

WICHE



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WICHE

Workplan

2017-18



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WICHE Workplan FY 2018

WICHE and its 16 member states and territories work collaboratively to expand educational access and excellence for their citizens. By promoting innovation, cooperation, resource sharing, and sound public policy, WICHE strengthens higher education's contributions to our social, economic, and civic life.

The 48-member WICHE Commission, appointed by the governors of the member states and territories, approves the workplan's focus areas and reviews and authorizes staff to conduct projects and initiatives in support of each area. The commissioners are surveyed to solicit their ideas for future projects.

WICHE's 16 members are Alaska, Arizona, California, Colorado, Hawai'i, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, Wyoming, and the U.S. Pacific territories and freely associated states (the Commonwealth of the Northern Mariana Islands and Guam are the first to participate).

Focus Areas. In FY 2018, WICHE's four units – Programs and Services, Policy Analysis and Research, Mental Health Program, and WCET – will strive to assist our members' institutions and students, focusing on five areas:

- **Finance:** Examining appropriations, tuition, and financial-aid policy and practice at the institutional, state, and federal levels.
- **Access & Success:** Improving students' access to and success in higher education, especially those students who haven't been served well in the past.
- **Workforce & Society:** Helping to ensure that our institutions are meeting workforce and societal needs.
- **Technology & Innovation:** Developing innovations that improve higher education and reduce costs.
- **Accountability:** Working to ensure that students receive the education they've been promised, and that government is receiving a strong return on its investment.

Workplan Activities. Our work for FY 2018, our potential projects for the future, and our recently completed projects are organized according to the following categories:

- **Existing Activities:** Our current work, divided into two types:
 - **Ongoing Activities:** Continuing work that supports WICHE's mission, supported by the general fund or fees.
 - **Projects & Initiatives:** Continuing (or new) work supported by grants and contracts.
- **New Directions:** Commissioner-approved projects for which staff is seeking funding.
- **Potential Future Projects:** Work that staff is considering pursuing (and bringing to the commission for approval). Also listed are projects that staff previously considered pursuing but now proposes to remove from the workplan.
- **Completed Projects:** Work that staff finished in FY 2017.

Priority. In the FY 2018 workplan, as per commissioners' request, Existing Activities are not given a priority ranking since they are initiatives that WICHE staff is committed to accomplishing. New Directions are prioritized by mission relevance, opportunity, and staff capacity. Potential Future Projects are under consideration and have not been commissioner-approved; therefore, they are not prioritized.

Programs & Services

The primary goals of the Programs and Services unit are to improve student access and success and to foster higher education collaborations that increase institutional effectiveness. Programs and Services manages WICHE’s four-pronged Student Exchange Program and a number of other initiatives that help institutions and students – undergraduate, graduate, and professional – save money and make good use of available resources. The unit also oversees projects that bring together the West’s higher education leaders to work toward common goals, assists in smoothing the student transfer process, and links students with next-generation learning opportunities. In addition, it helps institutions to achieve cost savings through three purchasing programs in collaboration with the Midwestern Higher Education Compact (MHEC).

EXISTING ACTIVITIES

ONGOING

Continuing work supported by the general fund or by fees. All work in this category is considered high priority.

Project	Focus	Geo Scope	Staffing	Partners
Western Undergraduate Exchange (WUE)	Access & success; workforce & society	Western	1.05 FTE	All WICHE member states; 159 institutions
Professional Student Exchange Program (PSEP)	Access & success; workforce & society	Western	1.05 FTE	All WICHE members, except CA, CNMI, ID, OR, SD, and WA; 132 programs at 62 institutions
Western Regional Graduate Program (WRGP)	Access & success; workforce & society	Western	1.05 FTE	All WICHE member states; more than 457 programs and 60 institutions
WICHE Internet Course Exchange	Access & success; technology & innovation	National	.05 FTE and consultants	2 consortia serving 36 institutions
Student Exchange Program database upgrades and enhancements	Access & success; workforce and society; technology	Western	.20 FTE	All WICHE member states
Western Academic Leadership Forum	Access & success; accountability	Western	.35 FTE	All WICHE member states except HI; 48 institutions, 9 systems
Western Alliance of Community College Academic Leaders	Access & success; accountability	Western	.30 FTE	All WICHE member states; 72 institutions
Academic Leaders Toolkit	Access & success	Western	(included in Forum and Alliance FTE)	Forum and Alliance members
Western Academic Leadership Academy	Workforce & society; accountability	Western	.12 FTE and consultants	Forum members
MHECare	Access & success; finance	WICHE/MHEC/NEBHE states	.10 FTE	MHEC/Mercer/United HealthCare Student Resources, 3 states: AK; CA; CO; 6 institutions

Project	Focus	Geo Scope	Staffing	Partners
Master Property Program	Finance	WICHE/MHEC/NEBHE/ SREB states	.05 FTE	MHEC/Marsh/insurance carriers, 8 states: AZ; CO; ID; NV; OR; UT; WA; WY
MHECtech	Finance	WICHE/MHEC/SREB states	.10 FTE	All WICHE member states
WICHE website, print and electronic communications, media relations	All 5 focus areas	Western/U.S.	2.0 FTE + consultant	All WICHE member states
Conversion of WICHE's constituent relations database to Salesforce	All 5 focus areas	Western/U.S.	.20 FTE	All WICHE member states

EXISTING ACTIVITIES PROJECTS & INITIATIVES

Continuing (or new) work supported by grants or contracts. All work in this category is considered high priority.

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
Interstate PassportSM	Access & success; innovation	National	Bill & Melinda Gates Foundation (\$1,647,733); Lumina Foundation (\$1,199,953); U.S. Department of Education First in the World (\$2,999,482)	3.08 - 3.19 FTE + consultants	10/6/2014 - 6/30/2017 for Lumina grants; 10/6/2014- 9/30/2019 for Gates grant; 10/1/2015- 9/30/2019 for First in the World grant	100+ institutions in 11 WICHE and 5 other states

Interstate PassportSM is a program that facilitates block transfer of lower-division general education based on learning outcomes and proficiency criteria. It includes learning outcomes for nine knowledge and skill areas developed by faculty at institutions in multiple states as well as an academic progress tracking system for Passport transfer students designed by registrars and institutional researchers. The goal of the Interstate Passport is to eliminate transfer students' unnecessary repetition of learning previously achieved. WICHE staff provides overall direction and support for this multistate effort.

NEW DIRECTIONS

Commissioner-approved projects for which staff is actively seeking funding, prioritized as follows:

- ★ = Urgency (mission critical) ★ = low, ★★ = medium, ★★★ = high
- = Opportunity (funding) ● = low, ●● = medium, ●●● = high
- = Competence (staff/consultants) ■ = low, ■■ = medium, ■■■ = high

Project Title	Focus	Priority	Geo Scope	Funding	Staffing	Timeline	Partners
North American Network of Science Labs Online: ScienceLabReady	Access & success; innovation	★★★ ●●● ■■■	International	Currently seeking funding at \$1.8 million level	1.75 FTE	TBD	Great Falls College - MSU (MT), and North Island College, British Columbia

North American Network of Science Labs Online (NANSLO): ScienceLabReady is an international consortium enabling students to conduct lab activities in introductory biology, chemistry, and physics courses over the internet using software and robotics to control high-quality scientific equipment as they converse in real time with their lab partners across the nation. WICHE staff, in partnership with US Ignite, Internet2, and InCommon Federation, are exploring funding possibilities for a research project measuring the learning outcomes for students in virtual labs and to pilot the use of the NANSLO laboratories with K-12 students.

Previously considered projects we propose to remove from the workplan. None.

POTENTIAL FUTURE PROJECTS

Work that staff is considering pursuing and bringing to the commission for approval, along with ideas generated by the survey of commissioners.

A Convening to Examine the Impact of Western Demographic Changes on Current and Future Academic Programs, Curriculum, and Student Services (focus areas: access & success; technology & innovation). In collaboration with the Policy Analysis and Research, WCET, and Mental Health units, Programs and Services will seek approval to solicit external funding to bring together policymakers, institutional leaders, and other relevant constituencies to examine how higher education can be more responsive to the West’s changing demographics through its array of existing and planned academic programs, curriculum enhancements, and expanded student services. The implications of demographic changes for the future workforce will also be addressed, with emphasis placed on working with institutions to provide academic programs that address the needs of an aging and increasingly ethnically-diverse population.

Alliance Academic Leadership Academy will identify, develop, and prepare aspiring academic leaders for advancement and success within progressively more complex administrative roles in community, junior, and technical colleges across the West.

Improving American Indian College Completion: Linking Policy and Practice (focus areas: access & success). Over three to five years, the initiative will focus on identifying and implementing high impact practices among Native American Serving Institutions (NASI) and develop common goals and strategies to impact state and federal higher education policy to help improve college completion rates among American Indian students.

COMPLETED PROJECTS

Work that staff finished in FY 2017.

Consortium for Healthcare Education Online (CHEO). Eight community colleges in five WICHE states created new (or transformed existing) allied health courses for delivery in an online or hybrid format, incorporating new, web-based experiments designed by North American Network of Science Labs Online (NANSLO). WICHE coordinated the NANSLO work and provided professional development for project partners.

Bridges to the Professoriate provided National Institute of General Medical Sciences (NIGMS)-Minority Access to Research and Careers' (MARC) predoctoral fellows with opportunities to participate in the annual Compact for Faculty Diversity's Institute on Teaching and Mentoring, helping them to gain the skills needed in doctoral programs and academic careers. Annual funding was provided to WICHE (a total of \$3,511,750 over the past 16 years) to support the attendance of NIGMS' MARC fellows at the Institute on Teaching and Mentoring and associated professional development activities.

Policy Analysis and Research

The Policy Analysis and Research unit offers a variety of policy analysis and data resources to support better-informed decision making, principally at the state level. The unit is involved in a number of research projects and collaborative initiatives that focus on college completion, adult learners, and multistate data sharing to support educational planning and workforce development. WICHE staff serves as a useful resource on a number of higher education issues, including demographic change, equity in higher education, state and federal financial aid, finance, articulation and transfer, and college completion initiatives. The unit's various publications series, including *Policy Insights*, *Data Insights*, and *Western Policy Exchanges*, explore a wide range of significant policy issues. The unit also undertakes major, long-term grant-funded projects, collaborates with other regional and national organizations, and provides short-term technical assistance to members.

EXISTING ACTIVITIES ONGOING

Continuing work supported by the general fund or by fees. All work in this category is considered high priority.

Project	Focus	Geo Scope	Staffing	Partners
Tuition and Fees in Public Higher Education in the West	Finance	Western	.025 FTE	All WICHE members
Legislative Advisory Committee	Finance, access & success; workforce & society; technology & innovation; accountability	Western	.10 FTE	All WICHE members
State Higher Education Policy Database	Finance, access & success; workforce & society; technology & innovation; accountability	Western	.20 FTE	National Conference of State Legislatures
Policy Publications Clearinghouse	Finance; access & success; workforce & society; technology & innovation; accountability	National	.025 FTE	N/A
Benchmarks	Accountability	Western	.025 FTE	N/A
Regional Fact Book for Higher Education in the West	Accountability	Western	.025 FTE	N/A
<i>Policy Insights</i>	Finance; access & success; workforce & society; technology & innovation; accountability	Western	.05 FTE	N/A
<i>Data Insights</i> *	Finance; access & success; workforce & society; technology & innovation; accountability	Western	.05 FTE	N/A

Project	Focus	Geo Scope	Staffing	Partners
Western Policy Exchanges	Finance; access & success; workforce & society; technology & innovation; accountability	Western	.05 FTE	N/A
WICHE Policy Webinar Series *	Finance; access & success; workforce & society; technology & innovation; accountability	Western	.10 FTE	Variable

* New activities for FY 2018.

Note: During FY 2018, the Policy Analysis and Research unit is planning an update to its perennial products (including *Tuition and Fees*, the *State Higher Education Policy Database*, the *Policy Publications Clearinghouse*, *Benchmarks*, and the *Regional Fact Book*), that will include synthesizing these complementary resources and making them available online in more contemporary formats such as on-demand data downloads and visualization, and tying them more directly to written reports such as *Policy Insights*, the newly-launched *Data Insights*, *Western Policy Exchanges*, and webinars.

EXISTING ACTIVITIES PROJECTS & INITIATIVES

Continuing (or new) work supported by grants or contracts. All work in this category is considered high-priority.

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
Multistate Longitudinal Data Exchange	Workforce & society; access & success; accountability	Western, expanding nationally	Gates Foundation, \$5,000,000	2.5 FTE in Years 3 and 4	8/2014 - 7/2018	Original states (HI, ID, OR, WA) Expansion states (ND, IN), SAS
<i>Knocking at the College Door: Projections of High School Graduates</i>	Access & success	National	ACT, College Board: \$350,000	1.5 FTE	1/2016 - 12/2018	ACT, College Board
University of Hawai'i: Analysis of University of Hawai'i Graduates	Accountability; workforce & society	Western	University of Hawai'i: \$30,000	.15 FTE	1/2016 - 12/2017	University of Hawai'i
Washington State Higher Education Needs Assessment	Access & success	Western	Washington Student Achievement Council \$171,379	.80 FTE	4/2017 - 12/2017	Washington

The **Multistate Longitudinal Data Exchange (MLDE)** project, a follow-up to WICHE's successful pilot project, is aimed at stitching together state longitudinal data systems in order to better track the development of human capital through K-12 and postsecondary education and its deployment in the workforce, while accounting for individual mobility.

Knocking at the College Door: Projections of High School Graduates. The Policy Analysis and Research unit has produced state-by-state forecasts for high school graduates for almost 40 years. These projections have become the nation's most widely consulted resource of its kind for a diverse audience of policymakers, enrollment managers, college counselors, educators, researchers, and news media. The 9th edition of projections (through the Class of 2032) was released in December 2016. Webinars and presentations are scheduled on average twice monthly through the end of 2017 to communicate the findings. Staff is developing supplemental

analysis for understanding policy and practice implications of the high school trends, such as male/female high school progression differences, profiles of the high school population by urban/suburban/rural geographies, and additional data dashboards. The *Knocking* projections are serving as a springboard for other policy and analysis work; for example, how to respond to the changed youth/college population and the next generation of student exchanges (see *New Directions* section below).

University of Hawai'i Analysis of Mobility and Work Patterns. WICHE is conducting an analysis of University of Hawai'i graduates who work in other states, and an analysis of Hawai'i high school students who attend universities in other states and their work patterns.

Washington State Higher Education Needs Assessment. WICHE's Policy and Mental Health units are leveraging their deep expertise in qualitative research and education and workforce development policy to compile comprehensive regional perspectives on emerging economic trends, employer needs, and community and student demand. The project team is employing a mixed methods approach to solicit feedback from local stakeholders using in-person focus groups, supplemented by an online employer survey and key informant interviews, all informed by quantitative data about each of the regions.

NEW DIRECTIONS

Commissioner-approved projects for which staff is actively seeking funding, prioritized as follows:

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ★ = Urgency (mission critical) ● = Opportunity (funding) ■ = Competence (staff/consultants) | <ul style="list-style-type: none"> ★ = low, ★★ = medium, ★★★ = high ● = low, ●● = medium, ●●● = high ■ = low, ■■ = medium, ■■■ = high |
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Project Title	Focus	Priority	Geo Scope	Funding	Staffing	Timeline	Partners
WICHE Task Force on Closing Postsecondary Attainment Gaps	Access & success; workforce & society; accountability	★★★ ●● ■■	Western	\$750,000	1 FTE	2 years	TBD
Adult College Completion Network – Building Evidence for Scale	Access & success; workforce & society	★★★ ●●● ■■■	National	\$800,000	1.5 FTE	4 years	Lumina Foundation
Policy and Practice Solutions for Adult Learners	Access & success; workforce & society	★★★ ●●● ■■■	National	\$1.5-2 million	1.75 FTE	4 years	Lumina Foundation
Data with a Purpose	Accountability; workforce & society	★★★ ●●● ■■■	National	\$497,475	.50 FTE	2 years	Strada Education Network
Hitting the Ground Running: Leveraging Work-Based Learning to Improve Educational Outcomes and Meet Workforce Demands	Access & success; workforce & society	★★★ ●● ■■	Western	\$1 million	1.75 FTE	3 years	TBD
A Second Chance at Success: Reducing the Fiscal and Social Impact of Recidivism Through Inmate Education and Reentry Programs	Access & success; workforce & society	★★ ●● ■■	Western	\$2.5 million	2 FTE	3 years	TBD

Project Title	Focus	Priority	Geo Scope	Funding	Staffing	Timeline	Partners
Safer Spaces: Aligning Policy and Practice to Reduce Sexual Violence on College Campuses in the West	Access & success; accountability	★★ ●● ■	Western	\$750,000	1.5 FTE	2 years	Washington State Council of Presidents and State Board for Community and Technical Colleges and two to three additional states
Serving Student Soldiers of the West	Access & success; workforce & society	★★ ● ■	Western	\$1 million	1.35 FTE	3 years	Mental Health Program, U.S. Dept. of Defense, Service-members Opportunity Colleges, American Council on Education

Note: The shaded initiatives are of lower priority for staff in the context of their current workload than the other seven initiatives.

WICHE Task Force on Closing Postsecondary Attainment Gaps. The goal of the WICHE Task Force on Closing Postsecondary Attainment Gaps is to catalyze state efforts to close attainment gaps so that all students in the West have the credentials they need to contribute to the regional economy. The Task Force will be composed of teams from five Western states, each including representatives from higher education, K-12, state government, business and workforce, and local communities. WICHE will work with state teams to conduct state-level policy and practice gap analyses; state-level data gap analyses; host three in-state meetings for each team; and convene three Task Force meetings to facilitate interstate collaboration. The work will result in a set of regional recommendations for closing attainment gaps applicable across a variety of contexts; state-specific action plans tailored to each participating state’s context; and early-stage implementation support for the state action plans.

Adult College Completion Network – Building Evidence for Scale. The goal of *Adult College Completion Network: Building Evidence for Scale* is to build upon the initial ACCN framework to develop an innovation network of stakeholders with an enhanced focus on building the evidence base for effectively serving adult learners, facilitating collaboration, scaling solutions, and promoting equity. The second phase of the ACCN will leverage its existing membership and activities and pursue new approaches to achieve the following four objectives: 1) build the evidence base for effectively serving adult learners; 2) facilitate collaboration among network members; 3) share scalable solutions across the field; and 4) link adult college completion work with the broader equity agenda. WICHE will achieve this through a combination of current, revised, and new ACCN offerings. These will include: dramatically expanded evaluation support in the form of direct technical assistance, evaluation resources, and consultation from outside experts; opportunities for member collaboration such as an annual workshop, targeted network learning trips, virtual discussions, direct peer-to-peer connections; and the dissemination of promising strategies with the potential for scale through a variety of mechanisms. Ultimately, WICHE seeks to capitalize on its existing knowledge of the adult credential completion field to drive the community’s efforts forward by sourcing and sharing innovation, better using data, and greater collaboration.

Policy and Practice Solutions for Adult Learners. Building on lessons learned from the *Nontraditional No More* project and the Adult College Completion Network, WICHE seeks to partner with states to increase the number of adults with a postsecondary credential of value. To accomplish that goal, the project will: identify high-impact supports for adult learners that correlate with increased credential completion; develop effective and aligned policy

and practice for serving adult learners in concert with states, postsecondary systems, postsecondary institutions, employers, and local leaders; and measure the impact of the initiatives aimed at increased postsecondary credential completion for adults to drive continuous improvement. To achieve these objectives, WICHE will select state partners through a competitive RFP process; facilitate a guided planning process with selected states; and ultimately work with state partners to implement a data-driven approach to meeting their attainment goals by serving returning adult students. Project activities will include technical assistance, facilitated state and interstate meetings, routine communication of lessons learned through publications and presentations, and a rigorous evaluation component.

Data with a Purpose. Building off of WICHE's Multistate Longitudinal Data Exchange (MLDE), *Data with a Purpose* seeks to build a bridge between data available through the MLDE and decision makers to ensure that the data is effectively used to guide policy and improve practice. Specifically, *Data with a Purpose* will seek to accomplish two tasks: 1) facilitate state research using multistate data to analyze crucial issues related to postsecondary education and employment, and 2) translate this research and analysis into actionable information that can be used to improve state and institutional policies.

Hitting the Ground Running: Leveraging Work-Based Learning to Improve Educational Outcomes and Meet Workforce Demands. The goal of this work is to help states (and perhaps metropolitan areas) facilitate the development of partnerships among institutions and businesses to ensure effective linkages between the workplace and the classroom through co-op/internship programs.

A Second Chance at Success: Reducing the Fiscal and Social Impact of Recidivism Through Inmate Education and Reentry Programs. The overall goal of this project is to reduce the fiscal and social impact of recidivism on states by helping former inmates, upon release from the correctional system, to be successful individually and to be productive, contributing members of society through effective, comprehensive prison education and reentry programs.

Safer Spaces: Aligning Policy and Practice to Reduce Sexual Violence on College Campuses in the West. WICHE will conduct research examining how contemporary policy approaches to sexual-violence prevention at postsecondary institutions are being implemented, with the goal of identifying those that research suggests have the greatest potential to reduce the prevalence of sexual violence. The initial stage of the research will be structured as a case study of the state of Washington's implementation of recent state and institutional policies designed to reduce sexual violence at postsecondary institutions. Informed by these findings, WICHE will launch a competitive RFP process to select two additional states as sites to scale up the successful strategies and practices identified in Washington.

Serving Student Soldiers of the West: Policy and Practice Solutions is a project whose goal is to increase access to and success in higher education for military students and their families in the Western region.

POTENTIAL FUTURE PROJECTS

Work that staff is considering pursuing (and bringing to the commission for review or approval). In addition, at the end of this section, we list projects that staff previously considered pursuing but that staff now proposes to remove from the workplan.

The Impact of Dual and Concurrent Enrollment on Student Success in Postsecondary Education is a project that would assess the postsecondary success of students who enroll in (and successfully complete) dual and concurrent enrollment courses while still in high school.

Western Postsecondary Data Users Network is an effort that would convene key state, system, and institutional education and workforce researchers to address common questions, provide technical assistance, and assist in professional development with the aim of ensuring that Western policymakers have access to high quality evidence to develop, assess, and improve education and training policies and programs.

Western Policy Forum would be an annual convening designed to advance WICHE's mission by bringing together key postsecondary state, system, and institutional leaders in the Western region to learn about successful strategies around access and success, accountability, finance, workforce, and innovation.

A Hole in State Policy: Alternative Providers in Higher Education. This is a joint WICHE/WCET project that would explore the state role in the oversight of alternative providers in higher education. Activities might include conducting research on the few state efforts that are underway to address issues, convening interested key stakeholders to gather input on options for addressing issues, identifying ways to avoid duplication of efforts in establishing a regulatory environment, proposing new frameworks, and creating a model or options for states to address challenges.

Assessing the Landscape of State Policy on Student-Learning Outcomes: This project would assist states in understanding the various efforts underway to better capture student learning outcomes, especially with respect to the Degree Qualifications Profile and its applicability to statewide and institutional curriculum design and assessment.

Exploring Strategies for Improving the Delivery of Remedial and Developmental Education Policies and Practices. This project would build on emerging practices in the field to help states more effectively and efficiently target remedial education to students, particularly adult learners.

Addressing Workforce Needs with the Emerging Majority-Minority. This project would build on previous work – strengthening the connections between higher education institutions and workforce-training programs to promote a more explicit focus on how states’ workforce needs can be met through better service to racial/ethnic minorities and other underrepresented populations.

Previously considered projects that we propose to remove from the workplan.

Council for Adult and Experiential Learning (CAEL) and WICHE Research Initiative (Fueling the Race 2.0). Five years ago, CAEL conducted the first national, multi-institutional study examining the academic outcomes of adult students who take advantage of prior learning assessment (PLA). In *Fueling the Race to Postsecondary Success: A 48-Institution Study of Prior Learning Assessment and Adult Student Outcomes*, CAEL found that adult students with PLA credit were two-and-a-half times more likely to complete their degrees than adult students without PLA credit. Much has changed in higher education since then, making another comprehensive study examining the impacts of PLA timely. Thus, CAEL seeks to engage WICHE as a partner on a proposal for a multi-part PLA research project addressing four main areas: impact on student outcomes, return on investment, academic integrity of PLA, and access to PLA nationally. Spanning three years, this effort would consist of three parts: the main institutional study of PLA and academic student outcomes; the return on investment for institutions, states, and systems; and the predictive validity of PLA. (Approved)

Implementation of the Common Core State Standards and Assessments: Finding Solutions to Cross-State Challenges (Expansion). The overall goal of this expanded project is to bring together key state leaders involved in the implementation of the Common Core State Standards and assessments to discuss challenges associated with student movement across state lines, and identify practical solutions. (Approved)

Changing Direction 2.0. This is a project building off of WICHE’s previous national project of the same name but addresses the new post-recession fiscal climate, which would promote the adoption of contemporary higher education finance policies that link appropriations, tuition setting, and financial aid policies.

Informing Career and Technical Education and Economic Development Programs to Meet State Workforce Needs. This project explores how career and technical education and economic development programs can be best organized and informed with contemporary workforce data to meet states’ workforce needs.

Streamlining Implementation of Outcomes-Based Funding Models is a project that will assist states and postsecondary institutions in adopting outcomes-based funding policies in ways that best ensure policy goals are achieved.

COMPLETED PROJECTS

Work that staff finished in FY 2017.

Adult College Completion Network. WICHE completed the final year of the no-cost extension for the Adult College Completion Network grant from Lumina Foundation, which involved identifying and disseminating promising practices and new research with relevance for returning adult students with some college credit and no credential.

Colorado Department of Higher Education (CDHE) Contract. WICHE was hired to assist the department with state-level strategic planning and execution of work related to its Strategic Priority Initiatives, including closing the state's attainment gap by at least half by 2025 and expanding the number of adults with a meaningful credential.

College Access Challenge Grant (CACG) Consortium. For seven years, states have participated in the CACG Consortium, where WICHE works closely with each state to administer its federally funded formula grant program, designed to increase the number of low-income students who are prepared to enroll and succeed in postsecondary education. This was the final year of federal funding for Alaska and Idaho, so work ended in August 2016.

Smarter Balanced Assessment Consortium. With funding from the Helmsley Charitable Trust and the University of California, WICHE worked with the Smarter Balanced Assessment Consortium to serve as a fiscal agent for the performance of the following services: strategic planning for the Smarter Balanced Assessment Consortium; examining how high school assessment can function as an early-warning system and as a tool for ensuring that students graduate ready for college or the workplace; exploring of new markets in adult and higher education; assisting in identifying options and opportunities for career readiness; and addressing technical and policy issues related to score reporting.

South Dakota Board of Regents (SDBOR) Contract. WICHE provided SDBOR consultation services to examine how the state might develop a strategy for redesigning state-funded financial aid programs. WICHE facilitated a series of meetings with the Financial Aid Task Force to develop a financial aid model that aligns with state goals for student success and affordability, and promotes both greater access and success for students and predictability for institutions. WICHE developed an interactive simulation tool that modeled recommendations for SDBOR using data from SDBOR, technical institutes and private colleges.

Washington Student Achievement Council – Higher Education Needs Assessment for Southeast King County. WICHE led a higher education needs assessment for the southeastern region of King County, Washington, collecting and analyzing quantitative and qualitative data and suggesting a plan for meeting identified needs. WICHE subcontracted with NCHEMS on the project and completed the assessment in December 2016.

Mental Health

The WICHE Mental Health Program seeks to enhance the public systems of care and the workforce that serves people with behavioral health issues and their families. The program approaches this mission through partnerships with state mental health authorities, federal agencies, advocacy and consumer groups, and higher education institutions. Activities focus on direct technical assistance to state and local agencies, policy analysis and research, support of state mental health agency data analysis, and liaison activities with higher education to enhance workforce development.

EXISTING ACTIVITIES PROJECTS & INITIATIVES

Continuing (or new) work supported by grants or contracts. All work in this category is considered high priority.

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
Alaska Psychiatric Institute Technical Assistance	Workforce & society	Western	\$215,000	.15 FTE	9/14-12/17	Alaska
Alaska Psychology Internship Consortium - Interns *	Workforce & society	Western	\$500,000	.10 FTE	7/13-6/18	Alaska
Alaska Internship Consortium - Technical Assistance *	Workforce & society	Western	\$100,500	.05 FTE	10/16-6/18	Alaska Trust
Alaska Review of Behavioral Health Aide Curriculum and Competency Assessment	Workforce & society	Western	\$119,100	.40 FTE	8/16-7/17	Alaska Native Tribal Health Consortium (ANTHC)
Arizona – Evidence-Based Practices Fidelity Monitoring *	Workforce & society	Western	\$1,811,821	3.2 FTE	6/14-6/18	Arizona
Arizona Mercy Maricopa Evidence Based Practices *	Workforce & society	Western	\$186,452	1.0 FTE	7/14-6/18	Arizona
Arizona Mercy Maricopa Training 2017	Workforce & society	Western	\$300,000	0.0 FTE	1/17-12/17	Arizona
Colorado Rural Veterans Suicide Prevention	Workforce & society	Western	\$651,305	0.1 FTE	2/15-2/18	Veterans Administration Office of Rural Health & Office of Suicide Prevention
Colorado School-Based Behavioral Health Advocacy Toolkit	Workforce & society	Western	\$50,000	0.2 FTE	1/17-12/17	Mental Health Colorado
Hawai'i Internship Program *	Workforce & society	Western	\$2,138,026	.30 FTE	7/13-6/18	Hawai'i
Montana State Hospital Staffing Study	Workforce & society	Western	\$19,450	.06 FTE	3/17-6/17	Montana State Hospital
Nevada Psychology Internship Program *	Workforce & society	Western	\$811,341	.50 FTE	7/14-8/18	Nevada
Oregon Psychology Internship Program *	Workforce & society	Western	\$194,558	0.0 FTE	4/14-12/19	Oregon & APA

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
South Dakota Technical Assistance Systems of Care (SOC) Statewide Implementation	Workforce & society	Western	\$43,740	.14 FTE	2/17-6/17	South Dakota Division of Behavioral Health
South Dakota IMP(ACT) Fidelity Reviews	Workforce & society	Western	\$99,000	.15 FTE	6/15-5/17	South Dakota Division of Behavioral Health
Children's Assessment Center (CAC) Doctoral Internship Program	Workforce & society	Western	\$20,688	.08 FTE	6/16-6/17	Children's Assessment Center (CAC)
University of Texas, El Paso (UTEP) Internship Program	Workforce & society	Western	\$66,576	.15 FTE	9/12-8/17	U of Texas, El Paso
Utah State Hospital (USH) Technical Assistance and LEAN Process Improvement for Reducing Restoration Length of Stay	Workforce & society	Western	\$30,000	.04 FTE	3/17-6/17	Utah Division of Substance Abuse and Mental Health
Western States Decision Support Group (WSDSG) – Annual Membership Program	Workforce & society	Western	Varies annually	.15 FTE	Ongoing	WICHE member states and territories

* WICHE expects these projects will be renewed for FY 2017-18.

Alaska Psychiatric Institute Technical Assistance. WICHE provides technical assistance and consultation focusing on strategic planning, staffing, and the provision of effective and efficient services.

Alaska Psychology Internship Consortium (AK-PIC) – Interns. WICHE supports the ongoing operations of the AK-PIC for interns and faculty.

Alaska Internship Consortium (AK-PIC) - Technical Assistance. WICHE contracted with the Alaska Mental Health Trust Authority to provide technical assistance to the AK-PIC and prepare it to successfully become reaccredited by the American Psychological Association (APA), in the wake of newly revised accreditation standards.

Alaska Review of Behavioral Health Aide (BHA) Curriculum and Competency Assessment. WICHE contracted with the Alaska Native Tribal Health Consortium (ANTHC) to complete a review of the existing BHA curriculum and associated assessment, as well as a comparison to the Alaska Core Competencies for Direct Care Workers and associated curricula/evaluations.

Arizona Evidence-Based Practices (EBPs) Fidelity Monitoring. WICHE partners with the Arizona Health Care Cost Containment System to assist with staffing to support the implementation and fidelity reviews of four EBPs in the Maricopa County public behavioral health system. WICHE supports the Project Lead and two fidelity reviewers.

Arizona Mercy Maricopa Evidence-Based Practices (EBPs). WICHE provides training, education, and guidance concerning EBPs and fidelity tools to ensure Mercy Maricopa provider staff is offering high quality EBPs and are ensuring fidelity to identified EBPs protocols. WICHE supports one fidelity reviewer and training and technical assistance related to the implementation of the identified EBPs, and evaluation/quality improvement monitoring of the practices.

Arizona Mercy Maricopa Training. WICHE is collaborating with Mercy Maricopa Integrated Care (MMIC) to develop a training academy to increase workforce expertise through implementing training strategies for three evidence-based practices: Trauma-Focused Cognitive Behavioral Therapy (TF-CBT), Transition to Independence (TIP) Model, and Cognitive Behavioral Therapy for Substance Abuse (CBT-SA).

Colorado Rural Veterans Suicide Prevention. WICHE is collaborating with the Denver-based federal Veterans Administration VISN 19 Mental Illness Research, Education, and Clinical Center to develop and pilot test a veterans suicide-prevention program for rural communities. The current funding is for year two of the three-year initiative.

Colorado School-Based Behavioral Health Advocacy Toolkit. WICHE contracted with Mental Health Colorado to create a toolkit for advocates to use to improve school-based mental health and substance-use disorder services. The project also includes a literature review as well as surveys, interviews, and focus groups with key stakeholders.

Hawai'i Internship Program. WICHE assists the state of Hawai'i in the development and operation of an ultimately accredited psychology internship consortium. A primary goal of the internship program is the establishment of a pipeline to build Hawai'i's behavioral health workforce. Three Hawai'i state agencies - the Department of Education, the Department of Health, and the Department of Public Safety - provide funding to support WICHE's ongoing development and operations of the Hawai'i Psychology Internship Consortium (HI-PIC).

Montana State Hospital (MSH) Staffing Study. WICHE will obtain and review and analyze MSH staffing, length of stay, and hospital bed data as well as registered nursing staff duties and supervision models for direct-care staff and compare MSH to five similar hospitals on these indicators.

Nevada Psychology Internship Program. WICHE assists the state of Nevada in the development and operation of an ultimately accredited psychology internship consortium. A primary goal of the internship program is the establishment of a pipeline to build Nevada's behavioral health workforce. The Nevada Division of Public and Behavioral Health and WICHE provide support and funding for WICHE's ongoing development and operations of the Nevada Psychology Internship Consortium (NV-PIC).

Oregon Psychology Internship Program. WICHE will continue to assist the Oregon State Hospital Psychology Internship Training Program by providing support for the internship website and technical assistance to help the program comply with accreditation standards.

South Dakota Technical Assistance Systems of Care (SOC) Statewide Implementation. WICHE is reviewing a community collaborative serving children and at-risk youth in Yankton, South Dakota, to determine feasibility of and make recommendations for statewide implementation.

South Dakota IMP(ACT) Fidelity Reviews. WICHE is continuing to conduct fidelity reviews of the evidence-based practice Assertive Community Treatment (ACT) at three community behavioral health clinics in locations in South Dakota.

Children's Assessment Center (CAC) Doctoral Internship Program. WICHE provides consultation and technical assistance to the Children's Assessment Center (CAC) on achieving American Psychological Association (APA) accreditation for the CAC Doctoral Internship Program.

University of Texas, El Paso (UTEP) Internship Program. WICHE provides ongoing consultation and technical assistance to the El Paso Psychology Internship Consortium, which is funded through a grant from the Hogg Foundation for Mental Health.

Utah State Hospital (USH) Technical Assistance and LEAN Process Improvement for Reducing Restoration Length of Stay. WICHE will provide technical assistance and hold a LEAN Rapid Improvement event to assist the hospital in reducing the average length of stay for forensic patients being restored to competency to stand trial.

Western States Decision Support Group (WSDSG) - Annual Membership Program. WICHE has been managing the WSDSG since 1985. The WSDSG is an information-sharing network for the behavioral health data and evaluation staff and managers from WICHE states and territories. WICHE manages monthly conference calls to discuss emerging issues in behavioral health data and system evaluation and provides ongoing support to WSDSG members. WICHE also organizes an annual meeting with training and presentations for WSDSG members to stay apprised of developments and best practices in the field of behavioral health data and evaluation. Funding is based on an annual membership fee of \$6,000.

NEW DIRECTIONS

Commissioner-approved projects for which staff is actively seeking funding, prioritized as follows:

- ★ = Urgency (mission critical) ★ = low, ★★ = medium, ★★★ = high
- = Opportunity (funding) ● = low, ●● = medium, ●●● = high
- = Competence (staff/consultants) ■ = low, ■■ = medium, ■■■ = high

Project Title	Focus	Priority	Geo Scope	Funding	Staffing	Timeline	Partners

POTENTIAL FUTURE PROJECTS

Work that staff is considering pursuing (and bringing to the commission for review or approval). Also listed are projects that staff previously considered pursuing but now proposes to remove from the workplan.

Idaho Psychology Internship Development. WICHE is working with Idaho to create and fund a psychology internship development program.

Substance Abuse and Mental Health Services Administration (SAMHSA) Indefinite Delivery Indefinite Quantity (IDIQ). In collaboration with JBS International, WICHE was an awardee for the IDIQ-Domain III-Policy Analysis and Related Projects, and in collaboration with the National Association of State Mental Health Program Directors (NASMHPD), WICHE was an awardee for the IDIQ-Domain V-Technical Assistance and Training Projects. This will allow WICHE, in collaboration with JBS International/NASMHPD, to respond to Task Order requests under these domains over a five-year period.

Campus Sexual Assault Prevention. WICHE is currently developing a program to support Institutes of Higher Education (IHEs) in the prevention of sexual assault. Following an exhaustive review of current best practices, WICHE is now engaging commissioners to determine the most useful approach to supporting WICHE Institutes of Higher Education in this endeavor.

Previously considered projects that we propose to remove from the workplan. None at this time.

COMPLETED PROJECTS

Work that staff finished in FY 2017.

Arizona Mercy Maricopa Integrated Care (MMIC) Permanent Supportive Housing Redesign. WICHE collaborated with MMIC to facilitate a housing redesign to restructure how Permanent Supportive Housing and accompanying services are provided to members.

Arizona Mercy Maricopa Integrated Care (MMIC) Mental Health Block Grant (MHBG) Evidence-Based Practices (EBPs) Grant Award. WICHE provided training, technical assistance and consultation to MMIC’s partner “First Episode Clinics” to enhance and sustain their capacity to support client referrals to EBPs.

Colorado Office of State Planning and Budgeting Behavioral Health Funding Study. WICHE, the National Association of State Mental Health Program Directors Research Institute, and Milliman completed a study of behavioral health funding in Colorado.

Circle Program Study. The Colorado Office of Behavioral Health retained WICHE to examine the effectiveness of the Circle Program, a 20-bed inpatient program operated by the Colorado Mental Health Institute at Pueblo (CMHIP), as well as the operational, financial, and regulatory and licensure options for the program to be autonomous from CMHIP and the state.

Hawai'i State Hospital Budgeting. The Hawai'i Department of Health retained WICHE to provide an external and independent evaluation and review of the Hawai'i State Hospital budgeting process and make recommendations to improve its budget and expenditure system.

Hawai'i Child and Adolescent Mental Health Medicaid Rate Study. The Hawai'i Department of Health retained WICHE to conduct a multi-state comparison study of child and adolescent behavioral health services and associated Medicaid rates. The study was used to determine the need for rate increases and adjustments, including requesting funds from the Hawai'i Legislature.

Wyoming Behavioral Health Division. WICHE provided assistance in the development of a dual diagnosis program to serve those diagnosed with an intellectual disability and mental illness, provided education and training on managing patients with complex behaviors and aggression, and provided an analysis of the discharge process at the state hospital.

WCET

The WICHE Cooperative for Educational Technologies (WCET) was established in 1989 to promote collaboration and information sharing about educational technologies in higher education. WCET’s mission is to accelerate the adoption of effective practices and policies, advancing excellence in technology-enhanced teaching and learning in higher education. Today, WCET supports over 375 colleges, universities, state higher education agencies, non-profits and for-profit companies across the U.S. and Canada, with over 3,800 active WCET users. WCET’s strategic action plan focuses on practice, policy, and advocacy, and fulfills these core functions by leveraging the expertise within the WCET community, supporting action agendas based on member priorities, facilitating information dissemination and professional networking, and delivering responsive excellence to its higher education members. WCET is the leader in the practice and policy of technology-enhanced learning in higher education.

EXISTING ACTIVITIES ONGOING

Continuing work supported by the general fund or by fees. All work in this category is considered high priority.

Project	Focus	Geo Scope	Staffing	Partners
WCET National Membership Cooperative	Technology & innovation; access & success	North America	9 FTE	375 member institutions, organizations, and companies
WCET Leadership Summit	Technology & innovation; access & success	North America	WCET staff	Corporate sponsors
WCET Webcast Series	Technology & innovation; access & success	North America	WCET staff	
e-Learning Policy & Advocacy	Technology & innovation; access & success	North America	WCET staff	Members, UPCEA, OLC, other organizations
WCET Research	Technology & innovation	North America	WCET staff	Members, other organizations

EXISTING ACTIVITIES PROJECTS & INITIATIVES

Continuing (or new) work supported by grants or contracts. All work in this category is considered high-priority.

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
WCET Z Course and Z Degree Adoption Program	Technology & innovation; access & success	North America	William and Flora Hewlett Foundation	WCET staff	2017-2020	Organizations active in OER

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
Evolving Higher Education Policy Issues	Technology & innovation; access & success	North America	Existing membership dues	WCET staff	7/17-6/18	Members, other WICHE units
Deployment of Steering Committee Priorities to Advance WCET Focus Areas	Technology & innovation; access & success	North America	Existing membership dues	WCET staff	7/17-6/18	WCET Steering Committee, WCET members
State Authorization Network (SAN) - Year 7	Access & success	National	SAN member fees	2.25 FTE	7/17-6/18	NCHEMS & 93 member systems or organizations representing more than 600 institutions

Focus areas. WCET’s focus areas for 2017-2018 include emerging technologies, institutional success, policy and regulation, and student success. WCET works with its extensive and talented membership to produce a variety of deliverables related to each focus area, including guest blogs, interactive webinars, digital content, summits, member discussions, research, and its premier annual meeting.

Emerging technologies. Specific topics to be addressed include the Internet of Things (IoT), virtual reality, and artificial intelligence.

Institutional success. WCET is well known for its leadership in the area of managing online learning. As technology extends beyond distance education and online units, WCET is updating this focus area to more broadly address institutional success. This is accomplished through WCET’s live and virtual events as well as interactive discussions among 3,800 subscribers. In FY 2017, WCET published *Price and Cost of Distance Education 2017*.

Policy and regulation. WCET keeps its members informed of federal developments that may have an impact on higher education and its use of instructional technologies to enhance learning and extend access. The U.S. Department of Education requested input from WCET regarding the Department’s rules about “substantive and regular interaction” vis-a-vis innovations in digital learning.

Student success. Although the term of WCET’s Adaptive Learning Fellow expired on November 1, 2016, WCET will continue to serve as a knowledge center on adaptive learning. Additional topics that are important to WCET’s membership include open educational resources (OER) and e-texts, developing a culture of accessibility and universal design for learning (UDL), academic integrity, and connecting credentials. WCET partnered with GlobalMindED to develop a new Digital Inclusion Award which recognizes an individual, organization, or program for having shown significant impact on first generation learner populations with regard to increasing involvement in global digital leadership.

WCET’s State Authorization Network (SAN) is a membership service for those seeking to comply with state authorization regulations related to the provision of online and distance courses and programs. WCET provides training on state regulations, access to experts, strategies on meeting state requirements, and support to a community of practitioners sharing effective practices and latest developments. In its sixth successful year of operation, SAN serves more than 600 institutions from 93 members (a mix of individual institutions, partnerships, systems, and consortia).

NEW DIRECTIONS

Commissioner-approved projects for which staff is actively seeking funding, prioritized as follows:

- | | |
|------------------------------------|----------------------------------|
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Project Title	Focus	Priority	Geo Scope	Funding	Staffing	Timeline	Partners
Backbone Services to the Digital Learning Solution Hub	Technology & innovation; access & success	★★ ●●● ■■	North America	Bill & Melinda Gates Foundation	3.0 FTE	2017-2020	14 Gates Foundation grantees

POTENTIAL FUTURE PROJECTS

Work that staff is considering pursuing (and bringing to the commission for review or approval). In addition, at the end of this section, we list projects that staff previously considered pursuing but that staff now proposes to remove from the workplan.

Licensure programs that cross state lines. State Authorization Reciprocity Agreement (SARA) addresses degree programs that cross state lines. SARA does not apply to additional authorizations required of postsecondary programs that lead to licensure, such as teacher and nursing licensure. WCET is exploring opportunities for partners and funders to better inform students and to rationalize such requirements within a profession across state lines.

COMPLETED PROJECTS

Work that staff finished in FY 2017.

28th Annual Meeting, October 12-14, 2016, Minneapolis.

WCET Leadership Summit. “Essential Institutional Capacities to Lead Innovation,” June 14-15, 2017, Salt Lake City.

WCET Frontiers has been recognized as a “must read higher education blog” by *Ed Tech Magazine* and *The Edvocate* (13/40 on the must read list).

SAN Workshops and Conferences. In addition to many virtual events and communications SAN provides to its members, SAN convened four in-person workshops with an average attendance of 60.

Price vs. Cost of Distance Education. In winter 2016, WCET issued a national survey to find answers to these questions: Do you charge students a price that is more or less for distance learning courses? Why? Does it cost the institutions more or less to create those courses? Why? The report received national higher education media coverage and stimulated a lot of discourse among higher education practitioners.

The WICHE Commission as of July 2017

Alaska

Susan Anderson, president/CEO, The CIRI Foundation, Anchorage
Stephanie Butler, executive director, Alaska Commission on
Postsecondary Education, Juneau
James Johnsen, president, University of Alaska System, Fairbanks

Arizona

Chris Bustamante, president, Rio Salado College, Tempe
Eileen Klein, president, Arizona Board of Regents, Phoenix
Appointment pending

California

Christopher Cabaldon, president, Linked Learning Alliance, and
mayor, West Sacramento
Dianne Harrison, president, California State University, Northridge
Francisco Rodriguez, chancellor, Los Angeles Community College
District, Los Angeles

Colorado

Loretta Martinez, general counsel and secretary to the board,
Metropolitan State University of Denver
Kim Hunter Reed, executive director, Colorado Department of
Higher Education, Denver
Dene Kay Thomas, president, Fort Lewis College, Durango

Hawai'i

David Lassner, president, University of Hawai'i System, and interim
chancellor, University of Hawai'i at Manoa, Honolulu
Carol Mon Lee, attorney, retired associate dean, University of Hawai'i,
Richardson School of Law, Honolulu
Colleen Sathre, vice president emeritus, University of Hawai'i, Honolulu

Idaho

J. Anthony Fernandez, president, Lewis-Clark State College, Lewiston
Matt Freeman, executive director, Office of the State Board of Education,
Boise
Julie VanOrden, state representative, Pingree

Montana

Clayton Christian (WICHE vice chair), commissioner of higher education,
Helena
Pat Williams, former U.S. congressman, Missoula
Franke Wilmer, professor, Montana State University

Nevada

Vance Farrow, industry specialist, healthcare, Governor's Office of
Economic Development, Las Vegas
Fred Lokken, professor, Truckee Meadows Community College, Reno
Vic Redding, vice chancellor of finance, Nevada System of Higher
Education, Reno

New Mexico

Barbara Damron, cabinet secretary, New Mexico Higher Education
Department, Santa Fe
Mark Moores, state senator, Albuquerque
Patricia Sullivan (WICHE chair), associate dean, engineering,
New Mexico State University, Las Cruces

North Dakota

Mark Hagerott, chancellor, North Dakota University System, Bismarck
Ray Holmberg, state senator, Grand Forks
Kari Reichert, vice president, National Information Solutions Cooperative,
and member, North Dakota State Board of Education, Bismarck

Oregon

Ryan Deckert, president, Oregon Business Association, Portland
Camille Preus, president, Blue Mountain Community College, Pendleton
Hilda Rosselli, director of college and career readiness, Chief Education
Office, Salem

South Dakota

Robert Burns, distinguished professor emeritus and dean emeritus,
South Dakota State University, Brookings
James Hansen, former regent, South Dakota Board of Regents, Pierre
Michael Rush, executive director, South Dakota Board of Regents, Pierre

U.S. Pacific Territories and Freely Associated States

Carmen Fernandez, president, Northern Marianas College, Saipan, CNMI
Jude Hofschneider, senator, Tinian, CNMI
Vincent Leon Guerrero, special assistant, climate change and education,
Office of the Governor of Guam, Hagatña, Guam

Utah

David Buhler, commissioner, Utah System of Higher Education,
Salt Lake City
Patricia Jones, CEO, Women's Leadership Institute and member,
Utah Board of Regents, Salt Lake City
Peter Knudson, state senator, Brigham City

Washington

Don Bennett, deputy director, Washington Student Achievement Council,
Olympia
Jeanne Kohl-Welles (WICHE chair 2016), council member, King County
Gerry Pollet, state representative, Seattle

Wyoming

Fred Baldwin, senator, Wyoming State Senate, Kemmerer
Karla Leach, president, Western Wyoming Community College,
Rock Springs
Laurie Nichols, president, University of Wyoming, Laramie

