MIDWESTERN
HIGHER EDUCATION
COMPACT

2016-2017
ANNUAL
REPORT
to the Member States

DEAR COLLEAGUES

MHEC President
LARRY ISAAK

In FY 2017 the Compact saw many positive transitions. A new strategic plan and new logo were approved, and we achieved nearly **$1 BILLION** of cumulative savings for our constituents. The Midwestern Higher Education Compact (MHEC) staff looks forward to connecting our work to the strategic plan's outlined themes, to ensure continued relevancy for the Midwest region.

Those four themes are:

- Shifting demographics - changing composition of the student body;

- Evolving modes of packaging and delivering education;

- Declining share of public investment in higher education; and

- Desire for collaboration beyond the institution

I am grateful for our commissioners' and advisory committees' feedback through the planning process. Our staff cross-referenced countless pages of notes from the feedback we received. It is apparent that MHEC will continue to have an important role in addressing the challenges our region's postsecondary institutions face. I look forward to the input of our constituents as we address these challenges together.

> Collectively creating solutions that build higher education's capacity to better serve INDIVIDUALS, INSTITUTIONS, and STATES by leveraging the region's EXPERTISE, IDEAS, AND EXPERIENCES through multi-state CONVENING, PROGRAMS, CONTRACTS, AND RESEARCH.

EXECUTIVE OFFICERS

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ND Governor's Designee
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Former State Senator, ND
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UNDERSTANDING THE COMPACT

Created in the early **1990s**, the Midwestern Higher Education Compact was created through the enactment of legislation recommended by the Midwestern Legislative Conference of The Council of State Governments and is funded by member state commitments, foundation grants, and program income.
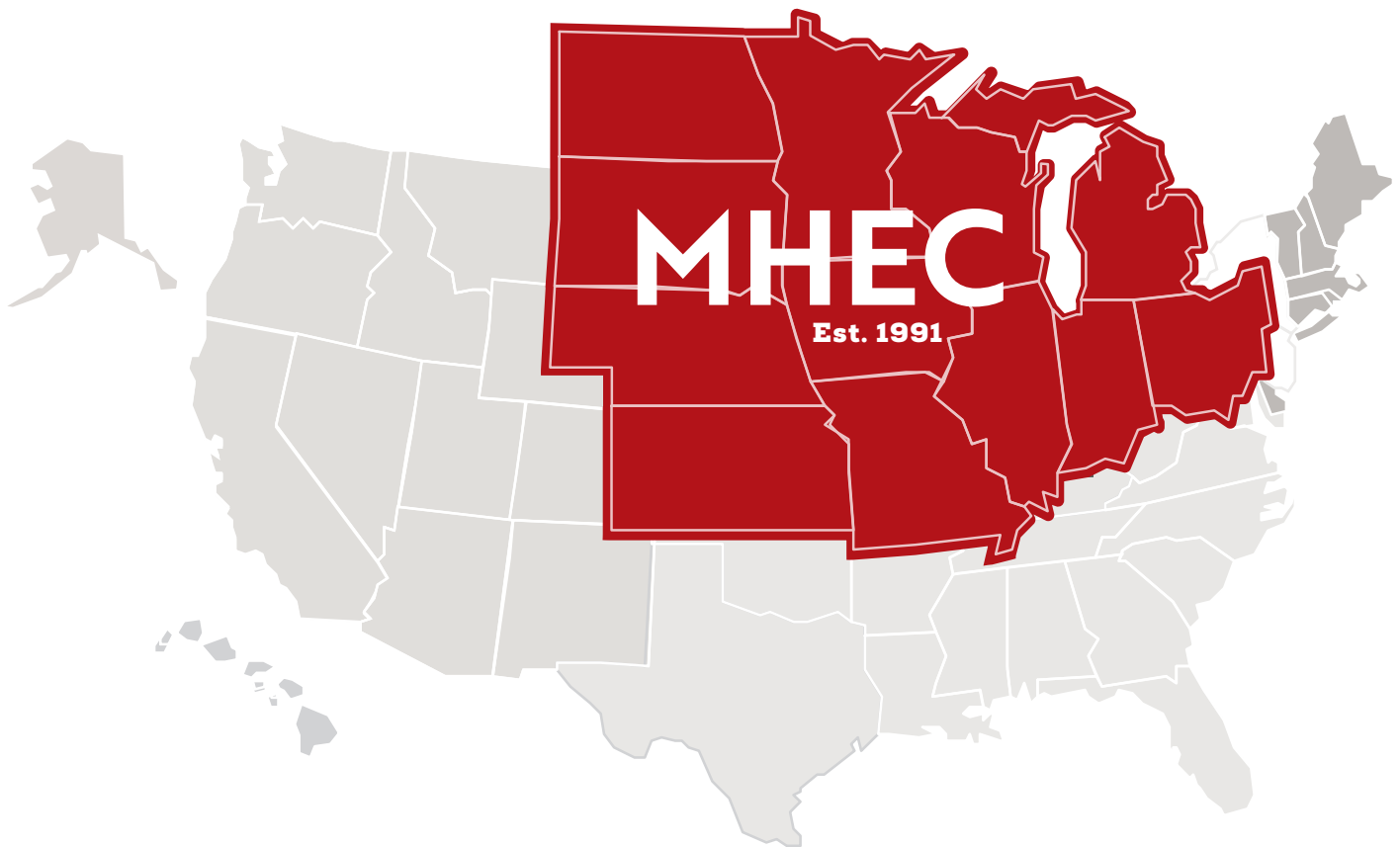
All **12** eligible Midwestern states defined by the Compact have passed legislation to become members. The states are closely aligned to the Midwestern Legislative Conference region.

The **CONVENINGS**, **PROGRAMS**, **CONTRACTS**, and **RESEARCH** originating through the Compact are available to all public and private nonprofit institutions of higher education in the Midwest. When the opportunity emerges, MHEC also extends some contracts to K-12 districts and schools, cities, states, and local governments.

Uniquely governed by a **60**-member commission of legislators, governors' representatives, and higher education leaders, two of the Compact's commissioners are appointed by each state's legislature and three are generally appointed by each state's governor.

The entire commission meets annually and the commission's Executive Committee meets semiannually. Meeting locations rotate among the member states and commissioner travel is paid for by the Compact.

MHEC

Est. 1991

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.

MULTI-STATE COLLABORATIVE ON MILITARY CREDIT

The Multi-State Collaborative on Military Credit's (MCMC) mission is to facilitate an interstate partnership of the MHEC 12 member states plus Kentucky, to advance best practices designed to help veterans and their families to transition from military life to college campuses, and to translate competencies acquired by veterans through military training and experience toward college credentials. Grant funding supports the work of the MCMC. The three-year project builds on the efforts of individuals in ten states, including several in the MHEC region, who have collaborated virtually and in person over the past two and a half years to exchange information and share best practices in four areas: Articulation of Academic Credit; Licensure and Certification; Communications and Outreach; and Data, Technology, and Systems.

2016-2017 MCMC HIGHLIGHTS

- Met with key officials at the Veterans of Foreign Wars to consult on the Forever GI Bill and at the American Legion to participate in roundtables discussing credentialing.

- Produced 8 webinars with over 1,000 participants with 44 out of 50 states participating in one or more.

- Released monthly updates which has over 800 subscribers across the nation.

- Received recognition for MCMC work in news articles and blogs.

- Connected with key contacts within the American Council on Education, American Legion, Association for Institutional Research, Army University, Medical Education and Training Campus, Solutions for Information Design, and Student Veterans of America.

- Presented and attended regional and national conferences in order to showcase MCMC work.

COMMISSION MEETING AND POLICY FORUM

Twice a year MHEC convenes its governing body to conduct Commission business, learn about what is happening in the other MHEC states, showcase higher education related state and regional success stories, hear presentations on the ever-changing higher education landscape, and exchange best practices on higher education issues facing the Midwest. A half-day in-depth policy focus is part of the annual meeting. Along with the MHEC Commissioners, MHEC invites other legislators and higher education leaders from the region to attend.

ANNUAL STATE VISITS

At least once a year the MHEC staff visit each member state of the Compact to hold a meeting with that state's commissioners. Key legislative leaders as well as state higher education officials are also invited to attend these meetings. During these meetings staff reports on MHEC activities taking place in their state, and offers ideas to better leverage the MHEC offerings.

ADVISORY COMMITTEES CONVENE

MHEC brings together committees of practitioners and subject-matter experts to share knowledge and expertise on issues facing higher education while brainstorming on ways to collaboratively address these issues. MHEC relies upon these committees to continually improve and evaluate the programs and contracts while enabling them to problem solve with similarly situated thought leaders in their field. Over the past year MHEC hosted colleagues from around the region for the Technologies Committee Annual Meeting, the Master Property Program's Loss Control Workshop, the MCMC Annual Meeting, and the Midwestern-State Authorization Reciprocity Agreement Annual Meeting.

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 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.

PROPERTY INSURANCE

The property insurance program, also known as 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 colleges and universities. Since its inception, MPP participation has more than 170 campuses with total insured values exceeding $94.8 billion.

Due to the program's success, the program has developed a program mission to be the premier property insurance program for MHEC, Western Interstate Commission for Higher Education (WICHE), 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 is administered by Marsh, Inc. and the two primary insurance carriers on the program are AIG and Zurich.

As demonstrated by benchmarking, the program costs continue to remain below industry averages due to the program's volume and asset protection strategies tailored to higher education institutions.

2016-2017 PROPERTY INSURANCE HIGHLIGHTS

- More than $7.7 million in FY 2017 was saved by participating institutions in the MHEC region.

- Joining the program were institutions from the states of:

  - **Kansas: Dodge City Community College, Pratt Community College, and Allen Community College**

  - **Colorado: Colorado School of Mines**

  - **Ohio: Some institutions of the Ohio Association of Community Colleges joined: Belmont College, Central Ohio Technical College, Clark State Community College, Columbus State Community College, Eastern Gateway Community College, Edison State Community College, James A. Rhodes State College, Lakeland Community College, Northwest State Community College, Stark State College of Technology, Terra State Community College, and Washington State Community College.**

- The 19th Annual Loss Control Workshop included over 150 MPP participants including campus risk managers and fiscal officers, as well as personnel from campus legal, physical plant, facilities, and purchasing departments.
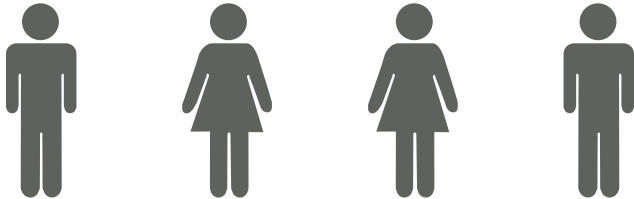
HEALTH INSURANCE SOLUTIONS

The Compact's health insurance solutions program, MHECare, was created in conjunction with MHEC's Student Health Benefits Advisory Committee, a network of institutional peers, health center professionals, and risk managers focused on student health. Designed in response to increasing costs and concern for student health, MHECare provides robust health reform compliant benefits to students, streamlined plan administration, and economies of scale through MHEC's purchasing power with national underwriter, UnitedHealthcare StudentResources.

Additionally, a private exchange product with provider IXSolutions (IXS) is available for campuses unable to offer an institution-sponsored student health insurance plan. Using this plug-and-play solution saves campuses administrative time in assisting students in selecting health insurance and providing value by offering students access to a wide range of coverage options and personal support.

MIDWEST STUDENT EXCHANGE PROGRAM

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. 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 100 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.

2016-2017 MSEP HIGHLIGHTS

- Ohio joined MSEP in May 2017, and three institutions have signed on to participate:
  - Cleveland State University
  - Rio Grande University
  - University of Akron

- Five new institutions signed on to participate:
  - Indiana University East
  - Indiana University Kokomo
  - Indiana University Southeast
  - St. Louis Community College (MO)
  - University of Minnesota Duluth

MSEP STUDENT ENROLLMENT STATUS 2016-2017 SCHOOL YEAR	
STATUS	COUNT OF STUDENTS
Entering	4,433
Continuing	7,143
Unknown	25
TOTAL	11,601

MSEP ENROLLMENT BY STUDENTS' HOME STATE OF RESIDENCE 2016-2017 SCHOOL YEAR	
STATE	ENROLLMENT
Illinois	6,487
Indiana	258
Kansas	646
Michigan	819
Minnesota	1,135
Missouri	686
Nebraska	835
North Dakota	71
Wisconsin	664
TOTAL	11,601

MSEP ENROLLMENT BY INSTITUTION STATE 2016-2017 SCHOOL YEAR	
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

PROGRAMS

TUITION SAVINGS BY HOME STATE OF RESIDENCE (IN DOLLARS)		
STATE	2016-17	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

STATE AUTHORIZATION RECIPROCITY AGREEMENT

The State Authorization Reciprocity Agreement, or SARA, was launched in 2013 to aid institutions in complying with regulations governing distance education courses delivered across state lines. Coordinated by a national council, each regional higher education compact offers a framework for nationwide interstate reciprocity which simplifies the state authorization process. SARA advances student opportunity by making distance education courses more accessible, enhances state regulation of distance education by systematizing authorization requirements, and eases the burden of state authorization compliance on institutions. Institutions are able to save thousands of dollars in fees they paid previously to individual states where they operate distance education programs.

2016-2017 SARA HIGHLIGHTS

- The Midwest was the first region to have all states participating in SARA.

- Saved institutions an estimated $14.5 in FY 2017.

- 48 states, Washington, D.C., and The U.S. Virgin Islands have joined SARA.

- Participating SARA institutions passed the 1,500 mark during Summer 2017, with about one-third of participating institutions located in MHEC states.

- The M-SARA Regional Steering Committee and the Midwestern SARA State Portal Agents meet quarterly with their annual face-to-face meetings taking place in July of each year.

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.

FEATURES

- Pricing: Established price ceiling for purchases, with additional discounts often available from vendors for special or large order purchases.

- Contract flexibility: Allows institutions to tailor contracts to fit specific needs without having to incur the cost of rebidding for the products and services covered in a MHEC contract.

- Reduces Duplication of Effort: Competitive solicitations integrates with institutions procurement process with negotiated Master Agreement terms and conditions, licensing, and pricing.

TECHNOLOGY

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 is a means for these subject matter experts to consistently collaborate on identifying regional issues

and committing resources to leverage a solution through the Compact's statutory authority. The committee is very selective in the types of technology contracts that are pursued. Vendors are vetted through an open competitive solicitation, prepared and evaluated by the committee, with contracts awarded based on the criteria and applicable law.

MHEC then enters into agreements for the benefit of its member states, effectively letting eligible entities within those states have access to MHEC contracts, expediting the procurement process, with the flexibility to amend the terms to best meet their needs. The agreements are available for use by all public and private not-for-profit institutions of higher education in the MHEC, SREB, and WICHE member states. Some of the agreements are also available for use by cities, states, and local governments, and K-12 districts and schools.

CURRENT CONTRACTS:

WWW.MHECTECH.ORG/CONTRACTS

- Hardware: Dell, HP Enterprise, HP Inc., Lenovo, and Oracle

- Software: Arrow Electronics/CommVault, Arrow Electronics/ VMware, Corel Corporation, Novell, Oracle, and SAS

- Printers and Peripherals: HP Inc., and Xerox

- Data and Networking Initiatives: Alcatel-Lucent/Dice Communications, Ciena/Walker and Associates, Inc., Dell, and HP Enterprise

- Security Event and Information Management (SEIM): Novell

- Services: Info-Tech Research Group and Parchment

2016-2017 TECHNOLOGY HIGHLIGHTS

- Saved entities in the MHEC region nearly $26 million in FY 2017.

- Hosted a breakfast and exhibited at the NACUBO 2017 annual meeting.

- Hosted a breakfast at EDUCAUSE 2017 with over 48 in attendance.

- Presented, attended, or hosted a MHEC table/booth at over 15 state, regional, or national conferences.

- Provided strong sales among the technology initiatives with over $325 million incurred nationally.

MHEC Annual Estimated Savings for Entities and Citizens

MHEC Member States	What Member States Paid 2016-2017 (State Commitment)	Total Annual Savings	Contracts			Master Property Program[4]	Programs	
			Computing Hardware[1]	Computing Software[2]	Technology Services[3]		Midwest Student Exchange Program[5]	State Authorization Reciprocity Agreement[6]
Illinois	115,000	52,339,761	5,715,253	846,788	1,113,233	2,385,547	40,102,941	2,176,000
Indiana	115,000	5,542,959	1,537,322	238,021	1,081,392	NP[7]	1,414,224	1,272,000
Iowa	100,000	1,743,889	340,780	13,749	4,294	65,065	NP[6]	1,320,000
Kansas	115,000	7,577,946	534,845	180,316	7,277	1,541,989	4,249,518	1,064,000
Michigan	115,000	11,412,414	3,019,891	367,535	984,457	507,263	5,357,268	1,176,000
Minnesota	115,000	11,620,335	1,901,689	680,988	54,331	NP[7]	7,463,326	1,520,000
Missouri	115,000	12,040,150	1,639,278	185,032	1,239	2,620,051	5,818,550	1,776,000
Nebraska	115,000	7,681,527	386,526	194,865	1,805	650,747	5,783,584	664,000
North Dakota	115,000	1,112,118	97,243	144,191	625	NP[7]	534,060	336,000
Ohio	115,000	3,959,697	1,156,633	368,861	578,204	NP[7]	NP[6]	1,856,000
South Dakota	115,000	110,045	48,511	61,368	165	NP[7]	NP[6]	NA
Wisconsin	115,000	8,498,154	1,968,259	113,018	29,881	NP[7]	5,002,996	1,384,000
Program Totals	$1,365,000	$123,638,994	$18,346,230	$3,394,733	$3,856,903	$7,770,662	$75,726,465	$14,544,000

Footnotes:

1. Contracts include: Dell, HP, Lenovo, Alcatel-Lucent, Ciena/Walker and Associates, and Xerox.
2. Contracts include: Novell/MHEC Collaborative Program, Oracle, Arrow/VMWare, SAS, and Corel.
3. Contracts include: Info-Tech Research Group and Parchment.
4. Based on premium and loss information as of June 30, 2017.
5. Student tuition savings for the academic year 2016-2017.
6. Savings does not include personnel and travel cost savings.
7. Non-participating state for 2016-2017.

MIDWESTERN HIGHER EDUCATION COMPACT

MHEC Cumulative Estimated Savings for Entities and Citizens through June 2017

MHEC Member States	Contracts				Master Property Program[5]	Programs		Cumulative State Savings	What Member States Paid Cumulative (State Commitment)
	Computing Hardware[1]	Computing Software[2]	Technology Services[3]	Legacy Initiatives[4]		Midwest Student Exchange Program[8]	State Authorization Reciprocity Agreement[9]		
Illinois Member Since 8/20/1991	83,698,821	6,024,318	1,964,729	15,672,186	46,418,876	127,611,946	2,176,000	283,566,876	1,999,659
Indiana Member Since 3/14/1996	27,877,772	2,872,765	1,458,613	5,358,571	440,095	6,603,783	1,272,000	45,883,599	1,826,500
Iowa Member Since 6/6/2005	6,236,707	353,315	11,187	231,371	266,597[6]	NA	1,320,000	8,419,178	1,145,000
Kansas Member Since 4/25/1990	7,977,650	1,853,358	17,933	3,025,262	6,137,454	68,398,120	1,064,000	88,473,777	2,000,500
Michigan Member Since 7/24/1990	47,171,778	3,717,970	1,603,583	43,222,866	16,689,873	44,395,136	1,176,000	157,977,206	2,000,500
Minnesota Member Since 4/26/1990	16,526,236	3,805,810	125,059	10,876,074	15,306,381	34,280,837	1,520,000	82,440,397	2,000,500
Missouri Member Since 5/9/1990	20,500,927	1,923,854	12,701	5,484,930	31,356,881	41,021,024	1,776,000	102,076,318	2,000,500
Nebraska Member Since 6/5/1991	4,645,336	1,412,421	39,812	2,127,919	10,741,743	60,757,045	664,000	80,388,277	2,000,500
North Dakota Member Since 4/22/1999	1,564,629	747,251	9,513	1,000,822	NA	4,024,675	336,000	7,682,890	1,652,500
Ohio Member Since 1/9/1991	27,387,130	3,445,135	1,298,121	32,198,285	45,000	NA	1,856,000	66,229,670	2,000,500
South Dakota Member Since 3/13/2008	461,979	338,998	452	NA	492,535[7]	NA	NA	1,293,964	895,000
Wisconsin Member Since 4/18/1994	17,840,186	746,442	56,142	6,747,463	NA	33,081,726	1,384,000	59,855,959	1,860,000
TOTAL	**$261,889,152**	**$27,241,637**	**$6,597,846**	**$125,945,750**	**$127,895,436**	**$420,174,290**	**$14,544,000**	**$984,288,110**	**$21,381,659**

FOOTNOTES:

1. Contracts include: Dell, HP, Lenovo, Juniper, Enterasys, Systemax, Mitel, Sun, EIQ, Alcatel-Lucent, Ciena/ Walker and Associates, and Xerox.
2. Contracts include: Novell/MHEC Collaborative Program, Oracle, Corel, Arrow/VMWare, SAS, and Open Systems.
3. Contracts include: Info-Tech Research Group, Parchment, and CampusEAI.
4. Expired contracts include: office products, telecommunications, equipment maintenence,and academic scheduling, Interactive video, and APN.
5. Based on premium and loss information as of June 30, 2017.

6. Iowa State University asked MHEC to bid their property insurance for FY 2009. The MHEC bid, with a much lower deductible, was $186,205 less per year than ISU was paying. ISU selected their current carrier at a price of $858,824 or $201,532 less than paid in FY 2008.
7. In 2009, 2012, and 2013, SD Office of Risk Management requested a quote for property insurance at its six SD Regent institutions. Even though the SD Offices of Risk Management kept its current carrier, they indicated the MHEC quotes saved the institutions $85,000, $239,302, and $168,233 respectively.
8. Student tuition savings through the academic year 2016-2017.
9. Savings does not include personnel and travel cost savings.

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.

2016-2017 MAJOR PUBLICATIONS HIGHLIGHTS

MHEC's publications are available for download at www.mhec.org/research.

- Performance Evaluation.
    - *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 has been collaborating with SHEEO to produce a report on educational quality indicators in state accountability systems. The report will provide a 50-state analysis of quality indicators and their use in either performance reporting or funding systems.
    - *State Educational Performance Indicators Data System.* MHEC has been developing an interactive online tool that allows users to select peer states and performance indicators as well as generate custom reports.

- College Affordability and Finance.
    - *State Higher Education Financing Models.* This brief addresses four areas in which state policy makers can learn from practices in other states and from principles of sound public policy design to strengthen their higher education financing systems. The year-to-year stability of funding, the balance between appropriations for institutions and student aid, the growing interest in tuition-free community colleges, and the allocation of funds across public colleges and universities are all areas in which states take a variety of approaches, with quite different implications for educational opportunity.
    - *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.
    - *Tuition Control Policies: A Challenging Approach to College Affordability.* This brief details how often tuition and fee controls are used and the body of research on whether they are effective in achieving their ultimate goal. Case examples are provided for three Midwestern states' tuition and fee policies before offering recommendations for policymakers to consider when adopting tuition controls.

- College Readiness and Teacher Preparation.
    - *The Relative Effectiveness of Traditional and Alternative Teacher Preparation Programs: A Review of Recent Research.* Traditional teacher preparation generally refers to a four-year undergraduate program at a postsecondary institution. Alternative preparation programs, such as Teach for America (TFA), provide expedited pathways to licensure in order to rapidly increase the number of available teachers in a state. The expansion of expedited alternative preparation programs might be an efficient method for increasing the number of teachers, but many have questioned whether such a singular focus on efficiency sacrifices quality in terms of teacher skills and knowledge and, ultimately, student learning outcomes. This brief seeks to inform policies on teacher preparation by reviewing research on the effects of teacher certification and preparation programs in relation to student performance and teacher outcomes.
    - *Improving Teacher Effectiveness: Does a Master's Degree Matter?.* Many school districts and states have long encouraged teachers to pursue graduate education. Advocates have argued that graduate education may

improve teacher effectiveness and raise the status of the teaching profession. The purpose of this brief is to examine the prevalence of graduate degrees among teachers in the United States and to summarize research on the relationship between teacher educational attainment and student achievement.

– *The Effectiveness of the National Board for Professional Teaching Standards (NBPTS) Certification Program: A Review of Recent Research.* NBPTS programs provide a formal process for advancing the knowledge, skills, and practices of current teachers who already hold at least a bachelor's degree. In 2011, six states referenced NBPTS in the development of teacher standards. NBPTS certification involves "a lengthy, highly demanding process," and thus many believe that certification will improve teacher effectiveness. This brief presents a review of recent research on the effects of NBPTS certification in relation to teacher outcomes (e.g., instructional knowledge, self-efficacy) and student achievement.

ILLINOIS

Dr. Karen Hunter Anderson, Executive Director, Illinois Community College Board
6/2/2017 – 1/4/2019, APOG

The Hon. Kelly Burke, Chair, Higher Education Committee, Illinois General Assembly
5/4/2017 - 1/2/2019

Dr. Alice Marie Jacobs, President Emerita, Danville Area Community College
3/1/2016 - 1/1/2019

The Hon. Pat McGuire, Chair, Higher Education Committee, Illinois General Assembly
5/2/2017 - 1/9/2019

Ms. Suzanne Morris, Member, Illinois Community College Board
6/5/2015 - 7/1/2019

Dr. James Applegate, Executive Director, Illinois Board of Higher Education
Term Ended 6/2/2017

INDIANA

Mr. Greg Goode, Executive Director of Government Relations, Indiana State University
6/20/2017 to 3/7/2020

Dr. Charles R. Johnson, President, Vincennes University
3/27/2017 to 2/1/2021

The Hon. Wendy McNamara, Representative, Indiana General Assembly
9/1/2016 - 6/30/2018

The Hon. Jeff Raatz, Senator, Indiana General Assembly
7/11/2017 - 7/1/2019

Dr. Ken Sauer, Senior Associate Commissioner and Chief Academic Officer, Indiana Commission for Higher Education
3/27/2017 - APOG

Dr. Richard L. Ludwick, President and CEO, Independent Colleges of Indiana
Term Ended 6/2/2017

The Hon. Ryan Mishler, Senator, Indiana General Assembly
Term Ended 7/11/2017

Commissioner Alternate

Ms. Teresa Lubbers, Commissioner, Indiana Commission for Higher Education
1/5/2010

IOWA

Ms. Nancy Boettger, Regent, Board of Regents, State of Iowa
5/3/2017 – 6/30/2021

Mr. Derrick R. Franck, Board Member, Iowa Association of Community College Trustees
7/1/2017 - 7/1/2021

The Hon. Tim Kraayenbrink, Chair, Education Appropriations Subcommittee, Iowa Legislature
2/27/2017 - 1/13/2019

Ms. Olivia M.A. Madison, Professor Emerita and Dean Emerita of Library Services,

Iowa State University
5/1/2017 – 4/30/2019, APOG

The Hon. Sharon Steckman, Ranking Member, Education Committee, Iowa Legislature
5/10/2017 - 1/13/2019

The Honorable Robert Hogg, Senator, Iowa Legislature
Term Ended 2/27/2017

Ms. Connie Hornbeck, Past Board Chair and Treasurer, Iowa Association of Community College Trustees
Term Ended 7/1/2017

Dr. Katie Mulholland, President Pro Tem, Board of Regents, State of Iowa
Term Ended 5/3/2017

The Honorable Quentin Stanerson, Representative, Iowa Legislature
Term Ended 5/10/2017

Commissioner Alternates

Mr. Andrew Baumert, Vice President for Marketing and Outreach, Iowa Association of Independent Colleges and Universities
7/28/2016 - 1/1/2020

The Hon. Jane Bloomingdale, Representative, Iowa Legislature
4/7/2017 - 1/13/2019

Mr. Todd Brown, Division Administrator, Financial Aid Program Administration, Iowa College Student Aid Commission
7/25/2017 - 7/1/2021

Mr. Timothy Fitzgibbon, Senior Vice President, First National Bank
5/1/2017 to 4/30/2019, APOG

The Hon. Wally Horn, Senator, Iowa Legislature
2/3/2017 - 1/13/2019

Ms. Karen Misjak, Executive Director, Iowa College Student Aid Commission
Term Ended 7/25/2017

Mr. Brent Siegrist, Executive Director of AEA Services, Iowa Area Education Agencies
Term Ended 5/1/2017

KANSAS

Dr. Blake Flanders, President and CEO, Kansas Board of Regents
9/18/2014 - 6/1/2018

The Hon. Marci Francisco, Senator, Kansas Legislature
6/26/2017 - 7/1/2019

The Hon. Kevin Jones, Chair, Higher Education Budget Committee, Kansas Legislature
6/28/2017 – 7/1/2019

Mr. Richard Short, President, Short & Son, Inc. KS Governor's Designee
8/11/2011 - APOG

Dr. Helen VanEtten, Board Member, Kansas Board of Regents
9/18/2014 - 6/1/2018

Commissioner Alternates

The Hon. Barbara Ballard, Representative, Kansas Legislature
6/28/2017 - 7/1/2019

The Hon. Molly Baumgardner, Senator, Kansas Legislature
6/26/2017 - 7/1/2019

The Hon. Ty Masterson, Chair, Senate Ways & Means Committee, Kansas Legislature
Term Ended 6/26/2017

MICHIGAN

Dr. David L. Eisler, President, Ferris State University
6/8/2017 - 3/18/2021

The Hon. Kim LaSata, Representative, Michigan Legislature
5/2/2017 - 12/31/2018

Dr. Bill Pink, President, Grand Rapids Community College
6/8/2017 – 3/18/2019

Mr. Tyler Sawher, Senior Strategy Advisor for Education and Career Connections, Office of the Governor, State of Michigan
6/8/2017 – APOG

The Hon. Tonya Schuitmaker, President Pro Tempore and Chair of Higher Education Appropriations Subcommittee, Michigan Legislature
1/1/2017 - 12/31/2018

Dr. Steven C. Ender, President, Grand Rapids Community College
Term Ended 6/8/2017

The Honorable Jim Tedder, Representative, Michigan Legislature
Term Ended 12/31/2016

Commissioner Alternates

Dr. Daniel J. Hurley, Chief Executive Officer, Michigan Association of State Universities
7/1/2015

Mr. Brian J. Whiston, State Superintendent, Michigan Department of Education
9/22/2015 - 3/8/2019

MINNESOTA

The Hon. Michelle Fischbach, President of the Senate, Minnesota State Legislature
1/31/2017 - 1/7/2019

Dr. Karen Hanson, Executive Vice President and Provost, University of Minnesota
3/25/2017 - 1/4/2021

Dr. Devinder Malhotra, Interim Chancellor, Minnesota State
10/5/2017- 1/4/2021

The Hon. Bud Nornes, Chair, Higher Education Policy and Finance, Minnesota State Legislature
5/25/2017 - 1/2/2019

Mr. Lawrence Pogemiller, Commissioner, Minnesota Office of Higher Education
11/9/2011 - APOG

The Hon. Terri Bonoff, Chair, Higher Education and Workforce Development Committee, Minnesota State Legislature
Term Ended 11/8/2016

Dr. Steven Rosenstone, Chancellor, Minnesota State
Term Ended 10/5/2017

Commissioner Alternates

The Hon. Lyndon Carlson, DFL-Lead Ways &
Means, Means Committee, Minnesota
State Legislature
5/4/2015

Mr. Paul Cerkvenik, President, Minnesota
Private College Council
12/8/2014

The Hon. Sandra Pappas, President of the
Senate, Minnesota State Legislature
2/9/2011 - APOG

MISSOURI

Dr. Charles Ambrose, President, University of
Central Missouri
10/26/2017 – 1/1/2021

The Hon. Allen Andrews, Representative,
Missouri General Assembly
1/13/2017 - 7/1/2019

Dr. David C. Knes, Superintendent, Valley Park
School District
10/26/2017 – 1/1/2021

The Hon. Gary Romine, Senator, Missouri
General Assembly
1/31/2017 - 7/2/2019

Mr. Mark W. Smith, Assoc. Vice Chancellor/Dir.
Career Planning & Placement, Washington
University in St. Louis
4/12/2012 - 1/1/2014

*Dr. Kenneth Dobbins, President Emeritus,
Southeast Missouri State University
Term Ended 1/9/2017*

*Dr. John M. McGuire, Leadership Coach,
Achieving the Dream
Term Ended 5/15/2017*

*The Hon. David Pearce Chair, Senate
Education Committee, Missouri General
Assembly
Term Ended 7/1/20174*

Commissioner Alternate

Dr. Zora Mulligan, Commissioner of Higher
Education, Missouri Department of Higher
Education
8/29/2016

NEBRASKA

The Hon. Sue Crawford, Senator, Nebraska
Legislature
1/23/2017 – 1/2/2019

Dr. Randolph M. Ferlic, Former Regent,
University of Nebraska System
1/2/2015 - APOG

Dr. Susan M. Fritz, Executive Vice President
and Provost and Dean of the Graduate
College, University of Nebraska
1/2/2015 - 1/1/2019

The Hon. Rick Kolowski, Senator, Nebraska
Legislature
1/23/2017 – 1/2/2019

Ms. Carol A. Zink, Chairwoman, Coordinating
Commission for Postsecondary Education
1/2/2015 - 1/1/2019

Commissioner Alternate

Dr. Michael Baumgartner, Executive Director,
Coordinating Commission for
Postsecondary Education
9/3/2014

NORTH DAKOTA

The Hon. Kyle Davison, Senator, North Dakota
Legislative Assembly
6/2/2017 – 6/30/2019

Tim Flakoll, ND Governor's Designee and
Provost, Tri-College University
12/15/2016 - APOG

Dr. Mark Hagerott, Chancellor, North Dakota
University System
7/21/2015 - 6/30/2019

The Hon. Dennis Johnson, Representative,
North Dakota Legislative Assembly
6/2/2017 - 6/30/2019

Mr. Don Morton, Chair, State Board of Higher
Education
7/1/2017 - 6/30/2021

Commissioner Alternate

Dr. James L. Davis, President, Turtle Mountain
Community College
2/14/2017

Mr. Robert Lauf, Policy Advisor, Office of
Governor Doug Burgum, State of North
Dakota
1/23/2017

OHIO

Mr. Gary Cates, Senior Vice Chancellor,
Innovation & Enterprise Development,
Ohio Department of Higher Education
4/7/2015 - 1/8/2019

Dr. Stephanie Davidson, Vice Chancellor,
Academic Affairs, Ohio Department of
Higher Education
8/11/2017 - APOG

The Honorable Mike Duffey, Chair, Higher
Education and Workforce Development,
Ohio General Assembly
4/4/2017 - 1/2/2019

The Honorable Randy Gardner, Majority Floor
Leader, Ohio General Assembly
5/8/2017 - 12/31/2018

Mr. Jack Hershey, President and CEO, Ohio
Association of Community Colleges
1/9/2017 to 1/8/2021

*Dr. William Napier, Sr. Advisor to President
and Secretary to the Board of Trustees,
Cleveland State University
Term Ended 1/8/2017*

Commissioner Alternates

Mr. Bruce Johnson, President,
Inter-University Council of Ohio
1/10/2007

Dr. David Ponitz, President Emeritus,
Sinclair Community College
10/30/1997

SOUTH DAKOTA

The Hon. Julie Bartling, Assistant Minority
Leader, South Dakota Legislature
3/27/2017 - 12/31/2018

Dr. Michael Cartney, President, Lake Area
Technical Institute
8/7/2017 – 1/2/2021

The Hon. Larry J. Tidemann, Chair,
Appropriations Committee, South Dakota
Legislature
3/272017 - 12/31/2018

Dr. Janelle Toman, Director of
Communications, South Dakota Board of
Regents
10/3/2014 - 6/30/2018

Mr. Patrick Weber, Policy Advisor, office of
Governor Dennis Daugaard
5/1/2017 - APOG

*Ms. Liza Clark, Commissioner of the Bureau of
Finance and Management, State of South
Dakota
Term Ended 5/1/2017*

*Ms. Debra Shephard, Retired President, Lake
Area Technical Institute
Term Ended 7/13/2017*

Commissioner Alternates

The Hon. Mary Duvall, Representative, South
Dakota Legislature
3/27/2017 – 12/31/2018

The Hon. Reynold Nesiba, Senator, South
Dakota Legislature
3/27/2017 – 12/31/2018

WISCONSIN

The Hon. Joan Ballweg, Representative,
Wisconsin State Legislature
8/8/2017 - 6/30/2019

Ms. Margaret Farrow, Regent, University of
Wisconsin Board of Regents
4/22/2014 - 7/1/2016

Mr. Donald Madelung, Vice President, Pierce
Colleges
10/20/2011 - APOG

Dr. Rolf Wegenke, President, Wisconsin
Association of Independent Colleges and
Universities
10/3/2014 - 7/1/2018

VACANCY

*The Hon.Sheila Harsdorf, Chair, Senate
Committee on Universities & Technical
Colleges, Wisconsin State Legislature
Term ended 11/10/2017*

Commissioner Alternates

Dr. Morna K. Foy, President, Wisconsin
Technical College System
3/11/2013

Ms. Jessica Tormey, Chief of Staff/Interim
Vice President for University Relations
University of Wisconsin System
12/7/2016

ETI PROJECT ADVISORY COMMITTEE

Ken Sauer, Indiana Commission for Higher Education, IN (Chair)

Eddie Brambila, Illinois Student Assistance Commission, IL

Rachel Edmondson, Center for Educational Performance & Information; State Budget Office, State of Michigan, MI

Cynthia Farrier, Kansas Board of Regents, KS

Megan FitzGibbon, Minnesota Office of Higher Education, MN

Brad Hostetler, Ball State University, IN

Tari Lambert, Transfer Indiana/Indiana Commission for Higher Education, IN

Kevin Sosa, Ohio Department of Higher Education/Ohio Articulation and Transfer Network, OH

Marsha Ward, Ohio Department of Education, OH

M-SARA REGIONAL STEERING COMMITTEE

Gretchen Bartelson, Northwest Iowa Community College, IA (Chair)

Stephanie Davidson, Ohio Department of Higher Education, OH

Kathleen Fimple, Coordinating Commission for Postsecondary Education, NE

Morna Foy, Wisconsin Technical College System, WI

Shellie Haut, Central Michigan University, MI

Lane Huber, Bismarck State College, ND

Sue Huppert, Des Moines University, IA

Don Madelung, MHEC Commissioner, WI

Mike Michaelis, Virtual College at Fort Hays State University, KS

Mary Niemic, University of Nebraska, NE

Richard Rothaus, North Dakota University System, ND

Ken Sauer, Indiana Commission for Higher Education, IN

Bibi Schultz, Missouri State Board of Nursing, MO

Betsy Talbot, Minnesota Office of Higher Education, MN

Laura L. Vedenhaupt, Missouri Department of Higher Education, MO

Dan Cullen, Illinois Board of Higher Education, IL

Misty Phillips, Columbia College, MO

MASTER PROPERTY PROGRAM COMMITTEE (MPP)

Ed Knollmeyer, University of Missouri System, MO (Chair)*

Kent Adams, Pratt Community College, KS

Ryan Archer, Friends University, KS

Lorraine Arvin, Reed College, OR

Wendy Beach, Lake Superior State University, MI

Laura Betzold, University of Wyoming, WY*

Marilyn Campbell, Aurora University, IL

Thomas Clayton, Johnson County Community College, KS*

Brian Council, Allen Community College, KS

Cheryl Cragg, Truman State University, MO

Leanna Doherty, Labette Community College, KS

Mick Doxey, Grand Valley State University, MI*

Mark Dworschak, Pima County Community College, AZ

Richard Erne, The College of Idaho, ID

Chris Glidewell, Southern Illinois University, IL*

Adam Green, University of Maine System, ME*

Jean Hall, Bethany College, KS

Michelle Hall, Sterling College, KS

Kevin Harford, University of Nebraska, NE*

Robert Harrington, Missouri Southern State University, MO

Peter Harvey, Whitman College, WA

Dorothy Hedman, Washburn University, KS

Vada Hermon, Dodge City Community College, KS

Emily Hochstatter, Northern Illinois University, IL

Wendy Isle, Independence Community College, KS

Dianna Jorgensen, Westminster College, UT

Ruth Kemper, Northwest Missouri State University, MO

Debra Kidwell, Lincoln University, MO

Craig Kispert, Seattle Pacific University, WA*

Timothy Kissock, Missouri Western State University, MO

John Koucoumaris, Belmont College, OH

Mark Landes, Hesston College, KS

Russ Litke, Rhodes State College, OH

Tangella Maddox, Roosevelt University, IL

David Marple, Illinois State University, IL

Natalie Martinez, Colorado School of Mines, CO

Mike Mayher, Lakeland Community College, OH

Paul McCann, Eastern Illinois University, IL

Randall McCullough, Terra State Community College, OH

Tina, McEllin, University of Illinois, IL (interim*)

James McGrail, Eastern Gateway Community College, OH

Mike McKay, Ferris State University, MI

Angie Mitchell, Southeast Missouri State University, MO

Barbara Morrow, Harris-Stowe State University, MO

Carolyn Murphy, Nebraska State College System, NE

William Oster, Western Illinois University, IL

Marshall Parks, University of Northern Colorado, CO

Danielle Pryor, Northeastern Illinois University, IL

Jess Raines, Washington State Community College, OH

Joseph Rayzor, University of Northern Iowa, IA*

Jeffrey Robinson, University of Central Missouri, MO

Michael Rosenberg, University of Kansas, KS*

Lisa Schaller, Nevada System of Higher Education, NV

Connie Schweitzer, Saginaw Valley State University, MI

Aletha Shipley, Columbus State Community College, OH

John Shishoff, Edison State Community College, OH

Kathy Soards, Northwest State Community College, OH

Scott Tate, Saint Louis Community College, MO

Noelle Testa, Ottawa University, KS

Barbara Trybula, Chicago State University, IL

Rick Tuxhorn, McPherson College, KS

Carl Vance, Lewis & Clark College, OR

Larry Wakefield, Clark State Community College, OH

Doug Warthen, Central Ohio Technical College, OH*

Susan Wilde, Southeast Missouri State University, MO

Mike Wills, Missouri State University, MO

Barbara Wilson, The Colorado College, CO

Bruce Wyder, Stark State College, OH

Paul Wykes, Clark University, MA

William Yasinski, Willamette University, OR

Andrew Zerbel, Northern Michigan University, MI

*Patricia Kale, University of Illinois, IL**

* MPP Leadership Committee

MPP LOSS CONTROL WORKSHOP PLANNING SUBCOMMITTEE

Thomas Clayton, Johnson County Community College, KS (Chair)

Mick Doxey, Grand Valley State University, MI

Bryan Goodwin, Missouri Southern State University, MO

Brian Henry, Missouri State University, MO

Tina McEllin, University of Illinois, IL

Angie Mitchell, Southeast Missouri State University, MO

Jeff Morris, Coffeyville Community College, KS

Michael Rosenberg, University of Kansas, KS

Robert Harrington, Missouri Southern State University, MO

Paul Restivo, Southern Illinois University Carbondale, IL

MIDWEST STUDENT EXCHANGE PROGRAM COUNCIL (MSEP)

Malinda Aiello, Illinois Board of Higher Education, IL

Max Fridell, Kansas Board of Regents, KS

Daniel Hurley, Michigan Association of State Universities, MI

Gillean Kitchen, University of Wisconsin System, WI

Kadi Lukesh, Coordinating Commission for Postsecondary Education, NE

Stephanie McCann, Ohio Department of Higher Education, OH

Ross Miller, Indiana Commission for Higher Education, IN

Jodi Rouland, Minnesota Office of Higher Education, MN

Karen Showers, Wisconsin Technical College System, WI

Leroy Wade, Missouri Department of Education, MO

Brenda Zastoupil, North Dakota University System, ND

Adrienne Eccleston, University of Wisconsin System, WI

MULTI-STATE COLLABORATIVE ON MILITARY CREDIT (MCMC)

Paula Compton, Ohio Department of Higher Education, OH (Co-Chair)

Ken Sauer, Indiana Commission for Higher Education, IN (Co-Chair)

Connie Beene, Kansas Board of Regents, KS

Melissa Bell, Kentucky Council on Postsecondary Education, KY

Rachel Boon, Board of Regents, State of Iowa

Kathleen Fimple, Coordinating Commission for Postsecondary Education, NE

Katie Giardello, Michigan Community College Association, MI

Lisa Johnson, North Dakota University System, ND

Rusty Monhollon, Missouri Department of Higher Education, MO

Jay Perry, South Dakota Board of Regents, SD

Gina Sobania, Minnesota State, MN

Diane Treis Rusk, University of Wisconsin System, WI

Dan Cullen, Illinois Board of Higher Education, IL

Diana Gonzalez, Iowa Board of Regents, IA

Jennifer Plemons, Missouri Department of Higher Education, MO

PURCHASING INITIATIVES COMMITTEE

Mitch Borchers, Johnson County Community College, KS

Bob Hutton, Columbia College, MO

Robert L'Heureux, Iowa Lakes Community College, IA

Roger Spiehs, University of Nebraska - Lincoln, NE

Frederick Spurgat, Concordia University - River Forest, IL

Nancy Brooks, Iowa State University, IA

Scott Schreiner, University of North Dakota Main Campus, ND

Barry Swanson, University of Kansas Main Campus Comptroller's Office, KS

Thomas Trionfi, Central Michigan University, MI

REVIEW PANEL FOR STATE POLICY AND PERFORMANCE EVALUATION

Julie Bartling, South Dakota Legislature, SD

Sue Buth, University of Wisconsin System, WI

Jill Dannemiller, Ohio Department of Higher Education, OH

Gary Evenson, Wisconsin Association of Independent Colleges and Universities, WI

Cynthia J Farrier, Kansas Board of Regents, KS

Jill M. Heese, Coordinating Commission for Postsecondary Education, NE

Jeremy Kintzel, Missouri Department of Higher Education, MO

Eric Lichtenberger, Illinois Board of Higher Education, IL

Bob Murphy, Michigan Association of State Universities, MI

Jason Pontius, Board of Regents, State of Iowa, IA

Thomas Sanford, Minnesota Office of Higher Education, MN

Sean Tierney, Indiana Commission for Higher Education, IN

Jennifer Weber, North Dakota University System, ND

Mark J. Braun, Board of Regents, State of Iowa, IA

Stacy Townsley, Indiana Commission for Higher Education, IN

RISK MANAGEMENT COMMITTEE

Mick Doxey, Grand Valley State University, MI (Chair)

Thomas Clayton, Johnson County Community College, KS

Steven Gauger, Denison University, OH

Keswic Joiner, Minnesota State, MN

Mark Kebert, Purdue University, IN

Monte Kramer, South Dakota Board of Regents, SD

Susan Palmer, The Five Colleges of Ohio, OH

Patricia Kale, University of Illinois, IL

STUDENT HEALTH BENEFITS ADVISORY COMMITTEE

Laurie Burchett, University of Michigan Managed Care/Student Insurance Office, MI

Jessica Doty, University of North Dakota, ND

Ed Knollmeyer, University of Missouri System, MO

Richard Leninger, The John Marshall Law School, IL

Diana Malott, The University of Kansas, KS

Michelle Eslinger-Schneider, University of North Dakota, ND

TECHNOLOGIES COMMITTEE

John Dunning, Wayne State College, NE (Chair)*

Ruth Ginzberg, CISSP, CTPS, University of Wisconsin System, WI (Vice Chair)*

Kevin Bailey, University of Missouri, MO

Bret Blackman, University of Nebraska at Omaha, NE

Andrew Buker, University of Nebraska at Omaha, NE

Matthew Carver, Bethany College, KS

Beth Chancellor, University of Missouri - Columbia, MO

Nick Choban, Northern Illinois University, IL

Jason Davis, University of Minnesota, Duluth, MN

John Ellinger, Bowling Green State University, OH

Cory Falldine, Emporia State University, KS

Jennell Flodquist, Minnesota State, MN

Eric Freeze, University of Kansas Information Technology, KS

Jody French, North Dakota University System, ND

Darby Ganschow, South Dakota Board of Regents, SD

Kristen Gergoire, Eastern Michigan University, MI

Bernard Gulachek, University of Minnesota, MN

David Hansen, South Dakota Board of Regents, SD

David Hopper, Spring Arbor University, MI

Dirk Huggett, North Dakota University System, ND

Craig Jackson, Illinois State University, IL

Debra Kidwell, Lincoln University, MO*

Darin King, North Dakota University System, ND

Aric Kirkland, Eastern Michigan University, MI*

Tari Lambert, Transfer Indiana/Indiana Commission for Higher Education, IN

Karl Lutzen, Missouri University of Science & Technology, MO

Joshua Mack, North Iowa Area Community College, IA

Loren Malm, Ball State University, IN

Marty Mark, University of Northern Iowa, IA

Jeff Nelsen, Iowa Central Community College, IA

Angela Neria, Pittsburg State University, KS*

Ramon Padilla, Minnesota State, MN

Vint Quamme, WTCS Purchasing Consortium, WI

Heather Reed, University of Missouri System, MO

Jerry Rostad, North Dakota University System, ND

THANK YOU TO OUR 2016-2017 COMMITTEES

David Rotman, Cedarville University, OH

Wayne Sager, Northeast Community College, NE

Jerry Sanders, Macalester College, MN

Timothy Smith, The Ohio State University / College of Arts & Sciences, OH*

Chet Strebe, Northcentral Technical College, WI

Emily Styron, Ivy Tech Community College, IN

Phillip Thorson, St. Cloud State University, MN

Walter Weir, University of Nebraska Computing Services, NE

Phil Wentworth, Zane State College, OH

Warren Wilson, Black Hills State University, SD

Neil Wineman, University of Nebraska-Lincoln, NE

Dan Duffy, Minnesota State, MN

Tom Erwin, Butler Community College, KS

*Joseph Miragliotta, College of DuPage, IL**

Brian Rellinger, Ohio Wesleyan University, OH

Nathan Smith, Technology Purchasing Contract Manager, Indiana University, IN

*Technologies Executive Committee

Committee members listed in italics are no longer serving on the committee but are recognized for their service.