

Business Meeting Agenda
Thursday, July 10, 2014
8:30 – 9:45 AM
Evergreen Ballroom, The Grove Hotel
Boise, Idaho

- **Report of the Chair of the Executive Committee**
Teresa Lubbers, Commissioner, Indiana Commission for Higher Education
- **Report of the Treasurer**
Andy Tompkins, President and CEO, Kansas Board of Regents
 - FY 2013 Audit, FY 2015 Budget and Dues [ACTION ITEM]
- **Report of the President**
George Pernsteiner, President, State Higher Education Executive Officers

- **Committee Reports**

Federal Relations

Chair: Robert L. King, President, Kentucky Council on Postsecondary Education
Vice Chair: Daniel Klaich, Chancellor, Nevada System of Higher Education

Nominating

Chair: Jack R. Warner, Executive Director & Chief Executive Officer, South Dakota Board of Regents

Election of Officers [ACTION ITEM]

Time and Place

Chair: Peter Blake, Director, State Council of Higher Education for Virginia

- **Other Matters – Resolution and Bylaws Change**
- Next year's SHEEO Annual Meeting will be held at The Inn and Spa at Loretto in Santa Fe, New Mexico, July 6-10, 2015.



SHEEO

STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

MEMORANDUM

To: SHEEO Members

From: Andy Tompkins, Treasurer and Chair of the Budget and Finance Committee, and
George Pernsteiner, President, SHEEO

Date: July 10, 2014

Re: Audit report for Fiscal Year 2013 and Proposed Budget for Fiscal Year 2015

We are pleased to convey to you SHEEO's audited financial statements for Fiscal Year 2013 (compared to FY 2012) and a proposed budget for Fiscal Year 2015.

| SHEEO Finances | FY 2012 Audited Statement | FY 2013 Audited Statement | Adopted FY 2014 Budget | Proposed FY 2015 Budget |
|-------------------------------|--|--|---------------------------------------|--|
| Total Revenues | \$2,922,104 | \$2,785,380 | \$2,398,663 | \$2,549,000 |
| Total Expenditures | \$2,747,992 | \$2,668,362 | \$2,352,200 | \$2,528,000 |
| Revenues over Expenditures | \$174,112 | \$117,018 | \$46,463 | \$21,000 |

The increase in SHEEO's net assets during the past year leaves the association with a fund balance of \$2,332,231 including the reserve of \$550,000 established by the Executive Committee to assure operating stability and to set aside funds for a balloon payment on our mortgage due in 2016. Of our assets, \$609,336 is non-liquid: our interest in the SHEPC office building totals \$601,652, and furniture and equipment, less depreciation, totals \$7,684.

Analysis of year-end results--2013

Despite a drop in revenues (approximately \$136,724 over FY12), SHEEO ended the fiscal year with a net increase in the fund balance of \$117,018. Favorable market conditions in FY13 allowed SHEEO's investments to appreciate in all months except three—October, June, and August—finishing strong with a credit balance of \$95,606. State dues provided 23% of SHEEO's total revenue (compared to 20% in FY12), reflecting the positive effect of increasing the dues by 10% annually. Three states did not pay dues in FY2013 but only one has not done so for 2014. The dues loss in 2013 was \$37,684, meaning that SHEEO collected nearly 95% of the dues it assessed.

Management Letter

Kristin L. Flewelling, CPA, conducted the SHEEO audit for the fourth year, and I am pleased to report that Ms. Flewelling found no material weaknesses in SHEEO's internal procedures. Once again, she cited a "significant" deficiency in that SHEEO does not—in conformity with generally accepted accounting principles (GAAP)—have a CPA on staff to oversee its accounting. This finding is repeated from the last three years. The Executive Committee concluded in 2010, 2011, 2012, and again for 2013 that the president's financial experience (and that of the Executive Committee itself), is sufficient, as long as we have a qualified auditor review our books.

Ms. Flewelling also pointed out that there are times during the year when bank accounts did not have the maximum FDIC coverage; and recommended that we analyze and adopt a new way to fairly provide group health insurance benefits to SHEEO staff under the new health care law.

2014 Preliminary Results

Continued increases in grant and contract activity and the dues payment by nearly every member is expected to lead to revenues in excess of \$2.5 million for FY 2014, as much as \$150,000 more than the amount budgeted last July. Increased medical insurance costs in 2014 were offset by reduced salary expenses due to carrying a vacancy for several months. However, overall expenditures are likely to be higher than budgeted due to additional grant and contract work and can be expected to approach \$2.5 million. As of May 31, it would appear that the net revenues over expenditures are likely to be about \$50,000, in line with the July 2013 forecast. Additional revenue from possible upcoming grant activity could increase that somewhat (but may bring some increased expenditures also).

2015 Proposed Budget

The 2015 Proposed Budget is attached to this report. It anticipates revenue of \$2,549,000 and expenditures of \$2,528,000. A large contributor to revenue is member dues at \$824,000, up from 2014 levels due to an additional member and a planned and proposed dues increase of 10 percent (the third of five such increases projected upon the loss of a major federal contract in 2012.) This will mean that dues will comprise 32% of SHEEO revenue, up slightly from the 31% budgeted for 2014. Grant and contract income is budgeted at \$1,201,000 plus \$108,000 of indirect cost recovery. This totals \$1,219,000, a decrease of 4% from the 2014 budget and contemplates significant support from the Lumina and Bill and Melinda Gates Foundations and a subcontract from the U.S. Department of Education's contract with the Synergy Corporation to support the IPEDS data conference. Expenditures are expected to rise due to higher costs for the Annual Meeting and the Higher Education Policy Conference and a large anticipated increase in employee health care insurance premiums. (SHEEO pays two-thirds of the medical insurance premiums for its employees.)

Concluding comments

SHEEO continued to have a strong financial position in 2012-13. The association continued the cost control efforts begun when the NCES contract ended and was able, through the leadership of Paul Lingenfelter, to acquire significant grant resources to support its activities. Most salient of these was the operating grant of about \$500,000 per year in both 2013-14 and 2014-15 from the Lumina Foundation. SHEEO has reserved funds to permit it to purchase its share of the building it occupies with WICHE and NCHEMS when the balloon payment comes due in 2016. The reliance on external grant funding, occasioned by the loss of the NCES funding, is causing us to consider changing the category under which the organization enjoys exempt status from federal income tax. The current category requires significant governmental funding, a situation

that clearly prevailed through 2011 and probably still does. However, significant revenue now comes from grants from foundations and not from government sources. Our external auditor will help us determine whether and how to transition from one tax exempt category to another.

With respect to the findings raised in the auditor's report, we reiterate the recommendation made by Paul Lingenfelter over the past few years with regard to the finding that our accounting is not overseen by a certified public accountant. That remains true, but our fiscal house has been managed for many years—and managed effectively—by Gladys Kerns. That situation has not changed, and in March the Executive Committee accepted our recommendation that we continue to operate in this regard as we have. The basis for that recommendation by Dr. Lingenfelter was that his own financial experience and that of the members of the Executive Committee was sufficient to provide the association with the needed expertise to offset the lack of a CPA on staff. The current president's experience includes oversight of financial matters for a number of universities and city agencies. The members of the Executive Committee, collectively, continue to have significant experience overseeing large public higher education entities. Therefore, the Executive Committee accepted our recommendation that we continue our current approach and not hire a CPA at this time.

We opened an additional bank account at Chase Bank in order to help ensure that our bank balances do not exceed the FDIC-insured limit of \$250,000 (a level reinstated this year after being raised temporarily to \$500,000 in the wake of the financial crisis of 2008). We have asked our insurance broker to prepare alternatives for our consideration with regard to health insurance benefit for employees. Those alternatives are intended not only to address the audit finding but also to provide us approaches for employee health care coverage in 2015 and beyond. (We were able to extend our pre-existing coverage and plans through November 2014.) Preliminary estimates by the broker suggest that we may pay an additional \$50,000 in health care insurance premiums in 2015 due to higher premium costs, the age of SHEEO employees and dependents, and efforts to address the auditor's recommendations about equity. (Some employees did not elect coverage in prior years.)

All in all, 2012-13 was a financially successful year for SHEEO. However, the heavy reliance of the association on short-term grants means that the organization must always be attentive to costs and to new revenue opportunities. In the past three months, we have secured or been asked to apply for grants which will provide almost \$685,000 of revenue to the 2015 budget.

Other proposals for lesser amounts will be submitted in the next few weeks and at various times during the year. These have not been included in the budget since the likelihood of receiving them is not known.

We would like to thank Paul Lingenfelter for his careful and creative stewardship of SHEEO's finances and Gladys Kerns for her tireless efforts to keep us solvent and in compliance with the many and detailed requirements of our multiple funding agents.

**STATE HIGHER EDUCATION
EXECUTIVE OFFICERS
ASSOCIATION**

**Financial Statements
with Accompanying
Independent Auditor's Report**

September 30, 2013 and 2012

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INDEPENDENT AUDITOR'S REPORT

Board of Directors
State Higher Education Executive Officers Association
Boulder, Colorado

We have audited the accompanying financial statements of State Higher Education Executive Officers Association (SHEEO), which comprise the statement of financial position as of September 30, 2013 and 2012, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of SHEEO as of September 30, 2013 and 2012, and the changes in its net assets and its cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

Flewelling & Company, PC

Flewelling & Company, PC

December 19, 2013

**STATE HIGHER EDUCATION
EXECUTIVE OFFICERS ASSOCIATION**

**Statement of Financial Position
September 30, 2013 and 2012**

ASSETS

| | <u>2013</u> | <u>2012</u> |
|---|--------------------------------|--------------------------------|
| Current Assets | | |
| Cash and cash equivalents | \$ 678,589 | \$ 587,123 |
| Investments | 1,729,740 | 1,268,156 |
| Accounts receivable, net of allowance for doubtful accounts of \$0 in 2013 and 2012, respectively | 26,284 | 25,931 |
| Grants and contracts receivable | 57,724 | 109,873 |
| Prepaid expenses | 1,159 | 2,274 |
| Certificates of deposit | <u>322,896</u> | <u>303,558</u> |
| Total Current Assets | 2,816,392 | 2,296,915 |
| Certificates of deposit | — | 321,682 |
| Furniture and equipment, less accumulated depreciation of \$248,115 and \$249,045 in 2013 and 2012, respectively | 7,684 | 7,891 |
| Investment in SHEPC, LLC | <u>601,652</u> | <u>586,235</u> |
| Total Assets..... | <u><u>\$ 3,425,728</u></u> | <u><u>\$ 3,212,723</u></u> |

LIABILITIES AND NET ASSETS

| | | |
|--|--------------------------------|--------------------------------|
| Liabilities | | |
| Accounts payable | \$ 4,103 | \$ 65,637 |
| Accrued liabilities | 134,055 | 91,287 |
| Deferred state fees | 512,061 | 534,024 |
| Deferred revenue | <u>443,278</u> | <u>306,562</u> |
| Total Current Liabilities | <u>1,093,497</u> | <u>997,510</u> |
| Commitments and Contingencies | — | — |
| Unrestricted Net Assets | | |
| Undesignated net assets | 1,782,231 | 1,665,213 |
| Designated reserve fund | <u>550,000</u> | <u>550,000</u> |
| Total Unrestricted Net Assets | <u>2,332,231</u> | <u>2,215,213</u> |
| Total Liabilities and Net Assets | <u><u>\$ 3,425,728</u></u> | <u><u>\$ 3,212,723</u></u> |

See accompanying *Notes to Financial Statements*

**STATE HIGHER EDUCATION
EXECUTIVE OFFICERS ASSOCIATION**

Statement of Activities
For the Years Ended September 30, 2013 and 2012

| | <u>2013</u> | <u>2012</u> |
|--|----------------------------|----------------------------|
| Revenue and Support | | |
| Contributions and sponsorships | \$ 147,500 | \$ 79,000 |
| Grant revenue | 1,534,451 | 1,753,455 |
| Indirect cost revenue | 126,550 | 137,227 |
| State fees | 650,757 | 592,574 |
| Collaborative dues | 42,900 | 44,700 |
| Higher Education Policy Conference | 103,900 | 132,416 |
| Annual meeting | 45,430 | 35,355 |
| Investment income (loss) | 95,606 | 107,957 |
| Change in equity in SHEPC, LLC | 15,417 | 16,845 |
| Other income | 22,519 | 22,575 |
| Gain on equipment disposal | <u>350</u> | <u>—</u> |
| Total Revenue and Support..... | <u>2,785,380</u> | <u>2,922,104</u> |
| Expenses | | |
| Program Services: | | |
| Grant expenses | 1,291,394 | 1,496,397 |
| Project activity | 375,265 | 387,655 |
| Higher Education Policy Conference | 173,635 | 191,245 |
| Annual meeting | 103,047 | 46,898 |
| Executive committee | <u>33,088</u> | <u>13,320</u> |
| Total Program Services..... | 1,976,429 | 2,135,515 |
| Supporting services - administration | <u>691,933</u> | <u>612,476</u> |
| Total Expenses..... | <u>2,668,362</u> | <u>2,747,991</u> |
| Increase (Decrease) in Net Assets | 117,018 | 174,113 |
| Net Assets at Beginning of Year | <u>2,215,213</u> | <u>2,041,100</u> |
| Net Assets at End of Year | <u>\$ 2,332,231</u> | <u>\$ 2,215,213</u> |

See accompanying *Notes to Financial Statements*

**STATE HIGHER EDUCATION
EXECUTIVE OFFICERS ASSOCIATION**

Statement of Cash Flows
For the Years Ended September 30, 2013 and 2012

| | <u>2013</u> | <u>2012</u> |
|---|--------------------------|--------------------------|
| Cash Flows from Operating Activities | | |
| Cash received from contractors, grantors and sponsors | \$ 1,997,366 | \$ 1,649,953 |
| Cash received from members | 808,646 | 1,067,230 |
| Cash paid to suppliers and employees | (2,576,409) | (2,603,671) |
| Interest and other income received | <u>59,784</u> | <u>58,094</u> |
| Net Cash Provided by Operating Activities | <u>289,387</u> | <u>171,606</u> |
| Cash Flows from Investing Activities | | |
| Purchase of furniture and equipment | (11,628) | — |
| Proceeds from sale of equipment | 350 | — |
| Capital contributions paid to SHEPC, LLC | (101,161) | (101,161) |
| Net redemptions (purchases) of certificates of deposit | 302,344 | (46,704) |
| Net sales (purchase) of investments | <u>(387,826)</u> | <u>(556,761)</u> |
| Net Cash Used by Investing Activities | <u>(197,921)</u> | <u>(704,626)</u> |
| Net Increase (Decrease) in Cash and Cash Equivalents..... | 91,466 | (533,020) |
| Cash and Cash Equivalents at Beginning of Year | <u>587,123</u> | <u>1,120,143</u> |
| Cash and Cash Equivalents at End of Year | <u>\$ 678,589</u> | <u>\$ 587,123</u> |
| Reconciliation of Change in Net Assets to Net Cash | | |
| Provided by Operating Activities | | |
| Change in net assets | \$ 117,018 | \$ 174,113 |
| Adjustments to reconcile change in net assets to net cash | | |
| provided by operating activities: | | |
| Depreciation | 11,835 | 15,899 |
| Bad debt expense | 12,025 | 300 |
| Realized and unrealized losses (gains) on investments | (73,758) | (89,283) |
| SHEPC, LLC net operating costs | 85,744 | 84,316 |
| (Gain) loss on equipment disposal | (350) | — |
| Decreases (increases) in operating assets: | | |
| Accounts receivable | (12,378) | (9,527) |
| Grants and contracts receivable | 52,149 | 113,508 |
| Prepaid expenses | 1,115 | (2,264) |
| Increases (decreases) in operating liabilities: | | |
| Accounts payable | (61,534) | 43,717 |
| Accrued liabilities | 42,768 | 2,352 |
| Deferred state fees | (21,963) | 271,712 |
| Deferred revenue | <u>136,716</u> | <u>(433,237)</u> |
| Net Cash Provided by Operating Activities..... | <u>\$ 289,387</u> | <u>\$ 171,606</u> |

See accompanying Notes to Financial Statements

STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

Notes to Financial Statements *September 30, 2013 and 2012*

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

The State Higher Education Executive Officers Association (SHEEO) is a national nonprofit organization formed in 1954 to assist higher education executives and the states as they seek to develop and sustain excellent systems of higher education. SHEEO fulfills its mission by sponsoring seminars and an annual meeting, producing publications, and performing grant and project activities. Regular membership is open to the executive officers of statewide boards of post-secondary education. SHEEO is supported primarily through grants and contracts, and state fees.

Basis of Accounting

The financial statements of the Organization have been prepared on the accrual basis of accounting and accordingly reflect all significant receivables, payables, and other liabilities.

Financial Statement Presentation

Under FASB ASC 958-205, *Not-for-Profit Entities - Presentation of Financial Statements*, SHEEO is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted, temporarily restricted and permanently restricted. All of SHEEO's net assets are unrestricted.

Contributions

SHEEO follows the accounting requirements of FASB ASC 958-605, *Revenue Recognition*. In accordance with this standard, contributions received are recorded as unrestricted, temporarily restricted or permanently restricted support, depending on the existence and/or nature of any donor restrictions. All contributions are considered to be available for unrestricted use unless specifically restricted by the donor.

Support that is restricted by the donor is reported as an increase in unrestricted net assets if the restriction expires in the reporting period in which the support is recognized. All other donor-restricted support is reported as an increase in temporarily or permanently restricted net assets, depending on the nature of the restriction. When a restriction expires (when a stipulated time restriction ends or purpose restriction is accomplished), temporarily restricted net assets are reclassified to unrestricted net assets and reported in the Statement of Activities as net assets released from restrictions. Restrictions met in the same period in which the related contributions are received are recorded as unrestricted support.

State Fees

State fees consist of appropriations from participating states and U.S. possessions. Revenue is recognized ratably over the appropriation period, which is generally October 1 through September 30. At September 30, 2013 and 2012, deferred state fees of \$512,061 and \$534,024, respectively, consisted principally of state fees received prior to the beginning of the respective fiscal years to which they relate.

STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

Notes to Financial Statements September 30, 2013 and 2012

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Cash and Cash Equivalents

Cash and cash equivalents include money market funds totaling \$205,401 and \$276,300 at September 30, 2013 and 2012, respectively. For purposes of the statements of cash flows, SHEEO considers all unrestricted highly liquid investments with original maturities of three months or less to be cash equivalents.

Certificates of Deposit

Certificates of deposit consisted of the following at September 30, 2013 and 2012:

| | 2013 | 2012 |
|------------------------------------|--------------------------|--------------------------|
| Short-term certificates of deposit | \$ 322,896 | \$ 303,558 |
| Long-term certificates of deposit | — | 321,682 |
| Total | <u>\$ 322,896</u> | <u>\$ 625,240</u> |

The certificates bear interest ranging from 0.75% to 4.85%, and have maturities ranging from 1 month to 8 months.

Investments

Investment in marketable securities with readily determinable fair values and all investments in debt securities are stated at their fair values in the Statement of Financial Position. Unrealized gains and losses are included in the change in net assets in the Statement of Activities.

Fair Value Measurements

SHEEO follows the provisions of FASB ASC 820, *Fair Value Measurements and Disclosures*, which requires the use of a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value into three levels: quoted market prices in active markets for identical assets and liabilities (Level 1); inputs other than quoted market prices that are observable for the asset or liability, either directly or indirectly (Level 2); and unobservable inputs for the asset or liability (Level 3).

Furniture and Equipment

SHEEO capitalizes at cost all expenditures for furniture and equipment in excess of \$5,000. Depreciation on furniture and equipment is computed using the straight-line method over the estimated useful lives of the assets ranging from three to five years.

Accounts Receivable

SHEEO considers all accounts receivable for work performed under grants and contracts to be fully collectible. Accordingly, no allowance for doubtful accounts is considered necessary for these receivables. Accounts deemed uncollectible are charged to bad debt expense when that determination is made.

STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

Notes to Financial Statements September 30, 2013 and 2012

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Grant and Contract Revenue

Revenue is recognized on all grants and contracts when allowable reimbursable expenditures are incurred. Grant revenue and indirect cost revenue were recognized from the following sources during the fiscal years ended September 30:

| | 2013 | 2012 |
|---|---------------------|---------------------|
| Lumina Foundation | \$ 236,181 | \$ 309,779 |
| U.S. Dept of Education | 311,740 | 313,399 |
| Carnegie Corporation of New York | 12,500 | 37,500 |
| Applied Engineering Management Corporation | — | 40,000 |
| College Readiness Partnership | — | 40,000 |
| Complete College America, Inc. | 141,598 | 145,000 |
| Bill and Melinda Gates Foundation | 556,775 | 766,231 |
| Hewlett Foundation | 77,972 | 102,490 |
| Institute for Higher Education Policy | 92,722 | 41,213 |
| Synergy Enterprises, Inc. | 162,600 | — |
| American Association of State Colleges and Universities | 43,228 | — |
| Other projects | 25,685 | 95,070 |
| Total | \$ 1,661,001 | \$ 1,890,682 |

Cash received in excess of allowable expenditures is recorded as deferred revenue; allowable expenditures incurred in excess of cash received are recorded as grants receivable. At September 30, 2013 and 2012, deferred revenue of \$443,278 and \$306,562 respectively, consisted of the unexpended grant proceeds from various organizations. Grants receivable consisted of allowable expenditures incurred but not yet reimbursed of \$57,724 and \$109,873 at September 30, 2013 and 2012, respectively.

Uncertain Tax Positions

The Organization is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code, except on income derived from unrelated business activities. The Organization has determined that it does not have any income which is subject to tax on unrelated business income. The Organization believes that it has appropriate support for any tax positions taken, and as such does not have any uncertain tax positions that are material to the financial statements. The Organization's federal Exempt Organization Business Income Tax Returns Form 990 for 2010, 2011 and 2012 are subject to examination by the IRS, generally for three years after they were filed.

STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

Notes to Financial Statements September 30, 2013 and 2012

NOTE 1: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Concentrations of Credit Risk

Financial instruments which potentially subject SHEEO to concentrations of credit risk consist principally of cash and cash equivalents, investments including certificates of deposit, and receivables. SHEEO places its cash and cash equivalents and investments with credit-worthy, high-quality financial institutions located in Denver, Colorado. At times, a portion of these cash balances may not be insured by the Federal Deposit Insurance Corporation or related entity. Though the market value of investments is subject to fluctuations on a year-to-year basis, management believes that the investment policy is prudent for SHEEO's long-term welfare. Credit risk with respect to receivables is generally diversified due to the large number of entities and credit-worthiness of the organizations that comprise SHEEO's customer base.

As of September 30, 2013 and 2012, the Organization's uninsured balances totaled \$334,914 and \$0, respectively.

Functional Allocation of Expenses

The costs of providing the various programs and administrative activities have been summarized on a functional basis in the accompanying Statement of Activities. Accordingly, certain costs have been allocated among the programs and supporting services benefitted.

NOTE 2: INVESTMENTS

The market value of SHEEO's investments at September 30 consisted of the following:

| | 2013 | 2012 |
|---|----------------------------|----------------------------|
| Equity mutual funds | \$ 471,376 | \$ 387,870 |
| Bond mutual funds | 927,765 | 556,843 |
| Life insurance annuities | 235,000 | 226,581 |
| Government agency fixed income securities | 95,599 | 96,862 |
| Total | <u>\$ 1,729,740</u> | <u>\$ 1,268,156</u> |

Investment income (loss) consisted of the following for the years ended September 30:

| | 2013 | 2012 |
|--|-------------------------|--------------------------|
| Net realized and unrealized gains (losses) | \$ 73,758 | \$ 89,283 |
| Interest income | 21,848 | 18,674 |
| Total | <u>\$ 95,606</u> | <u>\$ 107,957</u> |

STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

Notes to Financial Statements September 30, 2013 and 2012

NOTE 3: FAIR VALUE MEASUREMENTS

In determining fair value, the SHEEO uses various valuation approaches within the FASB ASC 820 fair value measurements framework. Fair value measurements are determined based on the assumption that market participants would use in pricing an asset or liability. FASB ASC 820 establishes a hierarchy for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the most observable inputs be used when available. FASB ASC 820 defines levels within the hierarchy based on the reliability of inputs as follows:

Level 1: Valuations based on unadjusted quoted prices for identical assets or liabilities in active markets.

Level 2: Valuations based on quoted prices for similar assets or liabilities or identical assets or liabilities in less active markets, such as dealer or broker markets.

Level 3: Valuations derived from valuation techniques in which one or more significant inputs or significant value drivers are unobservable, such as pricing models, discounted cash flow models and similar techniques not based on market, exchange, dealer or broker-traded transactions.

The following table summarizes the valuation of SHEEO's investments by the above fair value hierarchy levels:

| <u>September 30, 2013</u> | <u>Fair Value</u> | <u>Level 1</u> | <u>Level 2</u> | <u>Level 3</u> |
|-------------------------------|----------------------------|--------------------------|----------------------------|--------------------|
| Equity mutual funds | \$ 471,376 | \$ 471,376 | \$ — | \$ — |
| Certificates of deposit | 322,896 | — | 322,896 | — |
| Bond mutual funds | 927,765 | — | 927,765 | — |
| Life insurance annuities | 235,000 | — | 235,000 | — |
| Government agency securities | <u>95,599</u> | <u>—</u> | <u>95,599</u> | <u>—</u> |
| Total | <u>\$ 2,052,636</u> | <u>\$ 471,376</u> | <u>\$ 1,581,260</u> | <u>\$ —</u> |
| <u>September 30, 2012</u> | <u>Fair Value</u> | <u>Level 1</u> | <u>Level 2</u> | <u>Level 3</u> |
| Equity mutual funds | \$ 387,870 | \$ 387,870 | \$ — | \$ — |
| Certificates of deposit | 625,240 | — | 625,240 | — |
| Bond mutual funds | 556,843 | — | 556,843 | — |
| Life insurance annuities | 226,581 | — | 226,581 | — |
| Government agency securities | <u>96,862</u> | <u>—</u> | <u>96,862</u> | <u>—</u> |
| Total | <u>\$ 1,893,396</u> | <u>\$ 387,870</u> | <u>\$ 1,505,526</u> | <u>\$ —</u> |

The fair value of investments in equity mutual funds is based on quoted market values and other observable inputs (Level 1). The fair value of certificates of deposits, bond mutual funds, life insurance annuities and government agency securities is based on pricing inputs directly observable and on quoted prices for similar assets in active markets (Level 2).

STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

Notes to Financial Statements *September 30, 2013 and 2012*

NOTE 4: INVESTMENT IN SHEPC

SHEEO has a 19.3% ownership interest in State Higher Education Policy Center, LLC (SHEPC), which was formed on December 17, 2003 for the purpose of owning and operating a building located in Boulder, Colorado, in which its three owners—SHEEO, National Center for Higher Education Management Systems and Western Interstate Commission for Higher Education—are tenants. SHEEO has guaranteed SHEPC's \$1,423,499 in debt obligations in the event that SHEPC does not make full and prompt payment when its debt payments come due, and along with the other two owners is responsible for sharing the costs of operating the building.

SHEEO's interest in SHEPC is accounted for by using the equity method of accounting. SHEEO's share of net operating costs of SHEPC is considered to be primarily occupancy expenses of SHEEO and is included in expenses in the Statement of Activities. These expenses totaled \$101,161 in both 2013 and 2012. During the years ended September 30, 2013 and 2012, SHEEO made capital contributions to SHEPC of \$101,161, each year.

Selected summarized audited financial data related to SHEPC's operations, as of and for the years ended June 30, 2013 and 2012, is as follows:

| | 2013 | 2012 |
|-------------------|--------------------------------|--------------------------------|
| Revenue | \$ 2,678 | \$ 2,115 |
| Expenses | (446,953) | (443,258) |
| Net Loss | <u><u>\$ (444,275)</u></u> | <u><u>\$ (441,143)</u></u> |
| Total Assets | <u><u>\$ 4,607,896</u></u> | <u><u>\$ 4,653,169</u></u> |
| Total Liabilities | <u><u>\$ 1,461,845</u></u> | <u><u>\$ 1,586,641</u></u> |
| Members' Equity | <u><u>\$ 3,146,051</u></u> | <u><u>\$ 3,066,528</u></u> |

NOTE 5: DESIGNATED RESERVE FUND

During 2002, SHEEO's executive committee voted to designate \$300,000 of the unrestricted net assets to finance important non-recurring priorities and to maintain a continuity of services and staffing at SHEEO in the event of unexpected revenue declines. At the March 6, 2003 executive committee meeting, the executive committee voted to increase the designated reserve fund to \$350,000. At the July 19, 2007 executive committee meeting, the executive committee voted to increase the designated reserve fund to \$550,000. At September 30, 2013 and 2012, the designated reserve fund totaled \$550,000 and was invested in certificates of deposit and cash.

STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

Notes to Financial Statements September 30, 2013 and 2012

NOTE 6: DEFINED CONTRIBUTION PLAN

SHEEO has a defined contribution pension plan covering all full-time employees. SHEEO contributes monthly to the plan an amount equal to 10% of gross salaries of the participants. Total pension expense for the years ended September 30, 2013 and 2012 was \$133,608 and \$137,788, respectively.

NOTE 7: LEASES

SHEEO had a noncancellable operating lease for a copier machine that expired in December 15, 2013. On September 30, 2013, SHEEO entered into a new operating lease for a copier machine that expires on September 30, 2017. Total rent expense for the leases were \$7,288 in 2013 and \$7,818 in 2012.

Future minimum lease payments as of September 30, 2013 are as follows:

| | |
|------------|------------------|
| 2014 | \$ 4,476 |
| 2015 | 4,476 |
| 2016 | 4,476 |
| 2017 | 4,476 |
| Thereafter | — |
| | <u>\$ 17,904</u> |

NOTE 8: CONCENTRATIONS OF REVENUE

SHEEO recognized the following revenues from significant grants and contracts during the years ended September 30, 2013 and 2012:

| | 2013 | | 2012 | |
|-----------------------------------|------------|--------------------|---------|--------------------|
| | Amount | % of Total Revenue | Amount | % of Total Revenue |
| Bill and Melinda Gates Foundation | \$ 556,775 | 20.0% | 766,231 | 26.2% |
| Lumina Foundation | 236,181 | 8.5% | 309,779 | 10.6% |
| U.S. Dept of Education | 311,740 | 11.2% | 313,399 | 10.7% |

NOTE 9: COMMITMENTS AND CONTINGENCIES

SHEEO receives grants from various sources which are subject to final review and approval, depending on the allowability of corresponding expenses charged to those programs. Any expenses not allowed by the granting authority would be reimbursable by SHEEO.

NOTE 10: SUBSEQUENT EVENTS

Subsequent events have been evaluated through December 19, 2013, which was the date the financial statements were available to be issued. There were no significant subsequent events noted.

Table 1

**State Higher Education Executive Officers
FY 2012 and FY 2013 Audited Results
FY 2014 and FY 2015 Budgets**

| REVENUE | | | | | | |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|--|--|
| Source | Audit 2012 | Audit 2013 | Budget FY 2014 | Budget FY 2015 | | |
| Unrestricted Revenues: | \$ 1,168,649 | \$ 1,250,929 | \$ 1,148,663 | \$ 1,348,000 | | |
| State Dues | \$ 592,574 | \$ 650,757 | \$ 754,214 | \$ 824,000 | | |
| Other Income | \$ 101,575 | \$ 170,369 | \$ 107,761 | \$ 100,000 | | |
| Investment Income | \$ 107,957 | \$ 95,606 | \$ 50,000 | \$ 75,000 | | |
| Annual Meeting | \$ 35,355 | \$ 45,430 | \$ 37,508 | \$ 41,000 | | |
| HE Policy Conference | \$ 132,416 | \$ 103,900 | \$ 140,480 | \$ 148,000 | | |
| Indirect | \$ 137,227 | \$ 126,550 | \$ - | \$ 108,000 | | |
| Prof Develop Collaborative | \$ 44,700 | \$ 42,900 | \$ 44,700 | \$ 40,000 | | |
| SHEPC-LLC Contribution | \$ 16,845 | \$ 15,417 | \$ 14,000 | \$ 12,000 | | |
| Restricted Revenues: | \$ 1,753,455 | \$ 1,534,451 | \$ 1,250,000 | \$ 1,201,000 | | |
| Grants and Contracts | \$ 1,753,455 | \$ 1,534,451 | \$ 1,250,000 | \$ 1,201,000 | | |
| TOTAL REVENUE | \$ 2,922,104 | \$ 2,785,380 | \$ 2,398,663 | \$ 2,549,000 | | |
| Dues as % of total revenue | 20% | 23% | 31% | 32% | | |

Grants as % of total revenue

60%

55%

52%

47%

| EXPENDITURES | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|--|--|
| Source | Audit FY 2012 | Audit FY 2013 | Budget FY 2014 | Budget FY 2015 | | |
| General Administration | \$ 612,476 | \$ 691,933 | \$ 650,000 | \$ 685,000 | | |
| SHEEO Committees | \$ 13,320 | \$ 33,088 | \$ 14,200 | \$ 15,000 | | |
| Annual Meeting | \$ 46,898 | \$ 103,047 | \$ 65,000 | \$ 75,000 | | |
| HE Policy Conference | \$ 191,245 | \$ 173,635 | \$ 140,000 | \$ 200,000 | | |
| General Program Activities | \$ 387,655 | \$ 375,265 | \$ 233,000 | \$ 460,000 | | |
| SHEEO/NCES Communication Network | \$ - | - | | | | |
| Grant and contract funded expenditures | \$ 1,496,397 | \$ 1,291,394 | \$ 1,250,000 | \$ 1,093,000 | | |
| TOTAL EXPENSE | \$ 2,747,991 | \$ 2,668,362 | \$ 2,352,200 | \$ 2,528,000 | | |
| Revenue over (under) exp | \$ 174,113 | \$ 117,018 | \$ 46,463 | \$ 21,000 | | |

State Higher Education Executive Officers

Fiscal Year 2015 Dues Schedule (10% increase)

| State | Average of FY14, FY13, and FY12 Appropriations (Dollars in Thousands) | Class | Dues | Notes |
|---|---|-------|------------|-------|
| Alabama | 1,447,448 | 5 | \$ 19,597 | |
| Alaska Commission on Postsecondary Education | 369,984 | 2 | \$ 6,334 | a |
| University of Alaska System | 369,984 | 2 | \$ 6,334 | a |
| Arizona | 846,916 | 4 | \$ 18,088 | |
| Arkansas | 911,364 | 4 | \$ 18,088 | |
| California | 9,862,154 | 5 | \$ 19,597 | |
| Colorado | 655,863 | 3 | \$ 14,698 | |
| Connecticut Board of Regents for Higher Education | 972,442 | 4 | \$ 10,853 | a |
| Connecticut Office of Higher Education | 972,442 | 4 | \$ 10,853 | a |
| Delaware | 219,098 | 2 | \$ 10,556 | |
| District of Columbia | | 1 | \$ 6,405 | |
| Florida | 3,632,328 | 5 | \$ 19,597 | |
| Georgia | 2,707,122 | 5 | \$ 19,597 | |
| Hawaii | 514,554 | 3 | \$ 14,698 | |
| Idaho | 356,128 | 2 | \$ 10,556 | |
| Illinois | 3,748,047 | 5 | \$ 19,597 | |
| Indiana | 1,602,053 | 5 | \$ 19,597 | |
| Iowa | 783,701 | 4 | \$ 18,088 | |
| Kansas | 783,154 | 4 | \$ 18,088 | |
| Kentucky | 1,201,845 | 4 | \$ 18,088 | |
| Louisiana | 1,176,823 | 4 | \$ 18,088 | b |
| Maine | 269,270 | 2 | \$ 10,556 | |
| Maryland | 1,649,543 | 5 | \$ 19,597 | |
| Massachusetts | 1,005,632 | 4 | \$ 18,088 | |
| Minnesota Office of Higher Education | 1,321,597 | 5 | \$ 11,758 | a |
| Minnesota State Colleges and Universities | 1,321,597 | 5 | \$ 11,758 | a |
| Mississippi | 950,994 | 4 | \$ 18,088 | |
| Missouri | 947,756 | 4 | \$ 18,088 | |
| Montana | 210,418 | 2 | \$ 10,556 | |
| Nebraska | 666,061 | 3 | \$ 14,698 | |
| Nevada | 477,567 | 3 | \$ 14,698 | |
| New Hampshire Division of Higher Education Higher Education Commission | 92,440 | 1 | \$ 3,843 | a |
| University System of New Hampshire | 92,440 | 1 | \$ 3,843 | a |
| New Jersey | 1,959,069 | 5 | \$ 19,597 | |
| New Mexico | 835,929 | 4 | \$ 18,088 | |
| New York | 4,979,348 | 5 | \$ 19,597 | |
| North Carolina | 3,653,491 | 5 | \$ 19,597 | |
| North Dakota | 365,821 | 2 | \$ 10,556 | |
| Ohio | 2,053,383 | 5 | \$ 19,597 | |
| Oklahoma | 1,024,037 | 4 | \$ 18,088 | |
| Oregon | 592,618 | 3 | \$ 14,698 | |
| Pennsylvania Department of Education Office of Postsecondary and Higher Education | 1,787,721 | 5 | \$ 11,758 | a |
| Pennsylvania State System of Higher Education | 1,787,721 | 5 | \$ 11,758 | a |
| Puerto Rico | | 1 | \$ 6,405 | |
| Rhode Island | 170,386 | 2 | \$ 10,556 | |
| South Carolina | 891,706 | 4 | \$ 18,088 | |
| South Dakota | 191,838 | 2 | \$ 10,556 | |
| Tennessee | 1,485,984 | 5 | \$ 19,597 | |
| Texas | 6,474,235 | 5 | \$ 19,597 | |
| Utah | 758,676 | 4 | \$ 18,088 | b |
| University of Vermont | 90,589 | 1 | \$ 3,843 | a |
| Vermont State Colleges | 90,589 | 1 | \$ 3,843 | a |
| Virginia | 1,702,451 | 5 | \$ 19,597 | |
| Washington | 1,435,149 | 5 | \$ 19,597 | |
| West Virginia | 535,104 | 3 | \$ 14,698 | |
| Wisconsin | 1,128,223 | 4 | \$ 18,088 | |
| University of Wyoming | 357,980 | 2 | \$ 6,334 | a |
| Wyoming Community College Commission | 357,980 | 2 | \$ 6,334 | a |
| TOTAL | | | \$ 831,522 | |

Source: State Support for Higher Education Database (SSDB)

- a) In states with two members, each agency pays 60% of class fee.
b) State changed class this year.

State Higher Education Executive Officers

Fiscal Year 2015 Dues Schedule

(10% increase from FY14)

| Class | Appropriations Size | FY14 Dues | FY15 Proposed Dues |
|--------------|----------------------------|------------------|---------------------------|
| 1 | \$170 M or Less | \$5,823 | \$6,405 |
| 2 | \$170.1 M - \$450 M | \$9,596 | \$10,556 |
| 3 | \$450.1M - \$740 M | \$13,362 | \$14,698 |
| 4 | \$740.1 M - \$1.3 B | \$16,444 | \$18,088 |
| 5 | More than \$1.3 B | \$17,815 | \$19,597 |

STATE HIGHER EDUCATION EXECUTIVE OFFICERS
Executive Committee Officers
Fiscal Year 2014



Teresa Lubbers, Chair
Commissioner
Indiana Commission for Higher Education



Robert L King, Chair Elect
President
Kentucky Council on Postsecondary Education



Andy Tompkins, Treasurer
President and CEO
Kansas Board of Regents



Jack R Warner, Past Chair
Executive Director and CEO
South Dakota Board of Regents



SHEEO

STATE HIGHER EDUCATION EXECUTIVE OFFICERS ASSOCIATION

ANNUAL REPORT 2013-2014 **Review of Activities**

SHEEO is a go-to place for states and for the federal government regarding higher education policy and financial data, but also is called upon by a variety of organizations to help shape policy and legislation. Hans L'Orange's participation on the Technical Symposium for the U.S. Department of Education's Postsecondary Institution Ratings System and in the White House meetings regarding sexual assault on campus illustrates the value the national government sees in its work with SHEEO. SHEEO has worked with three divisions within the Department of Education on a variety of topics from the ratings system to First in the World, financial aid, workforce, and veterans' education. Clearly, the federal government turns to SHEEO for advice, for outreach to states, and for analysis. We have become a conduit to our members and to others within the higher education community with respect to getting out the word on federal programs and initiatives.

Charles Lenth continues to work with the largest of the regional accrediting agencies—the Higher Learning Commission—on a joint approach to the issues raised by the impending reauthorization of the Higher Education Act. Virtually every member of the SHEEO staff has been asked directly by state, federal, and association leaders to help them frame and implement policies or to find out the pulse of SHEEO members on a given topic or approach.

Student success is one of the paramount challenges facing American society. The issues we confront (fewer high school graduates, changing ethnic characteristics of the college population, fewer state resources per student to support higher education, lower incomes for families of future students than those that prevailed in the past, and high numbers of students who are not ready to perform effectively in college-level work) are all matters that SHEEO already is addressing or can be expected to deal with in the upcoming year. In addition, the effective use of data and data systems to inform and advance policies aimed at improving student success will be on SHEEO's radar screen as the next year unfolds.

Active partnerships with states (as exemplified by the nine-state Multi-State Collaborative to Advance Learning Outcomes Assessment, which also includes active engagement by the Association of American Colleges and Universities (AAC&U)); with other associations (such as the work with the Association of Governing Boards (AGB) on board member education and the Education Commission of the States (ECS) on admissions policy and remedial education definitions); and also the active work with the American Association of State Colleges and Universities (AASCU) and the Council of Chief State School Officers (CCSSO) on the College and Career Readiness Partnership (CCRP) and with the National Governors Association (NGA), the National Council of State Legislatures (NCSL), and others on the Improving Student Learning at Scale project); with the federal government (as evidenced by the recent participation by Hans L'Orange noted above plus the SHEEO work supporting the national IPEDS data conference); and even with international organizations (with the Organisation for Economic Co-operation and Development (OECD) on the AHELO project and with the Wellington Group on sharing

ideas, policies, and practices about higher education among eight English-speaking countries) are ways of extending the impact of SHEEO work. On that last note, Bob King and Mike Rush joined Jeff Appel and George Pernsteiner as the U.S. delegation to the Wellington Group biennial meeting in Edinburgh, learning how similar are the issues that confront public higher education in many English speaking countries.

After several meetings with representatives of the Bill and Melinda Gates Foundation, SHEEO was invited to submit a proposal for a \$1 million two-year grant to update work done earlier regarding state postsecondary data systems (the “Strong Foundations” report) to determine how data actually are used by states to advance policy and improve student success. Also, part of this work will be the development of examples of how states are using data most effectively and convening to share effective practices in the use of data with both data collection and analysis professionals and with state policy makers. Many states have increasingly powerful data systems, linking postsecondary education information with that from K-12 and the workforce, but few have yet found ways of using the information from these systems to drive policy change and student success. Part of this grant would be to shine a light on those who are most successful and develop suggestions about what other states might be able to do to use data to inform policy and practice.

During 2014, SHEEO’s president has spoken to governing and coordinating boards in several states about effective organization and practice in SHEEO offices and how states and their SHEEOs can promote and advance student success agendas and efforts. This work tied in, too, with the joint effort with the Association of Governing Boards regarding board member education, and led to the development of a template of the kinds of functions that effective SHEEO offices tend to have.

Many of these undertakings began under the leadership of Paul Lingenfelter, and his very positive stamp remains on this organization. His work in securing the financial support of a number of national foundations (Lumina, Hewlett, Gates, Spencer) has connected SHEEO with some of the major funders and most prominent voices in contemporary higher education.

This report of activities highlights some of the most salient work SHEEO and its staff have undertaken since the start of the fiscal year in October 2013. Obviously, many more such efforts could have been included. The SHEEO staff is exceptionally dedicated, qualified and committed to the effectiveness of state higher education policy and to student success more generally. Their work is intended to provide members with assistance that will matter in their states, and to provide a voice for our members with national organizations and the federal government.

This report is organized around the themes adopted by SHEEO in 2012: student learning/accountability (now renamed Student Learning, in line with the change in the name of the Policy Collaborative Network team), and data & information management (a category that, in this progress report, has been expanded to include finance and affordability in order to more accurately express its scope). This report does not chronicle the vast amount of time and thought that go into preparing for and presenting the Annual Meeting and Higher Education Policy Conference—opportunities that permit our members not only to learn what is happening and expected to happen in higher education policy, but also to interact with and learn from one another. Nor does it report about the learning opportunities afforded by the three Peer Collaboration Networks, the Leadership Seminar for new SHEEOs, or the Leadership Academy for policy staff. These activities provide the professional development opportunities so central to SHEEO’s mission of supporting its members.

STUDENT LEARNING/ACCOUNTABILITY

Through the **College and Career Readiness Project (CCRP)**, SHEEO partners with CCSO and AASCU to work with state-designated leadership teams to promote understanding and implementation of the Common Core State Standards in English language arts and mathematics. Now finishing its third year, the CCRP project is supported by both the Lumina Foundation and the William and Flora Hewlett Foundation. Over time, this project has grown to include 11 states (Arizona, Connecticut, Maryland, Michigan, Missouri, Nevada, New York, Oregon, South Dakota, West Virginia, and Wisconsin). At the third national CCRP state team meeting, held March 5-7, 2014, in Baltimore, participating states outlined plans and strategies for the remaining months of the project, including a number of state summits or other initiatives to help prepare for new college and career readiness standards in the upcoming academic year.

In late 2013, a second cross-state project on Common Core implementation was initiated in partnership with the National Governors Association, the National Council of State Legislatures, and CCSO. The **Improving Student Learning at Scale (ISLS)** project works with state teams from Arizona, California, New Hampshire, Washington, West Virginia, and Wyoming, where implementing the Common Core faces particular challenges because of changes in state structures, lack of coordination, leadership changes or other factors. The initial national state team meeting took place in late 2013, and technical assistance and planning meetings have been held in all five states, led by NGA. Supported by the Helmsley Trust and the GE Foundation, fundraising activities are continuing so that we and the other partners can complete the project's work, hopefully in 2014-15.

SHEEO also convened a dozen SHEEO agencies in early January to discuss communication challenges around the Common Core and how higher education voices can be most effectively heard in the states concerning this timely and important education initiative whose impact on higher education and on student success is expected to be profound. SHEEO also encouraged members who were willing to do so, to endorse Common Core efforts to show higher education support for standards and for assessments tied to measuring student progress against those standards.

SHEEO continues to participate in the two state consortia developing new College and Career Readiness assessments based on the Common Core. George Pernsteiner serves as one of the national higher education leaders on the **PARCC Advisory Council for College Readiness**; Charles Lenth has been one of two higher education members of the **Smarter Balanced Executive Committee** since 2012. SHEEO member agencies participate in state leadership teams for both consortia, and SHEEO regularly provides joint meeting opportunities for both consortia at annual meetings.

During the past year, SHEEO collaborated with AAC&U and Richard Freeland, SHEEO for Massachusetts, in launching the **Multi-State Collaborative to Advance Learning Outcomes Assessment (MSC)**. This new consortium of nine states and 68 colleges and universities will use selected AAC&U LEAP VALUE rubrics and common analytic frameworks to permit faculty to assess samples or "artifacts" of actual student work, and then rate, "scale," and potentially compare student learning by institutional level or type within and across states based on three VALUE rubrics: written communication, quantitative reasoning, and critical thinking. Julie Carnahan led efforts to develop this project to the point that it could secure external funding late in 2013, through a sub-grant from AAC&U as part of a larger, integrated set of activities funded by the Bill & Melinda Gates Foundation. A pilot study is underway to determine the

feasibility of broad implementation of this approach. A further phase will be developed with AAC&U and partner states.

The **SHEEO P-16 Teacher Professional Development Collaborative** operates as a network for information sharing, strategizing, data collection and reporting, and collective problem-solving for grant administrators from all 50 states (generally, SHEEO agency staff) responsible for the ESEA Title II, Part A, Subpart 3, Improving Teacher Quality Partnership State Grants. The latest data collection to demonstrate the impact of the program is underway, along with plans for the annual Collaborative meeting in conjunction with SHEEO's Higher Education Policy Conference in August.

In late 2013, SHEEO became a national partner in CCSSO's **Network for Transforming Educator Preparation (NTEP)** initiative, which engages cross-sector state teams in moving educator preparation program approval, licensure, and data systems to a performance-based model. One of SHEEO's roles as a national partner is to work through its members in the seven NTEP states—Connecticut, Georgia, Idaho, Kentucky, Louisiana, Massachusetts and Washington—to ensure substantial and effective higher education engagement in the initiative. NTEP's most recent convening and information sharing was in June 2014.

SHEEO continues to work with the National Association of System Heads (NASH), an organization to which a large percentage of SHEEO members belong, to highlight the work of higher education agencies, systems, and institutions in transforming educator preparation programs. The **Advancing Educator Preparation Initiative (AEPI)** began last year with meetings and conference calls of higher education leaders from eight states—Idaho, Kentucky, Maryland, New York, North Carolina, South Dakota, Texas, and Wisconsin. Work is progressing to enhance the project's web resources and to co-sponsor webinars highlighting effective strategies and practices. Nancy Zimpher, the chancellor of the State University of New York, conducted the most recent webinar this spring. The NASH/SHEEO Initiative participants will meet again at the Higher Education Policy Conference in August to share ideas and to chart future work.

Sharmila Mann of SHEEO, who facilitates both the NTEP and AEPI efforts, also serves on the **Council for the Advancement of Educator Preparation Continuous Improvement Accreditation Commission** as well as the **CAEP State Alliance**, following Paul Lingenfelter's service on CAEP's **Commission on Standards and Performance Reporting**.

The **State Authorization Reciprocity Agreement (SARA)** arose out of efforts by SHEEO, the Association of Public and Land-grant Universities (APLU), the Western Interstate Commission for Higher Education (WICHE), the Council of State Governments (CSG), and the Presidents' Forum to create a smoother path to the authorization of distance education providers across state borders. The **SHEEO State Authorization Survey** has provided the field with an open, periodically updated source for program authorization requirements in all 50 states, the District of Columbia and Puerto Rico. As development and implementation of new State Authorization Reciprocity Agreements ramp up, SHEEO continues to connect with national and regional SARA directors and state agency staff, and to provide a variety of summary reports. On May 28, 2014, SHEEO—in cooperation with the Pearson Company—launched a web-based platform for the authorization survey that permits easier updates, simplified report generation, and more timely information.

SHEEO also continues to work through various other channels to improve communications and working relationships between regional accrediting associations and state agencies. For example, collaboration continues to expand between the Higher Learning Commission and the 19 states in which it accredits

colleges and universities, in three areas—reducing redundancy in data reporting, quality assurance for dual credit programs, and distance education authorization and consumer protection. In support of another collaborative effort, SHEEO participated in a meeting of the Multistate Collaborative for Military Credit (MCMC), a rapidly expanding group of states and institutions committed to working together with the U.S. Departments of Veterans Affairs, Defense, and Education, and a White House task force, the American Council on Education, CAEL, and others to facilitate the transition of military training and skills into postsecondary degree and certificate credits.

DATA & INFORMATION MANAGEMENT, FINANCE AND AFFORDABILITY

Effective educational policy and practice require sound data on attainment, student progression, the cost and price of education, degrees by field of study, and more. Data and information resources, research, and productivity have been integral components of SHEEO's mission for many years. In some cases, we have undertaken specific data projects; in many other cases, providing general information on state and national data activity has been useful to our members as they implement policies that impact student success. The following are components of our current data and information management agenda:

Postsecondary Institutional Ratings System (PIRS) is a United States Department of Education initiative to assess the performance of all institutions of higher education with the stated goals of advancing institutional accountability while also enhancing consumer information. There is a significant amount of development work needed under a very tight schedule (operational by the 2015 academic year) and the National Center for Educational Statistics has asked for input on the data elements, metrics, methods of data collection, methods of weighting or scoring, and presentation frameworks needed for a PIRS. The details are still being determined, but the Department of Education intends, through these ratings, to compare colleges with similar missions and identify colleges that do the most to effectively educate disadvantaged and underrepresented students, as well as colleges that are improving their performance. In the upcoming reauthorization of the Higher Education Act, the President may propose allocating financial aid based upon these college ratings, by 2018. SHEEO was among the national organizations that provided comments to the United States Department of Education concerning the parameters that might pertain to PIRS, and SHEEO's Hans L'Orange was one of just 17 experts asked to participate in the first (and, thus far, only) technical panel on the system.

SHEEO continues to develop the idea for a federal-state matching need-based grant program, voted on by members at last year's annual meeting. SHEEO staff continue to work to develop this idea. Senior Policy Analysts Andy Carlson and Katie Zaback recently co-authored ***Moving the Needle: How Financial Aid Policies Can Help States Meet Student Completion Goals***, a SHEEO white paper written with support from the Lumina Foundation as part of its series exploring new models of student financial support. Published in the spring of 2014, this paper focuses on how states with unique systems and structures can independently and in partnership with the federal government use financial aid to improve completion in order to meet national and state goals, and it makes a specific recommendation for a federal-state matching program that focuses on reducing net price for the lowest income students, and increasing completion.

Common Education Data Standards (CEDS) development continues and Version 4.0 was released in late January 2014. CEDS is not a data collection, but a list of data elements with definitions, option sets, and an XML schema, to be used in the development of a common vocabulary for a core subset of data elements in multiple data systems. We anticipate future versions to increasingly have a P-20W focus.

SHEEO and Complete College America (CCA) continued their four-year partnership to collect the Common Completion Metrics. SHEEO worked with the 35 participating states this spring collecting both state and institutional level data. SHEEO also provides standard reports for states each year at CCA's Annual Convening as well as supporting CCA's use of these metrics. CCA's most recent report uses these and other data to highlight a series of five game changers, state level policies that show promise in improving student completion. The policies encouraged greater state focus on degree attainment, improving remediation and clarifying student pathways. As we move into year five in collecting these metrics, SHEEO looks forward to working with CCA and its member agencies to understand how we might improve the metrics to reduce burden and ensure the greatest value.

The American Association of Community Colleges (AACC), in partnership with APLU and AASCU, has begun a new Gates funded initiative, Post Collegiate Outcomes (PCO), designed to develop a strategic framework to identify and report on post-collegiate outcomes. SHEEO, through Hans L'Orange, is participating on the advisory committee charged with defining the scope and anticipated accomplishments of the initiative.

The WICHE multistate data exchange is concluding its pilot with state-level reports detailing the regional K-12, postsecondary education, and workforce trends for Washington, Oregon, Idaho and Hawaii. The data sharing among the four states has demonstrated the value in following students and their data across state borders. SHEEO has been an active team member since this project's inception. WICHE expects to be able to continue and expand this work and SHEEO intends to continue participating in this important and timely effort.

State Data Conference and IPEDS Coordinator Workshop. Each year a national data conference is held to address IPEDS data collection, federal and state data issues, and related postsecondary education topics. Typically, about 140-150 individuals from the state agencies, representatives of the independent sector, and national associations attend this conference sponsored by NCES and supported by SHEEO.

The 2014 State Data Conference and IPEDS Workshop was held on April 14-16 in Washington, D. C. The Workshop portion of the conference included training for new state coordinators, a review of recent changes in the IPEDS data collection, and anticipated refinements for the upcoming year. The Data Conference continued with plenary and concurrent sessions on a variety of timely postsecondary data and policy topics including:

- Proposed Postsecondary Institution Ratings System;
- State Longitudinal Data Systems;
- Gainful Employment Disclosure Template;
- Using Data to Meet College and Career Readiness Goals;
- Assessing Community College Student Outcomes;
- Moving the Needle: How Existing Financial Aid Policy Recommendations May be Used to Help States Meet Their Completion Goals; and
- Student Achievement Measures (SAM) Project.

Reporting on fiscal issues and policies in the states continues to be a priority at SHEEO. The 2013 edition of the **State Higher Education Finance (SHEF)** report was issued this spring and will be available in print format by the time of the Annual Meeting. The report again received significant press attention and continues to be the primary resource for understanding state trends in financing higher education. Andy

Carlson, SHEF project manager, is currently working with stakeholders to review the current data and report and make recommendations for future enhancements and adjustments that may make SHEF even more useful to our members and the policy community. Our periodic update on ***State Tuition, Fees and Financial Assistance Policies For Public Colleges and Universities*** was published in September 2013. This year we were able to use this report to inform our work on “Moving the Needle,” and we hope to continue to use the results of this survey to inform work around college affordability.

We continue to monitor and consult on **K-12 and postsecondary data alignment** and have participated in preliminary discussions in a National Academy of Sciences initiative for developing a **data system for teacher preparation**.

The possible support from the Bill & Melinda Gates Foundation is expected to provide SHEEO with the resources to update the “Strong Foundations” report issued in 2011, to determine which states are most successfully using the data from their systems (including longitudinal data systems linked to K-12 and workforce) to track and advance student success, and to offer opportunities for state data and policy leaders and staff to learn how to effectively use the massive amounts of student data now available to them to help achieve state goals.

CONCLUSION

In addition to the extraordinary work of the SHEEO staff summarized in this report, SHEEO was involved over the past nine months in a wide variety of activities in support of its members (as with member-requested surveys about specific topics and member-posted position recruitments) and student success (from Common Core State Standards to expanding participation in the American College Application Campaign initiative sponsored by the federal government and the American Council on Education).

But a large part of the value of SHEEO is to look forward to identify and share with members some of the more important trends and developments that can be expected to affect their work. Often, these cannot be foreseen a year or more in advance (as with President Obama’s call for a ratings system). But many of the challenges and opportunities can be anticipated and work begun, either with members or with the support of external funders, in advance of crises. Further, some aspects of the Association’s work can and must be expanded in order for SHEEO and its members to be effective in future years.

The issues facing American higher education identified earlier in this report have been the meat of SHEEO’s policy work in the past few years. The focus on student success that has been our touchstone has led us into investigations into affordability for students, into performance funding, into teacher preparation and professional development, into improved data systems, into assessing the quality of learning, and into strong connections with K-12 schools with respect to the Common Core and dual enrollment. Those same issues also will lead us, inescapably, into institutional cost control, educational technology, high school noncompletion, equity of outcomes, valuing learning proficiencies earned outside the traditional classroom, veterans’ education, and effective remedial education. It will not be possible for the United States or its states to achieve needed educational attainment goals without strong and effective efforts in those areas. SHEEO will need to delve into effective educational practice and into scaling lower cost, but high quality education options. It will demand that we understand better how to help students finish high school and master the learning needed to succeed in college level courses, with or without effective remediation. It will necessitate that we learn more about and partner more closely with America’s community colleges. It will demand that we understand the challenges faced by real students as they move through (or even around) our traditional educational system. And it

will require that we understand, can measure and certify learning much better than we do today. As a nation, and as states, we have learned how to educate our most academically and financially advantaged students. And, in the past, that might have been seen as enough. But the demands of a global society and economy require that what once was good enough is good enough no longer. Tomorrow we must provide ALL students with the learning they need to succeed.

The challenges for American higher education, and the challenges for SHEEO and its members, are to educate more students, educate them better, educate them less expensively, demonstrate their learning more clearly, and certify that learning—even if it did not all come through our traditional colleges and universities. We need to partner with K-12 more directly and meaningfully than ever before and become much more expert in remediation, in acceleration, and in learning assessment. We need to understand and use data more effectively as a tool for student success and for accomplishing state and national goals. These are tall orders, and these will be the areas of focus for much of SHEEO's pursuit of grant requests in the coming months and years.

In addition, the profession of state higher education policy is becoming more complex and the role of SHEEOs more difficult. Consequently, we have proposed to Lumina Foundation this year that a much more deliberate professional development pathway be developed and deployed, from early-career professionals to mid-career policy and finance leaders to SHEEOs themselves.

SHEEO STAFF AND THEIR AREAS OF EXPERTISE AND RESPONSIBILITY



John Armstrong, Information Analyst; data analysis, data visualization, Complete College America (CCA) data collection, analysis, and technical support, SHEEO state authorization survey support, *State Higher Education Finance* (SHEF) support



Gloria Auer, Executive and Editorial Assistant and Administrative Director of the Multi-State Collaborative to Advance Learning Outcomes Assessment (MSC); website and database content management; editing; proofreading; annual salary survey; meeting planner; support for all policy and administrative staff



Andy Carlson, Senior Policy Analyst; higher education finance, productivity, *State Higher Education Finance* (SHEF) report, tuition and fees, financial aid, State Policy Research Center (SPRC) analytic studies and policy reports, Multi-State Collaborative Sampling Subgroup



Julie Carnahan, Senior Associate; leadership and coordination for the Multi-State Collaborative to Advance Learning Outcomes Assessment (MSC), Peer Collaboration Networks (PCNs), and Higher Education Policy Conference (HEPC)



Gladys Kerns, Director of Administrative Operations; accounting, meeting planner of Annual Meeting and Higher Education Policy Conference, overall administrative support and supervision



Charles S. Lenth, Vice President for Policy Analysis and Academic Affairs; academic policy, quality assurance, accreditation, assessment, Smarter Balanced Executive Committee, Assessment of Higher Education Learning Outcomes (AHELO) national project manager, College and Career Readiness Partnership (CCRP) and Improving Student Learning at Scale (ISLS) project teams



Hans Peter L'Orange, Vice President for Research and Information Resources; information resources and technology in higher education, Common Education Data Standards (CEDS), P-20W data development and alignment, data interoperability standards, higher education analytics and metrics, institutional research, NCES liaison and data support, Integrated Postsecondary Education Data System (IPEDS), annual NCES IPEDS Coordinators Data Conference, Postsecondary Institution Ratings System (PIRS)



Sharmila Basu Mann, Senior Policy Analyst; college access, P-20 alignment, educator quality, state authorization; leadership of SHEEO K-16 Teacher Professional Development Collaborative, SHEEO state authorization survey, and NASH-SHEEO collaboration; SHEEO liaison to Council for Accreditation of Educator Preparation (CAEP), CCSSO's Network for Transforming Educator Preparation (NTEP), and the Institute of Higher Education Policy's (IHEP) Pathways to College Network; College and Career Readiness Partnership and Improving Student Learning at Scale project teams, Multi-State Collaborative Working Group and Faculty Engagement Subgroup



Chris Ott, IT Administrator; IT system management, research support, Complete College America (CCA) data collection and technical support



George Pernsteiner, President; overall direction of SHEEO operations and programs, direct connection with members, participation in several SHEEO projects (including the Board Member Education Program partnership with AGB) and in the efforts of other organizations (including membership on the Remedial Education Task Force commissioned by ECS to develop a common set of definitions for remedial and developmental education for use by all states), PARCC, ACAC, development of professional development pathway, etc.



Angela Sanchez, Executive Assistant; support for George Pernsteiner, Hans L'Orange, Katie Zaback, Andy Carlson, and John Armstrong; meeting planner for data conference, SHEEO Academy and SHEEO Leadership Seminars, CCA data collection customer support



Katie Zaback, Senior Policy Analyst; Complete College America data collection and analysis, Common Education Data Standards, Multi-State Collaborative Data Management and Sampling Subgroup member, higher education metrics, institutional research and higher education data sets, financial aid, State Policy Research Center (SPRC) analytic studies and policy reports

SHEEO BYLAWS CHANGE PROPOSAL

Last year, the members approved a change to the bylaws that permitted the organization to extend membership to certain types of institutions. As a result, California State University has requested to join and others may do so in the future.

However, when a U.S. territory recently inquired about membership, it appeared that SHEEO's current bylaws do not permit membership by a territory. Since Puerto Rico, a territory, has been an active member for many years, it would appear that at some point in the past the term "state" was interpreted to mean state or territory or (in the case of another member, the District of Columbia) other type of legal entity that has the same functions as does a SHEEO agency.

It would seem appropriate to amend the bylaws to permit membership by entities such as Puerto Rico and the District of Columbia. It also appears that the current language allows membership by an entity that has responsibility for the majority of four-year institutions in a state, but no such language embraces an entity that might have such responsibility for the majority of the two-year institutions in a state.

Staff is proposing a set of housekeeping amendments to the bylaws that clarify that entities with SHEEO responsibilities in and for territories, districts, and possessions of the United States can be treated in the same manner as entities with similar responsibilities in states. Staff also is proposing that an entity with responsibilities for two-year institutions be eligible in the same way as is an entity with responsibility for four-year institutions.

Although these amendments would permit the admission (with the approval of 2/3 of the Executive Committee) of additional U.S. territories, they also clarify and ratify the membership status of several current members.



Constitution and Bylaws

ARTICLE I - NAME

The name of the organization shall be: The State Higher Education Executive Officers Association.

ARTICLE II - OBJECTIVES

The objectives of this association shall be to:

1. Assist state higher education executives and the states as they seek to develop and sustain excellent systems of higher education.
2. Emphasize the importance of state planning and coordination for higher education by promoting effective strategic planning and statewide coordination and governance in meeting state needs and obtaining public confidence and support for higher education.
3. Develop policies and procedures and speak as a national organization in public and private forums with the goals of promoting the interests of the states in effectively planning and financing higher education.
4. Promote cooperative relationships with federal agencies, colleges and universities, and higher education and other associations in the:
 - a. collection and exchange of data and information,
 - b. development of standard definitions and practices,
 - c. conduct of studies, and
 - d. development of higher education in the public interest.

5. Formulate and recommend to public and private agencies and governments desirable guidelines for state and federal relationships to public and nonpublic institutions of higher education.
6. Encourage studies and other action to advance the art and science of statewide planning and coordination, including processes to increase the number and to improve the professional competence of available personnel for such work.
7. Express to the public and their representatives in Congress and/or appropriate state legislatures, the collective opinions of state higher education officers when such opinions would enhance the work of statewide boards of higher education with authority to govern or coordinate postsecondary education.

ARTICLE III - MEMBERSHIP

Section 1. Regular Members

Regular membership in the Association shall be open to full-time executive officers serving those systems, agencies, or statewide boards of postsecondary education that are designated by the Executive Committee, as substantially meeting one of the following criteria for membership:

(a) the agency's or board's functions encompass governing responsibilities for the majority of public four- year and/or two-year institutions in the state or all of the state's institutions of a single type.

(b) the agency's or board's functions encompass responsibilities that include statewide policy and planning, program review and/or budget review responsibilities for public higher education.

(c) the agency's or board's functions encompass responsibilities that include consumer protection, licensing, data coordination, telecommunications, and administration of federal higher education programs.

In addition, the agency or board must meet all of the following criteria:

(d) the agency or board is established in the constitution or statutes or a significant portion of its operating support is from state sources.

(e) the agency's or board's chief executive is committed to personal participation in the Association; except that if the purview of the agency includes all of education, the chief executive may designate the chief officer for postsecondary education as the regular member of that state.

If no agency or governing board meets these necessary conditions in a state, the Executive Committee may recommend that the chief executive of a state association of public colleges and universities be approved as a regular member of the association.

Candidates for regular member status in the organization shall be approved by a two-thirds majority of the Executive Committee. Any regular member of SHEEO may also offer nominations for membership that meet approved criteria and if approved by a majority of regular members, will be granted membership.

For purposes of this section, candidates from the District of Columbia and territories of the United States shall be deemed to be admissible to membership on the same basis as candidates from states.

Section 2. Single/Multiple Representation

In cases where the purposes of the association and an individual state would be better served by multiple representatives, the Executive Committee may recommend to the membership additional representatives from a single state if all the prospective members essentially meet one or more of the criteria for membership in Section 1. For purposes of voting and quorum, each representative will be considered a regular member and entitled to a full vote. In states with multiple members of the association, each shall be assessed a fractional portion of the state's dues, 60% each in the case of two members, 45% each in the case of three members, and 40% each in the case of four members.

**SHEEO Staff Selected Activities
July 2013–June 2014**

JOHN ARMSTRONG

Information Analyst

May 2014

May 28-30 AIR Forum, Orlando, FL

ANDY CARLSON

Senior Policy Analyst

August 2013

August 5-9 SHEEO State Agency Workshop and Higher Education Policy Conference, Orlando, FL

August 23 Statewide Higher Education Budget Meeting, Denver, CO

Wrote and issued "State Tuition, Fees and Financial Assistance Policies for Public Colleges and Universities 2012-13

October 2013

October 16-18 Rocky Mountain AIR Conference, Salt Lake City, UT

October 17 Presentation "The Affordability of Public Higher Education"

November 2013

November 5 Lumina Foundation Author's Conference: State Policy Exploring New Models of Student Financial Support - Presentation of rough draft, Washington, D.C.

February 2014

Wrote and issued "Moving the Needle: How Financial Aid Policies Can Help States Meet Student Completion Goals" Lumina Foundation supported white paper

April 2014

April 14 Lumina Foundation rollout of New Models of Student Financial Support, Washington, D.C.

April 14-16 IPEDS Coordinator Workshop and State Data Conference, Washington, D.C.

April 16 Presentation "Moving the Needle: How Financial Aid Policies Can Help States Meet Student Completion Goals"

Wrote and issued FY 2013 State Higher Education Finance Survey (SHEF)

April 30 – May 1 Lumina Foundation Higher Education Productivity Capstone Convening, Indianapolis, IN

May 2014

May 28-30 AIR Forum, Orlando, FL

JULIE CARNAHAN

Senior Associate

July 2013

July 8-11, SHEEO Annual Meeting, Washington D.C.

July 12 – AHELO mtg., Washington D.C.

July 16 – Higher Ed/K-12 Alignment: Project Leads call

July 23 - College and Career Readiness Partnership conference call

July 29-30, WinWin Final Meeting, Washington D.C.

August 2013

August 5-9, SHEEO Higher Education Policy Conference, Orlando, Florida

August 13 - Higher Ed/K-12 Alignment: Project Leads call

September 2013

September 5 - College and Career Readiness Partnership Conference Call

September 12 – Multi-State Collaborative Working Group conference call

September 16 - Multi-State Collaborative Methods & Metrics conference call

September 18 - Multi-State Collaborative/AAC&U conference call

September 19 – Multi-State Collaborative Gates Proposal conference call

September 25 - Multi-State Collaborative Gates Proposal conference call

September 26 - Multi-State Collaborative POR/Communications conference call

October 2013

October 7 - Multi-State Collaborative Pilot Study conference call
October 8 - Higher Ed/K-12 Alignment: Project Leads call
October 10 - Multi-State Collaborative Working Group Conference Call
October 16 – Multi-State Collaborative Conference Call
October 24- Multi-State Collaborative Conference Call with AAC&U
October 29-31 – Multi-State Collaborative Working Group Meeting, Washington, D.C.

November 2013

November 1-2 - Multi-State Collaborative Working Group Meeting, Washington, D.C.
November 6 - Multi-State Collaborative December 16 Planning Meeting
November 7 - Multi-State Collaborative Debriefing Meeting
November 8 - Multi-State Collaborative Pilot Study conference call
November 12 - Higher Ed/K-12 Alignment: Project Leads call
November 12 – ISLS – conference call
November 14 - Multi-State Collaborative Working Group conference call
November 18-19 – ISLS Meeting – Los Angeles, California
November 20 - Multi-State Collaborative Methods & Metrics conference call
November 21 - Multi-State Collaborative Gates Initiative conference call

December 2013

December 5 - Multi-State Collaborative December 16 Planning Meeting
December 10 - Higher Ed/K-12 Alignment: Project Leads call
December 12 - Multi-State Collaborative Working Group conference call
December 13 - Multi-State Collaborative conference call
December 16-17 - Multi-State Collaborative Working Group Meeting, Boulder, Colorado
December 18 – HEPC 2014 staff meeting

January 2014

January 6, 2014 – WinWin Final Evaluation
January 14 - PCN Data Systems conference call
January 14 – PCN Productivity conference call
January 17 – PCN Council conference call
January 20-22, AAC&U, Policy Advisor, Quality Collaborative, Washington, DC
January 23 – PCN Student learning conference call
January 24 - Multi-State Collaborative conference call with NGA
January 29 – Conference call with Lumina re: Tracking Adm. Rules
January 30 - Multi-State Collaborative Steering Committee conference call

February 2014

February 26 – Multi-State Collaborative conference call with AAC&U
February 27 – PCN Council conference call
February 27 - Multi-State Collaborative Steering Committee conference call
February 28 – Staff Agency Workshop Planning Meeting

March 2014

March 3 –SHEEO Executive Committee conference call
March 6 - Multi-State Collaborative Faculty Engagement Sub Group conference call
March 6 - Multi-State Collaborative conference call with AAC&U
March 10 - Multi-State Collaborative conference call with Bonnie Orcutt
March 12 - Multi-State Collaborative conference call with AAC&U
March 12 - Multi-State Collaborative conference call with Bonnie Orcutt
March 21 - Multi-State Collaborative POR/Communications conference call
March 21 – HEPC Session Proposals
March 24-25 – Gates Meeting on Transfers Initiatives and MSC, Boulder, Colorado

April 2014

April 2 – Conference Call with AAC&U re: Multi-State Collaborative
April 3 - Multi-State Collaborative POR/Communications conference call

April 3 - Multi-State Collaborative Steering Committee conference call
 April 4 – AAC&U & SHEEO MSC Conference Call
 April 16 – HEPC 2014 staff meeting
 April 16 - Multi-State Collaborative conference call with AAC&U
 April 21 – SAW Student Learning meeting
 April 21 - Multi-State Collaborative Pilot Study conference call
 April 21 - Multi-State Collaborative conference call with AAC&U
 April 22 - Multi-State Collaborative Webinar, Introduction to the Multi-State Collaborative
 April 25 – Conference Call with MSC Rhode Island
 April 25 - Multi-State Collaborative Steering Committee conference call
 April 30 – 2nd Multi-State Collaborative 2nd Webinar, Introduction to the Multi-State Collaborative

May 2014

May 5 - Conference Call with MSC Rhode Island
 May 5 – SHEEO MSC Debriefing
 May 6 - Multi-State Collaborative conference call with AAC&U
 May 7- Multi-State Collaborative Data Analysis Subgroup conference call
 May 8 - Multi-State Collaborative Data Analysis Subgroup & consultants mtg.
 May 8- Multi-State Collaborative conference call with AAC&U
 May 8 - Multi-State Collaborative Webinar, Introduction to the Pilot Study
 May 9 - Multi-State Collaborative 2nd Webinar, Introduction to the Pilot Study
 May 12 - Multi-State Collaborative conference call with AAC&U
 May 12 – SAW planning meeting
 May 13 - Multi-State Collaborative Faculty Engagement Subgroup conference call
 May 13 - Multi-State Collaborative Webinar on Assignment Design
 May 14 – Multi-State Collaborative 2nd Webinar on Assignment Design
 May 14 - Multi-State Collaborative conference call with Task stream
 May 15 - Multi-State Collaborative Sampling Subgroup conference call
 May 21 - Multi-State Collaborative Sampling Subgroup conference call
 May 21 - Multi-State Collaborative Webinar on Sampling
 May 22 - Multi-State Collaborative 2nd Webinar on Sampling
 May 22 - Multi-State Collaborative Pilot Study Team conference call
 May 23 - Multi-State Collaborative Steering Committee conference call
 May 28 –Conference call with MSC – Utah
 May 28 - Multi-State Collaborative Webinar on IRB and Student Consent
 May 29-30 – Oregon MSC meeting, Portland Oregon

June 2014

June 2 – Conference call with MSC Missouri State Lead
 June 2 - Conference call with MSC Kentucky State Lead
 June 3- Conference call with MSC Indiana State Lead
 June 3- Multi-State Collaborative 2nd Webinar on IRB and Student Consent
 June 4 - Conference call with MSC Minnesota State Lead
 June 5 – Conference Call with MSC Oregon institution contacts
 June 5- Conference call with MSC Connecticut State Lead
 Jun 9 &10 – Policy Advisor, Quality Collaborative, Kansas City, Kansas
 June 12 – Conference call with MSC Rhode Island State Lead
 June 17 - Multi-State Collaborative Sampling Subgroup conference call
 June 17 - Multi-State Collaborative Webinar on Value Rubrics
 June 18 – 2nd Multi-State Collaborative Webinar on Value Rubrics
 June 23 – Conference Call with MSC Massachusetts State lead
 June 23-25 – Meeting with Gates & AAC&U RE: 2nd Phase of MSC, Kansas City, Kansas
 June 27 - Multi-State Collaborative Steering Committee conference call

CHARLES S. LENTH

Vice President for Policy Analysis and Academic Affairs

July 2013

July 8-11 Participated in SHEEO Annual Meeting in Washington DC

July 12 Organized International Meeting on ***AHELO—What We Can Learn from OECD's Feasibility Study***
www.sheeo.org/sites/default/files/project-files/AHELO%20Washington%20Meeting%20Agenda.pdf

July 24-26 Participated in AASCU Academic Officers Meeting in Baltimore, MD

Four or more web-based meetings per month as higher education member of the Executive Committee of the Smarter Balanced Assessment Consortium

August 2013

August 5-8 Participated in SHEEO Higher Education Policy Conference in Orlando, FL

August 29-30 ISLS Project State Selection Meeting, National Governors Association, Washington DC

Four or more web-based meetings per month as higher education member of the Executive Committee of the Smarter Balanced Assessment Consortium

September 2013

September 9-11 Smarter Balanced Collaboration Conference, UCLA-CRESST, Los Angeles, CA

Four or more web-based meetings per month as higher education member of the Executive Committee of the Smarter Balanced Assessment Consortium

October 2013

October 23-24 SHEEO Academy Meetings in Denver, CO

October 30 Testimony at Legislative Hearing on Common Core State Standards, Wausau WI

October 31 Multi-State Collaborative to Advance Learning Outcomes Assessment, Washington DC

Four or more web-based meetings per month as higher education member of the Executive Committee of the Smarter Balanced Assessment Consortium

November 2013

November 1 Multi-State Collaborative to Advance Learning Outcomes Assessment, Washington DC

November 6-7 Higher Learning Commission/State Agency Meeting, Chicago, IL

November 18-19 ISLS State Team Meeting, Los Angeles, CA

Four or more web-based meetings per month as higher education member of the Executive Committee of the Smarter Balanced Assessment Consortium

December 2013

December 9-10 CCRP Meeting at AASCU, Washington DC

December 19-20 ISLS Washington State Team Meeting, Olympia WA

Four or more web-based meetings per month as higher education member of the Executive Committee of the Smarter Balanced Assessment Consortium

January 2014

January 27-29 Council of Higher Education Accreditors Meeting, Washington DC

January 30 CHEA International Quality Group Meeting, Washington DC

Four or more web-based meetings per month as higher education member of the Executive Committee of the Smarter Balanced Assessment Consortium

February 2014

Four or more web-based meetings per month as higher education member of the Executive Committee of the Smarter Balanced Assessment Consortium

March 2014

March 5-7 College and Career Readiness Project State Team Meeting, Baltimore, MD

Four or more web-based meetings per month as higher education member of the Executive Committee of the Smarter Balanced Assessment Consortium

April 2014

April 4-6 Higher Learning Commission/State Agency Meetings, Chicago IL

April 28-30 Smarter Balanced Executive Committee and Conference, Minneapolis, MN

Four or more web-based meetings per month as higher education member of the Executive Committee of the Smarter Balanced Assessment Consortium

May 2014

May 27-28 Multistate Collaborative for Military Credit Meeting, Indianapolis, IN
May 29 Presentation on AHELO at Association for Institutional Research, Orlando FL
Four or more web-based meetings per month as higher education member of the Executive Committee of the Smarter Balanced Assessment Consortium

June 2014

June 26-27 ANSI Collaborative on Labor Market Credentialing, Washington DC
Four or more web-based meetings per month as higher education member of the Executive Committee of the Smarter Balanced Assessment Consortium

HANS PETER L'ORANGE

Vice President for Research and Information Resources

July 2013

July 8-11, SHEEO Annual Meeting, Washington, DC
July 9, IBM IPEDS Teleconference
July 11, Common Education Data Standards (CEDS) Postsecondary Stakeholders Webinar
July 15-19, NCES Data Forum and Stats-DC Conference, Washington, DC (speaker)
July 16, CEDS User Group Meeting, Washington, DC
July 20-21, Association of Public and Land-grant Universities Provosts' Retreat, Portland, OR (speaker)
July 24, CEDS P-20W Stakeholders Webinar
July 25, Common Dataset (CDS) Meeting, Washington, DC
July 26, SIF Association CEDS Community Monthly Teleconference

August 2013

August 1, Dr. Jim Hearn, University of Georgia Call
August 1, CEDS Stakeholders Teleconference
August 2, CEDS P-20W Stakeholders Webinar
August 5-6, SHEEO/Lumina Academy for State Policy Leadership in Higher Education, Orlando, FL
August 7-8, SHEEO Higher Education Policy Conference (HEPC), Orlando, FL (speaker)
August 10, University of Georgia Ed.D Guest Lecture, Athens, GA (speaker)
August 19, CEDS User Group Meeting Conference Call
August 21, CEDS / PESC Alignment Conference Call
August 21, Ellen Wagner, PAR Framework, Teleconference
August 23, SIF Association CEDS Community Monthly Teleconference
August 27, Complete College America (CCA) 2014 Data Collection Planning Teleconference

September 2013

September 13, PESC CEDS User Group call
September 23-24, CEDS Stakeholder Meeting, Washington, DC
September 25-26, WICHE 4-State Data Exchange Meeting, Seattle, WA
September 27, SIF Association CEDS Community Teleconference
September 27, Tony Romano, PESC CEDS User Group Co-chair Teleconference

October 2013

October 1-3, Postsecondary Electronics Standards Council (PESC) Fall Summit, Palm Beach, FL (speaker)
October 4, Larry Fruith, SIF Association President Call
October 8, EDUCAUSE Annual Business Meeting Webinar
October 9-11, WICHE 4-State Data Exchange Meeting, Honolulu, HI
October 15-18, EDUCAUSE Annual Meeting, Anaheim, CA
October 17, National Student Clearinghouse Data Access Advisory Committee Teleconference
October 24-25, SHEEO/Lumina Foundation Academy, Denver, CO
October 25, SIF Association CEDS Community Monthly Teleconference
October 30, EDUCAUSE Pre-Summit Webinar
October 31, NCES IPEDS Data Conference Planning Call

November 2013

November 1, Elise Miller, Bill and Melinda Gates Foundation, Teleconference
November 6-8, Pacific Northwest Association for Institutional Research Annual Meeting, Victoria, BC

November 16-18, Midwestern Higher Education Compact Annual Meeting, Omaha, NE (speaker)
November 19, CEDS and WICHE Publication Planning Conference Call
November 20-21, EDUCAUSE Summit on Managing Data Risks, Washington, DC
November 22, SIF Association CEDS Community Teleconference

December 2013

December 2-3, Institute for Higher Education Policy (IHEP) Summit, Washington, DC
December 3, USED Postsecondary Sustainability / Green Schools Network Meeting, Washington, DC
December 4, US Government Accountability Office (GAO) Teleconference
December 11-13, AACC/AASCU Government Relations Conference, San Francisco, CA
December 16, Tony Romano, PECS CEDS User Group Co-chair Teleconference

January 2014

January 13, Tony Romano, PECS CEDS User Group Co-chair Teleconference
January 14, USED Green Stakeholder Teleconference
January 14, SHEEO 2014 Higher Education Policy Conference (HEPC) Planning Teleconference
January 16, CEDS WICHE Publication Planning Teleconference
January 17, SHEEO HEPC Planning Council Teleconference
January 24, SIF Association CEDS Community Teleconference
January 27-29, USED NPSAS:16 Technical Review Panel, Washington, DC

February 2014

February 5, NCES Technical Symposium Moderator Planning Call
February 5-6, NCES PIRS Technical Symposium, Washington, DC (moderator, speaker)
February 9-10, National Academy of Sciences Teacher Preparation Data, Washington, DC (speaker)
February 11, Tony Romano, PECS CEDS User Group Co-chair Teleconference
February 17-20, SIF Association Annual Meeting, Washington, DC (speaker)
February 21, Education Policy Institute (EPI) Conference Planning Committee Teleconference
February 21, White House Task Force on Campus Sexual Violence Meeting, Washington, DC (speaker)
February 28, Meeting with Christine Harris-Van Keuren, EPI Senior Research Scientist, Boulder, CO
February 28, SIF Association CEDS Community Teleconference

March 2014

March 4, SHEEO Executive Committee Teleconference
March 10-12, Carnegie Foundation Summit on Improvement in Education, San Francisco, CA
March 14, NCES Data Conference Planning Call
March 14, Meeting with Tsan-Jui Cheng, Chinese Visiting Researcher, Boulder, CO
March 17, Tony Romano, PECS CEDS User Group Co-chair Teleconference
March 19-20, National Student Clearinghouse Data Access Advisory Committee Meeting, Herndon, VA
March 24, Education Policy Institute (EPI) Conference Planning Committee Teleconference

April 2014

April 2, Complete College America (CCA) Webinar
April 9-10, Association of Public Land Grant Universities Ranking Alternatives Meeting, Washington, DC
April 10, American Association of Community Colleges (AACC) Post-Collegiate Outcomes Webinar
April 11, Michael Sessa, PESCS President Teleconference
April 13-16, NCES State IPEDS Coordinator Conference, Washington, DC (speaker, moderator)
April 14, Lumina Foundation New Models of Financial Aid Support Summit, Washington, DC
April 22, Workforce Data Quality Campaign webinar
April 22, USED Green Ribbon Schools Stakeholder Call
April 23-24, AACC Post-Collegiate Outcomes Advisory Committee, Washington, DC
April 25, EJ Reddy, Kaufmann Foundation Call
April 29, Bill and Melinda Gates Foundation Meeting, Washington, DC
April 29, White House Task Force on Campus Sexual Violence Summit, Washington, DC
April 30, Postsecondary Electronics Standards Council (PESC) Spring Summit, Chicago, IL (speaker)

May 2014

May 1-2, Postsecondary Electronics Standards Council (PESC) Spring Summit, Chicago, IL (speaker)
May 5, USED Green Ribbon Schools Stakeholder Call

May 5, Tony Carnevale, Georgetown University Center on Education and the Workforce Teleconference
May 6, WICHE Data Exchange Planning Meeting, Boulder, CO
May 8, NCES Data Conference Debriefing Call
May 12, Baron Rodriquez, SLDS State Support Team Teleconference
May 14, Tom Weko, American Institutes of Science Teleconference
May 15, Brian Prescott, WICHE, Boulder, CO
May 16, Baron Rodriquez, SLDS State Support Team Teleconference
May 21, AACC Post-Collegiate Outcomes Webinar
May 23, SIF Association CEDS Community Teleconference

June 2014

June 3, AACC Post-Collegiate Outcomes Webinar
June 5, National Skills Coalition State Workforce Policy Teleconference
June 5, USED Green Ribbon Schools Stakeholder Call
June 6, Brian Prescott, WICHE, Boulder, CO
June 27, IHEP Communication Advisory Meeting, Washington, DC

SHARMILA BASU MANN

Senior Policy Analyst

July 2013

July 8-12, SHEEO Annual Meeting, and AHELO Meeting, Washington, DC
July 16, CAEP State Alliance Planning Meeting (teleconference)
July 17-18, Arizona CCRP Meeting, Phoenix, AZ
July 23, CCRP Partners Planning Meeting (teleconference)
July 24-26, AASCU Summer Meeting, Baltimore, MD
July 31, PARCC Update from Achieve (teleconference)

August 2013

August 5, SHEEO P-16 Teacher PD Collaborative Meeting, Chicago, IL
August 6-8, SHEEO Higher Education Policy Conference, Chicago, IL
August 13, Teacher Preparation Discussion with HCM (teleconference)
August 15, CAEP State Alliance Planning Meeting (teleconference)
August 20, NTEP Planning Meeting, NASH and SHEEO (teleconference)
August 26-29, NTEP State Teams and Partners National Convening, Portland, OR

September 2013

September 5, CCRP Partners Planning Meeting (teleconference)
September 10, Teacher Preparation Discussion with McKinsey (teleconference)
September 11-12, CCRS Center and Pathways to College Meeting, Washington, DC
September 20, ISLS Partners' Planning Meeting (teleconference)
September 24, College Readiness Initiatives Discussion with ECS (teleconference)
September 25, CAEP State Alliance Planning Meeting (teleconference)

October 2013

October 10, MSC Monthly Working Group Meeting (teleconference)
October 10, CCRS Center Planning Meeting (teleconference)
October 11, Remediation Initiatives Discussion with ECS (teleconference)
October 17, WCET State Authorization Network Meeting (teleconference)
October 20-24, CAEP Accreditation Council Meeting, Washington, DC
October 28, CAEP State Alliance Planning Meeting (teleconference)
October 29, CCRP Partners Planning Meeting (teleconference)

November 2013

November 1, ISLS Partners' Planning Meeting (teleconference)
November 4, MSC Faculty Engagement Subgroup Meeting (teleconference)
November 7, Arizona CCRP/ISLS Grant Planning Meeting, Phoenix, AZ
November 10-12, Carnegie Innovators' Workshop, CAEP Team, Stanford, CA
November 18-19, ISLS State Teams and Partners National Convening, Los Angeles, CA

November 21, WCET State Authorization Network Meeting (teleconference)
November 25, CAEP State Alliance Planning Meeting (teleconference)
November 26, CCRP Partners Planning Meeting (teleconference)
November 27, MSC Faculty Engagement Subgroup Meeting (teleconference)
November 29, ISLS Partners' Planning Meeting (teleconference)

December 2013

December 2, NTEP Convening Planning Meeting (teleconference)
December 3-5, CAEP State Alliance National Convening, Washington, DC
December 8-9, USDOE Title II Administrators National Convening, Washington, DC
December 9-10, CCRP Partners Planning Meeting, Washington, DC
December 11-13, Achieve ADP State Leadership Teams Meeting, Washington, DC
December 16-17, MSC State Teams and Partners National Convening, Boulder, CO
December 19, WCET State Authorization Network Meeting (teleconference)
December 19, CAEP State Alliance Planning Meeting (teleconference)

January 2014

January 6, CCCC Call with SHEEOs: Higher Education and CCSS (teleconference)
January 7, NTEP National Partners Meeting (teleconference)
January 10, CAEP State Alliance Planning Meeting (teleconference)
January 14, MSC Faculty Engagement Subgroup Meeting (teleconference)
January 15, CCRP Partners Planning Meeting (teleconference)
January 16, NTEP National Partners Meeting (teleconference)
January 21, CCRP Partners Planning Meeting (teleconference)
January 22, State Authorization Coordination Meeting with NC-SARA, Boulder, CO
January 23, WCET Webcast, "What's New with SARA" (webinar)
January 23, CAEP State Alliance Planning Meeting (teleconference)
January 24, SHEEO/Pearson Planning Meeting: State Authorization Web Form (teleconference)
January 24, ISLS Partners' Planning Meeting (teleconference)
January 28-February 1, NTEP State Teams and Partners National Summit, Savannah, GA

February 2014

February 3, CCRP Partners Planning Meeting (teleconference)
February 4, MSC Faculty Engagement and Pilot Study Subgroups Meeting (teleconference)
February 11, NTEP National Partners Meeting (teleconference)
February 11, MSC Faculty Engagement Subgroup Meeting (teleconference)
February 18, CAEP Clinical Partnership Facilitators Meeting (teleconference)
February 13, CCRP Partners Planning Meeting (teleconference)
February 18, PARCC and Smarter-Balanced Briefing for Partners (webinar)
February 18, CAEP Clinical Partnership Design Team Meeting (teleconference)
February 20, WCET State Authorization Network Meeting (teleconference)
February 21, CCRP Partners Planning Meeting (teleconference)
February 25, CAEP State Alliance Planning Meeting (teleconference)
February 28, CCRP Partners Planning Meeting (teleconference)

March 2014

March 4, NTEP National Partners Meeting (teleconference)
March 5-7, CCRP State Teams and Partners National Convening, Baltimore, MD
March 14, SHEEO/Pearson Planning Meeting: State Authorization Web Form (teleconference)
March 20, WCET State Authorization Network Meeting (teleconference)
March 20, CAEP State Alliance Planning Meeting (teleconference)
March 21, SHEEO/Pearson Planning Meeting: State Authorization Web Form (teleconference)
March 24-25, Gates Transfer, Competency, and Student Learning Convening, Boulder, CO

April 2014

April 1, NTEP National Partners Meeting (teleconference)
April 2, CAEP State Alliance Planning Meeting (teleconference)
April 2, CAEP Clinical Partnership Facilitators Meeting (teleconference)

April 3, MSC Steering Committee and Faculty Engagement Subgroup Meeting (teleconference)
April 4, MSC SHEEO and AAC&U Staff Planning Meeting (teleconference)
April 7, SHEEO and New America Foundation: Federal Policy for Educator Preparation (teleconference)
April 8, MSC Faculty Engagement Subgroup Meeting (teleconference)
April 8, NTEP National Partners Meeting (teleconference)
April 9-10, NTEP National Partners Convening, Washington, DC
April 22, NTEP National Partners Meeting (teleconference)
April 22, CAEP State Alliance Planning Meeting (teleconference)
April 24, CAEP Clinical Partnership Design Team Meeting (teleconference)
April 29, NTEP National Partners Meeting (teleconference)

May 2014

May 2, CAEP Clinical Partnership Facilitators Meeting (teleconference)
May 13, MSC Faculty Engagement Subgroup Meeting (teleconference)
May 14, NTEP Planning Meeting, NASH and SHEEO (teleconference)
May 15, WCET State Authorization Network Meeting (teleconference)
May 15, CAEP State Alliance Planning Meeting (teleconference)
May 19, CCRP Partners Planning Meeting (teleconference)
May 20-22, CAEP State Alliance National Convening, Washington, DC
May 23, Arizona CCRP State Progress Update (teleconference)
May 28, CCRS Center Advisory Board Call (teleconference)
May 29-30, Achieve Competency-Based College Readiness Convening, Washington, DC

June 2014

June 11-12, NTEP Policymakers' Summit, San Francisco, CA
June 16, CCRP Partners Planning Meeting (teleconference)
June 19, WCET State Authorization Network Meeting (teleconference)

GEORGE PERNSTEINER

President

Bold type indicates that President Pernsteiner was either a speaker or presenter.

September 2013

September 17, meeting with Jonell Sanchez, Neil Allison & Neal Johnson from Pearson
Boulder, Colorado
September 26, New England Board of Higher Education Fall Board Meeting
New Castle, New Hampshire

October 2013

October 1-2, Association of Community College Trustees 2013 Symposium, Seattle, WA
October 4, meeting with Jeremy Anderson, ECS, Boulder, CO
October 10, National Academies of Science Convocation, Washington, DC
October 14, Wall Street Journal media call with Doug Belkin re: universities and online education
October 16, ACCR Governing Board webinar
October 18, PRC Research Conference: Towards P-20-W, San Juan, PR
October 22, Aniston Star media call with Laura Gadde re: enrollment and impact on smaller campuses/PELL
October 23, NTEP Partners CCSSO Webinar
October 24-25, SHEEO/Lumina Foundation Academy for State Policy Leadership in Higher Education, Denver, CO
October 31, meeting with Peter McPherson, Michael Tanner & Kristine Keller, APLU, Washington, DC
October 31, meeting with Muriel Howard, Ed Elmendorf & Dan Hurley, AASCU, Washington, DC
October 31, Multi-State Collaborative Meeting, Washington, DC

November 2013

November 1, meeting with Jim Cibulka, CAEP, Washington, DC
November 11-12, WICHE Commission Meeting, Boulder, CO

November 13, Philadelphia Enquirer media call with Maddie Hanna re: New Jersey proposal for Pay it Forward

November 14-15, AGB Trustee Advocacy Meeting, Washington, DC

November 18, AGB Campaign for Board Member Education Programs in the States, Washington, DC

November 25, meeting with Lumina, Indianapolis, IN

November 25, meeting with Teresa Lubbers, Indianapolis, IN

December 2013

December 2, Change magazine Executive Council Meeting, Washington, DC

December 3, ITV News UK media call with Duncan Gunstone re: changing higher education in US

December 4, PARCC ACCR webinar

December 10, Education Commission of the States Winter Commission Meeting, Denver, CO

December 12, Higher Education Government Relations Conference, San Francisco, California

December 12, meeting with Matt Gandal HEGR

December 16-17, Multi-State Collaborative meeting, Boulder, CO

December 23 PARCC call

December 30 Oregon Higher Education Coordinating Commission, Portland, OR

January 2014

January 6, SHEEO-convened call regarding Common Core State Standards

January 7, meeting with Joni Finney, University of Pennsylvania

January 10, meeting with Larry Large, President of Oregon Alliance (NAICUSE), Portland, OR

January 10, Oregon University System Summit on Learning Outcomes/Assessment, Multi-State Assessment Collaborative, Portland, OR

January 14, meeting with Marshall Hill regarding State Authorization Reciprocity Agreements

January 21, meeting with AAC&U regarding MSC, Washington, DC

January 22, meeting with Richard Laine, Ryan Reyna, & Iris Palmer NGA, Washington, DC

January 22, meeting with Bridget Burns, Washington, DC

January 22, meeting with Ed Ray, president-elect of AAC&U, Washington, DC

January 22-24, AAC&U 2014 Annual Meeting, Washington, DC

January 22, meeting with Travis Reindl, Gates Foundation, Washington, DC

January 23, Change magazine Board of Editors meeting, Washington, DC

January 24, AAC&U Presidents' Trust meeting, Washington, DC

January 28, University of Northern Colorado HESAL Program, Greeley, CO

January 28, meeting with Brian Chase, AVP at Colorado State University, Fort Collins, CO

February 2014

February 3-4, National Association of Independent College and University State Executives Annual Meeting, Washington, DC

February 5, Wall Street Journal media call with Doug Belkin re: exit exams for universities and colleges

February 9, meeting with Debra Humphreys, Terry Rhodes and Bonnie Orcutt, Washington, DC

February 10-11, GEMs/VALUE Quality Assurance Group meeting, Washington, DC

February 18, PARCC/Smarter Balanced webinar regarding field testing

February 26, Association of Governing Boards Update on Board Member Education

March 2014

March 4, SHEEO Executive Committee Teleconference

March 5-6, College and Career Readiness Partnership Convening, Baltimore, MD

March 6, Meeting with HCM Strategists, Washington, DC

March 8-11, American Council on Education, San Diego, CA

March 13, Association of Governing Boards Call on Board Member Education

March 14, Call with Jamiene Studley, US Department of Education, regarding federal budget

March 19, Call with Carol Geary-Schneider, AAC&U, regarding Multi State Collaborative

March 21, Chronicle of Higher Education media call with Scott Carlson re: regulatory costs

March 24-25, Transfer Solutions Through Cross-Organizational Alignment, Gates Foundation, Boulder, CO

March 26, Dennis Jones and David Longanecker regarding State Higher Education Policy Center

March 26, Joe Garcia, Jennifer Sobanet and David Longanecker regarding Colorado Commission on Higher Education, Denver, CO

March 26, Call with Rick Ferraro, Deloitte and Touche, regarding Iowa organization and functions

March 31, Call with Jamiene Studley, US Department of Education, regarding federal budget

April 2014

April 3, Michael Rush et al. regarding SHEEO annual meeting and Idaho education, Boise, ID

April 4, Call with Jeff Appel and Josh Henderson, US Department of Education, regarding aid

April 4, Call with Mark Mitsui, US Department of Education, regarding workforce

April 7, Call with Dave Jarratt of Inside Track regarding research

April 8-9, PACT/PASSHE Board Education, Harrisburg, PA

April 9, Eric Kelderman, Chronicle of Higher Education

April 10, Call with Mark Mitsui, US Department of Education, regarding veterans education

April 11, Colorado Commission on Higher Education, Denver, CO

April 12, Timothy Pratt, Hechinger Report, CNN regarding SHEF

April 12, National Association of System Heads, Orlando, FL

April 13-14, Association of Governing Boards, Orlando, FL

April 18, Ry Rivard, Inside Higher Education regarding SHEF

April 21-22, APPA Thought Leaders Symposium, New Orleans, LA

April 23, Oklahoma Board of Regents, Oklahoma City, OK

April 24, US Department of Education Stakeholders Call regarding achievement

April 25, Ben Cannon and Brian Fox, Oregon Higher Education Coordinating Commission

April 25, David Sarasohn, Oregonian regarding SHEF

April 27-28, APLU/AASCU Degree Attainment Round Table, Washington, DC

April 29, Meeting with Bill and Melinda Gates Foundation and Institute for Higher Education Policy, Washington, DC

May 2014

May 1, Colorado Higher Education Policy and Leadership Summit, Denver, CO

May 6, Michael McDonald, Bloomberg News

May 7, Eric Kelderman, Chronicle of Higher Education

May 7, PARCC National Partners

May 7, ACAC Steering Committee

May 8, Adrienne Lu, Pew Charitable Trusts regarding SHEF

May 8, Haley Glover and Liz Gutierrez, Lumina Foundation, regarding Leadership Seminar

May 8-9, ECS Admissions Policy Thinkers, Denver, CO

May 16, Inside Track Meeting and Tour, Portland, OR

May 20-24, Wellington Group, Edinburgh, Scotland

May 30-31, Teaching Talks Faculty Assessment Conference, Portland, OR

June 2014

June 3, ACT National Gala on College and Career Readiness, Washington, DC

June 4-5, PARCC ACCR, Washington, DC

June 10, Michigan Leaders for Business and Michigan State University, Washington, DC

June 30, ECS National Policy Forum, Washington, DC

July 2014

July 1-2, ECS National Policy Forum, Washington, DC

July 7-8, SHEEO/Lumina Leadership Seminar, Boise, ID

July 8-11, SHEEO Annual Meeting, Boise, ID

KATIE ZABACK

Senior Policy Analyst

August 2013

August 5-9 SHEEO State Agency Workshop and Higher Education Policy Conference, Orlando, FL

August 23 Statewide Higher Education Budget Meeting, Denver, CO

August 30 Rocky Mountain AIR Strategic Planning Committee Meeting

September 2013

September 12 Multi-State Collaborative Working Group Conference Call
September 20 Rocky Mountain AIR Strategic Planning Committee Meeting Conference Call

October 2013

October 10 Multi-State Collaborative Working Group Conference Call
October 16-18 Rocky Mountain AIR Conference, Salt Lake City, UT
October 17 Presentation "The Affordability of Public Higher Education"
October 18 Presentation "RMAIR Strategic Plan Presentation to Membership"
October 28-29 Complete College America Alliance of States Annual Convening, Salt Lake City, UT

November 2013

October 31-November 1 Multi-State Collaborative Meeting, Washington, D.C.
November 5 Lumina Foundation Author's Conference: State Policy Exploring New Models of Student Financial Support - Presentation of rough draft, Washington, D.C.
November 13 Complete College America Data Advisory Committee Conference Call
November 20 Multi-State Collaborative Data Management Subcommittee Conference Call
November 25 Multi-State Collaborative Data Management Subcommittee Conference Call

December 2013

December 16-17 Multi-State Collaborative Meeting, Boulder, CO

January 2014

January 28 Multi-State Collaborative Data Management Subcommittee Conference Call
January 30 Multi-State Collaborative Data Management Subcommittee Conference Call
January 31 Multi-State Collaborative Sampling Subcommittee Conference Call

February 2014

Wrote and issued "Moving the Needle: How Financial Aid Policies Can Help States Meet Student Completion Goals" Lumina Foundation supported white paper

March 2014

March 15 Launched Complete College America 2014 Data Collection
March 18 Complete College America Data Collection Webinar

April 2014

April 2 Complete College America Data Collection Webinar
April 14 Lumina Foundation rollout of New Models of Student Financial Support, Washington, D.C.
April 14-16 IPEDS Coordinator Workshop and State Data Conference, Washington, D.C.
April 16 Presentation "Moving the Needle: How Financial Aid Policies Can Help States Meet Student Completion Goals"

May 2014

May 14 Multi-State Collaborative Data Management Subcommittee Conference Call
May 15 Multi-State Collaborative Sampling Subcommittee Conference Call