Executive Committee Meeting (Open and Closed Sessions)

Leah Bornstein (AZ), chair  
Dianne Harrison (CA), vice chair  
Bonnie Jean Beesley (UT), immediate past chair

Diane Barrans (AK)  
Eileen Klein (AZ)  
Christopher Cabaldon (CA)  
Dene Thomas (CO)  
Sharon Hart (CNMI)  
Steven Wheelwright (HI)  
Mike Rush (ID)  
Clayton Christian (MT)  
Dave Nething (ND)  
Patricia Sullivan (NM)  
TBD (NV)  
Camille Preus (OR)  
James Hansen (SD)  
Dave Buhler (UT)  
Don Bennett (WA)  
Tom Buchanan (WY)

Agenda (Open)

Approval of the Executive Committee teleconference minutes of March 25, 2013

Discussion Item:

May 2013 meeting schedule

Other business

Agenda (Closed)

Discussion Items:

Report on the five-year evaluation of WICHE's president, presented by the commission's consultant, Cecelia (Cece) Foxley, former Utah commissioner of higher education and former WICHE commissioner

FY 2013 self-evaluation of the president and adoption of performance objectives for FY 2014

Other business
*Please note: Article III of Bylaws states:

Section 7. Executive Sessions
Executive sessions of the commission may be held at the discretion of the chairman or at the request of any three commissioners present and voting. The president shall be present at all executive sessions. The chairman, with the approval of a majority of the commissioners present and voting, may invite other individuals to attend.

Section 8. Special Executive Sessions
Special executive sessions, limited to the members of the commission, shall be held only to consider the appointment, salary, or tenure of the president.
ACTION ITEM
Executive Committee Teleconference Minutes
Monday, March 25, 2013

Committee Members Present
Leah Bornstein (AZ), chair
Dianne Harrison (CA), vice chair
Bonnie Beesley (UT), immediate past chair
Diane Barrans (AK)
Dene Thomas (CO)
Mike Rush (ID)
Dave Nething (ND)
Patricia Sullivan (NM)
Jim Hansen (SD)
Don Bennett (WA)
Tom Buchanan (WY)

Committee Members Absent
Eileen Klein (AZ)
Christopher Cabaldon (CA)
Sharon Hart (CNMI)
Steven Wheelwright (HI)
Clayton Christian (MT)
Carl Shaff (NV)
Cam Preus (OR)
Dave Buhler (UT)

Others Present
James Hart for José Garcia (NM)

WICHE Staff Present
David Longanecker, president
Erin Barber, executive assistant to the president
Mollie McGill, deputy director, WCET
Craig Milburn, chief financial officer
Jere Mock, vice president, Programs and Services

Chair Leah Bornstein called the meeting to order. Erin Barber called roll and confirmed a quorum.

ACTION ITEM
Approval of the November 12, 2012, Executive Committee Meeting Minutes and the February 21, 2013, Executive Committee Teleconference Minutes

Chair Bornstein asked for a motion to approve the minutes. Commissioner Nething moved TO APPROVE THE NOVEMBER 12, 2012, EXECUTIVE COMMITTEE MEETING MINUTES. Commissioner Hansen seconded the motion. The motion was approved unanimously. Commissioner Hansen moved TO APPROVE THE FEBRUARY 21, 2013, EXECUTIVE COMMITTEE TELECONFERENCE MINUTES. Commissioner Nething seconded the motion. The motion was approved unanimously.

DISCUSSION ITEM
Budget Update

Chair Bornstein asked David Longanecker to present the budget update. Longanecker explained that two different budgets were sent to the committee: one designated as a “slim” budget and the other designated as the “recommended” budget. In the slim budget, there is a projected increase in revenues of $281,000, due to dues from the Commonwealth of the Northern Mariana Islands (CNMI); an approved $6,000 increase in membership dues; and an increase in indirect cost recovery. The budget also shows a fairly modest increase in expenditures, particularly noted in the President’s Office, the commission budget, and Administrative Services. The increase in the President’s Office is due to the deferred compensation plan and an increased portion of the president’s FTE being charged to the general.
The budget for the commission shows an increase to account for travel costs for the CNMI commissioners. The increase in expenditures for Administrative Services is due to increasing the HR coordinator’s FTE (a portion of which was being charged to the Mental Health Program).

In the slim budget, there are changes made to the reserves categories to include the Colorado Educational and Cultural Facilities Authority bond balloon payment and Ford loan balloon payment, both of which will come due in the next few years. This leaves $111,962 available for dedication. The slim budget does not include adjustments to staff salaries but does include a 2.5 percent increase for inflation on all other budget items.

Next, Longanecker presented the recommended budget. He noted that the surplus in this budget is only $969. The revenue streams remain the same as what was presented in the slim budget. This budget proposed raising the Policy Analysis and Research budget to allow for a slight increase in general fund staffing, to support work on general fund activities. Currently, all support staff in the Policy unit are paid mostly out of grants, and there are not enough resources or staff time available when requests for assistance come that would logically come out of the general fund. This increase would also restore the Policy budget to the level it was at six years ago.

Longanecker noted that the Technology & Innovation budget would be eliminated, since Louis Fox is no longer consulting with WICHE. The recommended budget increases the president’s FTE on the general fund (from 85 percent to 90 percent). Also, the commission budget includes $10,000 for WICHE’s 60th anniversary celebration during the November 2013 commission meeting.

Finally, in the recommended budget, Longanecker proposes moving the HR coordinator to full-time because of an increase in HR functions at WICHE. He also noted that $75,000 is being requested (an amount previously approved by the commission) for IT expenditures. The funds were never used and went back into the reserves. Longanecker is requesting the funding to complete IT projects. There is also a new dedication in the reserves called “Collective Purchasing Investment,” which would fund more staff time to generate more activity and income in these programs at WICHE.

Commissioner Sullivan asked about changes to the Student Exchange Program budget. Longanecker responded that there was a slight increase for inflation and travel to the CNMI. Commissioner Rush asked what the difference was between the two budgets on the bottom line. Longanecker responded that the slim budget would end with reserves for dedication and the recommended budget wouldn’t add to or draw down from the reserves.

**DISCUSSION ITEM**

**FY 2014 Workplan**

Longanecker presented a draft of the FY 2014 workplan to the committee. He noted that the format had undergone a few small changes, based on conversations with and feedback from the commissioners. The Existing Activities section is now divided into two parts: Ongoing, and Projects and Initiatives. The Projects and Initiatives section will include brief descriptions of each project. The New Directions section of the workplan includes projects already approved by the commission. Potential Future Projects do not have the same dashboard because they are ideas for the future, things that have been brought forward by staff and commissioners. There is a section on Completed Projects at the end. Longanecker said that the committees will be discussing the workplan in more detail at the May commission meeting.

Commissioner Buchanan said that he really liked the format of the workplan but found the acronyms in the Mental Health section to be confusing. Longanecker said he would pass that feedback along to the staff, so changes can be made before the workplan is presented in May.

**DISCUSSION ITEM**

**Program Updates**

Longanecker updated the committee on progress on the Race Against the Clock project. Longanecker and Demarée Michelau met with the Albertson Foundation earlier in March to discuss potential funding of the project. Longanecker said it was a productive meeting, and the project was well-received. They have not yet been notified about funding. A national meeting is being held in mid-April on the State Authorization Reciprocity Agreement program.
include teams from almost every state. The organizations that have been working on the reciprocity agreement – the national Commission on the Regulation of Postsecondary Distance Education, the four regional compacts, the Council of State Governments, and the Presidents’ Forum – will present the reciprocity agreement that everyone has agreed to. The final version will be very similar to what was presented to the commissioners in November.

Longanecker noted that WICHE is waiting to hear from Lumina Foundation on a proposal that will fund the start of the reciprocity program. The grant would fully fund each of the four regional compacts’ SARA operations in the first year, partially in the second year, and only slightly in the third year, when most of the funding would then come from the fees generated from the reciprocity program. A new national coordinating board will be formed, and the national SARA staff will be located at WICHE. State teams going to the national meeting in April are small. Money from Lumina would also fund regional meetings that would bring key people together to discuss the new reciprocity program. Commissioner Harrison asked who wasn’t going to be represented at the national meeting. Longanecker said Hawai’i decided not to attend because of the cost and staff time, but he noted that the state is considering legislation this session to be able to participate in the reciprocity program. Longanecker told the committee he would send the participant list.

**DISCUSSION ITEM**

**May Commission Meeting Preliminary Agenda**

The overall theme of the May commission meeting is performance measurement, looking at perspectives at the institutional and state/governing board levels. Longanecker said he is working with Chair Bornstein on the fourth session. Washington State University (WSU) President Elson Floyd will join the commissioners for lunch and will present on how WSU weathered the budget crisis and the unique ways they used their American Recovery and Reinvestment Act (ARRA) funds. At the suggestion of Commissioner Kohl-Welles, the Washington Student Achievement Council will be attending the meeting and sharing their agenda for the new coordinating board. Brian Prescott will be presenting data from the Multistate Data Exchange project. Longanecker also mentioned that it would be nice to include Paul Lingenfelter on the agenda in light of his upcoming retirement, as he has been a significant partner of WICHE’s. Longanecker noted that Cece Foxley will be attending the May meeting to present her evaluation of WICHE’s president.

Chair Bornstein called for other business. Commissioner Nething moved to adjourn the meeting. The meeting was adjourned.
ACTION ITEM

FY 2013 Self-Evaluation of the WICHE President and Adoption of Performance Objectives for FY 2014

This document provides the performance objectives that the commission adopted for me last May; my self-assessment of how well I achieved these objectives during this past year; and a proposed set of performance objectives for this coming year, based on what has been incorporated in the draft 2013-14 WICHE workplan, which you will be adopting at this meeting. Significant changes to the draft workplan may require adjustments to the performance objectives provided here.

This year my self-evaluation will be accompanied by the externally conducted evaluation of my performance, which will be conducted every five years and has been conducted this year under contract to the commission by Cece Foxley. Her evaluation is presented separately from this self-evaluation.

• First, I present my current performance objectives.
• Next, I provide my self-evaluation with respect to each of these objectives.
• Last, I present proposed performance objectives for this coming year (2013-2014).

This past year was certainly demanding but also very rewarding to me personally. While the year has been quite good overall, there are areas of my performance that did not go as well as I expected or as you should expect, and I will reflect those less-than-adequate levels of performance in this self-evaluation.

Administering the WICHE Organization:

• Objectives for “maintaining” the organization

  Internal management

  1. Maintain a balanced budget for fiscal year 2013 and beyond and seek to find a way within a balanced budget to provide modest merit-based salary increases to staff.

     Accomplished. Both the “balanced budget” portion of this objective and providing a modest 3 percent merit-based salary increase for staff have been accomplished. Overall, we are projected to end fiscal year 2013 with a surplus of $128,339 (5.8 percent of the commission-approved general fund budget). This surplus results from $58,987 in revenues in excess of expectations and $68,312 in expenses below expectations. The revenue increases came despite our misfortune, again, in not receiving the $87,000 in delinquent dues payment owed from the California Community Colleges (CCC) system (2004-2005 arrears). We continue to believe, however, that we have fashioned a strategy that will allow the CCC system to garner these delinquent dues in future years through a surcharge on students participating in the WUE program. Because of revenue projections in excess of original projections, primarily from indirect cost reimbursements above projections, we were able to provide salary increases averaging 3 percent to staff midyear. All self-supporting units will also end the year with revenues either matching or exceeding their expenses.

     2014 Recommendation: Retain the 2013 objective.

  2. Attend directly to ways to more appropriately align responsibilities among unit directors and their respective staffs in order that they may continue to serve the agency efficiently but do so within realistic limits. Commit to improving the share of minority staff.

     Not accomplished. We continue to improve the alignment of responsibilities within and between the various units within WICHE. I have not, however, been able to lead the organization toward consensus in creating an IT enterprise infrastructure within the organization. My staff has worked hard to achieve this, but the combination of past habits and limited resources has constrained our ability to achieve this...
objective and has begun to create morale problems within the organization. This continues to be one of my most significant leadership and management deficiencies.

We have been more successful in diversifying our staff. Of the six new hires this past year, three have been persons of color. Unfortunately, two of the staff we lost this past year were persons of color, so our net gain was only one.

2014 Recommendation: Retain this objective.

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

Partially accomplished. Last year I indicated that I was concerned about the initial signs of eroding staff morale, greatly due to our inability to reward staff with merit increases for the prior three (and in some cases nearly four) consecutive years. The ability to provide merit salary increases mid-year was extremely well-received. And in general, morale in the organization is high. As mentioned in (2) above, however, our inability to keep pace with the IT developments of the organization has begun to take a toll on morale, as staff lose patience while waiting for these services or seek ways to advantage their project over those of others. We currently have an exceptionally talented, productive, and enjoyable staff. In part this is because we have hired well, but the presence of an exceptionally strong human resources specialist, Tara Hickey, has also contributed substantially to our current admirable staff environment.

Yet our salary schedule remains quite frugal compared to higher education in general and the higher education organizations with which we engage most often. To date, I do not believe the organization’s financial difficulties have led many staff to leave the organization (we did lose one IT professional to a much higher paying position), though some staff have been courted by other organizations and we could easily lose some talented and treasured colleagues to other professional opportunities. Should that occur it would test our morale as a group.

2014 Recommendation: Retain the 2013 objective. In my evaluation last May, some commissioners expressed concern that measuring the extent to which a number of my objectives were achieved (or not) was difficult because the objectives lacked clear metrics for measurement. This is certainly true for this objective. To some extent I believe that it’s unavoidable with an objective like “maintaining morale,” which is a qualitative dimension of institutional health for which there are not precise measurements. Nonetheless, I intend to include an evaluation of the organizational environment when we do staff evaluations in July of this year, so that I have a somewhat better sense of the validity of my assessment.

Service to the commission

1. Present to the commission at the May meeting an annual workplan that reflects the mission and priorities of WICHE, as established by the commission.

Accomplished, more or less. I submitted and you approved at our meeting last May an annual workplan that reflects well WICHE’s mission, priorities, and realistic possibilities. This plan incrementally extended the previous plan, which you have affirmed to be “on track” in its focus and activities. Staff and I have worked diligently on this workplan and have accomplished most of it. As is virtually always the case, limits in resources have resulted in some items on the workplan not being achieved. All mission-critical efforts have been accomplished, though.

Though not explicitly included as an objective this past year, perhaps the most significant service to the commission was bringing the U.S. Pacific territories and freely associated states into WICHE membership, with the Commonwealth of the Northern Mariana Islands (CNMI) becoming the first territory to affiliate.

2014 Recommendation: Retain the 2013 objective, but add the expectation that at least one additional Pacific territory or freely associated state will affiliate with WICHE.
State relations

1. Participate, either on official state visits or for WICHE relevant occasions, in events in at least one-half of the WICHE states, including all states not visited the prior year.

Almost accomplished. During this past year, I visited 11 of the 16 WICHE member states and territories, missing Alaska, Nevada, New Mexico, CNMI, and Oregon. While this meets the first segment of the objective, to visit more than half of the member states, I did not visit Alaska, which was designated as “must visit.” I was involved in work on state or institutional policy in all the states I visited, making presentations, leading discussions, or involved in one-on-one meetings.

2014 Recommendation: Retain the 2013 objective, with a specific focus on visiting the five states and territory not visited this past year.

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

More than accomplished. We conducted a very successful Legislative Advisory Committee (LAC) meeting in Sacramento in September 2011. The number of legislators participating was about average with prior years, which is actually quite good in an election year, and the engagement of these participants was stellar. We were able to finance the meeting out of an existing grant, thus relieving the general fund budget of that expense.

2014 Recommendation: Retain the 2013 objective.

Objectives for “development and innovation” within the organization

Internal management

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

Not accomplished. While our National Center for Higher Education Management Systems and State Higher Education Executive Officers partners in the State Higher Education Policy Center (SHEPC) were able to join us in establishing a temporary enhancement of the Internet bandwidth available to the learning center via satellite transmission, we were not able to complete the connection with Internet II through an agreement with and cable to the University Center for Academic Research (UCAR), which is located proximate to WICHE’s facility. We continue to work on this project and expect it to be accomplished in the coming year.

2014 Recommendation: Retain the 2013 objective.

Commission development and innovation

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

Accomplished. Of the eight members appointed to the commission since the May 2011 meeting, five are from communities of color.

2014 Recommendation: Retain the 2013 objective.

State relations development and innovation

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

Not accomplished. We have been reasonably successful in working with legislatures. Staff in a number of states have requested individual support from WICHE or have requested that WICHE testify before their
committees. Our most substantive engagement in this area continues to be through our partnership with National Conference of State Legislatures (NCSL). WICHE staff often serves as faculty for its education workshops and seminars. During the past year I personally testified before or worked extensively with legislatures, legislators, or legislative staff in California, Hawai’i, Idaho, North Dakota, Oregon, South Dakota, and Washington.

We have been less engaged with governors and their staff. During the past year I worked with governors or their staff in California, Hawai’i, Colorado, New Mexico, Utah, and Washington, but I have yet to meet with the new executive director of the Western Governors’ Association and my engagements with executive branch folks have been less substantive than in the legislative arena, with the exception of work in Colorado, Hawai’i, New Mexico, and South Dakota.

2014 Recommendation: Retain the 2013 objective.

2. Expand partnership relationships, where appropriate, with other organizations, including the addition of the following organizations: Complete College America (CCA), the National Governors Association (NGA) and NGA’s Complete to Compete Initiative, the various partners in the Common Core State Standards initiative, and the Council for Adult and Experiential Learning (CAEL).

Accomplished. We have maintained and expanded strong relationships with almost all of our traditional partners. We continue to have a particularly strong relationship with our most consistent partners – National Center for Higher Education Management Systems (NCHEMS), State Higher Education Executive Officers (SHEEO), and NCSL. We also continue to maintain a strong networking relationship with the other three regional organizations: Midwestern Higher Education Compact (MHEC), New England Board of Higher Education (NEBHE), and Southern Regional Education Board (SREB). And we have developed and sustained strong relationships with all of the organizations added to the 2011-2012 objective: CCA, NGA, and those involved with the Common Core initiative, most specifically with the Smarter Balanced Assessment Consortium, whose assessments have been adopted by 10 of the WICHE states.

In addition, we have rekindled our previously very positive relationship with the Council of State Governments–West (CSG–West) and its new executive director. As a number of organizations have evolved around the general theme of college completion, we have engaged virtually all of them in partnership in some way and anticipate continuing to do so. Similarly, as student-learning outcomes have become an increasingly important issue, with respect to the assessment of student learning and the ways to change pedagogy to improve student learning, we have begun to partner more closely with organizations that focus on this issue, including the American Association of Colleges and Universities (AAC&U) and the New Leadership Alliance for Student Learning and Accountability (the Alliance). Through our work on developing a regional approach to state authorization of online learning we have developed a strong relationship with the Presidents’ Forum, the Council of State Governments–National (CSG), and the Association of Public Land-Grant Universities (APLU). I continue to believe that working collaboratively makes a lot more sense than working competitively.

2014 Recommendation: Retain 2013 objective, with no specific organizations identified for unique outreach.

Providing Program Services to the Western States:

• Objectives for “maintaining” the organization

Student Exchange Program

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

1. Maintain the strength of the Professional Student Exchange Program (PSEP) and seek new ways in which the program can be refined to better meet the states’ needs for highly educated professionals.
Partially accomplished. Participation in PSEP continued to drop modestly (from 682 in academic year 2011-12 to 678 in academic year 2012-13). Jere Mock and Margo Colalancia continue working with the states’ certifying officers to examine ways in which the needs of sending and receiving states can be more equitably and realistically met in the increasingly market-driven environment of professional education. Particular attention is being given to new fields that might be added to PSEP, as well as to ways that the program can be tailored to specifically address state workforce development needs.

2014 Recommendation: Maintain this objective.

2. Manage growth of the Western Undergraduate Exchange (WUE) with existing staff and financial resources by examining ways in which WICHE can be more proactive in facilitating exchange in areas of projected workforce needs and in areas of imbalance, with respect to issues regarding the supply of and demand for educational opportunities, and through successful implementation of the WICHE Internet Course Exchange (ICE) program.

Accomplished. Participation in WUE continues to increase, growing 7 percent this year to 31,058 students. Thanks to the exceptional staff work of Margo Colalancia and Laura Ewing, under Jere Mock’s direction, we have continued to provide strong customer relationships. We are examining ways in which the WUE and the Western Regional Graduate Program (WRGP) can be enhanced to even better serve the students and institutions that participate. This will become an increasingly important issue as enrollment strains test the efficacy of these programs’ current models. In addition to the continued success of these programs, WICHE’s Internet Course Exchange (ICE) continues to provide access to courses. This program contemplates our array exchange options, now taking courses to students, in contrast to our prior expectation that the students would always come to the courses. While participation in this program has not caught on as quickly as we had hoped it would, despite facing a fiscal environment that we thought would heighten both knowledge of and participation in this program, the recent addition of the entire array of institutions within the Oregon University System will likely enhance the visibility and viability of this program.

2014 Recommendation: Retain 2013 objective.

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

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

Mostly accomplished. This was a good year for developing possible new programs, with staff continuing to explore fresh areas for program development, consistent with WICHE’s mission and workplan, and successfully venturing into quite a few, in order to better serve the future needs of our member states through interstate collaboration. We still have not moved forward on two “interstate” projects included in the workplan (the proposed WICHE service repayment program and the proposed WICHE licensure and credentialing service), but a number of our interstate collaborative ideas have taken off, including development of the regional transfer protocol and “passport,” and our efforts to develop interstate reciprocity on state authorization of institutions to operate outside their borders. Through the Lumina-funded but WICHE-managed Adult College Completion Network, we have also become a national leader in developing a network of organizations and states focused on serving adult students optimally. Also, after being approved as a preferred contractor for the Department of Education (as we reported last year), we have now been approved as a preferred contractor under the General Services Administration, which gives us preferred status with a number of federal departments, in addition to the Department of Education. Our efforts to develop interstate reciprocity for authorization of institutions to operate outside their borders evolved into a very extensive effort over the past year, much more so than anticipated. The result of this effort has met all of the commission’s expectations, but it has taken significantly more time and financial resources than anticipated and provided more angst and less joy.

2014 Recommendation: Retain 2013 objective, but explore innovative ways in which WICHE can assist the 16 member states and territories to act together collectively in more ways.
2. Implement in stellar fashion the new initiatives for which we secure funding and possibly develop an additional multistate collaborative program.

**Accomplished.** We have established the regional State Authorization Reciprocity Agreement and anticipate implementation funding by the time of the May commission meeting. We have also secured new grants for a second round in developing and expanding our Predictive Analytics Reporting project and for the Consortium for Health Education Online.

2014 Recommendation: Retain 2013 objective.

Providing Policy, Research, and Technical Assistance to the Western States:

- Objectives for maintaining policy, research, and technical assistance services

  1. **Continue WICHE’s exceptional work as the regional source for higher education information and public policy analysis and advice.**

     **Accomplished.** We have been quite active in this arena. In addition to the interstate efforts, we continued to provide technical assistance to a number of states during this past year, most notably to California, Idaho, Hawai‘i, New Mexico, North Dakota, Nevada, and Washington. Our work with national organizations – such as Lumina Foundation, the Bill & Melinda Gates Foundation, Smarter Balanced, ACT, and the College Board – also helped bring new ideas to the West and share Western successes with others.

     2014 Recommendation: Retain 2013 objective.

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

     **In process.** Under Ellen Wagner’s leadership, WCET has transitioned into a more vibrant and vital organization, focusing on technology infrastructure and innovation. The organization has successfully reached fiscal stability, and recent successful competition for grants, most notably the Predictive Analytics Reporting grant from the Gates Foundation, further cements WCET’s strong financial position. The Mental Health Program has experienced a strong and rewarding year, continuing to sustain itself primarily through substantial federal and state contracts and grants, and entering into a number of innovative new dimensions of its work, including an expanded clinical psychology internship program.

     2014 Recommendation: Retain 2013 objective.

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

  1. **Accomplish those aspects of the commission-adopted workplan that fit within this objective, including securing external financial support for at least two major policy, research, or technical assistance projects, consistent with WICHE’s mission and priorities.**

     **Accomplished.** This past year we secured a second round of funding for the Predictive Analytics Reporting (PAR) project within WCET; received funding for the Consortium of Healthcare Education Online (CHEO) within the Programs and Services unit; and brought in a variety of contracts and grants through the Mental Health Program. We continued our work on four previously funded grants within the Policy Analysis and Research unit: the Multistate Data Exchange project, funded by the Bill & Melinda Gates Foundation, which allows four WICHE states (Washington, Oregon, Idaho, and Hawai‘i) to pilot the sharing of higher education, secondary education, and workforce databases with each other; management of a grant from Lumina Foundation to administer a national Adult College Completion Network for states, institutions, and nongovernmental organizations that are working to better serve adult students who have some college but no degree as they return to postsecondary education; the 8th edition of Knocking on the College Door: Projections of High School Graduates, with funding support from ACT and the College Board; and Transparency by Design (TbD), a Lumina-funded grant.
to develop and manage a database for online institutions that displayed their performance on various metrics, though this project terminated midyear and TbD is no longer active. Without external funding we continued our work to help institutions and state policymakers better understand the consequences of the Common Core State Standards for higher education in the West. We have not, however, been successful in advancing the workforce policy agenda through external funding. Nor have we secured funding for new policy initiatives within the Policy Analysis and Research unit.

2014 Recommendation: Retain 2013 objective.

2. Further develop and sustain technical assistance capacity to support specific state and interstate needs for expertise on policy issues.

Accomplished. As previously described, my staff and I have continued to provide substantial technical assistance over the past year. California and Idaho, along with the four states involved in the Multistate Data Exchange project, have received the most substantial technical assistance during this period of time.

2014 Recommendation: Retain 2013 objective.

IN SUM:

This self-evaluation for fiscal year 2013 (2012-2013) and proposed objectives for 2014 (2013-2014) reflect a productive but not exceptional year for me, which was, in part, less productive in general because of the very substantial investment of my time required in the effort to create a regionally based State Authorization Reciprocity Network. While I continue to consider both my leadership (within the region and nation) and my management of the organization as strong, our strength this past year was due not to me but rather to the exceptional efforts of a remarkably talented and dedicated staff. Despite having accomplished a good bit this year, I nonetheless continue to believe that I need to improve my performance and am disappointed in the number of objectives not accomplished. I also believe that I need to focus more attention on my management of the organization; I fear my frequent absence from the office has negatively impacted staff productivity over the past year.

I look forward to receiving your reactions to my perceptions and to hearing how you believe I can better serve WICHE in the future.

David Longanecker