project now falls below the approval threshold required for proposals.

Chair Foxley moved to the discussion item titled "Tuition for Military Personnel, Spouses, and Dependents." Blanco explained that this item was discussed at the November 2002 committee meeting and during the April 2203 conference call. Following the last discussion, staff were directed to update the state policy matrix and draft a statement of "best practice" policy for the committee's consideration. Commissioner Kuepper provided more detailed background on the Army's interest in this initiative and the major concerns around the question of continuity of tuition benefits. During discussion, Commissioner Ching said that she was raising this concern in Hawaii and encouraged states to review the policy in line with the best practices statement. Commissioner Hernandez asked how the fiscal impact would be determined. Commissioner Kuepper explained that he had tried to do that in Colorado by estimating how many people would potentially be involved in this. Commissioner Kunkel asked which state has the best practices. Commissioner Kuepper replied that some states have a specific reference whereas the policy is embedded in something else in some states. Commissioner Hernandez asked why there wasn't federal legislation linked to financial aid on this. Commissioner Kuepper did not know and questioned whether there should be because states determine tuition and residency policies – so this is a state issue. Commissioner Perry observed that this is an interesting policy area; the state's responsibility is to be consistent in applying the rules, and changes in tuition policy affect other policy areas as well. Commissioner Kuepper agreed, saying that states view this in very different ways. Commissioner Carlson reported that this is a very real issue in Washington as large numbers of military personnel and families are locating in the state following the war in Iraq; the increased demand on area postsecondary institutions is significant. Turning to the draft statement in the discussion item, Chair Foxley asked for comment on the wording. Members accepted the statement with the revision that the word "dependents" would replace all references to "family members" and concurred that the statement should be taken to the full commission with a recommendation that the states consider their policies on tuition for military personnel and dependents and the "best practice" statement.

The chair called for discussion of the item on the proposed fiscal year 2004 work plan for the Policy Analysis and Research unit. She reminded the committee that work load concerns should be taken into consideration as current and possible future activities are reviewed. Blanco explained the general format of the workplan matrix, which is constructed around five major columns representing the priority themes – **Finance, Access, Innovation & Info-technology, Workforce, and Accountability** – and three broader sets of activities: Existing Activities, New Directions (proposals have been approved by the commission), and On the Horizon (proposals not yet submitted to the commission or past proposals that are being recast). For the Existing Activities segment, Blanco noted that the unit has several activities currently underway, with at least one activity in each thematic area. For the New Directions component, the unit again has several topics that have been approved by the commission for external funding, some have been submitted to foundations or other entities, others are still in the development stage. The On the Horizon portion of the workplan required more in-depth discussion. Blanco explained the proposed topics, and committee members engaged in discussion around the potential of developing the topics as unit activities.

§ The **Finance** issue had one potential new topic: policy work on resident and nonresident tuition policies. An exploratory project might look at the pros and cons of reducing or eliminating entirely the distinction between resident and nonresident tuition policies. Commissioner Gaspard noted that

this is a tough issue; it is hard to find good information, and he was not sure what we could add to the debate. Commissioner Burns also observed that it is very much a state-centered issue. Commissioner Perry asked what happens when some states decide to eliminate differences between in-state and out-of-state tuition? Would the student exchange program collapse? Commissioner Younkin asked why a state would eliminate the tuition differential. Suggested responses were for reasons of capacity and to stimulate the economy. Commissioner Burns asked if the issue were driven by distance education. The committee decided to explore the possibility of producing a white paper on state and regional issues associated with the elimination of, or significant reduction in, the difference between in-state and out-of-state tuition.

- § Under **Access**, a potential new activity was to establish an advisory council on K-20 interactions to enhance preparation. The rationale behind the activity is the highly increased interest around the nation on improving K-12 and higher education relations. Commissioner Perry indicated that some states are currently reporting data bases together, and it is reasonable that we look at K-12/higher education regionally. Commissioner Hernandez observed that the driving forces in California are around serving minority students. There is some interest in forcing K-12 and higher education to align. The committee decided to keep this work within the Policy Analysis and Research Committee for the present time rather than recommending establishing a new council on K-20. Commissioners Burns and Hernandez volunteered to assist staff in assembling a handout describing what states were doing around K-12/higher education alignment.
- § The **Workforce** issue contained an activity to convene regional and subregional forums on emerging workforce needs. Blanco explained that WICHE's grant from the Ford Foundation presently supports activities around workforce needs. Additionally, the Policy unit is collaborating with the Programs and Services unit on this work. She suggested that no new work be developed on this issue in the short term. The committee supported this suggestion.
- § The **Accountability** issue reflected an activity calling for follow-up initiatives responding to the National Center on Public Policy and Higher Education's report cards. Blanco stated that WICHE has been supporting state and multistate discussions on the report card issues, most of which are also covered in the WICHE fact book. The National Center has its own follow-up work providing technical assistance to states, some of it is being done in partnership with the Education Commission of the States and NCHEMS. The committee determined that no new activity was needed from the Policy unit, and that any support work could be handled through existing activities.
- § A new activity, one not included in the work plan material, was proposed based on the commissioners' discussion the previous day. The idea of developing a new "benchmarks" report was suggested. The committee supported this activity, and Commissioners Gaspard and Perry volunteered to assist staff. Chair Foxley reiterated a comment from the commission discussion that we should be aware of data available from other sources such as the NCHEMS "higheredinfo.org" Web site and avoid replicating that information. Blanco suggested that staff produce a draft "benchmarks" document for review during a committee conference call prior to the November commission meeting so that a more complete document would be ready for commissioners to review in November. The committee supported this suggestion.

The committee adjourned to rejoin the commission for the next general session.

State and Institutional Policies Related to Accelerated Learning Programs

Summary

Staff are considering a small proposal to be submitted to Lumina Foundation for Education to conduct an audit and analysis of state and institutional policies related to accelerated learning programs. The Foundation has indicated an interest in such a report, and a study of this nature is consistent with our issue area of access and our current work with accelerated learning programs through the Western Consortium for Accelerated Learning Opportunities (WCALO).

Background

A key element of access and success to higher education is college readiness. Efforts to improve student preparation for college-level work have increased in recent years and have taken many forms. One of the more prevalent indicators of activity has been with the significant expansion of Advanced Placement (AP) courses and tests, dual and concurrent enrollment options, and the International Baccalaureate (IB) program. Our participation in the U.S. Department of Education's Advanced Placement Incentive Program (APIP) with grant awards to WCALO over the past three years is part of our effort to enhance access in the West by increasing the successful participation of low-income, rural, and first-generation students in these programs.

While accelerated options are widely used across the states, limited analyses have been conducted on associated policies either at the state level or the institutional level. Among the on-going questions about these initiatives are: (1) Are they cost effective for students and families? Do student save time and money in college by entering with credits through accelerated options? (2) How do institutions use credit earned through accelerated programs in admissions, placement, credit toward a degree or certificate, and graduation requirements? (3) How are these options financed—who pays and for what? (4) In addition to the well-known programs (i.e., AP, dual enrollment, concurrent enrollment, and IB), are there other lesser-known options for accelerated learning?

Lumina Foundation is interested in a comprehensive, national policy review and analysis of accelerated learning programs at the state level and at public and private institutions. Staff have had an initial, exploratory conversation with Foundation staff about our mutual concerns with this topic, and that discussion encouraged WICHE staff to approach the Commission with an indication of our interest in submitting a proposal.

Next Steps

Staff will continue to explore the possibilities of a national study on accelerated learning programs. Upon initial approval from the Issue Analysis and Research Committee, staff will return to the Commission with an action item to move forward on a formal proposal.



**Policy Analysis and Research
Continuing Projects – November 2003**

FINANCING

INITIATIVES & ACTIVITIES

Changing Direction: Integrating Higher Education Financial Aid and Financing Policy (Phase 2) ~ A grant from Lumina Foundation for Education supported Phase 1 activities on this project from November 2001 through September 2003. In December 2003, we will initiate Phase 2 with continuation funding of \$1,000,000 over three years to support expansion and broadening of the scope of this project. New areas under this grant will include financing and retention issues. We will expand several of the activities from Phase 1, such as offering technical assistance to five additional states on integrating financial aid, tuition, and appropriations policies; convening a national policy forum; cosponsoring leadership institutes for legislators, governors' education policy advisors, and regents; sponsoring state roundtables; commissioning papers; and convening multistate policy forums.

Strengthening Legislative Engagement in Higher Education ~ A small planning grant has supported new work around tax structures in WICHE states, including comparative information and analyses of key issues and trends, with a profile of each WICHE state. A focus group was held in September to discuss the draft report *Tax Structure Issues in Western States* with the author, Dr. Don Boyd, and the full report with individual analyses for the WICHE states has been disseminated.

STATE SERVICES & BENEFITS

- ▶ Access to state technical assistance to explore integrating financial aid, tuition, and appropriations decision making, revenue structures, and student retention.
- ▶ Copies of publications, such as commissioned papers, the data inventory, and special surveys.
- ▶ Access to SPIDO (State Policy Inventory Database Online) with tuition policies and summaries from 50 states.
- ▶ Participation in a national dialogue on innovative ways to bring financial aid and financing policy together.
- ▶ Involvement in multistate policy forums on financing and financial aid policies, revenue structures, and student retention.
- ▶ Cosponsorship of state roundtables on any of the key issues covered in this project.
- ▶ Participation in leadership institutes for legislators, executive office education staff, regents, and state-level commissioners.

INITIATIVES & ACTIVITIES

Pathways to College Network ~ An alliance of major foundations, nonprofit organizations, educational institutions, and the U.S. Department of Education to improve college access and success for large numbers of underserved youth. WICHE is the lead organization – working with SHEEO, ECS, and The College Board – in developing and implementing the public policy component of *Pathways*. We have conducted case studies in five states and sponsored roundtables on P-16 in Montana, Indiana, Washington, and Tennessee. We authored a chapter in *Student Success: Statewide P-16 Systems*, a collection of five strategy briefs that draw on the case study and roundtable information. We also developed and published a brochure on key financial aid issues in a P-16 environment. WICHE is expanding its free, searchable policy inventory database online (SPIDO) that contains selected policies from the 50 states related to: teacher quality, financial aid, articulation and alignment, early outreach programs, remediation, data and accountability, equity, and governance. With Pathways and other partners, we sponsored regional policy forums in Philadelphia and Atlanta to complement our September 2002 forum in Albuquerque, NM.

Western Consortium for Accelerated Learning Opportunities (WCALO) ~ An initial three-year grant (2000-2003) from the U.S. Department of Education supported a nine-state consortium (Arizona, Colorado, Hawaii, Idaho, Montana, New Mexico, Oregon, South Dakota, and Utah) to increase the numbers of students from underrepresented populations that participate in accelerated-learning options (e.g., AP, dual enrollment, etc.). This year's award of \$800,000 is supporting a variety of activities in the states and at the consortium level to promote accelerated learning. Our special studies and projects involved the states in working groups as we produced reports and modules addressing regionwide concerns with issues around teacher and counselor professional development, online learning, and serving American Indian students.

A new proposal to broaden the consortium's focus, include all 15 WICHE states, and develop new initiatives was submitted to the U.S. Department of Education. Additionally, a one-year no-cost extension has been granted to WICHE to use the remaining funds from the initial grant to finish activities that were not completed.

STATE SERVICES & BENEFITS

- ▶ Collaboration on state case studies.
- ▶ Hosting of state roundtables.
- ▶ Tailored technical assistance around P-16 issues.
- ▶ Access to SPIDO (State Policy Inventory Database Online).
- ▶ Access to a range of publications and strategy briefs around P-16 and access for underrepresented students.
- ▶ Funding for online AP courses, teacher and counselor professional development, pre-AP activities with programs like GEAR-UP, and other activities.
- ▶ Participation in the Consortium Network of K-12/SHEEO representatives
- ▶ Participation in working groups on issues around online AP, serving American Indian students with accelerated learning, teacher pre-service AP models, counselor training, and student progress.
- ▶ State roundtables on accelerated learning.
- ▶ Exposure to other state's approaches to accelerated learning for low-income and rural students.

INITIATIVES & ACTIVITIES

Expanding Engagement: Public Policy to Meet State and Regional Needs ~ A grant from the Ford Foundation to work with states on concerns around quality and accountability in a time of stable or declining enrollments. Our emphasis here is on helping states that don't anticipate enrollment increases to examine different strategies that respond to their specific demographic issues.

Knocking at the College Door: Projections of High School Graduates by State, Race/Ethnicity and Income, 1998 to 2018 ~ The 6th edition of this report will be released in Winter 2003. This popular publication will extend the projections from 2012 to 2018 and add SES data to our model, enabling us to project high school graduates not only by race/ethnicity but also by family income for the 50 states. Complementary publications include individual state profiles.

Following the Sun: Trends, Issues, and Policy Implications of Student Mobility ~ Staff will continue to seek funding for a project on student mobility. The purpose of this project would be to assist states in building their capacity to measure and understand the impact of student mobility and to effectively address related public policy issues. This project would engage policymakers and higher education leaders in key policy issues around the ability of states to manage mobility and provide better-informed public policies on mobility issues as they relate to higher education. A related project to begin in early 2004 will utilize a consultant, Dr. Christopher Morphew from the University of Kansas. Dr. Morphew plans to explore student migration patterns, looking specifically at who benefits from these patterns, what evidence exists that these patterns serve states' higher education and economic needs, and what political and policy factors contribute to these patterns.

Other Publications ~ Ongoing work that informs the access conversation in the West includes our regional *Fact Book*, an annual report on tuition and fees in public institutions, our *Policy Alerts* and *Stat Alerts* e-mail notices, state-specific pages on our Web site to show Census data, our short report series titled *Policy Insights*, and an informational bulletin titled *Exchanges*.

STATE SERVICES & BENEFITS

- ▶ Roundtables for states with stable or declining enrollments.
- ▶ Small, state focus group of carefully selected top-level policymakers to define the issues.
- ▶ Subregional policy forums.
- ▶ Access to high school projections data by race/ethnicity and income for 50 states.
- ▶ Individual state profiles.
- ▶ Technical assistance.
- ▶ State roundtable on mobility issues.
- ▶ Tailored technical assistance to examine student mobility in the state.
- ▶ Subregional forums on student mobility.
- ▶ Analytical information on student mobility.
- ▶ Current demographic information and other data on higher education issues.

Reports, studies, and related information from an array of sources to support informed policy.

ACCOUNTABILITY

INITIATIVES & ACTIVITIES

Expanding Engagement: Public Policy to Meet State and Regional Needs ~ The Ford grant also supports our work on accountability and has enabled us to assist California and South Dakota with roundtables and technical assistance. Collaborating with states on an individual basis through targeted technical assistance is a key strategy for this project. Also, state focus groups will bring together a few, carefully selected top-level policymakers in individual states to define the issues. Our objective is to create a community of support at the top by assembling such leaders as the governor, speaker of the house, president of the senate, state higher education executive officer, and prominent business or tribal leaders to discuss these challenges and to identify potential solutions. We will also utilize several other venues – state roundtables, a subregional multistate conference, publications, briefing papers, and research reports – to promote discussion and action among policymakers and policy shapers on accountability issues.

STATE SERVICES & BENEFITS

- ▶ Participation in the regional forum, *The Changing Face of Accountability*.
- ▶ Access to state-specific technical assistance.
- ▶ Convening state roundtables.
- ▶ Access to consultants, facilitators, and other external expertise.

WORKFORCE

INITIATIVES

Expanding Engagement: Public Policy to Meet State and Regional Needs ~ Our efforts on workforce issues are supported by a grant from the Ford Foundation and center on four areas: nursing, college faculty, information technology workforce, and teacher education. In 2003 we published a *Policy Insights* report about the supply and demand issues for registered nurses.

STATE SERVICES

- ▶ Access to analytical information on workforce issues.
- ▶ Participation in regional workforce forums.
- ▶ Access to technical assistance, consultants, and facilitators.
- ▶ Small, state focus group of carefully selected top-level policymakers to define the issues.

INITIATIVES

Expanding Engagement: Public Policy to Meet State and Regional Needs ~ With support from our Ford Foundation grant, we sponsored a regional policy forum in October 2003 titled *Weathering the Perfect Storm: Information Technology in a Limited Resource Environment*. The forum explored the challenges of providing information technology in a limited-resource environment and the policy issues that legislators and education leaders are facing. Among these are concerns around the impact of reduced resources on meeting the needs of underrepresented and low-income students for postsecondary education. The forum also focused on teaching and learning and administrative services. A summary of major policy issues that emerged during the forum are included in one of our *Exchanges* reports.

STATE SERVICES

- ▶ Access to analytical information on workforce issues.
- ▶ Participation in regional policy forum on supporting information technology in a time of limited resources.
- ▶ Access to technical assistance, consultants, and facilitators.

Small, state focus group of carefully selected top-level policymakers to define the issues.

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Committee of the Whole Business Session and Working Lunch

Tuesday, November 11, 11.15 A.M.—1:30 P.M.

Centennial



11 Tuesday 11.15 A.M.—1.30 A.M.

Photo courtesy of Boulder Convention & Visitors Bureau

Tuesday, November 11, 2003

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11.15 - 1.30 am
Centennial

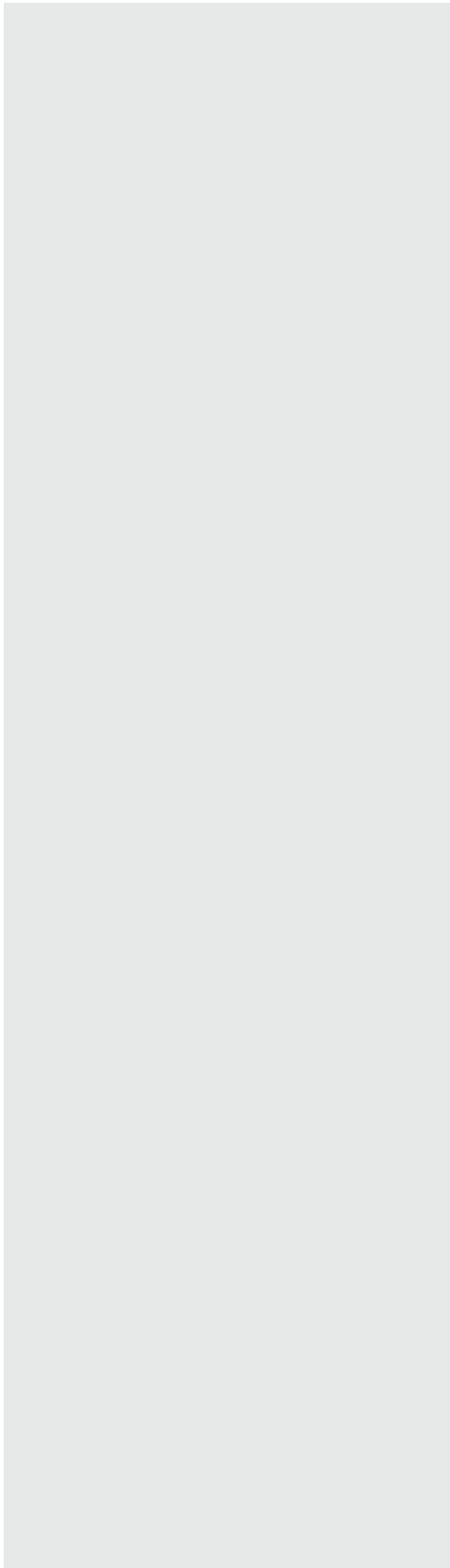
Committee of the Whole

Call to Order: Chuck Ruch, chair

Business session and working lunch

Information Item: General Fund Budget FY 2004-2005

11-__



WICHE General Fund Budget

Estimate for FY 2004 and Preliminary Budget for FY 2005

Revenue & Expenditures

		\$103,000		--- Dues per State ---		\$105,000							
A	B	C	D	E	F	G	H	I	J				
FY 2004					FY 2005								
					"1st Version" Comparing FY 2004 to FY 2005								
					FY 2005		Better or (Worse)		Better or (Worse)				
					Budget	than FY 2003 Budget		than FY 2004 Estimate					
					(a)	\$	%	\$	%				
1	Revenue:												
2	Member dues	1,545,000	1,545,000	0	0.0%	(b)	1,575,000	30,000	1.9%	30,000	1.9%		
3	Delinquent dues	(c)	(51,000)	(103,000)	(52,000)	na	(c)	0	51,000	na	103,000	-100.0%	
4	Interest	(d)	42,000	34,000	(8,000)	-19.0%	(d)	37,000	(5,000)	-11.9%	3,000	8.8%	
5	Indirect cost recovery		315,000	338,000	23,000	7.3%		238,000	(77,000)	-24.4%	(100,000)	-29.6%	
6	Miscellaneous income		54,000	54,000	0	0.0%	(f)	22,000	(32,000)	-59.3%	(32,000)	-59.3%	
7	Total Revenue	1,905,000	1,868,000	(37,000)	-1.9%		1,872,000	(33,000)	-1.7%	4,000	0.2%		
8	Expenditures:												
9	SEP - Programs		278,429	278,429	0	0.0%		268,946	9,483	3.4%	9,483	3.4%	
10	Policy Analysis & Research		254,266	254,266	0	0.0%		354,095	(99,829)	-39.3%	(99,829)	-39.3%	
11	Communications & Public Affairs		226,448	226,448	0	0.0%		232,201	(5,753)	-2.5%	(5,753)	-2.5%	
12	Commission Meeting Expense		106,954	106,954	0	0.0%		126,318	(19,364)	-18.1%	(19,364)	-18.1%	
13	Executive Director's Office		375,917	375,917	0	0.0%		381,277	(5,360)	-1.4%	(5,360)	-1.4%	
14	Administrative Services		470,166	470,166	0	0.0%		481,080	(10,914)	-2.3%	(10,914)	-2.3%	
15	Miscellaneous Expenses		(e)	164,423	173,303	(8,880)	-5.4%	(e)	185,621	(21,198)	-12.9%	(12,318)	-7.1%
16	Indirect Cost Sharing Expenses		22,000	25,000	(3,000)	-13.6%		22,000	0	0.0%	3,000	12.0%	
17	Staff Salaries & Benefits Cost Increases for FY 2005						(g)	50,000	na	na	na	na	
18	Staff Turnover/Vacancy Estimate (1.5% of Salaries & Bnfts.)		(13,920)	(13,920)	0	0.0%		(13,920)	0	0.0%	na	na	
19	Program Development Fund		20,000	20,000	0	0.0%		20,000	0	0.0%	0	0.0%	
20	Total Expenditures	1,904,683	1,916,563	(11,880)	-0.6%		2,107,618	(202,935)	-10.7%	(191,055)	-10.0%		
21	Surplus (Deficit) for the Fiscal Year	317	(48,563)	(48,880)	-2.6%		(235,618)	(235,935)	-74427.6%	(187,055)	385.2%		
22	Better or (Worse) than Budget or Estimate			(48,880)	-2.6%		(235,935)	-74427.6%		(187,055)	385.2%		
23	Reserves:												
24	Beginning of the Fiscal Year:												
25	Minimum Reserve		(h)	228,562	228,562	0	0.0%	(h)	252,914	24,352	10.7%	24,352	10.7%
26	Reserves Available for Dedication		404,789	404,789	0	0.0%		168,478	(236,310)	-58.4%	(236,310)	-58.4%	
27	Total Reserves - Beginning of the Fiscal Year:	633,351	633,351	0	0.0%		421,392	(211,958)	-33.5%	(211,958)	-33.5%		
28	Dedications to the Reserve During the Fiscal Year:												
29	Surplus (Deficit) during Fiscal Year (Line 22 - above)		317	(48,563)	(48,880)	-15420%		(235,618)	(235,935)	-74427.6%	(187,055)	385.2%	
30	Association Mgmt. Software		(i)	(50,000)	(50,000)	0	0.0%	(i)	0	50,000	-100.0%	50,000	na
31	Office Move		(k)	(30,000)	(30,000)	0	0.0%	(k)	(30,000)	0	0.0%	0	0.0%
32	Office Furniture & Equipment		(k)	(30,000)	(30,000)	0	0.0%	(k)	(30,000)	0	0.0%	0	0.0%
33	50th Anniversary Celebration		(l)	(53,395)	(53,395)	0	0.0%	(l)	0	53,395	-100.0%	53,395	-100.0%
34	Net Reserve Dedications During the Fiscal Year	(163,078)	(211,958)	(48,880)	30.0%		(295,618)	(132,540)	-81.3%	(83,660)	-39.5%		
35	End of the Fiscal Year:												
36	Minimum Reserve		(h)	228,562	228,562	0	0.0%	(h)	252,914	24,352	10.7%	24,352	10.7%
37	Reserves Available for Dedication		241,710	192,830	(48,880)	-20.2%		(127,140)	(368,851)	-152.6%	(319,970)	-165.9%	
38	Total Reserves - End of the Fiscal Year:	470,272	421,392	(48,880)	-10.4%		125,774	(344,499)	-73.3%	(295,618)	-70.2%		
39	Change in Total Reserves - Increase or (Decrease)	(163,078)	(211,958)	(48,880)	-10.4%		(295,618)	(132,540)	-81.3%	(83,660)	-39.5%		
40	Better or (Worse) than Budget or Estimate			(48,880)	-10.4%		(132,540)	-81.3%		(83,660)	-39.5%		
<small>(From the Beginning of the Fiscal Year to the End of the Fiscal Year)</small>													

- (a) Budget approved by the commission in May of 2003, adjusted for actual carry over from FY 2003 and actual benefit cost increases by unit.
- (b) Dues not increasing from FY 2003 to FY 2004, as approved by the Executive Committee during a conference call on Feb. 25, 2003, but increasing by \$2,000 per state in FY 2005.
- (c) For FY 2004, assumes \$103,000 as an accounts receivable from California.
- (d) Ave. daily balance: Estimate for FY 2004 is \$4,175,000 at 0.81% ; and budget for FY 2005 is \$3,713,000 at 1.00%.
- (e) Includes property & liability insurance, legal fees, unallocated rent, and other miscellaneous costs not allocated to unit budgets.
- (f) For FY 2004, includes \$32,000 transferred from closed accounts.
- (g) Preliminary proposal for salary and benefit cost increases for FY 2005, assuming 3.5% for salary increases.
- (h) The minimum reserve level authorized by the Commission (12% of budgeted expenditures, per May 2000 Commission Meeting).
- (i) Approved by the Commission at the Nov. 2000 meeting in Seattle, WA.
- (k) Reserve funds for the next office move and for office furniture in the Fall of 2004, each at \$30,000 for 3 successive fiscal years (FY 2003, FY 2004, and FY 2005).
- (l) Approved by the Commission at the May 2002 meeting in Santa Fe, NM.

Total WICHE Expenditures by Fiscal Year

(Rounded to nearest \$1,000)

Primary Account Names	Actual FY 2003	Estimate FY 2004	Estimate FY 2005
1 General Fund	\$1,789,000	\$1,917,000	\$2,104,000
2 WICHE Reserves	102,000	163,000	60,000
3 WCET	1,762,000	1,350,000	763,000
4 Mental Health	467,000	575,000	392,000
5 CONAHEC/ELNET	275,000	166,000	0
6 NWAFF	25,000	32,000	33,000
7 NEON	116,000	224,000	194,000
8 Advanced Placement (AP)	1,023,000	1,543,000	1,259,000
9 AT Alliance	15,000	15,000	15,000
10 Ford - Legislative Policy	13,000	60,000	0
11 Ford - Legislative Engagement	0	2,000	0
12 Ford - Public Policy	90,000	211,000	70,000
13 Lumina - Changing Direction	264,000	362,000	350,000
14 Bridges to the Professoriate	132,000	125,000	125,000
15 Pathways to College Network	142,000	78,000	0
16 High School Graduates	36,000	125,000	0
17			
18 Subtotal - Primary Accounts	6,251,000	6,948,000	5,365,000
(Lines 1 thru 17) - Net Operating Budget			
19 Self-Supporting Services (included in above amounts):			
20 Information Technology Services	217,000	222,000	222,000
21 Printing Services	13,000	15,000	15,000
22 Telephone Services	32,000	32,000	33,000
23 Facilities Services	369,000	388,000	429,000
24 Subtotal - Self-Supporting Srvcs.	631,000	657,000	699,000
25 PSEP Support Fees	11,356,000	11,466,000	11,300,000
26 TOTAL - ALL SOURCES	17,607,000	18,414,000	16,665,000
(Lines 18 & 25)			

– this tab page formatted for proofing purposes only-- will print on cover stock at larger size –



Reference

[WICHE Commissioners](#)

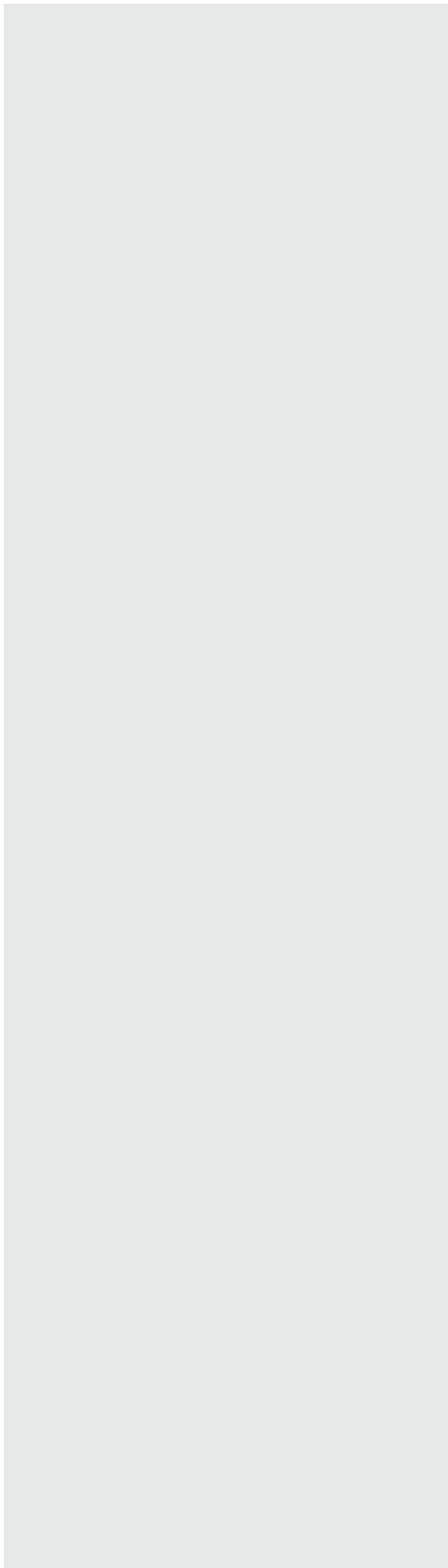
[2003 Committee Assignments](#)

[WICHE Staff](#)

[Higher Education Acronyms](#)



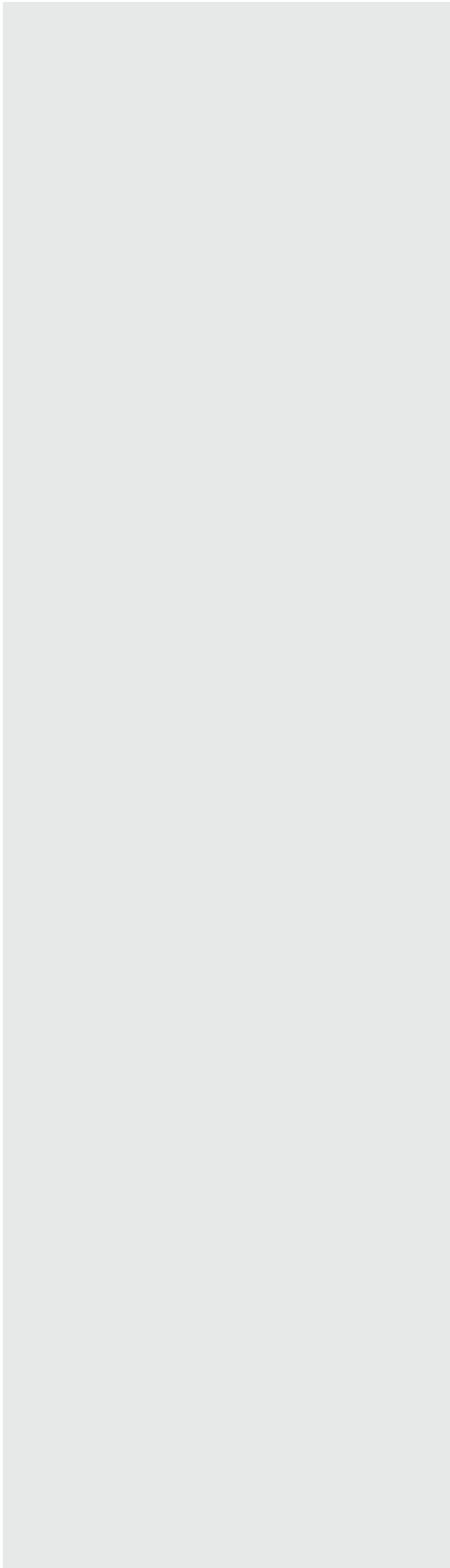
Photo courtesy of Boulder Convention & Visitors Bureau



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WICHE Commission Committees 2003

Executive

Chuck Ruch (ID) chair
Don Carlson (WA) vice chair
Tad Perry (SD) immediate past chair

Diane Barrans (AK)
Linda Blessing (AZ)
Robert Moore (CA)
Bill Kuepper (CO)
Clyde Kodani (HI)
Gary Stivers (ID)
Frank Kerins (MT)
Jane Nichols (NV)
Everett Frost (NM)
David Nething (ND)
Diane Vines (OR)
Robert Burns (SD)
George Mantes (UT)
Marc Gaspard (WA)
Phil Dubois (WY)

Issue Analysis and Research

Cece Foxley (UT) chair
Marc Gaspard (WA) vice chair
Chuck Ruch (ID) ex officio
Don Carlson (WA) ex officio

Johnny Ellis (AK)
Larry Gudis (AZ)
Francisco Hernandez (CA)
Tim Foster (CO)
Doris Ching (HI)
Gary Stivers (ID)
Cindy Younkin (MT)
Ray Rawson (NV)
Patricia Sullivan (NM)
Richard Kunkel (ND)
Ryan Deckert (OR)
Robert Burns (SD)
Committee Chair (UT)
Committee Vice Chair (WA)
John Barrasso (WY)

Programs and Services

Diane Barrans (AK) chair
Phil Dubois (WY) vice chair
Chuck Ruch (ID) ex officio
Don Carlson (WA) ex officio

Committee Chair (AK)
John Haeger (AZ)
Herbert Medina (CA)
Bill Byers (CO)
Raymond Ono (HI)
Jack Riggs (ID)
Carrol Krause (MT)
Carl Shaff (NV)
Dede Feldman (NM)
Larry Isaak (ND)
Cam Preus-Braly (OR)
James Hansen (SD)
David Gladwell (UT)
Deborah Merle (WA)
Klaus Hanson (WY)

WICHE Evaluation

David Nething (ND) chair
Linda Blessing (AZ)
Everett Frost (NM)

WICHE Staff

Executive Director's Office

David Longanecker, executive director
Marla Williams, assistant to the executive director

Administrative Services

Marv Myers, director
Tim Damman, computer technician
Karen Elliott, accounting specialist
Faye Jensen, human resources coordinator
Craig Milburn, accounting manager
Ann Szeligowski, accounting specialist
Jerry Worley, information technology manager

Mental Health

Dennis Mohatt, director
Chuck McGee, project director
Scott Adams, postdoctoral fellow

Programs and Services

Jere Mock, director
Sandy Jackson, program coordinator, Student Exchange Programs
Candy Allen, graphic designer
Anne Ferguson, administrative assistant I
Anne Finnigan, communications associate
Deborah Jang, web design manager
Jenny Shaw, administrative assistant IV

Policy Analysis and Research

Cheryl Blanco, director
Sharon Bailey, policy associate II
Caroline Hilk, administrative assistant IV
Jacqueline Stirn, research associate II
Michelle Médal, administrative assistant I

WCET

Sally Johnstone, director
Sherri Artz Gilbert, administrative coordinator
Marianne Boeke, staff associate II
Sharmila Basu Conger, postdoctoral fellow
Jeremy Goldsmith, web developer
Russell Poulin, associate director
Patricia Shea, assistant director
Rachel Sonntag, administrative assistant II
Bing Walker, research assistant
Jennifer Wolfe, conference administrator

CONAHEC staff

(w/offices at WICHE)

Margo Stephenson, associate project director

Staff members whose names are in bold have joined the WICHE staff since the last commission meeting.

The WICHE Web site www.wiche.edu includes a staff directory with phone numbers and email addresses.

Higher Education Acronyms [from May 03]

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

AACC	American Association of Community Colleges	www.aacc.nche.edu
AACTE	American Association of Colleges for Teacher Education	www.aacte.org
AAC&U	Association of American Colleges and Universities	www.aacu-edu.org
AAHE	American Association on Higher Education	www.aahe.org
AASCU	American Association of State Colleges and Universities	www.aascu.org
AAU	Association of American Universities	www.aau.edu
ACE	American Council on Education	www.acenet.edu
ACT	(college admission testing program)	www.act.org
ACUTA	Association of College & University Telecommunications Administrators	www.acuta.org
AED	Academy for Educational Development	www.aed.org
AERA	American Educational Research Association	www.aera.net
AGB	Association of Governing Boards of Universities and Colleges	www.agb.org
	Center for Public Higher Education Trusteeship & Governance	www.agb.org/center/
AIHEC	American Indian Higher Education Consortium	www.aihec.org
AIR	Association for Institutional Research	www.airweb.org
ASPIRA	(an association to empower Latino youth)	www.aspira.org
ASHE	Association for the Study of Higher Education	www.ashe.missouri.edu
ATA	American TelEdCommunications Alliance	www.atalliance.org
CASE	Council for Advancement and Support of Education	www.case.org
CGS	Council of Graduate Schools	www.cgsnet.org
CHEA	Council for Higher Education Accreditation	www.chea.org
CHEPS	Center for Higher Education Policy Studies	www.utwente.nl/cheps
CIC	Council of Independent Colleges	www.cic.org
COE	Council for Opportunity in Education	www.trioprograms.org
CONAHEC	Consortium for Higher Education Collaboration	www.wiche.edu/conahec/english
CONASEP	CONAHEC's Student Exchange Program	www.wiche.edu.conahec./conasep
CSG-WEST	Council of State Governments – West	www.westtrends.org
CSHE	Center for the Study of Higher Education	www.ed.psu.edu/cshe
CSPN	College Savings Plan Network	www.collegesavings.org
ECS	Education Commission of the States	www.ecs.org
ED	U.S. Dept. of Education links:	
ED-NCES	National Center for Education Statistics	http://nces.ed.gov
ED-OERI	Office of Educational Research	www.ed.gov/offices/OERI
ED-OESE	Office of Elementary & Secondary Education	www.ed.gov/offices/OESE
ED-OPE	Office of Postsecondary Education	www.ed.gov/offices/OPE
ED-OSERS	Office of Special Education & Rehabilitative Services	www.ed.gov/offices/OSERS
FIPSE	Fund for the Improvement of Postsecondary Education	www.ed.gov/offices/OPE/FIPSE
LAAP	Learning Anytime Anywhere Partnership	www.ed.gov/offices/OPE/FIPSE/LAAP

EDUCAUSE	(An association fostering higher ed change via technology and information resources)	www.educause.edu
ETS	Educational Testing Service	www.ets.org
GHEE	Global Higher Education Exchange	www.ghee.org
HACU	Hispanic Association of Colleges and Universities	www.whes.org/members/hacu.html
HEA	Higher Education Abstracts	www.cgu.edu/inst/hea/hea.html
IHEP	Institute for Higher Education Policy	www.ihep.com
IIE	Institute of International Education	www.iie.org
IPEDS	Integrated Postsecondary Education Data System	www.nces.ed.gov/ipeds
McCrel	Mid-continent Research for Education and Learning	www.mcrel.org
MHEC	Midwestern Higher Education Commission	www.mhec.org
MSA/CHE	Middle States Association of Colleges and Schools, Commission on Higher Education	www.middlestates.org
NACUBO	National Association of College and University Business Officers	www.nacubo.org
NAEP	National Assessment of Educational Progress	www.nces.ed.gov/nationsreportcard
NAFEO	National Association for Equal Opportunity in Higher Education	www.nafeo.org
NAFSA	(an association of international educators)	www.nafsa.org
NAICU	National Association of Independent Colleges and Universities	www.naicu.edu
NASC	Northwest Association of Schools and Colleges, Commission on Colleges	www.cocnasc.org
NASFAA	National Association of Student Financial Aid Administrators	www.nasfaa.org
NASPA	National Association of Student Personnel Administrators	www.naspa.org
NASULGC	National Association of State Universities and Land-Grant Colleges	www.nasulgc.org
NCA-CASI	North Central Association Commission on Accreditation and School Improvement	www.ncacasi.org
NCHEMS	National Center for Higher Education Management Systems	www.nchems.org
NCSL	National Conference of State Legislatures	www.ncsl.org
NCPPHE	National Center for Public Policy and Higher Education	www.highereducation.org
NEASC-CIHE	New England Association of Schools and Colleges, Commission on Institutions of Higher Education	www.neasc.org
NEBHE	New England Board of Higher Education	www.nebhe.org
NEON	Northwest Educational Outreach Network	www.wiche.edu/NWAF/NEON
NGA	National Governors' Association	www.nga.org
NPEC	National Postsecondary Education Cooperative	www.nces.ed.gov/npec
NUCEA	National University Continuing Education Association	www.nucea.edu
NWAF	Northwest Academic Forum	www.wiche.edu/NWAF
RMAIR	Rocky Mountain Association for Institutional Research	www.unlv.edu/PAIR/rmair
SACS-CoC	Southern Association of Schools and Colleges, Commission on Colleges	www.sacscoc.org
SHEEO	State Higher Education Executive Officers	www.sheeo.org
SONA	Student Organization of North America	www.conahec.org/sona

SREB	Southern Regional Education Board	www.sreb.org
SREC	Southern Regional Electronic Campus	www.electroniccampus.org
UNCF	United Negro College Fund	www.uncf.org
WAGS	Western Association of Graduate Schools	www.wiche.edu/wags/index.htm
WASC-ACCJC	Western Association of Schools and Colleges, Accrediting Commission for Community and Junior Colleges	www.accjc.org
WASC-Sr	Western Association of Schools and Colleges, Accrediting Commission for Senior Colleges and Universities	www.wascweb.org/senior/wascsr.html
WCET	Western Cooperative for Educational Telecommunications	www.wiche.edu/telecom
WGA	Western Governors' Association	www.westgov.org
WICHE	Western Interstate Commission for Higher Education	www.wiche.edu

SHEEO Offices in the West, by State:

Alaska	ACPE	Alaska Commission on Postsecondary Education	www.state.ak.us/acpe/acpe.html
	UAS	University of Alaska System	www.alaska.edu
Arizona	ABOR	Arizona Board of Regents	www.abor.asu.edu
California	CPEC	California Postsecondary Education Commission	www.cpec.ca.gov
Colorado	CCHE	Colorado Commission on Higher Education	www.state.co.us/cche_dir/heccche.htm
Hawai'i	UH	University of Hawai'i	www.hawaii.edu
Idaho	ISBE	Idaho State Board of Education	www.sde.state.id.us/osbe/board.htm
Montana	MUS	Montana University System	www.montana.edu/wwwbor/docs/borpage.html
New Mexico	NMCHE	New Mexico Commission on Higher Education	www.nmche.org
Nevada	UCCS	University & Community College System of Nevada	www.nevada.edu
North Dakota	NDUS	North Dakota University System	www.ndus.nodak.edu
Oregon	OUS	Oregon University System	www.ous.edu
South Dakota	SDBOR	South Dakota Board of Regents	www.ris.sdbor.edu
Utah	USBR	Utah State Board of Regents	www.utahsbr.edu
Washington	HECB	Higher Education Coordinating Board	www.hecb.wa.gov
Wyoming	WCCC	Wyoming Community College Commission	www.commission.wcc.edu
	UW	University of Wyoming	www.uwyo.edu

