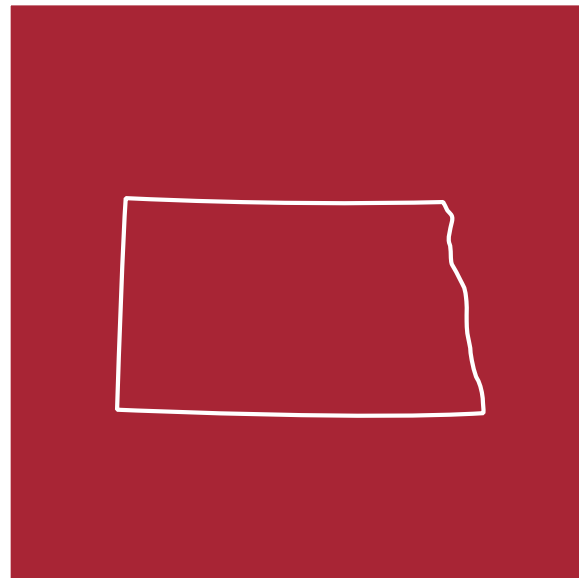
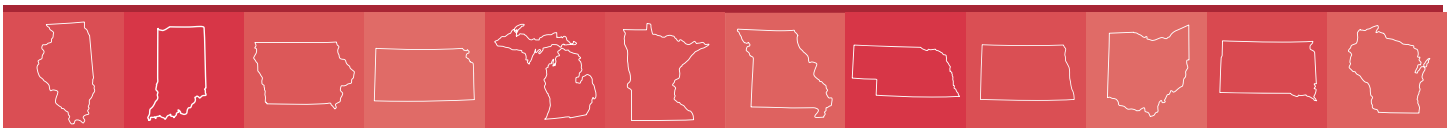


2012-2013
Annual Report
to the State

North Dakota



Midwestern Higher
Education Compact



Reflecting on the Year

EXECUTIVE OFFICERS



Chair
Sheila Harsdorf
Senator
WI State Senate



Vice Chair
Suzanne Morris
Vice Chair
IL Community
College Board



Treasurer
David Pearce
Senator
MO General Assembly



Immediate Past Chair
Randy Ferlic
Former Regent
University of NE System

Our annual state visits provide an opportunity to look back to see what was accomplished in the past year. We are grateful for the support of all of our constituents and all that has been accomplished through our work together. Much of that work is presented here in the facts and figures, but each number also represents the story of our member states we have served.

The Compact's success this past year continues with ongoing initiatives and the start of several new ones. All of this is possible due to the serious commitment of dedicated commissioners, outstanding staff, and the efforts of hundreds of devoted individuals serving on program committees.

Our work in 2012-13 has been driven by a new strategic plan approved at the November 2012 commission meeting. The plan calls for the Compact to address four **STRATEGIC PRIORITIES** during the next five years:

- Expand postsecondary opportunity and success;
- Promote innovative approaches to improving institutional and system productivity;
- Improve affordability to students and states; and
- Enhance connectivity between higher education and the workplace.

We are excited to discover how these priorities will guide us in fresh ways and we look forward to working with all of you and our new leaders in the coming year.



MHEC President
Larry Isaak

MISSION

Advancing Midwestern higher education through interstate cooperation and resource sharing.

CORE FUNCTIONS

- Cost Savings & Cost Containment
- Student Access & Success
- Research & Policy Analysis

Telling our Story

Created in the early **1990s**, the Midwestern Higher Education Compact was created through the enactment of legislation recommended by the Midwestern Legislative Conference (MLC) 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 MLC region.

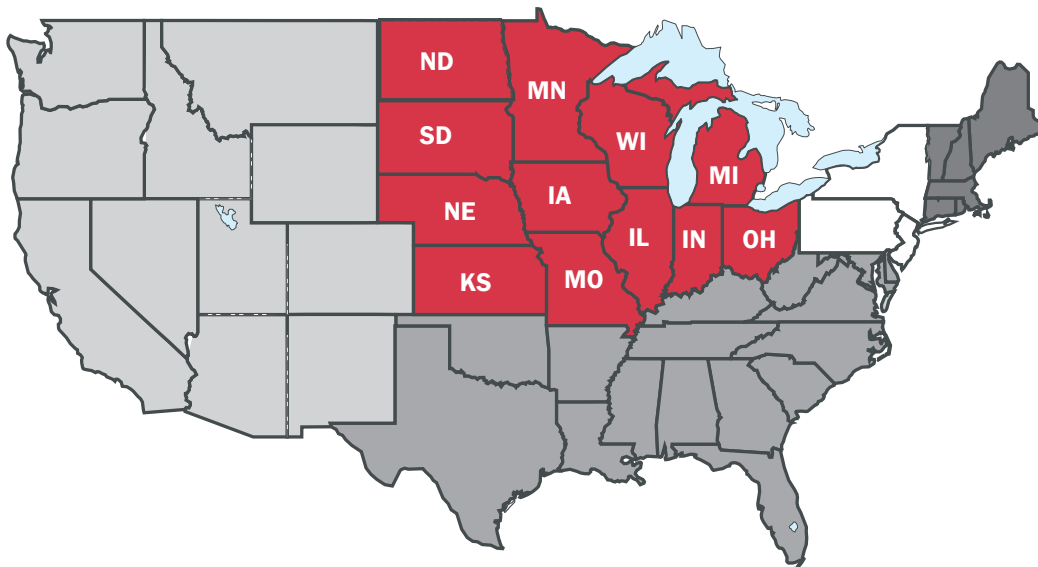
Programs and services provided by the Compact are available to all **1,009** public and private non-profit institutions of higher education in the Midwest. Several MHEC cost savings programs are also available to K-12 schools and districts, cities, states, and local governments.

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. Commission chair leadership rotates annually between legislators and non-legislators.

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

The Midwest

- 22% of the nation's population (U.S. Census Bureau, 2012)
- 22% of the nation's two-year college enrollment (IPEDS, Fall 2011)
- 24% of the nation's four-year undergraduate enrollment (IPEDS, Fall 2011)
- 23% of the nation's associate's degrees awarded (IPEDS, 2010-11)
- 25% of the nation's bachelor's degrees awarded (IPEDS, 2010-11)



Cost Savings and Cost Containment

MHEC's cost savings and cost containment function addresses areas of regional need by developing programs intended to offer the best pricing, support, and contract terms in the region. MHEC selectively and strategically pursues only those initiatives that will greatly benefit a large segment of higher education, and in some instances K-12 districts and schools, cities, states, local governments, and not-for-profit entities. The focus is on developing quality initiatives that cannot generally be replicated by any single entity acting on its own. Current programs are available for property insurance, computer hardware, computer software, student health insurance, and pharmacy benefits.

2012-13 Highlights

- Cost savings programs saved entities in the MHEC region nearly \$33 million in FY 2013
- Agreement signed with the Southern Regional Education Board (SREB), extending cost savings to their 16 states

Property Insurance Program

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 grown to incorporate 58 members, covering more than 150 campuses with total insured values exceeding \$86 billion.

Due to the program's 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), and the New England Board of Higher Education (NEBHE), and SREB institutions with a focus on strategic growth, program stability, and member value. The program is administered by Marsh, Inc. and the primary insurance carrier on the program is Lexington Insurance.

In FY 2013, it is estimated that the program saved its participating members \$13 million – \$10 million of these savings for the Midwest participants alone. 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.

Technology Initiatives

Technology initiatives promote collaboration amongst chief information officers, technical experts, and information technology (IT) procurement professionals. These subject matter experts identify, discuss, and prioritize common IT issues saving entities in the Midwestern states a total of \$23 million in FY 2013 and have saved \$198 million since various programs were created.

- 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
- Reduces Duplication of Effort: Competitive solicitations with negotiated Master Agreement terms and conditions
- Hardware Initiatives: Dell, Hewlett Packard, Global Gov Ed, and Xerox
- Software Initiatives: Novell, Oracle, and VMware
- Data and Voice Networking Initiatives: Enterasys and Juniper
- Security Event and Information Management (SEIM): eIQ Networks and Novell
- Services: CampusEAI Consortium Cloud Solutions and Info-Tech Research Group

Student Health Insurance Program

The Compact's student health insurance program, MHECare, was created in response to increasing costs in student health insurance plans and was designed to cover students in the Compact's member states. The program was established through Lumina Foundation funding and input from MHEC's Student Health Benefits Advisory Committee (SHBAC) and has now expanded to serve not only the Midwest region but has been extended nationally to MHEC's sister compacts. As of December 2013, the program provides benefits for 20,000 students at 26 campuses. The program is administered by Mercer and underwritten by UnitedHealthcare StudentResources (UHCSR), a division of the national health plan, UnitedHealthcare. UHCSR specializes in student health insurance plans, offers UnitedHealthcare's extensive national PPO network, and maintains a robust website that administrators and students can access.

MHECare offers both standard and customized Patient Protection and Affordable Care Act (PPACA) compliant plans, depending on the size of the institution and number of students enrolled. For the standard plans, premiums will be community-rated with UHCSR's national book of student claim data.

For the customized plans, premiums will be based on historical claims experience for each school, with the protection of being in a large underwriting pool to help mitigate large claim fluctuations. Compliance with the PPACA regulations over time are expected to increase student health insurance costs due to the expanded benefits and the potential shift in risk as students make individual decisions about health care coverage. Being in a large underwriting pool can smooth out the impact of catastrophic claims, which are unpredictable, leading to more stable rates with less fluctuation.

Pharmacy Benefits Management

The Compact awarded National CooperativeRx a competitive bid to help higher education institutions in the 12 member states with their pharmacy benefit costs.

As universities, colleges, and community and technical colleges continue to face increasing costs in employee health care National CooperativeRx can help control prescription drug costs. National CooperativeRx administers a program to provide Pharmacy Benefit Management (PBM) services through a contract with CVS Caremark.

Savings can be achieved by institutions that choose to "carve out" their pharmacy benefits. To carve out your pharmacy drug plan means to create a drug plan independent of your medical care plan, with potential for greater plan management, flexibility, cost control and more. Through MHEC, National CooperativeRx can help. Institutions can take advantage of this prescription drug management offering without having to conduct a separate RFP.



Annual Program Savings

Annual Program Savings for Entities and Citizens in MHEC Member States

MHEC Member States	What Member States Pay 2012-2013 (State Commitment)	Total Annual Savings	Computing Hardware Program ¹	Computing Software Program ²	Technology Services Program ⁵	Property Insurance Program ³	Midwest Student Exchange Program ⁴
Illinois	95,000	21,848,976	6,746,498	224,530	24,560	4,550,999	10,302,390
Indiana	95,000	2,349,483	1,450,782	118,577		128,543	651,581
Iowa	95,000	630,990	630,990			NP ⁶	NP ⁶
Kansas	95,000	4,390,277	1,263,103	124,625	8,225	394,166	2,600,158
Michigan	95,000	8,440,071	3,425,409	141,513		1,005,449	3,867,701
Minnesota	95,000	5,731,057	2,176,668	647,262	9,505	1,461,765	1,435,857
Missouri	95,000	6,388,903	1,668,297	20,725		2,160,681	2,539,199
Nebraska	95,000	3,477,764	314,594	10,191	8,225	403,797	2,740,958
North Dakota	95,000	523,788	204,958	35,014		NP ⁶	283,815
Ohio	95,000	1,466,288	1,342,327	123,961		NP ⁶	NP ⁶
South Dakota	95,000	308,077	65,300	3,475		239,302 ⁷	NP ⁶
Wisconsin	95,000	5,211,512	1,747,540	31,711		NP ⁶	3,432,261
Program Totals	\$1,140,000	\$60,767,187	\$21,036,467	\$1,481,584	\$50,515	\$10,344,702	\$27,853,919

Footnotes:

1. Hardware program savings include those from Dell, HP, Juniper, Enterasys, Systemax, Sun, and Xerox.
2. Software program savings are from the Novell/MHEC Collaborative Program, Oracle, Alcatel Lucent, and Open Systems of Cleveland, Inc.
3. Based on premium and loss information as of June 30, 2013.
4. Student tuition savings for the academic year 2012-2013.
5. Technology Service program savings include those from Info-Tech Research Group for the last quarter of FY 2013.
6. Non-participating state for 2012-2013.
7. In 2012, the SD Office of Risk Management requested a quote for property insurance for 2012-2013 at its six SD Regent institutions. Even though the SD Office of Risk Management kept its current carrier, they indicated the MHEC quote saved the institutions about \$239,302.

Cumulative Program Savings

Cumulative Savings for Entities and Citizens in MHEC Member States through June 2013

MHEC Member States	Cost Savings Programs				Other Initiatives ⁶	Student Access Midwest Student Exchange Program (Reduced Tuition) ⁵	Cumulative State Savings	What Member States Pay Cumulative (State Commitment)
	Computing Hardware Program ¹	Computing Software Program ²	Technology Services Program ⁴	Property Insurance Program ^{3, 7, 8}				
Illinois Member Since 8/20/1991	56,559,797	3,503,388	24,560	36,756,639	15,672,186	12,122,113	124,638,683	1,579,659
Indiana Member Since 3/14/1996	19,812,499	1,689,282		357,454	5,358,571	2,253,981	29,471,788	1,406,500
Iowa Member Since 6/6/2005	4,198,690	293,571		201,532	231,371	NA	4,925,165	745,000
Kansas Member Since 4/25/1990	5,237,113	1,365,792	8,225	1,128,297	3,025,262	51,828,291	62,592,982	1,577,300
Michigan Member Since 7/24/1990	35,521,189	2,859,494		14,948,741	43,222,866	27,144,119	123,696,409	1,580,500
Minnesota Member Since 4/26/1990	9,606,987	2,043,417	9,505	13,374,568	10,876,074	10,871,101	46,781,651	1,580,500
Missouri Member Since 5/9/1990	12,063,417	1,366,580		19,868,286	5,484,930	25,634,954	64,418,168	1,580,500
Nebraska Member Since 6/5/1991	3,626,792	939,669	8,225	7,775,925	2,127,919	41,906,308	56,384,838	1,580,500
North Dakota Member Since 4/22/1999	846,127	270,904		NA	1,000,822	2,160,339	4,278,192	1,232,500
Ohio Member Since 1/9/1991	22,461,200	2,546,052		45,000	32,198,285	NA	57,250,537	1,580,500
South Dakota Member Since 3/13/2008	189,219	175,718		324,302	NA	NA	689,239	475,000
Wisconsin Member Since 4/18/1994	10,936,073	332,485		NA	6,747,463	17,020,831	35,036,852	1,440,000
TOTAL	\$181,059,105	\$17,386,351	\$50,515	\$94,780,745	\$125,945,750	\$190,942,038	\$610,164,504	\$16,358,459

Footnotes:

1. Hardware program savings include those from Dell, HP, Lenovo, Juniper, Enterasys, Systemax, Mitel, Sun, and Xerox.
2. Software program savings are from the Novell/MHEC Collaborative Program, Oracle, Alcatel Lucent, and Open Systems of Cleveland, Inc.
3. Based on premium & loss information as of June 30, 2013.
4. Technology Services program savings include those from Info-Tech Research Group for the last quarter of FY 2013.
5. Student tuition savings through the academic year 2012-2013.
6. Other initiatives are sunsetted programs: office products, telecommunications, equipment maintenance and academic scheduling, Interactive video, and APN.
7. 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 FY2008.
8. In 2009, the SD Office of Risk Management requested a quote for property insurance at its six SD Regent institutions. Even though the SD Office of Risk Management kept its current carrier, they indicated the MHEC quote saved the institutions about \$85,000. In 2012, another quote request was made, resulting in an additional savings to SD totalling \$239,302 for 2012-2013.

Student Access

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.

2012-13 Highlights

- Students and families saved nearly \$28 million
- New website launched, allowing access to campus administrators for current website content

MSEP Enrollment by Students' Home State of Residence 2012-13

MHEC State	Enrollment
Illinois	2,271
Indiana	206
Kansas	619
Michigan	756
Minnesota	216
Missouri	396
Nebraska	644
North Dakota	52
Wisconsin	594
Total	5,754

MSEP Enrollment by Institution State 2012-13

MHEC State	Enrollment
Illinois	0
Indiana	440
Kansas	391
Michigan	415
Minnesota	126
Missouri	1,767
Nebraska	262
North Dakota	917
Wisconsin	1,436
Total	5,754

Student Access

MSEP Student Enrollment Status 2012-13

Status	Count of Students
Entering	2,796
Continuing	2,958
Total	5,754

Tuition Savings by Home State of Residence (in dollars)

MHEC State	2012-13	Cumulative Total
Illinois	\$10,302,390	\$12,122,113
Indiana	\$651,581	\$2,253,981
Kansas	\$2,600,158	\$51,828,291
Michigan	\$3,867,700	\$27,144,120
Minnesota	\$1,435,857	\$10,871,102
Missouri	\$2,539,199	\$25,634,954
Nebraska	\$2,740,958	\$41,906,308
North Dakota	\$283,815	\$2,160,339
Wisconsin	\$3,432,261	\$17,020,831
Total	\$27,853,919	\$190,942,038

Average MSEP Savings per Student by Students' Home State of Residence 2012-13 School Year

MHEC State	Average Savings
Illinois	\$4,537
Indiana	\$3,163
Kansas	\$4,201
Michigan	\$5,116
Minnesota	\$6,647
Missouri	\$6,412
Nebraska	\$4,256
North Dakota	\$5,458
Wisconsin	\$5,778
Total	\$4,841

Student Access

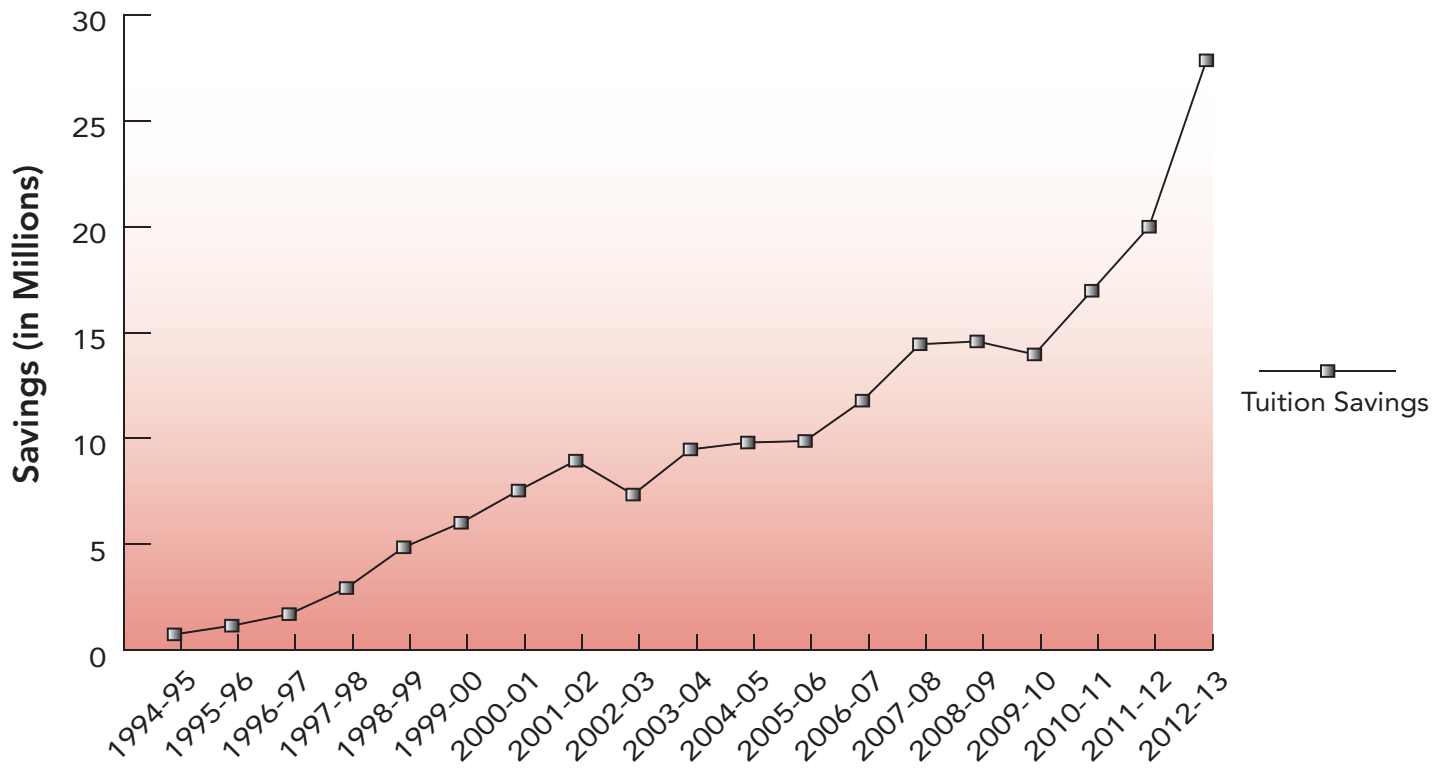
MSEP Degree Program Participation 2012-13 School Year, Based on National Center for Education Statistics Classification of Instructional Programs Codes (CIP codes)

Degree Program	Count of Students
Business, Management, Marketing, and Related Support Services	726
Health Professions and Related Clinical Sciences	639
Education	442
Liberal Arts and Sciences, General Studies and Humanities	375
Visual and Performing Arts	322
Biological and Biomedical Sciences	289
Communication, Journalism, and Related Programs	264
Psychology	233
Engineering Technologies/Technicians	226
Engineering	210
Parks, Recreation, Leisure, and Fitness Studies	191
Natural Resources and Conservation	179
Undecided	173
Social Sciences	156
Security and Protective Services	133
Agriculture, Agriculture Operations, and Related Sciences	127
Non-Degree	123
Transportation and Materials Moving	114
Physical Sciences	103
Architecture and Related Services	98
Computer and Information Sciences and Support Services	90
Family and Consumer Sciences/Human Sciences	90
Multi/Interdisciplinary Studies	81
English Language and Literature/Letters	68
Public Administration and Social Service Professions	52
Mathematics and Statistics	45
History	42
Communications Technologies/Technicians and Support Services	34
Foreign Languages, Literatures, and Linguistics	33
Legal Professions and Studies	22
Area, Ethnic, Cultural, and Gender Studies	19
Philosophy and Religious Studies	12
Mechanic and Repair Technology/Technicians	11
Health-related Knowledge and Skills	10
Precision Production	10
Library Science	9
Science Technologies/Technicians	2
Construction Trades	1
Total	5,754

Source: U.S. Department of Education

Student Access

MSEP Tuition Savings Growth 1994-95 through 2012-13 School Years



As part of its mission to advance education through collaboration, MHEC serves as a catalyst for collaborative actions to improve the quality, accessibility, effectiveness, and efficiency of postsecondary education programs. This includes two interrelated sets of activities: 1) facilitating dialogue among policymakers, higher education researchers, and practitioners; and 2) conducting research and disseminating information that helps institutions and state governments develop policies and implement practices that improve postsecondary opportunity, completion, and productivity, and that furthers the connection between higher education and the workplace to the benefit of students, employers, and the region's economy. MHEC pursues these goals in several ways:

- Conducting and disseminating research on postsecondary education policy issues of perennial concern to educators and policymakers and on other timely and significant issues that arise on the postsecondary education landscape;
- Reporting key performance indicators on postsecondary education for each state, including workforce demands, preparation for college, student retention and completion rates, and finance and affordability;
- Organizing annual summits and occasional forums for policymakers, educators, business leaders, and others to share best practices and foster interstate and inter-sector dialogue and problem solving;
- Leading programmatic initiatives that bring together groups of higher education stakeholders across institutional sectors and across state lines to address issues and solve problems of common concern; and
- Responding to individual requests for data and information from higher education researchers, policymakers, and stakeholders.

2012-13 Highlights

- MHEC's 9th annual higher education policy summit, *Rise of the MOOCs: Foreshadowing the Coming Transformation of Higher Education?* was held in Omaha, Nebraska, November 18-19, 2013, and was organized around four areas of focus: faculty/teaching; students/learning; institutions/credentialing; and systems/planning.;
- The MHEC Cross-State "Tuning" initiative, a effort involving teams of college and university faculty from Illinois, Indiana, and Missouri in the fields of psychology and marketing to define what students should know, understand, and be able to do at the point of degree (associate, bachelor's, and master's degrees);
- The "HigherEd Redesign" Initiative, a collaborative effort with the University of Minnesota's College of Design and College of Education to use principles and practices from product design and the creative industries in an effort to redesign higher education models, processes, and practices;
- The "State Authorization" initiative, aims to ease the process for colleges and universities that want to offer distance education programs and courses to students living in other states through development of a reciprocal agreement among MHEC states;
- Policy briefs and monographs, including a report on effectiveness and efficiency of postsecondary institutions; campus-based practices for increasing student success; and performance benchmarking; and
- Research partnerships and collaborations with individual institutions and higher education associations regionally and nationally.

Summary of State Performance Indicators

MHEC's annual report of performance indicators is intended to facilitate an assessment of the postsecondary education system in your state. The report, *Advancing Postsecondary Opportunity, Completion, and Productivity: Essential Performance Indicators for North Dakota and Selected Peer States*, contains three categories of indicators. In the first category, *Target Outcomes*, the indicators assess progress towards the key goal of increasing the number of people who enroll in college and complete a high-quality degree as efficiently as possible. The second section, *Leverage Points*, provides indicators relevant to intermediate outcomes associated with postsecondary degree production, including academic preparation, affordability, and institutional effectiveness. The final section, *Policy Instruments*, focuses on some of the system resources and policies needed to influence leverage points and target outcomes.

The following tables summarize your state's performance associated with target outcomes, leverage points, and policy instruments. As indicated in the following three tables, over 35 performance indicators that appear in the full report are enumerated within 14 categories. Your state's performance score for each indicator is evaluated in relation to an aspirational score, such as the average of the top 10 states, and then assigned a weight that reflects the priority of improvement relative to the aims of effectiveness and efficiency (see the full report for details). Category scores are computed as the sum of weighted indicator scores. One of three colors - red, yellow, or green - is then used to reflect the proximity of the state's actual performance score to the aspirational score. In most cases, the thresholds were set accordingly: red (the weighted score is less than 70 percent of the aspirational score); yellow (the weighted score is 70 to 89 percent of the aspirational score); and green (the weighted score is 90 to 100 percent of the aspirational score). Each color thus represents the overall performance and need for improvement: red (high need for improvement), yellow (moderate need for improvement), and green (state approximates or exceeds aspirational score). However, state performance was not rated in three categories – Degree Quality, Efficiency of Postsecondary Institutions, and Investments – due to the current lack of indicators or difficulty in establishing appropriate benchmarks. Finally, the recent trend in state performance is described as decreasing, stable, or increasing. Trends are defined from multi-year indicators by comparing performance from the present year and the most recent year depicted in the corresponding figure (e.g., 2013 compared to 2006). Trends for indicators that only portray present performance are either omitted or estimated in relation to performance levels documented in a previous year's state report.

Summary of State Performance Indicators

Performance Summaries for Target Outcomes

Indicator Category	Current Score	Trend	Aspirational Score
● Postsecondary Enrollment: General			
Rate of college enrollment directly after high school	69%	Decreasing	72%
Rate of postsecondary enrollment among older adults	7%	Increasing	8%
● Postsecondary Enrollment: Achievement Gap			
Undergraduate enrollment rate of disadvantaged minority students at public four-year institutions	7%	Stable	11%
Postsecondary enrollment rate among low-income students	39%	Increasing	49%
● Degree Completion: General			
Graduation rate at public two-year colleges	48%	Increasing	32%
Graduation rate at public four-year colleges	48%	Decreasing	67%
● Degree Completion: Achievement Gap			
Graduation rate by ethnicity at public four-year institutions: average gap between disadvantaged minority students and White students	23 percentage points	Increasing (gap)	0.5
● System Efficiency			
Credentials awarded per expenditure: Public two-year colleges	3.5	—	4.2
Credentials awarded per expenditure: Public master's universities	2.3	—	2.6
Credentials awarded per expenditure: Public research universities	1.4	—	1.9
○ Degree Quality			

Performance Summaries for Leverage Points

Indicator Category	Current Score	Trend	Aspirational Score
● Academic Preparation: General			
Percentage of children ages 3 to 4 enrolled in preschool	34%	Increasing	93%
Percentage of 8 th grade students scoring at or above proficiency in math	41%	Increasing	55%
Percentage of 8 th grade students scoring at or above proficiency in reading	34%	Stable	47%
Percentage of 8 th grade students scoring at or above proficiency in science	45%	—	48%
Rate of high school graduation	88%	Increasing	91%
Percentage of college-bound students who demonstrate college-ready academic achievement: English	61%	—	78%
Percentage of college-bound students who demonstrate college-ready academic achievement: Reading	41%	—	57%
Percentage of college-bound students who demonstrate college-ready academic achievement: Math	43%	—	62%
Percentage of college-bound students who demonstrate college-ready academic achievement: Science	35%	—	52%

● Approximates or exceeds aspirational score ● Moderate need for improvement ● High need for improvement ○ Performance not rated

Summary of State Performance Indicators

Performance Summaries for Leverage Points (Continued)

Indicator Category	Current Score	Trend	Aspirational Score
● Academic Preparation: Achievement Gap			
Percentage of 8 th grade students scoring at or above proficiency in math: Lower vs. Higher income students	26 percentage points	Increasing (gap)	0
Percentage of 8 th grade students scoring at or above proficiency in reading: Lower vs. Higher income students	22 percentage points	Increasing (gap)	0
Percentage of 8 th grade students scoring at or above proficiency in science: Lower vs. Higher income students	20 percentage points	—	0
● Affordability: Middle Class			
Percentage of family income needed to pay for college	18%	Stable	19%
Monthly savings over 18 years needed to pay for four year of college	\$314	Increasing	\$195
Average student loan debt	\$27,802	—	\$19,982
● Affordability Gap			
Percentage of family income needed to pay for college: Lower vs. Median income families, two-year colleges	14 percentage points	Stable (gap)	0
Percentage of family income needed to pay for college: Lower vs. Median income families, four-year colleges	22 percentage points	Stable (gap)	0
● Effectiveness of Postsecondary Institutions: Four-Year Colleges			
Public four-year effectiveness in promoting degree completion	-2.47	—	1.00
○ Efficiency of Postsecondary Institutions: Four-Year Colleges			
Educational expenditures index	0.15 (expenditures approximate expected level)	—	—

Performance Summaries for Policy Instrument Indicators

Indicator Category	Current Score	Trend	Aspirational Score
○ Investments (prior to FY 2013)¹⁶			
Pre-K Expenditures per Student: Percentage actual of ideal	0%	Stable	100%
K-12 Expenditures per Student	\$10,671	Decreasing	—
State fiscal support for higher education per \$1,000 of personal income	\$9.65	Decreasing	—
State fiscal support for higher education as a percentage of total state revenue	8.9%	Decreasing	—
State appropriations for postsecondary institutions as a proportion of average education and related expenditures	52-74%	—	—
Average award of State Need-based Grant Aid	\$1,351	Increasing	—
State Need-Based Grant Aid: Total State Aid as a percentage of Federal Pell Grant Aid	19%	Increasing	—
● Policies for Improving Educational Quality: PK-12			
Pre-K policy rating: Percent of standards met	0%	Stable	100%
K-12 policy rating: Percent of standards met	64%	—	100%
● Policies for Improving Educational Quality: Postsecondary			
Postsecondary policy: Student learning outcomes state reporting	0%	Stable	100%

Thank You to Our 2012-13 Commissioners

ILLINOIS

Dr. Harry Berman, Executive Director, Illinois Board of Higher Education
5/6/2013 - APOG

Sen. Michael Frerichs, Chair of Higher Education Committee, Illinois General Assembly
3/27/2013 - 1/14/2015

Rep. Naomi Jakobsson, Chair, Higher Education Committee, Illinois General Assembly
2/22/2013 - 1/2/2015

Sen. Ed Maloney, Chair of Higher Education Committee, Illinois General Assembly
Term ended 1/9/2013

Ms. Suzanne Morris, Board Vice Chair, Illinois Community College Board
4/21/2011 - 1/1/2015

Dr. George Reid, Executive Director, Illinois Board of Higher Education
Term ended: 5/6/2013

Dr. Addison Woodward, Board Member, Illinois Board of Higher Education
3/4/2011 - 1/1/2015

Commissioner Alternate

Rep. Chad Hayes, Representative, Illinois General Assembly
2/25/2013 - 1/2/2016

Rep. Robert Pritchard, Representative, Illinois General Assembly
Term ended: 1/9/2013

INDIANA

Rep. Tom Dermody, Representative, Indiana General Assembly
Term ended: 6/30/2015

Dr. Richard Ludwick, President and CEO, Independent Colleges of Indiana
7/5/2012 - 6/30/2016

Rep. Wendy McNamara, State Representative, Indiana General Assembly
7/24/2013 - 6/30/2015

Dr. Ken Sauer, Senior Associate Commissioner for Research and Academic Affairs, Indiana Commission for Higher Education
10/1/2013 - APOG

Mr. Thomas Snyder, President, Ivy Tech Community College
7/5/2012 - 6/30/2016

Sen. Carlin Yoder, Assistant Majority Caucus Chair, Indiana General Assembly
7/1/2013 - 6/30/2015

Commissioner Alternate

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

IOWA

Mr. Robert Downer, Regent, Board of Regents, State of Iowa
6/30/2012 - 6/30/2014

Rep. Greg Forristall, Representative, Iowa Legislature
Term ended 1/14/2013

Ms. Connie Hornbeck, Past Board Chair and Treasurer, Iowa Association of Community College Trustees
7/25/2013 - 7/1/2017

Ms. Olivia Madison, Dean of Library Services, Iowa State University
5/1/2013 - APOG

The Honorable Brian Schoenjahn, Chair, Senate Education Appropriations Subcommittee, Iowa Legislature
1/28/2013 - 1/12/2015

Rep. Quentin Stanerson, Representative Iowa Legislature
4/16/2013 - 1/12/2015

Commissioner Alternates

Mr. Andrew Baumert, Vice President for Marketing and Outreach, Iowa Association of Independent Colleges and Universities
6/6/2012 - 1/1/2016

Sen. Nancy Boettger, Member, Education Committee & Appropriations Committee, Iowa Legislature
1/14/2013 - 1/12/2015

Ms. Karen Misjak, Executive Director Iowa College Student Aid Commission
10/3/2013 - 7/1/2017

Mr. Brent Siegrist, Director of AEA Services, Iowa Area Education Agencies
5/1/2013 - APOG

The Honorable Sharon Steckman, Ranking Member, Education Committee, Iowa Legislature
4/23/2013 - 1/12/2015

KANSAS

Dr. Mildred Edwards, Regent, Kansas Board of Regents
8/29/2013 - 1/3/2015

Sen. Marci Francisco, Senator, Kansas Legislature
10/16/2013 - 7/1/2015

Sen. Terrie Huntington, Senator, Kansas Legislature
Term ended: 1/2/2013

Ms. Janie Perkins, Regent, Kansas Board of Regents
Term ended: 8/29/2013

Rep. Marc Rhoades, Chair, House Appropriations Committee, Kansas Legislature
4/10/2013 - 1/1/2015

Mr. Richard Short, President, Short & Son, Inc.
8/11/2011 - APOG

Dr. Andy Tompkins, President and CEO, Kansas Board of Regents
6/1/2010 - 6/1/2014

Commissioner Alternates

Rep. Barbara Ballard, State Representative, Kansas Legislature
4/10/2013 - 1/1/2015

Sen. Ty Masterson, Chair, Senate Ways & Means Committee, Kansas Legislature
10/16/2013 - 7/1/2015

MICHIGAN

Dr. David Eisler, President, Ferris State University
3/1/2013 - 3/8/2017

Rep. Robert Genetski, Chair, Higher Education Appropriations Subcommittee, Michigan Legislature
Term ended: 12/31/2012

Dr. Conway Jeffress, President, Schoolcraft College
6/1/2011 - 3/8/2015

Rep. Al Pscholka, Representative, Michigan Legislature
1/1/2013 - 12/31/2014

Sen. Tonya Schuitmaker, President Pro Tempore and Chair of Higher Education Appropriations Subcommittee, Michigan Legislature
1/1/2013 - 12/21/2014

Ms. Eileen Weiser, Member, State Board of Education, Michigan Board of Education
6/18/2012 - APOG

Commissioner Alternate

Dr. Edward Blews, President, Association of Independent Colleges and Universities of Michigan
Term ended: 2/5/2013

Dr. Michael Boulus, Executive Director Presidents Council, State Universities of Michigan
3/10/2005

Dr. Michael Flanagan, Superintendent of Public Instruction, Michigan Department of Education
6/18/2012 - APOG

MINNESOTA

Sen. Terri Bonoff, Chair, Higher Education and Workforce Development Division, Finance Committee, Minnesota State Legislature
4/9/2013 - 1/1/2015

Rep. Lyndon Carlson, Chair, Ways and Means Committee, Minnesota State Legislature
4/3/2013 - 1/2/2015

Sen. Michelle Fischbach, Senator, Minnesota State Legislature
Term ended: 1/1/2013

Dr. Karen Hanson, Senior Vice President for Academic Affairs and Provost, University of Minnesota
3/26/2013 - 1/2/2017

Dr. Robert Jones, Senior Vice President for System Academic Administration, University of Minnesota
Term ended: 1/7/2013

Rep. Bud Nornes, Chair, Higher Education Policy and Finance Committee, Minnesota State Legislature
Term ended: 1/7/2013

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

Dr. Steven Rosenstone, Chancellor, Minnesota State Colleges and Universities
10/5/2011 - 7/1/2015

Commissioner Alternate

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

Thank You to Our 2012-13 Commissioners

MISSOURI

Dr. Kenneth Dobbins, President, Southeast Missouri State University
7/30/2013 - APOG

Dr. Evelyn Jorgenson, President, Moberly Area Community College
Term ended: 6/30/2013

Carolyn Mahoney, President, Lincoln University
Term ended: 7/30/2013

Sen. David Pearce Chair, Senate Education Committee, Missouri General Assembly
7/1/2013 - 7/1/2015

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

Rep. Mike Thomson, Chair, Higher Education Committee, Missouri General Assembly
5/22/2013 - 1/1/2015

Commissioner Alternate

Dr. David Russell, Commissioner of Higher Education, Missouri Department of Higher Education
2/20/2011

NEBRASKA

Sen. Sue Crawford, Senator, Nebraska Legislature
1/1/2013 - 12/31/2014

Dr. Randolph Ferlic, Former Regent, University of Nebraska System
1/13/2011 - APOG

Sen. Deb Fischer, Senator, Nebraska Legislature
Term ended: 1/1/2013

Dr. Susan Fritz, Interim Executive Vice President and Provost, University of Nebraska Central Administration
2/5/2013 - 1/1/2015

Sen. Rick Kolowski, Senator, Nebraska Legislature
1/1/2013 - 12/31/2014

Dr. Linda Ray Pratt, Professor of English, University of Nebraska-Lincoln
Term ended: 2/8/2013

Ms. Carol Zink, Member, Coordinating Commission for Postsecondary Education
4/20/2011 - 1/1/2015

Commissioner Alternates

Dr. Marshall Hill, Executive Director, Coordinating Commission for Postsecondary Education
Term ended: 8/16/2013

Dr. Carna Pfeil, Interim Executive Director, Coordinating Commission for Postsecondary Education
8/16/2013

NORTH DAKOTA

Dr. James Davis, President, Turtle Mountain Community College
6/30/2011 - APOG

Sen. Tim Flakoll, President Pro Tempore & Chair, Senate Education Committee, North Dakota Legislative Assembly
7/1/2013 - 7/1/2015

Rep. Dennis Johnson, Representative, North Dakota Legislative Assembly
7/1/2013 - 7/1/2015

Mr. Don Morton, Fargo Site Leader, Microsoft
7/1/2013 - 6/30/2017

Dr. Hamid "Ham" Shirvani, Chancellor, North Dakota University System
Term ended: 6/21/2013

Dr. Larry Skogen, Acting Chancellor, North Dakota University System
9/30/2013 - 6/30/2015

OHIO

Mr. Gary Cates, Senior Vice Chancellor, Innovation & Enterprise Development, Ohio Board of Regents
3/21/2012 - 1/8/2015

Dr. David Creamer, Vice President for Finance and Business Services and Treasurer, Miami University
Term ended: 3/21/2012

Rep. Randy Gardner, Representative, Ohio General Assembly
Term ended: 1/2/2013

The Honorable Peggy Lehner, Chair, Education Committee, Ohio General Assembly
4/8/2013 - 1/2/2015

Dr. William Napier, Sr Advisor to President and Secretary to the Board of Trustees, Cleveland State University
5/8/2013 - 1/8/2017

The Honorable Cliff Rosenberger, Chair, Higher Education Subcommittee, Ohio General Assembly
4/10/2013 - 1/2/2015

Dr. Richard Ross, Ohio Superintendent of Public Instruction, Ohio Department of Education
3/12/2012 - APOG

Commissioner Alternates

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

Dr. David Ponitz, President Emeritus, Sinclair Community College
10/30/2007

SOUTH DAKOTA

Sen. Jeff Haverly, Senator, South Dakota Legislature
Term ended: 12/31/2012

Ms. Deb Shephard, President, Lake Area Technical Institute
5/21/2013 - 1/2/2017

Sen. Larry Tidemann, Vice Chair, Appropriations Committee, South Dakota Legislature
11/16/2012 - 12/31/2014

Dr. Janelle Toman, Director of Communications, South Dakota Board of Regents
4/17/2012 - 6/30/2014

Mr. Tony Venhuizen, Office of the Governor, Dir. of Policy & Communication, State of South Dakota
2/11/2011 - APOG

Rep. Susan Wismer, Representative, South Dakota Legislature
11/16/2012 - 12/31/2014

Commissioner Alternates

Rep. Dan Dryden, Representative, South Dakota Legislature
11/16/2012 - 12/31/2014

Sen. Larry Lucas, Senator, South Dakota Legislature
11/16/2012 - 12/31/2014

Sen. Eldon Nygaard, Senator, South Dakota Legislature
Term ended: 12/31/2012

Rep. Robert "Tad" Perry, Representative, South Dakota Legislature
Term ended: 12/31/2012

WISCONSIN

Dr. Judith Crain, Member, University of Wisconsin Board of Regents
Term ended: 3/4/2013

Sen. Sheila Harsdorf, Chair, Senate Committee on Universities & Technical Colleges Wisconsin State Legislature
5/15/2013 - 1/1/2015

Mr. Donald Madelung, President, Madison Media Institute-College of Media Arts
10/20/2011 - APOG

Rep. Stephen Nass, Chair, Committee on Colleges and Universities, Wisconsin State Legislature
2/4/2013 - 1/1/2015

Rolf Wegenke, President, Wisconsin Association of Independent Colleges and Universities
7/1/2010 - 7/1/2014

Gerald Whitburn, Regent, University of Wisconsin System Board of Regents
3/4/2013 - 7/1/2014

Commissioner Alternates

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

Mr. David Miller, Senior Vice President for Administration & Fiscal Affairs, University of Wisconsin System
7/8/2013

Dr. Michael Morgan, Senior Vice President for Administration and Fiscal Affairs, University of Wisconsin System
Term ended: 6/30/2013

APOG - Serves at the pleasure of the governor.

Thank You to Our Committee Members

EMPLOYEE HEALTH BENEFITS ADVISORY COMMITTEE

Tim Ashley, Iowa State University, IA
Elizabeth Aumann, University of Cincinnati, OH
Sparb Collins, Public Employees and Retirement System, State of North Dakota, ND
Keith Dietze, University of Nebraska Central Administration, NE
Jilena Faith, Black Hills State University, SD
Kim Frericks, Ohio State University Health Plan, Inc., OH
Thomas Guerin, University of Cincinnati Main Campus, OH
Susan Kant, Michigan Universities Coalition on Health, MI
Barb Kieffer, Fox Valley Technical College, WI
Rosey Murton, University of Illinois, IL
Dan Rives, Indiana University Bloomington, IN
Kelley Stuck, University of Missouri System, MO
Madi Vannaman, University of Kansas, KS

ETI PROJECT ADVISORY COMMITTEE

Ken Sauer, Indiana Commission for Higher Education, IN (Chair)
Melissa Bisson, Center for Educational Performance and Information State of Michigan, MI
Eddie Brambila, Illinois Student Assistance Commission, IL
Cynthia Farrier, Kansas Board of Regents, KS
Megan FitzGibbon, Minnesota Office of Higher Education, MN
Kathy Gosa, Kansas State Department of Education, KS
Ann Herbener, Papillion-La Vista High School, NE
Beth Juillerat, Ohio Department of Education, OH
Tari Lambert, Ball State University, IN
Paul McGuinness, Purdue University North Central Campus, IN
Abel Montoya, Illinois Student Assistance Commission, IL
Denny Roark, University of Wisconsin System, WI
Mary Vilmo, University of Wisconsin, HELP, WI
Thomas Vu, Schoolcraft College, MI
Marsha Ward, Ohio Department of Education, OH

M-SARA STEERING COMMITTEE

Gretchen Bartelson, Northwest Iowa Community College, IA
Stephanie Davidson, Ohio Board of Regents
Patricia Farrell, Presidents Council, State Universities of Michigan, MI
Sue Maes, Kansas State University, KS
Ken Sauer, Indiana Commission for Higher Education, IN

MASTER PROPERTY PROGRAM (MPP) COMMITTEE

Chris Glidewell, Southern Illinois University, IL (Chair)*
Thomas Clayton, Johnson County Community College, KS (Vice Chair)*
Carla Ahrens, Office of Administration Risk Management, MO*
Ryan Archer, Friends University, KS
Susan Bodin, Loyola University of Chicago, IL
Sharon Brinton, University of Central Missouri, MO
Marilyn Campbell, Aurora University, IL
Petra Carver, The College of Idaho, ID
Greg Clayton, University of Nebraska - Lincoln, NE*
Sara Cliffe, Northern Illinois University, IL
Cheryl Cragg, Truman State University, MO
Kelly DeHill, Westminster College, UT
Mick Doxey, Grand Valley State University, MI*
Mark Dworschak, Pima County Community College, AZ
Marc Fried, Saint Louis Community College, MO
Michelle Hall, Sterling College, KS
Robert Harrington, Missouri Southern State University, MO
Dorothy Hedman, Washburn University, KS
Patricia Kale, University of Illinois, IL*
William Kelley, University of Maine System, ME
Timothy Kellogg, Western Michigan University, MI
Ruth Kemper, Northwest Missouri State University, MO
Debra Kidwell, Lincoln University, MO
Craig Kispert, Seattle Pacific University, WA*
Karen Kissel, Governors State University, IL
Timothy Kissock, Missouri Western State University, MO
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Tangella Maddox, Roosevelt University, IL
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Robert Moore, The Colorado College, CO
Barbara Morrow, Harris-Stowe State University, MO
Carolyn Murphy, Nebraska State College System, NE
William Oster, Western Illinois University, IL
Steven Pardoe, University of Minnesota, MN*
Marshall Parks, University of Northern Colorado, CO
Laura Peterson, University of Wyoming, WY*
Danielle Pryor, Northeastern Illinois University, IL
Neil Rush, Indiana Wesleyan University, IN
Lisa Schaller, Nevada System of Higher Education, NV
Connie Schweitzer, Saginaw Valley State University, MI
Brad Sheriff, Indiana Wesleyan University, IN*

Laura Stock, Southeast Missouri State University, MO
Jan Trionfi, Central Michigan University, MI
Barbara Trybula, Chicago State University, IL
Rick Tuxhorn, McPherson College, KS
Carl Vance, Lewis & Clark College, OR
Christina Weber, Ferris State University, MI
Susan Wilde, Southeast Missouri State University, MO
Mike Wills, Missouri State University, MO
Paul Wykes, Clark University, MA*
William Yasinski, Willamette University, OR
Daretha Yeadon, Lake Superior State University, MI
Andrew Zerbel, Northern Michigan University, MI
* MPP Leadership Committee

MIDWEST STUDENT EXCHANGE PROGRAM COUNCIL (MSEP)

Michael Boulus, Presidents Council, State Universities of Michigan, MI
Daniel Cullen, Illinois Board of Higher Education, IL
Ginny Dodds, Minnesota Office of Higher Education, MN
Tom Heffron, Wisconsin Technical College System, WI
Stephen Lehmkuhle, University of Minnesota Rochester, MN
Kadi Lukesh, Coordinating Commission for Postsecondary Education, NE
Lynn Paulson, University of Wisconsin System, WI
Jean Redeker, Kansas Board of Regents, KS
Ken Sauer, Indiana Commission for Higher Education, IN
Leroy Wade, Missouri Department of Education, MO
Brenda Zastoupil, North Dakota University System, ND

PURCHASING INITIATIVES COMMITTEE

Barry Swanson, University of Kansas Main Campus Comptroller's Office, KS (Chair)
Robert Anderson, WTCS Purchasing Consortium, WI
Mitch Borchers, Johnson County Community College, KS
Nancy Brooks, Iowa State University, IA
Robert Hodge, Independent Colleges of Indiana, IN
Bob Hutton, Columbia College, MO
Robert L'Heureux, Iowa Lakes Community College, IA
Rosey Murton, University of Illinois, IL
Scott Schreiner, University of North Dakota Main Campus, ND
Roger Spiehs, University of Nebraska-Lincoln, NE
Frederick Spurgat, Concordia University - River Forest, IL
Thomas Trionfi, Central Michigan University, MI

Thank You to Our Committee Members

RISK MANAGEMENT COMMITTEE

Mick Doxey, Grand Valley State University, MI (Chair)
Carla Ahrens, Office of Administration Risk Management, MO
Greg Clayton, University of Nebraska - Lincoln, NE
Thomas Clayton, Johnson County Community College, KS
Ed Hoffman, Nebraska State College System, NE
Patricia Kale, University of Illinois, IL
Kim Miller, Bowling Green State University-Firelands College, OH
Donna Percy, University of Iowa, IA
Larry Stephens, Indiana University at Bloomington, IN

STRATEGIC INITIATIVES ADVISORY COUNCIL

Dave Eisler, Ferris State University, MI (Chair)
Karen Hunter Anderson, Illinois Community College Board, IL
Barbara Ballard, Kansas Legislature, KS
Mike Barron, University of Iowa, IA
John Dunning, Wayne State College, NE
Ruth Ginzberg, University of Wisconsin System, WI
Laura Glatt, North Dakota University System, ND
Monte Kramer, South Dakota Board of Regents, SD
Sue Maes, Kansas State University, KS
Zora Mulligan, Missouri Community College Association, MO
Felice Nudelman, Antioch University, OH
John O'Brien, Minnesota State Colleges and Universities, MN
Kris Olds, University of Wisconsin-Madison, WI
Ken Sauer, Indiana Commission for Higher Education, IN
Ray Schroeder, University of Illinois, IL

STUDENT HEALTH BENEFITS ADVISORY COMMITTEE

Suzi Aadland, South Dakota School of Mines & Technology, SD
Laurie Burchett, University of Michigan Managed Care/Student Insurance Office, MI
Michelle Eslinger, University of North Dakota, ND
Keswic Joiner, Minnesota State Colleges and Universities System, MN
Ed Knollmeyer, University of Missouri System, MO
Douglas Koyle, The Ohio State University, OH
Diana Malott, The University of Kansas, KS
Janice Minder, South Dakota Board of Regents, SD
William Payton, University of Missouri System (Retired), FL
Dan Rives, Indiana University Bloomington, IN

James Yankech, University of Nebraska - Lincoln, NE
Terri Zeilenga, Columbia College, MO

TECHNOLOGIES COMMITTEE

John Dunning, Wayne State College, NE (Chair)*
Ruth Ginzberg, University of Wisconsin System, WI (Vice Chair)*
Gary Allen, University of Missouri System Administration, MO
Robert Anderson, WTCS Purchasing Consortium, WI
Mark Askren, University of Nebraska - Lincoln, NE
Andrew Buker, University of Nebraska at Omaha, NE
Frank Cervone, Purdue University Calumet, IN
Beth Chancellor, University of Missouri - Columbia, MO
Jacques du Plessis, University of Wisconsin, WI
Chip Eckardt, University of Wisconsin-Eau Claire, WI
Angela Embree, Drake University, IA
Tom Erwin, Butler Community College, KS
Darby Ganschow, The University of South Dakota, SD
David Hopper, Spring Arbor University, MI
Cathy Horvath, Minot State University, ND
Debra Kidwell, Lincoln University, MO
Donald King, Jr., Ball State University, IN
Aric Kirkland, Eastern Michigan University, MI
Craig Klimczak, Saint Louis Community College, MO
Rosalinda Kloberdanz, North Dakota State University System, ND
Bryan Krusniak, A. T. Still University of Health Sciences, MO
Richard Lehn, North Dakota University System, ND
Chris McCoy, Minnesota State Colleges & Universities System Office, MN
Joseph Miragliotta, College of DuPage, IL*
Steven Moon, University of Northern Iowa, IA
Rosey Murton, University of Illinois, IL*
Harry Pontiff, Macalester College, MN
Mick Pytlík, North Dakota University System, ND
John Rathje, Central Michigan University, MI
Brian Rellinger, Ohio Wesleyan University, OH
Ken Ries, Minnesota State Colleges and Universities, MN*
Wayne Riske, University of Mary, ND
William Schultz, WAICU Educational Technology Consortium (WAICU ETC), WI
Jerry Smith, Associated Colleges of Central Kansas, KS
Timothy Smith, The Ohio State University / College of Arts & Sciences, OH*
Al Stern, University of Dayton, OH
Rob Stirton, University of Detroit Mercy
Scott Studham, University of Minnesota-Twin Cities Information Technology Office, MN
Michael Taylor, Avon Community Schools in Indiana, IN

Phillip Thorson, St. Cloud State University, MN
Walter Weir, University of Nebraska Computing Services, NE
Warren Wilson, Black Hills State University, SD
*Technologies Executive Committee

TUNING WORKGROUP - MARKETING

Lora Hines, John A. Logan College, IL (Co-chair)
Maryon King, Southern Illinois University Carbondale (Co-chair)
Rick Bonsall, McKendree University, IL
Debra Cartwright, Truman State University, MO
Michael Elliott, University of Missouri - St. Louis, MO
Nancy Evans, Heartland Community College, IL
Karen Gore, Ivy Tech Community College of Indiana - Southwest, IN
Peter Kaufman, Illinois State University, IL
Greg Kitzmiller, Indiana University, IN
Susan Mantel, Ball State University, IN
Teresa Massoels, Saint Joseph's College, IN
Lance Renner, Ozarks Technical Community College, MO
Cindy Rossi, Jefferson College, MO
Carl Saxby, University of Southern Indiana, IN
Joann Wayman, Columbia College, MO

TUNING WORKGROUP - PSYCHOLOGY

Steven Dworkin, Western Illinois University, IL (Co-chair)
Cynthia Porter Rickert, Ivy Tech Community College of Indiana - Central Indiana, IN (Co-chair)
Lorelei Carvajal, Triton College, IL
Christie Cathey, Ozarks Technical Community College, MO
Mike Drysdale, Vincennes University, IN
Leah Gensheimer, University of Missouri - Kansas City, MO
Barbara Gormley, Governors State University, IL
Ed Hirt, Indiana University, IN
Amy Kausler, Jefferson College, MO
David Kreiner, University of Central Missouri, MO
Theresa Luhrs, DePaul University - Lincoln Park, IL
Rick Mangold, Illinois Valley Community College
Marcia Pasqualini Chair, Avila University, MO
Faye Plascak-Craig, Marian University, IN
Virgil Sheets, Indiana State University



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