



2017-2018

ANNUAL REPORT

to the Member States



VALUE TO MEMBER STATES

In FY 2018 the Midwestern Higher Education Compact (MHEC) commissioners, committee members, and many other policy leaders and institutional representatives were the benefactors of the Compact's:

CONVENINGS - MHEC provided new explorations in concurrent enrollment and open educational resources (OER) bringing together representatives from each of MHEC's member states to address these issues.

PROGRAMS - Institutions in the Midwest continue to reap the value of collaborating across state lines in the areas of reduced tuition, state authorization, property insurance, and health insurance opportunities. These programs are initiated in response to identified needs in one or more of the member states.

RESEARCH - States have access to timely briefs, reports, and technical papers in the areas of *Affordability and Finance; College Readiness; Educational Quality; and Performance, Value, and Accountability*. As well, MHEC provides a biennial report tailored to each member state with selected performance indicators for evaluating MHEC states' educational systems in relation to college preparation, participation, affordability, completion, equity, and finance.

CONTRACTS - MHEC had a record year in technology sales, over \$361 million nationally, and reached over \$1 billion of cumulative savings for the twelve member states since 1991.

MHEC will continue to have an important role in addressing the postsecondary challenges of the Midwest region. Many opportunities lie ahead, and input is welcomed by all that share in this endeavor.

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

INCOMING EXECUTIVE OFFICERS, NOVEMBER 2018



Chair

KEN SAUER

Sr. Assoc. Commissioner and
Chief Academic Officer, IN
Commission for Higher Education



Vice Chair

OLIVIA MADISON

Professor Emerita and Dean
Emerita of Library Services
Iowa State University



Treasurer

DAVID EISLER

President, Ferris State University



Immediate Past Chair, 2017-2018

TIM FLAKOLL

ND Governor's Designee
Provost, Tri-College University;
Former State Senator,
ND Legislative Assembly

UNDERSTANDING THE COMPACT

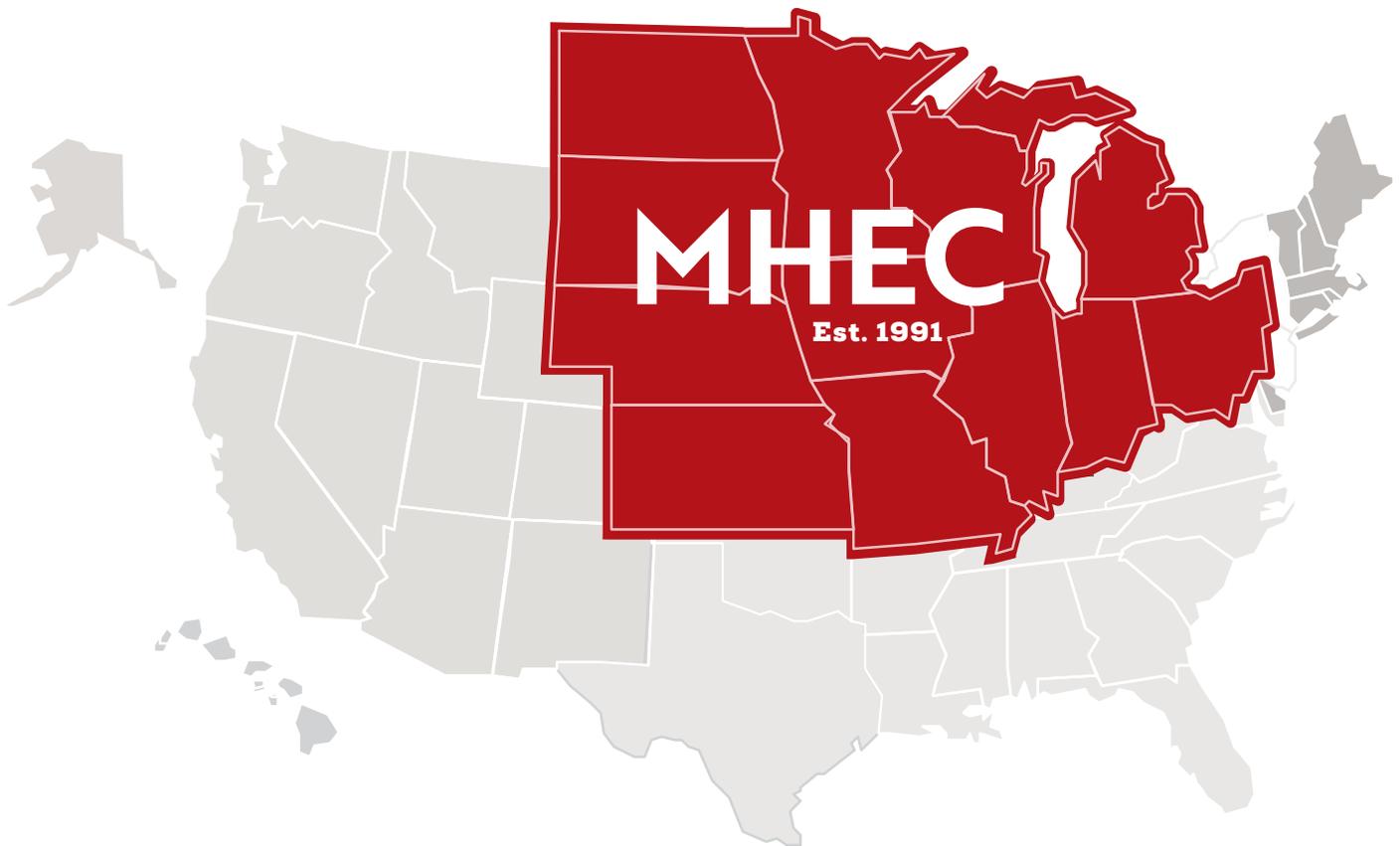
Created in the early **1990s**, the Midwestern Higher Education Compact was created through the enactment of legislation recommended by the Midwestern Legislative Conference of The Council of State Governments and is funded by member state commitments, program income, and foundation grants.

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.



CONVENING

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

CONCURRENT ENROLLMENT

Concurrent enrollment (also referred to as dual credit) provides high school students the opportunity to take college credit-bearing courses.

MHEC enabled the member states to develop a collective voice to address the Higher Learning Commission's guidelines on faculty qualifications.

2017-2018 CONCURRENT ENROLLMENT HIGHLIGHTS

- MHEC convened nearly 40 stakeholders for the *Midwest Concurrent Enrollment Teacher Credential Summit* on May 16, 2018.
- State and national experts collaborated with each other to address issues of teacher credentialing and teacher supply for concurrent enrollment courses offered in Midwestern states.

MULTI-STATE COLLABORATIVE ON MILITARY CREDIT

The mission of the Multi-State Collaborative on Military Credit (MCMC) is to facilitate an interstate partnership of the 12 MHEC states plus Kentucky, and to translate competencies acquired by veterans through military training and experiences toward college credentials leading to employment in the civilian workforce. States exchange information and share best practices via knowledge communities in the areas of articulation

of academic credit; communication and outreach; data, technology, and systems; and licensure and certification.

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

2017-2018 MCMC HIGHLIGHTS

- MCMC has become a resource for various organizations, including legislators, looking for reliable information on military-connected students in order for them to create processes and policies to improve the transition from military to college to the workforce.
- Produced 12 webinars with over 1,000 participants.
- Provided monthly updates which has over 800 subscribers across the nation.

OPEN EDUCATIONAL RESOURCES (OER)

Open Educational Resources (OER) are textbooks and supplemental learning materials that are accessible via the Internet at little or no cost to students or institutions. To make the cost of postsecondary education more affordable, many states and institutions have adopted or are seeking to adopt the use of OER.

MHEC is working to assist states and institutions in OER implementation by creating an OER Advisory Committee composed of institutional representatives who have varying levels of experience implementing OER.

2017-2018 OER HIGHLIGHTS.

- Convening on November 28-30, 2018: *OER Policy and Implementation Summit for the MHEC States*
- Summit brought together practitioners and policymakers to share OER policy and best practices, analyze status of ongoing efforts, and devise action plans for increasing use of OER in MHEC states.

CONVENING

- State Teams of 4 to 5, including legislative involvement from some MHEC states.

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, the Midwest Concurrent Enrollment Teacher Credential Summit, 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 explores activities needed to address the identified needs. Solutions best solved through ongoing interstate cooperation are then developed into MHEC programs. 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 of nearly \$99 billion.

Due to the program's success, a mission was established 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.

2017-2018 PROPERTY INSURANCE HIGHLIGHTS

- More than \$14.75 million in FY 2018 was saved by participating institutions in the MHEC region.
- Joining the program was the institution of:
 - Missouri: Lindenwood University
- The 20th 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 student 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 healthcare benefits to students, streamlining plan administration, and efficiencies 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.

PROGRAMS

2017-2018 MSEP HIGHLIGHTS

- Ohio joined MSEP in May 2017, and four institutions have signed on to participate:
 - Cleveland State University
 - Rio Grande University
 - Shawnee State University
 - University of Akron
- Ten new institutions signed on to participate:
 - Indiana University - Ft. Wayne
 - Indiana University Purdue University - Columbus
 - Purdue University - Ft. Wayne
 - University of Wisconsin - Green Bay Manitowoc Campus
 - University of Wisconsin - Green Bay Marinette Campus
 - University of Wisconsin - Green Bay Sheboygan Campus
 - University of Wisconsin Eau Claire - Barron County
 - University of Wisconsin - Fond du Lac
 - University of Wisconsin - Fox Valley
 - University of Wisconsin - Whitewater
- MSEP saw an increase of \$15.2 million in savings by students compared to last year. Every MSEP state experienced an increase in overall enrollment.
- FY 2018 MSEP savings totaled over \$90.95 million for students and their families.

MSEP ENROLLMENT BY STUDENTS' HOME STATE OF RESIDENCE

2017-2018 SCHOOL YEAR	
STATE	ENROLLMENT
Illinois	7,658
Indiana	306
Kansas	735
Michigan	939
Minnesota	1,431
Missouri	881
Nebraska	881
North Dakota	90
Ohio	113
Wisconsin	729
TOTAL	13,763

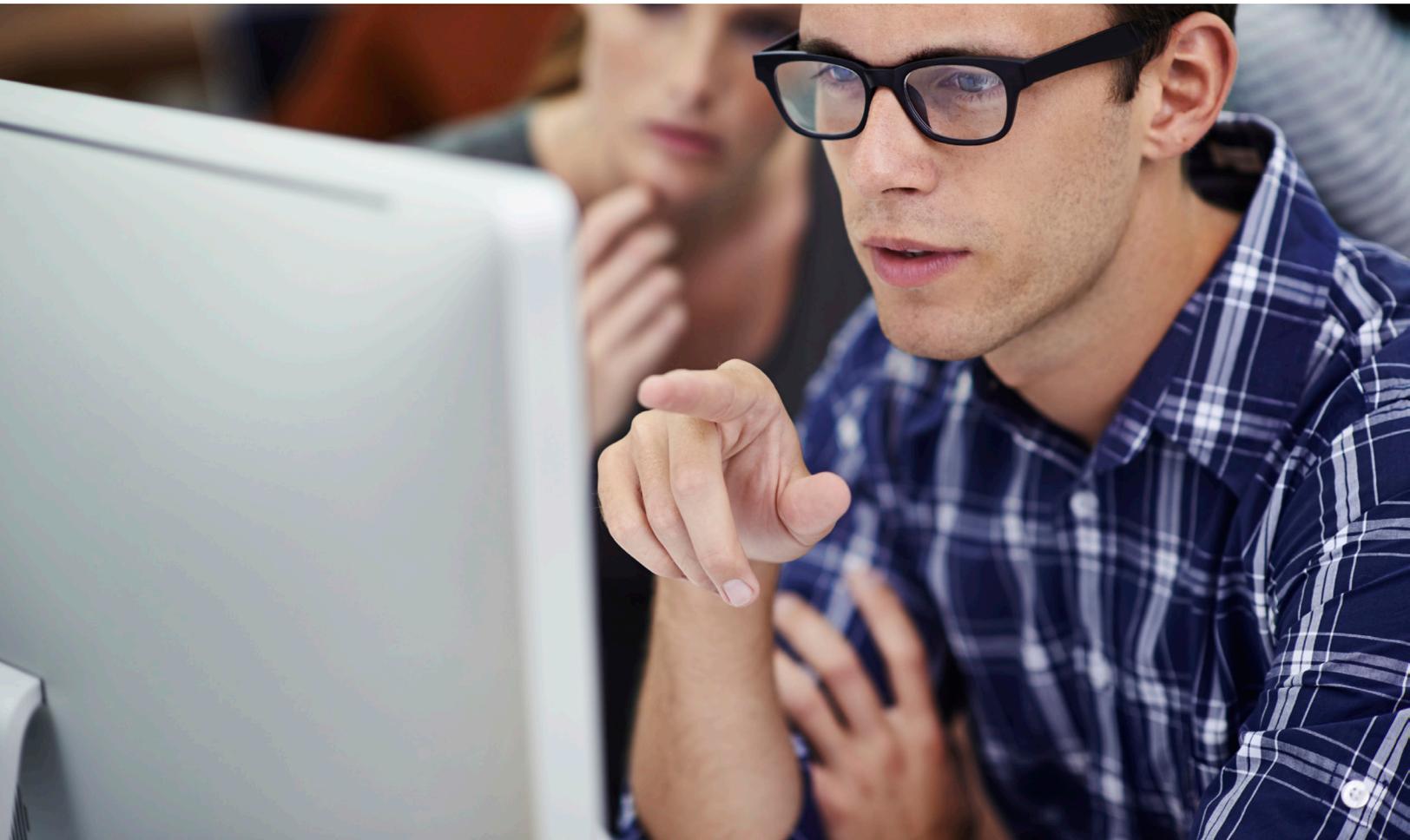


MIDWESTERN-STATE AUTHORIZATION RECIPROCITY AGREEMENT (M-SARA)

The Midwestern-State Authorization Reciprocity Agreement, or M-SARA, was launched in 2013 to aid institutions in complying with regulations governing distance education courses and programs 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 and programs more accessible, enhances state regulation of distance education by systematizing authorization requirements, and eases the burden of state authorization compliance and costs placed on institutions.

2017-2018 SARA HIGHLIGHTS

- Saved institutions an estimated over \$15.13 million in FY 2018.
- Participating SARA institutions exceeds 1,800 mark during 2018, 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 an annual face-to-face meeting taking place in July.
- 49 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands are members of SARA.



CONTRACTS

MHEC **CONTRACTS** leverage the potential volume of the region's purchasing power while saving institutions time and money by simplifying the procurement process. The contracts provide competitive solutions established in accordance with public procurement laws thereby negating the institution's need to conduct a competitive sourcing event. By offering a turnkey solution with the ability to tailor the already negotiated contract to match the institution's specific needs and requirements, MHEC contracts shift some of the negotiating power back to the institutions. 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 negotiate from the same pricing and terms normally reserved for larger institutions. MHEC relies on institutional experts to 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, NEBHE, 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.MHEC.ORG/CONTRACTS

- Computers: Dell, HP Enterprise, HP Inc., Lenovo United States, Lenovo Global, and Oracle
- Data and Networking Initiatives: Alcatel-Lucent/Dice Communications, Ciena/Walker and Associates, Inc., Dell, and HP Enterprise
- Printers and Peripherals: HP Inc. and Xerox
- Security Event and Information Management (SEIM): MicroFocus (Novell)
- Services: Info-Tech Research Group and Parchment
- Software: Arrow Electronics/CommVault, Arrow Electronics/VMware, Corel Corporation, Micro Focus (Novell), Oracle, and SAS

2017-2018 TECHNOLOGY HIGHLIGHTS

- Saved entities in the MHEC region over \$26.25 million in FY 2018.
- Provided strong sales among the technology initiatives with over \$361 million incurred nationally.
- Hosted a breakfast at EDUCAUSE 2018 with over 50 in attendance.
- Presented, attended, or hosted a MHEC table/booth at over 15 state, regional, or national conferences.

MHEC Annual Estimated Savings for Entities and Citizens

MHEC Member States	What Member States Paid 2017-2018 (State Commitment)	Total Annual Savings	Contracts			Programs		
			Computing Hardware ¹	Computing Software ²	Technology Services ³	Master Property Program ⁴	Midwest Student Exchange Program ⁵	Midwestern-State Authorization Reciprocity Agreement ⁶
Illinois	115,000	61,599,105	6,844,542	497,517	1,419,745	1,664,435	48,748,866	2,424,000
Indiana	115,000	5,987,895	1,681,052	93,751	1,200,803	NP ⁷	1,668,289	1,344,000
Iowa	100,000	1,442,818	239,455	17,476	212	49,675	NP ⁷	1,136,000
Kansas	115,000	12,638,982	1,349,000	146,016	97,745	5,161,791	4,812,430	1,072,000
Michigan	115,000	12,988,312	2,803,629	162,393	1,942,890	324,445	6,346,955	1,408,000
Minnesota	115,000	12,737,962	1,459,316	668,882	320,407	NP ⁷	8,713,358	1,576,000
Missouri	115,000	18,167,904	1,637,330	138,014	32,380	6,672,143	7,880,038	1,808,000
Nebraska	115,000	7,824,021	138,281	132,960	17,866	705,753	6,165,162	664,000
North Dakota	115,000	1,167,487	25,684	102,247	22,068	NP ⁷	657,488	360,000
Ohio	115,000	4,275,013	959,343	207,557	243,347	178,984	661,782	2,024,000
South Dakota	115,000	114,650	57,410	52,742	4,498	NP ⁷	NP ⁷	NP ⁷
Wisconsin	115,000	8,153,787	1,031,458	167,462	335,188	NP ⁷	5,299,678	1,320,000
Program Totals	\$1,365,000	\$147,097,936	\$18,226,500	\$2,387,015	\$5,637,149	\$14,757,226	\$90,954,046	\$15,136,000

Footnotes:

1. Contracts include: Dell, HP, Lenovo, Alcatel-Lucent, Ciena/Walker and Associates, and Xerox.
2. Contracts include: Novell/MHEC Collaborative Program, Oracle, Arrow/VMMWare, SAS, and Corel.
3. Contracts include: Info-Tech Research Group and Parchment.
4. Based on premium and loss information as of June 30, 2018.
5. Student tuition savings for the academic year 2017-2018.
6. Savings does not include personnel and travel cost savings.
7. Non-participating state for 2017-2018.

MHEC Cumulative Estimated Savings for Entities and Citizens through June 2018

MHEC Member States	Contracts				Programs			Cumulative State Savings	What Member States Paid Cumulative (State Commitment)
	Computing Hardware ¹	Computing Software ²	Technology Services ³	Legacy Initiatives ⁴	Master Property Programs ⁵	Midwest Student Exchange Program ⁶	State Authorization Reciprocity Agreement ⁷		
Illinois Member Since 8/20/1991	90,543,363	6,521,834	3,384,475	15,672,186	48,083,311	176,360,812	4,600,000	345,165,981	1,999,659
Indiana Member Since 3/14/1996	29,558,824	2,966,516	2,659,416	5,358,571	440,095	8,272,072	2,616,000	51,871,494	1,826,500
Iowa Member Since 6/6/2005	6,476,162	370,792	11,399	231,371	316,272	NA	2,456,000	9,861,996	1,145,000
Kansas Member Since 4/25/1990	9,326,650	1,999,373	115,678	3,025,262	11,299,245	73,210,550	2,136,000	101,112,759	2,000,500
Michigan Member Since 7/24/1990	49,975,408	3,880,363	3,546,473	43,222,866	17,014,318	50,742,091	2,584,000	170,965,518	2,000,500
Minnesota Member Since 4/26/1990	17,985,552	4,474,691	445,466	10,876,074	15,306,381	42,994,195	3,096,000	95,178,359	2,000,500
Missouri Member Since 5/9/1990	22,138,257	2,061,868	45,081	5,484,930	38,029,024	48,901,062	3,584,000	120,244,222	2,000,500
Nebraska Member Since 6/5/1991	4,783,617	1,545,381	57,678	2,127,919	11,447,496	66,922,207	1,328,000	88,212,298	2,000,500
North Dakota Member Since 4/22/1999	1,590,313	849,497	31,581	1,000,822	NA	4,682,163	696,000	8,850,376	1,652,500
Ohio Member Since 1/9/1991	28,346,472	3,652,692	1,541,468	32,198,285	223,984	661,782	3,880,000	70,504,683	2,000,500
South Dakota Member Since 3/13/2008	519,389	391,740	4,950	NA	492,535	NA	NA	1,408,614	895,000
Wisconsin Member Since 4/18/1994	18,871,644	913,904	391,331	6,747,463	NA	38,381,404	2,704,000	68,009,745	1,860,000
TOTAL	\$280,115,652	\$29,628,651	\$12,234,995	\$125,945,750	\$142,652,662	\$511,128,336	\$29,680,000	\$1,131,386,046	\$21,381,659

FOOTNOTES:

- Contracts include: Dell, HP, Lenovo, Juniper, Enterasys, Systemax, Mitel, Sun, EQ, Alcatel-Lucent, Ciena/Walker and Associates, and Xerox.
- Contracts include: Novell/MHEC Collaborative Program, Oracle, Corel, Arrow/VMWare, SAS, and Open Systems.
- Contracts include: Info-Tech Research Group, Parchment, and CampusEAI.
- Expired contracts include: office products, telecommunications, equipment maintenance, and academic scheduling, interactive video, and APN.
- Based on premium and loss information as of June 30, 2018.
- 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.
- 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.
- Student tuition savings through the academic year 2017-2018.
- 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 Review Panel for State Policy and Performance Data 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.

2017-2018 MAJOR PUBLICATIONS HIGHLIGHTS

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

- **College Readiness.**
 - *Increasing the supply of qualified high school teachers for dual enrollment programs.* In this updated report, the authors gathered and reviewed state-level policies relevant to dual enrollment teacher credentialing and efforts to up-credential in-service teachers. First is a content analysis of the common approaches used to regulate instructor qualifications, including aligning requirements with those of the regional accreditors and those of adjunct faculty at postsecondary institutions. Other approaches include enumerating the need for a master's degree and/or additional graduate credits. Second is a comparison and content analysis of the language used by all the regional accreditors to describe their requirements for dual enrollment instructors. Third is an analysis of state strategies implemented to address the shortage of properly credentialed dual enrollment instructors. Such strategies include using federal Title II funds and state funds to help teachers pay for additional graduate courses; the use of state funds to incentivize universities to develop courses and programs that will make up-credentialing more efficient and convenient for teachers; and coordinating and promoting the efforts of multiple institutions, groups and agencies to create local and innovative ways to address this problem.
- **Affordability and Finance.**
 - *Understanding State Loan Forgiveness and Conditional Grant Programs.* This brief examines two types of state service-contingent aid programs: conditional grants/loans and loan forgiveness. Conditional grant or loan programs provide a financial award to currently enrolled students and, in exchange for receipt of the award, students must fulfill certain service or work requirements after graduating from college. Loan forgiveness programs also have service or work requirements but provide forgiveness for student loans that were initially awarded without service-related conditions.
 - *Evaluating State Funding Effort for Higher Education.* This brief explores changes in state funding for higher education, the concept of state effort and how to define and measure it, national trends in state effort, and state trends in state effort. The empirical research is then reviewed on what impacts state effort.
 - *Drivers of The Rising Price of College.* This report explores the forces that have affected college tuition over the postwar period. College costs, general subsidies, and changes in the national distribution of income have all affected the trajectory of college tuition over time.
 - *State Grant Aid Programs.* The purpose of this report is to help policymakers compare their state's grant programs to others and also understand how policy design features relate to student outcomes. First, the report provides context for understanding state grant programs, and then it describes common and distinguishing features of state grant programs by focusing on eligibility requirements, funding sources, and program magnitude, including award amounts and number of recipients. In addition, the characteristics of recipients are considered, including the type of institution attended, family income, race/ethnicity, gender, and enrollment intensity. Next, a few examples of state grant programs are presented to illustrate differences in program design and scope. An overview is then provided of the research findings on the effects of state grants on educational attainment.
- **Performance, Value, and Accountability.**
 - *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.

- *Indicators of Educational Quality for Postsecondary Accountability Systems*. This book chapter provides an overview of performance indicators used to evaluate educational quality for purposes of public accountability and improvement in higher education. First, the principal aims of higher learning are summarized. Second, educational quality is broadly defined in terms of the prevalence of good educational practices, evidence of institutional effectiveness, and the capabilities of college graduates. Nine types of quality indicators are then proposed for state accountability systems. Third, a description is provided of how states are currently using quality indicators. Finally, we conclude with an example of how states can support institutional efforts to improve educational quality.



THANK YOU TO OUR 2017-2018 COMMISSIONERS

ILLINOIS

- Dr. Karen Hunter Anderson, Executive Director, Illinois Community College Board
6/2/2017 – 1/14/2019, 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

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
6/13/2018 - 6/30/2020
- The Hon. Andy Zay, Senator, Indiana General Assembly
6/15/2018 - 7/1/2019
- Dr. Ken Sauer, Senior Associate Commissioner and Chief Academic Officer, Indiana Commission for Higher Education
3/27/2017 - APOG

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

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

KANSAS

- Dr. Blake Flanders, President and CEO, Kansas Board of Regents
9/20/2018 - 6/1/2022
- 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
4/30/2018 - APOG
- Dr. Helen VanEtten, Board Member, Kansas Board of Regents
9/20/2018 - 6/1/2022

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

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

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
Deceased 5/7/2018

MINNESOTA

- 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. Michelle Fischbach, President of the Senate, Minnesota State Legislature
Sworn in as Lt. Governor 5/25/2018

Commissioner Alternates

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

- 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

VACANCY

- Dr. Charles Ambrose, President, University of Central Missouri
Term Ended: 9/1/2018

Commissioner Alternate

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

THANK YOU TO OUR 2017-2018 COMMISSIONERS

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. Deborah Frison, Vice Chair, Coordinating
Commission for Postsecondary Education
1/22/2018-1/1/2019

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
Term Ended: 12/18/2017

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
Term Ended: 8/1/2017

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 Ponzit, 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
3/27/2017 - 12/31/2018

Dr. Janelle Toman, Director of
Communications, South Dakota Board of
Regents
9/10/2018 - 6/30/2022

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

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

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

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

THANK YOU TO OUR 2017-2018 COMMITTEES

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
Chris Foley, Indiana University, IN
Morna Foy, Wisconsin Technical College System, WI
Shellie Haut, Central Michigan University, MI
Robin Hemenway, Saint Mary's University of Minnesota, MN
Lane Huber, Bismarck State College, ND
Sue Huppert, Des Moines University, IA
Mary Kochlefl, Xavier University, OH
Mike Michaelis, Virtual College at Fort Hays State University, KS
Nkechi Onwuameze, Illinois Board of Higher Education
Jerry Rostad, North Dakota University System, ND
Ken Sauer, Indiana Commission for Higher Education, IN
Betsy Talbot, Minnesota Office of Higher Education, MN
Laura L. Vedenhaupt, Missouri Department of Higher Education, MO
Don Madelung, MHEC Commissioner, WI
Mary Niemic, University of Nebraska, NE
Richard Rothaus, North Dakota University System, ND
Bibi Schultz, Missouri State Board of Nursing, MO

MASTER PROPERTY PROGRAM (MPP) LEADERSHIP COMMITTEE

Ed Knollmeyer, University of Missouri System, MO (Chair)
Joseph Rayzor, University of Northern Iowa, IA (Vice chair)
Laura Betzold, University of Wyoming, WY
Thomas Clayton, Johnson County Community College, KS

Adam Green, University of Maine System, ME
Tina Harlan, University of Illinois, IL
Kevin Harford, University of Nebraska, NE
Craig Kispert, Seattle Pacific University, WA
Michael Rosenberg, University of Kansas, KS
Lisa Schaller, Nevada System of Higher Education, NV
Doug Warthen, Central Ohio Technical College, OH
Andrew Zerbel, Northern Michigan University, MI
Mick Doxey, Grand Valley State University, MI
Chris Glidewell, Southern Illinois University, IL

MASTER PROPERTY PROGRAM (MPP) LOSS CONTROL PLANNING COMMITTEE

Thomas Clayton, Johnson County Community College, KS (Chair)
Blake Abbe, Kansas State University, KS
Bryan Goodwin, Missouri Southern State University, MO
Angie Mitchell, Southeast Missouri State University, MO
Jeff Morris, Coffeyville Community College, KS
Michael Rosenberg, University of Kansas, KS
Doug Warthen, Central Ohio Technical College, OH
Mick Doxey, Grand Valley State University, MI
Brian Henry, Missouri State University, MO
Tina McEllin, University of Illinois, IL

MIDWEST STUDENT EXCHANGE PROGRAM COUNCIL (MSEP)

Malinda Aiello, Illinois Board of Higher Education, IL
Aimee Arnold, University of Wisconsin System
Max Fridell, Kansas Board of Regents, KS
Daniel Hurley, Michigan Association of State Universities, MI
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

MULTI-STATE COLLABORATIVE ON MILITARY CREDIT (MCMC)

Stephanie Bernoteit, Illinois Board of Higher Education
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
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
Katie Giardello, Michigan Community College Association, MI

OPEN EDUCATIONAL RESOURCES ADVISORY COMMITTEE

MGretchen Bartelson, Northwest Iowa Community College, IA
Andy Bennett, Kansas State University, KS
Deb Brennan, Central Community College, NE
Kim Carlson, University of Nebraska at Kearney, NE

Committee members listed in italics are no longer serving on the committee but are recognized for their service during 2017-2018.

THANK YOU TO OUR 2017-2018 COMMITTEES

Megan FitzGibbon, Minnesota Office of Higher Education, MN

Catherine Fraser Riehle, University of Nebraska - Lincoln, NE

Monte Kramer, South Dakota Board of Regents, SD

Poonam Kumar, Saginaw Valley State University, MI

Brian Lindshield, Kansas State University, KS

Pat Mielke, Western Technical College, WI

Illir Miteza, University of Michigan-Dearborn, MI

PURCHASING INITIATIVES COMMITTEE

Mitch Borchers, Johnson County Community College, KS

Bob Hutton, Columbia College, MO

Robert L'Heureux, Iowa Lakes Community College, IA

Roger Spiels, University of Nebraska - Lincoln, NE

Frederick Spurgat, Concordia University - River Forest, IL

REVIEW PANEL FOR STATE POLICY AND PERFORMANCE DATA

Julie Bartling, South Dakota Legislature, SD

Sue Buth, University of Wisconsin System, WI

Tasha Dannenbring, South Dakota Board of Regents, SD

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

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

TECHNOLOGIES COMMITTEE

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

Teri Abbo, Oakland University, MI

Douglas Ahlgren, University of Minnesota-Twin Cities, MN

Ross Berndt, Minnesota State, MN

Bret Blackman, University of Nebraska at Omaha, NE

Committee members listed in italics are no longer serving on the committee but are recognized for their service during 2017-2018.



THANK YOU TO OUR 2017-2018 COMMITTEES

Andrew Buker, University of Nebraska at Omaha, NE
Matthew Carver, Bethany College, KS
Nick Choban, Northern Illinois University, IL
Jason Davis, University of Minnesota, Duluth, MN
Daniel Drenkow, Augustana University, SD
John Ellinger, Bowling Green State University, OH
Cory Falldine, Emporia State University, KS
Jennell Flodquist, Minnesota State, MN
Eric Freeze, University of Kansas, KS
Jody French, North Dakota University System, ND
Darby Ganschow, South Dakota Board of Regents, SD
Ruth Ginzberg, University of Wisconsin System, WI
Bernard Gulachek, University of Minnesota, MN
David Hansen, South Dakota Board of Regents, SD*
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*
Rosi Kloberdanz, North Dakota Educational Technology Council, ND
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*
Jennifer March-Wackers, Inter-University Council of Ohio
Marty Mark, University of Northern Iowa, IA
Amy Metzger, University of Nebraska-Lincoln, NE
Eric Mosterd, University of South Dakota, SD
Jeff Nelsen, Iowa Central Community College, IA

Angela Neria, Pittsburg State University, KS*
David Overby, Dakota State University, SD
Ramon Padilla, Minnesota State, MN
Renee Pfeifer-Luckett, University of Wisconsin System, WI
Vint Quamme, WTCS Purchasing Consortium, WI
John Rathje, Kent State University*
Jerry Rostad, North Dakota University System, ND
Wayne Sager, Northeast Community College, NE
Kurt Smith, Central Michigan University, MI
Gary Stanowski, Columbia College, MO
Timothy Smith, The Ohio State University / College of Arts & Sciences, OH
Chet Strebe, Northcentral Technical College, WI*
Emily Styron, Ivy Tech Community College, IN
Scott Thede, Ferris State University, MI
Mike Watson, University of Missouri, MO
Phil Wentworth, Zane State College, OH
Neil Wineman, University of Nebraska-Lincoln, NE
Bill Young, Butler Community College, KS
Kristen Gergoire, Eastern Michigan University, MI
Heather Reed, University of Missouri System, MO
David Rotman, Cedarville University, OH
Jerry Sanders, Macalester College, MN
Warren Wilson, Black Hills State University, SD

***Technologies Executive Committee**

Committee members listed in italics are no longer serving on the committee but are recognized for their service during 2017-2018.

THANK YOU TO OUR LEADERSHIP



LARRY A. ISAAK

MHEC President (November 2003 - November 2018)

At the Annual Commission Meeting in November 2018, MHEC said good-bye to Mr. Isaak. He is wished well in his retirement!



SUSAN G. HEEGAARD

MHEC President

The Compact welcomes Ms. Heegaard to MHEC as the organization's new leader.

[Learn more](#) about Susan on the MHEC website.



MIDWESTERN HIGHER EDUCATION COMPACT

105 Fifth Avenue South, Suite 450 Minneapolis, MN 55401

PHONE: (612) 677-2777 FAX: 612-767-3353 E-MAIL: mhec@mhec.org

VISIT MHEC'S WEBSITE AT: WWW.MHEC.ORG