

Agenda Book

Executive Committee Meeting

June 4, 2018
Rapid City, SD



South Dakota Commissioners: Julie Bartling, Michael Cartney, Larry J. Tidemann, Janelle K. Toman, and Patrick Weber
South Dakota Commissioner Alternates: Mary Duvall and Reynold Nesiba



ROLES & RESPONSIBILITIES OF THE MHEC COMMISSIONER

- 1) The role of the commissioner is a two-fold responsibility:
 - a. To the compact as a whole; and
 - b. To the constituents served by the compact.
- 2) Commissioners are expected to attend the compact's annual meeting in November and other meetings of committees to which they are assigned. The location of annual meetings rotates among the twelve member states of the compact. Two commissioners from each state serve on the Executive Committee, which acts for the Commission in the interim between annual meetings and oversees the development of the compact's short- and long-range activities. The Executive Committee meets in June and November. Other committees are appointed to oversee programs or special initiatives and meet by conference call when possible.
- 3) Commissioners will have a general knowledge and understanding of public and private higher education trends in their state and in the Midwest.
- 4) Commissioners will develop an understanding of MHEC governance, programs, services, and policy.
- 5) Commissioners will work to build regional partnerships for effective and efficient access to, and quality of, higher education in their state and in the Midwest.
- 6) Commissioners are expected to act as an ambassador for MHEC and will identify opportunities to increase visibility for MHEC within their states, regionally and nationally and disseminate information about MHEC's programs and services wherever possible.
- 7) In conjunction with the MHEC president, commissioners will pursue annual meetings with their governor and other state leaders to report to them on MHEC programs and activities, and to solicit their ideas.
- 8) Commissioners will promote legislation and policies on a non-partisan basis to encourage use of MHEC programs and services within their state.
- 9) Commissioners will aid in ensuring timely payment of their state's annual commitment.
- 10) Commissioners will be available to compact staff for consultation.

Midwestern Higher Education Compact

Executive Committee Meeting

June 4, 2018

Meeting Details	1
Meeting Location, Directions, Airport Transportation, Parking.....	1
Monday dinner.....	2
Agenda	3
Minutes	7
Executive Committee Meeting Minutes, June 5-6, 2017.....	7
President’s Report	15
New Business.....	19
Treasurer’s Report	19
Status of MHEC’s Unrestricted Fund Balance	19
Unrestricted Funds Budget FY 2019	20
Budget Charts and Tables	21
FY 2019 Budget Highlights.....	27
Membership Policy for M-SARA Regional Steering Committee (RSC).....	29
Confirmation of At-Large Representatives of the M-SARA RSC	31
2018 Committee Appointments	34
Authority of MHEC Officers to Hire MHEC President	35
Convening	37
Dual Credit/Concurrent Enrollment Teacher Credentialing.....	38
Multi-State Collaborative on Military Credit.....	39
Open Educational Resources	41
MHEC State Visits.....	42
Additional Convenings.....	44
Programs	47
Master Property Program	48
Cyber Insurance	53
MHECare Health Insurance Solutions.....	56
Midwest Student Exchange Program	59
Midwestern-State Authorization Reciprocity Agreement	61
Research.....	63
Contracts	67
Technology Contracts	68
Communications and Marketing	69
Guest Presenters	71
Frank Cella.....	71
Jay Perry	71
Paul Turman.....	72

Commissioners	
Illinois	73
Indiana	74
Iowa.....	75
Kansas.....	77
Michigan	79
Minnesota	80
Missouri	81
Nebraska	83
North Dakota.....	84
Ohio	85
South Dakota	86
Wisconsin	88
Committees	90
MHEC Staff	91
Appendices	95
2017-2021 Strategic Plan.....	95
Compact.....	99
Bylaws	104
General Operating Principles.....	111
Conflict of Interest Policy	112
Upcoming Meetings.....	113

Meeting Detail

Meeting Location

Holiday Inn Rapid City - Rushmore Plaza

505 N. 5th Street

Rapid City, SD 57701

Check-in: 3:00 p.m. | Check-out: 11:00 a.m.

[Directions](#)



Airport Transportation

The hotel is approximately 12 miles from Rapid City Regional Airport (RAP). The Holiday Inn Rapid City - Rushmore Plaza offers complimentary shuttle service every hour on the half hour, to and from the Rapid City Regional Airport (RAP). Guests are encouraged to call the hotel (605) 348-4000, upon landing.

Parking

MHEC has negotiated complimentary parking into our group rate. Upon arrival you will receive a parking pass that you can keep in your car for unlimited in and out access. Parking is located directly in front of the hotel. Please note that the hotel is NOT affiliated with the adjacent civic center parking.

Sunday, June 3

Dinner

Firehouse Wine Cellars

620 Main Street, Rapid City

0.6 Miles from the hotel

6:05 p.m. 1st Hotel shuttle to Firehouse Wine Cellars

6:10 p.m. Depart from lobby, those who wish to walk to Firehouse Wine Cellars

6:20 p.m. 2nd Hotel shuttle to Firehouse Wine Cellars

6:30 p.m. Dinner

Monday, June 4

Dinner

Custer State Park – State Game Lodge Pavilion

13389 US Hwy 16A, Custer

31.7 Miles from the hotel

4:45 p.m. Board chartered bus to Custer State Park (Exit hotel through the Main Entrance)

5:00 p.m. Chartered bus will transport attendees

6:00 p.m. Reception

6:30 p.m. Dinner and Presentation

8:30 p.m. Conclude and Return to the hotel



Midwestern Higher Education Compact
EXECUTIVE COMMITTEE MEETING
June 3-4, 2018
Holiday Inn Rushmore Plaza - Rapid City, SD

AGENDA

Sunday, June 3, 2018

- 6:05 p.m. 1st Trip - Hotel Shuttle to Firehouse Wine Cellars
- 6:10 p.m. Walk to Firehouse Wine Cellars (Departure time for those who wish to walk the 0.6 miles.)
- 6:20 p.m. 2nd Trip - Hotel Shuttle to Firehouse Wine Cellars
- 6:30 p.m. DINNER
Firehouse Wine Cellars, 620 Main Street, Rapid City

Monday, June 4, 2018

- 7:30 a.m. BREAKFAST
Salons G-H
- 8:30 a.m. 1) Welcome and Call to Order – Chair Tim Flakoll (ND)
Salons A-D
2) Roll Call of the States
3) Introduction of commissioners and guests
- 8:45 a.m. 4) Welcome from The Honorable Dennis Daugaard
- 9:15 a.m. Action Item 1 5) Approval of minutes – Executive Committee meeting:
a) June 5-6, 2017
6) Report of the MHEC Chair – Chair Tim Flakoll (ND)
7) Report of the MHEC President including an update on MHEC convenings, programs, research, and contracts – Mr. Larry Isaak, MHEC President (pp. 15-17)

Updated As of 5/24/2018

- 8) Unfinished Business
 - a) Update on Large-Scale Renewable Electricity Workshop – Ms. Jennifer Dahlquist, MHEC Vice President
 - 9) New Business
 - a) Status of the Unrestricted Funds Balance – Mr. Larry Isaak, MHEC President (p. 19)
 - b) Treasurer’s Report – Dr. Ken Sauer (IN), MHEC Vice Chair
 - i. Budget Status
 - ii. Review and action on FY 2019 Budget (p. 20)
 - c) Approval of at-large representatives to Midwestern State Authorization Reciprocity Agreement Steering Committee – Mr. Larry Isaak, MHEC President (pp. 29-33)
- Action Item 2
- Action Item 3
- 9:45 a.m. 10) State Reports – Minnesota, North Dakota, South Dakota
 - 10:00 a.m. BREAK
 - 10:15 a.m. 11) Reports on Concurrent Enrollment and Open Educational Resources (OER) Efforts – Ms. Jenny Parks, MHEC Director of Innovation (p. 38 and p. 41)
 - 11:00 a.m. 12) State Reports – Iowa, Illinois, Indiana
 - 11:15 a.m. 13) Committee Appointments – Chair Tim Flakoll (ND) (p. 34)
 - a) Nominations Committee
 - b) Awards Committee
 - 11:20 a.m. 14) State Reports – Nebraska, Kansas, Missouri
 - 11:35 a.m. 15) EXECUTIVE SESSION - Report from the President Compensation Committee – Committee Chair David Eisler (MI) (*Closed session: only MHEC commissioners remain in the room.*)
 - 12:05 p.m. 16) Commission reconvenes in open session

- | | | |
|--------------------------|---------------|---|
| | Action Item 4 | 17) Action on Recommendations of President Compensation Committee |
| 12:15 p.m.
Salons G-H | | LUNCH |
| 1:00 p.m.
Salons A-D | | 18) Data Sharing and Exploration Opportunities for Making Informed Decisions Around Higher Education Strategies in South Dakota – Dr. Paul Turman, System Vice President for Academic Affairs, South Dakota Board of Regents; and Dr. Jay Perry, Assistant Vice President for Academic Affairs, South Dakota Board of Regents |
| 2:30 p.m. | | BREAK |
| 2:45 p.m. | | 19) New Business (Continued)
Presidential Search – Ms. Maya Kirkhope, Senior Consultant, Academic Search |
| | Action Item 5 | 20) Authority of Search Committee to make presidential appointment, Mr. Rob Trembath, MHEC Vice President and General Counsel (p. 35) |
| | Action Item 6 | 21) Authority of MHEC Officers to negotiate employment contract – Mr. Rob Trembath, MHEC Vice President and General Counsel (p. 35) |
| 3:05 p.m. | | 22) State Reports – Ohio, Michigan, Wisconsin |
| 3:20 p.m. | | 23) Cyber Liability Insurance Best Practices – Ms. Carla Ahrens, MHEC Property Program Manager; and Mr. Frank D. Cella, Managing Director, Marsh USA, Inc. (pp. 53-55) |
| 3:50 p.m. | | 24) Announcements |
| 4:00 p.m. | | 25) Adjourn |
| 4:45 p.m. | | TRANSPORTATION – Board chartered bus. |
| 5:00 p.m. | | TRANSPORTATION – A chartered bus will transport attendees to Custer State Park. |
| 6:00 p.m. | | RECEPTION – Custer State Park, State Game Lodge Pavilion |
| 6:30 p.m. | | DINNER – Custer State Park, State Game Lodge Pavilion |

7:00 p.m.

ACKNOWLEDGMENTS – Mr. Larry Isaak, MHEC President

VIDEO PRESENTATION – Spirit of Tatanka

QUESTIONS and ANSWERS – Ms. Laci Prucinsky, Naturalist, South Dakota Game, Fish, and Parks, Custer State Park

8:30 p.m.

TRANSPORTATION – A chartered bus will transport attendees back to the hotel

Midwestern Higher Education Compact
Executive Committee Meeting
East Lansing Marriott at University Place | East Lansing, MI
June 5-6, 2017

Minutes

Commissioners Present

- IL** Commissioner Kelly Burke, Representative, Illinois General Assembly
Commissioner Suzanne Morris, Board Member, Illinois Community College Board
- IN** Commissioner Ken Sauer, Senior Associate Commissioner and Chief Academic Officer, Indiana Commission for Higher Education
- IA** Commissioner Tim Kraayenbrink, Chair, Education Appropriations Subcommittee, Iowa Legislature
Commissioner Olivia Madison, Dean Emerita of Library Services, ISU Library, Iowa State University
- KS** Commissioner Richard Short, President, Short & Son, Inc.
- MI** Commissioner David Eisler, President, Ferris State University
Commissioner Alternate Daniel Hurley, Chief Executive Officer, Michigan Association of State Universities
Commissioner Tanya Schuitmaker, President Pro Tempore and Chair of Higher Education Appropriations Subcommittee, Michigan Legislature
Commissioner Alternate Brian Whiston, State Superintendent, Michigan Department of Education
- MN** Commissioner Alternate Lyndon Carlson, Representative, Minnesota State Legislature
Commissioner Karen Hanson, Executive Vice President and Provost, University of Minnesota–Twin Cities
Commissioner Bud Nornes, Representative, Minnesota State Legislature
- MO** Commissioner Alternate Zora Mulligan, Commissioner, Missouri Department of Higher Education
- NE** Commissioner Sue Crawford, Senator, Nebraska Legislature
Commissioner Randy Ferlic, Nebraska Governor Designee
- ND** Commissioner Tim Flakoll, Provost, Tri-College University
Commissioner Don Morton, Chairman, North Dakota State Board of Higher Education
- OH** Commissioner Mike Duffey, Representative, Ohio General Assembly

SD Commissioner Larry Tidemann, Senator, South Dakota Legislature
Commissioner Janelle Toman, Director of Communications, South Dakota Board of Regents

WI Commissioner Rolf Wegenke, President, Wisconsin Association of Independent Colleges and Universities

Guests

Mike Hansen, President, Michigan Community College Association

Erica Orians, Executive Director, Center for Student Success, Michigan Community College Association

Derek Sova, Chief of Staff for Senator Tonya Schuitmaker, Michigan Legislature

MHEC Staff

Kristin Coffman, Director of Finance and Administration

Jennifer Dahlquist, Vice President

Aaron Horn, Associate Director for Policy Research

Larry Isaak, President

Ken Ries, Chief Information Officer

Mary Roberson, Director of Communications and Marketing

Pam Schutt, Director of State Relations

Rob Trembath, Vice President and General Counsel

Monday, June 5, 2017

1. Call to Order.

Commission Chair Richard Short (KS) called the meeting to order at 1: 00 p.m. and welcomed commissioners and guests to East Lansing.

Commissioner Tonya Schuitmaker (MI) offered a welcome to Michigan.

The roll call of the states was taken, and representatives from all twelve member states were present. Attendees introduced themselves.

2. Approval of the Minutes.

Commissioner Tim Flakoll (ND) moved and Commissioner Rolf Wegenke (WI) seconded the motion to approve the minutes of the Executive Committee Meeting held June 6-7, 2016 (agenda book, pp. 7-15).

3. Report of the MHEC Chair.

Commission Chair Richard Short (KS) highlighted his opportunity to be present at 7 of the 12 state visits this year. He was pleased with the chance to meet with legislators and leaders as well as other campus experts who serve on the MHEC program and advisory committees. He recognized commissioners and staff on his involvement in the Strategic Planning and Logo Committees and thanked the commission for the opportunity to serve as chair.

4. **Report of the MHEC President.**

Larry Isaak, MHEC President, recognized the commission for the engaged commissioners and guests during state visits. He reviewed all MHEC's current programs and services, as well as an increased presence regionally and nationally. He confirmed MHEC's strong fiscal status and reiterated his thanks to the MHEC leadership and the commissioners for their support. His presentation followed his report as presented (agenda book, pp. 17-18).

5. **Unfinished Business**

a. MHEC Logo Committee

Mary Roberson, MHEC director of communications and marketing, presented on behalf of the Logo Committee a brief history of MHEC's logo and the process by which evolved a new logo for MHEC. The Logo Committee unanimously approved the proposed MHEC logo on April 3, and recommended approval by the Executive Committee. See Addendum.

Commissioner Tim Flakoll (ND) moved and Commissioner Randy Ferlic (NE) seconded the motion to accept the primary and secondary logos and ask staff and the committee to move forward with further detail including color specifications.

Motion carried.

b. MHEC Strategic Planning Committee

Jennifer Dahlquist, MHEC vice president, and Ken Ries, MHEC chief information officer, presented on behalf of the Strategic Planning Committee a brief background on the strategic planning process and guided the Executive Committee through the draft plan. (agenda book, pp. 19-21). It was noted that an ideation activity will happen at the upcoming November annual meeting. The Strategic Planning Committee approved the proposed Strategic Plan draft on April 27, and recommended approval by the Executive Committee.

Commissioner David Eisler (MI) moved and Commissioner Tonya Schuitmaker (MI) seconded the motion to implement the 2017-2021 MHEC Strategic Plan.

Motion carried.

Larry Isaak, MHEC president, concluded by presenting the Executive Committee with comments regarding next steps, which includes an internal reorganization and realignment into three functional teams: Operations & Outreach; Data, Research & Innovation; and Program Management & Development.

6. **New Business (continued).**

MHEC Exploration of Renewable Energy Initiative

Rob Trembath, MHEC vice president and general counsel, presented the exploration of a Renewable Energy Initiative (agenda book, p. 23).

Commissioner Suzanne Morris (IL) moved and Commissioner Sue Crawford (NE) seconded the motion to allow MHEC staff's continued exploration of the feasibility and establishment of a sustainable energy initiative; and for the MHEC President to enter into sustainable energy agreements that have been recommended as a result of such efforts upon successful completion of negotiations with vendors; and that the MHEC president report to the Commission on any new sustainable energy initiative contracts that have been executed.

Motion carried.

7. State Reports Forum.

State updates were provided by the commissioners from Wisconsin, Minnesota, and North Dakota. The spokesperson(s) from each state highlighted their report on higher education policy or statutes that have been implemented that other states may wish to consider.

8. Recess.

No further business came before the Executive Committee and the meeting recessed at 3:53 p.m.

9. Reception and Dinner.

MHEC commissioners and guests toured the Michigan Capitol building. Commissioner Tonya Schuitmaker (MI) arranged for the commissioners to access the Senate Floor and Senate Caucus' private meeting room in the Capitol prior to the tour. A reception and dinner was held at Lansing Brewing Company.

Tuesday, June 6, 2017

10. Welcome and Call to Order.

Commission Chair Richard Short (KS) called the meeting to order at 8:34 a.m. Commissioners unable to attend on Monday, were introduced.

11. New Business (continued).

a. Unrestricted Funds Balance.

The status of the Unrestricted Funds Balance as of June 30, 2016 (agenda book, page 25), was presented by Ms. Kristin Coffman, MHEC director of finance and administration. The spreadsheet has been simplified for easier review. The totals on this review are through June 30, 2016. The Operations Reserve Total remains at \$1,300,000 as acted upon by the Commission in November 2015. The Unrestricted Fund Balance shows MHEC in a strong financial position.

b. Treasurer's Report

Commission Treasurer Ken Sauer (IN) gave the Treasurer's Report (agenda book, pages 26-27) on the status of the FY 2017 budget, provided budget highlights, and presented the proposed FY 2018 budget.

Commissioner Ken Sauer (IN) moved and Commissioner Lyndon Carlson (MN) seconded the motion to recommend approval of the FY 2018 budget.

Motion carried.

12. Executive Session.

Commissioner Olivia Madison (IA) moved and Commissioner Larry Tidemann (SD) seconded the motion to go into a 15-minute Executive Session at 8:47 a.m.

Motion carried.

Commissioners met in Executive Session for consideration of the report of the President Compensation Committee.

Commissioner Olivia Madison (IA) moved and Commissioner Lyndon Carlson (MN) seconded the motion to return the meeting to Open Session at 8:55 a.m.

Motion carried.

13. President Compensation Committee.

Commissioner David Eisler (MI) moved and Commissioner Tim Flakoll (ND) seconded the motion to provide a 3% salary increase for President Larry Isaak.

Motion carried.

14. Nominations Committee, Awards Committee, and Committee to Review the State Compact Commitment.

a. Commission Chair Richard Short (KS) reported that he had appointed commissioners to the Nominating Committee, which will make recommendations for the positions of commission vice chair and commission treasurer. The following commissioners have agreed to serve: Commissioner Sue Crawford (NE) (chair), Commissioner Tim Flakoll (ND), Commissioner Olivia Madison (IA), Commissioner Bud Nornes (IA), Commissioner Ken Sauer (IN), and Commissioner Richard Short (KS).

b. Commission Chair Richard Short (KS) reported that he had appointed commissioners to the Awards Committee, which will consider recommendations for MHEC's Phillip Sirotkin Award and the Outstanding Service Award. The following commissioners have agreed to serve: Janelle Toman (SD) (Chair), Allen Andrews (MO), Barbara Ballard (KS), Tim Flakoll (ND), Karen Hanson (MN), Sheila Harsdorf (WI), Rick Kolowski (NE), and William Napier (OH).

c. Commission Chair Richard Short (KS) reported that he had appointed commissioners to the Review the State Compact Commitment to evaluate states' annual payment to the Compact. The following commissioners have agreed to serve: Larry Tidemann (SD), Chair, Allen Andrews (MO), Joan Ballweg (WI), Nancy Boettger (IA), Kelly Burke (IL), Mike Duffey (OH), Tim Flakoll (ND), Kim LaSata (MI), Wendy McNamara (IN), Bud Nornes (MN), Ken Sauer (IN), Richard Short (KS), and Carol Zink (NE).

15. State Reports Forum.

State updates were provided by the commissioners from South Dakota, Nebraska, and Iowa. The spokesperson from each state highlighted their report on higher education policy or statutes that have been implemented that other states may wish to consider.

16. Policy Research.

Aaron Horn, MHEC's director for policy research, introduced his collaborative research with David Tandberg, principal policy analyst of SHEEO, on Educational Quality for Postsecondary Accountability.

17. State Reports Forum.

State updates were provided by the commissioners from Michigan, Ohio, Indiana, Illinois, Missouri, and Kansas. The spokesperson(s) from each state highlighted their report on higher education policy or statutes that have been implemented that other states may wish to consider.

18. Other.

Lyndon Carlson (MN) (1991), Randy Ferlic (NE) (1991), and Rolf Wegenke (WI) (1994) were acknowledged for over 70 years of service as MHEC commissioners.

19. Adjournment.

Commission Chair Richard Short (KS) thanked commissioners for their participation in the meeting and invited everyone to the Executive Committee and the full commission meeting Monday, November 13 – Tuesday, November 14, 2017, in Overland Park, Kansas.

Commissioner Rolf Wegenke (WI) and Lyndon Carlson (MN) seconded the motion to adjourn the meeting at 11:28 a.m.

Motion carried.



This page intentionally left blank.

President's Report to the MHEC Commission

Prepared by
Larry A. Isaak, President
June 2018

Here are highlights, updates and information about MHEC's activities since my report in November 2017.

- Eleven state visits were completed with 241 attendees at the dinners plus many private visits were held with key education and state policymakers. Additionally, a visit to North Dakota was made with North Dakota's Higher Education Committee with 25 attendees.
- MHEC's 2016-2017 *Annual Report to the Member States*, along with each state's *Higher Education in Focus 2017* were prepared and presented during the state visits.
- MHEC's technology initiatives feature 15 contracts offering hardware, software, and services that produce over \$325 million dollars in annual sales with over \$25 million in cost savings for member states. The Technologies Committee met in Chicago February 27 through March 1. As a result of meeting conversations, five standing advisory groups were created in: creative software; academic technologies; information security; virtualization/infrastructure; and procurement and partnerships/leadership
- Several policy research briefs and reports were initiated or completed between June 2017-June 2018. Projects are categorized within three areas, including Performance, Value, and Accountability; College Affordability and Finance; and College Readiness. See the research report section for further details.
- The 2018 policy forum will be held in conjunction with the November 15-16, MHEC Annual Commission Meeting. The tentative theme of the forum is *Surviving or Thriving: Creating a Sustainable Future for Colleges and Universities*.
- MHEC webinars brought nearly 400 participants from November 2017 and June 2018. Four live webinars were held for the Multi-State Collaborative on Military Credit (MCMC), and one for the Midwestern-State Authorization Reciprocity Agreement (M-SARA).
- The Multi-State Collaborative on Military Credit (MCMC) continues to be successful. All ten of the MCMC metrics outlined in the Lumina grant have been met with four of those exceeding the established goals. A majority of the states will have developed a mechanism by which the persistence and graduation rate of servicemembers can be tracked over time. At least four states will have three or more state licensing boards that are willing to accept military training and experience as a way to accelerate progress toward earning a licensure or certificate in accordance with the National Governors Association pilot project or a related federal initiative thus leading to a smooth transition into the civilian workforce. Many or most of the states have 2-year and or 4-year institutions that have bridge or accelerated programs for Servicemembers and Veterans which can be accessed via the MCMC Bridge Program

Inventory; and have implemented new or revised postsecondary web sites that contain the consensus core information useful to service members and links to collectively developed tools and resources.

- In recent months, the Multi-State Collaborative on Military Credit is becoming a resource for various organizations, including senators and representatives, looking for reliable information on military connected students in order for them to create processes and policies to improve the transition from military to college to the workforce.
- Thirty-one institutions are now using MHECare programs including all public institutions in North Dakota and the four-year public institutions in Kansas.
- Over 170 campuses participate in the MHEC Master Property Program. Twelve new institutions joined the program since July 2017. Several new institutions are requesting quotes for the upcoming fiscal year. The program has a 96% retention rate. Savings from this program for institutions in MHEC states in FY 2017 were \$7.7 million. The average program rate has fallen 49 percent since 2002-2003.
- The Midwest Student Exchange Program (MSEP) saved more than 11,601 Midwest citizens over \$75.7 million in FY 2017, for an average savings of \$6,528 per student.
- Currently, there are over 1,700 institutions nationally participating in the State Authorization Reciprocity Agreement (SARA) with 550 or 31% of those institutions located in MHEC states.
- Since 2016, MHEC has collaborated with the Education Commission of the States (ECS) on research briefs which summarized and analyzed different states' responses to the concurrent enrollment teacher credentialing and teacher supply dilemma. Starting in 2018, MHEC initiated conversations with nearly 100 concurrent enrollment stakeholders across the Midwest to learn how the teacher credentialing problem was unfolding and what work on the problem remains. During this time, collaborations with organizations such as the National Association for Concurrent Enrollment Partnerships (NACEP) have emerged and resulted in the MHEC Midwestern Concurrent Enrollment Teacher Credential Summit on May 16.
- Since the beginning of 2018, an Open Educational Resources (OER) Advisory Committee has been formed and has met several times. The group has asked MHEC to reach out to explore opportunities for collaboration with other organizations that work in the OER universe. As of April 2018, MHEC and the Western Interstate Commission for Higher Education (WICHE) have initiated a set of conversations about possible collaborations and mutual convenings that would bring together Midwestern and Western institutional representatives with national level OER experts that could produce benefits to reduce instructional costs, increase student performance and completion, and increase access and equity.
- MHEC has a presence at many national and regional events to inform states and institutions about MHEC services and to gather ideas.

- All states have paid their full state commitment for FY 2018. One state is in arrears for \$20,000 for previous years. One state has passed legislation to repeal the Compact legislation effective June 30, 2019.
- The Compact's financial position is sound as confirmed by the FY 2017 audit report completed in October. The Compact's annual state commitment of \$115,000 is the lowest of the four regional higher education compacts. (The others range from \$145,000-\$200,000.) The commission in November 2017 decided to keep that commitment at \$115,000 through FY 2021. Thus, the commitment has only changed once in twelve years. The Compact's financial reserves continue to be solid. Please see the table of total designated and undesignated reserves below from the audited financial statement.

Unrestricted	6/30/17
Board Designated	
Operations Reserve	\$1,300,000
Future Lease Payment	302,273
Other Designated Reserves	<u>274,136</u>
Total Board Designated	1,876,409
Undesignated	<u>879,253</u>
Total Unrestricted	\$2,755,663

This page intentionally left blank.

Status of MHEC's Unrestricted Fund Balance

	Designated	Expenditures to date	Adjustments	Balance 06/30/2017
Unrestricted				
Board Designated				
Board Designated - Risk Management Total	\$ 25,000			\$ 25,000
Board Designated - Operations Reserve Total	\$ 1,005,121		\$ 294,879	\$ 1,300,000
Board Designated - Opportunity Reserve				
Special Projects*				
State Authorization	\$ 25,000	\$ (16,020)		\$ 8,980
Higher Education Redesign	\$ 50,000	\$ (48,094)		\$ 1,906
Technology Consulting	\$ 25,000	\$ (25,000)		-
Open Education Resources	\$ 160,000	\$ -		\$ 160,000
Special Projects Total	\$ 260,000	\$ (89,114)		\$ 170,886
Organizational Capacity				
Technology**	\$ 413,936	\$ (372,976)		\$ 40,960
Branding	\$ 50,000	\$ (50,000)		-
Organizational Capacity Total	\$ 463,936	\$ (422,976)		\$ 40,960
Board Designated - Opportunity Reserve Total	\$ 723,936	\$ (512,090)		\$ 211,846
Board Designated - Capital Asset Reserve				
Future Lease Payments***	\$ 450,000	\$ (147,727)		\$ 302,273
Capital Investments	\$ 300,000	\$ (262,710)		\$ 37,291
Board Designated - Capital Asset Reserve Total	\$ 750,000	\$ (410,437)		\$ 339,563
Board Designated Total	\$ 2,504,057	\$ (922,527)	\$ 294,879	\$ 1,876,409
Undesignated Total	\$ 953,475		\$ (74,222)	\$ 879,253
Total Unrestricted	\$ 3,457,532	\$ (922,527)	\$ 220,657	\$ 2,755,663

*Special projects are one-time expenditures that may span multiple fiscal years.

**Technology includes projects such as CRM (internal MHEC database), web content management system, newsletter functionality, and meeting registration tools over a period of 3-5 years.

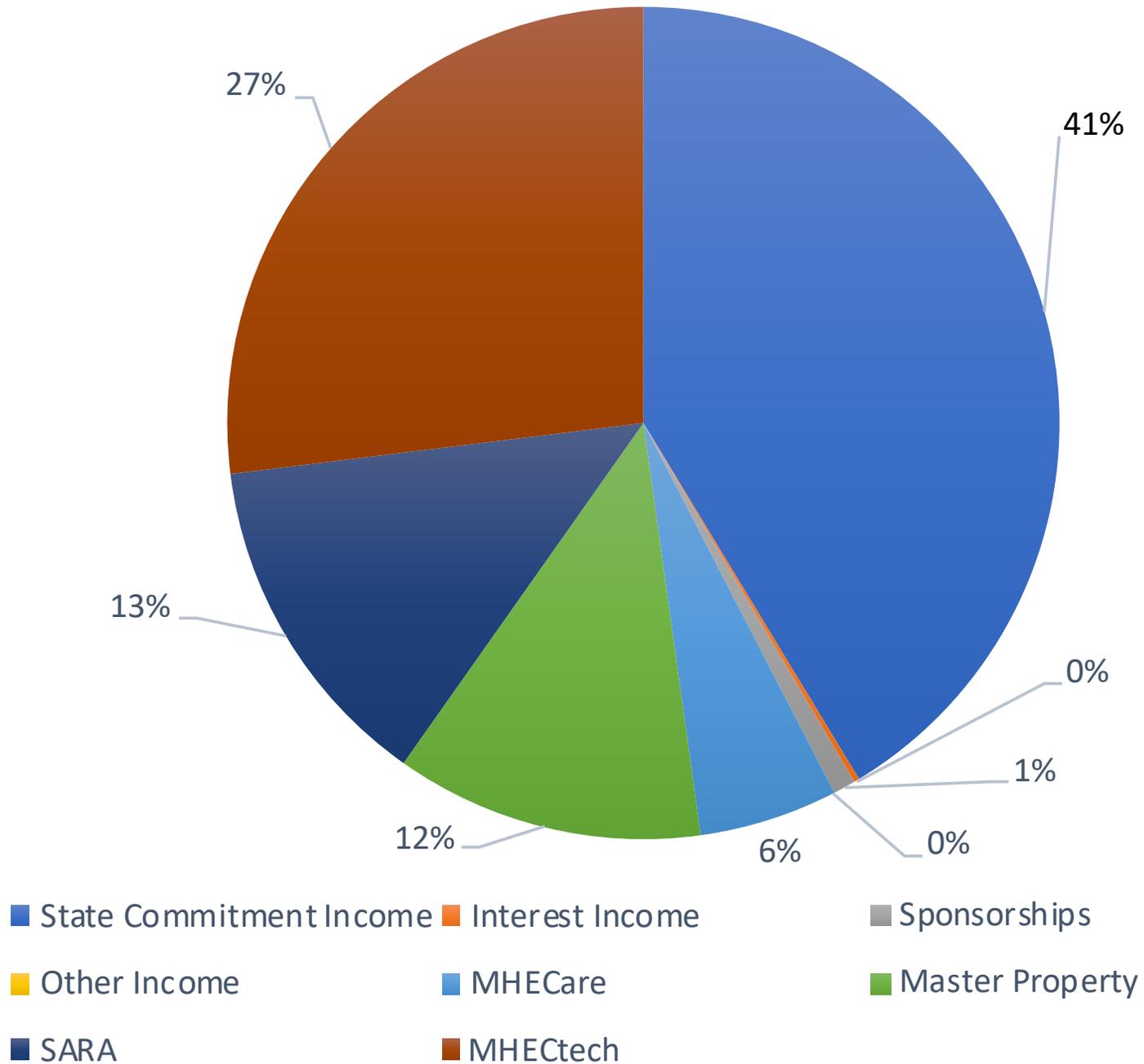
***Includes a \$75,000 security deposit in accordance with MHEC's lease. As of September 2017, the security deposit has been returned in full.

As of June 30, 2017

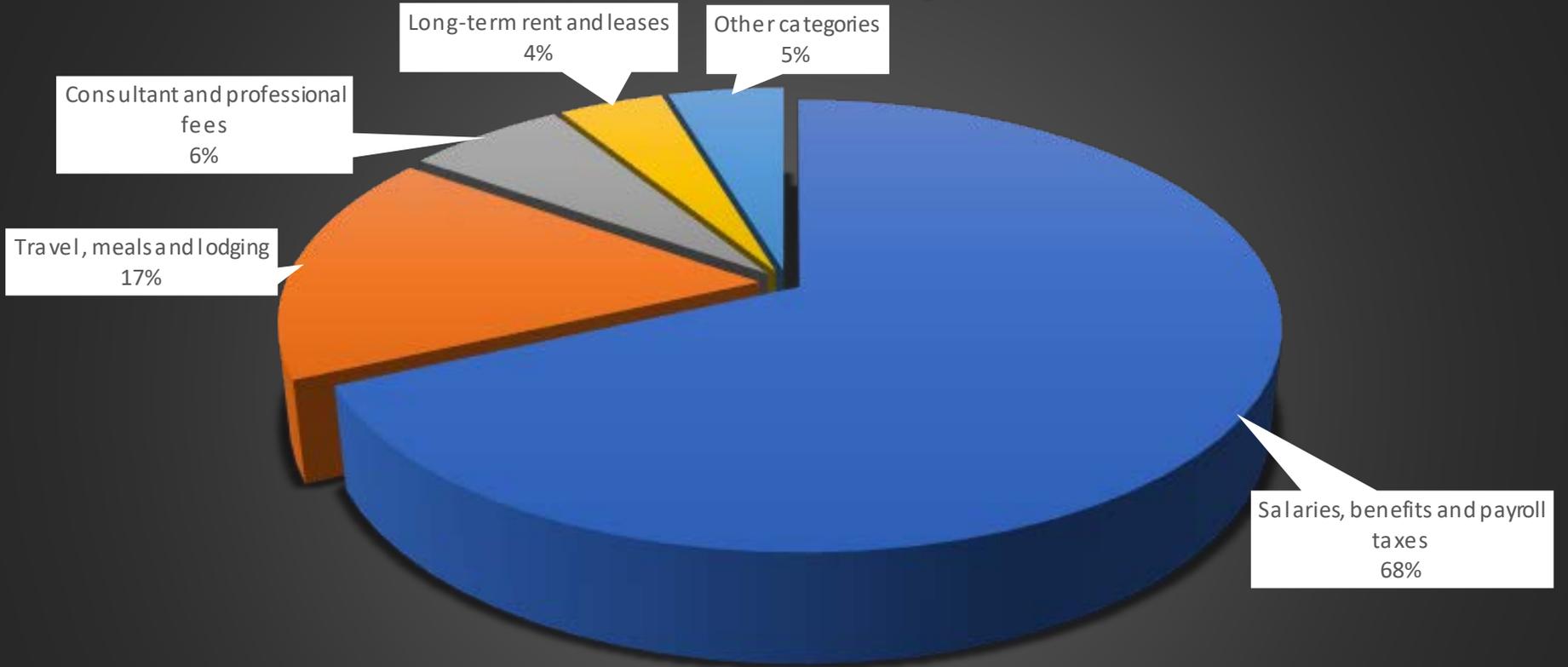
**Midwestern Higher Education Compact
Unrestricted Funds Budget FY 2019**

INCOME	Approved FY 2018	YTD 5/15/2018 FY 2018	Proposed FY 2019 Budget
State Commitment Income	\$ 1,380,000.00	\$ 1,380,000.00	\$ 1,380,000.00
Interest Income	\$ 7,000.00	\$ 9,180.95	\$ 7,000.00
Sponsorships	\$ 29,000.00	\$ 36,000.00	\$ 29,000.00
Other Income	\$ -	\$ 480.00	\$ -
Program Revenues			
MHECare	\$ 169,000.00	\$ 137,655.27	\$ 180,000.00
Master Property	\$ 400,000.00	\$ 400,772.00	\$ 400,000.00
SARA	\$ 430,000.00	\$ 430,000.00	\$ 443,000.00
Program Revenues	\$ 999,000.00	\$ 968,427.27	\$ 1,023,000.00
Contract Revenues			
MHECtech	\$ 849,375.00	\$ 597,777.11	\$ 900,000.00
Contract Revenues	\$ 849,375.00	\$ 597,777.11	\$ 900,000.00
Total Income	\$ 3,264,375.00	\$ 2,991,865.33	\$ 3,339,000.00
EXPENSE	Approved FY 2018	YTD 5/15/2018 FY 2018	Proposed FY 2019 Budget
Advertising Expense	\$ 2,450.00	\$ 3,545.11	\$ 2,450.00
Books and Publications	\$ 450.00	\$ 165.39	\$ 450.00
Consultant Fees	\$ 149,060.00	\$ 132,924.92	\$ 166,465.00
Dues and Subscriptions	\$ 15,450.00	\$ 8,130.69	\$ 15,450.00
Employee Benefits	\$ 473,956.36	\$ 434,470.44	\$ 492,216.29
Employee Salaries	\$ 1,635,373.88	\$ 1,315,108.16	\$ 1,641,064.45
FedEx	\$ 3,150.00	\$ 2,072.52	\$ 3,150.00
Insurance	\$ 17,250.00	\$ 11,989.30	\$ 17,250.00
Interest Charges and Fees	\$ 4,000.00	\$ 876.35	\$ 1,500.00
Long Term Rents/Leases	\$ 130,000.00	\$ 149,903.25	\$ 140,000.00
Meals and Entertainment	\$ 150,000.00	\$ 112,288.57	\$ 161,500.00
Meeting Room Rental Fees	\$ 5,600.00	\$ 1,223.50	\$ 4,000.00
Miscellaneous	\$ 3,200.00	\$ 365.40	\$ 2,000.00
Payroll Tax Expense	\$ 141,459.84	\$ 103,420.50	\$ 141,952.07
Postage	\$ 1,200.00	\$ 718.95	\$ 1,200.00
Printing and Duplicating	\$ 37,650.00	\$ 34,213.90	\$ 37,650.00
Professional Fees	\$ 32,950.00	\$ 31,377.18	\$ 45,950.00
Promotional and Award Items	\$ 7,350.00	\$ 8,726.20	\$ 10,350.00
Repairs and Maintenance	\$ 1,000.00	\$ 170.00	\$ 1,000.00
Supplies and Equipment	\$ 8,000.00	\$ 24,012.05	\$ 8,000.00
Telephone/Fax/Internet	\$ 39,700.00	\$ 5,923.00	\$ 20,000.00
Training	\$ 30,500.00	\$ 16,533.02	\$ 30,500.00
Travel	\$ 374,400.00	\$ 322,092.87	\$ 394,902.18
Total Expense	\$ 3,264,150.08	\$ 2,720,251.27	\$ 3,339,000.00
Net Revenue	\$ 224.92	\$ 271,614.06	\$ 0.00

PROJECTED 2019 REVENUES

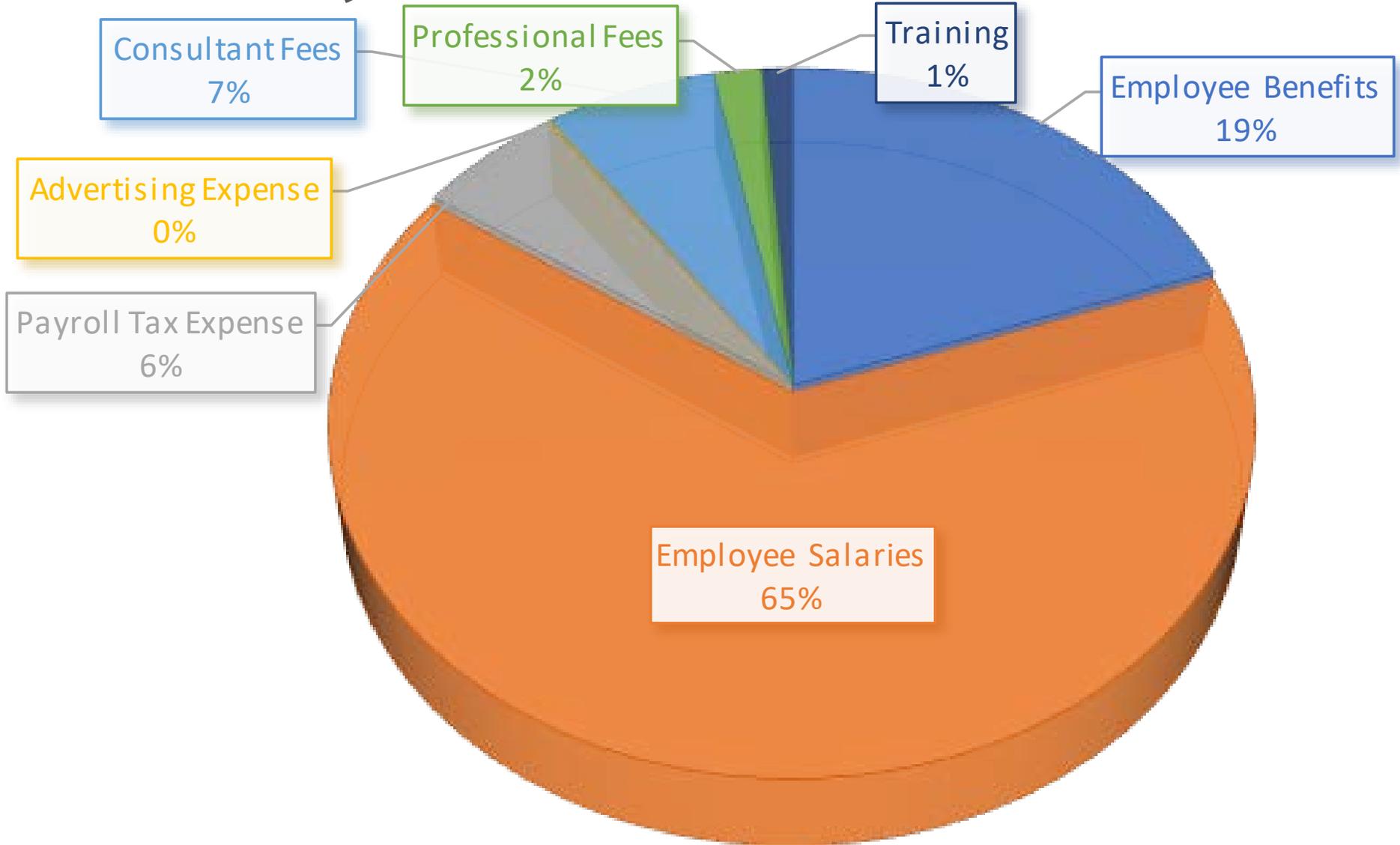


Projected 2019 Expenses

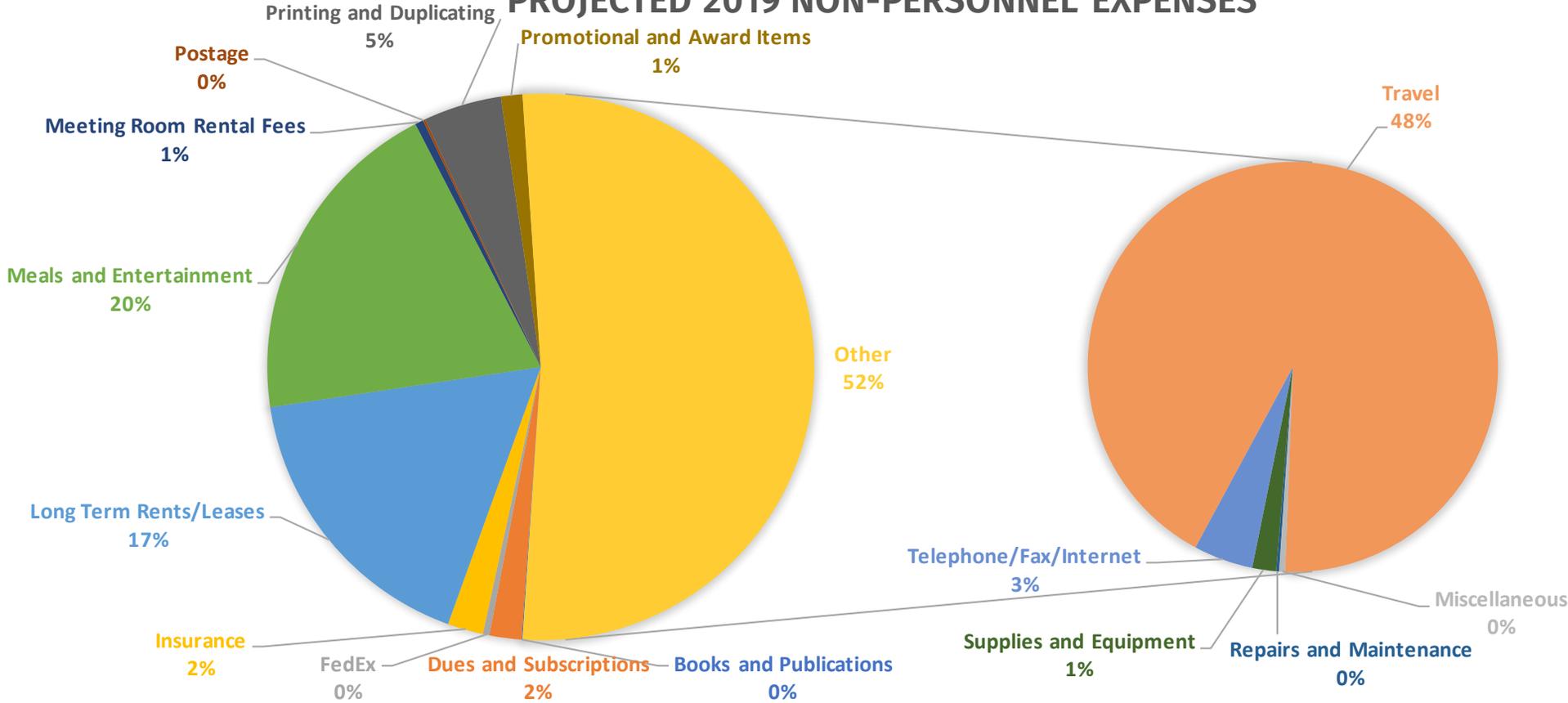


■ Salaries, benefits and payroll taxes ■ Travel, meals and lodging ■ Consultant and professional fees ■ Long-term rent and leases ■ Other categories

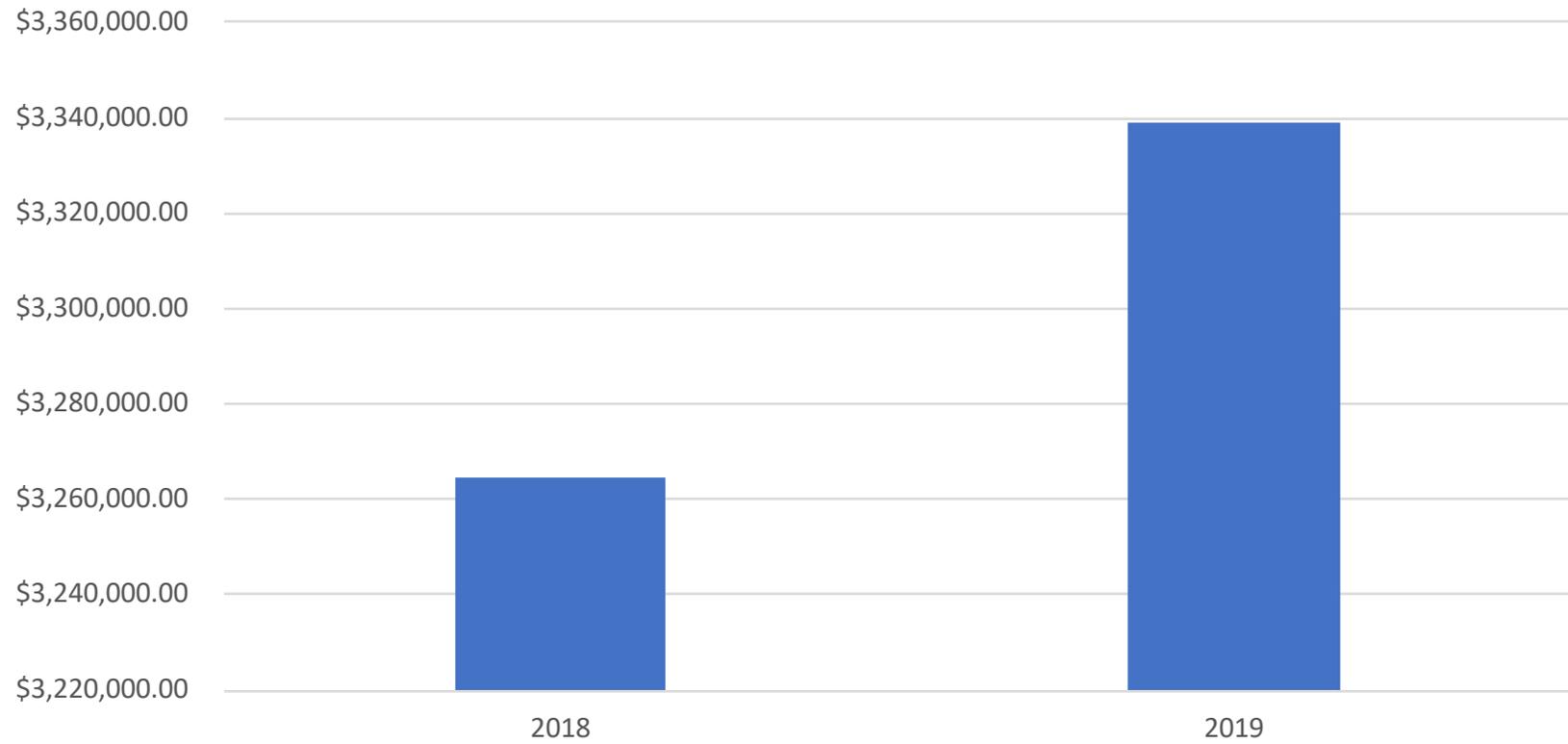
PROJECTED 2019 PERSONNEL EXPENSES



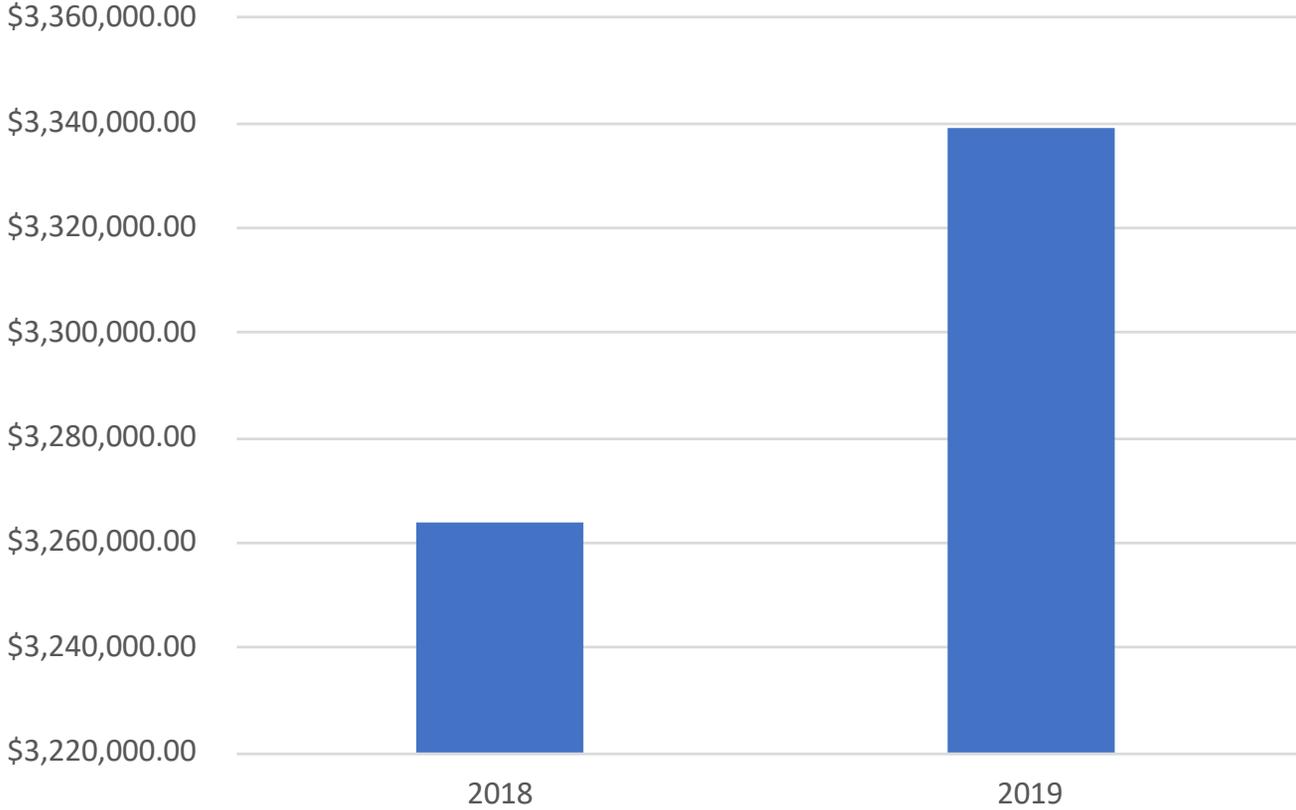
PROJECTED 2019 NON-PERSONNEL EXPENSES



Compared Forecasted Revenues



Compared Forecasted Expenses



FY 2019 Budget Highlights

- The FY 2019 estimated budget is balanced. It includes \$3,339,000 of estimated revenue and \$3,339,000 of estimated spending. Revenue and expenses are estimated to slightly increase by about 1%. There is no change in the estimated state commitment income since the state commitment fee is frozen by the commission through FY 2021.
- The budget supports current and developing efforts in MHEC’s four multi-state strategies as follows:
 - Convening: continued support for the Multi-State Collaborative on Military Credit and investments in emerging convening efforts surrounding dual credit/concurrent enrollment teacher credentialing and open educational resources.
 - Research: continued support for MHEC’s policy research and publications.
 - Contracts: continued support for MHEC’s technology contracts.
 - Programs: continued support for the Master Property Program, MHECare Health Insurance Solutions, the Midwest Student Exchange Program, and the Midwestern-State Authorization Reciprocity Agreement (M-SARA) and investments in the Midwestern-Large Scale Renewable Electricity program development.

- The estimates for major revenue sources and their percent of total revenue are:

State commitment income	\$1,380,000	(41%)
Program and contract income	\$1,923,000	(57%)
Interest and sponsorships	<u>\$36,000</u>	<u>(2%)</u>
Total	\$3,300,000	(100%)

- The major estimated expenditures are:

Salaries, benefits, and payroll taxes	\$2,275,232	(68%)
Travel, meals, and lodging	\$556,402	(17%)
Consultant and professional fees	\$212,415	(6%)
Long-term rent and leases	\$140,000	(4%)
Other categories	<u>\$154,950</u>	<u>(5%)</u>
Total	\$3,300,000	(100%)

- The budget includes funding for 15.75 FTE employees compared to 17 FTE employees in FY 2018. It includes funding for a 2-4% salary increase per employee and some equity adjustments.

This page intentionally left blank.

Membership Policy for M-SARA Regional Steering Committee

Approved by the MHEC Commission November 14, 2016

Overview

The MHEC-SARA Regional Steering Committee is an important part of the national and regional SARA process. Among its responsibilities are the monitoring of member states, hearing institutional appeals of state decisions, and reviewing and suggesting SARA policies and procedures. Currently, the Committee is comprised of 16 members, 5 at-large members and 11 state representatives. State representatives are approved by the MHEC commissioners of each state while at-large members are appointed by MHEC's president. Regional Steering Committee members are selected based on a number of variables including the role members play in the higher education community at the state and/or national level, their professional experiences, and the specific skills and expertise members bring to the Committee. When a new Committee member is appointed, MHEC's president and/or the state's MHEC commissioners are briefed on the current Committee membership and any set of skills, experiences, or perspectives that might be needed to strengthen and balance the Committee.

The MHEC staff recommends that the MHEC commission adopt a policy surrounding the appointment of M-SARA Steering Committee since questions have arisen about the appointment process. The recommended policy is as follows:

Composition of MHEC-SARA Steering Committee

The MHEC-SARA Regional Steering Committee will be comprised of one member from each state participating in the agreement. This member will be appointed by the MHEC commissioners from that state. Also, the MHEC president will appoint five at-large members who must reside in one of the MHEC-SARA participating states. At-large representatives must come from five different states.

Terms of Membership

Committee members serve for a period of three years, starting on the first day of the month that follows the month in which their membership was approved by MHEC's president or the commissioners of the state the member will represent. A member who takes over the term of a member who has left prior to the expiration of the term for which s/he was appointed will finish that term and is then eligible to be reappointed for a subsequent full three-year term of her/his own. There are no term limits. All at-large members must be reappointed by the MHEC president, and all state representatives must be reappointed by the commissioners of the state the member represents on the Committee.

Note: Sitting members of the Committee at the time this membership policy is approved by the MHEC Commission shall complete the term for which they have been appointed and then seek reappointment under this policy.

Nomination of Committee Members

Nominations of new individuals to serve on the committee shall be made in writing to the MHEC president. An individual wishing to offer her/his service to the Committee should do so in writing to the president of MHEC.

Reaffirmation of Committee Members

If a Regional Steering Committee member has a significant change in employment or personal circumstance during her/his term of service, such changes must be communicated to the president of MHEC. When either of these situations arises, the MHEC president (if the member is an appointed at-large member) or the state commissioners (if the member is a state representative) will reaffirm or terminate the appointment of the Committee member in question. If an appointment is terminated, a new Committee member will be nominated, approved, and appointed via the process outlined above.

Confirmation of At-Large Representatives of the Midwestern-State Authorization Reciprocity Agreement Regional Steering Committee

Explanation

The president of MHEC appoints the at-large members of the Midwestern-State Authorization Reciprocity Agreement (M-SARA) Regional Steering Committee, who are then approved by the full commission or the MHEC Executive Committee at whichever meeting occurs sooner after the appointments are made.

Recommended Actions of the MHEC Executive Committee

1. Confirm the appointment of Dr. Chris Foley as an at-large member of the Midwestern-State Authorization Reciprocity Agreement Regional Steering Committee with a term beginning July 1, 2018, and to end June 30, 2021.
2. Confirm the appointment of Dr. Robin Hemenway as an at-large member of the Midwestern-State Authorization Reciprocity Agreement Regional Steering Committee with a term beginning July 1, 2018, and to end March 31, 2019. Dr. Hemenway will complete the term of Ingeborg “Bibi” Schultz, director of education, Missouri State Board of Nursing.
3. Confirm the appointment of Dr. Mary Kochlefl as an at-large member of the Midwestern-State Authorization Reciprocity Agreement Regional Steering Committee with a term beginning July 1, 2018, and to end June 30, 2021.

Biographies

Dr. Chris J. Foley

Chris J. Foley, Ed.D., M.F.A., and M.A., is the chief operating officer for the Office of Online Education. As the assistant vice president and director at Indiana University, he provides entrepreneurial leadership of strategic operations and business processes for the office. He works with faculty, staff, and academic and other administrators at the university, campus, and school levels to determine the needs of the university related to online education, and to identify, develop, implement, and monitor services and solutions.

Dr. Foley has more than 20 years of experience with Indiana University. From 2007 to 2015, he served as director of undergraduate admissions for IUPUI. Prior to that, he was the chief of operations for undergraduate admissions and director of international admissions at IU Bloomington. He has presented nationally and internationally as well as published on a broad range of topics, including online education, enrollment management, international education, and leadership. He also serves as an adjunct assistant professor of organizational leadership for IUPUI.

He holds an Ed.D., M.F.A., and M.A. from Indiana University and a B.A. from the University of Arkansas.

Dr. Robin Hemenway

Robin Hemenway, Ph.D., is the director of Accreditation and Compliance for Saint Mary's University of Minnesota. In this role she oversees the institution's state regulatory and regional accreditation matters, including SARA compliance, providing guidance to ensure compliance for new program development and other institutional initiatives.

She brings to M-SARA twenty years of experience in higher education and over a decade of experience navigating the state and federal regulatory landscape. In addition to serving postsecondary students as an instructor and dissertation coach, she has led or supported multiple regulatory and accreditation initiatives in a range of postsecondary educational settings. Before coming to Saint Mary's, Dr. Hemenway supported state compliance, regional accreditation, and programmatic accreditation at Capella University from 2007-2013, followed by three years providing oversight for institutional and postsecondary career school accreditation and state compliance at Goodwill Easter Seals of Minnesota.

Dr. Hemenway ventured into the educational compliance world after earning a doctorate in American Studies from the University of Minnesota in 2007 and concluding that being a professor was not her chosen path. Through this professional journey, she has developed an appreciation for ways in which compliance and external review helps to strengthen institutions by giving them the tools to hold themselves accountable and serve students more effectively.

Dr. Mary Kochlefl

Mary K. Kochlefl, Ph.D., currently serves as executive director for Academic Organizational Leadership and Online Learning at Xavier University. In this role, she oversees Online Learning, Instructional Design & Technology, Video & Digital Media Services, Adult & Professional Education, the Center for Teaching Excellence, and the Office of Grant Services. Mary helped manage the launch of Xavier's 10 fully online graduate programs. She has been responsible for state authorization for the online programs and coordinates Xavier's membership in SARA. Mary received her Ph.D. in English from Indiana University and completed her B.A. in English from Columbia University.

Current M-SARA Regional Steering Committee (RSC)

Ms. Gretchen Bartelson, Dean, Center for Teaching and Learning, Northwest Iowa Community College (Chair and at-large member)

Dr. Stephanie Davidson, Vice Chancellor, Academic Affairs, Ohio Department of Higher Education (Ohio representative)

Dr. Kathleen Fimple, Academic Programs Officer, Nebraska Coordinating Commission for Postsecondary Education (Nebraska representative)

Morna Foy, President, Wisconsin Technical College System (at-large member)

Shellie Haut, Director, Licensure, Regulatory Services & Human Capital, Central Michigan University (Michigan representative)

Lane Huber, Chief Distance Learning & Military Affairs Officer, Bismarck State College (at-large)

Sue Huppert, Vice President for External and Governmental Affairs, Des Moines University (Iowa representative)

Don Madelung, Vice President, Pierce Colleges Inc. (Wisconsin representative)

Mike Michaelis, Assistant Director, Virtual College at Fort Hays State University (Kansas representative)

Mary Niemiec, Associate Vice President for Distance Education and Director of University Nebraska Online Worldwide, University of Nebraska (at-large member)

Richard Rothaus, Vice Chancellor of Academic and Student Affairs, North Dakota University System (North Dakota representative)

Dr. Ken Sauer, Senior Associate Commissioner and Chief Academic Officer, Indiana Commission for Higher Education (Indiana representative)

Bibi Schultz, Director of Education, Missouri State Board of Nursing (at-large member)

Laura Vedenhaupt, Senior Associate for Proprietary School Certification, Missouri Department of Higher Education (Missouri representative)

Betsy Talbot, Manager, Institutional Registration & Licensing, Minnesota Office of Higher Education (Minnesota representative)

Dr. Nkechi Onwuameze, Assistant Director, Academic Affairs, Illinois Board of Higher Education (Illinois representative)

2018 Committee Appointments

2018 MHEC Phillip Sirotkin Award and Outstanding Service Award

Ms. Olivia Madison (Chair)
Dr. Janelle Toman (SD)
Rep. Joan Ballweg (WI)
Dr. Stephanie Davidson (OH)
Mr. Mark Smith (MO)
Sen. Francisco (KS)
Mr. Tim Flakoll (ND)

2018 MHEC Nominating Committee

Mr. Dick Short (KS) (Chair)
Ms. Suzanne Morris (IL)
Dr. Ken Sauer (IN)
Rep. Dennis Johnson (ND)
Rep. Sharon Steckman (IA)

MHEC Presidential Search Committee

Mr. Tim Flakoll (ND) (Chair)
Ms. Suzanne Morris (IL)
Dr. Kenneth Sauer (IN)
Mr. Richard Short (KS)
Dr. David Eisler (MI)
Rep. Lyndon Carlson (MN)
Ms. Zora Mulligan (MO)
Sen. Sue Crawford (NE)
Rep. Mike Duffey (OH)
Sen. Larry Tidemann (SD)
Rep. Joan Ballweg (WI)
Dr. Randolph Ferlic (NE) Member-at-large

Authority of MHEC Officers to Hire MHEC President

This past year Larry Isaak announced his intention to retire as MHEC president effective no later than November 2018. The MHEC chair has initiated a search process to find a new president. The goal is to hire a new president prior to November 2018 to help facilitate a smooth transition.

Both the MHEC statutory compact language and the MHEC bylaws state that the Commission shall appoint the president. The MHEC bylaws further stipulate that the Executive Committee is empowered to act on behalf of the Commission during the interim between commission meetings. Finally, the bylaws provide the MHEC chair shall make appointments to all committees of the Commission, and, in accordance with the Commission's directions, or subject to ratification by the Commission, shall act on the Commission's behalf during the interims between commission meetings.

Pursuant to the bylaws, the MHEC chair has appointed a Presidential Search Committee consisting of a representative group of Commissioners from across the 12 MHEC states to assist the Commission in recruiting and screening candidates for the MHEC president position. The Search Committee intends to have a recommendation for the Commission by early September 2018. Neither the full Commission nor the Executive Committee is scheduled to meet prior to the scheduled Commission Meeting on November 15-16, 2018, in Fargo, ND. Given the desire to hire a new president prior to November 2018, and the lack of Commission meetings prior to that time, it is requested that the Executive Committee, acting on behalf of the Commission, authorize the MHEC Executive Officers (chair, vice chair, and treasurer) to appoint the new president based on the recommendation of the MHEC Presidential Search Committee.

Recommended Actions of the MHEC Executive Committee

1. Authorize the MHEC Executive Officers (chair, vice chair, and treasurer) to appoint the next MHEC president based on the recommendation of the MHEC Presidential Search Committee.
2. Authorize the MHEC Executive Officers (chair, vice chair, and treasurer) to enter into employment contract negotiations with the newly appointed president candidate, and upon successful negotiation execute said employment contract.

This page intentionally left blank.

CONVENING

MHEC CONVENING empowers the member states to connect for the purpose of exchanging expertise, sharing ideas and experiences, and collaboratively pursuing efforts that help further higher education. This convening and collaborating leads to many programs and activities that produce a variety of outcomes and results ranging from the dissemination of knowledge and expertise about practical solutions, to leveraging the collective purchasing power of the region to achieve efficiencies and savings. MHEC covers the cost of these meetings, including the travel expenses of participating members, so states and institutions do not have to use travel funds to participate.

Dual Credit/Concurrent Enrollment Teacher Credentialing

Prepared by
Jenny Parks, Director of Innovation

Since 2016, MHEC Director for Policy Research Aaron Horn has collaborated with staff at the Education Commission of the States (ECS) on research briefs which summarized and analyzed different states' responses to the concurrent enrollment teacher credentialing and teacher supply dilemma. Starting in 2018, Jenny Parks, director of innovation, initiated conversations with nearly 100 concurrent enrollment stakeholders across the Midwest to learn how the teacher credentialing problem was unfolding and what work on the problem remains. During this time, collaborations with organizations such as the National Association for Concurrent Enrollment Partnerships (NACEP) have emerged and resulted in the MHEC Midwestern Concurrent Enrollment Teacher Credential Summit on May 16, in Cincinnati, Ohio.

At the meeting in Cincinnati, representatives from NACEP, ECS, and Jobs for the Future (JFF) joined representatives from the concurrent enrollment communities of all 12 MHEC states. They shared innovations for addressing the teacher credentialing issue and recommended actions MHEC might take or facilitate to address the problem not only state-by-state but also from a regional perspective.

Such discussions could result in the following possible actions and outcomes:

- Interstate collaboration on providing/subsidizing teacher coursework;
- Workshops/resources to support grant applications from states/IHEs;
- Policy briefs/playbooks/best practices documents;
- Regionwide templates for faculty credential tracking; and
- Regionwide templates for evaluating tested experience credentials.

Such projects could result in the following possible benefits to MHEC states:

- Leveraging regional resources to address course and teacher shortages;
- Showcasing scalable state solutions to teacher credentialing concerns;
- Addressing equity concerns as a part of the teacher credential issue; and
- Creating and strengthening state relations with NACEP and with each other.

Multi-State Collaborative on Military Credit (MCMC)

Prepared by
Sara Appel, MCMC Manager

The mission of the Multi-State Collaborative on Military Credit (MCMC) is to facilitate an interstate partnership of the 12 MHEC states plus Kentucky, and to translate competencies acquired by veterans through military training and experiences toward college credentials leading to employment in the civilian workforce. States exchange information and share best practices via knowledge communities in the areas of articulation of academic credit; communication and outreach; data, technology, and systems; and licensure and certification. These work groups have regular conference calls to discuss bubbling issues and initiatives related to the MCMC project. Currently MCMC has a total of 112 participants.

MHEC provides operational and administrative support for the MCMC. Jennifer Dahlquist serves as the executive director and Sara Appel is the project manager. The Collaborative has been supported by Lumina Foundation, which awarded MHEC a \$900,000 grant to support the work of MCMC over a three-year period, and by Strada Education Network which awarded a one-year grant of \$200,000 to the project.

All ten of the metrics articulated by the MCMC foundation grants were successfully met. Four of the metrics surpassed expectations:

- A majority of states (7) have developed a mechanism by which the persistence and graduation rate of servicemembers can be tracked over time. **Twelve** states: Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, South Dakota, North Dakota, Ohio, and Wisconsin have developed a mechanism by which the persistence and graduation rate of servicemembers can be tracked over time.
- At least four states have three or more state licensing boards that are willing to accept military training and experience as a way to accelerate progress toward earning a licensure or certificate in accordance with the National Governors Association (NGA) pilot project or a related federal initiative. **Five** states: Indiana, Michigan, Minnesota, Ohio, and Wisconsin have three or more state licensing boards that are willing to accept military training and experience as a way to accelerate progress toward earning a licensure or certificate thus leading to a smooth transition into the civilian workforce.
- A majority of states (7) have 2-year and or 4-year institutions that have bridge or accelerated programs for servicemembers and veterans which can be accessed via the MCMC Bridge Program Inventory. **Eleven** states: Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, Ohio, and South Dakota have programs in place.
- A majority of states (7) have implemented new or revised postsecondary web sites that contain the consensus core information useful to service members and links to collectively developed tools and resources. **Eight** states have met this metric:

- Illinois (<http://www.ibhe.org/Veteran/List.asp>),
- Indiana (<http://www.learnmoreindiana.org/military/>),
- Ohio (<https://www.ohiohighered.org/veterans>),
- Kansas (<https://www.kansasregents.org/students/military>),
- South Dakota (<https://www.sdbor.edu/student-information/Pages/NG-and-Vet-campus-contacts.aspx>),
- North Dakota (<https://www.ndus.edu/students/military-veterans-families/>),
- Michigan (<https://micmve.org/>), and
- Minnesota (<http://www.minnstate.edu/military/index.html>,
<https://linkvet.custhelp.com/app/home/session/L3RpbWUvMTQ5NDQyMzkxNy9zaWQvTzNtc3FkaW4%3D>).

The MCMC has developed very productive and promising relationships and has become more engaged with the American Association of Collegiate Registrars and Admissions Officers (AACRAO), American Legion, Association for Institutional Researchers (AIR), and Student Veterans of America (SVA) where MCMC is working in tandem to address credit transfer (military training and experiential learning/Prior Learning Assessment to meaningful college credit for majors or minors) and data collection.

In recent months, the MCMC is becoming a resource for various organizations, including senators and representatives, looking for reliable information on military connected students in order for them to create processes and policies to improve the transition from military to college to the workforce.

During the past year MCMC sponsored 12 webinars with over 1,000 participants, presented at three major national conferences, as well as other meetings, and appeared in several publications across the United States.

A convening for the MCMC annual meeting was held May 3-4, hosting over 60 representatives from across the Midwest and welcomed guests from other regions for their annual meeting to generate ideas, analyze the goals from the grant period, exchange information, develop relationships, discuss goals for next steps of the MCMC, and to learn from colleagues who are active on the national scene. One of the meeting highlights included a moderated panel of student veterans who discussed their challenges and successes in navigating postsecondary education. Presentations available have been posted to the [MHEC website](#).

Each state has a representative on the [MCMC Steering Committee](#).

Open Educational Resources

Prepared by
Jenny Parks, Director of Innovation

An investigation into the possibility of a MHEC facilitated Open Education Resources (OER) venture began in 2017 when President Larry Isaak asked Jenny Parks, director of innovation, to draft a research brief and environmental scan that could be shared with MHEC commissioners and stakeholders to frame the issues and opportunities associated with the adoption of OER. Since the beginning of 2018, an OER Advisory Committee has been formed and has met several times. MHEC has been asked to explore opportunities for collaboration with other organizations that work in the OER universe.

As of April 2018, MHEC and the Western Interstate Commission for Higher Education (WICHE) have initiated a set of conversations about possible collaborations and mutual convenings that would bring together Midwestern and Western institutional representatives with national level OER experts. Such conversations continue to unfold and could help produce some of the following possible actions and outcomes:

- Purchasing contracts for OER platforms and providers;
- Collaboration with OER providers to improve their services;
- Mentoring relationships between faculty who are novices and advanced in their use of OER;
- Policy briefs/playbooks/best practices documents; and
- Convenings to educate stakeholders about OER.

Such projects could result in the following possible benefits to MHEC states:

- Reduction of instructional costs;
- Increases to student performance (completion agendas); and
- Increases to access and equity with first day availability of materials.

MHEC State Visits

Prepared by
Mary Roberson, Director of Communications and Marketing

MHEC state visits were successfully held in 2018 to the credit of the MHEC commissioners and commissioner alternates who attended and hosted the commissioners' dinners, scheduled MHEC presentations before legislative committees, and participated in individual visits at the statehouses introducing MHEC leaders to legislative leaders and their staff.

MHEC is especially grateful to MHEC Chair Tim Flakoll (ND), Vice Chair Ken Sauer (IN), and Olivia Madison (IA), who made this year's state visits truly outstanding by joining President Larry Isaak and staff for many of the 12 state visits. We appreciate their efforts to support MHEC while maintaining busy personal and professional lives in North Dakota, Indiana, and Iowa.

MHEC State Visits – 2018		
State	Dates	Officers and Staff in Attendance
Kansas	Jan. 16-18	Larry Isaak and Rob Trembath
South Dakota	Jan. 23-25	Larry Isaak and Rob Trembath
Missouri	Jan. 29	Chair Tim Flakoll, Larry Isaak, Jennifer Dahlquist, and Carla Ahrens
Iowa	Jan. 31 - Feb. 1	Chair Tim Flakoll, Larry Isaak, and Rob Trembath
Indiana	Feb. 6-7	Chair Tim Flakoll, Vice Chair Ken Sauer, Larry Isaak, and Rob Trembath
Wisconsin	Feb. 13-14	Chair Tim Flakoll, Larry Isaak, and Jennifer Dahlquist
Nebraska	Feb. 21-22	Treasurer Olivia Madison, Larry Isaak, and Rob Trembath
Minnesota	Feb. 26	Chair Tim Flakoll, Larry Isaak, Jennifer Dahlquist, and Pam Schutt
Ohio	Mar. 21-22	Chair Tim Flakoll, Larry Isaak, and Mary Roberson
Illinois	Apr. 18-19	Larry Isaak, Rob Trembath, and Katie Chock
Michigan	May 9-10	Larry Isaak and Rob Trembath

During the 2018 state visits, MHEC was honored with floor introductions in Missouri and Ohio and testified and/or were introduced before numerous legislative committees. Additionally, many individual meetings were held with legislative and postsecondary leaders, and gubernatorial, and legislative education advisors and staff.

MHEC Annual Reports to Each State

The 2017-18 Annual Report to the Member States was distributed during the 2018 legislative sessions and during the annual visits to each of the Compact's member states. MHEC's biennial report *Higher Education in Focus: Selected Performance Indicators* is intended to inform public discourse on higher education by providing key performance indicators relevant to the goal of increasing educational attainment. Performance indicators are categorized within seven dimensions: Preparation, Participation, Affordability, Completion, Effectiveness, Equity, and Finance. Current reports are available for download on [MHEC's website](#). MHEC has also introduced notifications of recent policy publications. If you would like to receive these updates, please email MHEC at mhec@mhec.org.

Since the November 2017 annual meeting there have been 3 commissioners and 2 commissioner alternates appointed or reappointed to serve. The Commission has two commissioner vacancies and awaits two reappointments of commissioners with expired terms who continue to serve, and one commissioner alternate.

Thank you to all who participated in the MHEC state visits.

Dinner Attendance at MHEC State Visits											
State	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Average
IL	16	17	18	18	20	18	21	21	16	20	18.5
IN	12	20	15	19	20	16	14	16	18	18	16.8
IA	20		14	18	24	18	21	21	20	20	19.5
KS	13	20	31	31	24	27	31	21	28	26	25.2
MI	21	21	15	21	20	20	27	16	22	24	20.7
MN	18	22	26	26	23	20	21	20	14	29	21.9
MO	26	27	20	26	25	26	22	18	21	24	23.5
NE	24	22	22	31	27	31	24	25	21	20	24.7
ND	23		31		22		20		28		24.8
OH	15	15	13	25	23	14	14	23	21	18	18.1
SD	15	14	31	34	28	21	24	20	19	21	22.7
WI	19	17	15	19	21	21	21	15	24	21	19.3
TOTAL	222	195	251	268	277	232	260	216	252	241	21.18

Additional Convenings

In the course of a year, MHEC, on average convenes quarterly meetings among its active committees. Additionally, there are multiple RFP meetings, countless conference calls, and strategy discussions around potential procurement, savings, collaborative, or policy initiatives, as well as commissioners' meetings. MHEC strives to continually be recognized as a valued and trusted resource among its stakeholders not only at MHEC-branded events but at other state, regional, and national events attended by MHEC employees or advisory committee members. Not only does MHEC have great success with face-to-face meetings, but there has also been great success with engaging its constituents using technology. Committee members are also helpful in providing notice of opportunities for MHEC to promote MHEC initiatives in their respective states and at professional conferences through presentations or materials.

Technology Convening

Over the past year, the Technologies Executive Committee along with MHEC staff has worked to better define the purpose of the Technologies Committee and create a nimbler structure that can respond to opportunities as they arise. The purpose of the Technologies committee is to:

- Develop strategic sourcing methods to assist institutions in member states provide technology solutions more efficiently and effectively in an ever-changing landscape;
- Utilize collaborative sourcing to deliver cost savings, risk avoidance, and staff time efficiency on technology purchases for institutions in member and sister compact states;
- Utilize market share and strategic partnerships to advocate for higher education in the development of new and improved technology delivered solutions;
- Expand information exchange opportunities; and
- Produce revenue to fund the work of the committee and other MHEC initiatives

The committee met in Chicago February 27, through March 1. The keynote was facilitated by Dr. Eddie Moore Jr., founder/program director for the White Privilege Conference. Dr. Moore is co-founder of the online journal *Understanding and Dismantling Privilege* and is recognized as one of the nation's top speakers and educators. Nathan Sorensen and Mary Roberson provided updates on the technologies portfolio and marketing resources. The remainder of the meeting was dedicated to the development of state relationships and advisory groups. As a result of the effort, five standing advisory groups were created.

1. Creative Software
2. Academic Technologies
3. Information Security
4. Virtualization/Infrastructure
5. Procurement and Partnerships/Leadership

The purpose of the advisory groups is to keep MHEC informed of opportunities to support the region through contracts, information sharing, and supporting research. Current work includes researching the use of creative software tools in preparation for a potential sourcing activity, seeking opportunities to leverage procurement efforts taking place across the region, and preparing for the refresh of the technologies portfolio. Every Technologies Committee member is active in one or more advisory group and external subject-matter experts are engaged where appropriate.

One of the premiere opportunities MHEC engages with technology professionals nationwide is through EDUCAUSE. This nonprofit association is the foremost community of information technology (IT) leaders and professionals who are committed to advancing higher education. MHEC has hosted IT leaders both (institutional and vendors) from across the nation for the past three years, to facilitate a dialogue to understand each other's needs and ensure success and continue to improve higher education. MHEC also is actively involved in many other state, regional, and national conferences to inform chief information officers and procurement professionals about MHEC contracts.

Insurance Convening

The Master Property Program Loss Control Workshop Subcommittee held its [20th Annual Loss Control Workshop](#) in March 2018. With over 150 representatives from higher education risk, facility, and safety managers in attendance, the workshop provided 3 general sessions and 18 breakout sessions with speakers from across the nation sharing their expertise on how to reduce campus property losses. The workshop made use of a mobile app for the second year which keeps attendees informed about sessions and networking. The Workshop Subcommittee is led by Tom Clayton, director of Insurance & Risk Manager at Johnson County Community College. The planning committee will meet in July to plan the program for 2019 and will announce in mid-October.

2017 Annual Policy Forum

MHEC's annual policy forum was held in conjunction with the MHEC annual meeting in Overland Park, Kansas, November 13-14, 2017. The theme of the event, as identified and shaped by MHEC Commissioners, was college affordability. The program provided considerable context on the problem of affordability and an overview of state policies for reducing financial obstacles to college access and completion. Presentations included:

- Rethinking Affordability
- Beyond the Balance Wheel: Addressing the Challenges of Public Investment in Higher Education
- Evaluating State Effort in Funding Higher Education
- The State Context for Postsecondary Funding
- Asset-based Approaches to Financial Aid

- Curricular Pathways and Affordability Solving
- Solving Cost Problems through Technology

2018 Annual Policy Forum

The 2018 policy forum will be held in Fargo, North Dakota, November 15-16. The tentative theme of the forum is *Surviving or Thriving: Creating a Sustainable Future for Colleges and Universities*. Possible topics for presentations include:

- Identifying At-Risk Institutions in the Public and Private Sectors: population growth, high school graduate growth, family income, race/ethnicity, specific risk factors, forecasts
- Moving towards Equitable Funding for Public Institutions: funding disparities across institutions, funding formulas, flagship autonomy
- Maximizing Cost-Savings of Administrative, Operational, and Ancillary Functions: includes decisions about intercollegiate athletics, consolidations, partnerships, outsourcing (use and misuse)
- Improving Student-College Match: The Expanding College Opportunities Program
- Achieving Competitive Differentiation while Preserving Value: comprehensive vs. specialized curricula, research vs. instruction, conveying unique value to prospective students, unbundling, potential for greater stratification
- Current Uses of Online Learning: Assessing Relative Costs and Effectiveness

PROGRAMS

MHEC PROGRAMS are initiated in response to identified needs in one or more of the member states. Bringing together expertise from across the region, MHEC identifies activities needed to address the identified needs. Those problems best solved through persistent interstate cooperation are then developed into MHEC programs. MHEC programs are unique in that postsecondary education institutions are the primary participants, although MHEC programs address the needs and perspectives of all constituencies in the Midwestern region, with particular regard to those groups that historically have been under-represented in postsecondary education. Each MHEC program provides the program participants with governance and leadership structures to guide and maintain programmatic outcomes.

Master Property Program

Prepared by

Carla Ahrens, Master Property Program Manager

MHEC's property insurance program, the Master Property Program (MPP), was developed in 1994 to broaden property insurance coverage, reduce program costs, and encourage improved asset protection strategies for Midwestern 2- and 4-year public and not-for-profit colleges and universities. Since its inception, MPP participation has grown to incorporate 100 institutions, covering more than 170 campuses with total insured values of approximately \$95 billion. In FY 2017, it is estimated that the program saved its participating institutions in excess of \$9.5 million – \$6.7 million of these savings for the Midwest participants alone. Since the program's inception, it is estimated that \$127.9 million of savings have been achieved. Because of its success, the program has developed a program mission to be the premier property insurance program for MHEC, the Western Interstate Commission for Higher Education (WICHE), the New England Board of Higher Education (NEBHE), and the Southern Regional Education Board (SREB) institutions with a focus on strategic growth, program stability, and member value. The program costs continue to remain below industry averages due to the program's volume and asset protection strategies tailored to higher education institutions.

The popularity of MPP remains high among higher education institutions as evidenced by the program's 96% retention rate. Since the 2000-2001 policy year, membership in the program has grown from 25 institutional participants to the current 100. Several more institutions have sought quotes which were ultimately used as leverage to lower rates with their current carriers. The average program rate has fallen 49 percent since 2002-2003, from .045 cents to .0235 cents with continued enhancements to coverage and services. It's important to recognize that if you factor in dividends returned to the participating institutions, the rates are reduced even further. Perhaps the most appealing feature about the program, aside from the savings achieved, is the fact that the program is developed by and tailored to participating institutions. They are the ultimate decision makers on issues such as program structure, risk retention, coverage, and services purchased.

Program Governance

The Master Property Program is governed by the MPP Leadership Committee. At present, 13 people serve on the Leadership Committee representing all of the institutions participating in the MPP. Ed Knollmeyer, assistant vice president of Management Services and director of Risk and Insurance Management for the University of Missouri, serves as chair. The Leadership Committee is responsible for managing and providing oversight to the main elements of the program and for recommending key policy changes to all insured institutions for final approval.

Because of the size and complexity of the program, the Leadership Committee has developed five subcommittees to work on specific areas of the program and to make recommendations to the full Leadership Committee. The following summarizes the respective responsibilities and activities of the five subcommittees over the past year:

The Executive Subcommittee is comprised of the Leadership Committee chair, vice chair, outgoing chair, and the four subcommittee chairs. They are responsible for providing leadership in assessing the MPP's effectiveness, developing strategies to help the program achieve its stated mission, and maintaining and nurturing the program's relationships with its participating institutions, program administrators, carriers, service providers, and other interested parties. The Executive Subcommittee is also authorized to act on behalf of the full Leadership Committee during those periods when there is insufficient time to convene the full Leadership Committee.

The Executive Subcommittee convened again following the July 1, 2017, renewal to establish strategic objectives, improvements and priorities for the July 1, 2018, renewal. The committee focused discussion on the three pillars of the Master Property Program strategic planning: program stability, member value and strategic growth.

The Underwriting and Marketing Subcommittee is responsible for reviewing and making recommendations on the selection of insurance companies, policy terms and conditions, the range of services to be offered under the program and the program cost allocation. This subcommittee is also responsible for reviewing all applications to the program by prospective institutions.

The Underwriting and Marketing Subcommittee continuously examines program methodologies to ensure that all institutions are treated equitably and at the same time, those same methodologies allow for flexibility in meeting individual institutional needs. Another objective of the subcommittee is to promote the stability of program costs and to minimize fluctuations in any given year. Following a two-year process, the subcommittee finalized the simplified cost allocation (CoSCA) model that reduces volatility and mitigates surprise. The allocation process went into effect with the July 1, 2017, renewal and will provide more stability to rates than the previous allocation method and is easier to understand. The subcommittee continues to monitor the program's underwriting guidelines policy which better supports the program mission of stability, member value, and strategic growth. The need for an underwriting policy was created when the other regions of the country were invited to participate in the program. The subcommittee wanted to protect the program from the significant catastrophic risk introduced by these new regions.

The Engineering and Loss Control Subcommittee is responsible for making recommendations on engineering and loss control measures based on requirements of the program's insurers, review of losses, and recommendations within program best practices. The subcommittee is also responsible for the selection and annual review of various third-party administrators that are required to administer and provide loss control and engineering services.

The engineering services provided by the program's third-party engineering firm include fire surveys, plan review, electrical services (infrared thermography and training), and database systems and management. Given the diverse size of institutions participating in the program, the Engineering and Loss Control Subcommittee is charged with making certain there is an equitable implementation of these services so that all the differing campuses' needs are met. In addition, the subcommittee continues to work on various ways of encouraging the institutions to respond in a timely manner to the engineering recommendations that are provided to the institutions by the program's third-party engineering firm as part of their annual review. The MPP is a loss-rated program, meaning the loss experiences of its

participating institutions impact the determination of program costs; therefore, the recommendations provided to the institutions by the third-party engineering firm are meant to support the prevention of losses while maintaining the competitive premiums, terms and conditions enjoyed by those participating in the program. Participating institutions are strongly encouraged to respond to all recommendations, especially those specifically related to a human element, which typically cost the institution little to implement.

The subcommittee focused efforts on enhanced loss control standards including roof maintenance, underground digging permits, and rooftop solar panels.

The Finance and Audit Subcommittee is responsible for the financial aspects of the program, including the investment of funds from the loss fund (captive), the review of financial statements, and an annual confirmation of program costs.

This past year, the subcommittee directed the investment of the captive funds, examined the financial statements of the program, and reviewed the captive's banking relationships. The subcommittee also completed the annual program cost distribution report, which confirms that the program costs of each participating institution are accurate. Further, the subcommittee reviews the administrative service fees of all service providers.

The Loss Control Workshop Subcommittee is responsible for all aspects of the planning and implementation of the Annual Loss Control Workshop. The Annual Loss Control Workshop is a professional development opportunity where program participants and their representatives gather to learn about industry best practices and more effective loss control methods, all related to higher education. It provides a unique opening for dialogue and collaboration, enabling conversations between and among folks who otherwise wouldn't have the opportunity to interact. On March 8 and 9, MHEC successfully completed its 20th annual Loss Control Workshop. Once again the workshop drew high attendance. In addition to the primary risk managers from the MPP participating institutions, fiscal officers, and personnel from campus legal, physical plant, facilities, and purchasing departments, and others participated in the workshop. In a continued effort to make the workshop accessible to as many individuals as possible, the program offered scholarships to help cover travel costs for those individuals that would otherwise not have been able to attend the workshop.

The subcommittee in charge of planning the two-day Annual Loss Control Workshop will hold a meeting in Kansas City, in August to plan the sessions for the 2019 workshop. The annual meeting and workshop is scheduled for March 6-8, 2019, in St. Louis, Missouri.

Savings and Dividend

Every year MHEC works with the program administrator to determine savings for each of its participating institutions. The program administrator uses benchmark data, considers loss history, catastrophic exposures, member values, and whether the institution participates in the MPP as an individual or as part of a smaller group. With this data, the program administrator makes a conservative determination of the savings. This past year the MHEC institutions participating in the program achieved an estimated \$7.7 million in premium savings. Including institutions located in the WICHE and NEBHE states (currently there are no participating institutions located in an SREB state) overall program premium savings exceeded an estimated \$9.5 million for FY 2017.

One of the many benefits of the MPP is the existence of the loss fund (captive) layer within the program structure that offers the potential for a dividend when an institution's and program losses are favorable. The loss fund layer is established through a portion of each institution's program costs being paid to the loss fund rather than directly to the insurance carrier. An individual institution's loss fund contribution is based on a combination of losses compared to other program participant's losses and the institution's premium size. The total loss fund contribution from all MPP participating institutions equals the loss fund aggregate as negotiated with the program's primary insurance carriers. When losses occur, the loss fund provides coverage up to \$1 million excess of the participating institution's deductible, at which point the insurance carrier attaches and provides coverage to the limits of the program. When losses are favorable, the funds remain in the loss fund earning interest. At the end of an underwriting year, the funds remaining in the loss fund and the interest on those funds begin to be returned to the eligible institutions in the form of a dividend at the recommendation of the Leadership Committee, all per the program's dividend return policy.

At the end of the most recent underwriting year a total of \$252,926 will be distributed back to the participating institutions in dividends, \$19.4 million since the program's inception. When dividends received by the institutions are included in the FY 2017 savings total, the MHEC participating institutions experienced savings in excess of \$7.9 million, and the program as a whole achieved an estimated savings of over \$10.8 million.

Renewal

The first goal at renewal is to reduce overall costs while maintaining coverage and services that the members have become accustomed to. In addition, Marsh and the Leadership Committee seek to maintain or expand coverage, seek enhancements or other program differentiators, and strive to maintain program stability and increase program services of value. Given these program goals, the 2017 program renewal was a tremendous success as Marsh was able to achieve significant rate decreases on various lines of the program attaining an overall 4.1% rate reduction on the base program. Currently, Zurich underwrites 40% of the primary risk transfer layer of the program and AIG underwrites 60%. Up until two years ago, AIG was the sole carrier covering the primary layer. In 2014, Zurich became a 20 percent participating carrier in the primary risk transfer layer in addition to its participation in the \$500M excess \$500M excess layer, and moving to 30 percent the next year and last year this percentage was increased to 40%. One of the goals of Leadership Committee over the years has been to diversify the number of carriers in the primary risk transfer layer. Doing so would mitigate the risks associated with having a single carrier provide all of the coverage. Because of the unique structure and size of the program, only a limited number of carriers are able to provide the level of capacity required and at the terms, conditions, and costs currently afforded the program. The inclusion of Zurich into the program greatly strengthens the structure of the program and provides more options for the program as it looks toward the future.

Two coverage enhancements were added at renewal this year, communicable disease coverage and special perils for higher education coverage.

As the program grows in both size and complexity, the policy renewal process becomes increasingly complex. Given the increasing number of participating institutions, the captive insurance layer and all of the parties required to make it work, and the program structure which incorporates 8 different insurance carriers, this past year's renewal had approximately

100 different people involved in one form or another. Program renewal has now become a year-round exercise and Marsh and the Leadership Committee have already begun working on next year's renewal.

New Participating Institutions

Since July 1, 2017, the following institutions joined the program:

- Ohio Association of Community Colleges
 - Belmont College, St. Clairsville, OH
 - Central Ohio Technical College, Newark, OH
 - Clark State Community College, Springfield, OH
 - Columbus State Community College, Columbus, OH
 - Eastern Gateway Community College, Steubenville, OH
 - Edison Community College, Piqua, OH
 - Lakeland Community College, Kirkland, OH
 - Northwest State Community College, Archbold, OH
 - Rhodes State College, Lima, OH
 - Stark State College, North Canton, OH
 - Terra Community College, Fremont, OH
 - Washington State Community College, Marietta, OH

MHEC continues to strategically market to higher education institutions in the MHEC, WICHE, NEBHE, and SREB regions that would benefit from such a comprehensive property program, subject to the program's underwriting guidelines and the underwriting subcommittee's approval. In addition, the program receives interest from institutions outside of these four compact member regions.

MHEC is currently entertaining discussions with interested institutions or group of institutions, including:

- Regis University, Denver, CO
- Illinois Community College Risk Management Consortium, IL
- State Technical College of Missouri, Linn, MO
- Lindenwood University, St. Charles, MO

While MHEC is not always the right fit nor successful at bringing every potential institution into the program, the potential prospects benefit nonetheless when they leverage the MHEC program in their negotiations as a result of their due diligence process.



HIGHER EDUCATION THREAT HORIZON AND INDUSTRY OUTLOOK

Higher education institutions continue to face significant cyber threats due to the valuable information stored on their networks and the ability for threat actors to use network infrastructure to launch operations against other targets. College and university networks can be difficult for administrators to effectively secure because of their size and the number of users as well as the need for internal and external users to access and share information.

THE FOLLOWING FACTORS MAY ALSO INCREASE THREAT ACTIVITY

Research with a potentially high economic payoff or that supports sensitive government research contracts may lead to increased targeting from cybercriminals. In particular, advanced persistent threat (APT) groups often search for intelligence to benefit their sponsoring government or associated state-owned companies.

Association with high profile or influential academics or dissidents may result in a greater threat activity from APT groups. These groups often seek to gather information that would allow their sponsoring government to monitor that individual's activity and gain insight into policy discussions.

Targets that are perceived to be highly visible or symbolic may lead to threat activity from hacktivists or APT groups seeking to disrupt website or network operations for political purposes.

Involvement in controversy may lead to threat activity from hacktivists seeking to protest and embarrass the victim organization through disrupting website access, defacing webpages, or stealing and exposing the organization's sensitive information.

State sponsored attacks continue to be a concern, with state sponsored threat actors accounting for over 50% of higher education breaches.

CYBER RISKS

Each institution has unique cyber risks because of their business operations, assets, and threat environment. The institution's use of technology within its operations and any handling/ collection/storage of confidential information contribute to the ongoing battle of keeping the institution's assets safe from threat actors.

The MHEC Cyber Insurance approach analyzes the institution's threat environment, assesses the significance of the vulnerabilities in security controls, and determines how much financial exposure the institution faces. MHEC's approach can also provide benchmarking on how much cyber coverage institutions of similar risk are buying.

RESEARCH
PROGRAMS

PROMINENT
FACULTY

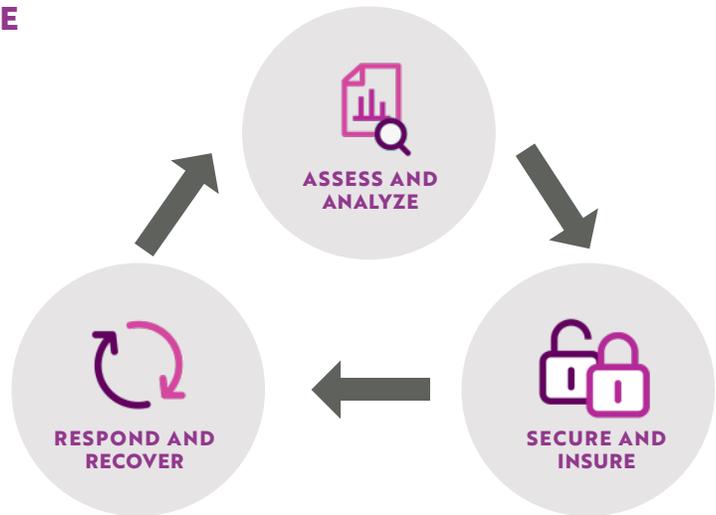
SYMBOLIC
TARGETS

CONTROVERSY

STATE SPONSORED
ATTACKS

EXAMPLES OF CYBER RISK INCLUDE

- ▶ Cyber-extortion
- ▶ Cyber-terrorism
- ▶ Loss of revenue due to a computer attack
- ▶ Legal liability to others for computer security breaches
- ▶ Legal liability to others for privacy breaches of confidential information



RISK TRANSFER

Insurance Coverages

*What options are available to transfer institutional economic risk?
 What is the typical reach and extent of cyber coverage, as it relates to other lines?*

COVERAGE	DESCRIPTION
Network Security Liability	Harm suffered by others from a failure of network security.
Privacy Liability	Harm suffered by others due to the disclosure of confidential information.
Notification Costs	The cost of complying with the various breach notification regulations with a remedy.
Regulatory Defense	Legal defense for regulatory actions (EU's General Data Protection Regulation, FERPA, HIPAA).
Property Loss – Data Asset	The costs to recreate data stolen, destroyed, or corrupted by a computer attack.
Loss of Revenue – Network Interruption	Business income that is interrupted by (1) a system outage or (2) failure of a BPO-cloud provider, including extra expense.
Cyber-Extortion	The cost of investigation and the extortion demand.
Professional Liability	Harm suffered by others due to the negligence in rendering a service and/or a product's failure to function as intended.
Media Liability	Harm suffered by others due to an infringement of an intellectual property right.

MHEC CYBER INSURANCE APPROACH

Institutions in the MHEC member states have been asking for a cyber insurance solution which is tailored to deliver the right mix of risk transfer and advisory solutions for institutions to assess, manage, and respond to their risk. Along with MHEC's Master Property Program administrator, Marsh, MHEC is able to offer institutions the flexibility of insurance carrier choice, the broadest coverage

available, and access to limits that meet institutional coverage needs. MHEC will work to build a critical mass of participating institutions to provide a potential option of risk sharing in an excess layer of coverage. This shared excess layer would afford additional coverage at a reduced cost versus an institution securing coverage on a stand-alone basis.

As a market leader higher education marketplace, Marsh's cyber insurance specialists understand the unique risk factors of higher education and are well positioned to:

Assess and Analyze

Understand attack scenarios and risk profile when addressing cyber risks.

Secure and Insure

Managing cyber risks means preparing institutions for the inevitable event. Marsh's cyber team will work with institutions to optimize the security controls that protect and detect threats, and transfer exposures off the institution's balance sheet.

Respond and Recover

Quick, effective response to a cyber event is crucial for business. Marsh's cyber team will guide and support institutions through the event, and enhance protection moving forward.

PROCESS

- 1 -

Complete carrier application or the Marsh Assessment

- 2 -

Secure quotes from marketplace based on applications

- 3 -

Negotiate coverage

- 4 -

Bind terms

CONTACT

FRANK D. CELLA, *Managing Director*
(312)627-6082 office | (847)644-5143 cell
Frank.D.Cella@marsh.com

MARSH *Education Practice Leader*
540 W Madison, Ste 1200 Chicago, IL 60661
www.marsh.com



MIDWESTERN HIGHER EDUCATION COMPACT

105 Fifth Avenue South, Suite 450 Minneapolis, MN 55401
PHONE: (612)677-2777 FAX: (612)767-3353 E-MAIL: mhec@mhec.org

May 2018

MHECare Health Insurance Solutions

Prepared by
Jennifer Dahlquist, Vice President

In 2008 Lumina Foundation for Education awarded MHEC a grant to implement regional initiatives to improve higher education productivity for colleges and universities that face increasing costs for energy and utilities as well as those for employee and student health care. As a result of this generous grant, MHEC established a Student Health Benefits Advisory Committee (SHBAC) to create a mechanism to provide its colleges and universities health insurance for their students.

After reviewing several different student health benefit plans, SHBAC recommended that MHEC establish a region-wide student health benefit program of its own.

Student Health Insurance

In October 2010, the SHBAC conducted a RFP for MHECare and selected UnitedHealthcare StudentResources (UHCSR) as the carrier to provide benefits under MHECare, and in 2015 through a second RFP added Consolidated Health Plans (CHP) as an additional carrier. The contract with CHP will terminate December 1, 2017 due to insufficient usage.

MHECare Student Health Insurance offers both standard and customized fully-insured Patient Protection and Affordable Care Act (PPACA) compliant plans, depending on the size of the institution and number of students enrolled. These plans are tailored toward the campus that requires proof of health insurance as a condition of enrollment for a sizable portion of its student population.

In May of 2012, MHEC expanded MHECare to allow participation from institutions in the Western Interstate Commission for Higher Education (WICHE) and the New England Board of Higher Education (NEBHE) and in August 2014 to the Southern Regional Education Board (SREB). The following 31 institutions participate for the 2017-18 academic year.

Student Health Insurance Participating Campuses 2017-18

- California Institute of Technology
- Kansas Board of Regents
 - Emporia State University
 - Fort Hays State University
 - Kansas State University
 - Pittsburg State University
 - The University of Kansas
 - University of Kansas Medical Center
 - Wichita State University
- Metropolitan State University of Denver
- North Dakota University System
 - Bismarck State College

Dakota College at Bottineau
Dickinson State University
Lake Region State College
Mayville State University
Minot State University
North Dakota State College of Science
North Dakota State University
University of North Dakota
Valley City State University
Williston State College
Oakland University
Shawnee State University
University of Alaska System
 University of Alaska – Anchorage
 University of Alaska – Fairbanks
University of Florida
University of Nebraska System
 University of Nebraska at Kearney
 University of Nebraska - Lincoln
 University of Nebraska Medical Center
 University of Nebraska at Omaha
University of Colorado Denver
Western Illinois University

Private Health Insurance Exchange

MHECare also offers a private exchange product with provider IXSolutions (IXS) for those campuses unable to offer an institution-sponsored student health insurance plan. This offering features:

- An online marketplace customized for the college student population
- Full access to personal support by health insurance professionals
- No minimum participation requirements
- Administrative time savings

IXS is offered as a plug-and-play health insurance solution for institutions that do not or are unable to offer a school-sponsored plan. Using this solution saves administrative time in assisting students in selecting insurance and providing value by offering students access to a wide range of coverage options and additional IXS resources and personal support.

The following 9 institutions participate for the 2017-18 academic year.

Private Health Insurance Exchange Campuses 2017-18

Allen College Unity Point Health
Calvin Theological Seminary
Grand Valley State University

The John Marshall Law (graduating students only)
Kansas City University of Medicine and Biosciences
Trinity Christian College
University of North Dakota (domestic undergraduates only)
Western Michigan University
Western Michigan University Homer Stryker M.D. School of Medicine

Midwest Student Exchange Program

Prepared by

Sara Appel, Program Manager

The Midwest Student Exchange Program (MSEP) offers reduced tuition rates to students in the states of Illinois, Indiana, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, and Wisconsin. Although the MHEC is composed of 12 Midwestern states, the MSEP is a voluntary program (as are all MHEC programs) and Iowa, Ohio, and South Dakota elected not to participate in the 2016-17 academic year. Ohio will begin participating in the 2017-18 academic year.

Since 1994, MHEC has been providing more affordable educational opportunities for students to attend out-of-state institutions at reduced costs. MSEP serves as the Midwest's largest multi-state tuition reciprocity program. Nearly 90 campuses from the participating states have opened their doors to students at reduced rates. Public institutions enrolling students under the program agree to charge no more than 150% of the in-state resident tuition rate while private institutions offer a 10% reduction on their tuition rates.

The tables below outline the 2016-2017 participation.

MSEP Enrollment by Student's Home State of Residence: 2016-2017	
State	Enrollment
Illinois	6,487
Indiana	258
Kansas	646
Michigan	819
Minnesota	1135
Missouri	686
Nebraska	835
North Dakota	71
Wisconsin	664
Total	11,601

MSEP Student Enrollment Status 2016-2017	
Status	Count of Students
Entering	4,433
Continuing	7,143
Unknown	25
Total	11,601

MSEP Enrollment by Institution State: 2016-2017	
State	Enrollment
Illinois	0
Indiana	1,341
Kansas	1,012
Michigan	427
Minnesota	251
Missouri	2,669
Nebraska	710
North Dakota	1,607
Wisconsin	3,584
Total	11,601

Tuition Savings By Home State of Residence (in dollars)		
State	2016-2017	TOTAL
Illinois	\$40,102,941	\$127,611,946
Indiana	\$1,414,224	\$6,603,782
Kansas	\$4,249,518	\$68,398,119
Michigan	\$5,357,268	\$44,395,137
Minnesota	\$7,463,326	\$34,280,838
Missouri	\$5,818,550	\$41,021,023
Nebraska	\$5,783,584	\$60,757,044
North Dakota	\$534,060	\$4,024,676
Wisconsin	\$5,002,996	\$33,081,726
Totals	\$75,726,465	\$420,174,291

Average MSEP Savings by Students' Home State of Residence 2016-2017 School Year	
State	Average Savings
Illinois	\$6,182
Indiana	\$5,481
Kansas	\$6,578
Michigan	\$6,541
Minnesota	\$6,576
Missouri	\$8,482
Nebraska	\$6,926
North Dakota	\$7,522
Wisconsin	\$7,535
Total	\$6,528

Midwestern-State Authorization Reciprocity Agreement (M-SARA)

Prepared by
Emily Jacobson, M-SARA Manager

MHEC has experienced continued success with the State Authorization Reciprocity Agreement (SARA) and looks forward to helping the initiative improve and grow in the future. There are 48 states and two territories that have joined SARA, and 1,788 institutions that participate in SARA. Of that total, 550 institutions are in MHEC states. Those institutions and states benefit legally, organizationally, and financially from SARA participation. Additionally, the M-SARA Regional Steering Committee continues to engage in active discussions about the future of SARA.

In May of 2018, NC-SARA implemented the third round of institutional data collection and will be enhancing data collection in 2018 with voluntary reporting of clinical field placements. NC-SARA continues to host annual meetings devoted to state portal agents, to strengthen connections between SARA portal agents and promote consistency in SARA practice across the nation. M-SARA hosts its own set of annual meetings for M-SARA regional steering committee members and M-SARA state portal agents and dedicates a portion of these meetings for the two groups to meet jointly. In 2018, NC-SARA will launch a new institutional and student support website, which will provide a consistent nationwide source of information about SARA and state authorization.

This page intentionally left blank.

RESEARCH

MHEC RESEARCH is meant to inform institutional and state efforts in improving postsecondary policies, practices, and outcomes. Through its efforts MHEC seeks to provide policy guidance, showcase best practices, and convene thought leaders on important higher education issues facing MHEC member states and the region. To help its efforts, MHEC has established a higher education research review panel for state policy and performance evaluation to help guide it in its policy research work. MHEC produces timely briefs, reports, and technical papers that assist in the evaluation of postsecondary performance, the analysis of state policies, and the identification of effective institutional practices. The intended audience for MHEC's research includes commissioners, state legislators and agency staff, institutional and system leaders, and the broader community of higher education researchers.

Research

Prepared by

Aaron Horn, Director for Policy Research

This report summarizes projects that were initiated or completed between June of 2017 and June of 2018. Projects are categorized within three areas, including Performance, Value, and Accountability; College Affordability and Finance; and College Readiness.

Performance, Value, and Accountability. Research in this area develops and applies performance indicators that can be used to evaluate the condition of PK-16 education in the states.

- *Higher Education in Focus: Selected Performance Indicators.* This biennial report is intended to inform public discourse on higher education by providing key performance indicators relevant to the goal of increasing educational attainment. Performance indicators are categorized within six dimensions: Preparation, Participation, Affordability, Completion, Equity, and Finance.
- *Measuring Educational Quality.* MHEC collaborated with SHEEO to produce a book chapter that provides an overview of performance indicators used to evaluate educational quality for purposes of public accountability and improvement in higher education. First, the principal aims of higher learning are summarized. Second, educational quality is broadly defined in terms of the prevalence of good educational practices, evidence of institutional effectiveness, and the capabilities of college graduates. Nine types of quality indicators are then proposed for state accountability systems. Third, a description is provided of how states are currently using quality indicators. Finally, we conclude with an example of how states can support institutional efforts to improve educational quality.
- *Evaluating the Accuracy of Productivity Indicators in Performance Funding Models.* This study illustrates a method for evaluating the accuracy of performance metrics and identifies potential institutional and student attributes that may increase the likelihood of classification errors. The results revealed that 18% to 56% of institutions were misclassified as effective or ineffective when using unadjusted performance metrics. Mean comparisons indicated that institutions misclassified as ineffective frequently had input disadvantages (e.g., low admissions selectivity). Some performance metrics may thus yield unacceptably high error rates in classifying institutions as effective or ineffective, which may hinder efforts to identify best practices and reward institutions that promote state and federal attainment goals.
- *Measuring the Effectiveness of Two-Year Colleges: A Comparison of Raw and Value-Added Performance Indicators.* Researchers in higher education frequently evaluate institutional effectiveness as the difference between an actual and predicted graduation rate, but little is known about whether such a method is reliable or valid. This study examines the measurement properties of effectiveness scores derived from regression residuals for community colleges in the United States (n=875). The results

support the use of effectiveness scores as a complementary performance indicator for community colleges to better articulate the value added to the student experience.

- *State Educational Performance Indicators Data System.* MHEC staff are developing an interactive online tool that allows users to select peer states and performance indicators as well as generate custom reports.
- *Higher Education Policy Interactive Database.* MHEC is collaborating with the Education Commission of the States to develop an online tool that allows users to quickly identify and compare state policies pertinent to higher education across the nation.

College Affordability and Finance. MHEC is producing a series of research briefs and reports under the thematic umbrella of state-level affordability initiatives during 2017 and 2018. The objective is to provide a national overview of initiatives, a review of relevant research, and state policy recommendations. MHEC is collaborating with the University of Michigan's National Forum on Higher Education for the Public Good to complete the work.

- *Children's Savings Accounts: Increasing the Postsecondary Payoff for Low-Income Children.* This brief begins with a closer look at the defining attributes and prevalence of CSAs across the nation. Then it discusses CSAs potential effects on the education pipeline (early childhood, school years, college years, and post-college years). It concludes by describing the challenges facing CSA programs and suggests innovations to address these problems.
- *State Grant Aid Programs.* The purpose of this report is to help policy makers compare their state's grant programs to others and also understand how policy design features relate to student outcomes. First, the report provides context for understanding state grant programs, and then it describes common and distinguishing features of state grant programs by focusing on eligibility requirements, funding sources, and program magnitude, including award amounts and number of recipients. In addition, the characteristics of recipients are considered, including the type of institution attended, family income, race/ethnicity, gender, and enrollment intensity. Next, a few examples of state grant programs are presented to illustrate differences in program design and scope. An overview is then provided of the research findings on the effects of state grants on educational attainment.
- *State Effort for Higher Education.* This brief explores changes in state funding for higher education, the concept of state effort and how to define and measure it, national trends in state effort, and state trends in state effort. The empirical research is then reviewed on what impacts state effort.
- *Understanding State Loan Forgiveness and Conditional Grant Programs.* This brief examines two types of state service-contingent aid programs: conditional grants/loans and loan forgiveness. Conditional grant or loan programs provide a financial award to currently enrolled students and, in exchange for receipt of the award, students must fulfill certain service or work requirements after graduating

from college. Loan forgiveness programs also have service or work requirements but provide forgiveness for student loans that were initially awarded without service-related conditions.

- *Tuition Control Policies: A Challenging Approach to College Affordability*. This brief describes controls on tuition and fees, details how often they are used, and summarizes the body of research on whether they are effective in achieving their ultimate goal. This brief concludes with three Midwestern states' tuition and fee policies presented as case examples before offering recommendations for policymakers to consider when adopting tuition controls.
- *A Review of College Promise Programs: Evidence from the Midwest*. College promise or tuition-free college programs are becoming increasingly popular, and there is evidence that these programs can be effective under the right conditions. In this brief, the body of research is detailed on the effects of three well-known college promise programs in the Midwest before discussing some of the key questions that policymakers and funders must consider when designing promise programs.
- *Drivers of The Rising Price of College*. This brief assesses competing claims on cost drivers (e.g., technology, athletics spending, state appropriations).

College Readiness. Research in this area informs policy and practice related to college readiness programs, dual enrollment, and various forms of teacher preparation.

- *Faculty Qualification Policies and Strategies Relevant to Dual Enrollment Programs: An Analysis of States and Regional Accreditation Agencies*. In this updated report, researchers gathered and reviewed state level policies relevant to dual enrollment teacher credentialing and efforts to up-credential those who need it. First is a content analysis of the common approaches used to regulate instructor qualifications, including aligning requirements with those of the regional accreditors and those of adjunct faculty at post-secondary institutions. Other approaches include enumerating the need for a master's degree and/or additional graduate credits. Second is a comparison and content analysis of the language used by all the regional accreditors to describe their requirements for dual enrollment instructors. Third is an analysis of state strategies implemented to address the shortage of properly credentialed dual enrollment instructors. Such strategies include using federal Title II funds and state funds to help teachers pay for additional graduate courses; the use of state funds to incentivize universities to develop courses and programs that will make up-credentialing more efficient and convenient for teachers; and coordinating and promoting the efforts of multiple institutions, groups and agencies to create local and innovative ways to address this problem.

CONTRACTS

MHEC CONTRACTS leverage the potential volume of the region's purchasing power, while saving entities time and money by simplifying the procurement process and negating the need to conduct a competitive sourcing event. By offering a turnkey solution with the ability to tailor the already negotiated contract to match the entity's specific needs and requirements, MHEC contracts shift some of the negotiating power back to the entities. Additionally, because of MHEC's statutory status, many of these contracts can also be adopted for use by K-12 districts and schools, as well as cities, states and local governments. Smaller institutions benefit from these contracts as they allow these institutions to receive some pricing and terms normally reserved for larger institutions. Committee members participate in the negotiations, sharing strategies, and tactics on dealing with specific contractual issues and vendors.

Technology Contracts

Prepared by

Ken Ries, Chief Information Officer and Nathan Sorensen, Director of Government Contracts

The MHEC Technologies Contracts produce over \$325 million dollars in sales with over \$25 million in cost savings for member states. Through competitive sourcing and contract negotiation, the Compact's technology initiatives efforts are guided by institutional chief information officers, technical experts, and procurement professionals who are forward-leaning and strategic thinkers. Referred to as MHEC's Technologies Committee, they are respected for their ability to run IT well at their campuses and yet they contribute to broader conversations on the role of technology within higher education. MHEC's Technologies Committee creates master agreements for hardware, software, and technology services. This process is designed to minimize the burden on administrative resources for eligible organizations in member states, saving both time and money, while expediting the procurement of technology. These master agreements have discounted pricing as well as terms and conditions that are better than most higher education institutions can negotiate individually. The master agreements are available for use by all public and private not-for-profit institutions of higher education in the MHEC member states, and in most instances, also include the New England Board of Higher Education (NEBHE), the Southern Regional Education Board (SREB) member states, and the Western Interstate Commission for Higher Education (WICHE) member states. Some of the agreements are available for use by K-12, cities, states, and local governments. The category-based awarded contracts are designed to provide higher education institutions the ability to obtain complete solutions that may be composed of products and services from several categories while offering best quality and economic value.

Hardware. MHEC's hardware master agreements, provide the most significant realized savings with over \$18.3 million in FY 2017, which includes master agreements with Dell, Dice Communications for Alcatel-Lucent, HP Enterprise, HP Inc., Lenovo, Oracle, and Walker and Associates for Ciena. The hardware category covers desktops, laptops, tablet devices, servers, and network equipment.

Software. Software agreements produced a slight increase in savings of over \$3.4 million for FY 2017. MHEC has agreements with Arrow Electronics for VMware virtualization software and Commvault data protection solutions; Corel Corporation for creative software applications; Oracle for license discounts and cloud services; Novell for academic licensing; and SAS Institute for analytical solutions.

Services. Service agreements saved \$3.9 million for FY 2017. A master agreement with Info-Tech Research Group provides research and advisory services to campus leadership to improve core IT processes. The Parchment master agreement is now managed as part of the technology contract portfolio. This agreement offers a mechanism to facilitate the transfer of student transcript information in a consistent format between MHEC's public and private high schools to MHEC's public and private colleges and universities. The service also facilitates the transfer of this information among participating MHEC postsecondary institutions.

Communications and Marketing

Prepared by

Mary Roberson, Director of Communications & Marketing

The Midwestern Higher Education Compact's communication and marketing goals are solidly focused around raising awareness of the organization's convenings, programs, research, and contracts.

MHEC Messaging

After the implementation of MHEC's new logo in July 2017, MHEC staff have been working diligently to realign MHEC's messaging, communicate it internally, and express it externally in publications, presentations, and the upcoming new MHEC website. Documents are being updated with MHEC branding with most of them being provided electronically to MHEC constituents.

MHEC Website

MHEC is currently working to migrate content to a new website. The website will be organized under convenings, programs, research, and contracts.

Newsletters, Alerts, and Invitations to Convenings

MHEC Newsletter. A monthly newsletter is sent to over 15,000 persons primarily in the Midwest, however outreach is national and is diverse in its subscription recipients. MHEC provides a general update on specific happenings within MHEC convening, programs, research, and contracts, and also includes updates from MHEC's leadership community of commissioners, committee members, and the MHEC team.

Commissioner Newsletter. President Larry Isaak provides key monthly updates to commissioners, commissioner alternates, and their staffs.

Midwestern-State Authorization Reciprocity Agreement (M-SARA). A monthly newsletter was implemented in January 2018 for interested M-SARA institutions. It is being sent to over 1,600 persons in the Midwest, seeking updates on the M-SARA initiative.

Multi-State Collaborative on Military Credit (MCMC). MCMC continues to provide a monthly newsletter to keep interested parties informed about the evolving issues related to obtaining military credit. Over 1,000 persons have expressed interest in receiving updates about the MCMC initiative.

Master Property Program (MPP). The MPP has implemented outreach to its participating institutions in *Know Your Risk*, a quarterly newsletter that reaches about 600 contacts in the program and provides key areas to review on campus at varying times of the year.

Midwest Student Exchange Program. Recent outreach to all the participating institutions has invigorated interest in the program, and MHEC anticipates regular outreach through a

newsletter with participating and prospective institutions, as well as outreach to K-12 guidance counselors.

Policy Bulletin. MHEC also issues alerts to those who have indicated a desire to be kept informed of MHEC’s policy work. Research briefs, reports, etc. along with notifications regarding MHEC’s policy forum are distributed through this news update.

Convening Invites. MHEC sends targeted announcements about various convenings throughout the year alerting institutional participants to partake in MHEC events, this may include everything from a webinar to an in-person meeting.

Social Media

Regular postings of MHEC activity is posted through social media. Please join the conversation on these social mediums and share MHEC content with your friends and followers.

MHEC Facebook: <http://www.facebook.com/mhec12>

MHEC MCMC Facebook: <https://www.facebook.com/MHECMCMC/>.

Twitter: [@mhec12](https://twitter.com/mhec12).

Flickr: <http://www.flickr.com/photos/mhec>.

LinkedIn: <http://www.linkedin.com/company/midwestern-higher-education-compact>

YouTube: <http://www.youtube.com/user/mhec12>.

MHEC Annual Reports to Each State

The *2016-2017 Annual Report to the Member States* was distributed during the 2018 legislative sessions and during the annual visits to each of the Compact’s member states. MHEC’s biennial report *Higher Education in Focus 2017: Selected Performance Indicators* is intended to inform public discourse on higher education by providing key performance indicators relevant to the goal of increasing educational attainment.

Guest Presenters



Frank Cella
Managing Director, Higher Education Practice Leader
Marsh USA, Inc.

Frank Cella leads the U.S. Education Practice for Marsh in the Midwest. Based out of Chicago, Mr. Cella's responsibilities include managing and coordinating the firm's resources as they relate to new business development and client management in the education industry. As a professional in both the domestic and international insurance industry for over 32 years, 21 of those years with Marsh. Prior to taking on the role of Education Practice Leader in the Midwest, in 2014, Mr. Cella led Marsh's U.S. Consumer's Sales Support. During his 18-year career in the Consumer Division he specialized in the education industry as the business leader for Marsh Consumer's Alumni Division, as well as development of CampusConnexions, a business solely focused on satisfying the full range of domestic and international risk management insurance needs of educational institutions. Throughout his career he has worked closely with risk retention groups, pooling programs and consortia programs. Prior to Marsh, he worked with both CIGNA and AIG in new business and client management roles focused on mitigating risk for multinational clients' expatriate, third country national and local national exposures expatriate assignments in both the Far East and Middle East. He received his bachelor's in marketing from Northern Illinois University. Additionally, he has his Life & Health, Property & Casualty License in all fifty states; is a member of the University Risk Management and Insurance Association (URMIA) and National Association of College & University Business Officers (NACUBO). He serves as board chair for the Associated Colleges of Illinois, and is also a board member for JourneyCare (Glenview, IL), and a past board member for the Ronald McDonald House (Chicago, IL) and Phi Sigma Kappa Alumni Association (DeKalb, IL). Mr. Cella also attained the highest achievement of the Boy Scouts of America, as an Eagle Scout.



Jay Perry, Ph.D.
Assistant Vice President for Academic Affairs
South Dakota Board of Regents

Jay Perry has worked in the Office of the Executive Director for the South Dakota Board of Regents since 2014. He is currently the assistant vice president for academic affairs, responsible for coordinating the approval of new academic programs, assisting in the development and administration of academic policies, and leading a variety of special initiatives on behalf of South Dakota's public universities and the Regents. Prior to working for the Regents, Dr. Perry taught U.S. and world history. In addition, he spent over a decade as a management consultant for public sector clients. Dr. Perry earned a B.S. in political science from the University of Evansville and an M.A. in U.S. history from Indiana University (Indianapolis). He received his Ph.D. specializing in policy history from Bowling Green State

University where he won the history department's award for outstanding dissertation. He is a member of the board of directors for the South Dakota Humanities Council and the advisory board for the South Dakota Center for the Prevention of Child Maltreatment.



Paul Turman, Ph.D.
System Vice President for Academic Affairs
South Dakota Board of Regents

Paul Turman (Ph.D., University of Nebraska-Lincoln) is the Vice President for Academic Affairs with the South Dakota Board of Regents. His responsibilities include oversight of academic policies and students success initiatives for the six public institutions in the South Dakota Regental system. Additionally, personal in the areas of new program development, research and economic development, institutional research, the system library consortium, and instructional technologies report directly to Dr. Turman in the Board of Regents central office. Prior to joining the Board of Regents staff, Dr. Turman was an Associate Professor at the University of Northern Iowa.

MHEC Commissioners

Executive Officers

Chair: Tim Flakoll, North Dakota

Vice Chair: Ken Sauer, Indiana

Treasurer: Olivia Madison, Iowa

Executive Committee

Illinois: Kelly Burke, Suzanne Morris

Indiana: Wendy McNamara, Ken Sauer

Iowa: Tim Kraayenbrink, Olivia Madison

Kansas: Marci Francisco, Richard Short

Michigan: David Eisler, Tonya Schuitmaker

Minnesota: Karen Hanson, Bud Nornes

Missouri: Charles Ambrose, Allen Andrews

Nebraska: Sue Crawford, Randolph Ferlic

North Dakota: Mark Hagerott, Tim Flakoll, Don Morton

Ohio: Stephanie Davidson, Mike Duffey

South Dakota: Larry Tidemann, Janelle Toman

Wisconsin: Joan Ballweg, Rolf Wegenke

Ex Officios: Lyndon Carlson (MN)

Teresa Lubbers (IN)

ILLINOIS



Kelly Burke

Chair, Appropriations-Higher Education Committee

Illinois General Assembly

<http://mhec.org/commissioners/il/kelly-burke>



Karen Hunter Anderson

Executive Director

Illinois Community College Board

<http://www.mhec.org/commissioners/il/karen-hunter-anderson>



Alice Marie Jacobs

President Emerita

Danville Area Community College

<http://www.mhec.org/commissioners/il/alice-marie-jacobs>



Pat McGuire

Chair, Higher Education Committee
Illinois General Assembly

<http://mhec.org/commissioners/il/pat-mcguire>



Suzanne Morris

Board Member
Illinois Community College Board

<http://mhec.org/commissioners/il/suzanne-morris>

INDIANA



Greg Goode

Executive Director of Government Relations
Indiana State University

<http://www.mhec.org/commissioners/in/greg-goode>



Charles R. Johnson, Jr.

President
Vincennes University

<http://www.mhec.org/commissioners/in/charles-r-johnson-jr>



Wendy M. McNamara

Assistant Majority Whip
Indiana General Assembly

<http://www.mhec.org/commissioners/in/wendy-m-mcnamara>



Jeff Raatz
Senator
Indiana General Assembly
<http://www.mhec.org/commissioners/in/jeff-raatz>



Ken Sauer
Senior Associate Commissioner and Chief Academic Officer
Indiana Commission for Higher Education
<http://mhec.org/commissioners/in/ken-sauer>



Teresa S. Lubbers (Commissioner Alternate)
Commissioner
Indiana Commission for Higher Education
<http://mhec.org/commissioners/in/teresa-s-lubbers>

IOWA



Nancy Boettger
Regent
Board of Regents, State of Iowa
<http://mhec.org/commissioners/ia/nancy-boettger>



Derrick R. Franck
Board Member
Iowa Association of Community College Trustees
<http://www.mhec.org/commissioners/ia/derrick-r-franck>



Tim Kraayenbrink
Chair, Education Appropriations Subcommittee
Iowa Legislature
<http://mhec.org/commissioners/ia/tim-kraayenbrink>



Olivia M.A. Madison
Professor Emerita and Dean Emerita of Library Services
Iowa State University
<http://mhec.org/commissioners/ia/olivia-m-a-madison>



Sharon S. Steckman
Representative
Iowa Legislature
<http://www.mhec.org/commissioners/ia/sharon-s-steckman>



Andrew J. Baumert (Commissioner Alternate)
Vice President for Marketing and Outreach
Iowa Association of Independent Colleges and Universities
<http://mhec.org/commissioners/ia/andrew-j-baumert>



Jane Bloomingdale (Commissioner Alternate)
Representative
Iowa Legislature
<http://mhec.org/commissioners/ia/jane-bloomingdale>



Todd Brown (Commissioner Alternate)
Division Administrator, Financial Aid Program Administration
Iowa College Student Aid Commission
<http://www.mhec.org/commissioners/ia/todd-brown>



Timothy Fitzgibbon (Commissioner Alternate)
Senior Vice President
First National Bank
<http://mhec.org/commissioners/ia/timothy-fitzgibbon>



Wally Horn (Commissioner Alternate)
Senator
Iowa Legislature
<http://mhec.org/commissioners/ia/wally-horn>

KANSAS



Blake Flanders
President/CEO
Kansas Board of Regents
<http://mhec.org/commissioners/ks/blake-flanders>



Marci Francisco
Senator
Kansas Legislature
<http://mhec.org/commissioners/ks/marci-francisco>



Kevin Jones
Chair, Higher Education Budget Committee
Kansas Legislature
<http://www.mhec.org/commissioners/ks/kevin-jones>



Richard E. Short
President
Short & Son, Inc.
<http://mhec.org/commissioners/ks/richard-e-short>



Helen Van Etten
Board Member
Kansas Board of Regents
<http://mhec.org/commissioners/ks/helen-van-etten>



Barbara W. Ballard (Commissioner Alternate)
Representative, Kansas Legislature
Associate Director, Robert J. Dole Institute
<http://mhec.org/commissioners/ks/barbara-w-ballard>



Molly Baumgardner (Commissioner Alternate)
Chair, Senate Education Committee
Kansas Legislature
<http://www.mhec.org/commissioners/ks/molly-baumgardner>

MICHIGAN



David L. Eisler

President
Ferris State University

<http://mhec.org/commissioners/mi/david-l-eisler>



Kim LaSata

Chair, Higher Education Appropriations Subcommittee
Michigan Legislature

<http://mhec.org/commissioners/mi/kim-lasata>



Bill Pink

President
Grand Rapids Community College

<http://www.mhec.org/commissioners/mi/bill-pink>



Tyler Sawher

Senior Strategy Advisor for Education and Career Connections
Office of the Governor
State of Michigan

<http://www.mhec.org/commissioners/mi/tyler-sawher>



Tonya Schuitmaker

President Pro Tempore and Chair of Higher Education Appropriations
Subcommittee
Michigan Legislature

<http://mhec.org/commissioners/mi/tonya-schuitmaker>



Daniel J. Hurley (Commissioner Alternate)
Chief Executive Officer
Michigan Association of State Universities
<http://mhec.org/commissioners/mi/daniel-j-hurley>

OPEN APPOINTMENT: Governor – State Board of Education’s Designee

MINNESOTA



Michelle Fischbach
President of the Senate
Minnesota State Legislature
<http://mhec.org/commissioners/mn/michelle-fischbach>



Karen Hanson
Executive Vice President and Provost
University of Minnesota – Twin Cities
<http://mhec.org/commissioners/mn/karen-hanson>



Devinder Malhotra
Chancellor
Minnesota State
<http://www.mhec.org/commissioners/mn/devinder-malhotra>



Bud Nornes
Chair, Higher Education and Career Readiness, Policy and Finance Committee
Minnesota State Legislature
<http://mhec.org/commissioners/mn/bud-nornes>



Lawrence J. Pogemiller
Commissioner
Minnesota Office of Higher Education
<http://mhec.org/commissioners/mn/lawrence-j-pogemiller>



Lyndon R. Carlson (Commissioner Alternate)
DFL Lead, Ways and Means Committee
Minnesota State Legislature
<http://mhec.org/commissioners/mn/lyndon-r-carlson>



Paul Cerkvenik (Commissioner Alternate)
President
Minnesota Private College Council
<http://mhec.org/commissioners/mn/paul-cerkvenik>



Sandra Pappas (Commissioner Alternate)
Senator
Minnesota State Legislature
<http://mhec.org/commissioners/mn/sandra-pappas>

MISSOURI



Charles Ambrose
President
University of Central Missouri
<http://www.mhec.org/commissioners/mo/charles-ambrose>



Allen Andrews

Vice Chair, Subcommittee on Appropriations-Education
Missouri General Assembly

<http://mhec.org/commissioners/mo/allen-andrews>



David C. Knes

Superintendent
Valley Park School District

<http://www.mhec.org/commissioners/mo/david-c-knes>



Gary Romine

Chair, Senate Education Committee
Missouri General Assembly

<http://mhec.org/commissioners/mo/gary-romine>



Mark W. Smith

Associate Vice Chancellor/Director Career Planning and Placement
Washington University in St. Louis

<http://mhec.org/commissioners/mo/mark-w-smith>



Zora Mulligan (Commissioner Alternate)

Commissioner of Higher Education
Missouri Department of Higher Education

<http://www.mhec.org/commissioners/mo/zora-mulligan>

NEBRASKA



Sue Crawford

Senator

Nebraska Legislature

<http://mhec.org/commissioners/ne/sue-crawford>



Randolph M. Ferlic

Former Regent and Former MHEC Chair

University of Nebraska

<http://mhec.org/commissioners/ne/randolph-m-ferlic>



Deborah A. Frison

Deputy Commissioner for School Improvement and Support

Nebraska Department of Education

<http://www.mhec.org/commissioners/ne/deborah-a-frison>



Susan M. Fritz

Executive Vice President and Provost and Dean of the Graduate College

University of Nebraska

<http://mhec.org/commissioners/ne/susan-m-fritz>



Rick Kolowski

Senator

Nebraska Legislature

<http://mhec.org/commissioners/ne/rick-kolowski>



Mike Baumgartner (Commissioner Alternate)
Executive Director
Coordinating Commission for Postsecondary Education
<http://mhec.org/commissioners/ne/michael-baumgartner>

NORTH DAKOTA



Kyle Davison
Senator
North Dakota Legislative Assembly
<http://www.mhec.org/commissioners/nd/kyle-davison>



Tim Flakoll
Provost
Tri-College University
<http://mhec.org/commissioners/nd/tim-flakoll>



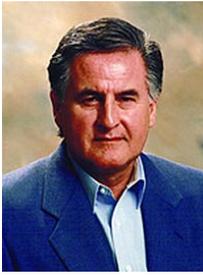
Mark Hagerott
Chancellor
North Dakota University System
<http://mhec.org/commissioners/nd/mark-hagerott>



Dennis Johnson
Representative
North Dakota Legislative Assembly
<http://mhec.org/commissioners/nd/dennis-johnson>



Don Morton
Chair, State Board of Higher Education and
Retired Fargo Site Leader at Microsoft
<http://mhec.org/commissioners/nd/don-morton>



James L. Davis (Commissioner Alternate)
President
Turtle Mountain Community College
<http://mhec.org/commissioners/nd/james-l-davis>



Robert Lauf (Commissioner Alternate)
Policy Advisor, Office of Governor
State of North Dakota
<http://mhec.org/commissioners/nd/robert-lauf>

OHIO



Gary Cates
Senior Vice Chancellor, Innovation and Enterprise Development
Ohio Department of Higher Education
<http://mhec.org/commissioners/oh/gary-cates>



Stephanie Davidson
Vice Chancellor, Academic Affairs
Ohio Department of Higher Education
<http://www.mhec.org/commissioners/oh/stephanie-davidson>



Mike Duffey
Chair, Higher Education and Workforce Development
Ohio General Assembly
<http://mhec.org/commissioners/oh/mike-duffey>



Randy L. Gardner
Majority Floor Leader
Ohio General Assembly
<http://mhec.org/commissioners/oh/randy-l-gardner>



Jack Hershey
President and CEO
Ohio Association of Community Colleges
<http://www.mhec.org/commissioners/oh/jack-hershey>



Bruce Johnson (Commissioner Alternate)
President
Inter-University Council of Ohio
<http://mhec.org/commissioners/oh/bruce-johnson>



David H. Ponitz (Commissioner Alternate)
President Emeritus
Sinclair Community College
<http://mhec.org/commissioners/oh/david-h-ponitz>

SOUTH DAKOTA



Julie Bartling
Assistant Minority Leader
South Dakota Legislature
<http://mhec.org/commissioners/sd/julie-bartling>



Michael Cartney
President
Lake Area Technical Institute
<http://www.mhec.org/commissioners/sd/michael-cartney>



Larry J. Tidemann
Chair, Appropriations Committee
South Dakota Legislature
<http://mhec.org/commissioners/sd/larry-j-tidemann>



Janelle K. Toman
Director of Communications
South Dakota Board of Regents
<http://mhec.org/commissioners/sd/janelle-k-toman>



Patrick Weber
Policy Advisor, Office of the Governor
State of South Dakota
<http://mhec.org/commissioners/sd/patrick-weber>



Mary Duvall (Commissioner Alternate)
Representative
South Dakota Legislature
<http://www.mhec.org/commissioners/sd/mary-duvall>



Reynold Nesiba (Commissioner Alternate)
Senator
South Dakota Legislature
<http://www.mhec.org/commissioners/sd/reynold-nesiba>

WISCONSIN



Joan Ballweg
Representative
Wisconsin State Legislature
<http://mhec.org/commissioners/wi/joan-ballweg>



Donald G. Madelung
Vice President
Pierce Colleges, Inc.
<http://mhec.org/commissioners/wi/donald-g-madelung>



Rolf Wegenke
President
Wisconsin Association of Independent Colleges and Universities (WAICU)
<http://mhec.org/commissioners/wi/rolf-wegenke>

OPEN APPOINTMENT: Governor – Higher Education

OPEN APPOINTMENT: Senate Appointment



Morna K. Foy (Commissioner Alternate)
President
Wisconsin Technical College System
<http://mhec.org/commissioners/wi/morna-k-foy>



Sean P. Nelson (Commissioner Alternate)

Vice President of Finance

University of Wisconsin System

<http://www.mhec.org/commissioners/wi/sean-p-nelson>

MHEC Committees

[ETI Project Advisory Committee](#)

[M-SARA Steering Committee](#)

[Master Property Program Committee and Leadership Committee](#)

[MPP Loss Control Workshop Subcommittee](#)

[Midwest Student Exchange Program Council](#)

[Multi-State Collaborative on Military Credit Steering Committee](#)

[Purchasing Initiatives Committee](#)

[Review Panel for State Policy and Performance Evaluation](#)

[Risk Management Committee](#)

[Student Health Benefits Advisory Committee](#)

[Technologies Committee](#)

MHEC Staff



Larry A. Isaak
President
Phone: 612-677-2761
Cell: 612-516-6668
larryi@mhec.org
<http://mhec.org/larry-a-isaak>



Robert J. Trembath
Vice President and General Counsel
Phone: 612-677-2763
robt@mhec.org
<http://mhec.org/robert-j-trembath>



Jennifer M. Dahlquist
Vice President
Phone: 612-677-2762
jenniferd@mhec.org
<http://mhec.org/jennifer-m-dahlquist>



Carla Ahrens
Property Program Manager
Phone: 573-634-7161
carlaa@mhec.org
<http://www.mhec.org/carla-ahrens>



Sara E. Appel
Multi-State Collaborative on Military Credit;
Midwest Student Exchange Program Manager
Phone: 765-586-6512
saraa@mhec.org
<http://www.mhec.org/sara-e-appel>



Katie A. Chock
Meeting and Event Manager
Phone: 612-677-2760
katiec@mhec.org
<http://mhec.org/katie-a-chock>



Kristin M. Coffman
Director of Finance and Administration
Phone: 612-677-2766
kristinc@mhec.org
<http://mhec.org/kristin-m-coffman>



Aaron S. Horn
Director for Policy Research
Phone: 612-677-2768
aaronh@mhec.org
<http://mhec.org/aaron-s-horn>



Emily M. Jacobson
Midwestern State Authorization Reciprocity Agreement Manager
Phone: 612-677-2771
emilyj@mhec.org
<http://mhec.org/emily-m-jacobson>



Amy Johnson Korba
Program Management and Development Intern
Phone: 612-677-2769
amyjk@mhec.org
<http://mhec.org/amy-johnson-korba>



Ben Millard
Data and Analytics Officer
Phone: 612-677-2772
benm@mhec.org
<http://mhec.org/ben-millard>



Daniel Moser
Chief Financial Officer
Phone: 612-677-2764
danielm@mhec.org
<http://www.mhec.org/daniel-j-moser>



Jennifer L. Parks
Director of Innovation
Phone: 608-461-0138
jennyp@mhec.org
<http://www.mhec.org/jennifer-l-parks>



Ken Ries
Chief Information Officer
Phone: 612-677-2770
kenr@mhec.org
<http://www.mhec.org/ken-ries>



Mary E. Roberson
Director of Communications and Marketing
Phone: 612-677-2765
maryr@mhec.org
<http://mhec.org/mary-e-roberson>



Nathan Jay Sorensen
Director of Government Contracts
Phone: 612-677-2767
nathans@mhec.org
<http://mhec.org/nathan-jay-sorensen>

This page intentionally left blank.

OVERVIEW

The opening statement in the statute enacted into law in the **TWELVE MEMBER STATES** of the Midwestern Higher Education Compact (**MHEC**) provides the defining mission of the organization:



*The purpose of the Midwestern Higher Education Compact shall be to provide **GREATER HIGHER EDUCATION** opportunities and services in the Midwestern region, with the aim of furthering regional access to, research in and choice of higher education **FOR THE CITIZENS** residing in the several states which are parties to this Compact.*



MHEC's success over the **PAST 25 YEARS** has been defined by its ability to build successful programs providing a broad range of outcomes that support this mission.

As MHEC launches into its **NEXT 25 YEARS**, the region is dealing with a multitude of challenges that will drive it to deliver new innovative programs and services and require it to constantly evaluate the effectiveness of current programs. **THIS STRATEGIC PLAN IS BASED ON THAT REALITY.**

After listening to stakeholders and carefully analyzing capacities, it became clear the Strategic Plan needs to focus on three things.

— 1 —

Define the organization's outcomes; the products it delivers, and the outcomes to measure its success

— 2 —

Outline the common themes raised by Commissioners, employees, committee members, and other stakeholders as they examined the work the Compact should be engaged in during the next five years

— 3 —

Provide an overview of the process to filter and shape ideas into actionable efforts providing benefit to the region and states served by the Compact

OUTCOMES

MHEC has traditionally focused its narrative on the programs and services offered to the member states. As MHEC embarks on the next phase of development it will refocus the conversation around the **OUTCOMES** that arise from its programs and services. This will help **BUILD CONNECTIONS** across and within the organization, as well as **CREATE COMMON THREADS** that tie MHEC's work together.

Professional Development

Disseminate knowledge and expertise about practical solutions

Best Practices

Showcase successful efforts in the member states and provide a forum to share successes

Organizational Revenue

Reinvest in MHEC programs and services and maintain an affordable state commitment

Market Influence

Impact the market to better meet the unique needs of higher education

Peer Connectivity

Network and solve problems together

Initiative Metrics

Document the breadth and depth of MHEC's constituent reach



Policy Guidance

Advance forward-looking ideas in a non-partisan, collaborative environment

Solution Accessibility

Provide access to options not readily available to all constituents

Efficiencies

Do more with less, address costs that cannot be measured in hard dollars

Procurement Process

Ensure compliance and quality control through a trusted procurement process

Savings

Save entities in the member states millions of dollars, opening doors for broader conversations

THEMES

MHEC will focus its efforts in the next five years around these four key themes. The Commission will evaluate these themes on an annual basis to **ENSURE CONTINUED RELEVANCY** to the region.

SHIFTING DEMOGRAPHICS – CHANGING COMPOSITION OF THE STUDENT BODY

- Increasing racial, ethnic, and economic diversity
- Lack of population growth resulting in excess capacity
- Persistent achievement gap for socioeconomically challenged students
- Amplified need to serve students with some college but no credential

EVOLVING MODES OF PACKAGING AND DELIVERING EDUCATION

- Challenge to deliver better outcomes through technology
- Increased focus on competencies
- Demand for flexibility in higher education from early college to post-graduate studies – credit transfer, degree options, stackable credentials, and unbundling learning
- Diversification of credentials – licensures, badges, certificates, and certifications

DECLINING SHARE OF PUBLIC INVESTMENT IN HIGHER EDUCATION

- Students paying a larger share of the cost of education resulting in greater student debt
- Increased expectations for return on investment and postsecondary education as practical career preparation to address workforce goals
- Heightened discussion about the value of liberal arts education

DESIRE FOR COLLABORATION BEYOND THE INSTITUTION

- Push for higher education to build capacity to better collaborate with other institutions, K12, accreditors, Federal government, legislatures, and employers
- Drive to leverage increasingly complex data and link longitudinal data systems together



1



2



3



4

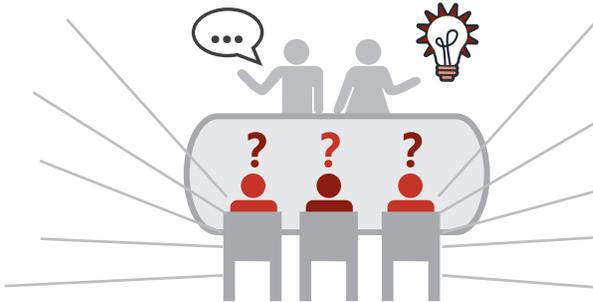
PROCESS

MHEC relies on the **THOUGHT LEADERSHIP** provided by its Commissioners, committee members, staff, and other stakeholders to generate ideas that **RESULT IN ACTION**. In order to best use MHEC’s resources, acting on those opportunities with the greatest potential to **BRING VALUE TO THE MEMBER STATES**, MHEC will develop a transparent process for evaluating each idea while setting up a process to continuously evaluate existing work.



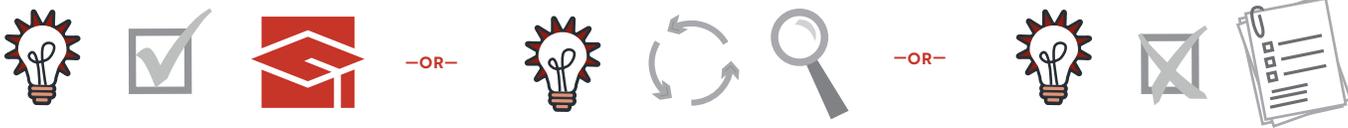
Ideas generated will be **CONNECTED** to one or more of the aforementioned themes articulated by MHEC’s constituency. Those who generate the ideas will be engaged with key stakeholders and MHEC staff to define the problem or opportunity and engage in data collection through a **SERIES OF QUESTIONS** that may include:

- How can MHEC deliver value linked to the articulated outcomes?
- How does the initiative benefit the region and member states?
- What type of activity would best suit the task?
- What is the scope of the effort?
- Who needs to be involved?



- What resources and expertise are required and does this align with MHEC’s existing capacities?
- Are others actively working to address the issue?
- What does success look like?
- Is timing a concern?
- What happens if we don’t act?

Based on the information gathered, a **BUSINESS CASE OR PROJECT CHARTER** will be developed. Depending on the nature of the opportunity, stakeholders will determine whether the idea should **MOVE FORWARD** as a project or initiative, **CONTINUE IN THE RESEARCH** phase, or be **SET ASIDE**.



THE FINAL, AND PERHAPS MOST IMPORTANT STEP, is the evaluation of the project or initiative, which will include these queries:

<input checked="" type="checkbox"/>	Were the objectives met?	<input checked="" type="checkbox"/>	Has the environment or opportunity changed?	<input checked="" type="checkbox"/>	Did this help the stakeholders it set out to assist?	<input checked="" type="checkbox"/>	Are themes identified within the Strategic Plan still being addressed?
<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	

CONCLUSION: MHEC is an organization created to be responsive to the needs of Midwestern higher education. In launching this Strategic Plan, MHEC recognizes it will be called upon to serve a higher education community that is rapidly changing. The approach outlined in this Strategic Plan recognizes this. The plan creates a process enabling MHEC to be proactive and innovative while grounding it to common themes and challenges for the region.

The Midwestern Regional Higher Education

Compact

Entered into by and between the States signatory hereto, to advance higher education through interstate cooperation to meet the needs of the Midwestern Region of the United States of America.

ARTICLE I. PURPOSE

The purpose of the Midwestern Higher Education Compact shall be to provide greater higher education opportunities and services in the Midwestern region, with the aim of furthering regional access to, research in and choice of higher education for the citizens residing in the several states which are parties to this Compact.

ARTICLE II. THE COMMISSION

The compacting states hereby create the Midwestern Higher Education Commission, hereinafter called the Commission. The Commission shall be a body corporate of each compacting state. The Commission shall have all the responsibilities, powers and duties set forth herein, including the power to sue and be sued, and such additional powers as may be conferred upon it by subsequent action of the respective legislatures of the compacting states in accordance with the terms of this Compact.

The Commission shall consist of five resident members of each state as follows: the governor or the governor's designee who shall serve during the tenure of office of the governor; two legislators, one from each house (except Nebraska, which may appoint two legislators from its Unicameral Legislature), who shall serve two-year terms and be appointed by the appropriate appointing authority in each house of the legislature; and two other at-large members, at least one of whom shall be selected from the field of higher education. The at-large members shall be appointed in a manner provided by the laws of the appointing state. One of the two at-large members initially

appointed in each state shall serve a two-year term. The other, and any regularly appointed successor to either at-large member, shall serve a four-year term. All vacancies shall be filled in accordance with the laws of the appointed states. Any commissioner appointed to fill a vacancy shall serve until the end of the incomplete term.

The Commission shall select annually, from among its members, a chairperson, a vice chairperson and a treasurer.

The Commission shall appoint an executive director who shall serve at its pleasure and who shall act as secretary to the Commission. The treasurer, the executive director and such other personnel as the Commission may determine, shall be bonded in such amounts as the Commission may require.

The Commission shall meet at least once each calendar year. The chairperson may call additional meetings and upon the request of a majority of the Commission members of three or more compacting states, shall call additional meetings. Public notice shall be given of all meetings and meetings shall be open to the public.

Each compacting state represented at any meeting of the Commission is entitled to one vote. A majority of the compacting states shall constitute a quorum for the transaction of business, unless a larger quorum is required by the bylaws of the Commission.

ARTICLE III. POWERS AND DUTIES OF THE COMMISSION

The Commission shall adopt a seal and suitable bylaws governing its management and operations.

Irrespective of the civil service, personnel or other merit system laws of any of the compacting states, the Commission in its bylaws shall provide for the personnel policies and programs of the Compact.

The Commission shall submit a budget to the governor and legislature of each compacting state at such time and for such period as may be required. The budget shall contain specific recommendations of the amount or amounts to be appropriated by each of the compacting states.

The Commission shall report annually to the legislatures and governors of the compacting states, to the Midwestern Governors' Conference and to the Midwestern Legislative Conference of the Council of State Governments concerning the activities of the Commission during the preceding year. Such reports shall also embody any recommendations that may have been adopted by the Commission.

The Commission may borrow, accept, or contract for the services of personnel from any state or the United States or any subdivision or agency, from any interstate agency, or from any institution, foundation, person, firm or corporation.

The Commission may accept for any of its purposes and functions under the Compact any and all donations and grants of money, equipment, supplies, materials and services (conditional or otherwise) from any state or the United States or any subdivision or agency thereof, or interstate agency, or from any institution, foundation, person,

firm, or corporation, and may receive, utilize and dispose of the same.

The Commission may enter into agreements with any other interstate education organizations or agencies and with higher education institutions located in non-member states and with any of the various states of these United States to provide adequate programs and services in higher education for the citizens of the respective compacting states. The Commission shall, after negotiations with interested institutions and inter-state organizations or agencies, determine the cost of providing the programs and services in higher education for use of these agreements.

The Commission may establish and maintain offices, which shall be located within one or more of the compacting states.

The Commission may establish committees and hire staff as it deems necessary for the carrying out of its functions.

The Commission may provide for actual and necessary expenses for attendance of its members at official meetings of the Commission or its designated committees.

ARTICLE IV. ACTIVITIES OF THE COMMISSION

The Commission shall collect data on the long-range effects of the Compact on higher education. By the end of the fourth year from the effective date of the Compact and every two years thereafter, the Commission shall review its accomplishments and make recommendations to the governors and legislatures of the compacting states on the continuance of the compact.

The Commission shall study issues in higher education of particular concern to the Midwestern region. The Commission shall also study the needs for higher education programs and services in the compacting states and the resources for meeting such needs. The Commission shall from time to time prepare reports on such research for presentation to the governors and legislatures of the compacting states and other interested parties. In conducting such studies, the Commission may confer with any national or regional planning body. The Commission may redraft and recommend to the governors and legislatures of the various compacting states suggested legislation dealing with problems of higher education.

The Commission shall study the need for provision of adequate programs and services in higher education, such as undergraduate, graduate or professional student exchanges in the region. If a need for exchange in a field is apparent, the Commission may enter into such agreements with any higher education institution and with any of the compacting states to provide programs and services in higher education for the citizens of the respective compacting states. The Commission shall, after negotiations with interested institutions and the compacting states, determine the costs of providing the

programs and services in higher education for use in its agreements. The contracting states shall contribute the funds not otherwise provided, as determined by the Commission, for carrying out the agreements. The Commission may also serve as the administrative and fiscal agent in carrying out agreements for higher education's programs and services.

The Commission shall serve as a clearinghouse on information regarding higher education activities among institutions and agencies.

In addition to the activities of the Commission previously noted, the Commission may provide services and research in other areas of regional concern.

ARTICLE V. FINANCE

The monies necessary to finance the general operations of the Commission not otherwise provided for in carrying forth its duties, responsibilities and powers as stated herein shall be appropriated to the Commission by the compacting states, when authorized by the respective legislatures by equal apportionment among the compacting states.

The Commission shall not incur any obligations of any kind prior to the making of appropriations adequate to meet the same; nor shall the Commission pledge the credit of any of the compacting states, except by and with the authority of the compacting state.

The Commission shall keep accurate accounts of all receipts and disbursements. The receipts and disbursements of the Commission shall be subject to the audit and accounting procedures established under its

bylaws. However, all receipts and disbursements of funds handled by the Commission shall be audited yearly by a certified or licensed public accountant and the report of the audit shall be included in and become part of the annual report of the Commission.

The accounts of the Commission shall be open at any reasonable time for inspection by duly authorized representatives of the compacting states and persons authorized by the Commission.

ARTICLE VI. ELIGIBLE PARTIES AND ENTRY INTO FORCE

The states of Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin shall be eligible to become party to this Compact. Additional states will be eligible if approved by a majority of the compacting states.

As to any eligible party state, this Compact shall become effective when its legislature shall have enacted the same into law; provided that it shall not become initially effective until enacted into law by five states prior to the 31st day of December 1995.

Amendments to the Compact shall become effective upon their enactment by the legislatures of all compacting states.

ARTICLE VII. WITHDRAWAL, DEFAULT AND TERMINATION

Any compacting state may withdraw from this Compact by enacting a statute repealing the Compact, but such withdrawal shall not become effective until two years

after the enactment of such statute. A withdrawing state shall be liable for any obligations which it may have incurred on account of its party status up to the effective date of withdrawal, except that if the withdrawing state has specifically undertaken or committed itself to any performance of an obligation extending beyond the effective date of withdrawal, it shall remain liable to the extent of such obligation.

If any compacting state shall at any time default in the performance of any of its obligations, assumed or imposed, in accordance with the provisions of this Compact, all rights, privileges and benefits conferred by this Compact or agreements here-under shall be suspended from the effective date of such default as fixed by the Commission, and the Commission shall stipulate the conditions and maximum time for compliance under which the defaulting state may resume its regular status. Unless such default shall be remedied under the stipulations and within the time period set forth by the Commission, this Compact may be terminated with respect to such defaulting state by affirmative vote of a majority of the other member states. Any such defaulting state may be reinstated by performing all acts and obligations as stipulated by the Commission.

ARTICLE VIII. SEVERABILITY AND CONSTRUCTION

The provisions of this Compact entered into hereunder shall be severable and if any phrase, clause, sentence or provision of this compact is declared to be contrary to the constitution of any compacting state or of the United States or the applicability thereof to any government, agency, person or circumstance is held invalid, the validity of

the remainder of this Compact and the applicability thereof to any government, agency, person or circumstance shall not be affected thereby. If this Compact entered into hereunder shall be held contrary to the constitution of any compacting state, the Compact shall remain in full force and effect as to the remaining states and in full force and effect as to the state affected as to all severable matters. The provisions of this Compact entered into pursuant hereto shall be liberally construed to effectuate the purposes thereof.

This compact is now in full force and effect, having been approved by the governors and legislatures of more than five of the eligible states.

MEMBER STATES

State of Illinois
By Jim Edgar
August 20, 1991

State of Michigan
By James A. Blanchard
July 24, 1990

State of North Dakota
By Edward T. Schafer
April 22, 1999

State of Indiana
By Evan Bayh
March 14, 1996

State of Minnesota
By Rudolph Perpich
April 26, 1990

State of Ohio
By Richard F. Celeste
January 9, 1991

State of Iowa
By Tom Vilsack
June 6, 2005

State of Missouri
By John D. Ashcroft
May 9, 1990

State of South Dakota
By Mike Rounds
March 13, 2008

State of Kansas
By Michael Hayden
April 25, 1990

State of Nebraska
By Ben Nelson
June 5, 1991

State of Wisconsin
By Tommy Thompson
April 18, 1994

Midwestern Higher Education Commission

Bylaws

Article I. Commission Purpose, Functions and Bylaws

Section 1. Purpose.

Pursuant to the terms of the Midwestern Higher Education Compact (hereinafter referred to as "the compact"), the Midwestern Higher Education Commission (hereinafter referred to as "the commission") is established to fulfill the objectives of the compact, including the development and promotion within the compacting states, of new and more efficient opportunities in higher education.

Section 2. Functions.

In pursuit of the fundamental objectives set forth in the compact, the commission shall, as necessary or required, exercise all of the powers and fulfill all of the duties delegated to it by the compacting states. The commission's activities shall include the preparation of reports, studies and recommendations, the provision of information and consulting services, the facilitation of resource sharing and exchanges, and the promotion and implementation of other initiatives related to the improvement of higher education in the compacting states, as provided by the compact, or as determined by the commission to be warranted by, and consistent with, the objectives and provisions of the compact.

Section 3. Bylaws.

As required by the compact, these bylaws shall govern the management and operations of the commission. As adopted and subsequently amended, these bylaws shall remain at all times subject to, and limited by, the terms of the compact.

Article II. Membership

Section 1. Compact Members.

The commission membership shall be comprised as provided in the compact. The appointing authorities in each of the compacting states shall forward the names of their appointees to the commission chairperson. After verifying compliance with the compact provisions governing commission appointments, the commission chairperson shall promptly acknowledge the receipt of all qualified appointments by letter to both the appropriate appointing authorities and the designated appointees. The commission chairperson shall promptly advise the appropriate appointing authorities of the need to appoint new commission members upon the expiration of designated terms or the occurrence of mid-term vacancies.

Section 2. Affiliate Members.

States not eligible to become a party to the Compact and/or Canadian Provinces may become affiliate members of the Commission when mutual interests exist and when it would benefit the

Compact to enter into such arrangements. Such other states and/or Canadian Provinces may be afforded status as affiliate members to the Commission in accordance with policies and procedures approved by the Commission.

The Compact legislation must be approved by affiliate member states or provinces prior to being afforded affiliate member status.

Section 3. Associates.

Entities not eligible to become members of the Compact may be afforded status as associates of the Commission in accordance with the policies and procedures approved by the Commission.

Section 4. Compact Participation in MHEC Programs.

For the 12 states identified in Article VI of the MHEC compact statute, the MHEC compact statute must remain in effect in order for those states to participate in MHEC programs and services

Article III. Officers

Section 1. Election and Succession.

As provided by the compact, the officers of the commission shall include a chairperson, vice chairperson and a treasurer, all of whom shall be duly appointed commission members. Officers shall be elected by the commission at any meeting at which a quorum is present. The chairperson and vice chairperson shall serve one year terms or until their successors are elected by the commission. The vice chairperson shall succeed to the office of chairperson upon completion of the chairperson's term of office. The treasurer shall serve a one year term or until a successor is elected by the commission. The treasurer shall not serve more than four terms successively.

Section 2. Duties.

The officers shall perform all duties of their respective offices as provided by the compact and these bylaws. Such duties shall include, but are not limited to, the following:

- a. Chairperson. The chairperson shall call and preside at all meetings of the commission, shall prepare agendas for such meetings, shall make appointments to all committees of the commission, and, in accordance with the commission's directions, or subject to ratification by the commission, shall act on the commission's behalf during the interims between commission meetings.
- b. Vice Chairperson. The vice chairperson shall, in the absence or at the direction of the chairperson, perform any or all of the duties of the chairperson. In the event of a vacancy in the office of chairperson, the vice chairperson shall serve as acting chairperson until a new chairperson is elected by the commission.
- c. Treasurer. The treasurer, with the assistance of the commission's executive director, shall act as custodian of all commission funds and shall be responsible for monitoring the administration of all fiscal policies and procedures set forth in the compact or adopted by the commission. Pursuant to the compact, the treasurer shall execute such bond as may be required by the Commission covering

the treasurer, the executive director and any other officers, commission members and commission personnel, as determined by the commission, who may be responsible for the receipt, disbursement, or management of commission funds.

Article IV. Commission Personnel

Section 1. Commission Staff and Offices

The commission shall appoint an executive director, who shall serve at its pleasure and who shall act as chief executive officer and secretary to the commission. The executive director shall hire and supervise such other staff as may be authorized by the commission. The executive director shall establish and manage the commission's office or offices, which shall be located in one or more of the compacting states as determined by the commission. The executive director may be entitled president of the commission.

Section 2. Duties of the Executive Director.

As secretary to the commission, the executive director shall keep minutes of all commission meetings and shall act as the custodian of all documents and records pertaining to the status of the compact and the business of the commission. As the commission's principal administrator, the executive director shall also perform such other duties as may be delegated by the commission or required by the compact and these bylaws, including, but not limited to, the following:

- a. Recommend general policies and program initiatives for the commission's consideration;
- b. Recommend for the commission's consideration administrative and personnel policies governing the recruitment, hiring, management, compensation and dismissal of commission staff;
- c. Implement and monitor the administration of all policies and program initiatives adopted by the commission;
- d. Prepare draft annual budgets for the commission's consideration;
- e. Monitor all commission expenditures for compliance with approved budgets, and maintain accurate records of account;
- f. Assist commission members as directed in securing required appropriations from the compacting states;
- g. Execute contracts on behalf of the commission as directed;
- h. Receive service of process on behalf of the commission; and
- i. Prepare and disseminate all required reports and notices as directed by the commission.

Section 3. Policy and Programmatic Committees.

In functioning as the commission's principal administrator, the executive director (president) may establish committees to help explore and implement commission policies and program initiatives. The executive director shall appoint the members of the committees and shall determine the composition, procedures, duties, budget and tenure of such committees.

At the discretion of the executive director, the positions of chair and vice chair may be established for each of the committees. If a chair and vice chair is established, the executive director shall appoint the chairperson and vice-chairperson following nominations from members of the respective committees. The term of office for the chair and vice chair shall be two years. The vice chair shall succeed the chair upon the expiration of the chair's term. The chair and vice chair shall serve at the pleasure of the executive director. The duties of the chair and vice chair shall include, but not be limited to, the following:

Chairperson: The chairperson shall call and preside at all meetings of the committee, shall prepare agendas for such meetings, and in accordance with the committee's directions and subject to the executive director's approval, shall act on the committee's behalf during the interim between committee meetings.

Vice Chairperson: The vice-chairperson shall, in the absence or at the direction of the chairperson, perform any or all of the duties of the chairperson. In the event of a vacancy in the office of the chairperson, the vice-chairperson shall serve as acting chairperson until the executive director appoints a new chairperson.

Article V. Meetings of the Commission.

Section 1. Meetings and Notice.

The commission shall meet at least once each calendar year at a time and place to be determined by the commission. Additional meetings may be scheduled at the discretion of the chairperson, and must be called upon the request of a qualified number of commission members, as provided in the compact. All commission members shall be given written notice of commission meetings at least 30 days prior to their scheduled dates. Final agendas shall be provided to all commission members no later than 10 days prior to any meeting of the commission. Thereafter, additional agenda items requiring commission action may not be added to the final agenda, except by a vote of the commission in which two-thirds of the compacting states vote aye. All commission meetings, except executive sessions limited to personnel matters, shall be open to the public and prior public notice shall be provided in a manner consistent with the customs and practices of the compacting states.

Section 2. Quorum.

Commission members representing a majority of the compacting states and affiliate members shall constitute a quorum for the transaction of business, except as otherwise required in these bylaws. The presence of one or more commission members from a compacting state is sufficient to constitute the presence of that state for purposes of determining the existence of a quorum, provided the delegation

present is entitled to vote on behalf of the state represented. The presence of a quorum must be established before any vote of the commission can be taken.

Section 3. Voting.

Each compacting state represented at any meeting of the commission is entitled to one vote. Fractional voting is prohibited. Each affiliate member represented at any meeting of the commission is entitled to one vote. The commission members representing a single compacting state may, subject to applicable state laws, employ the means of their choice for determining their state's vote. In the event that a minimum number of commission members is required by a compacting state to be present at a commission meeting in order to vote on behalf of such state, the presence of that number of commission members shall also be required by the commission for purposes of determining the existence of a quorum. Except as otherwise required by the compact or these bylaws, any question submitted to a vote of the commission shall be determined by a simple majority.

Section 4. Procedure.

Matters of parliamentary procedure not covered by these bylaws shall be governed by Robert's Rules of Order.

Article VI. Committees

Section 1. Executive Committee.

The commission shall establish an executive committee, which shall be empowered to act on behalf of the commission during the interims between commission meetings. The composition, procedures, duties, budget, and tenure of such an executive committee shall be determined by the commission, except that each compacting state shall be entitled to equal representation and voting rights on the committee. Past chairpersons of the commission that remain duly appointed commission members or that serve as alternate commission members shall serve on the executive committee as ex officio members. The power of such an executive committee to act on behalf of the commission shall at all times be subject to any limitations imposed by the commission, the compact or these bylaws.

Section 2. Other Committees.

The commission may establish such other committees as it deems necessary to carry out its objectives. The composition, procedures, duties, budget and tenure of such committees shall be determined by the commission.

Article VII. Finance

Section 1. Fiscal Year.

The commission's fiscal year shall begin on July 1 and end on June 30.

Section 2. Budget.

The commission shall operate on an annual budget cycle and shall, in any given year, adopt budgets for the following fiscal year or years by such time as may be necessary to allow legislative appropriations from the compacting states to be secured. Commission budgets shall be submitted to the compacting states as required by the compact.

Section 3. Accounting and Audit.

The commission, with the assistance of the executive director, shall keep accurate and timely accounts of all receipts and disbursements of commission funds. The treasurer, through the executive director, shall cause the commission's records of account to be audited annually by a certified or licensed public accountant, and, as required by the compact, the report of such audit shall be made a part of the commission's annual report.

Section 4. Debt Limitations.

The commission shall monitor its own and its committees' affairs for compliance with all provisions of the compact and these bylaws governing the incursion of debt and the pledging of credit.

Section 5. Travel Reimbursement.

Subject to the availability of budgeted funds, and unless otherwise provided by the commission, commission members shall be reimbursed for any actual and necessary expenses incurred pursuant to their attendance at all duly convened meetings of the commission or its committees.

Article VIII. Required Reports

In addition to such other reports as may from time to time be required by the compact, these bylaws, or any action of the commission, the commission shall prepare and disseminate the following reports as required by the compact:

- a. An annual report documenting the commission's activities during the preceding year and including the annual audit report and any recommendations that may have been adopted by the commission.
- b. A biannual compact evaluation report, the first of which shall be prepared by January, 1995, analyzing the effects of the compact on higher education in the compacting states and including recommendations concerning the continuance of the compact.

Article IX. Adoption and Amendment of Bylaws

Any bylaw may be adopted, amended or repealed by a majority vote of the compacting states, provided that written notice and the full text of the proposed action is provided to all commission members at least 30 days prior to the meeting at which the action is to be considered. Failing the required notice, a two-thirds majority of the compacting states shall be required for such action.

As adopted by the Midwestern Higher Education Commission on March 10, 1991.

As amended by the Midwestern Higher Education Commission on May 20, 1995.

As amended by the Midwestern Higher Education Commission on June 20, 2003.

As amended by the Midwestern Higher Education Commission on November 18, 2004.

As amended by the Midwestern Higher Education Commission on November 14, 2006.

As amended by the Midwestern Higher Education Commission on November 14, 2011.

GENERAL OPERATING PRINCIPLES FOR PROGRAM SELECTION AND DEVELOPMENT

1. The Commission of the compacting states must formally approve, as described in the bylaws, each MHEC program before it is started.
2. Programs shall relate primarily to or affect postsecondary education (public, proprietary, or private) including basic college or university programs (technical, professional, and graduate), and other forms of education for persons beyond high school age--such as continuing education, vocational training, and nontraditional programs that permit people to return to the learning process at any time in their lives.
3. Programs will be initiated in response to demonstrated or defined needs in more than one of the Midwestern states.
4. Problems addressed by MHEC programs must be best solved through interstate cooperation. (Occasional single-state requests for services will be met, staff resources permitting.)
5. MHEC programs will address the needs and perspectives of all constituencies in the midwestern region, with particular regard to those groups that historically have been under-represented in postsecondary education.
6. Programs are initiated only after determining that MHEC can appropriately provide the service.
7. The primary beneficiaries of each program must be within the MHEC region and they must have signified their desire for MHEC services.
8. MHEC will cooperate with states, agencies, organizations, or individuals outside the region if such out-of-region cooperation is for the benefit of states and citizens in the region.
9. All MHEC programs will be evaluated regularly and systematically, and the results will be made public.
10. Any and all programs selected by the Commission shall be adopted in accordance with the bylaws of the Commission.

Midwestern Higher Education Commission Conflict of Interest Policy for Commissioners

WHEREAS, the proper governance of the Midwestern Higher Education Commission (MHEC) depends on Commissioners who give their time for the benefit of MHEC; and

WHEREAS, the giving of this service, because of the varied interests and background of Commissioners, may result in situations involving a dual interest which might be interpreted as a conflict of interest; and

WHEREAS, this service should not be rendered impossible solely by reason of duality of interest or possible conflict of interest; and

WHEREAS, this service nevertheless carries with it a requirement of loyalty and fidelity to MHEC, it being the responsibility of the Commissioners to govern MHEC's affairs honestly and economically, exercising their best care, skill and judgment for the benefit of MHEC; and

WHEREAS, the matter of any duality of interest or possible conflict of interest can be handled through full disclosure of any such interest, together with non-involvement in any vote wherein the interest is involved;

NOW, THEREFORE, BE IT RESOLVED: That the following policy of duality and conflict of interest is hereby adopted for MHEC:

1. Timely full disclosure of any duality of interest or possible conflict of interest on the part of any Commissioner should be made to the President of MHEC, who shall advise the Chair of the Commission on a timely basis. It is the responsibility of the President to make a permanent record of any such disclosure and to make such a record available for inspection during normal business hours to any Commissioner or other authorized person.
2. Any Commissioner having a duality of interest or possible conflict of interest on any matter coming to a vote of the full Commission or any of its committees should disclose that prior to such vote and should not vote or use his/her personal influence on the matter. Such Commissioner may, however, be counted in determining the quorum for the meeting. The minutes of the meeting should reflect that a disclosure was made and the abstention from voting.
3. The foregoing requirements should not be construed as preventing the Commissioner from briefly stating his/her position in the matter, nor from answering pertinent questions of other Commissioners, since his/her knowledge may be of great assistance.
4. Meals and other activities provided at Midwestern Higher Education Commission sponsored meetings and events shall not be considered a conflict of interest for Commissioners.
5. All Commissioners shall sign a conflict of interest statement

BE IT FURTHER RESOLVED, that this policy be reviewed periodically for the information and guidance of members of the Commission, and that any new member be advised of the policy upon appointment to the Commission.

Upcoming Meetings

ANNUAL COMMISSION MEETING

Thursday, November 15 – Friday, November 16, 2018
Meeting: Delta Hotel by Marriott, Fargo, North Dakota

EXECUTIVE COMMITTEE MEETING

Tentative: Sunday, June 2 - Tuesday, June 4, 2019
Meeting Location TBD

This page intentionally left blank.

May 2018

Midwestern Higher Education Compact
105 Fifth Avenue South, Suite 450
Minneapolis, MN 55401
mhec@mhec.org / www.mhec.org

