



# Agenda Book Executive Committee Meeting

June 10, 2020  
Omaha, NE (Virtually)



Nebraska Commissioners: Randy Ferlic, Deborah Frison, Susan Fritz, Rick Kolowski, Julie Slama  
Nebraska Commissioner Alternate: Michael Baumgartner



## **ROLES & RESPONSIBILITIES OF THE MHEC COMMISSIONER**

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

# Midwestern Higher Education Compact

Executive Committee Meeting

June 10, 2020

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## Meeting Detail

### **MHEC Optional Session**

**8:30 a.m. – 9:30 a.m. CDT**

*Opportunity and Innovation in a Time of Uncertainty, How the University of Nebraska is Responding to the Global Pandemic*

### **Join Zoom Meeting**

<https://zoom.us/j/97299377622?pwd=M1ZURTFDVLdibWxTMTVKOW1yVEtjZz09>

Meeting ID: 972 9937 7622

Password: 025712

Dial by your location

+1 312 626 6799 US (Chicago)

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### **MHEC Executive Committee**

**10:00 a.m. – Noon CDT**

### **Join Zoom Meeting**

<https://zoom.us/j/98307880708?pwd=cFhWUnlUQVhHbk05UHJGazBoYXBVQT09>

Meeting ID: 983 0788 0708

Password: 105815

Dial by your location

+1 312 626 6799 US (Chicago)

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**Midwestern Higher Education Compact**  
**EXECUTIVE COMMITTEE MEETING**  
June 10, 2020 | Virtual

**AGENDA**

**Wednesday, June 10, 2020**

8:30 a.m. to 9:30 a.m.

OPTIONAL SESSION for full MHEC Commission:

*Opportunity and Innovation in a Time of Uncertainty, How the University of Nebraska is Responding to the Global Pandemic*  
*University of Nebraska's Response to the Pandemic: Positioning Higher Education for the Future*

President Walter "Ted" Carter, Jr., University of Nebraska and  
Chancellor Jeffrey P. Gold, University of Nebraska Medical Center

9:30 a.m. to 10:00 a.m.

BREAK

10:00 a.m.

1) Call to Order and Overview of Virtual Meeting Guidelines – Ms. Olivia Madison (IA), MHEC Chair; and Ms. Susan Heegaard, MHEC President

2) Welcome – Dr. Michael Baumgartner, Executive Director, Coordinating Commission for Postsecondary Education

3) Roll Call of the States

4) Introduction of commissioners and MHEC staff

10:15 a.m.      Action Item 1

5) Approval of Agenda

Action Item 2

6) Approval Executive Committee Meeting Minutes, June 3-4, 2019 (pp. 7-15)

7) Report of the MHEC President – Ms. Susan Heegaard, MHEC President (pp. 17-18)

a) Update on FY20

b) [Mid-Point Reflection Strategic Framework](#) (pp. 73-76)

8) Report of the MHEC Chair – Ms. Olivia Madison (IA), MHEC Chair (pp. 19-20)

- 10:30 a.m. 9) Perspective on Current Affairs – Dr. David Eisler (MI), MHEC Vice Chair; and Rep. Rick Carfagna (OH), MHEC Treasurer; and Dr. Ken Sauer (IN), MHEC Past Chair
- 10:45 am. 10) Q&A, Discussion
- 10:55 a.m. BREAK
- 11:00 a.m. 11) Unfinished Business
- 12) New Business
- Action Item 3
- a) Approval of MHECare Contract Extension, Ms. Jennifer Dahlquist, MHEC Vice President (p. 21)
  - b) Potential NC-SARA discussion
  - c) Treasurer’s Report – Rep. Rick Carfagna (OH), MHEC Treasurer, and Mr. Daniel Moser, MHEC Chief Financial Officer
    - i. Review of Form 990 (p. 22)
    - ii. Status of the Unrestricted Fund Balance (p. 23)
    - iii. Review of Budget Status (pp. 25-26)
    - iv. Presentation of FY21 and FY22 Budgets (pp. 25-26)
- Action Item 4
- v. Action on FY21 Budget (pp. 25-26)
  - vi. Biennial Budget
  - vii. Update on the 1.5% State Commitment Increase
- 11:25 a.m. 13) Ad Hoc Governance Committee Report and Recommendations (p. 30)
- a) Factors to consider regarding elections and committee appointments
  - b) Explanation of the Executive Committee structure

- |            |               |  |
|------------|---------------|--|
| 11:30 a.m. |               | 14) November Annual Commission Meeting Update and Discussion – Ms. Olivia Madison (IA), MHEC Chair (p. 96)   |
| 11:35 a.m. | Action Item 5 | 15) Motion to go into Executive Session  |
|            |               | 16) EXECUTIVE SESSION - Report from Ms. Olivia Madison (IA), MHEC Chair and the MHEC Officers, on the recommendations of a presidential evaluation approach ( <i>Closed session: only MHEC commissioners remain in the room.</i> ) |
| 11:55 a.m. | Action Item 6 | 17) Commission reconvenes in open session.   |
| 11:55 a.m. | Action Item 7 | 18) Report on Presidential Performance – Ms. Olivia Madison (IA), MHEC Chair and the MHEC Officers   |
| 12:00 p.m. | Action Item 8 | 19) Motion to Adjourn – Ms. Olivia Madison (IA), MHEC Chair  |

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# Midwestern Higher Education Compact Executive Committee Meeting Minutes

Renaissance – Columbus, OH

June 3-4, 2019

## Commissioners Present

- IL** Commissioner La Shawn Ford, State Representative; Chair, Appropriations-Higher Education, Illinois General Assembly\*  
Commissioner Alice Marie Jacobs, Board Member, Illinois Board of Higher Education
- IN** Commissioner Ken Sauer, Senior Associate Commissioner and Chief Academic Officer, Indiana Commission for Higher Education\*  
Commissioner David W. Wantz, President & CEO, Independent Colleges of Indiana
- IA** Commissioner Alternate Carrie Koelker, State Senator; Member, Education Appropriations Subcommittee, Iowa Legislature\*  
Commissioner Olivia M.A. Madison, Iowa Governor's Designee\*
- KS** Commissioner Blake Flanders, President and CEO, Kansas Board of Regents\*  
Commissioner Marci Francisco, State Senator, Kansas Legislature\*
- MI** Commissioner David Eisler, President, Ferris State University\*
- MN** Commissioner Connie Bernardy, State Representative; Chair, Higher Education Finance and Policy Division, Minnesota Legislature\*  
Commissioner Alternate Lyndon Carlson, Representative, Minnesota State Legislature (Ex Officio)\*
- MO** Commissioner Margie Vandeven, Commissioner of Education, Missouri Department of Elementary and Secondary Education
- NE** Commissioner Randolph Ferlic, Nebraska Governor's Designee (Ex officio)\*  
Commissioner Deborah A. Frison, Vice Chair, Coordinating Commission for Postsecondary Education\*
- ND** Commissioner Tim Flakoll, North Dakota Governor's Designee (Ex Officio)\*  
Commissioner Dennis Johnson, State Representative; member, Education Committee\*

- OH** Commissioner Rick Carfagna, State Representative; Chair, Finance Subcommittee on Higher Education, Ohio Legislature\*  
 Commissioner Gary Cates, Senior Vice Chancellor, Ohio Department of Higher Education  
 Commissioner Stephanie Davidson, Vice Chancellor of Academic Affairs, Ohio Department of Higher Education\*  
 Commissioner Jack Hershey, President, Ohio Association of Community Colleges  
 Commissioner Alternate Bruce Johnson, President, Inter-University Council of Ohio  
 Commissioner Stephanie Kunze, State Senator, Ohio Legislature
- SD** Commissioner Larry Tidemann, Senator, South Dakota Governor’s Designee
- WI** Commissioner Julie Underwood, Wisconsin Governor’s Designee and Dean of Education, University of Wisconsin-Madison  
 Commissioner Rolf Wegenke, President, Wisconsin Association of Independent Colleges and Universities\*

\*Denotes member of Executive Committee

**Guests**

- Mr. Mike Duffey, Senior Vice Chancellor, Ohio Department of Higher Education
- Mrs. Patsy Eisler
- Ms. Emily Fabiano, Director of Strategy and Operations, Ohio Office of Workforce Transformation
- Dr. David Harrison, President, Columbus State Community College
- Ms. Maya Kirkhope, Senior Consultant, Academic Search

**MHEC Staff**

- Katie Chock, Meeting and Event Manager
- Jennifer Dahlquist, Senior Vice President
- Susan Heegaard, President
- Daniel Moser, Chief Financial Officer
- Mary Roberson, Senior Director of Communications and Marketing
- Rob Trembath, Senior Vice President and General Counsel

**Monday, June 3, 2019**

**1. Call to Order.**

Commission Chair Ken Sauer (IN) called the meeting to order at 1:02 p.m. and welcomed commissioners and guests to Columbus and offered a brief background on MHEC and the other regional compacts. MHEC President Susan Heegaard also welcomed commissioners. She discussed the need and recognition for balance of commissioners serving on the Executive Committee including gender, political party, and diversity. She recognized 19 new commissioners, 3 new commissioner alternates, 12 reappointed commissioners, and 3 reappointed commissioner alternates. She noted outstanding appointments in Illinois, Kansas, Michigan, and Wisconsin. She also mentioned the gender makeup of 58% male to 42%

female, and for the first time in MHEC's history that this female quotient of commissioners is relatively high.

2. The roll call of the states was taken, and representatives from all 12-member states were present.
3. Attendees introduced themselves. Each person made a comment about their member state related to higher education and/or their recent legislative session in their respective state.
4. Commissioner Stephanie Davidson, vice chancellor of academic affairs for the Ohio Department of Higher Education, welcomed attendees to Columbus. Highlights of her Columbus remarks included the city size, history of the statehouse (and its multiple locations), the economy, industries, neighborhoods, and geographic location.

5. **Approval of the Minutes.**

*Commissioner Lyndon Carlson (MN) moved and Commissioner Olivia Madison (IA) seconded the motion to approve the minutes of the Executive Committee Meeting held June 3-4, 2018, (agenda book, pp. 7-14).*

*Motion carried.*

*Commissioner Larry Tidemann (SD) moved and Commissioner Randy Ferlic (NE) seconded the motion to approve the minutes of the Executive Committee Meeting held July 9, 2018, (agenda book, pp. 15-22).*

*Motion carried.*

*Commissioner David Eisler (MI) moved and Commissioner Larry Tidemann (SD) seconded the motion to approve the minutes of the Executive Committee Meeting held September 6, 2018, (agenda book, pp. 23-26).*

*Motion carried.*

6. **Report of the MHEC Chair.**

Commission Chair Ken Sauer (IN) highlighted his work with Susan over the past 7 months as new president. New leadership has brought a new opportunity to take a fresh look at the Compact. He recognized the good work of the Compact to date and suggested there is always room for improvement. Chair Sauer acknowledged an overall vision to ultimately improve economic development in the member states and educational attainment.

7. **Report of the MHEC President.**

MHEC President Susan Heegaard's theme of her report was focused around listening, learning, and getting the lay of the land. She acknowledged great respect for the legacy of the organization and its foundation and expressed gratitude to the officers, commissioners, and all of the staff, who have been helpful to her during her short time at MHEC. President Heegaard talked about the uniqueness of a compact – being a contract among the states –

and the unique opportunity MHEC has in allowing the member states to improve upon educational opportunities in the region. She reminded commissioners that the MHEC states are the makeup of the Midwest Census Region. She gave a brief overview of her timeline starting with a NC-SARA meeting a day before her official start date, the November annual meeting including the acknowledgment and celebration of outgoing President Larry Isaak, a staff retreat in December, an environmental scan that was conducted, state visits, strategically meeting with funders, and taking advantage of speaking opportunities (since she started and upcoming). She also acknowledged the work of Commissioner Dennis Johnson (ND) and his perseverance to get the statute reinstated in the state of North Dakota.

## 8. **State Highlights**

Susan Heegaard, MHEC President, along with the MHEC officers shared highlights of the visit to each of the 12 member states. (*agenda book, p. 90*). Chair Ken Sauer (IN) shared his impressions of the state visits noting the new structure of the meetings: slightly fewer participants but more time for discussion. Two key themes for him were the desire to think more in terms of a seamless P-20 System and to better align postsecondary competencies with competencies required to meet workforce needs. Chair Sauer encouraged all commissioners in an officer position to attend other states' visits, for another perspective. He was able to attend Missouri and Ohio, in addition to his home state of Indiana. Vice Chair Olivia Madison (IA) mentioned the conversations were much more in depth and she believes these meetings are worth the time and effort. Vice Chair Madison attended the Nebraska visit in addition to Iowa's. Treasurer David Eisler (MI) indicated that this is one of the visits he can recall in a long time that was attended by all of Michigan's commissioners.

President Heegaard talked about the importance of understanding the state's \$115,000 commitment. In addition to providing the tangible cost savings it's important to talk also about the additional value that MHEC offers and the opportunity to learn from best practices from MHEC member states. MHEC conducted a survey after each visit to learn how MHEC can improve the visits.

Common themes of the state visits included: workforce, economy, skilled workers at every level, funding, general appropriations, financial aid, population declines in most states, shifting demographics, value proposition of higher education and how to communicate it in an effective way, rising textbook costs, transfer policies, and natural disasters.

## 9. **Unfinished Business.**

There was no unfinished business.

## 10. **New Business.**

### a. **Treasurer's Report**

Treasurer David Eisler (MI), accompanied by Daniel Moser, MHEC CFO, provided the financial report on the status of the Unrestricted Fund Balance, budget status, and a review of the FY 2020 budget. Mr. Moser provided a brief overview of how MHEC is funded and the difference between the MHEC budget and the Unrestricted Fund Balance.

i. **Status of the Unrestricted Fund Balance**

The status of the unrestricted fund balance (*agenda book pp. 27-28*) was presented by CFO Daniel Moser. The Operations Reserve Total remains at \$1,300,000 (approx. 4.2 months of reserves) as acted upon by the Commission in November 2015. An additional \$500,000 would be needed to bring it to 6 months (\$1.3M to \$1.8M). He explained special projects funds from Open Educational Resources (OER) were transferred to the State Educational Performance Indicators Data System (SEPIDS). He noted Former President Larry Isaak's planned accrued deferred compensation payout as well as the extra costs incurred for the Presidential Search Committee.

ii. **Budget Status**

Treasurer David Eisler (MI) presented a balanced budget. He discussed changes in revenue, noting a significant increase in interest income. In expenses, he noted personnel increases including a 15% increase in health insurance costs and increases for operations that include rent, training, and a decrease in consultant fees. New this year, the depreciation for the Compact's tangible assets appears in the budget.

iii. **Review of the FY 2020 Budget**

*Commissioner David Eisler (MI) moved and Commissioner Tim Flakoll (ND) seconded the motion to recommend approval of the FY 2020 budget.*

*Discussion:*

*Commissioner Randy Ferlic (NE) made a motion to restore the reserves to 6 months and later withdrew the motion. He noted he would like this to be resolved by the November 2019 meeting.*

*Commissioner Marci Francisco (KS) would like to see a line item in the budget reflecting the reserves, so commissioners can better understand when they've spent into reserves.*

*Commissioner Blake Flanders (KS) noted an opportunity to access the budget and narrative well in advance. It was clarified that the agenda book materials were sent with the required 10-day advance. If this does not create an onerous task for staff, he felt that every Executive Committee member should have a good handle on the finances of the organization to have it earlier.*

*Motion carried.*

b. **Establish the Standing MHEC Finance Committee**

Rob Trembath, MHEC senior vice president and general counsel, along with Daniel Moser, MHEC CIO, presented the purpose for adding a MHEC Finance Committee. The committee will be responsible for reviewing and providing guidance for MHEC's financial matters, assure and review all internal controls, independent audit, financial statements, and report on financial activity and provide an analysis, as needed, to the full commission. (*agenda book pp. 84-85*)

Commissioner Tim Flakoll (ND) moved and Commissioner Olivia Madison (IA) seconded the motion to establish a Standing Finance Committee as outlined in the agenda book pp. 84-85. In addition to the committee composition and the duties and responsibilities outlined, Commissioner Flakoll requested that to the duties and responsibilities be added, #12 review reserves, #13 short-term duties for recommendation on reserve balance targets, and report back at the November 18-20, 2019, Annual Commission meeting in Indianapolis, Indiana.

*Discussion:*

Commissioner Olivia Madison (IA) suggested that the commissioner at-large appointee participation be renewable up to two years for continuity of the committee.

Commissioner Larry Tidemann (SD), having chaired the past State Compact Commitment Committee (dues), noted that this committee did in fact have representation from each of the states in review of the annual state compact commitment and they had reviewed and recommended the \$1.3M on the Unrestricted Fund Balance. He wanted to ensure the review of the state compact commitment would involve representation from each of the 12 member states.

Commissioner Julie Underwood (WI) asked for clarification on the budgeting process and suggested that #5 on the Policy and Finance Committee Duties and Responsibilities (agenda book p. 84) have clarifying language indicating that the budget should be submitted to the Executive Committee instead of the full Commission.

*Motion carried.*

**c. MHEC Business Continuity and Disaster Recovery Plan.**

Daniel Moser, MHEC CFO, briefly reviewed the purpose of the MHEC Business continuity and Disaster Recovery Plan. (agenda book pp. 33-76)

**d. Leadership Program Update.**

Susan Heegaard, MHEC president, provided an update on the Leadership Program. (agenda book pp. 77-78) Research was conducted with a scan of 27 organizations – very well-known organizations that have leadership programs. No decisions are being made yet. There are potential opportunities to collaborate with other organizations. Thoughts are welcomed from commissioners. There is a consensus not to duplicate what's being done elsewhere and MHEC plans to provide a recommendation at the November 2019 meeting. Commissioner Tim Flakoll (ND) mentioned the potential to do this in smaller groups or collaborate with the other regional compacts. He noted there is value with CSG having regional and national folks who are graduates of their leadership program and who in turn are great advocates for their organization, not only statewide but nationally, creating loyalty.

**e. MHEC Comparison to Other Like Organizations.**

Susan Heegaard, MHEC president, along with Daniel Moser, MHEC CFO, shared a comparison of MHEC's travel policy, governance, nomination/awards, and state commitment/dues among the three other regional compacts: New England Board of Higher Education (NEBHE), Southern Regional Educational Board (SREB), and the Western Interstate Commission for Higher Education (WICHE), as well as the State Higher Education Executive Officers (SHEEO). (agenda book pp. 79-81)

f. **Bylaw Amendment**

Rob Trembath, MHEC senior vice president and general counsel, presented the proposed amendment to the bylaws to formally add a fourth officer, that of past chairperson. (agenda book pp. 82-83)

*Commissioner Alice Marie Jacobs (IL) moved and Commissioner Rolf Wegenke (WI) seconded the motion to update MHEC's bylaws to add "past chairperson" in the listing of officers and the revised Article 1 would read:*

*Article I. Election and Succession.*

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

*And to add a new section in Article III for past chairperson, and it would read:*

*Article III Section 2. d. Past Chairperson. Commencing upon completion of the term of office of chairperson, the past chairperson, if still a duly appointed MHEC commissioner, shall serve one year in the position of past chairperson. The past chairperson shall, in the absence or at the discretion of the chairperson and vice chairperson, perform any or all of the duties of the chairperson. In the event of a vacancy in the office of the chairperson and vice chairperson, the past chairperson shall serve as acting chairperson until a new chairperson or vice chairperson is elected by the commission.*

*Commissioner Tim Flakoll (ND) abstained from the North Dakota vote.  
A vote was taken by state. 12 ayes, 0 nays, motion carried.*

g. **Establish an Ad Hoc Committee to Explore MHEC Approaches to Governance, Evaluation, and Nominations**

Commission Chair Ken Sauer (IN) presented the background for taking a more deliberate and focused approach to the establishment and use of MHEC Commissioner committees. The committee would explore governance, evaluation, and nominations.

*Commissioner Rolf Wegenke (WI) moved and Commissioner Dennis Johnson (ND) seconded the motion for the MHEC Executive Committee to approve the establishment of an Ad Hoc Committee to explore MHEC approaches to governance, evaluation, and nominations with the committee reporting its findings and recommendations to the full Commission at the November 18-20, 2019, Annual Commission meeting in Indianapolis, Indiana.*

*Discussion:*

*Commissioner Lyndon Carlson (MN) asked for clarification that the focus on governance was on the bylaws and that the intent is not to change the Compact language.*

*Commissioner Ken Sauer (IN) discussed taking a “fresh look” at everything with President Susan Heegaard confirming the opportunity to build upon what has worked and to build in consistencies to adapt and adopt.*

*Commissioner Larry Tidemann (SD) asked if Chair Sauer would, in the interim, have to appoint a Nominations Committee and State Compact Commitment Committee. Commissioner Sauer (IN) confirmed yes.*

*Motion Carried (one nay)*

**11. Announcements, Recess, Evening Event.**

Announcements were given regarding the evening event. Commission Chair Ken Sauer (IN) recessed the meeting at 4:24 p.m. Commissioners and guests enjoyed an optional tour of the Ohio Statehouse with special access to the Ohio House floor and governor’s office. A reception and dinner were held at The Athletic Club of Columbus. Featured dinner presenter was Dr. David T. Harrison, president of Columbus State Community College, with follow-up remarks by Ms. Emily Fabiano, director of strategy and operations from the Ohio Office of Workforce Transformation. Dr. Harrison’s and Ms. Fabiano’s comments were focused on Ohio’s collaboration with higher education and addressing workforce in Ohio.

**12. Call to Order.**

Commission Chair Ken Sauer (IN) called the meeting to order at 8:21 a.m. He thanked the Ohio delegation for hosting a wonderful dinner and fantastic presenters.

**13. MHEC Survey Feedback.**

Commission Chair Ken Sauer (IN) and President Susan Heegaard spoke about the background for doing an environmental scan. Along with Maya Kirkhope, senior consultant for Academic Search, they provided high-level feedback of major themes that emerged from the environmental scan which was conducted with former and current commissioners, current MHEC staff, and external constituents familiar with the compact. The environmental scan was conducted through a survey and some interviews by phone. Commissioners and staff were divided into three groups for discussion and reported back to the larger group.

**14. Motion to Go into Executive Session.**

*Commissioner David Eisler (MI) moved and Commissioner Larry Tidemann (SD) seconded the motion for the MHEC Executive Committee to go into Executive Session at 10:29 am.*

*Motion carried.*

**15. Executive Session.**

Commissioners met in Executive Session. Guests and staff, with the exception of Senior Vice President and General Counsel Rob Trembath, left the meeting room.

**16. Reconvene in Open Session.**

*Commissioner La Shawn Ford (IL) moved and Commissioner Lyndon Carlson (MN) seconded the motion to return the meeting to Open Session at 11:46 a.m.*

*Motion carried.*

**Report on Presidential Performance.**

Commission Chair Ken Sauer (IN) shared feedback from the Executive Session. He noted this is not a full year review and is only based on 7 months. A process will be established later for review along with a mid-course correction opportunity to evaluate priorities and progress. Mutual goals will be established. The review process will take place in advance of the Executive Committee Meeting well in advance for budgeting purposes. The review process will take place with the officers and the officers will keep commissioners informed.

Chair Sauer (IN) shared the unanimous feeling of the commissioners on President Susan Heegaard's performance to date, focusing on her attention to what is going on in the states and the recent environmental scan. Commissioner Tim Flakoll (ND) noted her inclusiveness, transparency, her strong outreach (environmental scan), along with respect for the past while keeping an eye for the future, and her ensuring an environment where the staff can become better versions of themselves.

*Commissioner Larry Tidemann (SD) moved and Commissioner Stephanie Davidson (OH) seconded the motion that there is a 2% salary pool which has already been passed and includes all employees. The president can designate the monies up and down (distributed at her discretion). The president will receive ~~only~~ a 1% increase. All will be effective on July 1, 2019.*

*Motion carried.*

**17. Announcements and Adjournment**

Commission Chair Ken Sauer (IN) announced the November 18-20, 2019, Annual Commission Meeting in Indianapolis.

Upon adjournment there is a special tour of the Ohio Statehouse's cupola for those interested.

*Commission Chair Ken Sauer (IN) adjourned the meeting at 11:58 am.*

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# President's Report

## Prepared by Susan Heegaard, MHEC President

### Background

This has been a year of expected and unexpected challenges and opportunities. With Commissioner support, after development of a 30-, 60-, 90-, 12-month plan in early 2019, MHEC hired Maya Kirkhope of Academic Search to conduct an environmental scan that included a series of surveys and interviews to gauge how MHEC was viewed in its current form and what direction it might take in the future. MHEC hired HCM Strategists in late summer 2019 to build upon the scan by further engaging internal and external stakeholders and identifying possible direction for an actionable [Strategic Framework](#) to guide work moving forward. MHEC's current [Strategic Plan](#) runs through 2021. In addition to the detail prepared by our staff, I have provided a high-level brief summary of key points faced and addressed during this past year:

### Challenges

- Loss of our long-time staff member Kristin Coffman just before the COVID disruption
- Departure of CIO and clarifying a path forward for the Technologies Committee/Community
- Failed contract(s) to develop an interactive dashboard
- COVID disruption
- Uncertain finances and how to stabilize and diversify revenue
- How to add value and avoid repetition and confusion to MHEC members during COVID
- Commissioner engagement, continuity, and onboarding

### Opportunities/Successes

- Completed Strategic Framework and developed MHEC vision and mission
- Developed, successfully, an interactive dashboard, in-house
- Developed the policy and research unit – providing meaningful research reports and effective work with programs such as Credential Engine, Dual credit, MCMC, MSEP, MSARA, OER
- Exceeded the utilization of and financial goals in several areas including student health and technology contracts
- Renewed the Master Property Program successfully in the face of losses and an unpredictable market
- Confirmed staffing changes: Rob Trembath, Chief Operating Officer; Jenny Parks, Vice President, and hired of Erin Frahm, Director of Finance and Administration
- Deepened relationships with sister compacts – NEBHE, SREB, and WICHE and other peer and partner organizations – SHEEO, CSG-Midwestern Legislative Conference, HLC
- Expanded connections with philanthropy and funders – Joyce, Lumina, Hewlett, and Strada
- Pivoted and ramped-up capacity for remote convening – Zoom, GotoMeeting, and Teams
- Provided a transparent budget process with broad engagement of staff
- Supported work of the Finance and Audit and Ad Hoc Governance Committees
- Hired a consultant to build-out and enhance the work of the Technologies Committee

## **Current Status**

We are metering out change guided by data and continuing efforts to identify how and where MHEC can add the most value to its members and the overall postsecondary landscape. This value is twofold:

- Enhancing educational opportunities while saving states, systems, institutions, and consumers money on their purchases from computer hardware and software, to tuition, to student health, and to property insurance.
- Providing access to relevant programs, policy support, timely research, and best practices.

## **Next Steps**

- Developing a work-plan consistent with the new Strategic Framework.
- Implementing the work-plan and Strategic Framework.
- Strengthening and diversifying funding and enhancing connections with philanthropy and funders.
- Identifying more ways to engage commissioners and committee members across MHEC member states.

## MHEC Chair Report

Prepared by Olivia M.A. Madison  
Chair, Midwestern Higher Education Compact  
Professor Emerita and Dean Emerita of Library Services, Iowa State University

I have the honor of serving as your MHEC Chair and work in close collaboration with your other officers: Ken Sauer, Past Chair; David Eisler, Vice Chair, and Rick Carfagna, Treasurer. January began with enthusiastic expectations for our MHEC organization and programs. However, the framework rapidly changed to a completely new challenging landscape, parallel to our twelve states and higher education itself. On behalf of the entire commission, I remain in awe of how MHEC pivoted, without pause, in reframing how we do business, whether financially or programmatically, while maintaining a strategic eye to the future. In doing so, all states continue to benefit from MHEC membership. The strategic and programmatic use of video conferencing tools became paramount and, no doubt, will assist us in the future by expanding our abilities to learn, share, and conduct business well beyond in-person meetings and programming.

Our exceptional successes are due to the entire MHEC leadership and staff, commission leadership, and our individual commissioners. We were assisted by our state-based supporters and many fellow “travelers” within the higher education community. On behalf of the entire commission, I wish to underscore the close working relationship we have with Susan Heegaard, MHEC President, her highly successful leadership team, which includes all MHEC staff, as we all assist you in determining MHEC’s future and impact for our states. I wish to illustrate a few of our successes and challenges, which will be elaborated throughout our meeting.

**Finance and Audit Committee.** Last year at its June meeting, the Executive Committee approved creating this new standing committee. Rick Carfagna, the MHEC Treasurer and current chair, has continued its Impressive start, which includes framing our budget as a two-year complex planning tool.

**Strategic Planning:** With the current plan in place, President Heegaard initiated a tactical planning process that resulted in four new actionable priorities that build upon the MHEC strategic plan. The officers approved the process and the following final priorities, which reflect our past and future ambitions:

1. Increase access, promote affordability, and improve outcomes for all of the region’s learners, including the historically underserved;
2. Foster a culture of continuous learning through increasingly aligned educational and workforce systems;
3. Sustain and advance affordable, high-quality educational opportunities through cost-savings initiatives; and
4. Understand and communicate the value of and return on investment in higher education.

**Ad Hoc Governance Committee:** As part of a full agenda, this ad hoc commission committee continues its careful study for a reframed Executive Committee, including its membership and appointment terms, with future recommendations to the officers and ultimately to the full commission for its annual meeting.

**Officers:** Late last month, the officers agreed with President Heegaard’s recommendation that MHEC join the other three compacts and many respected higher education related organizations to sign a letter written to the majority and minority leaderships in the U.S. Congress. The letter requests consideration for approving temporary and targeted liability protections to the COVID-19 pandemic for the broad higher education sector.

**State Visits:** Fortunately, President Heegaard conducted (in-person) seven of our twelve annual state visits with Rob Trembath, Chief Operating Officer and General Counsel. By all accounts, they were highly successful and, as feasible, MHEC officers attended several of the visits. President Heegaard is planning virtual visits for the remaining five states.

**In conclusion,** our agenda book includes the formal announcement of our annual November Commission Meeting scheduled to be held in Des Moines, Iowa. However, we recognize the need for flexibility should we decide to hold our meeting virtual in part OR completely virtual. We will stay in touch with further updates.

## **Extension of MHEC's Contracts with InsureXHealth (d/b/a IXSolutions) One Additional Year through July 29, 2021**

The MHEC Executive Committee has delegated the authority to the MHEC president to enter into contracts related to student health benefits. Consistent with its member states' requirements, MHEC follows a competitive sourcing event prior to awarding bids and ultimately entering into contracts with vendors. The competitive sourcing documents set forth the specifications and criteria MHEC is seeking from vendors, including the terms of the contract commencement and termination dates, plus any contract extension options.

Under the authority granted to it by the Commission, and following a competitive sourcing event, MHEC entered into a contract with InsureXHealth (d/b/a IXSolutions) on July 30, 2015, to provide a private student health insurance exchange for MHECare, MHEC's student health insurance initiative. Private student health insurance exchanges through IXSolutions allow campuses unable to offer a school-sponsored plan access to multiple coverage options and support from insurance experts for their students, while saving valuable administrative time.

The term of the contract was for three years with the option to extend the contract up to two additional one-year terms. MHEC exercised the one-year extension option both years with the latest one-year extension effective from July 30, 2019, through July 29, 2020. Pursuant to the terms of the contract, there are no more extension options remaining. The contract is set to expire on July 29, 2020.

This winter MHEC reassembled its Student Health Benefits Advisory Committee for the purpose of conducting an RFP for MHECare. Existing contracts with carriers are nearing completion. However, with the advent of COVID-19, the crisis has hit the front lines of health centers across campuses perhaps the hardest. The Student Health Benefits Advisory Committee is composed of health center staff who have had to ramp up services on campus and take part in critical efforts to strategize on campus reopening plans. MHEC has put the RFP on hold until the pandemic subsides. The committee is prepared to pivot to a virtual RFP, but overwhelmingly prefers an RFP process that allows the committee to vet all providers through face-to-face presentations and interviews to ensure vendors can best meet student needs.

The IXSolutions contract for the private student health exchange expires on July 31, 2020, and there is not sufficient time to issue the RFP and negotiate contracts. Therefore, the committee requests that the MHEC Commission make an emergency exception and approve a one-year extension to the agreement as a result of the delay due to the COVID-19 pandemic. This will ensure that students will continue to have access to health insurance options for the coming year at a time when it is more critical than ever for students to be protected with adequate health insurance.

### **Proposed motion:**

The MHEC Commission approve MHEC's current contract with InsureXHealth (d/b/a IXSolutions) for its private student health insurance exchange services for MHECare be extended an additional one year through July 29, 2021.

## MHEC 2018 Exempt Organization

[Link to documents](#)

2018 Form 990

2018 Minnesota Annual Report

2018 IRS e-File Signature Authorization for an Exempt Organization (Form 8879-EO)

## Unrestricted Funds Balance Worksheet

Updated as of: 05/12/2020

Unrestricted	Committee Approved Amount	Expended Amount	PY(s) Adjustments	FY20 Adjustments	Balance as of 05/12/2020
Board Designated					
Board Designated - Risk Management	25,000.00	-	-	-	25,000.00
Board Designated - Operations Reserve	1,005,121.00	-	294,879.00	100,000.00	1,400,000.00
Board Designated - Opportunity Reserve					
Special Projects					
State Authorization	25,000.00	(16,020.00)	(8,980.00)	-	-
Higher Education Redesign	50,000.00	(48,094.00)	(1,906.00)	-	-
Technology Consulting	25,000.00	(25,000.00)	-	-	-
Open Education Resources (OER)	110,000.00	-	(82,614.70)	(2,082.47)	25,302.83
Interactive Dashboard	60,886.00	-	(58,348.76)	(10,000.00)	(7,462.76)
Special Projects Total	<u>270,886.00</u>	<u>(89,114.00)</u>	<u>(151,849.46)</u>	<u>87,917.53</u>	<u>17,840.07</u>
Organizational Capacity					
Technology	413,936.00	(372,976.00)	-	-	40,960.00
Branding	50,000.00	(50,000.00)	-	-	-
Former President's Deferred Compensation	323,116.91	-	(323,116.91)	-	-
Presidential Search	110,000.00	(110,000.00)	(110,000.00)	-	-
Organizational Capacity Total	<u>897,052.91</u>	<u>(532,976.00)</u>	<u>(433,116.91)</u>	<u>-</u>	<u>40,960.00</u>
Board Designated - Opportunity Reserve Total	<u>1,167,938.91</u>	<u>(622,090.00)</u>	<u>(584,966.37)</u>	<u>-</u>	<u>58,800.07</u>
Board Designated - Capital Assets Reserve					
Future Lease Payments	450,000.00	(155,454.00)	-	-	294,546.00
Capital Investments	300,000.00	(262,709.00)	-	-	37,291.00
Board Designated - Capital Asset Reserve Total	<u>750,000.00</u>	<u>(418,163.00)</u>	<u>-</u>	<u>-</u>	<u>331,837.00</u>
Board Designated Total	<u>2,948,059.91</u>	<u>(1,040,253.00)</u>	<u>294,879.00</u>	<u>87,917.53</u>	<u>1,833,477.14</u>
Undesignated Total	953,475.00	-	(1,022,708.20)	243,022.30	173,789.10
<b>Total Unrestricted</b>	<u><u>3,901,534.91</u></u>	<u><u>(1,040,253.00)</u></u>	<u><u>(727,829.20)</u></u>	<u><u>330,939.83</u></u>	<u><u>2,007,266.24</u></u>

## **MHEC's Unrestricted Funds Balance Highlights**

- In July of FY20 MHEC added \$100,000 to the Operations Reserve Fund to bring the \$1,300,000 closer to the 6-month reserve. The 6-month reserve MHEC needs to meet, over the next two fiscal years, is \$1,671,788 based on the FY20 total expenses. The plan is to add an additional \$135,894 with a portion of the FY20 carry-over to bring the operations reserve total to 5-months.
- MHEC's Interactive Dashboard expenses have gone over by \$7,462. This difference will be covered by the Research operations budget. This adjustment will zero out the board designated total and increase the Research expenses. This adjustment will take place during the audit preparation.
- MHEC is planning in FY21 to use funds from the board designated technology and capital assets to cover planned projects. The organization is looking to build-up the policy and research area per the new MHEC Strategic Framework. There are three new databases that will be needed to enhance some policy programs activities. The cost of the databases is estimated at \$35,000.
- MHEC is planning to do some updates to the Minneapolis office space by removing the front desk and possibly creating some workspaces for interns and graduate students to assist in building out the policy and research per the MHEC Strategic Framework. Those costs are estimated to be approximately \$20,000.

**Miwestern Higher Education Compact  
Unrestricted Funds Budget FY21**

	FY20 Approved Budget	FY21 Proposed Budget	FY22 Working Budget
<b>REVENUES</b>			
State Commitment Income	\$ 1,380,000.00	\$ 1,380,000.00	\$ 1,380,000.00
Interest Income	\$ 35,500.00	\$ 20,000.00	\$ 20,000.00
Conference Registration Income	\$ 500.00	\$ -	\$ -
Other Income	\$ 100.00	\$ 300.00	\$ 300.00
Sponsorships	\$ 32,000.00	\$ 28,000.00	\$ 28,000.00
Board Designated Funds	\$ -	\$ 55,000.00	\$ -
Prior Year Revenue Carry-Over	\$ -	\$ 80,694.38	\$ -
<b>PROGRAM REVENUES</b>			
MHECare	\$ 180,000.00	\$ 300,000.00	\$ 300,000.00
Master Property Program	\$ 400,000.00	\$ 415,000.00	\$ 415,000.00
M-SARA	\$ 453,000.00	\$ 453,000.00	\$ 453,000.00
Cyber Insurance	\$ -	\$ 800.00	\$ 800.00
<b>CONTRACT REVENUES</b>			
Technology	\$ 862,475.00	\$ 961,650.00	\$ 961,650.00
<b>TOTAL REVENUES</b>	<b>\$ 3,343,575.00</b>	<b>\$ 3,694,444.38</b>	<b>\$ 3,558,750.00</b>

<b>EXPENSES</b>			
<b>Personnel</b>			
Salaries	\$ 1,668,447.15	\$ 1,863,228.49	\$ 1,898,948.94
Payroll Taxes	\$ 145,411.18	\$ 142,536.97	\$ 145,269.59
Employee Benefits	\$ 504,994.36	\$ 577,989.68	\$ 614,579.99
<b>TOTAL PERSONNEL</b>	<b>\$ 2,318,852.69</b>	<b>\$ 2,583,755.14</b>	<b>\$ 2,658,798.52</b>

<b>Professional Fees</b>			
Accounting Fees	\$ 15,500.00	\$ 17,800.00	\$ 17,800.00
Legal Fees	\$ 1,400.00	\$ 45,000.00	\$ 25,000.00
Marketing Consultant	\$ 110.00	\$ -	\$ -
Honoraria & Lecture Fees	\$ 13,800.00	\$ 26,000.00	\$ 26,000.00
HR Admin Support	\$ 1,555.50	\$ 1,950.00	\$ 1,950.00
Photographer	\$ 1,732.00	\$ 2,750.00	\$ 2,750.00
Professional Fees - Other	\$ 12,000.00	\$ -	\$ -
<b>TOTAL PROFESSIONAL FEES</b>	<b>\$ 46,097.50</b>	<b>\$ 93,500.00</b>	<b>\$ 73,500.00</b>

<b>Consultant</b>			
Audio-Visual Service	\$ 23,952.00	\$ 27,675.00	\$ 20,756.25
Computer Service	\$ 75,033.50	\$ 96,504.89	\$ 87,504.89
Graphic Design	\$ 2,575.00	\$ 2,525.00	\$ 2,525.00
Payroll Fees	\$ 3,150.00	\$ 3,300.00	\$ 3,300.00
Consultant Fees - Other	\$ 37,800.00	\$ 50,000.00	\$ 50,000.00
<b>TOTAL CONSULTANT</b>	<b>\$ 142,510.50</b>	<b>\$ 180,004.89</b>	<b>\$ 164,086.14</b>

<b>Long-Term Rents/Lease</b>			
Building & Facilities	\$ 159,570.55	\$ 186,000.00	\$ 210,000.00
Rental Equipment	\$ 3,075.00	\$ 3,156.00	\$ 3,156.00
Long-Term Rents/Lease - Other	\$ -	\$ -	\$ -
<b>TOTAL LONG-TERM RENTS/LEASES</b>	<b>\$ 162,645.55</b>	<b>\$ 189,156.00</b>	<b>\$ 213,156.00</b>

<b>Other Expenses</b>			
Supplies	\$ 5,330.00	\$ 9,770.00	\$ 9,770.00
Computer Equipment	\$ 8,400.00	\$ 12,000.00	\$ 12,000.00
Books & Publications	\$ 432.00	\$ 950.00	\$ 950.00
Dues & Subscriptions	\$ 10,540.00	\$ 15,000.00	\$ 15,000.00
License	\$ 1,050.00	\$ 1,300.00	\$ 1,300.00
Shipping	\$ 3,075.00	\$ 3,900.00	\$ 3,900.00
Postage	\$ 990.00	\$ 800.00	\$ 800.00
Printing & Duplicating	\$ 27,650.00	\$ 12,300.00	\$ 12,300.00
Telephone/Fax/Internet	\$ 14,935.00	\$ 19,115.40	\$ 19,115.40
Meeting Room Rentals	\$ 590.00	\$ 2,500.00	\$ 2,500.00
Computer Software Expenses	\$ 14,637.00	\$ 28,552.95	\$ 28,552.95
Repairs & Maintenance	\$ 1,050.00	\$ 20,000.00	\$ -
Parking (Employee)	\$ 3,285.00	\$ 1,500.00	\$ 1,500.00
Conference Registration Fees	\$ 18,925.00	\$ 10,000.00	\$ 10,000.00
Meals Travel	\$ 17,901.00	\$ 20,002.50	\$ 20,002.50
Transportation	\$ 205,166.00	\$ 171,553.50	\$ 171,553.50
Lodging	\$ 172,168.75	\$ 150,817.50	\$ 150,817.50
Meeting Meals	\$ 144,219.00	\$ 135,616.50	\$ 135,616.50
Service Charges & Fees	\$ 183.75	\$ 200.00	\$ 200.00
Internet Charges & Fees	\$ 1,102.82	\$ -	\$ -
Training	\$ 22,500.00	\$ 22,500.00	\$ 22,500.00
Errors & Omissions	\$ 8,500.00	\$ 6,500.00	\$ 6,500.00
Nonprofit Directors & Officers	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00
Marketplace - General Liability	\$ 6,300.00	\$ 800.00	\$ 800.00
Workers Comp. Insurance	\$ 2,900.00	\$ 2,000.00	\$ 2,000.00
Travel Accident Insurance	\$ 2,100.00	\$ 2,000.00	\$ 2,000.00
Blanket Crime Policy	\$ 1,050.00	\$ 1,500.00	\$ 1,500.00
Commercial Umbrella Policy	\$ 580.75	\$ 750.00	\$ 750.00
Cyber Insurance	\$ -	\$ 2,100.00	\$ 2,100.00
Promotional & Award Items	\$ 1,610.00	\$ 2,000.00	\$ 2,000.00
Miscellaneous	\$ 10,050.00	\$ 3,000.00	\$ 3,000.00
Bad Debt	\$ (42,752.31)	\$ (20,000.00)	\$ (20,000.00)
<b>TOTAL OTHER EXPENSES</b>	<b>\$ 673,468.76</b>	<b>\$ 648,028.35</b>	<b>\$ 628,028.35</b>
<b>TOTAL EXPENSES</b>	<b>\$ 3,343,575.00</b>	<b>\$ 3,694,444.38</b>	<b>\$ 3,737,569.01</b>
<b>Surplus (Deficit)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (178,819.01)</b>

## Budget Guidance and Assumptions

- MHEC's bylaws currently require the Commission to operate on an annual budget cycle.
- The proposed budget for FY21 was developed with a plan for a biennial approach.
- Requested the Finance and Audit Committee review both FY21 and FY22 years' proposed budgets and approve the FY21 budget for recommendation to the Executive Committee. The MHEC Finance and Audit Committee reviewed both FY21 and FY22 years' proposed budgets during its April 27, 2020 meeting and recommended the Executive Committee approve the FY21 budget
- MHEC staff undertook a new budgeting process from years' past. The process engaged staff leadership across the organization with a focus on transparency and ownership in building a baseline budget.
- Conservative assumptions were used across-the-board, specifically in regard to technology contract revenue. Contract sales reports are not received for FY20 until May (3<sup>rd</sup> quarter) and July (4<sup>th</sup> quarter). This lag makes it difficult to estimate contract usage in future years.
- Conservative assumptions were also used for revenues in light of COVID-19's impact on the economy.
- State commitments were kept flat at \$115,000 for FY21 and not yet increased 1.5% annually as approved by the Commission last November.
- A maximum of 1% salary increase was assumed for FY21. This will likely not be an across-the-board increase , but rather used for equity and alignment purposes.
- Face-to-face events and related travel and convening related expenses were reduced by 10% across-the-board knowing that more meetings are likely to be conducted virtually.
- The former CIO staff position was kept open for FY21 to align staffing and capacity consistent the MHEC Strategic Framework.
- Additional grant revenue is being sought and is expected based on the MHEC Strategic Framework; however, it was not built into the budget due to uncertainty.
- A worse-case/best-case scenario was developed to examine effects of certain scenarios on the budget (e.g. if two states are unable to pay the annual state commitment, or technology contract revenues decrease by 20%)
- Applied a portion of the estimated carry-over expected from FY20 into FY21's budget with an understanding that budgets will need to be trued up on a regular basis.

## MHEC FY21 Proposed Budget Highlights

- **Revenue**

- Interest Income (FY20 \$35,500 to FY21 \$20,000): Lowered the interest income estimates due to the market disruption in Q3 and Q4 of FY20. MHEC interest rates have dropped approximately a 1/2 point on the Insured Cash Sweeps (ICS) account.
- Board Designated Funds (FY20 \$0 to FY21 \$55,000): MHEC will use up to \$20,000 from its capital assets to create additional space in the office for interns and graduate assistants, including any COVID-19 related safety requirements that may be needed. Up to an additional \$35,000 from the opportunity reserve funds will be used for technology infrastructure and databases to upgrade MHEC's system capacity.
- Prior Year Revenue Carry-Over (FY20 \$0 to FY21 \$80,694): Projecting a carry forward of an amount in excess of \$200,000 from FY20 to FY21. The organization will use \$80,694 to assist in covering FY21 expenses with a significant portion of the remaining carry forward amount going toward help build-up of the 6-month reserve.
- MHECare (FY20 \$180,000 to FY21 \$300,000): MHECare is based on student participation and is not always determined before MHEC's budget is complete. The expected revenue for FY21 better reflects actual FY20 revenue.

- **Expenses**

- Salaries (FY20 \$1,668,447 to FY21 \$1,863,228): There is 1% identified for the salary pool; two interns, as well as two part-time positions were added to help with the policy and program expanded work in consistent with the Strategic Framework in order to better serve member states.
- Employee Benefits (FY20 \$504,994 to FY21 \$577,989): Based on recommendations of MHEC's benefits advisor, in FY21 there is a 10% projected increase in health insurance costs built in and a 5% increase in dental insurance expected. The 403(b)-plan contribution also increased based on the aggregate estimated salary increases.
- Legal Fees (FY20 \$1,400 to FY21 \$45,000): MHEC is increasing legal fees to more accurately mirror FY20 usage of external legal counsel and in anticipation of upcoming contract negotiations in two highly regulated areas.
- Honoraria & Lecture Fees (FY20 \$13,800 to FY21 \$26,000): These funds are used to leverage additional research and reports using external experts, produced by the Compact.

- Computer Services (FY20 \$75,033 to FY21 \$96,504): The increase is due to the addition of three databases that will enable MHEC to more efficiently and securely manage data in several policy and research activities.
- Consultant Fees – Other (FY20 \$37,800 to FY21 \$50,000): With the departure of the CIO, a consultant was hired to assume responsibilities connected to MHEC's technology community. The timing of the departure and hiring of the consultant was not anticipated in FY20.
- Building & Facilities (FY20 \$159,570 to FY21 \$186,000): The lease signed by MHEC with the building manager provides for increases every year until 2026 when the lease ends.
- Computer Equipment (FY20 \$8,400 to FY21 \$12,000): MHEC now has an equipment rotation schedule. The amount for FY21 and FY22 takes the plan into account.
- Printing & Duplicating (FY20 \$27,650 to FY21 \$12,300): The amounts spent for printing continues to decrease, as more work is done and provided digitally.
- Telephone/Fax/Internet (FY20 \$14,935 to FY21 \$19,115): This number has increased due to COVID-19 and the purchase of technology support to enable MHEC staff and stakeholders to work and meet remotely.
- Computer Software Expenses (FY20 \$14,637 to FY21 \$28,553): MHEC has moved to a cloud-based software platform from an in-house server. The costs are now being redirected to cover the cloud-based software. While this an increase, it is significantly less than if MHEC had kept the in-house server.
- Repairs and Maintenance (FY20 \$1,050 to FY21 \$20,000): This amount is set aside to create additional workspace in the office for interns and graduate assistants.
- Meals Travel, Transportation, Lodging, and Meeting Meals (FY20 \$539,455 to FY21 \$477,992): MHEC has decreased expenses in meals travel, transportation, lodging, and meeting meals due to the pandemic and the unknown timeframe of going back to normal operations. MHEC, during this time, has moved to virtual and hybrid meetings.
- Bad Debt (FY20 (\$42,752) to FY21 (\$20,000)): This is an estimation of MHEC's anticipated bad debt (e.g. unpaid invoices that MHEC does not expect to receive). The amount for FY21 is estimated to be half the amount written-off in FY20. FY20 was the first year MHEC wrote-off bad debt.

## Ad Hoc Governance Committee Update

During the June 2019 MHEC Executive Committee meeting, the Commission established an Ad Hoc Governance Committee to explore MHEC approaches to organizational and governance considerations for the future. The committee was tasked with taking a more deliberate and focused approach to the establishment and use of commissioner committees with a particular focus on governance, evaluation, and nomination issues.

The committee met several times prior to the November 18-20, full Commission Meeting in Indianapolis. At this meeting, the Commission acted on the following Ad Hoc Governance Committee recommendations:

- Sirotkin and Outstanding Service Awards: Voted to award the Sirotkin and Outstanding Service Awards to the committee's recommended candidates
- Treasurer Elect: Voted to approve the committee's recommendation that Representative Rick Carfagna (OH) be elected to the position of Treasurer.
- By-law changes: Voted to approve the following three bylaw changes recommended by the committee:
  - Amend the bylaws to recognize the Finance and Audit Committee as a standing committee of the Commission;
  - Amend the bylaws to recognize the Treasurer automatically succeeds to the office of the Vice Chair; and
  - Amend the bylaws to effect editorial changes
- Diversity: Voted to approve the committee's recommendation that the Commission take into consideration diversity broadly construed when making officer appointments and when making appointments to committees of the Commission to reflect a mix of experiences and perspectives.

The committee also examined the makeup and structure of the Executive Committee. The MHEC bylaws give very little guidance around the Executive Committee's size, composition, appointment process, and tenure. The committee is working towards bringing forth recommendations to the full Commission at the November 9-11, 2020, Commission meeting in Des Moines that will provide more clarity and transparency around these Executive Committee issues.

Additional topics the Ad Hoc Governance Committee will review include processes related to appointment of commissioner alternates to the Commission, terms of office, establishment of other commissioner committees, processes for identifying and recruiting members to serve on commission committees, more formal processes for commissioner engagement, future processes for the Sirotkin and Outstanding Service awards, and consideration of additional awards, as well as other governance issues.

# Master Property Program (MPP)

Prepared by Carla Ahrens, Property Program Manager

## Background

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 and not-for-profit colleges and universities. Because of its success, the program has developed a program mission to be the premier property insurance program focused on strategic growth, program stability, and member value for institutions in the MHEC region, and the three other regional compacts which includes the Western Interstate Commission for Higher Education (WICHE), the New England Board of Higher Education (NEBHE), and the Southern Regional Education Board (SREB).

## Current Status

The MPP faced a difficult renewal this year due to a challenging property insurance market and several large property losses that have occurred the past two years in the MPP program. The market has further hardened as a result of many natural disasters that have occurred in the past several years nationwide. The MPP experienced a successful renewal July 1, with 98 institutions renewing their policies which included more than 165 campuses with total insured values of approximately \$81.78B. In FY 2019, it is estimated that the program saved participating institutions approximately \$21.5M of which \$17.6M of these savings were for the Midwest participants alone.

One of the many benefits of the MPP is the existence of the loss fund (captive) layer within the program structure that offers the potential for a dividend when an institution's losses and program losses are favorable. In March \$827,889 was distributed back to the participating institutions in dividends. Since the program's inception \$21M in dividends have been distributed to the Midwest MPP members. The members of the MPP view the program as a long-term relationship rather than just another insurance market. The MPP's 92.9% retention rate speaks to the commitment of its members to remain in the program long term.

## Next Steps

The MPP Leadership committee met March 4, in St. Louis, MO. The committee started working on renewal strategies for the 2020 renewal. The MPP Program Administrator Marsh, reported that they would be extensively marketing the program to the carriers. While the original plan was to meet with the carriers face to face in Bermuda, London, and the U.S., due to COVID-19 all marketing efforts are via phone calls and zoom meetings.

Last fall a survey of membership was conducted in collaboration with Marsh. This survey gave the MPP members an opportunity to advise the program's Leadership Committee on the coverages most important to their campus how they wish to have future dividend disbursements applied, and to see if there are other insurance programs that MHEC could offer to benefit their institutions. The results of the survey indicated that members were very satisfied with the program overall and preferred the dividends rather than a premium credit.

The MPP and Marsh are currently working on quotes for several new prospects in the Midwest.

# Cyber Insurance

Prepared by Carla Ahrens, Property Program Manager

## Background

The number one issue for higher education IT leaders this year is information security, according to EDUCAUSE, a nonprofit association of IT leaders in higher education.

The MHEC [Cyber Insurance](#) initiative was established in 2018 to provide an option to institutions in the MHEC region as well as sister compacts the Western Interstate Commission for Higher Education (WICHE), the New England Board of Higher Education (NEBHE), and the Southern Regional Education Board (SREB) to purchase cyber insurance coverage. Higher Education institutions continue to face significant and increasing cyber threats due to the valuable information stored on their networks and the ability for threat actors to use network infrastructure to launch operations against other targets. College and university networks can be difficult for administrators to effectively secure because of their size and sharing of information.

Institutions in the MHEC member states have been asking for a cyber insurance solution which is tailored to deliver the right mix of risk transfer and advisory solutions for institutions to assess, manage, and respond to their risk.

## Current Status

Along with Marsh, MHEC's Program Administrator for programs of insurance, MHEC is now able to offer institutions the flexibility of insurance carrier choice, the broadest coverage available, and access to limits that meet institutional coverage needs. The MHEC Cyber Insurance approach analyzes the institution's threat environment, assesses the significance of the vulnerabilities in security controls, and determines how much financial exposure the institution faces. MHEC's approach can also provide benchmarking on how much cyber coverage institutions of similar risk are buying.

## Next Steps

Many large institutions are currently purchasing cyber liability insurance, therefore the MHEC Cyber Liability market for this program focuses on mid-size and smaller institutions that are not currently purchasing cyber liability insurance and are experiencing funding obstacles to consider additional insurance protection.

Next steps include considering a survey to gather input followed by a webinar to raise awareness of the potential risks with cyber liability and make institutions aware of the MHEC Cyber program.

Southeast Missouri State University in Cape Girardeau recently joined the cyber initiative.

# MHECare Health Insurance Solutions

Prepared by Jennifer Dahlquist, Vice President

## Brief Background

Created in conjunction with MHEC's Student Health Benefits Advisory Committee, MHECare provides campuses that offer students a school-sponsored plan the flexibility to tailor plans specifically to meet the needs of their students with national carrier UnitedHealthcare StudentResources. The program is also available to postsecondary institutions of MHEC's sister compact regions in the New England Board of Higher Education (NEBHE); the Southern Regional Education Board (SREB); and the Western Interstate Commission for Higher Education (WICHE).

For those institutions in the MHEC region only that are unable to offer a school-sponsored plan, MHEC also provides an option with IXSolutions for private student health insurance exchanges. Through a private health insurance exchange, campuses can offer students multiple coverage options, provide support from insurance experts, and save valuable administrative time.

## Current Status

Thirty-one campuses from across the U.S. participated for the 2019-20 school year through the option with UnitedHealthcare StudentResources and six campuses are providing the IXSolutions private exchange to their students.

## Next Steps

This winter MHEC reassembled its Student Health Benefits Advisory Committee for the purpose of conducting an RFP for MHECare. Existing contracts with carriers are nearing completion. As part of this process the committee determined that mental health continues to be of great concern to campuses. Therefore, the committee considered additional offerings that support student mental health and intends to include in the RFP a call for vendors to provide virtual mental health services to students. Health centers and local communities are often overwhelmed with requests for mental health services and students can face lengthy waits in attempting to access providers and a virtual option could significantly expand access to all students.

However, with the advent of COVID-19, the crisis has hit the front lines of health centers across campuses perhaps the hardest. The Student Health Benefits Advisory Committee is composed of health center staff who have had to ramp up services on campus and take part in critical efforts to strategize on campus reopening plans. MHEC has put the RFP on hold until the pandemic subsides. The committee is prepared to pivot to a virtual RFP, but overwhelmingly prefers an RFP process that allows the committee to vet all providers through face-to-face presentations and interviews to ensure vendors can best meet student needs.

A little over a year remains in the MHEC UnitedHealthcare StudentResources contract term, so there is time to accommodate this delay. However, the IXSolutions contract for the private student health exchanges expires on July 31, 2020, and there is not sufficient time to issue the RFP and negotiate contacts. Therefore, the committee requests that the MHEC Executive Committee make an emergency exception and approve a one-year extension to the agreement as a result of the delay due to the COVID-19 pandemic. This will ensure that students will continue to have access to health insurance options for the coming year at a time when it is more critical than ever for students to be protected with adequate health insurance.

# Midwest Student Exchange Program (MSEP)

Prepared by Sara Appel, MCMC and MSEP Manager

## Background

The [Midwest Student Exchange Program](#) (MSEP) offers reduced tuition rates to students in the states of Illinois, Indiana, Kansas, Minnesota, Missouri, Nebraska, North Dakota, Ohio and Wisconsin. The New England Board of Higher Education (NEBHE), Southern Regional Education Board (SREB), and Western Interstate Commission for Higher Education (WICHE) all have similar regional reciprocity programs. MSEP is a voluntary program (as are all MHEC programs) and although the Compact has 12 member states, not all participate. Michigan recently moved to an inactive status, and Iowa and South Dakota elected not to participate in the 2019-2020 academic year.

Since 1994, through MSEP, MHEC has been providing more affordable educational opportunities and options for students to attend out-of-state institutions at reduced costs. MSEP serves as the Midwest's largest multi-state tuition reciprocity program. Nearly 60 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. This program sits alongside and in addition to other state-to-state reciprocity programs.

There is a twofold benefit to the program. When students from other states attend out-of-state colleges, they are more likely to stay in that state, work, become part of the community, and contribute to the economy. It is also a good enrollment management tool. Institutions can utilize MSEP to attract students to fill programs and/or courses to reach capacity.

## Current Status

There are nine states participating with 109 institutions in the MSEP including 2- and 4-year public and private campuses. For FY19, there were 13,166 students participating in the program which saved students and families over \$93.54M.

MSEP institutional participants maintain MSEP webpages providing current information for potential students in the program. Institutions also submit annual data. Actual savings through the program will vary from institution to institution depending upon the tuition rates. Participating students will typically realize savings between \$500 and \$5,000 annually.

In 2019, MHEC began a biannual MSEP electronic newsletter to share news items and examples of ideal MSEP web pages, as well as conducted a webinar that highlighted how to use the program effectively. MSEP institutional participants have appreciated these improvements in communication to stay informed. MHEC is looking to provide additional staff support as well as an updated database to enhance the program.

## Next Steps

In order to provide better service to students and institutions, in fall 2019, MHEC developed a report that will include a national scan, research, and a thorough program review to determine the current relevance and value of the program. The final report of those findings is expected in fall 2020.

# Midwestern-State Authorization Reciprocity Agreement (M-SARA)

Prepared by Emily Jacobson, Associate Director of M-SARA

## Background

The [State Authorization Reciprocity Agreements](#), commonly known as SARA, provide a voluntary, regional approach to state oversight of postsecondary distance education. When states join SARA -- and membership is voluntary -- they agree to follow uniform processes for approving their eligible institutions' participation in SARA. They also agree to deal with other states' SARA institutions in a common way when those institutions carry out activities in SARA states other than their own. SARA's uniform standards and policies provide benefits to both states and institutions carrying out distance education in multiple states. SARA has streamlined, improved, and added consistency to the approach an institution must take to offering distance education programs or courses across state lines.

## Current Status

As of May 13, 49 states, the District of Columbia, Puerto Rico, and the U.S. Virgin Islands are members of SARA. 2,110 institutions participate in SARA, and of that total, 580 institutions are in MHEC states. California is the only state that is not a member.

NC-SARA continues to host annual meetings devoted to state portal agents, to strengthen connections between SARA portal agents, and promote consistency in SARA practice across the nation. M-SARA hosts its own set of annual meetings for M-SARA Regional Steering Committee (RSC) members and M-SARA state portal agents. A portion of these meetings are dedicated to a joint meeting between both groups, where NC-SARA representatives are also present. Both groups meet on a quarterly basis or more frequently if needed.

In April of 2020, NC-SARA launched a professional licensure directory and made it publicly available on their website. NC-SARA worked with SARA State Portal Entities (SPEs) and regional compact staff to create the [Professional Licensure Directory](#), which provides contact information for five programs (counseling, nursing, psychology, social work, and teacher education) that lead to a professional license. These programs were chosen because they have the most enrollments, per the data provided by NC-SARA participating institutions. The directory compiles general contact information for relevant licensure boards and state governing bodies in 50 states and three territories (the District of Columbia, Puerto Rico, and the U.S. Virgin Islands).

## Next Steps

MHEC is pleased to announce the appointments of Betsy Talbot and Chris Foley to serve as chair and vice chair of the M-SARA Regional Steering Committee. Betsy is the manager of Institutional Registration & Licensing at the Minnesota Department of Higher Education. Chris is the associate vice president for University Academic Affairs and director of the Office of Online Education at Indiana University.

Special thanks to outgoing chair, Gretchen Bartleson, for her longstanding service, support, and leadership. She is the dean of the Center for Teaching and Learning at Northwest Iowa Community College.

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# Research

Prepared by Aaron Horn, Associate Vice President of Research

## Background

MHEC's approach to [higher education research and policy analysis](#) informs institutional and state efforts in improving postsecondary policies, practices, and outcomes. MHEC supports the work of commissioners, state legislators and agency staff, institutional and system leaders, and the broader community of higher education administrators and researchers in several ways:

1. Maintaining a national repository of expertise, knowledge and best practices for guiding policy and practice
2. Conducting applied research and analysis on critical topics in higher education
3. Developing innovative approaches to improve educational opportunity and effectiveness
4. Providing public outreach and service to institutions and governments

## Current Status

- **Interactive Dashboard.** MHEC completed the pilot stage of the dashboard after implementing feedback received from state agency staff and other interested stakeholders. The online tool allows users to select from a comprehensive set of indicators and provides several options to tailor the data, including multiple data years, any peer state in the U.S., various figure types, disaggregation by race/ethnicity and family income, and exporting of figures and tables as a PDF or PowerPoint.
- **Higher Education in Focus.** This biennial report for MHEC states provides a set of indicators within five categories: Preparation, Participation, Affordability, Completion, and Finance. The 2019-20 version of this report includes several measures of achievement and affordability gaps by family income, race, and ethnicity.
- **College Student Debt: What State and Institutional Leaders Should Know.** MHEC is producing a policy report that examines recent trends in student loan debt, the amount of debt accumulated during college by race/ethnicity and family income, research on the effects of debt accumulation, and policy options for institutions and states to reduce student reliance on loans.
- **Differential Tuition by Residency Status: Landscape and Corollaries.** MHEC is producing a policy report that examines out-of-state student enrollment and the prevalence of differential tuition rates for residents and non-residents.
- **Postsecondary attainment gap projections.** A MHEC-coordinated research team is developing postsecondary enrollment and attainment projections by race and ethnicity for Illinois through 2030. The study is partly funded through a grant from the Joyce Foundation. The study will serve as the basis for creating projections for other MHEC states.

## Next Steps

- MHEC is exploring a potential collaboration with two research teams to assess the effectiveness of institutional responses to COVID-19. Surveys will be administered to students and faculty about technology, teaching, and learning challenges and supports to determine what has been useful and what can be improved.

# Dual Credit/Concurrent Enrollment Teacher Credentialing

Prepared by Jenny Parks, Vice President

## Background

Concurrent enrollment provides high school students the opportunity to take college credit-bearing courses. As a result, concurrent enrollment and other early college practices have spread to all 50 states. In 2015 the [Higher Learning Commission \(HLC\)](#), the regional accreditor for Midwestern states, refined its expectations for the credentials of postsecondary faculty, including concurrent enrollment instructors in high schools. The change brought to light a longstanding problem in the world of concurrent enrollment: many high school teachers without full credentials as defined by HLC (i.e., adequate graduate coursework in subject they teach) were serving as concurrent enrollment instructors.

Thus, many states suddenly faced a crisis: did their concurrent enrollment instructors hold the credentials that would allow them to teach the growing number of concurrent enrollment courses desired by students and families and sometimes mandated by statute? State-level stakeholders began collecting data about concurrent enrollment teacher credentials and discovered that many teachers lacked graduate degrees and/or graduate credits required by HLC. HLC developed an extension in 2015 which provides a seven-year (2015-2022) window for instructors to earn the additional academic credentials they need to teach in their respective disciplines.

MHEC's research on this issue in 2018 and [findings from that research](#) are summarized on the MHEC website. These findings informed a policy [research brief authored in collaboration with the Education Commission of the States](#) (ECS). In conjunction with the National Association of Concurrent Enrollment Partnerships (NACEP), MHEC hosted a [Concurrent Enrollment Teacher Credentialing Summit](#) in May 2018, where stakeholders from all MHEC states convened to share frustrations, successes, and ideas to address the problem at both state and regional levels. MHEC staff revisited their research from spring 2018 and learned from state level stakeholders that most do not believe they will be able to meet the 2022 HLC deadline for all concurrent enrollment instructors to be fully credentialed.

## Current Status

MHEC staff remain involved in regional and national concurrent enrollment conversations, including collaborations with the National Alliance of Concurrent Enrollment Partnerships ([NACEP](#)), the College in the High Schools Alliance ([CHSA](#)), and HLC. Also, MHEC supports three advisory groups to address different aspects of the teacher supply dilemma.

## Next Steps

MHEC staff are developing a thought paper showcasing innovative ways institutions are developing graduate courses and programs for current and aspiring concurrent enrollment instructors. Also, there are ongoing discussions to create a regional database of course offerings to make it easier for teachers to find and earn needed graduate credits. Finally, MHEC is planning a regional convening in conjunction with the NACEP 2020 annual meeting during which policymakers and other concurrent enrollment stakeholders will work together to reconcile and make recommendations regarding the uneven demand and supply of fully credentialed instructors as the 2022 HLC deadline approaches.

# Multi-State Collaborative on Military Credit (MCMC)

Prepared by Sara Appel, MCMC and MSEP Manager

## Background

The mission of the [Multi-State Collaborative on Military Credit](#) (MCMC) is to facilitate an interstate partnership of the 12 Midwestern Higher Education Compact (MHEC) states plus Kentucky, other states are welcome to join. MCMC works to translate competencies acquired by military-connected students and veterans through military training and experiences to college credentials that lead 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. Grants were awarded to MHEC by the Lumina Foundation and the Strada Education Network in 2015 to address barriers for military-connected students to access, participation, and completion in postsecondary education. This was accomplished through a comprehensive review and advancement of effective policy and practice within and among institutions, states, federal agencies, and not-for-profit organizations.

## Current Status

In August, the MCMC and the National Center for Higher Education Management Systems (NCHEMS), was awarded \$25,000 from the National Research Collaborative for Competency-Based Education and Learning and from the Lumina Foundation. The funding will support a multi-state scan of military postsecondary credit policies and practices. The final narrative/deliverable will be completed by December.

In 2019, MCMC had additional funds remaining from the Strada Education Network grant. This money was reallocated to support the 2019 annual convening held in Chicago, Illinois, during October. Topics of discussion were the awarding of general education credit for military, licensing and certification, enhanced institutional collaboration with the military, improved data collection, and identification of crucial data points.

Communication with MCMC participants, institutions, military, and other stakeholders has held steady. With COVID-19 webinars were put on hold as institutions, military, and other stakeholders turned their attention to the pandemic and issues surrounding the virus and higher education. MHEC continues to distribute monthly MCMC updates and utilizes social media. The presence and knowledge of MCMC continues to grow throughout the nation. In January, an article co-authored by Dr. Gina Johnson, senior associate for the National Center for Higher Education Management Systems, and Sara Appel, was published in [Change: The Magazine of Higher Learning](#). The article illustrates the success and challenges military-connected students and veterans face.

## Next Steps

Many of the MCMC states are being encouraged by their governor or other state leaders to focus on career technical credit and workforce development. MCMC has incorporated military-connected students in these fields. MHEC is also using its expertise in meeting the needs of military-connected students to contribute to national presentations with [NC-SARA](#) and Midwestern-State Authorization Reciprocity Agreement (M-SARA) to clarify student complaint options.

# Open Educational Resources

Prepared by Jenny Parks, Vice President

## Brief Background

Open Educational Resources (OER) are textbooks and ancillary learning materials that are accessible via the Internet at little or no cost to students or institutions and openly licensed so that users can modify, share, and retain them. To make the cost of postsecondary education more affordable, [many states and institutions have adopted or are seeking to implement the use of OER](#). Unfortunately, though awareness of OER have increased in recent years, the rate at which such learning materials are used has increased more slowly. MHEC seeks to support its member states as they increase their capacity to implement OER.

This work started in 2018 with the creation of an [OER Advisory Committee](#) comprised of institutional representatives from across the Midwest. Per the recommendation of that Committee, MHEC teamed up with [WCET](#) with funding from the William and Flora [Hewlett Foundation](#) to convene Midwestern OER stakeholders from all 12 states in November 2018 at the [OER Implementation and Policy Summit for the MHEC States](#). A list of suggested state and regional actions was generated at the Summit and has informed MHEC's work with OER ever since.

That work includes:

- an OER List Server to keep Midwestern OER stakeholders informed and connected to regional and national OER efforts;
- regular virtual meetings of state OER action teams and support their work to build OER capacity in their respective states;
- a monthly OER newsletter; and
- OER-related webinars that reach a wide range of stakeholders and inform them of the work of the 12 state action teams.

MHEC staff remain connected to the regional and national OER community via presentations at events such as the 2019 [OpenEd](#) Conference and collaboration with the other regional compacts in planning a nationwide OER effort. MHEC also worked with the [Open Textbook Network \(OTN\)](#) to provide the [Senior Leaders Open Education Seminar](#) in December 2019. This first-of-its-kind OER training event, and its costs, were underwritten by the Hewlett Foundation as well.

## Current Status

The four regional compacts received a planning grant from the [Hewlett Foundation](#) to devise a nationwide OER support strategy. They are in the process of finalizing and submitting in June 2020 a proposal for funding of a multi-year, multi-compact OER collaboration.

## Next Steps

In May 2020, MHEC offered an open forum via Zoom to those who attended the OTN event in December 2019. The goal of the forum was to check-in with senior leaders to learn how they have been able to support OER implementation on their campuses since December 2019 and to learn how that work and other institutional efforts have been impacted by the COVID-19 crisis. This information will inform the state-level OER leadership events MHEC and OTN hope to offer in 2020 and 2021 as well the regular conversations MHEC staff have with OER state action teams. MHEC staff will continue to support state OER Action Teams and work with other affordable learning materials strategies to increase access to, the quality of, and the transparency of the knowledge students and the public need to succeed in an information-driven economy and society.

# Credential Engine

Prepared by Jenny Parks, Vice President

## Brief Background

Credential Engine and MHEC have created a new partnership to support and accelerate credential transparency across the twelve Midwestern states. This work will build on and expand efforts to improve the vital credential and competency data connections that tie education, jobs, and the economy together. Credential transparency strives to provide clear, comparable, persistent information about credentials, including their cost, competencies, relationship to other credentials, quality assurance processes, and value in transfer and in the labor market based on shared standards or frameworks. The aspired end-result will be a searchable repository of all credentials offered in the Midwest where students, workers, and others can search for credentials (i.e., degrees, certificates, badges, etc.) and learn where they can be attained, which skills they provide, and with which job opportunities they align.

This collaboration will expand awareness and information about the value of credential and competency transparency across member states, share best practices, seek scalable solutions that can be applied to multiple institutions, systems, and states, explore the use of shared master contracts for services, and understand and promote appropriate policy solutions and structures to expand transparency. Through MHEC's existing partnership with the other regional compacts this collaboration's benefits will reach beyond the Midwest to the nation as a whole. Credential Engine is a non-profit whose mission is to create credential transparency, reveal the credential marketplace, increase credential literacy, and empower everyone to make more informed decisions about credentials and their value. Credential Engine receives support from Lumina Foundation, JPMorgan Chase & Co., Walmart, Northrop Grumman Foundation, ECMC Foundation, Microsoft, the National Science Foundation, Siegel Family Endowment, and Google.org.

## Current Status

MHEC signed an agreement and commenced work with Credential Engine in April 2020. This work includes helping draft a proposal for additional grant funding by 1) providing data from a survey MHEC conducted with Midwestern credential transparency stakeholders and 2) offering four webinars to increase awareness and knowledge of Credential Engine and its work with MHEC. MHEC staff regularly attend Credential Engine meetings and are crafting a strategy for developing state-level communities of practice to support states as they move toward credential data interoperability and compatibility with the Credential Engine work-learn ecosystem.

## Next Steps

MHEC staff will continue to develop strategies to support and inform Midwestern stakeholders as they build capacity in each of their states to move toward credential transparency. The level and speed of this work will depend upon grant funding. Ideally, funds will support work in Fall 2020 that will involve an additional 1.0 FTE Credential Engine manager at MHEC and the creation of multiple convenings and state-level action teams to discuss and decide how each state will be able to improve the information available about the various credentials offered within its borders and the workforce opportunities associated with each.

# Technologies Committee

Prepared by Debra Kidwell, Consultant; Rob Trembath, Chief Operating Officer & General Counsel

## Background

The [Technologies Committee](#) is composed of college, system, and university chief information officers, telecommunications directors, computing service directors, procurement officers, and educational planners representing both individual campuses and systems in the MHEC member states. The purpose of the Technologies Committee is to:

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

## Current Status

Projects were approved and are moving forward in the areas of accessibility, technology community, and IT security services. A higher education peer consulting platform has been deferred, as the resources required for such a project exceed current capacities.

- Developing programming on accessibility, which is the ongoing process by which an organization ensures its current and future IT can be used effectively by everyone including individuals with disabilities. Activities included a webinar focused on the [Wichita State University](#) accessibility story and an in-person panel discussion with representatives from four Midwest institutions in support of North Dakota's accessibility initiative.
- Identifying an approach to building and maintaining a technologies community that will be more inclusive and utilize the MHEC Strategic Framework for its basis.
- Collaborating in various projects such as identifying procurement skills that will be needed in the future and inclusive access.

## Next Steps

MHEC will continue working with the Technologies Executive Committee to identify how to structure MHEC's work in technology so as to best serve the MHEC states and institutions.

Research will also continue on the feasibility of projects such as the following:

- A pilot program around digital fluency, which is the ability to select and use the appropriate digital tools and technologies to achieve a particular outcome.
- A collaboration with vendors to develop higher education friendly terms and conditions.
- Opportunities for MHEC engagement around Universal Broadband services, which refers to government efforts to ensure all citizens have access to the internet.
- Information sharing and procurement related to Esports, a form of sport competition using video games in the form of organized, multiplayer competitions for individuals or teams.
- Assess institutional demand/need for online program management (OPM) systems, which involves the practice of contracting with external, third-party organizations that help colleges and universities develop and deliver online degree or certificate programs.

# Technology Contracts

Prepared by Nathan Sorensen, Director of Government Contracts

## Background

MHEC's approach to education technology contracts is rooted in delivering timely, effective, and cost-efficient technology solutions. By entering into agreements for the benefit of its member states, MHEC provides institutions with a contract framework that allows more flexibility while still maintaining compliance with applicable procurement statutes. MHEC has adopted a policy that requires MHEC contracts to be awarded based on competitive bid requirements that are consistent with the statutory procurement rules of the Compact member states. The agreements are a product of a representative group of stakeholders from the higher education technology community conducting a competitive sourcing process that leverages the potential purchasing power of the 12 MHEC member states. The result is a master agreement that facilitates a direct relationship between the technology providers and institutions and contains discounted pricing as well as terms and conditions that are better than most higher education institutions can negotiate individually. This process is designed to minimize the burden on administrative resources for institutions in the 12 MHEC member states, saving both time and money, while expediting technology acquisitions. Additionally, it allows an institution to focus most of its energy on finding the technology solution that best fits its needs instead of on the contract itself.

## Current Status

Increasingly, an information technology (IT) investment is needed to support student success, faculty, and staff functions, which is no small matter to a college campus, large or small. MHEC currently focuses on technology contracts with mega vendors including the likes of Dell, HP Enterprise, HP Inc., Lenovo, Oracle, SAS, VMware, and Xerox. [All of these contracts](#) are available for use by all public and private not-for-profit institutions of higher education in the 12 MHEC member states, and in most instances, also include the other regional compacts: The New England Board of Higher Education (NEBHE); the Southern Regional Education Board (SREB); and the Western Interstate Commission for Higher Education (WICHE) member states. In efforts to support education overall, some of the contracts extend eligibility for use by K-12 districts, local governments, and states. These mega vendors are often where the majority of an institution's IT budget is spent and can be the most difficult to manage in terms of compliance, negotiation, and general relationship. Nationally, all four compact regions have benefited from MHEC contracts, as usage has significantly grown over the last three years from \$308M to over \$450M in sales. According to the Center for Digital Education, it is estimated that \$1.3B dollars, across the MHEC region, was invested in higher education technology in 2019, with 8% of the region's investment spent using MHEC's education technology contracts. Overall, the estimated savings in the MHEC region was nearly \$27M during FY19 an increase of 4% from the prior year.

## Next Steps

MHEC continually develops strategic contracts that provide easier and quicker access to IT solutions. Anticipated IT solicitations over the next year encompass virtualization and data center modernization, research and advisory services, IT security services, and creative software to name a few. Each solicitation seeks input from a wide variety of subject matter experts to discuss current best practices and define the scope of a proposed solution. During the solicitation, a workgroup is formed of members representing the MHEC region, who will then evaluate proposals and make recommendation to the MHEC president for an award(s). Once a contract is awarded, the workgroups are convened as needed to assist MHEC with managing the vendor relationship.

## MHEC Annual Estimated Savings for Entities and Citizens

MHEC Member States	2018-2019 Annual State Commitment	Total Annual Savings	Contracts			Programs		
			Computing Hardware <sup>1</sup>	Computing Software <sup>2</sup>	Technology Services <sup>3</sup>	Master Property Program <sup>4</sup>	Midwest Student Exchange Program <sup>5</sup>	Midwestern-State Authorization Reciprocity Agreement <sup>6</sup>
Illinois	115,000	63,504,264	7,932,299	338,993	18,917	1,786,556	50,731,499	2,696,000
Indiana	115,000	6,621,689	3,312,053	231,213	NP <sup>7</sup>	NP <sup>7</sup>	1,734,423	1,344,000
Iowa	115,000	1,590,435	250,215	10,365	NP <sup>7</sup>	225,855	NP <sup>7</sup>	1,104,000
Kansas	115,000	17,878,832	809,310	109,872	28,459	10,714,389	5,088,802	1,128,000
Michigan	115,000	12,284,219	4,114,927	121,741	4,036	233,683	6,289,832	1,520,000
Minnesota	115,000	11,401,412	1,948,891	661,923	53,965	NP <sup>7</sup>	7,088,633	1,648,000
Missouri	115,000	16,109,248	2,180,775	82,481	NP <sup>7</sup>	3,298,688	8,707,304	1,840,000
Nebraska	115,000	3,321,424	667,572	107,862	NP <sup>7</sup>	1,293,351	588,639	664,000
North Dakota	115,000	7,232,018	38,649	97,901	NP <sup>7</sup>	NP <sup>7</sup>	6,735,468	360,000
Ohio	115,000	6,233,866	1,536,321	176,174	18,941	125,723	2,256,707	2,120,000
South Dakota	115,000	78,194	45,024	33,170	NP <sup>7</sup>	NP <sup>7</sup>	NP <sup>7</sup>	NP <sup>7</sup>
Wisconsin	115,000	7,692,643	1,910,078	138,562	1,335	NP <sup>7</sup>	4,322,668	1,320,000
<b>Program Totals</b>	<b>\$1,380,000</b>	<b>\$153,948,244</b>	<b>\$24,746,114</b>	<b>\$2,110,257</b>	<b>\$125,653</b>	<b>\$17,678,245</b>	<b>\$93,543,975</b>	<b>\$15,744,000</b>

Footnotes:

1. Contracts include: Dell, HP, Lenovo, Alcatel-Lucent, Ciena/Walker and Associates, and Xerox.
2. Contracts include: Novell/MHEC Collaborative Program, Oracle, Arrow/VMWare, SAS, and Corel.
3. Contracts include: Info-Tech Research Group and Parchment.
4. Based on premium and loss information as of June 30, 2019.

5. Student tuition savings for the academic year 2018-2019.
6. Savings does not include personnel and travel cost savings.
7. Non-participating state for 2018-2019.

# MHEC Cumulative Estimated Savings for Entities and Citizens through June 2019

MHEC Member States	Contracts				Programs			Cumulative State Savings	What Member States Paid Cumulative (State Commitment)
	Computing Hardware <sup>1</sup>	Computing Software <sup>2</sup>	Technology Services <sup>3</sup>	Legacy Initiatives <sup>4</sup>	Master Property Program <sup>5</sup>	Midwest Student Exchange Program <sup>8</sup>	State Authorization Reciprocity Agreement <sup>9</sup>		
<b>Illinois</b> Member Since 8/20/1991	98,475,662	6,860,828	3,403,391	15,672,186	49,869,867	227,092,311	7,296,000	408,670,245	2,397,000
<b>Indiana</b> Member Since 3/14/1996	32,870,877	3,197,729	2,659,416	5,358,571	440,095	10,006,495	3,960,000	58,493,183	2,107,000
<b>Iowa</b> Member Since 6/6/2005	6,726,376	381,156	11,399	231,371	542,127	\$0	3,560,000	11,452,429	1,375,000
<b>Kansas</b> Member Since 4/25/1990	10,135,960	2,109,246	144,137	3,025,262	22,013,634	78,299,352	3,264,000	118,991,591	2,397,000
<b>Michigan</b> Member Since 7/24/1990	54,090,335	4,002,103	3,550,509	43,222,866	17,248,001	57,031,923	4,104,000	183,249,737	2,397,000
<b>Minnesota</b> Member Since 4/26/1990	19,934,443	5,136,615	499,431	10,876,074	15,306,381	50,082,828	4,744,000	106,579,771	2,397,000
<b>Missouri</b> Member Since 5/9/1990	24,319,032	2,144,349	45,081	5,484,930	41,327,712	57,608,366	5,424,000	136,353,469	2,397,000
<b>Nebraska</b> Member Since 6/5/1991	5,451,189	1,653,243	57,678	2,127,919	12,740,847	67,510,846	1,992,000	91,533,721	2,397,000
<b>North Dakota</b> Member Since 4/22/1999	1,628,962	947,399	31,581	1,000,822	0	11,417,631	1,056,000	16,082,395	1,875,000
<b>Ohio</b> Member Since 1/9/1991	29,882,794	3,828,867	1,560,409	32,198,285	349,707	2,918,489	6,000,000	76,738,551	2,397,000
<b>South Dakota</b> Member Since 3/13/2008	564,413	424,910	\$4,950	NA	492,535	0	0	1,486,808	1,125,000
<b>Wisconsin</b> Member Since 4/18/1994	20,781,722	1,052,466	392,665	6,747,463	0	42,704,072	4,024,000	75,702,389	2,223,000
<b>TOTAL</b>	<b>\$304,861,765</b>	<b>\$31,738,909</b>	<b>\$12,360,647</b>	<b>\$125,945,750</b>	<b>\$160,330,906</b>	<b>\$604,672,313</b>	<b>\$45,424,000</b>	<b>1,285,334,289</b>	<b>25,484,000</b>

FOOTNOTES:

- Contracts include: Dell, HP, Lenovo, Juniper, Enterasys, Systemax, Mitel, Sun, EIQ, 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, 2019.
- 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 2018-2019.
- Savings does not include personnel and travel cost savings.

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## Guest Presenters



**Walter "Ted" Carter**  
President  
University of Nebraska System

Walter "Ted" Carter, Jr. began his term as the University of Nebraska's eighth president on January 1, 2020.

Carter, 60, served as superintendent of the U.S. Naval Academy in Annapolis, Md., from 2014 to 2019, the longest continuously serving superintendent in Annapolis by special request of the Secretary of the Navy and the Chief of Naval Operations. As superintendent – the Naval Academy's equivalent of a university president – Carter oversaw all functions of the institution, including leadership of 4,400 students and 1,500 faculty and staff, management of a \$500 million budget, and oversight of academics, facilities, admissions and policy.

He also formed the nation's first accredited cyber operations major and accredited a nuclear engineering major at the Naval Academy. During his tenure, the academy was ranked the nation's No. 1 public university by Forbes Magazine. Prior to that role, Carter was president of the U.S. Naval War College in Newport, R.I., where he led 1,600 resident students, 100,000-plus distance education students and 600 faculty and staff in graduate-level education.

Carter was a successful fundraiser in both roles, working with his foundations to raise a total of \$400 million in philanthropic support for academic programs. He also worked with Congress to direct \$120 million toward a new cyber operations building at the Naval Academy; the building will be named after Rear Admiral Grace Hopper, the first at any service academy to be named for a woman. Carter has extensive experience briefing members of Congress and has shared the stage at speaking events with Presidents Trump and Carter and Vice Presidents Pence, Biden and Cheney.

Carter also brings extensive military service, having graduated from the Navy Fighter Weapons School (Top Gun) in Miramar, Calif., in 1985. He was commander for the Carrier Strike Group Twelve, in which he commanded 20 ships, two nuclear-powered aircraft carriers and two carrier air wings that were deployed to Afghanistan and the Arabian Gulf. He is a naval flight officer with more than 6,300 flying hours, and has completed 2,016 carrier-arrested landings, an American record.

Carter works as a team with his wife, Lynda. They have been married for 37 years. Carter earned his bachelor's degree in physics and oceanography from the U.S. Naval Academy. He also has educational credentials from the 18-month-long Navy Nuclear Power School, the U.S. Air Force Air War College, the Naval War College and the Armed Forces Staff College.

The son of an English teacher, Carter was raised in Burrillville, R.I., a rural, one-high school town in the northwest corner of the state where he became an accomplished clarinetist and baritone saxophone player. He and his wife, Lynda, are currently transitioning their residence to Lincoln, NE. They have two adult children, Brittany and Christopher.



**Jeffrey P. Gold, M.D.**

Chancellor

University of Nebraska Medical Center and University of Nebraska Omaha

Jeffrey P. Gold, M.D., is a nationally recognized leader and tireless advocate for transforming higher education, academic medicine and health care delivery.

He became the eighth chancellor of the University of Nebraska Medical Center, vice president of the University of Nebraska system and chair of the board of UNMC's principal clinical care academic health system partner, [Nebraska Medicine](#), in early 2014.

As UNMC's chief executive officer, Dr. Gold is responsible for all aspects of campus leadership, program quality and operations, including seven colleges, numerous institutes, a staff and faculty of about 5,000 and its 3,800 students. Additionally, Nebraska Medicine has over 6,500 employees and an operating budget of well more than \$1.5 billion. The combined economic impact of the "500-mile campus" academic health center exceeds \$4 billion.

In April 2017, Dr. Gold also was named chancellor of the [University of Nebraska at Omaha](#), the state's public metropolitan university. The University of Nebraska at Omaha has an enrollment of over 12,000 undergraduate students, 3,000 graduate students, a broad public service mission and an NCAA Division I athletic program.

Dr. Gold holds a health professions academic appointment at the rank of professor in the UNMC College of Medicine, as well as in the UNMC College of Public Health, where his research interests in population health are concentrated.

Prior to joining UNMC, Dr. Gold served as chancellor of the University of Toledo's academic and clinical health sciences, which includes the colleges of Medicine, Nursing, Pharmacy, Health Science and Human Service, and Graduate Studies. In that role, Dr. Gold had full leadership responsibility of the clinical, education and research programs, the faculty practice plan and the integrated hospital and ambulatory health care delivery system.

Prior to joining the University of Toledo, Dr. Gold served in academic and clinical leadership roles at the Albert Einstein College of Medicine – Montefiore Medical System as professor, department chair and heart center director and previously at the Weill Cornell College of Medicine – New York Presbyterian Medical Center as professor and division chief of children's cardiac surgery programs where he was an active academic cardiac surgeon. His research has been extramurally supported for decades, including by the NIH, AHA, AMA, NYSDOH and others.

Dr. Gold is a proud graduate of the Cornell University College of Engineering, where he received a degree in theoretical and applied mechanics. He earned his M.D. from the Weill Cornell College of Medicine and completed his general surgery residency at The New York – Presbyterian Hospital and Memorial Sloan Kettering Cancer Center, where he later served as the administrative chief resident. He completed his cardiothoracic surgical fellowship training at the Brigham and Women's Hospital with additional training in pediatric cardiac surgery at the Boston Children's Hospital of Harvard Medical School.

Dr. Gold has been certified by the American Board of Surgery and by the American Board of Thoracic Surgery, specializing in adult and pediatric cardiac surgery.

Dr. Gold's national leadership is extensive, and has included more than 50 national professional committees and more than 100 national organizations, volunteer boards,

government/public health councils, and industry. He has recently served as the Chair the American Medical Association's Council on Medical Education and the AMA/AAMC's Liaison Committee on Medical Education. He is a member of the AMA House of Delegates. Dr. Gold has also served in numerous roles on governing boards and as the elected leader of regional and national professional, accreditation and advocacy organizations in the educational, research and clinical care delivery sectors.

Dr. Gold served as president of the Thoracic Surgery Directors Association and was recently elected to the Board of the Accreditation Council on Graduate Medical Education as well as several other national leadership positions in the Association of American Medical Colleges, the American Medical Association and other prestigious organizations. He has been repeatedly recognized as a Top 50 Health Care Executive and as a Top 100 Physician Executive, as well many national awards for service leading numerous community volunteer programs, philanthropic campaigns and programs. He continues his research interests actively with ongoing publications and presentations and continues to serve several journal editorial boards. Dr. Gold has authored over 200 peer-reviewed manuscripts, 250 national presentations, 40 books and chapters and over 300 invited professorships and keynote presentations.

He has been married for more than 40 years to a physician and has two adult children, currently residing in New York and San Francisco.

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## MHEC Commissioners

### Executive Officers

Chair: Olivia Madison, Iowa  
Vice Chair: David Eisler, Michigan  
Treasurer: Rick Carfagna, Ohio  
Past Chair: Ken Sauer, Indiana

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Illinois: La Shawn Ford, Suzanne Morris  
Indiana: Ken Sauer, **TBD**  
Iowa: Carrie Koelker, Olivia Madison  
Kansas: Blake Flanders, Marci Francisco  
Michigan: David Eisler, **TBD**  
Minnesota: Connie Bernardy, Devinder Malhotra  
Missouri: Kayla Hahn, **TBD**  
Nebraska: Deborah Frison, Rick Kolowski  
North Dakota: Mark Hagerott, Dennis Johnson  
Ohio: Rick Carfagna, Stephanie Davidson  
South Dakota: Larry Tidemann, Janelle Toman  
Wisconsin: Joan Ballweg, Rolf Wegenke

\*Ex Officios: Lyndon Carlson (MN); Randy Ferlic (NE);  
Tim Flakoll (ND); and Teresa Lubbers (IN)

### ILLINOIS

<https://www.mhec.org/states/illinois>



**La Shawn Ford**  
State Representative; Chair, Appropriations-Higher Education  
Illinois General Assembly



**Mollie Foust**  
Senior Counselor to the Deputy Governors  
Illinois Governor's Office



**Alice Marie Jacobs**  
Board Member  
Illinois Board of Higher Education

*\*Former MHEC Chairperson*



**Pat McGuire**  
State Senator; Chair, Higher Education Committee  
Illinois General Assembly



**Suzanne Morris**  
Board Member  
Illinois Community College Board

## INDIANA

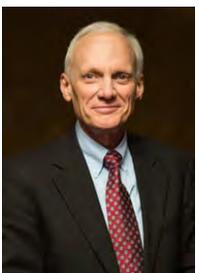
<https://www.mhec.org/states/indiana>



**Charles R. Johnson, Jr.**  
President  
Vincennes University



**Jack Jordan**  
State Representative  
Indiana General Assembly



**Ken Sauer**  
Indiana Governor's Designee; and Senior Associate Commissioner and Chief  
Academic Officer, Indiana Commission for Higher Education



**David W. Wantz**  
President and CEO  
Independent Colleges of Indiana



**Andy Zay**  
State Senator  
Indiana General Assembly



**Teresa S. Lubbers** (Commissioner Alternate)  
Commissioner  
Indiana Commission for Higher Education

## **IOWA**

<https://www.mhec.org/states/iowa>



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Regent  
Board of Regents, State of Iowa



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**Olivia M.A. Madison**

Iowa Governor's Designee; and Professor Emerita and Dean Emerita of Library Services, Iowa State University



**Joe Mitchell**

State Representative; Member, Education Appropriations Subcommittee  
Iowa Legislature



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Governor's Designee; and Senior Vice President  
First National Bank



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State Senator; Member, Education Appropriations Subcommittee  
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State Representative; Member, Education Committee  
Iowa Legislature

## KANSAS

<https://www.mhec.org/states/kansas>



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**Aaron A. Otto**  
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**Helen Van Etten**  
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**Marci Francisco (Commissioner Alternate)**  
State Senator  
Kansas Legislature



**Ken Rahjes (Commissioner Alternate)**  
State Representative; Chair, Higher Education Budget  
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## MICHIGAN

<https://www.mhec.org/states/michigan>



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State Senator; Chair, Appropriations Subcommittee on Universities and Community  
Colleges  
Michigan Legislature



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President  
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**Scott VanSingel**  
State Representative; Chair, Higher Ed. & Community Colls. Appropriations  
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Michigan Legislature



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Michigan Association of State Universities



**Cassandra Ulbrich** (Commissioner Alternate)  
President  
State Board of Education

## MINNESOTA

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State Senator; Chair, Higher Education Finance and Policy  
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**Connie Bernardy**  
State Representative; Chair, Higher Education Finance and Policy Division  
Minnesota Legislature



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Executive Vice President and Provost  
University of Minnesota – Twin Cities



**Devinder Malhotra**  
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Minnesota State



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Minnesota Governor's Designee; and Commissioner  
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<https://www.mhec.org/states/missouri>



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**Susan L. Thomas**  
President  
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**VACANCY**  
Appointing Authority: President Pro Tem of the Senate  
Missouri General Assembly

**VACANCY**  
Appointing Authority: MO Governor (Higher Education at-large)



**Zora Mulligan (Commissioner Alternate)**  
Commissioner of Higher Education  
Missouri Department of Higher Education & Workforce Development

**NEBRASKA**

<https://www.mhec.org/states/nebraska>



**Randolph M. Ferlic**  
Nebraska Governor's Designee



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Chair  
Coordinating Commission for Postsecondary Education



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## NORTH DAKOTA

<https://www.mhec.org/states/north-dakota>



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**Tim Flakoll**

North Dakota Governor's Designee



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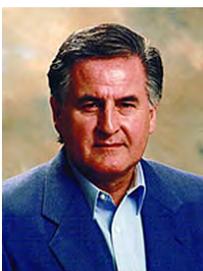
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## OHIO

<https://www.mhec.org/states/ohio>



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<https://www.mhec.org/states/south-dakota>



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## WISCONSIN

<https://www.mhec.org/states/wisconsin>



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Wisconsin Technical College System



**Sean P. Nelson** (Commissioner Alternate)  
Vice President of Finance  
University of Wisconsin System

## MHEC Committees

<https://www.mhec.org/about/committees>

M-SARA Steering Committee

Master Property Program Leadership Committee

Master Property Program Loss Control Workshop Subcommittee

Midwest Student Exchange Program Council

Multi-State Collaborative on Military Credit Steering Committee

Review Panel for State Policy and Performance Data

Student Health Benefits Advisory Committee

Technologies Executive Committee

Technologies Committee

## MHEC Staff



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# MHEC STRATEGIC FRAMEWORK

## PRIORITIES 2020–2021

### VISION:

MHEC members collaborate to address the region's most pressing challenges in higher education and transform educational opportunities so that people and communities thrive.

### MISSION:

MHEC brings together midwestern states to develop and support best practices, collaborative efforts, and cost-sharing opportunities. Through these efforts it works to ensure strong, equitable postsecondary educational opportunities and outcomes.

### WHO MHEC SERVES:

MHEC is comprised of member states from the midwestern United States. MHEC works with and for a variety of stakeholders within and across member states, including higher education system leaders, state policymakers, legislators, and institutional leaders, while always maintaining a focus on students and their success.

### HOW MHEC WORKS:

MHEC's strategic approach highlights member states' strong desire for collaboration, effectiveness, and efficiency. MHEC believes that collaborative actions informed by research and best practices are the catalyst for improving quality, accessibility, relevance, and affordability of postsecondary educational opportunities. MHEC does this primarily through the following approaches: convenings, programs, research, and cost-savings contracts. Increasingly, MHEC looks to leverage these approaches in *conjunction* with each other to serve its strategic priorities.

---

## STRATEGIC PRIORITIES, 2020–2021:

The current MHEC strategic plan highlights three challenges for higher education in midwestern states: 1) shifting demographics; 2) evolving modes of packaging and delivering education; and 3) declining share of public investment in higher education. MHEC will continue supporting states' responses to these pressures by shaping its focus around the following strategic priorities:

1. *Increase access, promote affordability, and improve outcomes for all of the region's learners, including the historically underserved.*
2. *Foster a culture of continuous learning through increasingly aligned educational and workforce systems.*
3. *Sustain and advance affordable, high-quality educational opportunities through cost-savings initiatives.*
4. *Understand and communicate the value of and return on investment in higher education.*

Focusing on these priorities will allow MHEC to continue serving, supporting, and adding value to states in the near future, while also paving the way for the years beyond.

## STRATEGIC PRIORITY 1:

***Increase access, promote affordability, and improve outcomes for all of the region's learners, including the historically underserved.***

The goal of this priority is to recognize that the diversity of today's learners and the changing demographics of the Midwest necessitate new ways of thinking about engaging and supporting students in the region. It also recognizes there are groups of students, including students of color, adults, low-income, first-generation, and students from rural communities, for whom barriers to equitable access and outcomes remain. Affordability, in particular, creates access issues. MHEC provides value for member states by facilitating the sharing of best practices in policies and programs that support the success of all students, with attention to underserved populations.

---

### STRATEGIES:

- Work with states to better understand the needs of and serve military-connected students. MHEC will continue to work with interested members and leaders in this field to identify

challenges, share best practices, and support the development of policies and practices that better serve military-connected students.

- Support states to better serve nontraditional students. MHEC will share research to better understand the specific challenges facing nontraditional students and share best practices on policies and programs to serve them (e.g. credit for prior learning, competency-based education).
- Further efforts to support concurrent enrollment opportunities for midwestern students, including addressing instructor qualification concerns, by collaborating with partners to gather, develop, and disseminate best practices, and leveraging research expertise to better understand challenges.
- Further develop opportunities for Open Educational Resources (OER) and access to other lower-cost learning materials via collaboration with other compacts. In addition, explore other potential strategies for increasing the usage and effectiveness of alternate learning materials within midwestern states.

## STRATEGIC PRIORITY 2:

***Foster a culture of continuous learning through increasingly aligned educational and workforce systems.***

The goal of this priority is to support states in advancing a culture of continuous learning, recognizing that technology and other factors create continuous demand for new skills and new modes of educational delivery. Building a more adaptive, responsive system to meet learner and workforce needs requires ever-stronger relationships between education and workforce. This priority recognizes that communication and partnerships between K-12, higher education, and workforce forms the foundation for meaningful policy and programmatic changes.

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### STRATEGIES:

- Highlight effective practices in K12, higher education, and workforce alignment, and identify and support opportunities that foster such partnerships in the region.
- Support states in efforts to define and catalog high-quality nondegree credentials in their states and provide credit for learning outside of the classroom, and seek opportunities to partner with other national organizations and regional compacts to further this work.
- Develop additional support for states interested in furthering workforce-aligned educational opportunities, such as apprenticeships and partnerships with local chambers of commerce.
- In harmony with Strategic Priority 1, further the work to facilitate access to concurrent enrollment for students in the Midwest region.

## STRATEGIC PRIORITY 3:

### ***Sustain and advance affordable, high-quality educational opportunities through cost-savings initiatives.***

This priority recognizes that the midwestern region faces ongoing challenges with the costs of higher education: institutions grappling with sustainability in the face of declining enrollment and declining public funding, state budgets with limited room to increase funding due to economic decline and tax capacity, and debt-burdened students. Approaching these challenges creatively and collaboratively can help ensure higher education remains a strong thread in the midwestern fabric and that students have access to affordable educational opportunities that provide a strong return on investment.

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#### **STRATEGIES:**

- Continue building on the success of purchasing contracts and programs, such as technology contracts and property insurance, by exploring new opportunities. MHEC will look for ways to incorporate process improvements into contracts work to continually advance effectiveness.
- Provide opportunities for states to learn about strategies for lowering costs, including:
  - Examining the overall higher education “business model”;
  - Strategies to better serve students resulting in less cost to the student and institution; and
  - New models for funding student education.
- Intentionally align MHEC cost-savings contract and program work with opportunities to improve student success, such as in student health insurance work. Explore opportunities for more contracts impacting academic and student support work at institutions.
- Continue supporting lower-cost, high-quality opportunities for students to broaden their educational options through ongoing work with the National Council for State Authorization Reciprocity Agreements (NC-SARA).
- Use social media to elevate the leadership role of MHEC and midwestern states in cost management and control.
- In harmony with Strategic Priority 1, further support opportunities to lower costs for students, including the Multi-State Collaborative on Military Credit (MCMC), concurrent enrollment, Open Educational Resources (OER) and access to other learning materials, and the Midwest Student Exchange Program (MSEP).

## STRATEGIC PRIORITY 4:

### ***Understand and communicate the value of and return on investment in higher education.***

The goal of this priority is to support students in assessing the value of postsecondary paths, to support institutions in articulating their value within their states, and to support policymakers in accessing relevant data.

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#### **STRATEGIES:**

- Host national experts and showcase practices from states on communicating and promoting the value of higher education at one or more convenings. The insights will inform policymakers and system and campus leaders.
- Assess the viability of a MHEC-led social media and communications strategy to convey a data-driven message on the clear value proposition of higher education and return on investment for states and their economies, institutions, industry, communities, and students.
- Develop, publish, and support the higher education community in using an interactive data dashboard that highlights higher education outcomes and linked quality of life outcomes across the midwestern region and nation.
- In harmony with Strategic Priority 2, explore ways to support states in gaining a better understanding of credentials of value and in communicating that information to students and families.

## ABOUT THE STRATEGIC PLANNING PROCESS:

The Midwestern Higher Education Compact (MHEC) operates under a four-year strategic plan, with the current plan guiding 2017-2021. At this mid-point of the strategic plan, MHEC partnered with HCM Strategists (HCM), a public policy and advocacy consulting firm focused on reducing disparities in education and health, to support a strategic positioning process and midpoint reflection.

The work began by seeking to answer the following questions: (1) What is MHEC's purpose? (2) Where has MHEC experienced the most success? (3) What are the broad topics of interest to commissioners and in which of MHEC's offerings (convenings, research, programs, contracts) do they find most value? (4) What are some of the distinctive concerns of MHEC's member states? (5) What areas of interest will best advance MHEC's mission over the next few years?

In order to answer those questions, HCM undertook a multi-step process that drew upon the 2019 Environmental Scan performed by the Academic Search firm and additional complementary research. After the research HCM engaged with MHEC staff, officers, and commissioners to further define priorities and strategies. HCM surveyed MHEC commissioners, which then informed a discussion and planning process with MHEC staff and officers in November 2019. This resulted in a draft strategic midpoint plan shared with commissioners for feedback at the November 2019 Annual Commission Meeting. The final result was a Strategic Framework to complement the existing strategic plan.

Thank you to the many who contributed to the development of this Strategic Framework, including MHEC staff, officers, and commissioners, as well as to the leaders at national and regional organizations who provided insight and feedback as part of the environmental scan that established the groundwork for this framework.

O: 612.677.2777  
F: 612.767.3353  
E: [MHEC@MHEC.ORG](mailto:MHEC@MHEC.ORG)

# The Midwestern Regional Higher Education *Compact*

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

## **ARTICLE I. PURPOSE**

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

## **ARTICLE II. THE COMMISSION**

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

The Commission shall consist of five resident members of each state as follows: the governor or the governor's designee who shall serve during the tenure of office of the governor; two legislators, one from each house (except Nebraska, which may appoint two legislators from its Unicameral Legislature), who shall serve two-year terms and be appointed by the appropriate appointing authority in each house of the

legislature; and two other at-large members, at least one of whom shall be selected from the field of higher education. The at-large members shall be appointed in a manner provided by the laws of the appointing state. One of the two at-large members initially appointed in each state shall serve a two-year term. The other, and any regularly appointed successor to either at-large member, shall serve a four-year term. All vacancies shall be filled in accordance with the laws of the appointed states. Any commissioner appointed to fill a vacancy shall serve until the end of the incomplete term.

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

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

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

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

### **ARTICLE III. POWERS AND DUTIES OF THE COMMISSION**

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

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

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

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

The Commission may borrow, accept, or contract for the services of personnel from any state or the United States or any subdivision or agency, from any interstate

agency, or from any institution, foundation, person, firm or corporation.

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

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

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

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

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

#### **ARTICLE IV. ACTIVITIES OF THE COMMISSION**

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

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

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

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

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

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

#### **ARTICLE V. FINANCE**

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

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

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

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

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

#### **ARTICLE VI. ELIGIBLE PARTIES AND ENTRY INTO FORCE**

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

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

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

#### **ARTICLE VII. WITHDRAWAL, DEFAULT AND TERMINATION**

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

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

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

#### **ARTICLE VIII. SEVERABILITY AND CONSTRUCTION**

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

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

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

**MEMBER STATES**

State of Illinois  
By Jim Edgar  
August 20, 1991

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

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

State of Indiana  
By Evan Bayh  
March 14, 1996

State of Minnesota  
By Rudolph Perpich  
April 26, 1990

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

State of Iowa  
By Tom Vilsack  
June 6, 2005

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

State of South Dakota  
By Mike Rounds  
March 13, 2008

State of Kansas  
By Michael Hayden  
April 25, 1990

State of Nebraska  
By Ben Nelson  
June 5, 1991

State of Wisconsin  
By Tommy Thompson  
April 18, 1994

# Midwestern Higher Education Commission

## Bylaws

### Article I. Commission Purpose, Functions and Bylaws

#### Section 1. Purpose.

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

#### Section 2. Functions.

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

The president (referred to as executive director in the compact statute) serves as the commission's principal administrator.

#### Section 3. Bylaws.

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

### Article II. Membership

#### Section 1. Commission Members.

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

## Section 2. Affiliate Members.

States not eligible to become a party to the compact and/or Canadian Provinces may become affiliate members of the commission when mutual interests exist and when it would benefit the compact to enter into such arrangements. Such other states and/or Canadian Provinces may be afforded status as affiliate members to the commission in accordance with policies and procedures approved by the commission.

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

## Section 3. Associate Members.

Entities not eligible to become members of the compact may be afforded status as associate members of the commission in accordance with the policies and procedures approved by the commission.

## Section 4. Compact Participation in MHEC Programs.

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

## Article III. Officers

### Section 1. Election and Succession.

As provided by the compact, the officers of the commission shall include a chair, vice chair, past chair, and a treasurer, all of whom shall be duly appointed commission members.

Officers shall be elected by the commission at any meeting at which a quorum is present. The chair, vice chair and treasurer shall serve one-year terms or until their successors are elected by the commission. The vice chair shall succeed to the office of chair upon completion of the chairperson's term of office. The treasurer shall succeed to the office of vice chair upon completion of the vice chair's term of office.

### Section 2. Duties.

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

- a. Chair. The chair shall call and preside at all meetings of the commission, shall prepare agendas for such meetings, shall make appointments to all committees of the commission, and, in accordance with the commission's directions, or subject to ratification by the commission, shall act on the commission's behalf during the interims between commission meetings.
- b. Vice Chair. The vice chair shall, in the absence or at the direction of the chair, perform any or all of the duties of the chair. In the event of a vacancy in the office of chair, the vice chair shall serve as acting chair until a new chair is elected by the commission.
- c. Treasurer. The treasurer, with the assistance of the commission's president, shall act as custodian of all commission funds and shall be responsible for monitoring the

administration of all fiscal policies and procedures set forth in the compact or adopted by the commission. Pursuant to the compact, the treasurer shall execute such bond as may be required by the commission covering the treasurer, the president and any other officers, commission members and commission personnel, as determined by the commission, who may be responsible for the receipt, disbursement, or management of commission funds.

- d. Past Chair. Commencing upon completion of the term of office of chair, the past chair, if still a duly appointed commissioner, shall serve one year in the position of past chair. The past chair shall, in the absence or at the discretion of the chair and vice chair, perform any or all of the duties of the chair. In the event of a vacancy in the office of the chair and vice chair, the past chair shall serve as acting chair until a new chair or vice chair is elected by the commission.

## **Article IV. Commission Personnel**

### **Section 1. Commission Staff and Offices**

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

### **Section 2. Duties of the President.**

The president serves as the commission's principal administrator and secretary.

1. Principal Administrator. As the commission's principal administrator, the president shall perform such duties as may be delegated by the commission or required by the compact and these bylaws, including, but not limited to, the following:
  - a. Recommend general policies and program initiatives for the commission's consideration.
  - b. Recommend for the commission's consideration administrative and personnel policies governing the recruitment, hiring, management, compensation and dismissal of commission staff.
  - c. Implement and monitor the administration of all policies and program initiatives adopted by the commission.
  - d. Prepare draft annual budgets for the commission's consideration.
  - e. Monitor all commission expenditures for compliance with approved budgets and maintain accurate records of account.
  - f. Assist commission members as directed in securing required appropriations from the compacting states;
  - g. Execute contracts on behalf of the commission as directed.
  - h. Receive service of process on behalf of the commission.

- i. Prepare and disseminate all required reports and notices as directed by the commission.
2. Secretary. As the commission's secretary, the president shall keep minutes of all commission and executive committee meetings and shall act as the custodian of all documents and records pertaining to the status of the compact and business of the commission.

### Section 3. Policy and Programmatic Committees.

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

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

- a. Chair: The chair shall call and preside at all meetings of the committee, shall prepare agendas for such meetings, and in accordance with the committee's directions and subject to the president's approval, shall act on the committee's behalf during the interim between committee meetings.
- b. Vice Chair: The vice chair shall, in the absence or at the direction of the chair, perform any or all of the duties of the chair. In the event of a vacancy in the office of the chair, the vice chair shall serve as acting chair until the president appoints a new chair.

## Article V. Meetings of the Commission.

### Section 1. Meetings and Notice.

The commission shall meet at least once each calendar year at a time and place to be determined by the commission. Additional meetings may be scheduled at the discretion of the chair and must be called upon the request of a qualified number of commission members, as provided in the compact. All commission members shall be given written notice of commission meetings at least 30 days prior to their scheduled dates.

Final agendas shall be provided to all commission members no later than 10 days prior to any meeting of the commission. Thereafter, additional agenda items requiring commission action may not be added to the final agenda, except by a vote of the commission in which two-thirds of the compacting states vote aye. All commission meetings, except executive sessions limited to personnel matters, shall be open to the public and prior public notice shall be provided in a manner consistent with the customs and practices of the compacting states.

## Section 2. Quorum.

Commission members representing a majority of the compacting states and affiliate members shall constitute a quorum for the transaction of business, except as otherwise required in these bylaws. The presence of one or more commission members from a compacting state is sufficient to constitute the presence of that state for purposes of determining the existence of a quorum, provided the delegation present is entitled to vote on behalf of the state represented. The presence of a quorum must be established before any vote of the commission can be taken.

## Section 3. Voting.

Each compacting state represented at any meeting of the commission is entitled to one vote. Fractional voting is prohibited. Each affiliate member represented at any meeting of the commission is entitled to one vote. The commission members representing a single compacting state may, subject to applicable state laws, employ the means of their choice for determining their state's vote.

In the event that a minimum number of commission members is required by a compacting state to be present at a commission meeting in order to vote on behalf of such state, the presence of that number of commission members shall also be required by the commission for purposes of determining the existence of a quorum. Except as otherwise required by the compact or these bylaws, any question submitted to a vote of the commission shall be determined by a simple majority.

## Section 4. Procedure.

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

## Article VI. Commission Committees

### Section 1. Executive Committee.

The commission shall establish an executive committee, which shall be empowered to act on behalf of the commission during the interims between commission meetings. The composition, procedures, duties, budget, and tenure of such an executive committee shall be determined by the commission, except that each compacting state shall be entitled to equal representation and voting rights on the committee.

Past chairs of the commission that remain duly appointed commission members or that serve as alternate commission members shall serve on the executive committee as ex officio members. The power of such an executive committee to act on behalf of the commission shall at all times be subject to any limitations imposed by the commission, the compact or these bylaws.

### Section 2. Finance and Audit Committee.

The Finance and Audit Committee acts as an advisory committee to the commission and is charged with reviewing and providing guidance on all compact financial matters.

### Section 3. Other Committees.

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

## Article VII. Finance

### Section 1. Fiscal Year.

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

### Section 2. Budget.

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

### Section 3. Accounting and Audit.

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

### Section 4. Debt Limitations.

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

### Section 5. Travel Reimbursement.

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

## Article VIII. Required Reports

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

- a. An annual report documenting the commission's activities during the preceding year and including the annual audit report and any recommendations that may have been adopted by the commission.

- b. A biannual compact evaluation report, analyzing the effects of the compact on higher education in the compacting states and including recommendations concerning the continuance of the compact.

## **Article IX. Adoption and Amendment of Bylaws**

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

*As adopted by the Midwestern Higher Education Commission on March 10, 1991; May 20, 1995; June 20, 2003; November 18, 2004; November 14, 2006; November 14, 2011; June 3, 2019; and November 19, 2019*



DATE: May 2020

TO: MHEC Commissioners/Commissioner Alternates

FROM: Susan G. Heegaard, President

SUBJECT: Conflict of Interest Statements

At the Executive Committee meeting in June 2007, the Midwestern Higher Education Commission approved a Conflict of Interest Policy, Conflict of Interest Statement, and a Conflict of Interest Questionnaire. MHEC's auditor recommended the commission adopt the Conflict of Interest Policy and to have each commissioner sign the Conflict of Interest Statement.

As commissioners are appointed, they are asked to sign the Conflict of Interest Statement. On an annual basis in November, we will ask our commissioners to sign the annual Conflict of Interest Disclosure Form. MHEC will collect and keep on file all signed Conflict of Interest Statements and completed Disclosure Forms. The enclosed list of MHEC commissioners and program vendors (on the back side of the Disclosure Form) provides you with a list of all organizations that have a business relationship with MHEC for purposes of identifying a potential conflict of interest. If upon the completion of the Disclosure Form a potential conflict of interest has been identified, MHEC will note the conflict in its files.

Upon the recommendation of our auditor, this process will be repeated annually. Hence, at each fall Commission meeting we will be asking you to complete a new Disclosure Form for our files.

Thank you for your attention to this matter. If you have any questions, please contact Rob Trembath, MHEC senior vice president and general counsel, at 612-677-2763, [robt@mhec.org](mailto:robt@mhec.org).



## Midwestern High Education Commission Conflict of Interest Statement

The standard of behavior at the Midwestern Higher Education Commission is that all staff, volunteers, Commissioners, and Commissioner Alternates avoid any conflict of interest between the interests of the Midwestern Higher Education Commission on one hand, and personal, professional, and business interests on the other.

I understand that the purposes of this policy are: to protect the integrity of the Midwestern Higher Education Commission decision-making process, to enable our constituencies to have confidence in our integrity, and to protect the integrity and reputation of volunteers, staff and other Commissioners and Commissioner Alternates.

Prior to participation in MHEC, I will make a full, written disclosure of interests, relationships, and holdings that could potentially result in a conflict of interest. This written disclosure will be kept on file and I will update it as appropriate.

In the course of meetings or activities, I will disclose any interests in a transaction or decision where I (including my business, employer or other nonprofit affiliation, but not including any higher education institution or organization with which I am affiliated), my family and/or my significant other, or close associates will receive a direct benefit or gain. I understand that I am not permitted to vote on any question requiring such disclosure.

Meals and other activities provided at Midwestern Higher Education Commission sponsored meetings and events shall not be considered a conflict of interest for Commissioners. The use of MHEC contracts or participation in MHEC programs and activities shall not be considered a conflict of interest.

I understand that this policy is meant to be a supplement to good judgment, and I will respect its spirit as well as its wording.

Signed:

Date:

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Midwestern Higher Education Compact
Commissioner Conflict of Interest Disclosure Form
Fiscal Year 2020 (July 1, 2019-June 30, 2020)

Name:

State:

Please describe below any relationships, transactions, or positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest between MHEC and your personal interests, financial or otherwise. (For assistance in identifying potential conflicts, please see accompanying sheets):

I have no conflict of interest to report

I have a conflict of interest to report (please specify the transaction or relationship, and explain the nature of the transaction or relationship).

- 1.
2.
3.

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agreed to abide by the Midwestern Higher Education Commission Conflict of Interest Policy for Commissioners.

Signature:

Date:

A list of MHEC Commissioners and contract/program vendors is provided on the back.



## MHEC Commissioners

### Illinois

La Shawn K. Ford  
Mollie Foust  
Alice Marie Jacobs  
Pat McGuire  
Suzanne Morris

### Indiana

Charles R. Johnson, Jr.  
Jack Jordan  
Ken Sauer  
David W. Wantz  
Andy Zay  
Teresa S. Lubbers (alternate)

### Iowa

Nancy Boettger  
Derrick R. Franck  
Olivia M. A. Madison  
Joe Mitchell  
Herman Quirnbach  
Andrew J. Baumert (alternate)  
Todd Brown (alternate)  
Timothy Fitzgibbon (alternate)  
Carrie Koelker (alternate)  
Sharon S. Steckman (alternate)

### Kansas

Barbara W. Ballard  
Molly Baumgardner  
Blake Flanders  
Aaron A. Otto  
Helen Van Etten  
Marci Francisco (alternate)  
Ken Rahjes (alternate)

### Michigan

David L. Eisler  
Brandy M. Johnson  
Kim LaSata  
Bill Pink  
Scott VanSingel  
Daniel J. Hurley (alternate)  
Casandra Ulbrich (alternate)

### Minnesota

Paul Anderson  
Connie Bernardy  
Karen Hanson  
Devinder Malhotra  
Dennis Olson  
Lyndon R. Carlson (alternate)  
Paul Cerkvenik (alternate)

### Missouri

John Black  
Kayla Hahn  
Susan Thomas  
Vacancy  
Vacancy  
Zora Mulligan (alternate)

### Nebraska

Randolph M. Ferlic  
Deborah A. Frison  
Susan M. Fritz  
Rick Kolowski  
Julie Slama  
Michael Baumgartner (alternate)

### North Dakota

Kyle Davison  
Tim Flakoll  
Mark Hagerott  
Dennis Johnson  
Don Morton  
James L. Davis (alternate)

### Ohio

Rick Carfagna  
Gary C. Cates  
Stephanie Davidson  
Jack Hershey  
Stephanie Kunze  
Bruce Johnson (alternate)  
David H. Ponitz (alternate)

### South Dakota

Michael Cartney  
Erin Healy  
V.J. Smith  
Larry J. Tidemann  
Janelle K. Toman  
Reynold Nesiba (alternate)  
Marli Wiese (alternate)

### Wisconsin

Joan Ballweg  
Connie Hutchison  
Stephen Nass  
Julie Underwood  
Rolf Wegenke  
Morna K. Foy (alternate)  
Sean P. Nelson (alternate)

## MHEC Contract and Program Vendors

### Technologies

Arrow Electronics  
Corel Corporation  
Dell  
Dice Communications, Inc.  
HP Enterprise  
HP Inc.  
Info-Tech Research Group  
Lenovo (United States) Inc.  
Lenovo Global Technology  
(United States) Inc.  
MicroFocus (Novell)

### Technologies *cont'd*

Oracle  
Parchment  
SAS Institute, Inc.  
Walker & Associates, Inc.  
Xerox

### Programs of Insurance

American International  
Group (AIG)/Lexington  
Alternus/Allianz  
Aspen  
Captive Resources, Inc.

### Programs of Insurance *cont'd*

Chubb (Bermuda)  
Duff & Phelps  
Global Risk Consultants  
Hanover Re  
InsureXHealth LLC (d/b/a  
IXSolutions)  
Ironshore  
James River  
Lloyds of London  
Marsh, Inc.  
Partner Re

### Programs of Insurance *cont'd*

RSUI  
Sompo  
United HealthCare Services, Inc.  
Velocity  
Westport Insurance Company  
XL Insurance Company  
Zurich

## **Reportable Transactions Between Midwestern Higher Education Commission (MHEC) and Interested Persons**

Potential conflict of interest may arise for Commissioners when conducting transactions with MHEC. Please consider whether any of the following transactions occurred between MHEC and the following individuals or entities:

- Any of your family members -The family of an individual includes only his or her spouse, ancestors, brothers and sisters (whether whole or half-blood), children (whether natural or adopted), grandchildren, and spouses of brothers, sisters, children, and grandchildren.
- Any business that is owned more than 35% by you and your family members
- Any business (other than tax-exempt organization) for which you also serve as an officer, director, trustee, key employee, partner, or member of the entity (or a shareholder of a professional corporation)

The following types of transactions between MHEC and any of the above are required to be disclosed:

- Excess benefit transactions, which include any transaction in which an excess benefit is provided by MHEC to any of the above interested persons. An example of an excess benefit would be paying compensation in excess of fair market value or paying more than fair market value in an exchange transaction.
- Loans to or from MHEC and any of the above persons
- Grants or similar economic assistance from MHEC to any of the above persons/business
- Business transactions with any of the above interested persons in excess of \$10,000. Business transactions include but are not limited to contracts for sale, lease, license, and performance of services. Business transactions also include joint venture in which either the profits or capital interest of MHEC and of the interested person each exceeds 10%.
- Payment of compensation by MHEC to a family member in excess of \$10,000.

Meals and other activities provided at MHEC sponsored meetings and events and the use of MHEC contracts and participation in MHEC programs and activities are not required to be disclosed

A list of MHEC Commissioners, and contract and program vendors is provided on back of Commissioner Conflict of Interest Disclosure Form.

## **Family and Business Relationships Amongst Midwestern Higher Education Commission (MHEC) Officers, Board Members, Key Employees**

Potential conflict of interest may arise for Commissioners when there exists a family or business relationship with other MHEC Commissioners or key employees.

Family relationship- The family of an individual includes only his or her spouse, ancestors, brothers and sisters (whether whole or half-blood), children (whether natural or adopted), grandchildren, and spouses of brothers, sisters, children, and grandchildren.

Business relationship-Business relationships between two people include the following:

1. One person is employed by the other in a sole proprietorship or by an organization with which the other is associated as a trustee, director, officer, key employee, or greater-than-35% owner.
2. One person is transacting business with the other (other than in the ordinary course of either party's business on the same terms as are generally offered to the public), directly or indirectly, in one or more contracts for sale, lease, loan, performance of services, or other transaction involving transfers of cash or property valued in excess of \$10,000 in the aggregate during the tax year.
3. The two persons are each a director, trustee, officer, or greater than 10% owner in the same business or investment entity.

Note: A business relationship does not include a relationship between 1) attorney and client, 2) a medical professional and a patient or 3) a priest/clergy and penitent/communicant.

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**Midwestern Higher Education Commission  
2020 Annual Fall Meeting  
Please Save-the-Dates!**

**2020 MHEC ANNUAL COMMISSION MEETING**

Monday, November 9, 5:00 p.m. through  
Wednesday, November 11, 11:00 a.m.

*Times are tentative.*

Hilton Downtown Des Moines  
435 Park Street  
Des Moines, IA 50309

As your MHEC Chair, I am pleased to announce that our upcoming 2020 Annual Commission meeting is scheduled to be held in Des Moines, Iowa. I know I speak for the entire Iowa Delegation – we are delighted to welcome our fellow MHEC Commissioners to Des Moines, our capital city.

However, the MHEC officers and staff are well aware that there continues to be uncertainty at your institutions and in your states. We sincerely empathize with the uneasiness that continues to unfold for all of us with the Coronavirus Disease (COVID-19). Health and safety remain MHEC's top priorities. Therefore, we recognize the need to be flexible in light of these realities should we need to hold our meeting that is virtual in part or completely virtual.

In conclusion, we will work together closely and promptly inform all commissioners with any updates and/or changes to our decisions regarding our annual commission meeting.

Olivia M.A. Madison, MHEC Chair



Photo Courtesy of [Catch Des Moines](#)

More information, as it becomes available at [MHEC.org/events](https://www.mhec.org/events).

May 2020

Midwestern Higher Education Compact  
105 Fifth Avenue South, Suite 450  
Minneapolis, MN 55401  
[mhec@mhec.org](mailto:mhec@mhec.org) / [www.mhec.org](http://www.mhec.org)

