



**National Council for State Authorization  
Reciprocity Agreements**

**NC-SARA Board Meeting**

**Kansas City, MO**

**May 9 – 11, 2023**

3005 Center Green Drive, Suite 130 • Boulder, CO 80301  
303.848.3764 • [www.nc-sara.org](http://www.nc-sara.org)

# NC-SARA May 2023 Board Meeting Book

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# MEETING AGENDA

## NC-SARA Board Meeting Agenda

May 9 – 11, 2023

Kansas City Airport Marriott

Rooms: Salon A-C

**PLEASE NOTE: All times are Central Time Zone**

### Tuesday May 9, 2023

6:00 pm **Reception and Social Dinner – Optional**

### Wednesday May 10, 2023

7:30 am **Breakfast Buffet Available**

9:00 am **Welcome and Roll Call** (Ed Ray, Board Chair)

9:05 am **Meeting Agenda and Overview of Public Session** (Marianne Boeke, Interim President & CEO; Vice President, Research and State Partnerships, NC-SARA)

**--- PUBLIC SESSION OF MEETING BEGINS AT 9:15 AM ---**

9:15 am **Welcome to the Public Session** (Ed Ray, Board Chair)  
(No materials for the public session)

#### **Update on the SARA Policy Modification Process**

In the public session of the NC-SARA Board meeting, representatives from the SARA community will discuss the SARA Policy Modification Process.

- a) Overview of SARA Policy Modification Process and Where We Are
  - Jared Abdirkin, SARA Director, New England Board of Higher Education (NEBHE) & Co-Chair of the SARA Policy Implementation Team
- b) Update on SARA Policy Portal
  - Yovani Pina, Director of Information Technology, NC-SARA
- c) Review of Regional Steering Committees' (RSC) Processes for Reviewing and Voting on Proposals
  - Jared Abdirkin, SARA Director, New England Board of Higher Education (NEBHE) & Co-Chair of the SARA Policy Implementation Team

- Jennifer Armour, Chair, Midwestern Higher Education Compact (MHEC) Regional Steering Committee
  - Tamara Baysinger, Chair, Western Interstate Commission for Higher Education (WICHE) Regional Steering Committee
  - Terrence Scarborough, Chair, Southern Regional Education Board (SREB) Regional Steering Committee
- d) Next Steps in SARA Policy Modification Process
- Sam Loftin, Director of Consumer Protection, Washington Student Achievement Council & Co-Chair of the SARA Policy Implementation Team

**Break (15 minutes)**

**Discussion about Proposed SARA Policy Modifications**

During the second part of the public session of the NC-SARA Board meeting, representatives from the SARA community will discuss proposals that were submitted by the February 3, 2023 deadline.

- a) Overview of the Categories of SARA Policy Proposals
- b) Discussion of the SARA Policy Proposals

**--- PUBLIC SESSION OF MEETING ENDS AT NOON ---**

- |          |   |
|----------|---|
| 12:00 pm | <b>Lunch</b>  |
| 1:00 pm  | <b>Policy Committee Update and Discussion</b> (Angela Lee, Committee Chair)<br><i>(No materials for this session)</i>   |
| 2:00 pm  | <b>(ACTION) Minutes of the January 2023 Board Meeting</b> (Ed Ray, Board Chair) <i>(Draft minutes are available on the Board Secure Website)</i>  |
| 2:15 pm  | <b>Break</b>  |
| 2:45 pm  | <b>Report and Recommendations from the Finance Committee</b> (John Cavanaugh, Board Treasurer; Ashley Rasmussen, Director of Finance, NC-SARA)  |
|          | <ul style="list-style-type: none"> <li>a) Review of FY23 Financial Statement <i>(available on the Board Secure Website)</i></li> <li>b) <b>(ACTION)</b> NC-SARA Budget for FY24 <i>(available on the Board Secure Website)</i></li> </ul> |

- 3:45 pm      **Report and Recommendations from the Executive Committee** (Ed Ray, Board Chair)
- a) **(ACTION)** SARA State and Territory Grant Proposal (*see proposal in Meeting Materials section of Board Meeting Book*)
  - b) **(ACTION)** NC-SARA Bylaw change: The Composition of the Executive Committee (*All proposed bylaw changes for this session are available on the Board Secure Website in the document "NC-SARA Bylaw Changes, May 2023"*)
  - c) **(ACTION)** NC-SARA Bylaw change: Secretary to the Board
  - d) **(ACTION)** NC-SARA Bylaw change: Alignment of SARA Policy Manual and Board Bylaws
  - c) **(ACTION)** NC-SARA Bylaw change: President and CEO to President

*(If time allows, there is flexibility to begin agenda items from Day 2 before adjourning.)*

5:00 pm      **Adjourn**

6:00 pm      **Dinner at Hotel**

Thursday May 11, 2023

**PLEASE NOTE: All times are Central Time Zone**

- 7:30 am      **Breakfast Buffet Available**
- 9:00 am      **Welcome and Roll Call** (Ed Ray, Board Chair)
- 9:05 am      **Strategy Committee Update and Discussion** (Barbara Gellman-Danley, Committee Chair)
- a) Discussion of HLC's *2023 Trends in Higher Education Report: Implications for SARA* (*link to report available on the Board Secure Website*)
- 10:00 am      **Governance and Nominations Committee Update and Discussion** (Eduardo Ochoa, Committee Chair)
- a) Proposed Procedure for Open Sessions of the NC-SARA Board (*available on the Board Secure Website*)
  - b) Proposed Procedure for Handling Governance Suggestions (*available on the Board Secure Website*)
  - c) Proposed Procedure for Nominating Candidates for Board Membership (*available on the Board Secure Website*)
- 11:00 am      **Break**
- 11:15 am      **Task Force on Consumer Protection Update and Discussion** (Art Coleman, Task Force Chair) (*No materials for this session*)
- a) Status of U.S. Department of Education Regulations Potentially Impacting SARA
  - b) New 2023 Negotiated Rulemaking Topic(s) Potentially Impacting SARA
- Noon          **Working Lunch (Boxed Lunch) - Executive Session** (Ed Ray, Board Chair)
- a) President Search Update and Discussion (Rob Anderson and Lanna Dueck, Committee Co-chairs)
  - b) Other
- 1:00 pm      **Adjourn**

# MEETING PARTICIPANTS



## NC-SARA Spring 2023 Board Meeting Participants

### Board Members (in-person)

1. **Rob Anderson (Vice Chair)**, President, State Higher Education Executive Officers (SHEEO)
2. **John Cavanaugh (Treasurer)**, Former President & CEO, Consortium of Universities of the Washington Metropolitan Area
3. **Laurie Dodge**, Executive Vice Chancellor of Academic Affairs & Provost, University of Massachusetts Global
4. **Lanna Dueck**, Executive Director of the Arizona SARA Council
5. **Barbara Gellman-Danley**, President, Higher Learning Commission
6. **Susan Heegaard**, President, Midwestern Higher Education Compact (MHEC)
7. **Angela Lee**, Executive Director, District of Columbia Higher Education Licensure Commission
8. **Demi Michelau**, President, Western Interstate Commission for Higher Education (WICHE)
9. **Eduardo Ochoa**, President Emeritus, California State University, Monterey Bay
10. **Stephen Pruitt**, President, Southern Regional Education Board (SREB)
11. **Elise Scanlon**, Principal, Elise Scanlon Law Group
12. **Peter Smith**, President Emeritus, California State University Monterey Bay
13. **Michael Thomas**, President & CEO, New England Board of Higher Education (NEBHE)
14. **Sarah Armstrong Tucker**, Chancellor, West Virginia Higher Education Policy Commission

### Board Members (virtual)

1. **Ed Ray (Chair)**, President Emeritus & Professor of Economics, Oregon State University
2. **Art Coleman**, Managing Partner & Co-Founder, EducationCounsel, LLC
3. **Carlos Morales**, President, Tarrant County Colleges Connect Campus
4. **Jason Rojas**, Majority Leader, Connecticut House of Representatives
5. **Larry Tremblay**, Deputy Commissioner for Planning, Research, and Academic Affairs, Louisiana Board of Regents (Retired)

### Regional Compact SARA Staff (in-person)

1. **Jared Abdirkin**, Director, State Authorization Reciprocity Agreements, New England Board of Higher Education (NEBHE)
2. **Sara Appel**, Director of M-SARA, Midwestern Higher Education Compact (MHEC)
3. **Molly Hall-Martin**, Director, State Authorization Reciprocity Agreements, Policy Analysis and Research, Western Interstate Commission for Higher Education (WICHE)
4. **Elisa Jaden**, Regional SARA Director, Southern Regional Education Board (SREB)
5. **Patrick Lane**, Vice President, Policy Analysis and Research, Western Interstate Commission for Higher Education (WICHE)
6. **Charlotte Ochs**, Program Coordinator for Tuition Break and SARA, New England Board of Higher Education (NEBHE)
7. **Shelley Plutto**, Project Manager, W-SARA, Western Interstate Commission for Higher Education (WICHE)

### Regional Compact SARA Staff (virtual)

1. **Jenny Parks**, Vice President of Policy & Research, Midwestern Higher Education Compact (MHEC)
2. **Leah Reinert**, Policy & Research Manager, Midwestern Higher Education Compact (MHEC)

### Guests (in-person)

1. **Jennifer Armour**, Associate Director for Academic Affairs, Kansas Board of Regents; Regional Steering Committee Chair, Midwestern Higher Education Compact (MHEC)
2. **Sam Loftin**, Director of Consumer Protection, Washington Student Achievement Council; Co-Chair, Policy Implementation Team
3. **Julie Woodruff**, Senior Compliance Counsel, Regulatory Compliance Division, Tennessee Higher Education Commission; Regional Steering Committee Vice Chair, Southern Regional Education Board (SREB)

### Guests (virtual)

1. **Tamara Baysinger**, State Authorization Program Manager, Idaho State Board of Education; Regional Steering Committee Chair, Western Interstate Commission for Higher Education (WICHE)

2. **Terrence Scarborough**, Director of SARA North Carolina, North Carolina State Education Assistance Authority (UNC System Office); Regional Steering Committee Chair, Southern Regional Education Board (SREB)

#### NC-SARA Staff (in-person)

1. **Marianne Boeke**, Interim President & CEO; Vice President, Research and State Partnerships, National Council for State Authorization Reciprocity Agreements (NC-SARA)
2. **Melanie Booth**, Vice President, Educational Programs & Engagement, National Council for State Authorization Reciprocity Agreements (NC-SARA)
3. **Stacey Hogan**, Project & Events Manager, National Council for State Authorization Reciprocity Agreements (NC-SARA)
4. **Emily Jacobson**, Director for Student & Institution Support, National Council for State Authorization Reciprocity Agreements (NC-SARA)
5. **Nick Ortiz**, Application Programmer/Analyst, National Council for State Authorization Reciprocity Agreements (NC-SARA)
6. **Schuyler Perry**, Senior Executive Assistant, National Council for State Authorization Reciprocity Agreements (NC-SARA)
7. **Yovani Pina**, Director of Information Technology, National Council for State Authorization Reciprocity Agreements (NC-SARA)
8. **Ashley Rasmussen**, Director of Finance, National Council for State Authorization Reciprocity Agreements (NC-SARA)
9. **Shannon Walker**, Associate Director for Business Operations/HR, National Council for State Authorization Reciprocity Agreements (NC-SARA)

#### NC-SARA Staff (virtual)

10. **Jeannie Yockey-Fine**, General Counsel & Vice President for Policy, Regulatory Affairs, and Administration, National Council for State Authorization Reciprocity Agreements (NC-SARA)

# MEETING MATERIALS



## SARA Member State and Territory Grants

**Background:** With SARA now well established across the United States and territories, and a significant and still increasing number of institutions participating, there is sufficient data and insight to identify areas for enhancement and opportunity. At the May 2022 NC-SARA Board meeting, during the June 2022 Board retreat, and again at the October 2022 meeting, Board members raised this very topic and came to consensus that there is need, funds, and benefit to increase support to member states and territories for their SARA work. The four regional education compacts, in particular SARA dedicated-staff, have similarly observed the need and benefit for increased resources to support state and territory capacity in their SARA work. This was also reinforced by a recent NC-SARA staff nationwide survey of SPEs, as well as the in-person SPE conference in September 2022, in which capacity concerns related to available resources was consistently referenced.

Given the states and territories are the backbone for SARA, and the primary entity responsible for institutional compliance and student complaints, it is crucial they operate as optimally as possible. We all understand the value of SPEs and the critical work they do, and want to support them in improving processes and meeting baseline needs to aid in the important work they provide to the agreement. It is critical that our state entities be as best equipped and continually engaged as possible. This proposal would allocate a small percentage of the collective SARA revenue to ongoing development of SPEs.

**Purpose:** The regional compact directors in coordination with NC-SARA will oversee the allocation of dedicated resources from the collective pool of SARA revenue to focus directly on state support. Three of the four compacts have been offering mini-grants or similar support to their SPEs already, so this would be something the vast majority of SPEs are already accustomed to.

Potential uses for the grant funds could include, but are not limited to:

- Updating and improving digital infrastructure
- Improving data collection, including metrics used, and quality
- Multi-state regional and/or interregional collaboration
- Training and/or professional development (ex: webinar access, conference attendance)
- Membership fees
- Updating and improving authorization processes
- Assessment of current operations
- External consultants

**Request:** The compacts propose an initial line item in the annual NC-SARA budget of at least **\$390,000, allowing for up to \$7,500 for each of the 52 member states and territories.** This state-focused amount would be separate from the current division of revenue among the five SARA partners, and remain held and administered by NC-SARA with the involvement of the Compacts. While it is unlikely all member states or territories make a request for and utilize the collective amount available on an annual basis, we would like to make sure this maximum amount is set aside each year. At the end of each fiscal year, we ask that the currently requested full amount (\$390,000) be available again for the next fiscal year. There may come a point where a higher annual amount is requested (subject to a future proposal and approval in the future). Flexibility is encouraged in making decisions on awarding grants, to ensure good ideas, projects, opportunities etc. can be supported. This program will be jointly overseen by the Compact Directors and NC-SARA staff.

**Administration:** Compact staff and NC-SARA leadership have regular meetings, and could consistently connect to review, decide, and follow up regarding allocation of these grants. Broad announcement for proposal requests should be shared with SPEs at the start of each fiscal year (July), with reminders throughout. Compact staff have found that flexibility to support a variety of developmental activities is crucial, and would seek appropriate deference in a proposal from their respective region. Below, please see request processes for three of the compacts in currently similar programs. Also included is a draft form for state requests, pending approval of this new program. A formal report will be made by all four compacts at the NC-SARA May 2024 Board meeting detailing the highlights of the initial year, and with an expectation to request a continuation of the program and possible additional funding to ensure funds are available up to including all member states and territories on an annual basis. An annual or biannual report can then be a standing item in the Spring and/or Fall Board agendas thereafter. This can be incorporated in the broader standing report by each Compact to update the Board on our SARA regional work.

Current regional program request process for SPE support:

- SREB - [S-SARA State Meeting Planning - Southern Regional Education Board](#)
- MHEC - [MSARA Mini Grant FY22](#)
- WICHE- [WSARA StateSubgrants\\_2022-2023.docx](#)

Draft State request form for new program

- [Grant Request Form](#) (template)
  - Plan to set up the form and SPE reporting via Google form or similar to make process easy for states and territories, and so data can be easily collected, accessed, and shared
  - Compact and NC-SARA staffs will work together to ensure we receive and can provide substantive information on how these funds are used

**Evidence for Success:** MHEC, SREB, and WICHE all currently support their states on a smaller scale and in similar fashion to this program, especially in recent years with surpluses due to limited travel and convening during the COVID-19 pandemic. NEBHE, with a recent

Director change, was quickly interested in establishing this program as well and has already worked with their states to coordinate and financially support programs. The following are examples of what the three compacts with sustained efforts in this regard have funded in recent years, and how this has benefited their SARA member States:

- Regional Examples
  - MHEC offered \$4,500 in FY 21 to each M-SARA SPE to support SARA related processes in their states. The majority of SPEs requested funds for professional development and technology. This was well received by SPEs, and as a result M-SARA offered \$5,000 to SPEs in FY 22.
  - SREB offers one-time annual financial assistance to states to support them with planning their annual state SARA meetings for institutions and stakeholders in the amount of \$750, \$1000, or \$1250, depending on attendance.
  - WICHE offered \$6,000 in FY21 and FY22 to each W-SARA member state to support their SARA processes. SPE participants have used the funds in a variety of ways including: for professional development opportunities, for hosting in-state meetings for institutions, for investing in technology solutions, and conducting research into institutional financial stability.
  - For MHEC and WICHE, given their models are closest to what we are proposing to formalize for all four regions, we are also providing more detailed data and overview of how their grant programs have supported their states and SPEs in recent years:
    - [MHEC Mini Grants Summary '21-'22](#)
    - [WICHE Subgrant Summary '21-'22](#)