Public Policy for Higher Education in the United States: A Brief History of State Leadership

60th Anniversary, 61st Annual Meeting
State Higher Education Executive Officers
July 2014

Prepared by Paul E. Lingenfelter
in collaboration with James R. Mingle
Jim Mingle, who served as Executive Director of SHEEO from 1984 to 2000, provided feedback on an early draft and is the principal author of the section on the years he led the association.
A few quotes seem appropriate to set the stage for this brief history. According to “Brainy quote.com”: 

Winston Churchill said:

   “History will be kind to me for I intend to write it.”

Ghandi said:

   “A small body of determined spirits fired by an unquenchable faith in their mission can alter the course of history.”

And Lyndon Johnson said:

   “Being president is like being a jackass in a hailstorm. There’s nothing to do but to stand there and take it.”

Ghandi captured the spirit of state policy leadership in higher education. Perhaps Johnson captured the day-to-day realities of the job.

Before going further, let me acknowledge that my version of SHEEO’s history is both shaped and limited by what I’ve experienced and read. Other people, too many to name without risking serious omissions, know the general history as well and parts of it far better than I. I hope some of them will be inspired to add to and refine my account.

One more preparatory comment. It is easy and interesting to focus on the contributions of outstanding individuals when discussing the history of state policy leadership. And that is largely what I will do. But all the leaders I will mention responded to and were shaped by their times. Their individual contributions became significant as part of the shared vision and work of a community. The value of reviewing this history is not merely in celebrating our heroes and heroines, but in understanding the vision of the community and how it continues to grow and evolve as all of us participate in it.

“History will be kind to me for I intend to write it.”
John Dale Russell convened the first meeting of the association of state higher education executives in 1954 in Santa Fe, New Mexico. It was not a casual act, but a strategic move to advance purposes that had motivated him throughout his career — the expansion of educational attainment to all people, up to the limits of their capabilities. Here I will focus on two periods of his career that are directly relevant to the history of SHEEO — his work in the administration of Harry Truman and the years immediately afterward when, as Chancellor and Executive Secretary of the State Board of Educational Finance for New Mexico, he was the catalyst for creating SHEEO. Other details of his career are provided in Appendix A.

In January 1948 Russell presented the report of the President’s Commission on Higher Education to the constituent organizations of the American Council on Education. The published summary of that report says:

*The report proposes sweeping changes in higher education. Specific recommendations include the abandonment of European concepts of education and the development of a curriculum attuned to the needs of a democracy; the doubling of college attendance by 1960; the integration of vocational and liberal education; the extension of free public education through the first 2 years of college for all youth who can profit from such education; the elimination of racial and religious discrimination; revision of the goals of graduate and professional school education to make them effective in training well-rounded persons as well as research specialists and technicians; and the expansion of Federal support for higher education through scholarships, fellowships, and general aid.*

*In conclusion the report urges establishment of community colleges; the expansion of adult education programs; and the distribution of Federal aid to education in such a manner that the poorer States can bring their educational systems closer to the quality of the wealthier States.*

Russell concluded his presentation to ACE with these comments: “The value of the Commission’s report will probably best be appraised some years from now. At present, one who is interested in the welfare of higher education cannot fail to be enthusiastic about the report and its recommendations. What is needed now is a vigorous implementation of the Commission’s recommendations.”
The implementation of the Commission’s recommendations Russell advocated was far from immediate, but his advocacy was vigorous and his thinking about implementation strategies was advanced. In May 1949, Russell published an article in *State Government: The Magazine of State Affairs*, Vol. XXII, No. 5, entitled “The States in Higher Education.” He traced five objectives that have inspired state involvement in higher education during the history of the United States:

1. Encouraging the creation of essentially private institutions to enhance community life, the justification for early state subsidies for what are now Ivy League institutions;
2. Achieving widespread education in order to sustain democracy, the earliest justification for public education;
3. Supplying well-prepared people for professional roles, initially the clergy, but later teachers, schools of engineering, agriculture, business, etc.
4. Protecting consumers from fraud and abuse (a role in which Russell suggested states need to become more consistent and effective); and
5. Providing equalization of opportunity for education for young people in accordance with their capabilities.

Concerning this last objective Russell wrote: “It is [the last to emerge and] perhaps not yet fully accepted. It is closely related to the needs of the democratic state for a supply of well-educated persons and for a supply of well trained workers in all occupations, but it approaches the problem, not from the point of view of the needs of society, but from that of the obligations of society to the individuals composing it.” In this article Russell went on to discuss in some detail how states could best achieve these objectives.

Near the end of his service in the federal government on December 11, 1951 Russell gave a talk to the Higher Education Division group on “Patterns of Coordinated State Control Over Higher Education.” His one-page outline first argues that the need for coordination arises from the tradition of institutional autonomy and the proneness of institutions to “expand their programs: 1. Beyond the willingness of the State to support them; 2. Into fields and areas already served by other institutions.”

He then listed six elements of the state program for higher education that require coordination and seven “distinguishable plans for providing the needed coordination.” Without enumerating them here, virtually every purpose and approach for state coordination and governance that has been proposed or attempted in the United States since 1951 appears on his list. He concludes with two overarching observations:

A. The agency charged with responsibility for coordination should represent the interests of the state as a whole, rather than those of the individual institutions.

B. The arrangement should leave the maximum of autonomy to the individual institutions in managing their day-to-day operations.
In 1952 Russell left federal service to become Chancellor and Executive Secretary of the State Board of Educational Finance for New Mexico. While he clearly attended to the specific responsibilities of this position, his work in New Mexico became a platform for national educational leadership. He continued to speak at many national meetings and did “surveys” of higher education needs for a number of states. In 1954, as discussed below, he organized the first meeting of the association of state higher education executive officers in Santa Fe, which helped expand his national influence. Both before and after founding SHEEO, Russell’s papers indicate significant involvement in 14 states, with the most extensive work in New York, Florida, Michigan, Georgia, Maryland, Idaho, Virginia, West Virginia, and North Dakota.

In 1956 Russell published an article in *Phi Delta Kappan* entitled “High School and College for All?” which took an expansive view of educational potential and opportunity. A little later, at the invitation of John Folger, Russell took part in a written debate published by SREB on the topic “Is Higher Tuition the Answer?” Harvard economist Seymour Harris argued in the affirmative, stating that higher tuition was unavoidable as a means of meeting educational demand; Russell argued that the public could and should provide enough support to keep the cost of higher education low and affordable to students and their families.

In 1958 Russell left New Mexico to become Director of the Office of Institutional Research at New York University. In 1960 he became a visiting faculty member at Hiroshima University. After returning to the United States, Russell continued his professional consulting and speaking activities into the late 1960s.

In 1976, at the age of 81, Russell was invited to attend the 23rd Annual Meeting of SHEEO to receive the association’s first “Distinguished Service Award.”
THE FIRST YEARS OF THE ASSOCIATION, 1954–58

In his second year in New Mexico, John Dale Russell invited the executive officers of ten states with a “central, State-wide coordinating board for higher education” to convene in Santa Fe, New Mexico for a two day meeting, June 24-25. Representatives from Florida, Georgia, Iowa, Kansas, Mississippi, North Dakota, Oklahoma, and Oregon accepted the invitation from New Mexico. William S. Carson, President of the State University of New York, declined the invitation, due to a previous plan to be abroad at that time.

Conferring with his colleagues in advance, Russell constructed a detailed agenda which can be found in Appendix B. It began with housekeeping items concerning who should chair the meeting, approving the agenda, and determining whether the record of the meeting should be open or closed. With subtlety borne of experience, they determined that the meeting should be closed in order to permit full and free discussion, but that no formal announcement of this decision should be made. Following the meeting, they would determine whether matters of public interest had been discussed and then release a statement to the press accordingly.

The agenda topics, fully presented in Appendix B, included the coordination of instructional programs, capital outlays, tuition and fees, admissions requirements, and other administrative/operational policies, administrative relationships, and budgetary procedures. The agenda also included brief discussions of state scholarship programs and educational television. The discussion of these issues was launched with observations on projections for rapid enrollment growth and the challenges of state planning and coordination in the context of such growth. Dr. Russell and his assistant, James Doi, both attended the meeting and prepared a 75-page document “Unofficial Proceedings,” complete with an index of topics discussed.

The group decided to continue meeting annually in different locations. Complete proceedings are available for the 1955 meeting in Eugene, Oregon and the 1956 meeting in Wakulla Springs, Florida. By 1956 three additional states had been invited to the meeting, and representatives from two of them, North Carolina and Texas, attended. The proceedings from these meetings indicate that the members continued discussing the topics on the first year’s program. They also shared additional information on the organizational and political history of each state’s board and discussed some of the operational challenges each faced. Dr. E.V. Hollis, from the U.S. Office of Education, and Professor Lyman A. Glenney from California participated in the 1956 annual meeting.

A brief history of the association published in 1978, SHEEO: The First 25 Years, 1954-1978, established the leadership of John Dale Russell during this period and also acknowledged the contributions of E.V. Hollis, Lyman Glenney, and S. V. Martorana, who was appointed by Hollis in the U.S. Office of Education to support state and regional organizations.

From 1959 to 1968 much of the growth of higher education envisioned by the Truman Commission occurred in the United States. According to SHEEO: The First 25 Years, 20 states established new statewide coordinating or governing boards during this period, and several existing statewide governing boards, recognizing the need for planning, established statewide staff to meet these needs. The federal Higher Education Facilities Act of 1963 aided and abetted this growth by requiring that a state agency be designated in order to establish eligibility for funding. A 1969 compilation showed 26 state coordinating boards, 19 governing/coordination boards, and only five states with neither.

As the association grew in numbers, the members began to consider activities in addition to the annual meeting, and its organizational structure became less informal. In 1965 the members began working on a constitution and bylaws, which were adopted at the 1967 annual meeting. In 1968 for the first time annual dues were assessed, ranging from $100 to $300 per state, depending on the size of the state’s appropriations for higher education.

The question of staffing was debated, and a number of options were considered. The Education Commission of the States had recently been established in Denver, Colorado, and the association instructed its officers to explore a relationship with ECS including the potential for joint staffing. North Carolina Governor Terry Sanford was the co-founder of ECS with James Conant, and it is likely that the influence of North Carolina in SHEEO played a role in this decision.
MATURING AS AN ASSOCIATION, 1969–1984

The history written for the 25th annual meeting in 1978 called the period 1969-1978 “Coming of Age.” The name was formally changed to “State Higher Education Executive Officers” in 1969. That same year Richard Millard, former chancellor of the Massachusetts Board of Higher Education, became director of postsecondary education at ECS. He, along with Nancy Berve, associate director for postsecondary education at ECS, took an active role in what was initially called “informal cooperation” between SHEEO and ECS.

The 1970 ECS publication *Higher Education in the States*, written by Berve, was a tangible outgrowth of that cooperation. Over the next few years Millard recruited former SHEEOs John Folger and Lou Rabineau to ECS to help in this work, and hired Aims McGuinness as a key staff resource. Nancy Berve was elected secretary of SHEEO in 1972. From 1976 to 1980 former Connecticut SHEEO Warren Hill became executive director of ECS and actively supported the SHEEO/ECS collaboration.

SHEEO played an active role in federal policy developments during this period.

SHEEO played an active role in federal policy developments during this period. In 1972 the association began having a spring meeting in Washington to facilitate contacts with federal leaders. The State Student Incentive Grants (SSIG) (later the LEAP grants) and the federal laws promoting state 1202 Commissions were directly influenced by SHEEO input. In 1975 SHEEO developed an extensive “Statement on Policy Regarding Federal Postsecondary Legislation Relating to the States,” and provided assistance and encouragement to members for contacting their Representatives and Senators. Numerous members of the association testified to Congressional Committees on behalf of SHEEO. ECS staff, especially Dick Millard, played a key role in providing information to SHEEO members and in preparing these statements.

By 1975 all 50 states and 5 Canadian provinces were dues-paying members of the association. During the early 1970s SHEEO and ECS received funding for a five-year In-service Education Program, which involved SHEEO members as
well as faculty from university research centers in Michigan, Florida, and California. In 1976 SHEEO developed and implemented the SHEEO/NCES Communications Network under a contract with the National Center for Education Statistics. This contract resulted in hiring the first staff member directly employed by SHEEO, Jane Ryland, who worked out of the offices of NCHEMS and WICHE in Boulder. John Wittstruck succeeded Ryland a few years later.

In 1977 SHEEO and ECS established a formal agreement through which ECS provided an ongoing “secretariat and staff services for the executive committee and the membership as a whole” as well as staffing and advice on federal government matters. ECS staff leadership is evident in records of Executive Committee meetings and in SHEEO statements prepared on national issues, including a 1979 statement on accreditation.

Perhaps inevitably, however, the members of SHEEO gradually concluded that the association should establish itself as an independent entity with its own staff. In 1982 SHEEO incorporated as a non-profit association, and in 1983 it began a search for its first chief executive. At the December 13-14, 1983 meeting of the Executive Committee, Gordon Davies, then president of the association, introduced its new staff member, Dr. James Mingle, executive secretary (whose title was shortly changed to executive director.)
Expanding the Scope and Capabilities of the Association, 1984–2000

SHEEO’s establishment of an independent national presence was driven primarily by an emerging group of new state higher education leaders who were interested in an identity independent of ECS. (ECS, under pressure from governors to lead a K-12 reform agenda, was turning away from higher education). For SHEEO this was the beginning of a transformation of the organization from one based in large part on personal connections to one with an issue oriented agenda and much broader scope and influence.

By the late 1980’s, the organization was focused on a state policy agenda which went well beyond the traditional federal policy concerns of the organization. It included work on access to education (particularly minority access); quality of programs and the measurement of outcomes; and funding policies that would be both equitable and stimulate performance. (The performance funding project of the Tennessee Commission led by Wayne Brown was one example of such initiatives.) During the 1980s, the organization also expanded its professional development activities through seminars and networking not only for executive officers, but for other staff as well — finance and academic officers, as well as communications staff and those involved with data networks (through the NCES contract). By the end of the decade, SHEEO had also begun seminars for lay board members of coordinating and system boards. Many of these programs were done in cooperation with the Association of Governing Boards (AGB), which up until this time had been exclusively focused on campus boards.

The agenda of the 1980s was driven by a set of strong and effective state leaders — most notably Dick Wagner, Gordon Davies, Ken Ashworth, Pat Callan, and Ted Hollander. In the late 1980s, with Esther Rodriguez in the lead, SHEEO received a major grant from the Ford Foundation to focus state attention on minority achievement which involved multiple states.

One of the most difficult issues of this period was the question of program quality. State boards had traditionally deferred to accreditation as the arbiter of quality, but increasingly found that political leaders were dissatisfied with this approach. In a number of meetings between SHEEOs and regional accrediting bodies, the organization pushed for a more open accreditation process and one focused on concrete measures of productivity (e.g., graduation and job placement rates). At the same time, state boards gained regulatory powers to approve new programs and review existing ones, especially on factors related to low enrollment and degree productivity. The Productivity, Quality, and Priorities (PQP) initiative in Illinois, for example, eliminated over 600 low productivity programs in the state.
In the 1990s strong SHEEO presidents like David Longanecker, Cecilia Foxley and Elaine Hairston continued to support an issue-oriented agenda. Linkage issues with K-12 became a major focus as did student preparation and quality of teacher education. Several grants supported this work and initiatives such as PK-16 councils became popular. The SHEEO staff role was to promote best practice and provide members with networking opportunities.

Throughout this period, the NCES Network provided a mechanism for dramatic improvement in the quality of national higher education data collections. Under the direction of a succession of network directors (John Wittstruck, Charles Lenth, Melodie Christal, and Hans L’Orange) the value and use of state data networks also improved significantly. With reauthorization of the Higher Education Act in 1992, SHEEO became active, as it had in the past, on federal policy. This included supporting expansion of student aid, particularly need-based grants; but also becoming involved in more controversial regulatory proposals. The emergence of a growing proprietary sector and accompanying rise in student loan defaults in this sector (along with some highly visible and sudden closings) led to calls for increasing state oversight of the sector.

SHEEO’s position on proposed federal legislation was to assert the primacy of states in authorizing institutions to operate within their borders and thus to place any additional oversight at the state, not the federal level. But this position exposed deep differences among the members, some of whom had regulatory responsibility for the proprietary sector already; and others who had no interest in becoming involved in any way. When the final legislation encompassed not just propertaries, but all institutions, the opposition to the legislation grew. Nevertheless, State Postsecondary Review Entities (SPREs) were created in each state, with some SHEEOs involved and others distancing themselves. Under intense lobbying by the private college sector, the program was eventually abandoned.

Beginning in the mid-1990s, SHEEO staff took a lead role in the development and promotion of computer based instruction for both onsite and online learning. Much of this work was done in cooperation with the California State University System, which had created a mechanism for sharing computer-based learning modules (MERLOT). SHEEO added a new staff member to work on this issue (Rhonda Epper) and began collaborating with EDUCOM, the primary institutionally-based organization concerned with learning technology. SHEEO also began to offer direct assistance to members who were in the midst of enhancing their statewide telecommunications networks and nascent online learning opportunities. Through Cecilia Foxley (Utah) along with other SHEEOs in the West, SHEEO played an early role in the development of Western Governor’s University.
After 16 years of building a small but strong staff, a wider range of association services (including an impressive set of publications), and a more influential association, James Mingle resigned. In June of 2000 Paul Lingenfelter began his service as executive director (later president) of SHEEO. Dramatic changes in the economic and political environment of SHEEO members soon played an important role in shaping the association’s development and services.

Although the nation and higher education had weathered some difficult economic times during SHEEO’s first 46 years, the general trend was rapid growth in enrollments and public support from 1954 to 1970, followed by 30 years of generally steady growth in both enrollments and public support. The 1990s, when the national economy was particularly healthy, were very good for higher education. By 2001 enrollments and public funding per student were at an all-time high. Tuition and fees accounted for about 30% of educational costs, and state and local support covered the remainder.

The good times ended by 2002. A recession, compounded by a growing trend for states to be in structural deficit due to a combination of demographic and fiscal factors, led to significant constraints in state revenues. Nationally, state and local funding for higher education hovered around $70 billion from 2002 through 2004, despite rapid enrollment growth. In the economic recovery from 2005 to 2008, state and local support grew to $88.8 billion, but the Great Recession in 2008 and 2009 ended that recovery.

The federal economic stimulus program (American Recovery and Reinvestment Act) helped avert draconian cuts in public support from 2009 to 2011, but eventually state and local support for higher education dropped to $81 billion in 2012. From 2000 to 2013 FTE enrollment in public institutions grew 31 percent from 8.6 million to 11.3 million, higher than the growth in any similar period since the 1960s. Nearly every state followed the national trends for enrollment growth and funding, but in some states the cuts in public support were particularly severe.

The rate of spending per student in constant dollars remained relatively stable during this period, from a high of $12,437 in 2001 to a low of $11,248 in 2004, ending at $11,580 in 2013. But the source of funding shifted dramatically. Students and their families now pay 47.5% of the cost nationwide, up from 30% in 2001. This shift has significantly eroded higher education’s affordability and is a significant driver of higher student indebtedness. It may also be decreasing the participation and success of low-income students in postsecondary education.
While changes in the political environment of education, which had been building over time, were not as dramatic as these economic trends, they were consequential. Education became a high profile political issue during this period, occasionally yielding bi-partisan action, but often leading to contentious debates concluding with partisan action or stalemate.

Many states and the nation as a whole began to focus on goals, measurement, and accountability initiatives to increase educational attainment. No Child Left Behind, passed in 2001, significantly shaped federal and state behavior and funding for elementary and secondary education. *Measuring Up*, launched by Pat Callan and colleagues at the National Center for Public Policy and Higher Education, developed measurements of state performance in higher education that stimulated a great deal of discussion when released in 2000 and in subsequent biennial editions through 2008. In 2000 Don Brown and his colleagues in Texas focused the state on educational goals through the *Closing the Gaps* initiative. In 1997 the Kentucky legislature passed a law for reforming higher education that led to the development of a focused, goal-based strategy by Gordon Davies and his colleagues, which continues to shape higher education policy in that state.

Gubernatorial and legislative activism in education, which focused primarily on K-12 education in the 1980s and 1990s, continued into the early years of the new century, with higher education getting more attention. U.S. Secretary of Education Margaret Spellings formed a commission on higher education whose 2006 report, *A Test of Leadership*, was generally critical and essentially ignored the states. Later the National Conference of State Legislatures issued a “blue ribbon” report entitled *Transforming Higher Education: National Imperative, State Responsibility*. The National Governors’ Association, while continuing to focus most of its attention on K-12, launched a “Complete to Compete” initiative in 2010 to encourage higher rates of postsecondary degree completion.

Circumstances within the states varied, as they always have, but almost every state responded to these national movements in some way. P-16 councils became popular as a means of improving progression into and through higher education, although their impact has been limited. More than a few state policy makers proposed governance changes. Florida briefly eliminated the governing board for state universities to create a P-20 governance/coordination system, but the universities board was re-established by referendum. Several coordinating boards for higher education were eliminated or reconstructed during this period (California, Minnesota, New Jersey, New Mexico, and Washington), and some others were substantially weakened. Legislation passed in Colorado in the 1990s and in Ohio in 2007 shifted the power to choose the state higher education executive from a citizen board to the governor. Similar changes occurred in Minnesota, New Mexico, and New Jersey.

The activities of the association and its staff during this period reflected the issues and demands of the times. In 2000 and 2001 SHEEO developed a P-16 initiative, with support from the U. S. Department of Education, which pooled the experiences of many states and eventually resulted in the first edition of the publication *Student Success: A Systemic Solution*. SHEEOs from Rhode Island, Ohio, Oklahoma, and Louisiana were particularly active in this work. SHEEO also lobbied successfully for an authorization in the New Child Left Behind Act to continue in-service teacher professional
grants administered by state higher education agencies, which had formerly been authorized by the Eisenhower professional development program.

In 2001, at the suggestion of the Executive Committee, the staff negotiated the purchase of Kent Halstead’s survey of state higher education finance with data from approximately 1975 to 1998. The staff then worked with state chief finance officers to refine and improve the survey, which in 2003 became the annual publication *State Higher Education Finance* (SHEF).

Members of the Executive Committee in 2004 suggested that SHEEO should articulate the principles of effective accountability, drawing on the experiences of the states. The National Commission on Accountability in Higher Education was organized with broad representation, chaired by former U.S. Secretary of Education Dick Riley and former Governor of Oklahoma Frank Keating. Its 2005 report emphasized the importance of common purpose, ambitious goals, a collaborative division of labor between government and educators, and self-disciplined accountability for improvement.

During the early part of this period, SHEEO collaborated with WICHE and NCHEMS in a series of workshops and publications emphasizing the importance of aligning tuition, financial aid, and appropriations policies to assure affordability and adequate funding for quality instruction. Later the three organizations, with the assistance of a $3 million program-related investment from the Ford Foundation, purchased and renovated an office building in Boulder, Colorado to become a permanent home for all three. This building, the State Higher Education Policy Center, has become a useful resource for professional development activities.

The SHEEO/NCES Network contract, first awarded in 1976, continued to be an important part of SHEEO’s service to its members and to higher education during most of this period. These five-year contracts, which historically supported 40% or more of SHEEO’s budget and flexibly supported activities of mutual benefit to NCES and SHEEO, were renewed in 2001 and in 2006. In 2011, the National Center for Education Statistics decided not to continue broad and flexible communications contracts of this kind. To assure continuity for the association, SHEEO members unanimously approved a long-term strategy for increasing dues gradually to support approximately 50% of the association’s budget. George Pernsteiner chaired the Executive Committee during this transition.

Established in 2000, the Lumina Foundation, with its focus on increasing postsecondary attainment, became an important partner for SHEEO. Lumina provided a three-year grant to create the State Policy Resource Center, which provided state and institution level policy studies on completion, costs, and staffing to SHEEO members. In 2013 Lumina provided a two-year $1.0 million general support grant to SHEEO, while continuing to make grants for individual projects.

SHEEO’s Federal Relations Committee remained active throughout this period, monitoring federal policy, submitting periodic letters to the Congress and the Administration, and informing members of federal initiatives. The association prepared and submitted open letters on postsecondary education priorities to the presidential campaigns in 2008 and 2012, both of which were published in *Change* magazine.
SHEEO members had occasionally met with the Council of Chief State School Officers (CCSSO) over the years, but little came of these gatherings. A stronger relationship emerged when Gene Wilhoit became executive director of CCSSO and responded to SHEEO outreach. The two associations met together in Minneapolis in 2010, and worked as partners with Gates Foundation support to shape and promote the adoption of Common Education Data Standards. When CCSSO and the National Governors Association collaborated to develop Common Core Standards for College and Career Readiness, SHEEO actively supported the initiative and worked for several years in collaboration with the American Association of State Colleges and Universities (AASCU) and CCSSO to foster its successful implementation.

SHEEO’s staff capabilities in data systems and its core commitment to increasing educational attainment led to a partnership with Complete College America, an initiative involving many SHEEO members and led by Stan Jones, former Indiana SHEEO. Another important partnership, with the Association of Public and Land-grant Universities (APLU), led to the creation of a Commission on the Regulation of Postsecondary Distance Education, also chaired by former Secretary of Education Dick Riley. This Commission helped shape and build broad support for a mechanism to achieve interstate reciprocity for the authorization of distance education. It seems on the verge of realizing an unfulfilled dream of SHEEO members in the mid-1980s who organized an unsuccessful project called ALTEL to achieve similar purposes.

Finally, SHEEO’s long-standing commitment to educational quality led to a cluster of related activities to assess and improve student learning. SHEEO developed a strong and productive relationship with the Association of American Colleges and Universities (AAC&U) in promoting twenty-first century liberal education. A group of states are currently working together to assess student learning based not on the limited capabilities of standardized tests, but on student work embedded in the curriculum. SHEEO led the U.S. participation in the OECD project, Assessing Higher Education Learning Outcomes (AHELO). SHEEO staff served on the American Association of Community Colleges 21st Century Commission, the Commission on Standards of the Council for the Accreditation of Educator Preparation, and the Executive Committee of the Smarter Balanced Consortium to assess college readiness based on the Common Core Standards.

In addition to Paul Lingenfelter, the association was served by a small group of staff leaders during this entire period. Gail Miller succeeded Cathy Walker as the leader of office and administrative operations from 2000 to 2005. From 2005 to the present, Gladys Kerns has directed administrative operations. Hans Peter L’Orange, Vice President for Research and Information Resources, led the SHEEO/NCES Network and continues to lead the staff work devoted to research, data systems, and finance. Charles S. Lenth returned to SHEEO in 2003 after earlier service to SHEEO from 1988 to 1993, and serves as Vice President for Policy Analysis and Academic Affairs. In addition to these leaders, all of the staff who have made significant contributions to SHEEO during the period 1984 to 2014 are listed in Appendix F.
Reflections on the History

SHEEO members face a multitude of complex issues in their daily work. From my perspective, however, the fundamental purpose of the association has always been as John Dale Russell surely conceived it — to achieve widespread educational attainment.

SHEEO members have disagreed about means, of course, and they don’t share identical views about the nature and potential for widespread educational attainment. But the recurrent theme and the raison d’être of the association has been to realize the potential of every individual to learn, up to the limits of each person’s ability and motivation.

This is not an uncommon goal, but state higher education executives tend to be especially focused on it. Governors and legislators are concerned about the full range of public policy issues, public safety, public health, economic vitality, et al. College and university leaders are sympathetic to the goal of widespread attainment, but they also have to worry about their budgets, student recruitment, faculty and staff morale, athletics, and institutional prestige.

Despite the widespread agreement that more educational attainment is important, the role of SHEEOs sometimes is not understood or fully accepted. Governors and legislators may think the main purpose of SHEEOs is to represent higher education, another interest group among many. College and university leaders, faculty, and staff tend to consider state coordinating and governing boards THE STATE. To institutions, state higher education leaders may be unavoidable. They impose constraints too often, and too rarely make life easier. The job of brokering more educational attainment can be challenging.

When SHEEO was founded, the expansive ideas of the Truman Commission were still controversial. In 1949 when John Dale Russell made the case in a special edition of the *Journal of Educational Sociology*, several college presidents argued the Truman Commission plan was impractical, unnecessary, and far too costly. One even suggested that public support for higher education would lead to Nazi-like attacks on intellectual freedom. But the public demand and demographics would not be denied. Driven by the baby boom and Sputnik, the nation soon geared up for a massive increase in the scope and size of higher education.

In the first 20 years of the association, a strong consensus emerged on the goal of expanding postsecondary opportunity. A workable consensus also emerged on the means toward that end — planning, supervised growth of the public sector, attention to the contributions and well-being of the private sector, moderate tuition, and financial aid directly to students in order to provide access and choice.
In many states, not all of course, SHEEO members were in the center, planning and supervising the process. Governors and legislators welcomed having somebody to negotiate the competing interests within higher education. Without giving up the ultimate authority to decide, they lent their power and credibility to citizen boards and their professional staff.

In the second 20 years of the association, when enrollment growth slowed to a walking pace, the urgency of expanding attainment faded and the consensus about planning and supervision gradually weakened. The emergence of the for-profit sector and multiple strategies for delivering high-volume graduate and professional education seemed to diminish the justification for state regulation and supervision of program offerings. Some governors and legislators lost interest in the planning and analytical services provided by state higher education officers.

In the final third of the association’s history, the nation has developed a renewed urgency about educational attainment, driven by the realization that widespread educational attainment, at even higher quality, has become an economic imperative, for the nation as well as for individuals. The fact that the educational system has not been generating widespread attainment at high quality has damaged the credibility of educational leaders. This may not be fair, since our educational system has not been designed, nor have educators been adequately prepared to achieve high levels of attainment at scale. The traditional role of higher education in the United States has been to focus on those students who are most capable, most motivated, and sometimes most able to afford higher education. But better performance has been a higher priority than fairness.

Despite the consensus on the national goal, there is no consensus on the means of reaching it. Without consensus, states, educators, entrepreneurs, and the federal government have been engaged in what often seems to be frantic experimentation. Educational governance and control structures are being dismantled and reformulated. We now have version 2.0 of performance budgeting, with hopes for a greater impact on performance. More uniform standards and assessments for K-12 education have been proposed and opposed. More rigorous teacher evaluation is becoming a mandate along with efforts to improve teacher preparation, but without a consensus on what might be appropriate and productive. The search for innovative technologies to reduce costs and increase the effectiveness of instruction has become more urgent, while misgivings about their effectiveness persist.

So state higher education leaders face the next 20 years with a goal, but no road map. And there is an argument in the car about which direction to take. The challenges of state policy leadership in higher education are different and perhaps more difficult than those faced in the past. More than ever before, it is necessary to sustain and nurture the community of public policy leaders in higher education.
SOURCES

Unofficial Proceedings of the 1954 Conference of Executive Officers of State-wide Coordinating Boards for Higher Education

Unofficial Proceedings of the 1955 Conference of Executive Officers of State-wide Coordinating Boards for Higher Education

Unofficial Proceedings of the 1956 Conference of Executive Officers of State-wide Coordinating Boards for Higher Education

SHEEO: The First 25 Years, 1954-1978

Records of annual meetings and other documents from the SHEEO archives

John Dale Russell papers held in the Harry S. Truman Presidential Library
  Selected photocopies and photographs of these papers have been added to the SHEEO archives

Conversations and correspondence with John Folger and Aims McGuinness on the role of ECS in the 1970s and with Bill Pickens on SHEEO leaders of the 1980s and 1990s
APPENDIX A:
PROFESSIONAL HISTORY OF JOHN DALE RUSSELL

John Dale Russell was born in 1895 in Bloomington, Indiana. He served in the Army in World War I. During the period 1917 to 1931 he received a BA, MA, and Ph.D from Indiana University, with some additional graduate study at the University of Chicago and the University of Kentucky. While studying for his Ph.D. Russell worked two years as director of research and statistics for the Indiana Department of Education and two years for the University of Kentucky. After getting his Ph.D. Russell served on the faculty of the University of Chicago School of Education from 1931 to 1946.

Russell’s speeches and publications (which were reviewed in the archives of the Truman Library in Independence, Missouri) make several things clear. First, he had enormous energy. Second, he thought about education broadly — the big picture and the details. Over his career he addressed topics ranging from improving college teaching to facilities planning. Third, he must have been a pretty good speaker, given the number of invitations he received and accepted. And finally, he had a strong point of view and a vision for higher education.

In 1933 he spoke to the Illinois State Teachers Association on “The Place of the Junior College in the American Education Program.” In this talk he said, “We are very proud in America of this democratic, single-track system which provides, in theory at least, an opportunity for every child to progress as far in educational attainment as his ability warrants — or even farther than his ability warrants, as some critics point out.” He cited studies at Stanford and Michigan that showed that junior college transfer students performed better than native freshman, speculating that the better results were due to a close connection between the high school curriculum and the first two years of college, with no loss of traction.

In the same speech he argued that, “The junior college movement is rooted firmly in the social and economic trends of the times. It has arisen, not merely because some visionary educators thought it might be a good thing, but because of an urgent social demand.” As evidence of demand he cited constant enrollment growth, even during the depression when prices stabilized but did not decrease.

Russell’s commitment to educational opportunity was evident throughout his career. At the University of Chicago in the 1930s he studied trends in tuition and fees at private and public institutions. His papers include a study by one of his students of tuition rates from 1860-61 to 1932-33 in “Middle Western Colleges and Universities,” which was inspired by Russell’s own research. This study carefully excluded special purpose fees and adjusted tuition for inflation considering both purchasing power and average salaries over time, and it includes a number of painstaking graphs drawn by hand with red and blue colored pencils.
In 1945 Russell took a leave of absence from the University of Chicago to become dean and academic advisor for the Biarritz American University in France. This was a temporary institution created to educate American soldiers for one or two terms before they returned home. A year later, in July 1946 Russell became director of the Division of Higher Education in the United States Office of Education. In this role, he elaborated his ideas for higher education, supported the work of the Truman Commission, and became a spokesperson for the Commission report when it was released in December 1947.

In 1947, in a talk titled “How Shall We Support the Expanding Program of Higher Education?” at the conference of the National Education Association, Russell carefully reviewed all the sources of revenue for higher education and outlined the differences among sectors that must be acknowledged. After projecting the increased demand for enrollment, operating funds, and capital outlay, he suggested that the federal government’s significantly expanded post war contributions would certainly need to be further increased. These arguments were published in *College and University Business*, Vol. 3, No. 1, July 1947.

Shortly thereafter, the report of the Truman Commission was released and Russell began a period of advocacy and action to implement its recommendations. In 1952 Russell left federal service to become chancellor and executive secretary of the State Board of Educational Finance for New Mexico. While he clearly attended to the specific responsibilities of this position, his work in New Mexico became a platform for national educational leadership. He continued to speak at many national meetings and did “surveys” of higher education needs for a number of states. In 1954 he organized the first meeting of the association of state higher education executive officers in Santa Fe, which helped expand his national influence.

In 1956 Russell published an article in *Phi Delta Kappan* entitled “High School and College for All?” which took an expansive view of educational potential and opportunity. A little later, at the invitation of John Folger, Russell took part in a written debate published by SREB on the topic “Is Higher Tuition the Answer?” Harvard economist Seymour Harris argued in the affirmative, stating that higher tuition was unavoidable as a means of meeting educational demand. Russell argued that the public could and should provide enough support to keep the cost of higher education low.

In 1958 Russell left New Mexico to become director of the Office of Institutional Research at New York University. In 1960 he became a visiting faculty member at Hiroshima University. After returning to the United States, Russell continued his professional consulting and speaking activities into the late 1960s.

In 1976, at the age of 81, Russell was invited to attend the 23rd Annual Meeting of SHEEO to receive the association’s first “Distinguished Service Award.”
APPENDIX B: 1954 ANNUAL MEETING AGENDA

CONFERENCE OF EXECUTIVE OFFICERS OF STATE-WIDE BOARDS OF HIGHER EDUCATION

Santa Fe, New Mexico, Thursday and Friday, June 24-25, 1954

Agenda of Meetings

First session, 9:30 a.m. to 12:00 noon. Thursday, June 24

I. Call to order and introductions.

II. Selection of a chairman for the meeting.

III. Consideration, revision, and adoption of schedule of meetings and agenda.

IV. Decision as to whether meeting is open or closed, and arrangements for release of any publicity about it that may be considered of interest.

V. Topics for discussion:

A. Coordination of instructional programs. (Gulpepper)

1. What are the criteria to be used in determining what higher education facilities should be supported in a State? (Nash)

   a. What responsibility does higher education have for trades training and vocational education? (Nash)

   b. Off-campus and adult education programs. (Jobe)

   c. Medical schools and teaching. (Sexton, Nash)

2. The allocation of functions to institutions. (Jobe)

3. Methods of controlling curricular programs and development in a State-wide system. (Byrne)

4. Control of expansion of course offerings. (Armason)

5. To what extent can a State afford duplication:

   a. At the undergraduate level? (Nash)

   b. At the graduate level? (Nash)

   c. In professional school programs? (Russell)

6. What are the criteria by which unnecessary duplication can be determined? (Nash)

Luncheon recess, 12:00 to 1:30, Thursday, June 24. Luncheon arrangements by Russell.
Agenda of Meetings (continued)

Second session, 1:30 to 4:30 p.m., Thursday, June 24

Topics for discussion:

B. The coordination of capital outlay programs. (Byrnes)
   1. Methods of evaluating needs of institutions for plant developments in the immediate future. (Russell)
   2. Physical plant expansions necessary to meet needs of contemplated enrollments during next 15 years. (Brighton)
   3. Supervision of the planning of plant developments. (Jobs)

C. Coordination of other phases of institutional operation
   1. Personnel policies. (Jobs)
   2. Publicity and promotional work. (Byrnes)
   3. Student recruitment. (Jobs, Byrne)
   4. Admissions requirements. (Byrnes)
   5. Tuition fees
      a. Coordination of rates and fees in the State institutions. (Byrnes)
      b. Interpretation of residence status for collection of out-of-State fees. (Russell)
   6. Board and room costs. (Byrnes)
   7. State scholarship programs. (Brighton)
   8. Purchasing policies. (Armason)
   9. Educational TV. (Dancer)

6:30 p.m., Dinner for participants and their families, at the Russell's home, 650 East Alameda.
CONFERENCE OF EXECUTIVE OFFICERS OF STATE-WIDE BOARDS OF HIGHER EDUCATION  
Santa Fe, New Mexico, Thursday and Friday, June 24-25, 1954  

Agenda of Meetings (Continued)  

Third session, 9:00 a.m. to 12:00 noon, Friday, June 25  
Topics for discussion:  

D. Administrative relationships.  

1. Relationships between institutional executive officers, the central board and its officers, and State agencies, including the Legislature. (Byrne)  

2. How may voluntary coordination be encouraged? (Nash)  

3. The legislative approach for higher education. (Byrne)  

4. Location of responsibility for obtaining adequate support for the State’s program of higher education. (Russell)  

5. Control of faculty consulting agreements. (Arnason)  

6. Control of contract research. (Russell)  

7. Regional collaboration (Jobs)  

Luncheon recess, 12:00 to 1:30, Friday, June 25 (individual arrangements).  

Fourth session, 1:30 to 4:00 p.m., Friday, June 25  
Topics for discussion:  

E. Budgetary procedures.  

1. How annual and biennial budgets are built. (Byrne)  

2. Institutional budgetary policies. (Jobs)  

3. What are valid criteria for budget preparation? (Nash)  

4. Equalizing the support of institutional budgets. (Culppepper)  

5. Unified budgets. (Arnason)  

6. Unit cost accounting. (Arnason)  

Concluding Business:  

A. Decision about a continuing organization. If yes, then:  

B. Selection of officers.  

C. Consideration of time and place for another meeting.  

Adjournment.  

History of SHEEO’s Role in the United States | 22
APPENDIX C:
NOTABLE SHEEO ALUMNI, STAFF, AND POLICY LEADERS
A Compilation for the 60th Anniversary of the Association

Preface

Many educational leaders have played important roles in the history and contributions of the State Higher Education Executive Officers. They include not only the members of the association and its staff, but also those in the states who have served as their deputies in key academic, fiscal, or governmental relations posts. In addition, a few people who have not been staff or members of SHEEO have become virtual members of the community because of the work they have done with the association and with SHEEO members.

Given the large numbers who have made important contributions, to recognize some of these people and not others whose contributions have been similar is an unavoidable injustice. But to recognize none would be a greater omission. This listing of people who have made important contributions to the association and to higher education public policy is illustrative, not comprehensive or definitive of the people who have made important contributions to the field.

It includes members of the association who have been distinguished by length of service to one or more states, who have served as presiding officer since 1995, and/or who have made other important contributions to state policy in higher education in the United States. It also includes staff of the association who played leading roles for an extended period. This listing does not include any who are currently serving as leaders of a SHEEO agency.

All members of the association who have served as Chair or President of the Executive Committee, all members of the association who have served as chief executives in the states (to the extent the information can be found), and all members of the staff who have served for more than two years are listed in other appendices to this history.

Those listed are grouped into three eras, 1954 to 1970, 1970 to 1995, and 1995 to 2014. Naturally the contributions of many individuals bridge two of these periods, and a few people touch all three. Within the periods they are listed alphabetically. It naturally has not been possible to collect complete information on all the important individual contributions of these leaders. The SHEEO staff will welcome correspondence suggesting brief additions to the information provided here.
The Early Years, 1954–1970

Harman W. Caldwell served as Chancellor of the University of Georgia system from 1949 to 1964. He was an especially active participant in the first SHEEO meetings.

J. Broward Culpepper served as Chancellor of the University of Florida System from 1954 to 1968. He chaired the second SHEEO Annual Meeting and was quite active in the association for many years.

Lyman Glenny was invited to attend the third annual meeting of the association by virtue of his reputation as a leading thinker in the field. His 1959 book The Autonomy of Public Colleges: The Challenge of Coordination became one of the most influential early works in the field. Glenny served initially as a faculty member at California State University Sacramento and later at the University of California–Berkeley for many years, authoring numerous publications over his career. In 1985 SHEEO published one of his final monographs, State Coordination of Higher Education: The Modern Concept. From 1965 to 1968 Glenny served as the Executive Director of the Illinois Board of Higher Education and led the development of its first Master Plan. According to an oral history of his career recorded by Lou Rabineau in the SHEEO archives, Glenny considered these years the highlight of his career. In 1976 the association decided to give “Distinguished Service Awards” to John Dale Russell and Lyman Glenny. Part of Glenny’s citation reads, “His most effective contribution … has been as our ‘needler, gadfly, and conscience’ to help us see our role and the responsibilities that come with it. Although deliberately acerbic and irritating to focus our attention on the issues, he has been our genuine friend and confidante.”

John Millett served as the first Chancellor of the Ohio Board of Regents from 1964 to 1972 during a period of enormous expansion in the size of higher education and the development of the Ohio system as it remains today. He had previously been President of Miami University and had a career as a distinguished scholar of public administration. His 1952 book Financing Higher Education in the United States presaged his later active role in state policy and planning, and he authored many significant books on governance and the politics of higher education after stepping down from the Ohio Board of Regents.

John Richards, Chancellor of the Oregon State System of Higher Education from 1955 to 1961 was an active early SHEEO member and hosted the second annual meeting in Eugene, Oregon.

The Middle Years, 1970–1995

Frank Abbott served as Executive Director of the Colorado Commission on Higher Education from 1965 to 1976. He was presiding officer of the association in 1976 when John Dale Russell and Lyman Glenny received Distinguished Service awards, and he remained active in the Colorado higher education community many years during his retirement.

Shaila Aery served as the SHEEO in Missouri from 1982 to 1989 and in Maryland from 1989 to 1995.

William Arceneaux served as Commissioner for Higher Education in Louisiana from 1972 to 1987. He later represented
Louisiana’s independent colleges and universities for many years.

**Kenneth Ashworth** served as Commissioner of the Texas Coordinating Board for Higher Education from 1976 to 1997. After his many contributions to Texas and SHEEO in that role he became a faculty member at both the University of Texas and Texas A&M University. He has written a book of counsel to young public servants *Caught between the Dog and the Fireplug*, and a history of politics at the University of Texas, *Horns of a Dilemma: Coping with Politics at the University of Texas*.

**Robert O. Berdahl** published the book *State Coordination of Higher Education* as part of an ACE study of the topic in 1970. As a faculty member he trained a number of public policy leaders in education, and remained active in SHEEO throughout his career. Berdahl received and preserved many of the records of SHEEO’s early history, which are now in the association’s archives.

**Nancy Berve** was associate director for postsecondary education at the Education Commission of the States during the 1970s. She was elected Secretary of SHEEO, played an important role in planning meetings, and authored the first postsecondary education handbook.

**Hans Brisch** served as Chancellor of the Oklahoma Board of Regents from 1987 to 2003. He previously worked at the Illinois Board of Higher Education, the University of Nebraska, and as chief of staff for the Governor of Nebraska. During his tenure in Oklahoma, Brisch created what has become the Oklahoma Promise Scholarship Program (based on academic effort and financial need) and a path-breaking program to improve academic preparation in K-12 education.

**Wayne Brown** served as Executive Director of the Tennessee Higher Education Commission from 1975 to 1985. Brown, his predecessor John Folger, and his colleagues Grady Bogue and Brenda Albright all played important roles in developing and implementing an approach to performance based funding that continues to inspire budgeting initiatives in the United States. Brown later became CEO of the Louisiana Technical College System.

**Charles Bunting** served as President of the Vermont State Colleges from 1985 to 1999. Earlier in his career he served as Director and Deputy Director of the Fund for the Improvement of Postsecondary Education.

**Patrick Callan** served as the state higher education executive officer in three states, Montana (before the university system was established in 1973), Washington from 1975 to 1978, and California from 1979 to 1986. He later became Vice President of the Education Commission of the States. He then headed the California Higher Education Policy Center from 1992 to 1997 and the National Center for Public Policy and Higher Education from 1997 to 2011. As President of the National Center Callan led the development of the *Measuring Up* reports that graded the states on their performance in higher education during the period 2000 to 2008. His writing and speaking continue to be influential in higher education.

**Gary Cox** served as SHEEO in Kentucky from 1987 to 1997. Since stepping down from that position he has represented independent colleges in Kentucky for more than fifteen years. He continues to be an active contributor to public policy.

**Gordon Davies** was Executive Director of the State Council of Higher Education for Virginia from 1977 to 1997. He later served as President of the Kentucky Council on Postsecondary Education from 1998 to 2002. Throughout his career Davies has been an active writer and policy innovator, notable particularly in Virginia for work on assessing student learning and in Kentucky
for focusing higher education on a set of clear goals related to the benefits it provides to the people of the state. Davies was the presiding member of the association in 1983-84 when the members decided to hire its own professional staff.

E.T. Dunlap was Chancellor of the Oklahoma Board of Regents from 1961 to 1981, and was an active participant in SHEEO throughout his career. Before becoming Chancellor of the Board of Regents Dunlap, as a state representative, was the principal author of the Education Code for the state in 1946.

Clyde Engle was SHEEO in two states, Minnesota from 1977 to 1984 and Indiana from 1984 to 1995. During his leadership in those two states he recruited and mentored several younger professionals who have made important contributions.

John Folger served as the first Executive Director of the Tennessee Higher Education Commission from 1967 to 1975. He previously was a staff member at the Southern Regional Education Board (where he recruited John Dale Russell to take the “low tuition” side of a written debate on financing higher education). After completing his work at the Tennessee Commission, Folger was recruited to the Education Commission of the States where he played an important role in professional development activities for SHEEOs and SHEEO agency staff. He continues to provide counsel to his successors in Tennessee.

James M. Furman played important leadership roles in three states, Ohio, Washington, and Illinois. As a legislative staffer he supported the committee that wrote the bill creating the Ohio Board of Regents. Then John Millett hired him as his chief deputy in 1964. From 1970 to 1974 Furman was the first Executive Director of the Washington Council on Higher Education. He then served as Executive Director of the Illinois Board of Higher Education from 1975 to 1980. Furman was active in SHEEO in the 1970s, testifying in Congress and serving as presiding officer.

He completed his professional career as Executive Vice President and a member of the Board of Directors of the John D. and Catherine T. MacArthur Foundation.

Norma Glasgow served as Commissioner of Higher Education in Connecticut from 1981 to 1991. She had previously been Assistant Commissioner for senior colleges and universities in Texas.

Michael Goldstein, an attorney specializing in higher education policy and law, was SHEEO’s attorney and Washington, DC representative for many years. He wrote the association’s bylaws, and he was active in the ALTEL initiative to achieve interstate regulatory reciprocity in the 1980s. He continues to practice and contributed to the development of State Authorization Reciprocity Agreements in 2013.

Elaine Hairston was Chancellor of the Ohio Board of Regents from 1990 to 1997, having previously served as Vice Chancellor for Academic and Special Programs. Following her career in Ohio she worked for Academic Search for many years, helping many search committees find new members of SHEEO and assisting SHEEO in recruiting a new Executive Director in 2000.

Warren G. Hill was SHEEO in Connecticut and earlier Commissioner of Education in Maine before becoming Executive Director of the Education Commission of the States in 1976. He recruited John Folger and Lou Rabineau to work in the ECS postsecondary in-service education program.

Ted Hollander served as the higher education executive officer in two states, New York from 1970-1976 and New Jersey from 1977 to 1990. He was an active leader in SHEEO throughout his career. He was especially noted for his leadership in New Jersey to extend educational opportunity to low-income disadvantaged students through student assistance and other supports. Under his leadership New Jersey also was a pioneer in assessing
student learning, developing an approach that eventually lead to the Collegiate Learning Assessment (CLA), which is widely employed today.

**Stanley Koplick** served as SHEEO in Missouri from 1980 to 1982, in Kansas from 1982-93, and in Massachusetts from 1993 until his untimely death in 2000. He is one of a small number of SHEEO members who have served for 20 years at high levels of state leadership.

**David Longanecker** served as SHEEO in Minnesota from 1984 to 1988 and in Colorado from 1988 to 1993. In 1993 he was appointed United States Assistant Secretary for Postsecondary Education and in 1999 he became CEO of WICHE, where he continues to serve. Longanecker has a long list of contributions to public policy for higher education, including many initiatives to expand access and successful completion and the recent development of a mechanism for reciprocal state authorization for distance education.

**Aims McGuinness** was a key staff member at the Education Commission of the States during the 1970s in supporting the activities of SHEEO during that era. He later moved to NCHEMS, and continued for more than two decades to be an influential consultant and analyst of higher education policy in the U.S. and internationally.

**Richard Millard**, director of postsecondary education at the Education Commission of the States beginning in 1969, had earlier been Chancellor of the Massachusetts Board of Higher Education. He played an active role supporting SHEEO during the 1970s, raising funds for collaborative projects with ECS, assisting with the planning of meetings, and providing intellectual support and leadership for SHEEO policy positions. He played a leadership role in state authorization and accreditation, leaving ECS in 1980 to head the Council on Postsecondary Accreditation (COPA.)

**James Mingle** was appointed as SHEEO’s first chief executive officer in 1984. He was recruited from the staff of the Southern Regional Education Board, where he was employed after completing a Ph.D. at the University of Michigan. Mingle served for sixteen years during which the capabilities and contributions of the association grew dramatically in variety and scope.

**Donald Nolan** served as the higher education executive officer for the New York State Education Department from 1982 to 1996 and as presiding officer for SHEEO in 1993. He was an influential voice in the SPRE controversy of the 1990s.


**R. Wayne Richey** served as the chief executive for the Iowa Board of Regents from 1967 to 1998, the longest tenure in office of any member of the association. He was presiding officer of the association in 1975.

**Esther Rodriguez** served as a member of the SHEEO staff from 1988 to 2001. As Associate Executive Director she played a leading role in a wide range of SHEEO initiatives to increase diversity in higher education and to improve teaching in K-12. In 1994 she led the establishment of the SHEEO P-16 Professional Development Collaborative, which has continued for two decades.

**Kerry Romesberg** was Executive Director of the Alaska Postsecondary Education Commission from 1975 to 1988. After leaving that position he has served as President of Utah Valley State College, Nevada State College, and Jacksonville University.
**David Spence** was Executive Director of the Florida Council for Education Policy Research and Improvement from 1981 to 1984. He then became Vice Chancellor of the California State University System where he led the development of an influential program to assess and increase college readiness. He is currently President of SREB.

**Edsel Thrash** was Commissioner of Higher Education in Mississippi from 1968 to 1987. He was active in SHEEO, serving as presiding officer in 1985.

**Claire Van Ummersen** served as Chancellor of the University System of New Hampshire from 1986 to 1992. She later became Vice President and Director of the Office of Women in Higher Education at the American Council of Education.

**Richard D. Wagner** served as Executive Director of the Illinois Board of Higher Education from 1980 to 1998. He had joined the staff of the Illinois Board of Higher Education in 1969. He contributed to important advances in student assistance policy and cost analysis at IBHE, and with his Board Chair Arthur Quern and Executive Deputy Director Robert Wallhaus, developed the Priorities, Quality, Productivity initiative that resulted in substantial reallocations toward state priorities.

**Catherine Walker** served SHEEO as Office Manager and the key administrative resource during the critical period from 1984 to 2000 when she resigned to pursue new professional opportunities. At that time she agreed to continue serving SHEEO by managing its payroll part-time, which continues. She has been a valued SHEEO employee for thirty years.

**Recent History, 1995–2014**

**Molly Broad** served as Executive Director of the Arizona Board of Regents from 1985 to 1992 and then, after a period as Vice Chancellor of the California State University System, served as President of the University of North Carolina system from 1997 to 2005. She is currently President of the American Council on Education.

**Donald Brown** served as Commissioner of the Texas Higher Education Coordinating Board from 1997 to 2004. During his leadership Texas launched the Closing the Gaps initiative, which focused attention on statewide goals for educational attainment and excellence.

**Roderick G. W. Chu** was Chancellor of the Ohio Board of Regents from 1998 to 2006 and was a very active member of SHEEO. He also has been Interim President of the Education Commission of the States and a board member of the College Board.

**Sandra Espada-Santos** served as Executive Director of the Puerto Rico Council on Higher Education from 1994 to 2002. She was an active participant in SHEEO during her tenure and remains active in higher education in Puerto Rico.

**Warren Fox** was Executive Director of the California Postsecondary Education Commission from 1991 to 2002, and was an active SHEEO member during this period. More recently he has been chief of higher education in Dubai.

**Cecilia “Cece” Foxley** served as Commissioner of the Utah System of Higher Education from 1993 to 2003. She was especially active in SHEEO and chaired the search committee
for an Executive Director in 1999–2000. She remains active as a consultant in higher education.

**Hank Hector** was Executive Director of the Alabama Commission on Higher Education from 1990 to 2001. He subsequently was President of the Georgia Independent Colleges association.

**Marshall Hill** served as Executive Director of the Nebraska Coordinating Commission from 2005 to 2013. During his tenure he represented SHEEO numerous times in federal negotiated rulemaking panels, and he played a major role in establishing the state authorization reciprocity agreement (SARA.) He is now Executive Director of the National Council for the State Authorization Agreement.

**Larry Isaak** was Chancellor of the North Dakota University System from 1994 to 2003 and a very active SHEEO leader during these years. After leaving North Dakota he became President of the Midwest Higher Education Compact (MHEC) where he still serves.

**Dennis Jones**, President of NCHEMS, has been an advisor to SHEEO members and an influential national policy analyst since joining NCHEMS in 1969. He continues to be an extraordinarily valuable contributor to the association and to public policy for higher education in the United States. Under his leadership NCHEMS has provided important resources to states and the nation in planning, academic quality assurance and improvement, data systems, governance, and finance.

**Stanley Jones** served as Commissioner of Higher Education in Indiana from 1995 to 2009 after a distinguished career as a legislator and education advisor to the governor. As Commissioner he worked to strengthen preparation for college and created the Indiana community college system. He currently leads the national initiative “Complete College America.”

**Gladys Kerns** joined SHEEO in 2005 and soon succeeded Gail Miller in leading the administrative operations and meeting planning for the association. Over the nine years of her tenure her responsibilities and contributions have steadily increased.

**Thomas Layzell** served as SHEEO in Mississippi from 1995 to 2003, in Kentucky from 2003 to 2007, as a governing board CEO in Illinois, and in interim assignments in Louisiana in 2010-11 and 2014. He was an active member of SHEEO and represented the association as a member of the National Commission on Accountability in Higher Education.

**Charles S. Lenth** has served SHEEO in two capacities, first from 1988 to 1993 as Director of Research and of the SHEEO/NCES Communication Network. Returning to the staff in 2003 he is currently Vice President for Policy Analysis and Academic Affairs. Charlie has contributed to the association across a broad span of issues, most recently leading work on the assessment of student learning and improving college readiness and mentoring staff in academic affairs.

**Valerie Lewis** served as Commissioner of Higher Education in Connecticut from 2000 to 2008, after being promoted from the position of chief academic officer. She was a very active SHEEO member, presiding over the association in 2004.

**Paul E. Lingenfelter** became Executive Director (later President) of SHEEO in June 2000. Like Jim Mingle, he received a Ph.D. from the Center for the Study of Higher Education at the University of Michigan. He began his career working for Jim Furman and Dick Wagner at the Illinois Board of Higher Education, departing in 1985 as Deputy Director for Fiscal Affairs. He was Vice President for Human and Community Development at the MacArthur Foundation before coming to SHEEO.
Hans Peter L’Orange, Vice President for Research and Information Resources joined the SHEEO staff in 1998. He directed the SHEEO/NCES Communication Network from 1998 to 2011 and led SHEEO’s work, in cooperation with the Council of Chief State School Officers, to shape and promote the implementation of Common Education Data Standards. Hans has also played a leading role in mentoring staff in the data and finance areas.

Terrence MacTaggart served as Chancellor of the University of Maine system from 1996 to 2001 and then again from 2006 to 2007. He previously led the four-year state college system in Minnesota and frequently consults with boards through AGB.

James McCormick served as Chancellor of the Pennsylvania State System of Higher Education from 1983 to 2001 and then as Chancellor of the Minnesota State Colleges and Universities from 2001 to 2011. He was an especially active and engaged member of SHEEO, and he continues to serve members through his work at AGB Search.

Richard Novak served as Vice President of AGB and Director of the Ingram Center for Public Trusteeship and Governance during this period. He was a frequent collaborator with SHEEO.

George Pernsteiner served as Chancellor of the Oregon University System from 2004 until 2013, where he played a significant role in designing and implementing the states ambitious 40-40-20 attainment goals. He was chair of the SHEEO Executive Committee in 2011–12, and he was selected to be President of the association in 2013.

Robert T. “Tad” Perry was Executive Director and CEO of the South Dakota Board of Regents from 1994 to 2009, and an active member of SHEEO throughout this period. His suggestion led to SHEEO’s sponsorship of the National Commission on Accountability in Higher Education. After retiring from the Board of Regents he successfully ran for a seat in the South Dakota House of Representatives.

Reginald Robinson served as President and CEO of the Kansas Board of Regents from 2002 to 2010 and was chair of the Executive Committee in 2008-09.

T. Joseph Savoie served as Commissioner for the Louisiana Board of Regents from 1996 to 2008, during which he played important roles in building support for higher education and managing the crisis created by Hurricane Katrina. He currently serves as President of the University of Louisiana–Lafayette.

Kala Stroup served as Commissioner of Higher Education in Missouri from 1995 to 2002. She was a particularly active member of SHEEO and developed influential budgeting approaches while serving as Commissioner in Missouri.

Jane Wellman served as Deputy Director of the California Postsecondary Education Commission early in her career. She has made major contributions to state policy analysis through her many writings and her work with the National Center for Public Policy and Higher Education, the Delta Cost Project, and the Business/Higher Education Forum on Accountability for Student Learning, among other projects. She currently staffs the AGB Commission on College and University Governance.
## APPENDIX D:
SHEEO CHAIRS AND PRESIDENTS SINCE 1975

<table>
<thead>
<tr>
<th>Name</th>
<th>State</th>
<th>Year Served as SHEEO President or Chair of the Executive Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>R. Wayne Richey</td>
<td>Iowa</td>
<td>1975</td>
</tr>
<tr>
<td>Frank Abbott</td>
<td>Colorado</td>
<td>1976</td>
</tr>
<tr>
<td>M. Olin Cook</td>
<td>Arkansas</td>
<td>1977</td>
</tr>
<tr>
<td>T. Edward Hollander</td>
<td>New Jersey</td>
<td>1978</td>
</tr>
<tr>
<td>William Arceneaux</td>
<td>Louisiana</td>
<td>1979</td>
</tr>
<tr>
<td>James Furman</td>
<td>Illinois</td>
<td>1980</td>
</tr>
<tr>
<td>Sheldon Knorr</td>
<td>Maryland</td>
<td>1981</td>
</tr>
<tr>
<td>Patrick M. Callan</td>
<td>California</td>
<td>1982</td>
</tr>
<tr>
<td>G. Wayne Brown</td>
<td>Tennessee</td>
<td>1983</td>
</tr>
<tr>
<td>Gordon K. Davies</td>
<td>Virginia</td>
<td>1984</td>
</tr>
<tr>
<td>E. E. Thrash</td>
<td>Mississippi</td>
<td>1985</td>
</tr>
<tr>
<td>Kenneth H. Ashworth</td>
<td>Texas</td>
<td>1986</td>
</tr>
<tr>
<td>Richard D. Wagner</td>
<td>Illinois</td>
<td>1987</td>
</tr>
<tr>
<td>Kerry D. Romesburg</td>
<td>Alaska</td>
<td>1988</td>
</tr>
<tr>
<td>Norma Foreman Glasgow</td>
<td>Connecticut</td>
<td>1989</td>
</tr>
<tr>
<td>Clyde R. Ingle</td>
<td>Indiana</td>
<td>1990</td>
</tr>
<tr>
<td>William Rolfe Kerr</td>
<td>Utah</td>
<td>1991</td>
</tr>
<tr>
<td>David A. Longanecker</td>
<td>Colorado</td>
<td>1992</td>
</tr>
<tr>
<td>Donald J. Nolan</td>
<td>New York</td>
<td>1993</td>
</tr>
<tr>
<td>Arliss L. Roaden</td>
<td>Tennessee</td>
<td>1994</td>
</tr>
<tr>
<td>Charles Bunting</td>
<td>Vermont</td>
<td>1995</td>
</tr>
<tr>
<td>Gary S. Cox</td>
<td>Kentucky</td>
<td>1996</td>
</tr>
<tr>
<td>Elaine H. Hairston</td>
<td>Ohio</td>
<td>1997</td>
</tr>
<tr>
<td>Warren H. Fox</td>
<td>California</td>
<td>1998</td>
</tr>
<tr>
<td>Cecelia H. Foxley</td>
<td>Utah</td>
<td>1999</td>
</tr>
<tr>
<td>Hans Brisch</td>
<td>Oklahoma</td>
<td>2000</td>
</tr>
<tr>
<td>Henry J. Hector</td>
<td>Alabama</td>
<td>2001</td>
</tr>
<tr>
<td>Name</td>
<td>State</td>
<td>Year Served as SHEEO President or Chair of the Executive Committee</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------------</td>
<td>---------------------------------------------------------------</td>
</tr>
<tr>
<td>Larry Isaak</td>
<td>North Dakota</td>
<td>2002</td>
</tr>
<tr>
<td>Roderick G. W. Chu</td>
<td>Ohio</td>
<td>2003</td>
</tr>
<tr>
<td>Valerie F. Lewis</td>
<td>Connecticut</td>
<td>2004</td>
</tr>
<tr>
<td>Thomas Layzell</td>
<td>Kentucky</td>
<td>2005</td>
</tr>
<tr>
<td>Diane Barrans*</td>
<td>Alaska</td>
<td>2006</td>
</tr>
<tr>
<td>Robert T. (Tad) Perry</td>
<td>South Dakota</td>
<td>2007</td>
</tr>
<tr>
<td>E. Joseph Savoie</td>
<td>Louisiana</td>
<td>2008 (resigned 6/30/08)</td>
</tr>
<tr>
<td>Reginald L. Robinson</td>
<td>Kansas</td>
<td>2008-2009 (served 2 yrs)</td>
</tr>
<tr>
<td>James McCormick</td>
<td>Minnesota</td>
<td>2010</td>
</tr>
<tr>
<td>Jack Warner</td>
<td>South Dakota</td>
<td>2011</td>
</tr>
<tr>
<td>George Pernsteiner</td>
<td>Oregon</td>
<td>2012</td>
</tr>
<tr>
<td>Marshall Hill</td>
<td>Nebraska</td>
<td>2013 (resigned 08/13)</td>
</tr>
<tr>
<td>Teresa Lubbers</td>
<td>Indiana</td>
<td>2013–2014</td>
</tr>
</tbody>
</table>

* Beginning with Diane Barrans in 2006, the title of the Association’s presiding officer was changed from President to Chair of the Executive Committee, and the title of the CEO was changed from Executive Director to President.
APPENDIX E:  
HISTORY OF LEADERSHIP IN SHEEO AGENCIES  

Alabama Commission on Higher Education  
SHEEO  
Clanton W. Williams  1970 - 1973  
Henry H. Hector, III  1990 - 2001  
Michael E. Malone 2002 - 2006  
Gregory G. Fitch  2006 - present

Arizona Board of Regents  
SHEEO  
Alfred Atkinson  1947 - 1955  
Myron R. Holbert  1955 - 1956  
J. Byron McCormick  1956 - 1967  
Thomas L. Hall  1967 - 1971  
William R. Gable  1971 - 1972  
L.E. Woodall  1972 - 1978  
Robert A. Huff  1978 - 1985  
Molly C. Broad  1985 - 1992  
Frank Besnette  1992 - 1999  
Linda J. Blessing  1999 - 2004  
Joel Sideman  2004 - 2010  
Thomas K. Anderes 2010 - 2013  
Eileen Klein  2013 - present

Arkansas Department of Higher Education  
SHEEO  
Olin Cook  1969 - 1979  
Michael Elliott  1979 - 1982  
Gary Chamberlin  1982 - 1985  
Paul Marion  1985 - 1990  
Diane Gilliland  1990 - 1996  
Lu Hardin  1997 - 2002  
Linda Beene  2002 - 2007  
James Purcell  2008 - 2011  
Shane Broadway  2011 - present

California Commission on Higher Education  
1965-present  
SHEEO  
Frank Abbott  1965 - 1976  
Eugene Wilson  1977 - 1977  
Lee Kerschner  1977 - 1983  
Blenda Wilson  1984 - 1988  
David Longanecker  1988 - 1993  
Dwayne Nuzum  1994 - 1999  
Jenna Langer  2006 - 2007  
David E. Skaggs  2007 - 2009  
D. Rico Munn  2009 - 2010  
Joseph A. Garcia  2011 - present

California Department of Higher Education  
2008-present  
SHEEO  
Louis Rabineau  1974 - 1976  
Andrew G. DeRocco  1992 - 1999  
Valerie F. DeRocco  2000 - 2008  
Michael P. Meotti  2008 - 2011

Connecticut Commission/Department of Higher Education  
1970-2011  
SHEEO  
Warren Fox  1991 - 2002  
Robert Moore  2002 - 2004  
Murray Haberman  2004 - 2009  
Karen Humphrey  2009 - 2011

University of Alaska System  
SHEEO  
Charles Bunnell  1921-1949  
Terris Moore  1949-1953  
Ernest Patty  1953-1960  
William R. Wood  1960-1973  
Robert W. Hiatt  1973-1977  
Charles O. Ferguson  1977-1977  
Neil D. Humphrey  1977-1977  
Foster F. Diebold  1977-1979  
Jay Barton  1949-1984  
Donald D. O’Dowd  1984-1990  
Jerome B. Komisar  1990-1998  
Wendy Redman  1998-1998  
Mark R. Hamilton  1998 - 2010  
Patrick K. Gamble  2010 - present

University of Alaska System  
SHEEO  
Clayton Williams  1970 - 1973  
Henry H. Hector, III  1990 - 2001  
Michael E. Malone  2002 - 2006  
Gregory G. Fitch  2006 - present

Alaska Postsecondary Education Commission  
SHEEO  
Kerry Romesberg  1975 - 1988  
Ronald Phipps  1988 - 1989  
Allan Barnes  1991 - 1993  
Joe McCormick  1993 - 1995  
Diane Barrans  1995 - present

California State University System (2014)  
SHEEO  
Timothy P. White  2014 - present

Colorado Commission on Higher Education  
(1965-present)  
SHEEO  
Frank Abbott  1965 - 1976  
Eugene Wilson  1977 - 1977  
Lee Kerschner  1977 - 1983  
Blenda Wilson  1984 - 1988  
David Longanecker  1988 - 1993  
Dwayne Nuzum  1994 - 1999  
Jenna Langer  2006 - 2007  
David E. Skaggs  2007 - 2009  
D. Rico Munn  2009 - 2010  
Joseph A. Garcia  2011 - present

Colorado Department of Higher Education  
(2008-present)  
SHEEO  
Warren Fox  1991 - 2002  
Robert Moore  2002 - 2004  
Murray Haberman  2004 - 2009  
Karen Humphrey  2009 - 2011

Arizona Board of Regents  
SHEEO  
Alfred Atkinson  1947 - 1955  
Myron R. Holbert  1955 - 1956  
J. Byron McCormick  1956 - 1967  
Thomas L. Hall  1967 - 1971  
William R. Gable  1971 - 1972  
L.E. Woodall  1972 - 1978  
Robert A. Huff  1978 - 1985  
Molly C. Broad  1985 - 1992  
Frank Besnette  1992 - 1999  
Linda J. Blessing  1999 - 2004  
Joel Sideman  2004 - 2010  
Thomas K. Anderes  2010 - 2013  
Eileen Klein  2013 - present

Arkansas Department of Higher Education  
SHEEO  
Olin Cook  1969 - 1979  
Michael Elliott  1979 - 1982  
Gary Chamberlin  1982 - 1985  
Paul Marion  1985 - 1990  
Diane Gilliland  1990 - 1996  
Lu Hardin  1997 - 2002  
Linda Beene  2002 - 2007  
James Purcell  2008 - 2011  
Shane Broadway  2011 - present

California Postsecondary Education Commission (1974-2011)  
SHEEO  
Robert Harris  1974 - 1975  
Don McNeil  1975 - 1979  
Patrick Callan  1979 - 1986  
William Pickens  1986 - 1988  
Warren Fox  1991 - 2002  
Robert Moore  2002 - 2004  
Murray Haberman  2004 - 2009  
Karen Humphrey  2009 - 2011

SHEEO  
Louis Rabineau  1974 - 1976  
Andrew G. DeRocco  1992 - 1999  
Valerie F. DeRocco  2000 - 2008  
Michael P. Meotti  2008 - 2011

History of SHEEO’s Role in the United States | 33
Connecticut Office of Higher Education
SHEEO  Served
Jane A. Ciarleglio  2011 - present

Connecticut State Colleges and Universities
Board of Regents for Higher Education
SHEEO  Served
Robert A. Kennedy  2011 - 2012
Philip E. Austin, Interim  2012 - 2013
Gregory Gray  2013 - present

Delaware Higher Education Commission
SHEEO  Served
John F. Corrozzi  1974 - 1994
Marilyn B. Quinn  1994 - 2002
Maureen Laffey  2002 - 2013
Shana Payne  2013 - present

District of Columbia Office of the State Superintendent of Education
SHEEO  Served
Rolin Sidwell  2003 - 2005
Eurmon Hervey  2005 - 2008
Glenda Partee  2008 - 2009
George Alan Smith  2009 - 2011
Emily Durso  2011 - 2013
Gregory Meeropol  2013 - present

Florida Council for Education Policy
Research & Improvement
SHEEO  Served
David Spence  1981 - 1984
Thomas E. Furlong, Jr.  1984 - 1987
William B. Proctor  1987 - 2005

State University System of Florida
Board of Governors
SHEEO  Served
Mark Rosenberg  2005 - 2009
John Delaney  2009
Frank Brogan  2009 - 2013
Jan Ignash, Interim Chancellor  2013
Marshall Criser III  2013 - present

Board of Regents, University System of Georgia
SHEEO  Served
Harmon W. Caldwell  1949 - 1964
George L. Simpson, Jr.  1965 - 1979
Vernon Crawford  1980 - 1985
H. Dean Propst  1985 - 1993
Thomas C. Meredith  2002 - 2005
Erroll B. Davis, Jr.  2005 - 2011
Henry “Hank” Huckaby  2011 - present

University of Hawai`i
SHEEO  Served
John W. Gilmore  1908 - 1913
Arthur L. Dean  1914 - 1927
David L. Crawford  1927 - 1941
Gregg M. Sinclair  1942 - 1955
Paul S. Bachman  1955 - 1957
Laurence H. Snyder  1958 - 1963
Thomas H. Hamilton  1963 - 1968
Harlan Crawford  1969 - 1974
Fujio Matsuda  1974 - 1984
Albert J. Simone  1985 - 1992
Evan S. Dobelle  2001 - 2004
David McClain  2004 - 2009
M.R.C. Greenwood  2009 - 2013
David Lassner  2013 - present

Idaho State Board of Education
SHEEO  Served
Gilbert J. Carbone  1966 - 1968
Don L. Keith  1968 - 1969
Donald F. Kline  1969 - 1972
Milton Small  1972 - 1982
Charles McQuillum  1983 - 1987
Charles Rayburn Barton  1988 - 1997
Gregory Fitch  1998 - 2001
Gary W. Stivers  2001 - 2005
Dwight Johnson  2005 - 2007
Michael Rush  2007 - present

Illinois Board of Higher Education
SHEEO  Served
Richard Browne  1962 - 1965
Lyman Glenny  1965 - 1968
James B. Holdeman  1969 - 1973
Cameron West  1973 - 1974
James M. Furman  1975 - 1980
Keith R. Sanders  1998 - 2002
Daniel J. La Vista  2002 - 2004
Thomas Lamont  2004 - 2005
Judy Erwin  2005 - 2010
Don Sevener, Interim  2010 - 2010
George Reid  2010 - 2012
Harry Berman  2012 - 2014
James Applegate  2014 - present

Indiana Commission for Higher Education
SHEEO  Served
James B. Kessler  1972 - 1974
Richard Gibb  1974 - 1977
George Weathersby  1977 - 1984
Clyde Ingle  1984 - 1995
Stanley G. Jones  1995 - 2009
Teresa Lubbers  2009 - present

Board of Regents, State of Iowa
SHEEO  Served
R. Wayne Richey  1967 - 1998
Frank J. Stork  1998 - 2001
Gregory S. Nichols  2002 - 2005
Gary Steinke  2005 - 2007
Andy Baumert  2007 - 2008
Robert Donley  2008 - present

Kansas Board of Regents
SHEEO  Served
Hubert Brighton  1939 - 1961
Max Bickford  1961 - 1976
John J. Conard  1976 - 1982
Stanley Z. Koplik  1982 - 1993
Kim A. Wilcox  1999 - 2002
<table>
<thead>
<tr>
<th>Kentucky Council on Postsecondary Education</th>
<th>SHEEO Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reginald L. Robinson</td>
<td>2002 - 2010</td>
</tr>
<tr>
<td>John “Andy” Tompkins</td>
<td>2010 - present</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Louisiana Board of Regents</th>
<th>SHEEO Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bernard Sliger</td>
<td>1969 - 1972</td>
</tr>
<tr>
<td>William Arceneaux</td>
<td>1972 - 1987</td>
</tr>
<tr>
<td>Sally Clausen</td>
<td>1988 - 1993</td>
</tr>
<tr>
<td>Sammie Cosper</td>
<td>1990 - 1993</td>
</tr>
<tr>
<td>Larry Crain</td>
<td>1993 - 1996</td>
</tr>
<tr>
<td>E. Joseph Savoie</td>
<td>1996 - 2008</td>
</tr>
<tr>
<td>Sally Clausen</td>
<td>2008 - 2010</td>
</tr>
<tr>
<td>Tom Layzell, Interim</td>
<td>2010 - 2011</td>
</tr>
<tr>
<td>James Purcell</td>
<td>2011 - 2014</td>
</tr>
<tr>
<td>Tom Layzell, Senior Advisor to the Board</td>
<td>2014 - present</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>University of Maine System Board of Trustees Office</th>
<th>SHEEO Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donald R. McNeil</td>
<td>1968 - 1975</td>
</tr>
<tr>
<td>Stanley Freeman, Acting</td>
<td>1974 - 1975</td>
</tr>
<tr>
<td>Patrick McCarthy</td>
<td>1975 - 1986</td>
</tr>
<tr>
<td>Harlan Phillippi, Acting</td>
<td>1986 - 1986</td>
</tr>
<tr>
<td>Jack E. Freeman</td>
<td>1986 - 1986</td>
</tr>
<tr>
<td>Robert L. Woodbury</td>
<td>1986 - 1993</td>
</tr>
<tr>
<td>J. Michael Orenduff</td>
<td>1993 - 1995</td>
</tr>
<tr>
<td>Robert L. Woodbury, Interim</td>
<td>1995 - 1995</td>
</tr>
<tr>
<td>Terrence J. MacTaggart</td>
<td>1996 - 2001</td>
</tr>
<tr>
<td>Donald L. McDowell, Interim</td>
<td>2001 - 2002</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Minnesota Higher Education Commission</th>
<th>SHEEO Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wesley N. Dorn</td>
<td>1973 - 1980</td>
</tr>
<tr>
<td>Shaila R. Aery</td>
<td>1989 - 1995</td>
</tr>
<tr>
<td>Patricia Florestano</td>
<td>1995 - 2000</td>
</tr>
<tr>
<td>Karen R. Johnson</td>
<td>2000 - 2003</td>
</tr>
<tr>
<td>John A. Sabatini, Jr., Acting Secretary</td>
<td>2003</td>
</tr>
<tr>
<td>Calvin W. Burnett</td>
<td>2004 - 2007</td>
</tr>
<tr>
<td>James Earl Lyons, Sr.</td>
<td>2007 - 2010</td>
</tr>
<tr>
<td>Elisabeth Sachs, Interim</td>
<td>2011 - 2011</td>
</tr>
<tr>
<td>Danette Gerald Howard</td>
<td>2011 - 2014</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Maryland Higher Education Commission</th>
<th>SHEEO Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard Hawk</td>
<td>1966 - 1977</td>
</tr>
<tr>
<td>Clyde Ingle</td>
<td>1977 - 1984</td>
</tr>
<tr>
<td>David Longanecker</td>
<td>1984 - 1988</td>
</tr>
<tr>
<td>David Powers</td>
<td>1988 - 1994</td>
</tr>
<tr>
<td>Robert K. Poch</td>
<td>1996 - 2004</td>
</tr>
<tr>
<td>Susan Heegaard</td>
<td>2004 - 2009</td>
</tr>
<tr>
<td>David Metzen</td>
<td>2009 - 2010</td>
</tr>
<tr>
<td>Sheila Wright</td>
<td>2011 - 2011</td>
</tr>
<tr>
<td>Larry Pogemiller</td>
<td>2011 - present</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Minnesota State Colleges &amp; Universities</th>
<th>SHEEO Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judith Eaton</td>
<td>1995 - 1997</td>
</tr>
<tr>
<td>Morrie Anderson</td>
<td>1997 - 2001</td>
</tr>
<tr>
<td>James H. McCormick</td>
<td>2001 - 2011</td>
</tr>
<tr>
<td>Steve J. Rosenstone</td>
<td>2011 - present</td>
</tr>
</tbody>
</table>

*John Duff was the Massachusetts Board's first Chancellor. The Commonwealth changed the Massachusetts SHEEO title from Chancellor to Commissioner in 2008.

**Notes:**
- **SHEEO** refers to the State Higher Education Office.
- **Served** indicates the years during which the individual served in the role.
- **Interim** denotes a temporary role.
- **Senior Advisor to the Board** indicates a role beyond the normal term.

---

History of SHEEO’s Role in the United States | 35
<table>
<thead>
<tr>
<th>State and Higher Education Commission</th>
<th>SHEEO Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Montana University System</td>
<td>Lawrence K. Pettit 1973 - 1978</td>
</tr>
<tr>
<td></td>
<td>John A. Richardson 1979 - 1981</td>
</tr>
<tr>
<td></td>
<td>Irving E. Dayton 1981 - 1984</td>
</tr>
<tr>
<td></td>
<td>Carrol Krause 1984 - 1990</td>
</tr>
<tr>
<td></td>
<td>John M. Hutchinson 1990 - 1993</td>
</tr>
<tr>
<td></td>
<td>Jeffrey D. Baker 1993 - 1996</td>
</tr>
<tr>
<td></td>
<td>Richard Crofts 1996 - 2002</td>
</tr>
<tr>
<td></td>
<td>Sheila Stearns 2003 - 2012</td>
</tr>
<tr>
<td>Montana University System</td>
<td>Clayton Christian 2012 - present</td>
</tr>
<tr>
<td>Nebraska’s Coordinating Commission for Postsecondary Education</td>
<td>William Fuller 1976 - 1985</td>
</tr>
<tr>
<td></td>
<td>Sue Gessner 1985 - 1989</td>
</tr>
<tr>
<td></td>
<td>Bruce Stahl 1989 - 1994</td>
</tr>
<tr>
<td></td>
<td>David R. Powers 1994 - 2005</td>
</tr>
<tr>
<td></td>
<td>Marshall A. Hill 2005 - 2013</td>
</tr>
<tr>
<td></td>
<td>Carna Pfeil, Interim 2013 -</td>
</tr>
<tr>
<td></td>
<td>Robert Bersi 1981 - 1987</td>
</tr>
<tr>
<td></td>
<td>Mark Dawson 1987 - 1993</td>
</tr>
<tr>
<td></td>
<td>Richard Jarvis 1994 - 1999</td>
</tr>
<tr>
<td></td>
<td>Jane Rogers 2000 - 2004</td>
</tr>
<tr>
<td></td>
<td>James E. Rogers 2004 - 2009</td>
</tr>
<tr>
<td></td>
<td>Daniel Klaich 2009 - present</td>
</tr>
<tr>
<td></td>
<td>Edward R. MacKay 2014 - present</td>
</tr>
<tr>
<td>University System of New Hampshire</td>
<td>Bruce R. Poulton 1975 - 1982</td>
</tr>
<tr>
<td></td>
<td>Kasper C. Marking 1983 - 1986</td>
</tr>
<tr>
<td></td>
<td>Claire A. Van Ummersen 1986 - 1992</td>
</tr>
<tr>
<td></td>
<td>Stephen J. Reno 2000 - 2009</td>
</tr>
<tr>
<td></td>
<td>Edward R. MacKay 2009 - 2013</td>
</tr>
<tr>
<td></td>
<td>Todd J. Leach 2013 - present</td>
</tr>
<tr>
<td></td>
<td>T. Edward Hollander 1977 - 1990</td>
</tr>
<tr>
<td></td>
<td>Edward G. Goldberg 1990 - 1994</td>
</tr>
<tr>
<td></td>
<td>Dewayne Matthews 1985 - 1989</td>
</tr>
<tr>
<td></td>
<td>Kathy Keys 1989 - 1993</td>
</tr>
<tr>
<td></td>
<td>Bruce Hamlett 1993 - 2002</td>
</tr>
<tr>
<td></td>
<td>Letitia Chambers 2004 - 2005</td>
</tr>
<tr>
<td>New Mexico Higher Education Department</td>
<td>Beverlee McClure 2006 - 2007</td>
</tr>
<tr>
<td></td>
<td>Reed Dasenbrock 2007 - 2009</td>
</tr>
<tr>
<td></td>
<td>Peter White 2009 - 2009</td>
</tr>
<tr>
<td></td>
<td>Viola E. Florez 2009 - 2010</td>
</tr>
<tr>
<td></td>
<td>Jose Z. Garcia 2011 - present</td>
</tr>
<tr>
<td>New York State Education Department (Board of Regents)</td>
<td>Donald J. Nolan 1982 - 1996</td>
</tr>
<tr>
<td></td>
<td>Gerald W. Patton Unknown - 2001</td>
</tr>
<tr>
<td></td>
<td>Johanna Duncan-Poitier 2002 - 2009</td>
</tr>
<tr>
<td></td>
<td>Joseph P. Frey 2009 - 2011</td>
</tr>
<tr>
<td></td>
<td>James Baldwin, Interim 2011 - 2011</td>
</tr>
<tr>
<td></td>
<td>John D’Agati 2011 - present</td>
</tr>
<tr>
<td>New York State Education Department, Office of the Secretary of Higher Education</td>
<td>Martine Hammond Paludan 1994 - 1998</td>
</tr>
<tr>
<td></td>
<td>James E. Sulton, Jr 1999 - 2003</td>
</tr>
<tr>
<td></td>
<td>Jeanne Oswald, Jr 2004 - 2006</td>
</tr>
<tr>
<td></td>
<td>Jane Oates 2006 - 2009</td>
</tr>
<tr>
<td></td>
<td>Marguerite Beardsley 2009 - 2010</td>
</tr>
<tr>
<td></td>
<td>Glenn Lang 2010 - 2011</td>
</tr>
<tr>
<td>University of North Carolina</td>
<td>Gordon Gray 1950 - 1955</td>
</tr>
<tr>
<td></td>
<td>William C. Friday 1956 - 1986</td>
</tr>
<tr>
<td></td>
<td>C. D. Spangler, Jr. 1986 - 1997</td>
</tr>
<tr>
<td></td>
<td>Molly Corbett Broad 1997 - 2005</td>
</tr>
<tr>
<td></td>
<td>Erskine B. Bowles 2006 - 2010</td>
</tr>
<tr>
<td></td>
<td>Thomas W. Ross 2011 - present</td>
</tr>
</tbody>
</table>

History of SHEEO’s Role in the United States | 36
North Dakota University System
SHEEO Served
Albert Arnason 1942 - 1957
Arthur Mead 1957 - 1963
Kenneth Raschke 1964 - 1978
Kent Alm 1978 - 1981
John Richardson 1981 - 1990
Thomas Clifford 1990 - 1991
Larry Isaak 1994 - 2003
Robert L. Potts 2004 - 2007
William G. Goetz 2007 - 2012
Hamid Augustine Shirvani 2012 - 2013
Larry C. Skogen, Interim Chancellor 2013 - present

Ohio Board of Regents
SHEEO Served
John D. Millett 1964 - 1972
James A. Norton 1973 - 1978
Edward Q. Moulton 1979 - 1983
William B. Coulter 1984 - 1989
Elaine H. Hairston 1990 - 1997
Roderick G. W. Chu 1998 - 2006
E. Garrison Walters, Interim 2006
Eric D. Fingerhut 2007 - 2011
James Petro 2011 - 2013
Stephanie Davidson, Interim Chancellor 2013 - 2013
John Carey 2013 - present

Ohio University System (1950-2014)
SHEEO Served
Charles Byrne 1950 - 1955
John Richards 1955 - 1961
Roy Lieuallen 1961 - 1982
William Davis 1982 - 1986
Bill Lemman 1988 - 1989
Tom Bartlett 1989 - 1994
Joseph Cox 1994 - 2002
Richard Jarvis 2002 - 2004
George Perneisteiner 2004 - 2013
Melody Rose, Interim Chancellor 2013 - present

Oregon University System (1985-2011)
SHEEO Served
Ismael Ramirez-Soto 1985 - 1994
Sandra Espada-Santos 1994 - 2002
Justo Reyes-Torres 2002 - 2006
Viviana Abreu-Hernandez 2006 - 2009
David A. Báez-Dávila 2009 - 2011
Carmen Luz Berríos Rivera 2011 - 2013
David A. Báez Dávila, Acting Exec Director 2013 - present

Oregon Higher Education Coordinating Commission (July 1, 2014)
SHEEO Served
Ben Cannon 2014 - present

Pennsylvania Department of Education – Office of Postsecondary and Higher Education
SHEEO Served
George L. Shevlin Unknown - 2001
William V. Larkin 2003 - 2005
James L. Garity 2005 - 2007
Kathleen Shaw 2007 - 2009
Sandra O. Edmunds 2009 - 2011
L. Jill Hans 2011 - present

Pennsylvania State System of Higher Education
SHEEO Served
Judy G. Hample 2001 - 2008
John C. Cavanaugh 2008 - 2013
Peter H. Garland, Acting Chancellor 2013
Frank Brogan 2013 - present

Rhode Island Board of Governors for Higher Education (1981-2012)
SHEEO Served
Eleanor M. McMahon 1981 - 1989
Americo W. Petrocelli 1989 - 1995
Stephen Hulbert 1996 - 1999
William R. Holland 1999 - 2002
Jack R. Warner 2002 - 2009
Ray M. Di Pasquale 2009 - 2013

Rhode Island Office of Higher Education (January 2013)
SHEEO Served
Clark Greene, Acting Director 2013 - present

South Carolina Commission on Higher Education
SHEEO Served
Frank E. Kinard 1967 - 1968
James A. Morris 1968 - 1972
Howard R. Boozer 1973 - 1986
Fred R. Sheheen 1987 - 1997
Charles Rayburn Barton 1997 - 2003
Conrad D. Festa 2004 - 2006
Garrison Walters 2007 - 2012
Julie Carullo, Acting Executive Director 2012 - 2013
Richard C. Sutton 2013 - present

Oklahoma State Regents for Higher Education
SHEEO Served
M. A. Nash 1943 - 1961
J. A. Leone 1982 - 1987
Hans Brisch 1987 - 2003
Paul Risser 2003 - 2007
Glen D. Johnson 2007 - present

Oklahoma State Regents for Higher Education
SHEEO Served
Charles Byrne 1950 - 1955
John Richards 1955 - 1961
Roy Lieuallen 1961 - 1982
William Davis 1982 - 1986
Bill Lemman 1988 - 1989
Tom Bartlett 1989 - 1994
Joseph Cox 1994 - 2002
Richard Jarvis 2002 - 2004
George Perneisteiner 2004 - 2013
Melody Rose, Interim Chancellor 2013 - present

Oregon Educational Coordinating Commission
SHEEO Served
T. K. Olson 1975-1988
South Dakota Board of Regents
SHEEO Served
Elgie Coacher 1958 - 1968
Richard D. Gibb 1968 - 1974
Robert H. DeZonia 1974 - 1976
Gordon Foster 1981 - 1986
Roger T. Schinness 1986 - 1988
Ernest L. Buckley 1988 - 1989
Howell W. Todd 1989 - 1994
Jack R. Warner 2009 - present

Tennessee Higher Education Commission
SHEEO Served
John Folger 1967 - 1975
Wayne Brown 1975 - 1985
Arliss L. Roaden 1985 - 1995
Bryant Millsaps 1995 - 1996
Richard G. Rhoda 1997 - present

Texas Higher Education Coordinating Board
SHEEO Served
Jack Williams 1966 - 1968
Bevington Reed 1968 - 1976
Don W. Brown 1997 - 2004
Raymund A. Paredes 2004 - present

Utah System of Higher Education
SHEEO Served
Homer G. Durham 1969 - 1976
Arvo Van Alstyne 1981 - 1985
William Rolfe Kerr 1985 - 1993
Cecelia H. Foxley 1993 - 2003
Richard E. Kendell 2003 - 2008
William A. Sederburg 2008 - 2012
David L. Buhler 2012 - present

The University of Vermont
SHEEO Served
Judith Ramaley 1997 - 2001
Daniel M. Fogel 2002 - 2011
A. John Bramley, Interim President 2011 - 2012
E. Thomas Sullivan 2012 - present

Vermont State Colleges
SHEEO Served
Robert S. Babcock 1965 - 1973
William G. Craig 1974 - 1977
Richard E. Bjork 1977 - 1984
Charles L. Bunting 1985 - 1999
Robert G. Clarke 1999 - 2009
Timothy J. Donovan 2009 - present

State Council of Higher Education for Virginia
SHEEO Served
Paul Farrier 1956 - 1958
William McFarlane 1958 - 1964
Prince B. Woodard 1964 - 1970
Roy E. McTarnagham 1970 - 1972
Daniel E. Marvin 1972 - 1977
J. Michael Mullen 1997 - 1998
Phyllis Palmiero 2000 - 2003
Nancy Cooley 2003 - 2004
Daniel J. La Vista 2004 - 2010
Thomas Daley, Acting Agency Head 2010 - 2011
Peter Blake 2011 - present

Washington Council on Higher Education
SHEEO Served
James M. Furman 1970 - 1974
Patrick Callan 1975 - 1978
Gail Norris 1978 - 1982
Carl Trendler 1983 - 1985

Washington Council for Postsecondary Education (dates uncertain)
SHEEO Served
Robert Thoeny 1986 - 1988
Ann Daley 1989 - 1992
Elson Floyd 1993 - 1995
Marcus S. Gaspard 1995 - 2003
James E. Sulton, Jr. 2004 - 2007
Ann E. Daley 2007 - 2010
Donald Bennett 2010 - 2012

Washington Student Achievement Council (2012-present)
SHEEO Served
Donald Bennett 2012 - 2013
Gene Sharratt 2013 - present

State Council of Higher Education for Virginia
SHEEO Served
Paul Farrier 1956 - 1958
William McFarlane 1958 - 1964
Prince B. Woodard 1964 - 1970
Roy E. McTarnagham 1970 - 1972
Daniel E. Marvin 1972 - 1977
J. Michael Mullen 1997 - 1998
Phyllis Palmiero 2000 - 2003
Nancy Cooley 2003 - 2004
Daniel J. La Vista 2004 - 2010
Thomas Daley, Acting Agency Head 2010 - 2011
Peter Blake 2011 - present

Washington Council on Higher Education
SHEEO Served
James M. Furman 1970 - 1974
Patrick Callan 1975 - 1978
Gail Norris 1978 - 1982
Carl Trendler 1983 - 1985

State Council of Higher Education for Virginia
SHEEO Served
Paul Farrier 1956 - 1958
William McFarlane 1958 - 1964
Prince B. Woodard 1964 - 1970
Roy E. McTarnagham 1970 - 1972
Daniel E. Marvin 1972 - 1977
J. Michael Mullen 1997 - 1998
Phyllis Palmiero 2000 - 2003
Nancy Cooley 2003 - 2004
Daniel J. La Vista 2004 - 2010
Thomas Daley, Acting Agency Head 2010 - 2011
Peter Blake 2011 - present

Washington Council on Higher Education
SHEEO Served
James M. Furman 1970 - 1974
Patrick Callan 1975 - 1978
Gail Norris 1978 - 1982
Carl Trendler 1983 - 1985

State Council of Higher Education for Virginia
SHEEO Served
Paul Farrier 1956 - 1958
William McFarlane 1958 - 1964
Prince B. Woodard 1964 - 1970
Roy E. McTarnagham 1970 - 1972
Daniel E. Marvin 1972 - 1977
J. Michael Mullen 1997 - 1998
Phyllis Palmiero 2000 - 2003
Nancy Cooley 2003 - 2004
Daniel J. La Vista 2004 - 2010
Thomas Daley, Acting Agency Head 2010 - 2011
Peter Blake 2011 - present

Washington Council on Higher Education
SHEEO Served
James M. Furman 1970 - 1974
Patrick Callan 1975 - 1978
Gail Norris 1978 - 1982
Carl Trendler 1983 - 1985

Washington Council on Higher Education
SHEEO Served
James M. Furman 1970 - 1974
Patrick Callan 1975 - 1978
Gail Norris 1978 - 1982
Carl Trendler 1983 - 1985

West Virginia Board of Regents, now known as: West Virginia Higher Education Policy Commission
SHEEO Served
Prince B. Woodard 1970 - 1974
Ben L. Morton 1974 - 1980
Leon H. Ginsberg 1984 - 1986
William K. Simmons 1988 - 1989
Charles Manning (University Sys) 1990 - 2000
Paul Marion (State College Sys) 1990 - 1993
Clifford Trump (State College Sys) 1994 - 2000
John F. Thralls 2000 - 2001
J. Michael Mullen 2001 - 2005
Bruce C. Flack 2005 - 2006
Brian Noland 2006 - 2012
Paul L. Hill 2012 - present
University of Wisconsin System

**SHEEO**  
**Served**
- John C. Weaver  1971 - 1977
- H. Edwin Young  1977 - 1980
- Kenneth A. Shaw  1986 - 1991
- Katherine C. Lyall  1992 - 2004
- Kevin P. Reilly  2004 - 2013
- Richard Telfer, Interim for 1.5 months  2014
- Ray Cross  2014 - present

University of Wyoming

**SHEEO**  
**Served**
- George Duke Humphrey  1945 - 1964
- John T. Fey  1964 - 1966
- John E. King Jr.  1966 - 1967
- H.T. Person  1967 - 1968
- William D. Carlson  1968 - 1978
- Hugh B. McFadden  1978 - 1979
- Donald L. Veal  1981 - 1987
- Terry P. Roark  1987 - 1997
- Philip L. Dubois  1997 - 2005
- Thomas Buchanan  2005 - 2013
- Robert Sternberg, interim president  2013 - 2014
- Richard C. McGinity  2014 - present

Wyoming Community College Commission

**SHEEO**  
**Served**
- Charles Wing  1972 - 1975
- James R. Randolph  1985 - 1989
- James Meznik  1989 - 1994
- Bruce Snyder  2000 - 2002
- Richard Gilliland  2002 - 2004
- Ed Boenisch  2004 - 2005
- James O. Rose  2005 - present

Participants from left to right —  
Bottom row: Weldon Walsh, William Hendricks, Ralph Green, Hubert Brighton, S. V. Martorana, and Carl Gernetzky.  
APPENDIX F:
STAFF WHO HAVE SERVED SHEEO
(employment two or more years, or presently employed by SHEEO)

<table>
<thead>
<tr>
<th>Name</th>
<th>Tenure</th>
<th>Name</th>
<th>Tenure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diane Peterson</td>
<td>1995 – 2007</td>
<td>Andrew Carlson</td>
<td>2012 – present</td>
</tr>
<tr>
<td>Hans L’Orange</td>
<td>1998 – present</td>
<td>Angela Sanchez</td>
<td>2013 – present</td>
</tr>
<tr>
<td>Gail Miller</td>
<td>2000 – 2005</td>
<td>George Pernsteiner</td>
<td>2014 – present</td>
</tr>
<tr>
<td>Paul Lingenfelter</td>
<td>2000 – 2013</td>
<td>John Armstrong</td>
<td></td>
</tr>
<tr>
<td>Susan Winter</td>
<td>2001 – 2008</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mary Sweeney</td>
<td>2001 – 2005</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tricia Coulter</td>
<td>2002 – 2005</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tara Bisel</td>
<td>2003 – 2005</td>
<td></td>
<td></td>
</tr>
<tr>
<td>David Wright</td>
<td>2003 – 2006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gladys Kerns</td>
<td>2005 – present</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharmila Basu Mann</td>
<td>2005 – present</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
James R. Mingle
Executive Director of SHEEO
1984-2000

Paul E. Lingenfelter
President of SHEEO
2000-2013