



Denver's Big Blue Bear checking out the Convention Center.

Western Interstate Commission for Higher Education Commission Meeting

November 9-10, 2017

Metropolitan State University of Denver
Denver, Colorado

Thursday, Nov. 9, 2017

Schedule at a Glance

7:30 - 8:30 a.m.
IMA Reception Hall

Breakfast for WICHE Commissioners, Staff, and Guests

7:30 - 8:30 a.m. [Tab 1]
Events Lab 200

Executive Committee Meeting (Open and Closed Sessions)

1-1

Agenda (Open)



Approval of the September 5, 2017, Executive Committee teleconference minutes

1-3

Discussion Items:

November 2017 Meeting Schedule

Administrative Operations: Designation of Reserve Funds

Other Business

Agenda (Closed)

Discussion Item:

Discussion with President regarding progress on performance objectives and plan for annual evaluation

8:30 - 9:45 a.m. [Tab 2]
Ballroom

Committee of the Whole—Call to Order

2-1

Agenda

Call to order: Patricia Sullivan, WICHE chair

Welcome: Janine Davidson, President,
Metropolitan State University of Denver

Introduction of new commissioners and guests, Joe Garcia,
President, WICHE

2-3



Approval of the Committee of the Whole meeting minutes of May 22-23, 2017

2-4

Report of the Chair

Report of the President and updates from self-funded units

- Michael Abbiatti, Vice President, Educational Technologies
- Dennis Mohatt, Vice President, Behavioral Health

Report of the Nominating Committee

Recess until Friday, November 10, at 9:00 a.m.

9:45 - 10:00 a.m.
IMA Reception Hall

Break

10:00 - 11:15 a.m. [Tab 3]
Ballroom

**Plenary Session I: The Uncertain Future of DACA
(Deferred Action for Childhood Arrivals)**

3-1

Moderator: Janine Davidson, President,
Metropolitan State University of Denver

Speakers: Thomas A. Saenz, President and General Counsel, Mexican
American Legal Defense and Educational Fund (MALDEF); Francisco C.
Rodriguez, Chancellor, Los Angeles Community College District

11:15 a.m. - 12:30 p.m. [Tab 4]
Ballroom

**Plenary Session II: Statues, Symbols, and Free Speech:
Facilitating a Civil Discourse**

4-1

Speaker: Patty Limerick, Faculty Director and Chair of the Board
of the Center of the American West, University of Colorado Boulder;
Colorado State Historian; and Advisory Board Member, National
Endowment for the Humanities

12:30 - 1:30 p.m.
IMA Reception Hall

Lunch

1:30 - 2:35 p.m. [Tab 5]
Ballroom

Programs and Services Committee Meeting

5-1



Approval of the May 22, 2017, Programs and
Services Committee Meeting minutes

5-3

Information Items:

Reducing the Postsecondary Attainment Gap for American Indians
and Alaska Natives: Linking Policy and Practice

5-6

Student Exchange Program Updates

Interstate Passport Developments

Upcoming Annual Meetings: Western Academic Leadership Forum and
Western Alliance of Community College Academic Leaders

1:30 - 2:35 p.m. [Tab 6]
Events Lab 200

Policy Analysis and Research Committee Meeting

6-1



Approval of the May 22, 2017, Policy Analysis
and Research Committee meeting minutes

6-3



Exploratory Research into Programs Designed to
Increase Postsecondary Attainment in Idaho

6-8



Regional IPEDS Partnership

6-10



Scaling Technology-Assisted Skill-Building
in Rural Areas

6-12



Evaluation and Research Partnerships

6-13

Information Items:

Tuition and Fees in Public Higher Education in the West, 2017-18

Western Postsecondary Data Users Network project

Negotiated Rulemaking Committee Pertaining to Gainful Employment

Discussion Items:

Benchmarks: WICHE Region 2017

*2017 Higher Education Legislative Activity in the West:
What You Need to Know*

Legislative Advisory Committee Update

Other business

Adjournment

2:35 - 2:45 p.m.

Ballroom

Break

2:45 - 3:30 p.m. [Tab 7]

Ballroom

**Plenary Session III: Happiness is a Strong Core:
Operational KPIs and Optimal Communications**

7-1

Speakers:

John Lopez, Chief Administrative Officer, WICHE

Jeremy Simon, Director of Strategic Communications, WICHE

3:30 - 3:45 p.m.

Walk/Ride to Aerospace and Engineering Sciences Building (.6 mile)

3:45 - 4:30 p.m.

Tour of Aerospace and Engineering Sciences Building

4:30 - 4:45 p.m.

Walk/Ride to Tivoli Brewing Company (.4 mile)

4:45 - 6:30 p.m.

Tivoli Brewing Company Reception

6:30 p.m.

Walk/Ride to SpringHill Suites Denver Hotel and dinner on your own

Friday, Nov. 10, 2017

Schedule at a Glance

8:00 - 8:50 a.m.
IMA Reception Hall

Breakfast for WICHE Commissioners, Staff, and Guests

9:00 - 10:45 a.m. [Tab 8]
Ballroom

Committee of the Whole—Business Session

9:00 a.m.

Introduction of Colorado Gov. John Hickenlooper:
Joe Garcia, President, WICHE

9:00 - 9:15 a.m.

Cybersecurity Education Centers - Training

8-3

Speaker:
Colorado Gov. John Hickenlooper

9:15 - 10:45 a.m.

Agenda

Reconvene Committee of the Whole: Patricia Sullivan, WICHE chair

Report and recommended action of the Executive Committee:
Patricia Sullivan, WICHE chair

Report and recommended action of the Audit Committee:
Jeanne Kohl-Welles, committee chair

Report and recommended action of the Programs and Services
Committee: Eileen Klein, committee chair [Tab 5]

Report and recommended action of the Policy Analysis and Research
Committee: Christopher Cabaldon, committee chair [Tab 6]

Committee of the Whole Action and Discussion Items



Approval of Policy Analysis and Research Committee
approved Workplan updates [see action items
detailed in Tab 6, pp. 6-8 to 6-13]

Update on WICHE's budget

8-5



Approval of the FY 2017 audit report [handout]

Report on the Legislative Advisory Committee annual meeting



Election of chair, vice chair, and immediate past chair
as officers of the WICHE Commission

Remarks by outgoing chair, Patricia Sullivan

Remarks by incoming chair, Clayton Christian

Selection of 2018 committee members

Introduction of meeting survey:
surveymonkey.com/r/NovComm2017Survey

Other business

10:45 - 11:00 a.m.

Ballroom

Break

11:00 - 11:45 a.m. [Tab 9]

Ballroom

**Plenary Session IV: The Behavioral Health Workforce
in the American West: Challenges and Opportunities**

9-1

Speakers:

Dennis Mohatt, Vice President for Behavioral Health, WICHE
Charles Smith, Regional Administrator, U.S. Department of Health
and Human Services, Substance Abuse and Mental Health
Services Administration

Noon

Adjournment

References [Tab 10]

WICHE Commission	10-3
Commission Committees	10-6
Legislative Advisory Committee	10-7
WICHE Staff	10-10
Future commission meeting dates	10-10

Executive Committee Meeting (Open/Closed)

Thursday, November 9, 2017
7:30 – 8:30 a.m.
Events Lab 200

Thursday, Nov. 9, 2017

7:30 – 8:30 a.m.
Events Lab 200

Executive Committee Meeting (Open and Closed Sessions)

Patricia Sullivan (NM), chair
Clayton Christian (MT), vice chair
Jeanne Kohl-Welles (WA), immediate past chair

Stephanie Butler (AK)
Eileen Klein (AZ)
Dianne Harrison (CA)
Dene Kay Thomas (CO)
David Lassner (HI)
J. Anthony (Tony) Fernandez (ID)
Franke Wilmer (MT)
Ray Holmberg (ND)
Barbara Damron (NM)
Frederick Lokken (NV)
Camille Preus (OR)
James Hansen (SD)
Jude Hofschneider (U.S. Pacific Territories and Freely Associated States)
Dave Buhler (UT)
Don Bennett (WA)
Karla Leach (WY)

Agenda (Open)



Approval of the September 5, 2017,
Executive Committee teleconference minutes

1-3

Discussion Items:

November 2017 Meeting Schedule

Administrative Operations: Designation of Reserve Funds

Other business

Agenda (Closed)

Discussion Item:

Discussion with President regarding progress on
performance objectives and plan for annual evaluation

SCHEDULE
EXEC CTTE
WELCOME
Plenary I DACA
Plenary II FREE SPEECH
PROGRAMS
POLICY
Plenary III STRONG CORE
BUSINESS
Plenary IV MENTAL HEALTH
REFERENCE

ACTION ITEM
WICHE Executive Committee Teleconference Minutes
Tuesday, September 5, 2017

Commissioners Present

Patricia Sullivan, (NM), chair
Clayton Christian (MT), vice chair

Eileen Klein (AZ)
Dianne Harrison (CA)
Dene Kay Thomas (CO)
David Lassner (HI)
Ray Holmberg (ND)
Barbara Damron (NM)
Frederick Lokken (NV)
James Hansen (SD)
Jude Hofschneider (U.S. Pacific Territories
and Freely Associated States)

Commissioners Absent

Stephanie Butler (AK)
J. Anthony (Tony) Fernandez (ID)
Franke Wilmer (MT)
Camille Preus (OR)
David Buhler (UT)
Don Bennett (WA)
Jeanne Kohl-Welles (WA), immediate past chair
Karla Leach (WY)

WICHE Staff

Joseph Garcia, president
Elizabeth Golder, executive assistant to the president
and to the commission
Craig Milburn, chief financial officer
Jeremy Simon, director of strategic communications

Chair Patricia Sullivan called the meeting to order. She asked Elizabeth Golder to call roll. A quorum was confirmed.

Action Item
Approval of the August 1, 2017 Commission Committee Teleconference Minutes

Sullivan asked for a motion to approve the August 1, 2017, Executive Committee teleconference minutes. Harrison motioned to accept, Damron seconded. Motion passed.

Discussion Item
FY 2017 budget update

Garcia asked Craig Milburn to provide an FY 2017 budget update.

Milburn end-of-year report noted:

Fiscal year 2017 is now final. We ended with a \$426,000 surplus in excess revenue before the \$100,000 previously allowed by the commission for our organizational systems review. With this net \$326,000 fiscal year surplus added to our current \$2.4 million reserve, we now have a \$2.7 million reserve. The portion of the reserve now available for dedication increased from \$700,000 to \$1 million. But Senior Leadership is planning on asking for a significant portion of the FY17 increase back to address deferred maintenance in IT and other areas.

Garcia said we are in solid shape financially.

Lokken asked about the purpose of increasing the dues: should we be funding WICHE to a higher level? Milburn noted that dues were set by the commission in 2016 through 2018. Next year we will discuss dues for 2020 and 2021.

Garcia said we are now in a better position to be more conservative in increasing dues. Garcia said IT was previously underfunded, which will necessarily absorb some reserves to right the balance. We have come off some lean years. We are grateful to be heading in the right direction financially.

Bylaws Revision Update

Sullivan called on Garcia for an update on the Bylaws revision status.

Garcia stated his hope that this is now this is the final version of the Bylaws:

- Version 1 incorporates the last 3 iterations; and
- Version 2 includes three rounds of revisions—we have a few non-substantive corrections to make, that we will incorporate. We would like to move this forward for approval at the Nov. meeting.

Damron noted that she appreciated the historical and new revision update. Sullivan added her thanks for the comparison and that all states should have a draft to read in advance of the Commission meeting. Garcia added that the executive committee has now reviewed the revised Bylaws twice. No further comments were noted during the call.

Joe Garcia Contract

The one-year contract letter is drafted, is similar to last year's letter and reflects a 3 percent salary increase. Sullivan stated that she has approved it, and awaits HR finalization to process. We may move to a multi-year contract in the future. Sullivan prefers a multi-year contract for the sake of the commission. Would the Executive Committee want to explore a multi-year contract to work on between now and the spring meeting? Harrison commented that she believes this is a good move and would like the record from the August 1, 2017 vote to reflect her affirmative vote on Garcia's contract.

November Commission Meeting Information

Sullivan commented that although this is not on the agenda, she would like Joe to give us a quick update for the fall meeting.

As Garcia had discussed with Sullivan, the Commission meeting will begin with a separate Executive Committee meeting over breakfast on November 9. We will then move into the early afternoon with other sessions. Several speaker invitations are out, and await replies. We had thought that the topics of sexual harassment and free speech on campus would be presented. Now, we may have a speaker come in to talk about monuments, statues and naming and how that has been addressed in the west and how universities may respond to potential student reactions.

Several other topics we are considering include Deferred Action for Childhood Arrivals (DACA) concerns; the international student pipeline and how the administration may act on this matter. The schedule as of now includes New Commissioner Orientation Wednesday, Nov. 8, 2017, from 3-6, followed by dinner with the WICHE officers; all-day sessions on Thursday, and half a day meeting Friday. The call to the meeting will be distributed on Friday, September 8, 2017.

Sullivan called to adjourn the meeting, Harrison moved, and Hansen seconded. Meeting adjourned.

Committee of the Whole Call to Order

Thursday, November 9, 2017
8:30 – 9:45 a.m.
Ballroom

Thursday, Nov. 9, 2017

8:30 – 9:45 a.m.
Ballroom

Committee of the Whole – Call to Order

Agenda

Call to order: Patricia Sullivan, WICHE chair

Welcome: Janine Davidson, President,
Metropolitan State University of Denver

Introduction of new commissioners and guests: Joe Garcia,
President, WICHE

2-3



Approval of the Committee of the Whole
meeting minutes of May 22-23, 2017

2-5

Report of the Chair

Report of the President and updates from self-funded units

- Michael Abbiatti, Vice President, Educational Technologies
- Dennis Mohatt, Vice President, Behavioral Health

Report of the Nominating Committee

Recess until Friday, November 10, at 9:00 a.m.

SCHEDULE	EXEC CTTE	WELCOME	Plenary I DACA	Plenary II FREE SPEECH	PROGRAMS	POLICY	Plenary III STRONG CORE	BUSINESS	Plenary IV MENTAL HEALTH	REFERENCE
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New Commissioners

Fred Baldwin, a physician assistant in Kemmerer, is serving his first term in the Wyoming State Senate. He serves on the Senate's labor, health, and social services committee as well as on the transportation, highways, and military affairs committee. Baldwin is active in his community as assistant chief of the South Lincoln fire district, and as a member of the medical advisory committee of the Wyoming High School Activities Association. He also works with Kemmerer's suicide prevention group. He is a fourth-generation Wyomingite who graduated from the University of Utah School of Medicine in physician assistant studies. Earlier, he was enrolled in the nursing program at Casper College and pursued studies at the University of Wyoming, the University of Wisconsin Washington County, and Western Oregon State University.

Chester "Chet" Burton was appointed to serve as chief financial officer at the Nevada System of Higher Education (NSHE) in August 2017. He oversees a variety of functions in the areas of fiscal policy, budgeting, and financial reporting, as well as the day-to-day operations of the NSHE risk management office, banking and investment office, and internal audit. In addition, Burton assists the office of the vice chancellor for technology with information technology in such areas as the iNtegrate project, shared services, and the implementation of WorkDay. Prior to this appointment, Burton served as president of Western Nevada College (WNC) in Carson City, Nev. He previously worked for WNC as the controller and fiscal director, as well as vice president of finance and administration. Before joining WNC, Burton worked in the corporate sector in a variety of roles, including controller and director of finance at International Game Technology (IGT), headquartered in Reno, Nev. He also served 20 years as a supply officer in the U.S. Navy, including stints at the Pentagon and as a legislative liaison at Capitol Hill. Burton has a bachelor's degree from St. Cloud State University in Minnesota, and an M.B.A. from the University of Virginia.

Vincent Leon Guerrero is Guam Governor Eddie Baza Calvo's special assistant for climate change and education. He works with the governor's key policy team members to review or develop existing and proposed policy, rules, regulations, and statutes. Earlier, he worked in the Guam Department of Education for 29 years, retiring as the associate superintendent of Special Education, which is the equivalent of a state director of special education on the mainland U.S. Guerrero also provided leadership for local education programs for gifted and talented students and for educational programs for incarcerated youth. He is a lifelong resident of Guam and is bilingual in English and Chamorro, the native language of Guam. Guerrero received his bachelor's degree from San Jose State University in California and his master's degree from the University of Hawai'i at Manoa.

Nick Hacker is president of North Dakota Guaranty and Title Co., the state's largest title insurance and real estate closing company. Before joining North Dakota Guaranty and Title, he spent three years in Washington, D.C. working in government affairs. Prior to his time in D.C., he spent five years as a business development manager in the Red River Valley focused on real estate development. Hacker also served in the North Dakota State Senate from 2004-08 in District 42, as the youngest State Senator in North Dakota history at the time. During his tenure Nick vice-chaired both the Political Subdivisions and Industry, Business and Labor committees. He received a Bachelor of Arts and Sciences degree in Managerial Finance and Real Estate from the University of North Dakota in 2005. Hacker also serves on the North Dakota State Board of Higher Education, Stewart Title Insurance Agency Board, Greater North Dakota Chamber Board, Bismarck/Mandan Chamber of Commerce Board, Rotary, DTD Education Foundation, and several committees of the American Land Title Association.

Antwan Jefferson is a clinical assistant professor in the School of Education and Human Development at the University of Colorado Denver. Jefferson teaches in the Human Development and Family Relations program, the Urban Community Teacher Education program, and the Urban and Diverse Communities concentration of the Leadership for Educational Equity Ed.D. program. His teaching emphasizes achieving social justice, increasing an asset-based emphasis on diverse families, and supporting stronger and deeper community engagement in the schooling education of students through the pre-service training of helping professionals and teachers. His research agenda considers the ways that family and community members experience schools and organizations in their communities, including the implications of space, voice, and power in decision-making and not-for-profit organizations and schools. Jefferson is also the faculty liaison for community-based partnerships in the SEHD's Office of Partnerships. He earned his Ph.D. in Educational Leadership and Innovation from CU Denver in 2013.

Laurie Nichols became the 26th president of the University of Wyoming in May 2016 and is the first woman to hold this position. She served as provost and vice president for academic affairs at South Dakota State University from 2009 to 2016. She served as interim president at Northern State University in Aberdeen, S.D., in 2008–09. From 1994–2009 she served as dean of the College of Family and Consumer Sciences at South Dakota State University, where she provided campus leadership on several initiatives including diversity, academic advising, and strategic planning. She secured several grants to collaborate with South Dakota tribal colleges in the areas of curriculum development and articulation. Nichols has taught at the secondary and postsecondary levels in six states, and served as an American Council on Education Fellow at California State University at Fresno. She is a member of the board of trustees for the Barry Goldwater Scholarship and is past chair of South Dakota Voices for Children, a political advocacy group, and was a founding board member that created the Brookings Boys and Girls Club, and served on the Brookings Chamber of Commerce Board and the Planning and Zoning Commission for Brookings County. Nichols received her bachelor's in home economics education from South Dakota State University, a master's in vocational and adult education from Colorado State University and a Ph.D. in family and consumer sciences/family studies from Ohio State University.

Julie VanOrden is serving her third term in the Idaho House of Representatives, where she serves as chair of the education committee and is a member of the agriculture affairs committee. She grew up on a farm in Bingham County, Idaho, and she and her husband own a family farm in Pingree. VanOrden is very engaged in her community: she is vice president of the Pocatello-Blackfoot Chapter of the Japanese American Citizens League and earlier served for 10 years on the Snake River School District Board of Trustees, and has held leadership positions at the local, state, and national levels of the Parent-Teacher Association. She also has been involved in 4-H, Soroptimists International, Blackfoot mayors' committees, and her church. She completed a certificate at the Idaho State University Vocational Technical College.

ACTION ITEM
Committee of the Whole Meeting Minutes
Call to Order
Monday, May 22, 2017

Commissioners Present

Patricia Sullivan, (NM), chair
Clayton Christian (MT), vice chair

Susan Anderson (AK)
Stephanie Butler (AK)
Jim Johnsen (AK)
Chris Bustamante (AZ)
Christopher Cabaldon (CA)
Francisco Rodriguez (CA)
Loretta Martinez (CO)
Kim Hunter Reed (CO)
Dene Kay Thomas (CO)
David Lassner (HI)
Carol Mon Lee (HI)
Colleen Sathre (HI)
J. Anthony (Tony) Fernandez (ID)
Matt Freeman (ID)
Pat Williams (MT)
Barbara Damron (NM)
Ray Holmberg (ND)
Frederick Lokken (NV)
Vic Redding (NV)
Ryan Deckert (OR)
Camille Preus (OR)
Hilda Rosselli (OR)
James Hansen (SD)
Carmen Fernandez (U.S. Pacific territories and
freely associated states – CNMI)
Vincent Leon Guerrero (U.S. Pacific territories
and freely associated states – Guam)
Jude Hofschneider (U.S. Pacific territories and
freely associated states – CNMI)
David Buhler (UT)
Patricia Jones (UT)
Don Bennett (WA)
Frank Galey (WY)
Karla Leach (WY)

Commissioners Absent

Eileen Klein (AZ)
Dianne Harrison (CA)
Julie VanOrden (ID)
Franke Wilmer (MT)
Mark Hagerott (ND)
Kari Reichert (ND)
Mark Moores (NM)
Vance Farrow (NV)
Robert Burns (SD)
Mike Rush (SD)
Peter Knudson (UT)
Jeanne Kohl-Welles (WA)
Gerry Pollet (WA)
Fred Baldwin (WY)

WICHE Staff

Mike Abbiatti, WICHE vice president for educational
technologies and WCET executive director
Erin Barber, executive assistant to the president and to
the commission
Margo Colalancia, director, Student Exchange Program
Joseph Garcia, president
Hannah Koch, postdoctoral fellow, Mental Health Program
Patrick Lane, director of digital services
John Lopez, special assistant to the president, chief
administrative officer, and director, W-SARA
Demarée Michelau, vice president, Policy Analysis and
Research
Craig Milburn, chief financial officer
Dennis Mohatt, vice president for Behavioral Health
Christina Sedney, project coordinator
Pat Shea, director, Academic Leadership Initiatives,
Programs and Services
Liza Tupa, director of education and research, Mental
Health Program

Guests

Dawn Cypriano-McAferly, program manager, Passport to College Scholarship, Washington Student Achievement Council
Christine House, executive assistant, Utah System of Higher Education
Christine Johnson, chancellor, Community Colleges of Spokane
Louise Lynch, director of WICHE student exchange programs, Arizona Board of Regents
Don Morton, board member, North Dakota State Board of Education

Lindsey Mueller, accounting and program specialist, Montana University System
Rose Pangelinan, director, CNMI Scholarship Office
Richard Rothaus, vice chancellor of academic and student affairs, North Dakota University System
Laurie Tobol, state certifying officer, Montana University System
Rosalaine Togawa, financial aid representative, CNMI Scholarship Office
Jeannine Warner, director, Nevada WICHE
Craig Vaske, manager of student advising, University of Wyoming

Chair Patricia Sullivan called the meeting to order and welcomed commissioners and staff to the meeting. Chair Sullivan introduced newly appointed commissioners:

- Stephanie Butler, Alaska
- Francisco Rodriguez, California
- Carmen Fernandez, CNMI
- Kim Hunter Reed, Colorado
- Vincent Leon Guerrero, Guam
- Julie VanOrden, Idaho
- Laurie Nichols, Wyoming
- Fred Baldwin, Wyoming

Chair Sullivan thanked Frank Galey (WY) for his service to the commission. Guests and speakers in attendance were introduced.

Action Item

Approval of the November 10, 2016 Committee of the Whole Meeting Minutes

Chair Sullivan noted a correction to the minutes to include Fred Lokken on the list of commissioners present at the November 2016 meeting. Commissioner Damron MOVED TO APPROVE THE NOVEMBER 10, 2016 COMMITTEE OF THE WHOLE MEETING MINUTES AS AMENDED. Commissioner Christian seconded the motion. The motion was approved unanimously.

Report of the Chair

Chair Sullivan reported on the officers' retreat, which took place in late January. The officers began budget and workplan development for FY 2018, planning for this meeting and future commission meetings, and held discussions on major projects and internal process improvements. She also noted new committee appointments. Eileen Klein (AZ) is the chair and Matt Freeman (ID) is vice chair of the Programs and Services Committee. Chair Sullivan also noted that the Self-funded Units Committee has been eliminated and encouraged those committee members to attend the Programs and Services Committee or Policy Analysis and Research Committee meetings. She also asked commissioners to revisit their committee assignments and give changes to Erin.

Report of the President

Garcia introduced staff in attendance and also mentioned changes in staffing since the November meeting. New hires include John Lopez, chief administrative officer, and Jeremy Simon, director of strategic communications. Garcia also noted important milestones since the last commission meeting, including the release of *Knocking at the College Door* in December, WCET receiving a \$4.9 million grant from the Gates Foundation, and Guam confirming its membership with WICHE. He shared outreach efforts with foundations and key stakeholders and recent travels, including an extended trip to CNMI and Guam to meet leadership and key partners. Garcia thanked Commissioner

Hofschneider for his assistance and hospitality during the trip to CNMI. He reviewed his travel nationally and within the Western region.

Garcia let commissioners know that it is fine to send delegates to commission meetings, but WICHE will not cover travel for delegates and delegates do not have a vote at the meeting. Finally, Chair Sullivan let commissioners know that the new meeting setup came from feedback received by commissioners during the retreat last fall.

The Committee of the Whole went into recess.

ACTION ITEM
Committee of the Whole Meeting Minutes
Business Session
Tuesday, May 23, 2017

Commissioners Present

Patricia Sullivan (NM), chair
Clayton Christian (MT)

Susan Anderson (AK)
Jim Johnsen (AK)
Chris Bustamante (AZ)
Eileen Klein (AZ)
Christopher Cabaldon (CA)
Francisco Rodriguez (CA)
Loretta Martinez (CO)
Dene Kay Thomas (CO)
David Lassner (HI)
Carol Mon Lee (HI)
Colleen Sathre (HI)
J. Anthony (Tony) Fernandez (ID)
Pat Williams (MT)
Barbara Damron (NM)
Patricia Sullivan (NM)
Ray Holmberg (ND)
Frederick Lokken (NV)
Vic Redding (NV)
Ryan Deckert (OR)
Camille Preus (OR)
Hilda Rosselli (OR)
James Hansen (SD)
Carmen Fernandez (U.S. Pacific territories
and freely associated states - CNMI)
Vincent Leon Guerrero (U.S. Pacific territories
and freely associated states – Guam)
Jude Hofschneider (U.S. Pacific territories
and freely associated states - CNMI)
David Buhler (UT)
Patricia Jones (UT)
Don Bennett (WA)
Gerry Pollet (WA)
Frank Galey (WY)

Commissioners Absent

Stephanie Butler (AK)
Dianne Harrison (CA)
Kim Hunter Reed (CO)
Matt Freeman (ID)
Julie VanOrden (ID)
Franke Wilmer (MT)
Mark Hagerott (ND)
Kari Reichert (ND)
Mark Moores (NM)
Vance Farrow (NV)
Robert Burns (SD)
Mike Rush (SD)
Peter Knudson (UT)
Jeanne Kohl-Welles (WA)
Fred Baldwin (WY)
Karla Leach (WY)

WICHE Staff

Mike Abbiatti, WICHE vice president for educational technologies and WCET executive director
Erin Barber, executive assistant to the president and to the commission
Margo Colalancia, director, Student Exchange Program
Joseph Garcia, president
Hannah Koch, postdoctoral fellow, Mental Health Program
Patrick Lane, director of digital services
John Lopez, special assistant to the president, chief administrative officer, and director, W-SARA
Demarée Michelau, vice president, Policy Analysis and Research
Craig Milburn, chief financial officer
Dennis Mohatt, vice president for Behavioral Health
Pat Shea, director, Academic Leadership Initiatives, Programs and Services
Liza Tupa, director of education and research, Mental Health Program

Guests

Christine House, executive assistant, Utah System of Higher Education

Louise Lynch, director of WICHE student exchange programs, Arizona Board of Regents

Don Morton, board member, North Dakota State Board of Education

Lindsey Mueller, accounting and program specialist, Montana University System

Rose Pangelinan, director, CNMI Scholarship Office

Richard Rothaus, vice chancellor of academic and student affairs, North Dakota University System

Laurie Tobol, state certifying officer, Montana University System

Rosalaine Togawa, financial aid representative, CNMI Scholarship Office

Jeannine Warner, director, Nevada WICHE

Chair Patricia Sullivan called the meeting to order.

Report and Recommended Action of the Executive Committee

Chair Sullivan reported that the Executive Committee met Sunday, May 21, 2017. Joe Garcia reviewed the meeting schedule with the committee and provided an update on committee structure, since the Self-funded Units Committee has been eliminated. The committee also briefly discussed commissioner delegates attending WICHE Commission meetings and confirmed continuation of the current practice of welcoming delegates to the meetings but not covering their travel or giving delegates voting privileges.

During the closed session, the committee conducted Garcia's annual evaluation and provided guidance on establishing goals. The committee also established a work group to develop a multi-year contract for Garcia that will be presented during the Executive Committee conference call in August.

Report and Recommended Action of the Programs and Services Committee

Committee chair Eileen Klein gave the report of the Programs and Services Committee. The committee discussed the FY 2018 workplan sections pertaining to the Programs and Services Committee meeting, which focus on increasing students' access and the affordability of postsecondary education through the Student Exchange Programs.

Commissioner Klein MOVED TO APPROVE THE FY 2018 WORKPLAN SECTIONS PERTAINING TO THE PROGRAMS AND SERVICES UNIT'S ACTIVITIES. Commissioner Christian seconded the motion. The motion was approved unanimously.

Commissioner Klein reported on the discussions that have been taking place over the past 15 months related to the Professional Student Exchange Program's support fee incentive levels. She provided background on the PSEP program and an overview of the discussions. The compromise position recommended by staff and endorsed by the Programs and Services Committee proposes to cap the maximum incentive for each PSEP public program at 20 percent of the respective field's support fee, effective in the fall of 2019. This approach still provides some financial incentive to participating programs whose nonresident tuition is less than their field's respective support fee, particularly those in veterinary medicine which has the largest enrollment of the PSEP fields and also to allopathic medicine programs, so that they will offer some level of preferential admission to WICHE applicants. Commissioner Klein MOVED THAT Effective in academic year 2019, the Professional Student Exchange Program's maximum support fee incentive for any participating public program will be capped at 20 percent. Amounts in excess of the 20 percent will be applied to further reduce the PSEP students' resident tuition. At that time any continuing students, defined as those students who enrolled in their respective PSEP program prior to academic year 2019, will continue to pay resident tuition to public programs receiving an incentive, and the programs will be allowed to retain the full incentive for continuing students until they graduate. WICHE staff will monitor PSEP admissions numbers for any potential impact in programs whose incentive may be reduced by the cap. Furthermore, states may continue to participate in the early, preferential admissions process for applicants in veterinary medicine. THE PROPOSED CAP OF 20 PERCENT WILL BE SUBJECT TO A REVIEW ONE YEAR AFTER ITS IMPLEMENTATION. The motion was seconded.

Commissioner Cabaldon shared why California was not in support of the proposed 20 percent cap. He explained that the University of California's healthcare programs' nonresident tuition is actually lower than most other public programs in other WICHE states. He stated that in the future, University of California programs will likely cease participating in PSEP. [Note: The combination of a higher resident tuition and a lower nonresident tuition is why the support fee incentives to UC programs appear larger compared to other states' programs.]

Thirteen states voted in favor of the proposal (Alaska, Arizona, Colorado, Hawai'i, Idaho, Nevada, New Mexico, Oregon, South Dakota, U.S. Pacific Territories and Freely Associated States, Utah, Washington, and Wyoming). Three states voted against the proposal (California, Montana, and North Dakota). The motion passed. Commissioner Klein thanked staff for their work on the proposal and thanked commissioners for the discussion. She shared highlights on other student exchange programs and the Interstate Passport, which just received approval as a registered trademark with the U.S. Patent and Trademark Office.

Report and Recommended Action of the Policy Analysis and Research Committee

Committee chair Cabaldon reported on the Western Postsecondary Data Users Network, and potential new project that would facilitate states' use of data by supporting state staff in analyzing available data and converting it into usable information that can be used to improved programs and policies as well as providing opportunities to explore new areas of research that can drive policy conversations. This project will be added to the workplan, giving staff the ability to seek funding. Commissioner Cabaldon MOVED TO APPROVE THE WESTERN POSTSECONDARY DATA USERS NETWORK. Commissioner Preus seconded the motion. The motion was approved unanimously.

Commissioner Cabaldon reported that the committee reviewed new proposed components of the workplan, including the addition of the WICHE Task Force on Closing Postsecondary Attainment Gaps, an adult reengagement project, Data Insights, and a western policy forum. They also provided feedback to staff on priorities within the workplan. Commissioner Cabaldon MOVED TO APPROVE THE FY 2018 WORKPLAN SECTIONS PERTAINING TO THE POLICY ANALYSIS AND RESEARCH UNIT'S ACTIVITIES. Commissioner Deckert seconded the motion. Chair Sullivan commented on how useful the Knocking dashboard has been. The motion was approved unanimously.

Finally, the committee heard an update on the Legislative Advisory Committee. They reviewed the recent Tuition & Fees Policy Insight and provided feedback on ways to make the tuition and fees data more useful.

Action Item

Approval of the FY 2018 Annual Operating Budget – General and Non-general Fund Budgets

Commissioner Hansen MOVED TO APPROVE THE FY 2018 ANNUAL OPERATING BUDGET – GENERAL AND NON-GENERAL FUND BUDGETS. The motion was seconded. Craig Milburn reviewed the general fund budget. The FY 2017 budget is expected to close with a surplus, which will be added to the reserves. As of the end of March, the FY 2017 general fund budget is forecasted to end with a surplus of approximately \$224,000. The FY 2018 general fund budget reflects a balanced budget with an increase in membership dues and interest revenue. Milburn summarized the unit budgets, all of which are balanced and projecting surpluses for next year. Commissioner Anderson asked what portion of the budget is funded by Federal programs. Milburn said the FY 2016 budget did not meet the \$700,000 threshold for a Federal audit but the FY 2017 programs will meet the threshold for the Federal audit. The motion was approved unanimously.

Action Item

Approval of FY 2018 Salary and Benefit Recommendations

Commissioner Rodriguez MOVED TO APPROVE THE SALARY AND BENEFIT RECOMMENDATIONS FOR FY 2018. Commissioner Martinez seconded the motion. The proposed salary and benefit recommendation is a 3 percent pool for performance-based increases for staff. Garcia noted a typo on page 8-12 and provided the following correction to the 6th bullet of the listed benefits: WICHE allows conversion of up to 450 hours of accumulated sick leave for most individuals retiring from WICHE. Commissioner Anderson asked if WICHE staff have considered combining all leave categories into one category of Paid Time Off (PTO). Garcia said he would bring the suggestion back to the HR director for her consideration. The motion was approved unanimously with the noted correction.

Action Item

Approval of the Proposed Senior Higher Education Leader Cyber-Exercise Pilot Program

Commissioner Holmberg MOVED TO APPROVE THE PROPOSED SENIOR HIGHER EDUCATION LEADER CYBER-EXERCISE PILOT PROGRAM. Commissioner Lokken seconded the motion. Garcia described the pilot program as being designed specifically for higher education. WICHE's partners in the pilot program are the federal Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA). DHS and FEMA will be providing the funding for the program, and Abbiatti shared 14 WICHE states have already contacted him about participating in the pilot program. The motion was approved unanimously.

Action Item

Approval of the Proposed Modifications to the WICHE Bylaws

Commissioner Rosselli MOVED TO APPROVE THE PROPOSED MODIFICATIONS TO THE WICHE BYLAWS. Commissioner Anderson seconded the motion. Garcia explained the WICHE Bylaws needed changing to clarify and define roles of the WICHE Commission, WICHE president, and WICHE staff and to add a paragraph defining membership for the U.S. Pacific territories and freely associated states. Commissioner Cabaldon asked for clarification on Article II, Section 2. regarding commissioner terms. Garcia noted Article II, Section 3. helps clarify that in most cases new commissioner appointments fill the remainder of the unexpired term of their predecessor. Commissioner Cabaldon also asked for clarification on Article IV, Section 3. c. in the definition of the Past Chair and what happens if the past chair is no longer a WICHE Commissioner. He also asked for clarification on voting, specifically when a state has two members on the Executive Committee. Chair Sullivan clarified that there is one vote per state. Commissioner Martinez suggested removing Article IV, Section 5. on Bonds. She also suggested clarifying Article IV, Section 6. Delegation of Authority and if having the three officers in addition to the Secretary-Treasurer was too many. Finally, Commissioner Martinez noted on page 8-25, Article VI, Section 5. that "letter of appointment" be updated if the commission is moving forward with a multi-year contract for Garcia as referenced in the Report of the Executive Committee. Commissioner Buhler MOVED TO TABLE THE MOTION AND ASKED GARCIA TO INCORPORATE COMMISSIONER FEEDBACK AND PRESENT A DRAFT FOR THE EXECUTIVE COMMITTEE IN AUGUST. IF APPROVED BY THE EXECUTIVE COMMITTEE THE DRAFT WILL GO BEFORE THE FULL COMMISSION IN NOVEMBER. The new motion was seconded and approved unanimously.

Action Item

Approval of the FY 2018 WICHE Workplan

Commissioner Cabaldon MOVED TO APPROVE THE FY 2018 WORKPLAN. The motion was seconded. Garcia asked Mike Abbiatti and Dennis Mohatt to briefly summarize the WCET and Mental Health Program sections of the workplan. Abbiatti highlighted WCET initiatives and explained WCET's work focuses specifically on practice, policy, & advocacy of technology-enhanced learning in higher education. Mohatt gave a history of the Mental Health Program and shared its mission to improve mental health in the west and to ensure the preparation of a qualified mental health workforce in the West. The motion was approved unanimously.

Information Item

Administrative Services/Operations Overview

Garcia gave an overview of the Administrative Services/Operations summary.

Other business

Chair Sullivan reminded commissioners to send their committee assignments to Erin. She also asked them to review the Commissioner Code of Ethics included in the agenda book. Chair Sullivan let new commissioners know Joe is considering a new format for an orientation and will be in touch over the summer. Garcia let commissioners know the dates of the next meeting are November 9-10, 2017, and the meeting will be held in Denver, CO. Commissioner Bustamante suggested commissioner terms be included on the commission roster in the back of the agenda book for future meetings.

The Committee of the Whole was adjourned.

Plenary Session I: The Uncertain Future of DACA (Deferred Action for Childhood Arrivals)

Thursday, November 9, 2017
10:00 – 11:15 a.m.
Ballroom

SCHEDULE
EXECUTIVE
WELCOME
Plenary I DACA
Plenary II FREE SPEECH
PROGRAMS
POLICY
Plenary III STRONG CORE
BUSINESS
Plenary IV MENTAL HEALTH
REFERENCE

Thursday, Nov. 9, 2017

10:00 – 11:15 a.m.
Ballroom

Plenary Session I: The Uncertain Future of DACA (Deferred Action for Childhood Arrivals)

According to the Migration Policy Institute, an estimated 241,000 U.S. college students are eligible for status under the Deferred Action for Childhood Arrivals (DACA) program—an immigration policy introduced by former President Obama that allowed individuals who entered the U.S. as undocumented minors to remain (given certain criteria, reviewed and renewed every two years) and be eligible to work in the U.S. This represents more than 20 percent of all DACA-eligible individuals in the U.S.

The Trump Administration’s public statements about potentially ending DACA suggest a sharp (if not fully clarified) turn from the prior administration’s guidance. In the wake of these statements, students and institutions face ambiguity, fear, and myriad questions that in some cases do not have clear answers. How might DACA’s rollback affect tuition revenue, financial aid, and enrollment? How should institutions position themselves to support the privacy, well-being, and success of their DACA students, while preparing for a legal environment that’s likely to evolve, and managing institutional pressures from those who oppose the DACA policy? Should institutional leaders boldly express their opinions in connection to DACA, or sit tight until circumstances evolve further?

This discussion will illuminate legal and practical perspectives regarding this issue, with input from front-line practitioners who experience the issue in varied ways: including as institutional leaders serving different cohorts, and as a legal advocate.

Moderator: Janine Davidson, president, Metropolitan State University of Denver

Panelists: Thomas A. Saenz, president and general counsel, Mexican American Legal Defense and Educational Fund (MALDEF); Francisco C. Rodriguez, chancellor, Los Angeles Community College District

Biographical Information on the Moderator and Speakers

The ninth president of Metropolitan State University Denver, Janine Davidson, Ph.D., is a compelling leader with extensive experience guiding large and complex organizations. Prior to joining the university, Davidson served as the 32nd undersecretary of the United States Navy, where she managed all Department of the Navy affairs including Navy and Marine Corps integration, acquisition, finance, personnel, legislative affairs, research, and development. In that role, she was responsible for the health and well-being of nearly 900,000 sailors, marines, civilians, and their families. Davidson has nearly 30 years of experience in military operations, national security policy, and academic research. As an analyst and academic, Davidson was a senior fellow for defense policy at the Council on Foreign Relations, where she is a lifetime member. She has taught national security policy and political science at Georgetown

University, George Mason University, and Davidson College. She holds a master's degree and doctorate from the University of South Carolina and a bachelor's of science degree in architectural engineering from the University of Colorado Boulder. She was a distinguished graduate of the Air Force Squadron Officer School and was the first woman to fly the Air Force's tactical C-130.

Thomas A. Saenz is the president and general counsel of MALDEF, where he leads the civil rights organization's five offices in pursuing litigation, policy advocacy, and community education to promote the civil rights of Latinos living in the United States. Saenz re-joined MALDEF in August 2009 after spending four years on Los Angeles Mayor Antonio Villaraigosa's executive team as counsel to the mayor. He previously spent 12 years at MALDEF practicing civil rights law as a staff attorney, regional counsel, and vice president of litigation. He served as MALDEF's lead counsel in numerous cases in the areas of education, employment, immigrants' rights, and voting rights. Saenz graduated from Yale College and Yale Law School, and he clerked for two federal judges before initially joining MALDEF in 1993.

WICHE California Commissioner Francisco Rodriguez began his tenure as chancellor of the Los Angeles Community College District (LACCD), the nation's largest community college district, in June 2014. Previously, Rodriguez served as superintendent/president at Mira Costa Community College District (Oceanside, Calif.) for five years and president at Cosumnes River College (Sacramento, Calif.) for six years. With 30 years of experience as an educator, faculty member, and administrator within California public higher education, Rodriguez is a noted scholar and speaker on topics ranging from higher education, student access and success, governance and governing boards, to workforce development, fundraising, and philanthropy. He has dedicated his career to diversity, equity, and inclusion issues and to outreach to underserved communities, particularly the development of young Latino and African-American males.

In his new position, Rodriguez has set as his primary goal the building of LACCD's profile and reputation as the best urban community college district to study and work. His approach is to focus on a well-prepared and innovative faculty and responsive curriculum, excellent educational administrators, state-of-the-art buildings and equipment, superbly trained and professional support staff, and business and community engagement. Rodriguez earned a bachelor of arts in Chicano studies with an emphasis in education and an M.S. in community development, both from the University of California Davis. He also earned a doctorate in education from Oregon State University.

Plenary Session II: Statues, Symbols, and Free Speech: Facilitating a Civil Discourse

Thursday, November 9, 2017
11:15 a.m. – 12:30 p.m.
Ballroom

4 Thursday 11:15 a.m. - 12:30 p.m.

SCHEDULE
EXEC CTTE
WELCOME
Plenary I DACA
Plenary II FREE SPEECH
PROGRAMS
POLICY
Plenary III STRONG CORE
BUSINESS
Plenary IV MENTAL HEALTH
REFERENCE

Thursday, Nov. 9, 2017

11:15 a.m - 12:30 p.m.
Ballroom

**Plenary Session II: Statues, Symbols, and Free Speech:
Facilitating a Civil Discourse**

The legacy suggested by the monuments on our college campuses is often as complex and conflicted as America itself. Many colleges and universities have found that honoring a historical significant figure can have the effect of dishonoring or offending many campus and community constituents. Scores of campus leaders have wrestled recently with controversies that require them to confront nuanced considerations of heritage, public image, logistics, and justice, and strike a balance between those and other factors in a shifting cultural landscape.

These challenges would be difficult enough to overcome if the political waters were calmer, the issues merely symbolic. But as we've seen recently in Charlottesville and the University of California Berkeley, and to a lesser degree on many other campuses, these issues can lead to violence, civil unrest, and massive financial and organizational disruption. They suggest vexing questions about how and whether campuses can (or should) enable discourse that some consider disruptive, unproductive, even hateful.

As an acclaimed historian, humanities scholar, speaker, and cultural observer, this speaker is well positioned to reflect on these issues and share valuable perspectives that will help guide our path forward.

Speaker: Patty Limerick, Faculty Director and Chair of the Center of the American West, University of Colorado Boulder; Colorado State Historian; and Advisory Board Member, National Endowment for the Humanities

Biographical Information on the Speaker

Patty Limerick is the Faculty Director and Chair of the Board of the Center of the American West at the University of Colorado Boulder, where she is also a professor of environmental studies and history. In addition, Limerick was named to serve as the new Colorado State Historian and appointed to the National Endowment for the Humanities advisory board called The National Council on the Humanities. She was nominated by President Obama in Spring 2015 and was confirmed by the United States Senate in November 2015.

She is the author of *Desert Passages*, *The Legacy of Conquest*, *Something in the Soil*, and *A Ditch in Time*. A frequent public speaker and a columnist for *The Denver Post*, Limerick has dedicated her career to bridging the gap between academics and the general public, to demonstrating the benefits of applying historical perspective to contemporary dilemmas and conflicts, and to making the case for humor as an essential asset of the humanities.

A recipient of the MacArthur Fellowship and the Hazel Barnes Prize (the University of Colorado's highest award for teaching and research), she has served as president of the American Studies Association, the Western History Association, the Society of American Historians, and the Organization of American Historians, as well as the vice president for teaching of the American Historical Association. She received her B.A. from the University of California, Santa Cruz, and her Ph.D. from Yale University.

Programs and Services Committee Meeting

Thursday, November 9, 2017

1:30 – 2:35 p.m.

Ballroom

Thursday, Nov. 9, 2017

1:30 - 2:35 p.m.

Ballroom

Programs and Services Committee Meeting

Eileen Klein (AZ), chair
Matt Freeman (ID), vice chair

Stephanie Butler (AK)
Committee chair (AZ)
Dianne Harrison (CA)
Dene Kay Thomas (CO)
Carol Mon Lee (HI)
Committee vice chair (ID)
Clayton Christian (MT)
Appointment pending (ND)
Patricia Sullivan (NM)
Appointment pending (NV)
Hilda Rosselli (OR)
Mike Rush (SD)
Appointment pending (U.S. Pacific Territories and Freely Associated States)
Patricia Jones (UT)
Gerry Pollet (WA)
Appointment pending (WY)

Agenda

Presiding: Eileen Klein, committee chair

Staff: Jere Mock, vice president, Programs and Services
Margo Colalancia, director, Student Exchange Programs
Pat Shea, director, Academic Leadership Initiatives



Approval of the May 22, 2017, Programs and Services Committee Meeting minutes 5-3

Information Items:

Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice 5-6

Student Exchange Program Updates

Interstate Passport Developments

Upcoming Annual Meetings: Western Academic Leadership Forum and Western Alliance of Community College Academic Leaders

Other business

Adjournment

SCHEDULE
EXEC CTTE
WELCOME
Plenary I DACA
Plenary II FREE SPEECH
PROGRAMS
POLICY
Plenary III STRONG CORE
BUSINESS
Plenary IV MENTAL HEALTH
REFERENCE

ACTION ITEM
Programs & Services Committee Minutes
May 22, 2017

Committee Members Present:

Stephanie Butler (AK)
Chris Bustamante (representing Eileen Klein, AZ)
Francisco Rodriguez (representing Dianne Harrison, CA)
Carmen Fernandez (CNMI)
Dene Kay Thomas (CO)
Carol Mon Lee (HI)
Matt Freeman, Committee Vice Chair (ID)
Clayton Christian (MT)
Patricia Sullivan (NM)
Frederick Lokken (NV)
Hilda Rosselli (OR)
James Hansen, (representing Mike Rush, SD)
Patricia Jones (UT)
Don Bennett (representing Gerry Pollet, WA)
Frank Galey (WY)

Committee Members Absent:

Kari Reichert (ND)

Staff Present:

Margo Colalancia, director, Student Exchange Program
Joseph Garcia, president
Pat Shea, director, Academic Leadership Initiatives

Staff Absent:

Jere Mock, vice president, Programs and Services

Guests Present:

Mia Candelaria, certifying officer, New Mexico
Dawn Cypriano-McAferly, certifying officer,
Washington
Christine House, certifying officer, Utah
Louise Lynch, certifying officer, Arizona
Lindsey Mueller, accounting and program specialist,
Montana University System
Rose Pangelinan, certifying officer, CNMI
Laurie Tobol, certifying officer, Montana
Rosaline Togawa, financial aid representative, CNMI
Scholarship Office
Craig Vaske, certifying officer, Wyoming
Jeannine Warner, certifying officer, Nevada

Commissioner Eileen Klein, committee chair, was not able to attend the meeting because of a flight cancellation; Matt Freeman called the meeting to order. Jere Mock, vice president of Programs and Services, was absent because of a family illness.

Action Item

Approval of the Programs & Services Committee Minutes of November 10, 2016

Commissioner Matt Freeman referred committee members to the first ACTION ITEM, which requests approval of the Programs and Services Committee minutes of the November 10, 2016 committee meeting and the January 10, 2017 committee teleconference. The minutes are on pages 4-3 through 4-8 of the agenda book. He noted a correction to the minutes that begin on page 4-6; the correct date of the second set of minutes should be January 10, 2017 (rather than November 10, 2016). There were no other suggested corrections or additions. Commissioner Freeman then asked for a motion to APPROVE THE MINUTES OF THE November 10, 2016 COMMITTEE MEETING and its January 10, 2017 teleconference. Commissioner Frank Galey made a motion to approve the minutes and Commissioner Hilda Rosselli seconded the motion. All were in favor; the minutes were approved.

Action Item

Approval of the FY 2018 Workplan

Pat Shea and Margo Colalancia co-presented the FY 2018 workplan. The workplan focuses on increasing students' access and the affordability of higher education through three WICHE's Student Exchange Programs as well as grant-funded multistate initiatives including the Interstate Passport. It also includes initiatives that foster institutional collaborations for student success and improve institutional quality and accountability, such as the Western Academic Leadership Forum and the Western Alliance of Community College Academic Leaders and an important regional initiative to grow the pipeline of senior academic administrators, the Western Academic Leadership Academy. Commissioner Rosselli proposed that during the annual meetings of the Alliance and Forum, WICHE staff elicit ideas,

issues, or concerns that members think should be elevated for consideration by the WICHE Commission for either the workplan or long-term planning. The National Council for State Authorization Reciprocity Agreements (NC-SARA) was created by similar means.

Commissioner Matt Freeman asked for a motion to APPROVE THE FY 2018 WORKPLAN. Commissioner Jim Hansen moved to approve the workplan and Commissioner Clayton Christian seconded the motion. All were in favor; the FY2017 workplan was approved.

Action Item

Approval to Cap Professional Student Exchange Program Support Fee Incentives for Participating Public Programs

Margo Colalancia presented an action item related to WICHE's Professional Student Exchange Program's support fee incentive levels. She explained that for many years, the support fees for programs at public universities met or exceeded the differential between resident and nonresident tuition. However, over the last decade or so, support fee increases hadn't kept pace with varying levels of tuition increases. Across all fields served by public programs, the level of support fee incentive varies significantly by institution because of varying resident/nonresident tuition differentials. In five fields (dentistry, occupational therapy, pharmacy, physical therapy, and physician assistant), the incentives no longer cover the differential for most programs. Therefore, the "no incentive" programs are allowed to charge their PSEP students the shortfall. However, when the support fee covers the difference between resident and nonresident tuition, PSEP students pay resident tuition and the institution retains the support fee funds that exceed the differential.

Colalancia demonstrated that the variations in the resident/nonresident tuition differentials over the last decade or more have made it impossible to find a "sweet spot" support fee amount that provides some incentive, but not too much, for all participating programs within a field. Support fees are set for each field by the WICHE Commission every two years. The fees are typically increased incrementally in concert with the Higher Education Cost Adjustment (HECA) index. States pay the same support fee rate to all educational providers in a field, even though the differences between resident and nonresident tuition can vary greatly.

There are conflicting stakeholder views on the appropriate level of financial incentives for the programs at public universities. WICHE staff interviewed stakeholders over 16 months to find the option that will best serve the needs of Western states, students participating in the programs, and the enrolling professional programs. Status quo was an option, but the compromise position proposed by staff is to cap the maximum incentive for each PSEP public program at 20 percent of the respective field's support fee. Amounts in excess of the 20 percent cap would be applied to further reduce the PSEP students' resident tuition.

To give partner programs ample time to plan, staff recommended delaying implementation until academic year 2019. Furthermore, staff proposed that as of fall 2019, any continuing students (those who enrolled in their respective PSEP program prior to academic year 2019), would continue to pay resident tuition to public programs receiving an incentive, and the programs would be allowed to retain the full incentive for those continuing students until they graduate.

Colalancia noted that this approach still provides some financial incentive to participating programs whose nonresident tuition is less than their field's respective support fee, particularly those in veterinary medicine (which has the largest enrollment of the PSEP fields) and also to allopathic medicine programs, so that they will offer some level of preferential admission to WICHE applicants. She added that states that wish to continue participating in the early, preferential admissions process for applicants in veterinary medicine may so do with willing partner programs.

Commissioners discussed staff's recommendation to cap the incentive. Commissioner Frank Galey noted that the preferential admission that students benefit from was critical. Several commissioners urged staff to monitor and evaluate the impact of the cap a year or two after its implementation, and also urged WICHE to continue the early admissions procedure for veterinary students. Commissioner Francisco Rodriguez noted that California professional healthcare programs are under pressure to serve California residents. Commissioner Chris Bustamante said that

Commissioner Eileen Klein strongly supported the recommendation; she would also like to see the program evaluated in the future.

Commissioner Freeman asked for a motion. Commissioner Dene Thomas motioned to approve the 20 percent cap on support fee incentives for public programs, with monitoring for preservation of preferential admission (especially in veterinary medicine), and that states continue to participate in the early admissions process for veterinary medicine. Commissioner Fred Lokken seconded the motion. The motion was approved; no nays were voiced. [NOTE: The Programs and Service Committee's approval of this action item was brought to the full Commission for final approval during the May 23, 2017 meeting.]

Finally, Colalancia thanked the WICHE Certifying Officers present; they held their meeting on Sunday. Certifying Officers are responsible for managing the WICHE Student Exchange Programs in their state. She shared brief highlights on the Student Exchange Program, including the addition of 53 new programs to WICHE's Western Regional Graduate Program, bringing the total number of available to 450 graduate programs offered on a resident tuition basis to students throughout the WICHE region. She also noted that Western University of Health Sciences' College of Veterinary Medicine will be hosting a Bell Iverson Diversity Symposium in February 2018, in Pomona, California.

Report on Interstate Passport

Pat Shea reported on recent developments related to the Interstate Passport, which facilitates block transfer of lower-division general education attainment based on a set of learning outcomes. The goal is to eliminate the unnecessary repetition of learning already achieved.

Interstate Passport's logo was just approved as a registered servicemark with the U.S. Patent and Trademark Office. Shea noted that although many states have improved the transfer experience within their states, it is not enough for today's increasingly mobile student population. According to a recent report from the National Student Clearinghouse, 18 percent of public community college students and 24 percent of students at public four-year institutions transfer across state lines on their way to a four-year degree. Currently, 22 institutions in seven WICHE states (CA, HI, ND, OR, SD, UT, WY) plus one in Arkansas have signed the MOA to be members of the Interstate Passport Network and many others in these or other WICHE states are in various stages of exploration or preparation to participate. Over 9,000 Passports were awarded in fall 2016; spring 2017 data is not yet available. Shea referred commissioners to the Interstate Passport webpages on the WICHE website for more information about how their states' institutions can join the Interstate Passport Network.

Commissioner Stephanie Butler asked about regional accreditation and for-profit institution participation. Shea said that all participating institutions must be regionally accredited and that only not-for-profit institutions could join according to the Network's bylaws. Commissioner Hilda Rosselli said she was surprised the program hasn't grown even faster. Shea explained that institutions and states were taking different approaches. Many are in the process of general education reform efforts or creating degree pathways. Some want to finish this work first while others are simultaneously constructing their Passport Block (menu of courses by which a student earns the Passport at that institution). The Passport can either stand alone or be embedded in degree pathways. In either case, the Passport represents a completion of lower division general education requirements in the Passport's nine knowledge and skill areas. Earning a Passport can be an important benchmark for students and a useful retention strategy for institutions. For students who earn the Passport as part of their degree pathway program but then decide to pursue a different major, they don't lose the work they have put into earning the Passport.

Commissioner Freeman adjourned the Programs and Services Committee meeting.

Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice

Relationship to WICHE Mission

Increasing the number of people with higher education credentials is a priority throughout the U.S. and is a cornerstone of WICHE's mission to expand educational access and excellence throughout the West. These efforts are particularly crucial at institutions that enroll large numbers of underserved students, including first-generation, low-income, and underrepresented minorities. As the West's demographics become more diverse, WICHE must further the equity agenda by helping institutions to create innovative solutions to meet this challenge, offering more programs that broaden access and affordability for students, and providing policymakers with the data and support they need to make informed policy decisions.

Background

Access and success in higher education provides the pathway for productive citizenship, yet attaining a postsecondary degree or credential remains only a dream for many American Indians and Alaska Natives (AI/AN), the nation's most underrepresented group in higher education. While the percentage of AI/AN students earning an associate degree or higher increased slightly from 23.4 percent in 2012 to 23.9 percent in 2015, the achievement gap between them and Whites has grown, with Whites increasing from 43.9 percent to 45.7 percent during the same time period. Likewise, six-year graduation rates of AI/AN students continue to lag far behind other groups, as reported in February 2017 by the National Center for Education Statistics (NCES), with an average six-year rate of 33.5 percent for AI/AN, 58.7 percent for Whites, 48.7 percent for Hispanic/Latinos, and 36.7 percent for Black/African Americans. Data from public two-year institutions is even more dismal, with only 17.7 percent of AI/AN students graduating within 150 percent of the normal time compared to 27.1 percent of Whites. This means that two out of three AI/AN students enrolled in baccalaureate programs are in danger of not completing their degree and only one in five enrolled in two-year institutions will do so.

The 2008 reauthorization of the Higher Education Act of 1965 included the granting of a special designation for institutions that have an undergraduate enrollment of at least 10 percent American Indian/Alaska Native students and qualify for Title III status under the U.S. Department of Education. The designation is Native American-Serving, Nontribal Institutions, also known as Native-Serving Institutions (NSIs). Currently there are 26 NSIs in the U.S., including 10 two- and four-year institutions (primarily public) in the West; Heritage University, a four-year institution on the Yakima reservation in Washington state, is the only private.

NSIs can serve important roles in meeting the needs of American Indian/Alaska Native students. They are distinctly different from most Minority-Serving Institutions, which are concentrated primarily in cities and large suburbs (such as Historically Black College and Universities and Hispanic-Serving Institutions). Unlike Tribal Colleges/Universities (TCUs), which are reservation-based, mostly two-year, and tribally controlled with a mission to preserve tribal languages and cultures, NSIs are concentrated in geographic areas that are characterized as rural, remote, or small cities and are often located adjacent to reservations in the southwestern, plains, and southeastern area of the U.S. and they serve many of the TCU students who go on to seek a baccalaureate degree. They often have missions and ties to Native communities and have a unique tie to the federal trust responsibility under which AI/AN education has historically fallen, having its basis in treaties made by the government to provide for the education and health of Native Americans in exchange for vast quantities of land.

Program Description

The proposed initiative will engage Native-Serving Institutions through networking and engagement strategies to increase public awareness of these institutions and the students they serve. It will bring together stakeholders from NSIs, state policymakers, and AI/AN education organizations to share information on evidence-based practices that lead to college success for AI/AN students, formulate priorities for collective institutional action at the regional and federal levels, and consider state policy action that could improve AI/AN student postsecondary attainment rates. During the first year of the initiative, the 10 NSIs in the WICHE region will be invited to participate in these activities (two each in Alaska, Arizona, and New Mexico and one each in Colorado, Montana, Utah, and Washington). The initiative will scale up during the second and third years to invite the participation of the other 16 NSIs in the U.S. (13 in Oklahoma, two in North Carolina, and one in Minnesota).

Currently NSIs are without a federated association or national network to provide capacity-building and have remained largely unrepresented in federal policy forums. A major objective of this initiative will be to mobilize these institutions to have a greater presence and impact in state and federal policy arenas and create a network to foster inter-institutional collaborations in support of AI/AN student success.

Working together, these institutions can improve transfer rates between two-year and four-year campuses so that AI/AN students have improved completion and employment outcomes. The participation of institutional stakeholders will help identify and promote promising practices for larger-scale implementation as the number of NSI's grows. Central to the project will be the ability to increase data-set availability that can lead to developing a common set of AI/AN metrics around enrollment, completion, and attainment through annual data collection.

Project activities will include convenings of leaders of NSIs at an annual institute to showcase promising strategies for increasing AI/AN retention and graduation, development of strategies for the institutions to align their benchmarks and metrics for AI/AN student success with their respective state's educational attainment goals, and identification of strategies for the institutions to collectively raise the public's and policymakers' understanding of AI/AN students' educational needs. NSI-designated institutions will be surveyed regarding their interest in coming together to form an umbrella association to support collaboration, share practices, enhance inter-institutional communication, and increase their visibility among other education forums and in the media. Staff will gather baseline data regarding AI/AN student postsecondary participation and attainment levels from institutional surveys, publicly available federal sources, and other data sources to identify and analyze data availability and gaps.

Staff and Fiscal Impact

The budget will cover staff time to manage all project aspects, including planning and convening all meetings and the annual institutes, covering travel expenses to visit many of the NSIs and participate in regional and national meetings, produce data and publications, conceptualize the creation and roles of a national NSI association, and manage communications. While based in the Programs and Services unit, the initiative will benefit from the collaboration of a Policy unit researcher. The timeline for the three-year initiative will be January 2018 – December 2020 and the proposed budget is \$990,997 with a total staff FTE of 1.56.

Action Requested

Approval to seek funds to support WICHE's leadership of the proposed project, Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice.

Policy Analysis and Research Committee Meeting

Thursday, November 9, 2017
1:30 – 2:35 p.m.
Events Lab 200

Thursday, Nov. 9, 2017

1:30 – 2:35 p.m.
Events Lab 200

Policy Analysis and Research Committee

Christopher Cabaldon (CA), chair
Dave Buhler (UT), vice chair

Susan Anderson (AK)
Chris Bustamante (AZ)
Committee chair (CA)
Kim Hunter Reed (CO)
Colleen Sathre (HI)
J. Anthony (Tony) Fernandez (ID)
Franke Wilmer (MT)
Mark Hagerott (ND)
Barbara Damron (NM)
Appointment pending (NV)
Ryan Deckert (OR)
Bob Burns (SD)
Carmen Fernandez (U.S. Pacific territories and freely associated states)
Committee vice chair (UT)
Jeanne Kohl-Welles (WA)
Karla Leach (WY)

Agenda

Presiding: Christopher Cabaldon, committee chair

Staff: Demarée Michelau, vice president, Policy Analysis and Research
Peace Bransberger, senior research analyst
Laura Ewing, administrative manager
Colleen Falkenstern, research coordinator
Patrick Lane, director of data initiatives
Sarah Leibrandt, research analyst



Approval of the May 22, 2017, Policy Analysis and Research Committee meeting minutes

6-3



Exploratory Research into Programs Designed to Increase Postsecondary Attainment in Idaho

6-8



Regional IPEDS Partnership

6-10



Scaling Technology-Assisted Skill-Building in Rural Areas

6-12



Evaluation and Research Partnerships

6-13

SCHEDULE
EXEC CTTE
WELCOME
Plenary I DACA
Plenary II FREE SPEECH
PROGRAMS
POLICY
Plenary III STRONG CORE
BUSINESS
Plenary IV MENTAL HEALTH
REFERENCE

Information Items:

Tuition and Fees in Public Higher Education in the West, 2017-18

Western Postsecondary Data Users Network project

Negotiated Rulemaking Committee Pertaining to Gainful Employment

Discussion Items:

Benchmarks: WICHE Region 2017

*2017 Higher Education Legislative Activity in the West:
What You Need to Know*

Legislative Advisory Committee Update

Other business

Adjournment

ACTION ITEM
Policy Analysis and Research Committee Minutes
May 22, 2017

Committee Members Present

Christopher Cabaldon (CA), chair
Dave Buhler (UT), vice chair

Susan Anderson (AK)
Kim Hunter Reed (CO)
Colleen Sathre (HI)
J. Anthony (Tony) Fernandez (ID)
Ray Holmberg on behalf of Mark Hagerott (ND)
Barbara Damron (NM)
Vic Redding (NV)
Camille Preus on behalf of Ryan Deckert (OR)
Vincent Leon Guerrero (U.S. Pacific Territories and
Freely Associated States)
Karla Leach (WY)

Committee Members Absent

Chris Bustamante (AZ)
Franke Wilmer (MT)
Robert Burns (SD)
Jeanne Kohl-Welles (WA)

Other Commissioners Present

Jude Hofschneider (U.S. Pacific Territories and Freely
Associated States)

Staff Present

Demarée Michelau, vice president
Patrick Lane, director of data initiatives
Christina Sedney, policy analyst

Chair Cabaldon convened the Issue Analysis and Research Committee on May 22, 2017, at 11:00 am. Demarée Michelau called roll, and a quorum was established.

Action Item

Approval of the Issue Analysis and Research Committee Meeting Minutes of November 10, 2016

After Chair Cabaldon asked committee members to review the minutes from the November 10, 2016, meeting, Commissioner Anderson moved approval, which was seconded by Commissioner Fernandez. The minutes were approved.

Action Item

Approval of the Western Postsecondary Data Users Network

Patrick Lane described the Western Postsecondary Data Users Network project, which would facilitate states' use of data by supporting state staff in analyzing available data and converting it into usable information that can improve programs and policies as well as providing opportunities to explore new areas of research that could drive policy conversations. WICHE staff may develop a self-supporting funding model to provide necessary supports to enhance state and institutional use of longitudinal data.

Lane continued that prior to establishing the Western Postsecondary Data Users Network, WICHE would conduct a gap analysis and needs assessment to determine whether Western states would benefit from such a network. Although numerous reports identify lack of state capacity as a barrier to effective use of state data systems, there is little concrete information about the specifics of such limitations and the best process for addressing them. Lane concluded that the idea is ultimately to support states in creating a community of data users who can learn from one another.

Commissioner Anderson asked what led to the creation of this action item, and whether there was compelling data on the topic or whether it arose from issues WICHE staff have heard in informal conversations. Lane responded that there are a substantial number of reports that highlight the issue of limited data analysis capacity and, in particular, capacity around generating actionable intelligence that can inform policy.

Chair Cabaldon asked about the Western focus of the project, given the national focus of the Multistate Longitudinal Data Exchange (MLDE) as well as about the project's sustainability. Lane replied that the key to the sustainability of any data project is demonstrating its value to policymakers. The project's relationship to the MLDE is complementary, in that it could facilitate the use of MLDE data, however, it would address a wide range of data sources well beyond the MLDE. As an example, the U.S. Census recently offered states the opportunity to look at aggregate state-level data, and no states are taking advantage of this since they do not have the capacity.

Chair Cabaldon responded that this leaves open the question of whether WICHE is the right forum for this work, given the MLDE project. Commissioner Redding replied that he is trying to figure out in his state how to link within-state data systems and while the concept of the data network is great, it might be valuable to focus on building buy-in within states as well. For example, working with other regional organizations that interact with folks at other agencies such as the Western Governors' Association (WGA), the National Conference of State Legislatures, and the Council of State Governments – West to reinforce the benefits of sharing data.

Michelau replied that WICHE does work to collaborate with other organizations, however, many do not have an explicit higher education focus. For example, WGA tends to focus more strongly on natural resource issues, though she has heard that they are pursuing a workforce initiative in the coming year. She added that it would be good to enlist their support, however, so that there is external recognition of the value of the topics discussed.

Commissioner Leach added that this could be a nice next step towards the better use of data for higher education policy, building on the progress they are making in switching from IPEDs to National Student Clearinghouse data and that really the key question is where students are going to work.

Commissioner Buhler noted that he is supportive of the idea, but, wondered about its relationship to the recently proposed College Transparency Act in the U.S. Senate. Lane responded that WICHE is taking this legislation into consideration and that the committee would be discussing the legislation shortly.

Commissioner Reed noted that the capacity challenge facing states is important, but noted that it is also important to think about "to what end" is all this work and added that effectively communicating the issue should be a key component.

Chair Cabaldon called for the Approval of the Action Item and Commissioner Damron moved approval. The motion was seconded by Commissioner Anderson and the motion was approved.

Action Item

Discussion and approval of the FY 2018 workplan sections pertaining to the Policy Analysis and Research unit's activities

Michelau noted that the workplan has many new components this year, as the unit revisited and reviewed all the existing workplan projects when Joe came on board. She noted that the unit has added an item to the FY 17 workplan—the WICHE Task Force on Closing Postsecondary Attainment Gaps. The goal is to establish regional recommendations on closing attainment gaps, as well as state-specific recommendations, and to start to assist states in the early phases of implementation of the recommendations. The goal is to seek external funding for this project, and begin with a policy and practice gap analysis, then hold meetings within and across states to develop recommendations. A key component is to give states the ability to look at their data to see what attainment gaps are most pronounced in their states—for example between racial/ethnic groups or between urban and rural students.

Michelau went on to review the "Existing Activities" section of the workplan, noting that WICHE has been producing Policy Insights for the last 15 years. She added that the unit would like to propose the addition of a Data Insights series as well as a webinar series. The unit's Knocking at the College Door data has led to a few webinars, but the team is proposing starting a policy webinar series as well to better communicate information.

Another existing activity is the regional education needs assessment for Washington state—qualitative analysis of regional higher education needs around the state of Washington through focus groups.

New Directions include the Task Force, and WICHE is still pursuing funding for projects related to adult reengagement from Lumina Foundation, however, this work does not fall into a specific strategic priority area for the foundation and may not be funded. Michelau added that she and Joe Garcia met with Lumina's state policy team and they have been asked to submit a new set of proposals focused on state policy work in June.

Potential Future Projects include the Western Data Users Network, but WICHE is also hoping to get feedback on the idea of hosting a Western Policy Forum specific to higher education in the West as there seems to be a gap here. It is envisioned as a self-sustaining entity rather than something that would require external funding.

Chair Cabaldon noted for the new members that the Commissioners are asked for approval of new projects, but that this does not equate to implementation of the project, only the Commissioners' permission to go seek funding. The Committee also provides feedback on the projects, particularly as they—and funding opportunities—evolve. Chair Cabaldon noted the Data Insights and webinar ideas would not require additional funding.

Commissioner Leach asked about capacity in relation to these new ideas. She added that the Western states do need a more visible presence and that it would be good to have this voice, but reiterated her concern about capacity to implement these initiatives.

Michelau replied that the policy unit has hired Colleen Falkenstern, formerly an intern, who was instrumental in the Knocking project and that she brings significant additional capacity to the department. Michelau noted that if the policy team does receive funding for some of the project discussed they will need to add staff at least for the duration of the projects.

Commissioner Damron mentioned that New Mexico is struggling with budget issues and does not yet have a State Longitudinal Data System (SLDS). She asked what supports WICHE might be able to provide to states at this earlier stage in data usage.

Commissioner Redding asked if the webinar series was related to the organization's shift in strategic communications. Michelau replied that it was and that she would work with the new director to implement this initiative. Commissioner Redding followed with a question on the Equity Task Force, noting that WICHE is seen as an impartial third party. He explained that in Nevada they are looking at "Promise program" legislation that might prove to be problematic for the state and that he would like to see WICHE's Legislative Advisory Committee members provide information on this topic.

Chair Cabaldon agreed and suggested that state teams could be valuable. For example, the SARA process in California resulted in an opportunity to develop a common language and to learn together with the key people to implement policy, diffusing knowledge into action. This structure might be more helpful than a conference just to disseminate information. He also asked if webinars are necessarily the right tool for disseminating information, since this is in the core budget it is important to be sure the webinars are accomplishing what they are intended to.

Commissioner Reed asked if the network and webinars could be a strategy to build capacity for data teams and if ultimately these are about capacity-building or pushing forward the WICHE brand. Michelau replied that there is a third component too, that these activities are a method of pushing out information more broadly to state stakeholders, rather than just sending a piece of paper. However, new activities do not have to be limited to webinars, they could include videos or other methods of disseminating information. Michelau added that WICHE's policy unit is missing a mechanism to push out information, the old method of mailing and emailing out publications does not capture the opportunities represented by all the new channels of communication now available.

Commissioner Anderson asked how WCET's expertise could contribute to this effort. Michelau responded that WCET is a membership organization that has its own communications staff, but that she will work with them to build out the policy team's capacity.

Chair Cabaldon noted that the work-based learning project had still not been funded and inquired if there is a path out of this cycle. Michelau noted that a proposal had been submitted to USA Funds (now Strada Education network)

however, this proposal has not been funded. She added that while the proposal is now in need of updating, the topic remains important.

Commissioner Leach added that Wyoming would be very interested in something like the student mobility study that the University of Hawai'i is doing with WICHE. Lane replied that the study is predicated on joining the data exchange, but that such research could be explored in other ways for WICHE states. Commissioner Damron added that New Mexico also really needs similar information, but would need additional support on the data side. Lane replied that WICHE could potentially develop some options looking at the topic from existing data sources and report back. Commissioner Sathre asked about the challenges the Hawaii project is facing and Lane replied that it requires a data sharing agreement between all the contributing entities and this is still in process. Lane continued that if and when these entities agree to the exchange, the data can begin to flow, noting that here is a framework for the data, they just need the data itself.

Commissioner Redding moved approval of the FY 2018 workplan sections pertaining to the Policy Analysis and Research unit's activities, Commissioner Fernandez seconded, and the motion was approved.

Information Item Staff Updates

Michelau explained that the main staff update was the hiring of Colleen Falkenstern, which had been discussed in the preceding section of the meeting regarding staff capacity for new projects.

Information Item Legislative Advisory Committee Update

Michelau noted that the roster of WICHE's Legislative Advisory Committee (LAC) includes some vacancies as some past members had recently left the LAC and staff are currently working to fill them. She mentioned that a Save the Date message for the 2017 Annual Meeting had been sent and that this meeting would take place in Park City, Utah with the support of Commissioner Buhler. Michelau asked Commissioners if they would like to offer any comments on the draft agenda for the meeting. Commissioner Redding noted that the agenda looked great, but long.

Chair Cabaldon encouraged Committee members to review the LAC agenda and roster, noting that this is an opportunity to see who the state's legislators are and the topics they will be discussing in case the Commissioners have any feedback.

Information Item Policy Insights – Tuition and Fees in the West 2016-2017: Trends and Implications

Michelau referred the Committee Members to the publication *Tuition and Fees in the West 2016-17: Trends and Implications* in their materials, explaining that it was created by Colleen Falkenstern, who had the idea to include ten-year change in the report for the first time. Chair Cabaldon noted that he is trying to figure out a system for more insights to be generated by the Commissioners on the content produced by the Policy unit. Senator Hofschneider noted that these publications really help new members understand how costs are allocated in the region. Michelau asked for feedback on a new idea: given that tuition and fees data have been collected separately for years, the Policy Unit is considering publishing separate reports on tuition and fees.

Commissioner Redding replied that this is a great idea and that Nevada is struggling with how to implement student fees and that having these in context would be great. He added that there might be too many fees to compare, but noted that the discussion would be valuable. Commissioner Sathre added that the critical component is really the comparison.

Commissioner Preus noted that she appreciated the juxtaposition of tuition and state support, but that this could be communicated more clearly. She noted that at her institution, they may have to increase tuition dramatically because of state cuts, and that perhaps this is an important story to communicate. She added that several costs such as pensions, reporting requirements, family leave, and others impact institutions' revenues and tuition.

Commissioner Leach added that the short-term picture can sometimes obscure long-term declines in state support and that presenting only the short-term picture can disadvantage how institutions appear in the eyes of legislatures.

Commissioner Redding noted that he has some trepidation in going from “the what to the why” and added that it could be helpful to show which states offset revenue with general fund dollars. Commissioner Redding asked what the source is for Tuition and Fees data. Michelau replied that it is state SHEEO offices. Commissioner Redding asked if other states consider student fees when considering appropriation dollars and Commissioner Buhler responded that Utah sets their tuition after they know what the state budget is. Commissioner Preus replied that in Oregon, they must submit their budget in advance of the legislative session. Commissioner Damron added that the scheduled end of legislative session is not always the end.

Michelau noted that appropriations are all about a comparison of “this year to last year” and that tuition and fees are all about “this year compared to ten years ago,” so this can be confusing. However, all the information is ultimately in the Policy Insights. Commissioner Holmberg asked how the publication accounts for large, one-time expenses such as North Dakota’s medical school purchase. Michelau responded that that data is from SHEEO, so she does not know the answer but can find out by asking their staff.

Multistate Longitudinal Data Exchange

Commissioner Buhler asked what the group’s thoughts were on the Credit Transparency Act (CTA) proposed by Senator Hatch and Senator Warren. Lane replied that the College Transparency Act of 2017, which has bipartisan sponsorship in both houses, is being pushed by Washington, D.C.-based data groups to implement a Student Unit Record Data (SURD) system. Currently, a ban on the SURD exists at the federal level. WICHE has not developed a position on the SURD system because of the diverse state viewpoints within the West. WICHE’s official position is that if such a system were to exist it should provide usable data back to the states.

The CTA has a single paragraph about providing data back to states at the institutional level, which is essentially what states currently receive from the U.S. Department of Education’s website. WICHE has been championing the issue of sharing better data back to state policymakers, but has not yet seen this reflected in the national conversation. Next steps for WICHE include making the case for how the legislation could be improved—since, if a SURD system exists, data can and should go back to the states in a manner that is useful.

Lane continued that the goal of this discussion is to get feedback from the Committee on this position. Commissioner Buhler suggested putting together some language around suggested amendments on which members could offer comments. He expanded that in Utah’s case, they have state-level data for 80 percent of high school graduates. Chair Cabaldon noted that institutions, but not states, can request more granular data. He continued that in California there is a clear prohibition on sharing data and a concern that sharing data could result in the targeting of certain student groups, such as those lacking social security numbers. The landscape of privacy and data remains the same as it was 25 years ago, and it is not accounting for changing generational preferences and mores. Ultimately, Chair Cabaldon said, WICHE may want to revisit its position on student unit record systems. Lane agreed that this issue is one that should be revisited and that WICHE’s role in this conversation should be discussed further. He added that WICHE is prepared to advocate for a federal system that would render the MLDE obsolete if that is the best solution for states. Chair Cabaldon noted that it is important for the Committee to discuss these substantive issues.

Commissioner Anderson noted that the correct term is “Alaska Native” and should be used consistently by WICHE.

As there was no other business, Chair Cabaldon concluded the session at 12:30 p.m.

ACTION ITEM Proposed Project

Exploratory Research into Programs Designed to Increase Postsecondary Attainment in Idaho

Summary

Western states are implementing many new innovative policies and programs to increase access to postsecondary education and improve success rates for those that enroll. Recent examples of these include expansions of dual and concurrent enrollment offerings, changes to state financial aid programs, and reforms to developmental education requirements. Legislators, governors, and institutional leaders (not to mention students and their families) all want assurances that these programs are both effective and a wise use of limited financial and human resources.

The Institute for Education Sciences (IES) offers grants for state agencies to partner with research organizations like WICHE to carry out exploratory research leading to rigorous evaluations. WICHE staff, working with the Idaho State Board of Education (SBOE), have submitted a proposal to IES to begin this work. This project would have direct and tangible benefits for Idaho, but would also benefit other WICHE states. Information about the efficacy of new programs is valuable not only to the state or institution that enacts the policy or program, but to others in the West (and across the country) who are also looking to improve student outcomes.

WICHE proposes carrying out (if funded by IES) an evaluation of Idaho's Advanced Opportunities project or (if not funded) seeking other funding opportunities.

Relationship to WICHE Mission

The evaluation of Advanced Opportunities will help determine whether the policies and programs in question are likely to expand access and success for students. The lessons will be generalizable for other states, as well.

Background

In conversations with staff at the Idaho SBOE, Advanced Opportunities—which aims to increase college-going rates by providing students with funds to spend on concurrent enrollment and other programs—has been identified as a priority for evaluation. IES (essentially the research arm of the U.S. Department of Education) provides annual grants for research and evaluation partnerships that aim to develop evidence to support scaling these types of interventions in other states. WICHE and the Idaho SBOE jointly submitted a proposal for a two-year, \$385,313 preliminary evaluation project that also aims to establish a long-term research partnership between the two entities. If successful, this project would potentially lead to longer-term IES funding.

For the region, there are potentially numerous benefits to this work. First, it will be a model of greater, direct cooperation between WICHE and its members. Second, it will provide strong evidence about the efficacy of a potential policy that other states may be interested in pursuing. Third, it may lead to additional state-specific and regional funding to determine what works (and what may not) in a Western context to increase access and success.

WICHE hopes to develop additional research partnerships with other member states and pursue appropriate funding opportunities modeled on this partnership.

Project Description

The project will incorporate six major activities:

1. Conduct descriptive analyses of student participation in Advanced Opportunities
2. Conduct multivariate analyses of the relationship between student characteristics and program participation
3. Conduct multivariate analyses of the relationship between program participation and student outcomes
4. Design and deploy a student survey that will be used to understand the relationship between factors not evident in the state's data system and program participation and student outcomes
5. Broadly disseminate findings to education leaders and researchers throughout Idaho and other states

6. Develop a robust research partnership between WICHE and the Idaho SBOE that builds capacity, provides a model for other partnerships between state agencies and research organizations, and charts a path toward detailed analyses of other key Idaho SBOE policies and programs

Action Requested

Approval to carry out the identified activities in partnership with the Idaho SBOE if funding is received and/or to seek other funding if this proposal is not successful.

Staff and Fiscal Impact

The IES project is expected to account for 0.825 FTE per year and contribute \$385,313 over two years.

ACTION ITEM

Proposed Project

Regional IPEDS Partnership

Summary

Staff from the Washington Student Achievement Council (WSAC) recently inquired whether there are any available resources offering clean, easy-to-use data from the Integrated Postsecondary Education Data System (IPEDS). IPEDS is a system of interrelated surveys conducted annually by the U.S. Department of Education's National Center for Education Statistics (NCES). IPEDS gathers information from every college, university, and technical and vocational institution that participates in the federal student financial aid programs. WSAC staff noted that they spend a substantial portion of time at their office downloading and preparing IPEDS data for analysis and that institutional researchers in the state do the same, all using similar datasets. WSAC staff asked whether it would be possible to host a state or regional data resource where the data are cleaned and prepared one time, then available to all.

WICHE staff are working with WSAC and University of Washington researchers to further explore the concept. This has included submitting a preliminary letter of interest to the Spencer Foundation that would support a regional or national data library.

If the experiences in Washington are the same as those of researchers in other states, this simple project could result in substantial state efficiency gains and allow researchers to spend more time carrying out research and less time on the menial (but crucial) tasks of data preparation.

WICHE proposes submitting a full proposal to the Spencer Foundation if the initial letter is accepted and continuing to explore the regional need for this and other data resources.

Relationship to WICHE Mission

Curating a data resource with easy-to-use datasets would result in efficiency gains for state and institutional researchers, providing their offices with greater capacity to carry out research that will improve student access and success.

Background

IPEDS is a notoriously complicated, but valuable, data resource with substantial institutional-level data on student progress, enrollment, graduation rates, expenditures, and other key measures. It is difficult and time-consuming to prepare datasets for comparative analyses that are useful for reporting and policymaking purposes.

WICHE has strong relationships with WSAC and the National Center for Higher Education Management Systems (NCHEMS), which is viewed as one of the national experts on all IPEDS data. With these partnerships and the work already underway in Washington, it would be feasible to produce a valuable resource for state and institutional researchers relatively quickly.

This resource could expand and grow into a self-sustaining library that includes linkages to other valuable data resources.

Project Description

The project will involve several activities:

1. Gauging interest in other Western states for such a resource
2. Submitting an initial letter of interest to the Spencer Foundation
3. Developing plans, in partnership with WSAC and NCHEMS, to provide usable data to other states
4. Submit a full proposal to the Spencer Foundation (if the initial letter of interest is accepted)

Action Requested

Approval to pursue development of the data resource through a proposal to the Spencer Foundation and/or other funders where appropriate.

Staff and Fiscal Impact

Developing the proposals will account for less than .05 FTE and will be covered within the existing unit budget. Actual work to provide the data resource depends on the scope and scale of the effort and will be determined in consultation with project partners, but would be covered by grant funds.

ACTION ITEM
Proposed Project
Scaling Technology-Assisted Skill-Building in Rural Areas

Summary

The vision of this project, which would be a joint effort of the Policy Analysis and Research unit and WCET, is to leverage technology to scale work-based learning to rural communities by providing underserved students with the training they need to succeed in their local economy's high-demand fields and the ability to adapt should demand for certain careers change.

Relationship to WICHE Mission

Data show rural communities are experiencing rapid demographic shifts in racial/ethnic makeup, and their economies are changing, while at the same time they have limited capacity to educate and train a responsive workforce. This project would target this problem by leveraging technology to deliver skill-building opportunities to underserved rural areas.

Background

Work-based learning—an educational strategy that provides opportunities to gain knowledge and experience in work settings—is critical to a meaningful education, yet these opportunities are sorely lacking in rural areas across the Western United States. Limited capacity (e.g., staff, seats) often prevents colleges and other providers from offering effective training for high-demand jobs. This work proposes leveraging technology to deliver skill-building opportunities to underserved rural areas.

Project Description

The project will draw on WICHE's expertise in higher education and workforce policy innovation to identify existing high-potential technology-augmented work-based training opportunities that prepare students in rural contexts for living-wage employment in expanding economic sectors. Examples include Big Bend Community College's (Wash.) Medical Simulation Lab and Bismarck State College's (N.D.) immersive 3D Interactive Learning Tools (ILTs). Ultimately, the goal is to scale innovative approaches and accompanying lessons learned to other rural communities across the West, dramatically expanding local capacity to train job-seekers in historically underserved rural communities. After conducting a landscape analysis of innovative program models, WICHE will utilize its robust network of state and postsecondary institutional partners across the region to identify pilot sites for project implementation. Selected pilot sites will be situated in rural, low-income areas with identified high-demand industry sectors. The project will convene pilot and mentor sites to share lessons learned and craft implementation plans for the pilot sites. The project will incorporate seed funding for small-scale testing of technology-assisted training opportunities with the potential for scale, and will rigorously evaluate the process using longitudinal data to inform larger-scale state policy decisions over time. The project will also identify effective models that can be replicated in other settings.

Action Requested

Approval to seek funding to support WICHE's leadership for this project.

Staff and Fiscal Impact

The estimated timeline for this project will be from January 1, 2018, through December 31, 2020, and span three years. The proposed budget is \$1 million and will cover staff time, direct state support, state technical assistance, travel, meeting expenses, printing, and additional project support.

ACTION ITEM

Proposed Project

Evaluation and Research Partnerships

Summary

Western states are implementing many new innovative policies and programs that intend to produce improvements in student outcomes. Examples of these include developmental courses, summer bridge programs, dual and concurrent enrollment, and efforts to decrease “summer melt.” The Institute for Education Sciences (IES) and other funders offer grants to support partnerships between education agencies and research entities that produce usable information for states and help advance the overall knowledge of the field.

WICHE is interested in bolstering state efforts to improve access and success by engaging in such partnerships wherever it is useful to those states and where it fits within WICHE’s mission. One immediate opportunity is an IES grant program that supports low-cost, short-duration evaluations of education interventions.

Partnering with a state agency (or agencies) to carry out such an evaluation would help address state capacity issues, provide actionable information to the participating state, provide evidence for other states to consider in designing education interventions, and potentially provide opportunities to secure additional funding.

WICHE proposes soliciting partner agencies to jointly submit proposals to IES in March 2018 and identifying other research and evaluation needs where WICHE can be of assistance.

Relationship to WICHE Mission

WICHE would specify in its solicitation to states that only programs intended to increase student access to and success in postsecondary education would be considered, which fits directly with WICHE’s mission.

Background

IES is examining whether short-duration evaluations can provide useful information to education policymakers through what amounts to a trial grant program. The funds would support evaluation of an intervention, but not the implementation of the intervention itself. Interventions can focus on secondary, postsecondary, or adult education populations and students who are struggling or at risk of failure.

The evaluations are also intended to take place immediately following the implementation, so outcome measures are limited longitudinally. As an example, program/policy X is implemented in the 2018-19 school year to increase college-going rates for at-risk students. WICHE and State Y analyze postsecondary enrollment data for 2019-20 to evaluate the project.

Other funders, and other IES grant programs, may become available over the course of the year. Where it would benefit our member states, WICHE would be willing to partner to seek funding and carry out research.

Project Description

Specific funding proposals are yet to be determined. WICHE will distribute a one-page memorandum to Commissioners and Western higher education contacts summarizing the IES grant opportunity and offering the opportunity to partner on other research and evaluation where it would serve the state’s interest.

Actions Requested

Approval to:

- Contact Commissioners and Western higher education contacts to identify needs and opportunities related to the IES short-duration evaluation grant program
- Prepare and submit grant proposals
- Carry out any funded grant proposals
- Approval to begin developing other research and evaluation partnerships with WICHE states with the understanding that specific proposals will still be brought to the Commission.

Staff and Fiscal Impact

The initial component of the project, contacting state higher education leaders, will require less than .05 FTE and will be covered by the unit budget. The impact of preparing proposals will depend on the number of potential partnerships, but with efficiencies of scale (i.e. submitting three proposals will not take three times the effort of submitting one proposal), it is expected to take .05 FTE or less and will be covered in the unit budget. The impact of actual projects is to be determined, but would be funded by grants awarded. The impact of developing other research and evaluation partnerships will depend on interest level but will be covered by the unit budget.

Plenary Session III: Happiness is a Strong Core: Operational KPIs and Optimal Communications

Thursday, November 9, 2017
2:45 – 3:30 p.m.
Ballroom

SCHEDULE
EXEC CTTE
WELCOME
Plenary I DACA
Plenary II FREE SPEECH
PROGRAMS
POLICY
Plenary III STRONG CORE
BUSINESS
Plenary IV MENTAL HEALTH
REFERENCE

Thursday, November 9, 2017

2:45 - 3:30 p.m.
Ballroom

Plenary Session III: Happiness is a Strong Core: Operational KPIs and Optimal Communications

This session will feature presentations and discussions led by two senior WICHE administrators tasked with ensuring WICHE’s central operations are consistent, coordinated, efficient, and effective in reaching and serving its stakeholders.

In Part One, Chief Administrative Officer John Lopez will provide a brief overview of Administrative Services—Operations and present data on one set of draft WICHE key performance indicators (KPIs). The ensuing conversation will touch on other data that periodically are shared with the president to reveal organizational dynamics and trends, inform senior leadership team discussions, and may be of interest to the Commission.

In Part Two, new Director of Strategic Communications Jeremy Simon will outline broad priorities for WICHE’s communications program, and some early-stage strategies and tactics he and his team have been working toward in his initial months at WICHE. With Commissioner feedback and guidance, these ideas will coalesce toward a strategic communications plan he will develop in the months to follow. Session attendees are encouraged to come prepared with their perspectives and ideas on how WICHE’s communications team and program can aid their success as WICHE commissioners in their respective states.

Biographical Information on the Speakers

John Lopez is special assistant to the president and chief administrative officer at the Western Interstate Commission for Higher Education (WICHE). In this role, he oversees finance and accounting, human resources, information services, and continues to serve as the director of the WICHE State Authorization Reciprocity Agreement (W-SARA). His work experiences include deputy director of NC-SARA during its transition to a 501(c)(3) organization, managing research and planning, information technology, and government affairs at a large private corporation, institutional research at the University of Arizona, and staff in the Nebraska Legislature. Lopez earned his Ph.D. in higher education specializing in management and policy from the University of Arizona. His hobbies include golf and philanthropic work in his native country of Belize.

Jeremy Simon is responsible for WICHE’s strategic communications planning, branding, media relations, outreach, and social media. Simon brings to WICHE 20 years of communications experience, most recently as executive director of marketing and communications for the University of Colorado System’s Advancement Office. Prior to CU, Simon served key communications roles for the Colorado Rocky Mountain School, the Aspen Music Festival and School, and the National Arts Journalism Program. He began his career as a reporter at the Colorado Springs *Gazette*, and his essays, reportage, features, and humor writing have been widely published. A New Jersey native, Simon received a B.S. in journalism from Northwestern University and an M.F.A. in nonfiction writing from Columbia University.

Committee of the Whole Business Session

Friday, November 10, 2017

9:00 – 10:45 a.m.

Ballroom

8 Friday 9:00 – 10:45 a.m.

Friday, Nov. 10, 2017

9:00 - 10:15 a.m.
Ballroom

Committee of the Whole—Business Session

9:00 a.m.

Introduction of Colorado Gov. John Hickenlooper:
Joe Garcia, President, WICHE

9:00 - 9:15 a.m.

Cybersecurity Education Centers - Training

8-3

Speaker: Colorado Gov. John Hickenlooper

9:15 - 10:15 a.m.

Agenda

Reconvene Committee of the Whole: Patricia Sullivan, WICHE chair

Report and recommended action of the Executive Committee:
Patricia Sullivan, WICHE chair

Report and recommended action of the Audit Committee:
Jeanne Kohl-Welles, committee chair

Report and recommended action of the Programs and Services
Committee: Eileen Klein, committee chair [Tab 5]

Report and recommended action of the Policy Analysis and Research
Committee: Christopher Cabaldon, committee chair [Tab 6]

Committee of the Whole Action and Discussion Items



Approval of Policy Analysis and Research Committee approved Workplan updates [see action items detailed in Tab 6, pp. 6-8 to 6-13]

Update on WICHE's budget

8-5



Approval of the FY 2017 audit report [handout]

Report on the Legislative Advisory Committee annual meeting



Election of chair, vice chair, and immediate past chair as officers of the WICHE Commission

Remarks by outgoing chair, Patricia Sullivan

Remarks by incoming chair, Clayton Christian

Selection of 2018 committee members

SCHEDULE
EXEC CTTE
WELCOME
Plenary I DACA
Plenary II FREE SPEECH
PROGRAMS
POLICY
Plenary III STRONG CORE
BUSINESS
Plenary IV MENTAL HEALTH
REFERENCE

Introduction of meeting survey:
surveymonkey.com/r/NovComm2017Survey

Other business

Adjournment

9:00 - 9:15 a.m.

Cybersecurity Education Centers - Training

Colorado Gov. John Hickenlooper will give brief remarks on the subject of cybersecurity and workforce training.

He will be introduced by WICHE President Joe Garcia, who served with Hickenlooper as Colorado lieutenant governor from 2011 through 2016.

Biographical Information on the Introducer and Speaker

John Hickenlooper is a former geologist and entrepreneur who recently added "author" to his resume with the publication of his memoir, *The Opposite of Woe: My Life in Beer and Politics*. He champions innovation, collaboration and efficiency. When he was inaugurated Governor of Colorado in 2011, having run on his history of collaboration for community good, he became the first Denver mayor to be elected governor in 150 years. He also became the first geologist to become a governor in the history of the nation, and the first brewer since Sam Adams in 1792. Again he has recruited talent from all quarters, and is redefining the relationship between a state government and its business and civic communities. Since taking office in 2011, the Governor and his team have endeavored to make Colorado the most pro-business state, with the highest environmental and ethical standards. He is a great believer that governors, far more than Congress, can revive American democracy.

DISCUSSION ITEM

Update on WICHE's Budget

In May 2016, the Commission approved a balanced budget for the FY 2017 General Fund. In June 2017, the end of that fiscal year, actual revenues and expenditures exceeded budget projections by a significant amount due to significantly higher indirect cost recovery than we anticipated. This surplus can be seen on the report titled *General Fund Budget: Comparing FY 2017 with FY 2018*. Also, as is seen on the second accompanying report titled *Program Area Revenue and Expense Summary*, most of the WICHE program areas experienced revenue surpluses as well, with the exception of a loss in the Self-Supporting Services. Overall, WICHE experienced a very positive financial year for FY 2017.

Since WICHE is the majority partner in the State Higher Education Policy Center (SHEPC), all the financial activity at SHEPC is combined with the financial activity at WICHE and presented in the audited WICHE financial statements. As can be seen on the schedule titled *Statement of Revenues, Expenses and Changes in Net Position*, which is not included here in the agenda book but rather found in the audited financial statements, WICHE's net position at the beginning of FY 2017 was \$9,114,484 and is \$10,089,555 at the end of FY 2017.

The Programs and Services Area, Policy Area, Professional Student Exchange program (PSEP) and the newly created Administrative Operations Area all experienced surpluses or no changes. No change is the normal result of programs like PSEP, for which revenue from states is passed through WICHE to enrolling PSEP institutions, typically yielding a net zero budget impact.

The Mental Health unit saw a surplus of \$168,791. They began the year with a fund balance of \$2,825, and now have a fund balance of \$171,616.

The WCET unit saw a surplus of \$51,110. They began the year with a fund balance of \$353,750, and now have a fund balance of \$404,860.

The General Fund began the year with a reserve of \$2,426,336. WICHE added to this reserve \$326,379 and now has a reserve of \$2,752,715. Of this total, the Commission has designated certain portions to be held for specific purposes: \$351,405 as a minimum reserve, \$251,000 for facility payments to SHEPC, \$292,838 for unexpected shortfalls, and \$850,000 for operating accounts receivable. This leaves \$1,007,472 available for future designations by the Commission. These amounts can be seen on the report titled *General Fund Budget: Comparing FY 2017 with FY 2018*.

Looking ahead to Fiscal Year 2018

The FY 2018 general fund budget, approved by the Commission at the May 2017 meeting, is also a balanced budget. The budget projects a slight surplus of \$6,173. At the time of this writing we are only one-quarter into the current year, but it appears that the general fund is operating within budget. Over the next months, program managers will each be assessing how their programs are doing, and making adjustments as necessary in order to meet their budgets. WICHE staff will submit preliminary FY 2019 budgets to the Executive Committee in February and supply complete FY 2019 budgets to the full Commission in May 2018. At this May 2018 meeting, the Commission will also be setting the biennium FY 2020 and FY 2021 dues.

Western Interstate Commission for Higher Education

Program Area Revenue and Expense Summary for FY 2017

	Programs & Services	Policy Analysis	PSEP	Mental Health	WCET	Administrative Services Ops	Self Supporting Services
Revenue							
Membership Dues and Fees	\$ 241,850			\$ 213,000	\$ 715,676	\$ 425,000	
Conference Registration Fees	\$ 15,661	\$ 10,653		\$ 30,438	\$ 362,028		
Grants and Contracts	\$ 1,932,314	\$ 2,059,684		\$ 2,817,073	\$ 547,316	\$ 453,241	
Indirect Cost Sharing	\$ 14,637			\$ 118,936	\$ 37,145		
Interest	\$ 5,091	\$ 7,816			\$ 2,756		
Miscellaneous Income	\$ 48,228	\$ 4,094		\$ 703	\$ 51,292	\$ 100,000	\$ 72,610
General Fund Allocation	\$ 332,676	\$ 404,369	\$ 315,057				
Total Revenue	\$ 2,590,457	\$ 2,486,616	\$ 315,057	\$ 3,180,150	\$ 1,716,213	\$ 978,241	\$ 72,610
Expenses							
Salaries	\$ 497,063	\$ 508,401	\$ 189,731	\$ 1,134,251	\$ 670,599	\$ 193,519	\$ 165,835
Benefits	\$ 171,819	\$ 210,601	\$ 67,505	\$ 399,049	\$ 240,899	\$ 68,337	\$ 63,253
Audit, Legal & Consulting	\$ 1,204,755	\$ 325,926	\$ 4,620	\$ 706,783	\$ 12,775	\$ -	\$ 103,881
Subcontracts	\$ 26,181	\$ 851,659	\$ -	\$ 106,779	\$ 178,896	\$ 6,000	\$ 6,850
Travel	\$ 233,888	\$ 162,781	\$ 13,536	\$ 324,686	\$ 324,604	\$ 25,827	\$ 30
Printing and Copying	\$ 11,280	\$ 34,467	\$ 3,712	\$ 1,646	\$ 4,409	\$ 1,799	\$ 664
Rent	\$ 39,665	\$ 36,449	\$ 17,510	\$ 41,984	\$ 47,528	\$ 86,965	\$ 17,035
Computer/Network	\$ 31,690	\$ 23,013	\$ 13,982	\$ 57,700	\$ 48,532	\$ 5,707	\$ 29,980
Communications	\$ 13,271	\$ 20,233	\$ 3,437	\$ 15,763	\$ 9,893	\$ 9,537	\$ 5,418
Supplies and Expense	\$ 15,637	\$ 54,795	\$ 1,024	\$ 46,052	\$ 19,694	\$ 12,559	\$ 99,875
Marketing / Depreciation	\$ 1,129	\$ 25	\$ -	\$ -	\$ 13,664	\$ -	\$ -
Indirect Costs	\$ 182,440	\$ 235,515	\$ -	\$ 176,666	\$ 115,602	\$ 35,191	\$ 78,857
Credits for other programs	\$ -	\$ 4,691	\$ -	\$ -	\$ (21,992)	\$ -	\$ (323,081)
Total Expenses	\$ 2,428,818	\$ 2,468,556	\$ 315,057	\$ 3,011,359	\$ 1,665,103	\$ 445,441	\$ 248,597
Excess Revenue (Loss)	\$ 161,639	\$ 18,060	\$ -	\$ 168,791	\$ 51,110	\$ 532,800	\$ (175,987)

Western Interstate Commission for Higher Education

General Fund Budget

Comparing FY 2017 with FY 2018

Revenue and Expenditures

October 2017

	FY 2017				FY 2018				
	FY 2017 Budget	FY 2017 Actual	Actual Higher or (Lower) than Budget		FY 2018 Budget	FY 2018 Budget Higher or (Lower) than FY 2017 Budget		FY 2018 Budget Higher or (Lower) than FY 2017 Actual	
Revenue									
4102 Indirect Cost Reimbursements	\$600,000	\$864,350	\$264,350	44.1%	\$600,000	\$0	0.0%	(\$264,350)	-30.6%
4104 Indirect Cost Sharing-WICHE	(\$160,000)	(\$156,081)	\$3,919	-2.4%	(\$160,000)	\$0	0.0%	(\$3,919)	2.5%
4201 Members/Fees States/Institutions	\$2,320,000	\$2,320,000	\$0	0.0%	\$2,384,000	\$64,000	2.8%	\$64,000	2.8%
4300 Interest	\$24,000	\$68,658	\$44,658	186.1%	\$50,000	\$26,000	108.3%	(\$18,658)	-27.2%
4400 Publication Sales & Refunds	\$52	\$0	(\$52)	-100.0%	\$52	\$0	0.0%	\$52	
4600 Other Income	\$60,000	\$5,935	(\$54,065)	-90.1%	\$60,000	\$0	0.0%	\$54,065	911.0%
4850 Credit Card Transaction Rev. / Units	\$500	\$0	(\$500)	-100.0%	\$500	\$0	0.0%	\$500	
4900 Interfund Transfers		\$4,204	\$4,204			\$0		(\$4,204)	-100.0%
Total Revenue	\$2,844,552	\$3,107,066	\$262,515	9.2%	\$2,934,552	\$90,000	3.2%	(\$172,515)	-5.6%
Expenditures									
0102 Student Exchange Program	\$345,302	\$315,058	(\$30,244)	-8.8%	\$355,609	\$10,307	3.0%	\$40,551	12.9%
0104 Policy Analysis & Research	\$406,074	\$404,369	(\$1,706)	-0.4%	\$418,542	\$12,468	3.1%	\$14,173	3.5%
0105 Communications & Public Affairs	\$453,594	\$332,676	(\$120,917)	-26.7%	\$427,748	(\$25,846)	-5.7%	\$95,072	28.6%
0106 Programs & Services		\$0	\$0		\$40,213	\$40,213		\$40,213	
0110 President's Office	\$560,577	\$531,802	(\$28,776)	-5.1%	\$577,911	\$17,333	3.1%	\$46,109	8.7%
0111 Commission Meeting Expense	\$203,123	\$197,022	(\$6,101)	-3.0%	\$209,263	\$6,140	3.0%	\$12,242	6.2%
0112 Administrative Services	\$627,749	\$632,208	\$4,459	0.7%	\$646,398	\$18,649	3.0%	\$14,189	2.2%
0115 Miscellaneous Gen. Fund	\$179,863	\$205,432	\$25,569	14.2%	\$185,259	\$5,396	3.0%	(\$20,173)	-9.8%
0116 Program Development	\$25,000	\$24,164	(\$836)	-3.3%	\$25,000	\$0	0.0%	\$836	3.5%
0131 LAC Meeting	\$41,200	\$37,956	(\$3,244)	-7.9%	\$42,436	\$1,236	3.0%	\$4,480	11.8%
Total Expenditures	\$2,842,483	\$2,680,687	(\$161,796)	-5.7%	\$2,928,379	\$85,896	3.0%	\$247,692	9.2%
Surplus (Deficit) for the Fiscal Year	\$2,069	\$426,379	\$424,310		\$6,173	\$4,104			
Reserves at Beginning of Year									
1 Minimum Reserve	\$341,098	\$341,098	\$0	0.0%	\$351,405	\$10,307	3.0%	\$10,307	3.0%
2 Reserve for Facility Payments	\$251,000	\$251,000	\$0	0.0%	\$251,000	\$0	0.0%	\$0	0.0%
3 Reserve for Unexpected Shortfall	\$284,248	\$284,248	\$0	0.0%	\$292,838	\$8,590	3.0%	\$8,590	3.0%
4 Reserve to Operate Accounts Receivable	\$850,000	\$850,000	\$0	0.0%	\$850,000	\$0	0.0%	\$0	0.0%
5 Reserve Available for Dedication	\$699,990	\$699,990	\$0	0.0%	\$1,007,472	\$307,482	43.9%	\$307,482	43.9%
Reserves at Beginning of Year	\$2,426,336	\$2,426,336	\$0	0.0%	\$2,752,715	\$326,379	50.0%	\$326,379	50.0%
Reserves Dedicated during Year									
6 Organizational Systems Review	\$100,000	\$100,000	\$0	0.0%	\$0	\$100,000	100.0%	\$100,000	100.0%
7 Deficit (Surplus) for the Fiscal Year above	(\$2,069)	(\$426,379)	\$424,310		(\$6,173)	\$4,104		(\$420,207)	98.6%
Reserves Dedicated during the Fiscal Year	\$97,931	(\$326,379)	\$424,310	0.0%	(\$6,173)	\$104,104	100.0%	(\$320,207)	198.6%
Reserves at End of Year	\$2,328,405	\$2,752,715	\$424,310		\$2,758,888	\$430,483			

- (a) At the May 2016 meeting the Commission set the FY 2018 dues to \$149K and the FY 2019 dues to \$153K. The FY17 Dues are \$145K.
- (b) Minimum reserve set by the commission is 12% of Budgeted Expenses. Set May 2000.
- (c) Facility Payments reserve set by commission at 6 months of cost. Set May 2007.
- (d) Unexpected Shortfall reserve set by commission at 10% of Budgeted Expenses. To be used only if anticipated funding does not materialize. Set May 2007.
- (e) Reserve amount needed float accounts receivable until payments are received for contracted work. Approved by Executive Committee February 2016.
- (f) Approved by Executive Committee February 2016.

Plenary Session IV: The Behavioral Health Workforce in the American West: Challenges and Opportunities

Friday, November 10, 2017
11:00 – 11:45 a.m.
Ballroom

9 Friday 11:00 - 11:45 a.m.

SCHEDULE
EXEC CTTE
WELCOME
Plenary I DACA
Plenary II FREE SPEECH
PROGRAMS
POLICY
Plenary III STRONG CORE
BUSINESS
Plenary IV MENTAL HEALTH
REFERENCE

Friday, Nov. 10, 2017

10:30 - 11:15 a.m.
Ballroom

Plenary Session IV: The Behavioral Health Workforce in the American West: Challenges and Opportunities

The Western United States faces unique challenges meeting the behavioral health care needs of the region due to chronic professional shortages and significant demand for services.

Our speakers’ perspectives in this session will touch upon the impact and state of play for behavioral health in our Western communities and on our college campuses. Both community and campus populations face behavioral health challenges, and students are at high risk for anxiety, depression, and substance abuse. Health protocols increasingly reflect an interrelationship between physical and behavioral health, yet both community and campus primary and behavioral health services and systems tend to vary greatly in terms of integration, information-sharing, and resources. Finally, our campuses have the additional role of preparing the professional workforce, which provides the care and support to help people live healthy and productive lives.

The speakers will provide an overview of these challenges and provide examples of unique efforts across the West to meet them.

Speakers:

Dennis Mohatt, Vice President for Behavioral Health, WICHE
Charles Smith, Regional Administrator for the U.S. Dept. of Health and Human Services, Substance Abuse and Mental Health Services Administration

Biographical Information on the Speakers

WICHE Vice President for Behavioral Health Dennis Mohatt directs the WICHE Mental Health Program. His 30 years of public mental health work has included direct clinical care, clinical supervision, and CEO tenure in a rural CMHC serving Michigan’s Upper Peninsula. Additionally, he led an effort in the early 1990s, funded by HRSA, to successfully integrate mental health and primary care in multiple rural family practice settings. During the late 1990s, he served as the Deputy Director for the Nebraska Department of Health and Human Services, also serving as the state’s commissioner of mental health. His duties included executive management of multiple state HHS divisions including: child welfare, juvenile justice, public health, mental health, developmental disabilities, substance use, services for older adults, public assistance, Medicaid, services for the visually impaired, and public institutions. Since coming to WICHE in 2001, Mohatt has served as a member of the National Rural Health Advisory Committee, and led efforts including as the chief consultant to the President’s New Freedom Commission on Mental Health. He is actively engaged in efforts focused on improving services to Veterans, Guard, and Reserve as well as their families; rural mental health policy; workforce development; and increasing integrative approaches to behavioral and primary care practice. Mohatt’s graduate training was

supported by a NIMH Fellowship and focused on rural community clinical psychology.

Charles Smith, Ph.D. is the Regional Administrator for the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration (SAMHSA) - Region VIII (CO, MT, ND, SD, UT, and WY). Prior to accepting the role, he served as director of the Division of Behavioral Health, Colorado Department of Human Services, and as Deputy Commissioner of Mental Health and Substance Abuse for the State of Colorado. In this capacity, Smith was responsible for a combined annual budget of \$110 million and oversight of contract management, program licensure and credentialing, quality assurance and agency monitoring, program evaluation and performance measurement, public policy, and leadership of the public behavioral health system, specifically substance use and mental health prevention, treatment and recovery services for the State of Colorado. He has provided executive leadership in integrating the state's substance use and mental health systems, coordinating efforts to address behavioral health workforce shortages, and strengthening prevention activities and developing a state plan for a recovery-oriented system of care. Smith was a key member of the governor's Behavioral Health Transformation Council, his Justice Assistance Grant Board, chair of the statewide Interagency Advisory Council on Adult and Juvenile Correctional Treatment, and vice-chair of the attorney general's Statewide Methamphetamine Task Force. He is a licensed psychologist with over 20 years of clinical experience in fields of forensic/correctional psychology, emergency/crisis intervention, rehabilitation counseling, methadone maintenance, consultation, and supervision. He received his bachelor's degree in psychology from Allegheny College, his master's degree in rehabilitation counseling with a concentration in substance abuse from New York University, and his doctoral degree in counseling psychology from the University of Denver. He is a clinical instructor in the Department of Psychiatry, University of Colorado at Denver and he is recognized national speaker and recipient of several honors and recognitions.

Reference

WICHE Commission

Commission committees

Legislative Advisory Committee

WICHE staff

Future commission meeting dates

Reference

- WICHE Commission 10-3
- Commission committees 10-6
- Legislative Advisory Committee 10-7
- WICHE staff 10-10
- Future commission meeting dates 10-10

SCHEDULE	EXEC CTTE	WELCOME	Plenary I DACA	Plenary II FREE SPEECH	PROGRAMS	POLICY	Plenary III STRONG CORE	BUSINESS	Plenary IV MENTAL HEALTH	REFERENCE
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WICHE Commission

WICHE's 48 commissioners are appointed by their governors from among state higher education executive officers, college and university presidents, legislators, and business leaders from 15 Western states and the U.S. Pacific territories and freely associated states, WICHE's newest member. This regional commission provides governance and guidance to WICHE's staff in Boulder, Colo. Patricia Sullivan, associate dean of outreach in the College of Engineering at New Mexico State University, is the 2017 chair of the commission.

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2017 Commission Committees

Executive Committee

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Clayton Christian (MT), vice chair
Jeanne Kohl-Welles (WA), immediate past chair

Stephanie Butler (AK)
Eileen Klein (AZ)
Dianne Harrison (CA)
Dene Kay Thomas (CO)
David Lassner (HI)
J. Anthony (Tony) Fernandez (ID)
Franke Wilmer (MT)
Ray Holmberg (ND)
Barbara Damron (NM)
Frederick Lokken (NV)
Camille Preus (OR)
James Hansen (SD)
Jude Hofschneider (U.S. Pacific Territories and Freely
Associated States)
Dave Buhler (UT)
Don Bennett (WA)
Karla Leach (WY)

Policy Analysis and Research Committee

Christopher Cabaldon (CA), chair
Dave Buhler (UT), vice chair

Susan Anderson (AK)
Chris Bustamante (AZ)
Committee chair (CA)
Kim Hunter Reed (CO)
Colleen Sathre (HI)
J. Anthony (Tony) Fernandez (ID)
Franke Wilmer (MT)
Mark Hagerott (ND)
Barbara Damron (NM)
Appointment pending (NV)
Ryan Deckert (OR)
Bob Burns (SD)
Carmen Fernandez (U.S. Pacific Territories and Freely
Associated States)
Committee vice chair (UT)
Jeanne Kohl-Welles (WA)
Karla Leach (WY)

Programs and Services Committee

Eileen Klein (AZ), chair
Matt Freeman (ID), vice chair

Stephanie Butler (AK)
Committee chair (AZ)
Dianne Harrison (CA)
Dene Thomas (CO)
Carol Mon Lee (HI)
Committee vice chair (ID)
Clayton Christian (MT)
Appointment pending (ND)
Patricia Sullivan (NM)
Appointment pending (NV)
Hilda Rosselli (OR)
Mike Rush (SD)
Appointment pending (U.S. Pacific Territories and Freely
Associated States)
Patricia Jones (UT)
Gerry Pollet (WA)
Appointment pending (WY)

Audit Committee

Jeanne Kohl-Welles (WA), chair, and immediate past
WICHE chair
J. Anthony (Tony) Fernandez (ID)
Clayton Christian (MT), WICHE vice chair
Don Bennett (WA)

Legislative Advisory Committee

WICHE's Legislative Advisory Committee works to strengthen state policymaking in higher education in the West by engaging legislators who are appointed by the WICHE Commission in the discussion of higher education issues and by seeking their input on strategies for interstate collaboration.

*WICHE commissioner

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Future Commission Meeting Dates

2018	2019
May 7-8, 2018 - Montana	May 20-21, 2019 - North Dakota
November 8-9, 2018 - Colorado	November 7-8, 2019 - Colorado