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2018-19 WICHE Workplan

WICHE Workplan FY 2019

For 65 years, the Western Interstate Commission for Higher Education has been the leading higher education agency serving states, students, and institutions throughout and beyond the American West. By promoting innovation, cooperation, resource sharing, and sound public policy, WICHE strengthens higher education's contributions to our social, economic, and civic life.

This annual Workplan reflects the projects and priorities WICHE's 60-some staff intend to pursue this coming fiscal year beginning July 1, 2018.

The 48-member WICHE Commission, appointed by the governors of the 16 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.

Focus Areas: In FY 2019, WICHE's Programs and Services, Policy Analysis and Research, Mental Health Program, and WCET units focus their activities in 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 traditionally underserved
- **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 2019, our proposed future projects, 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 2018

Priority: In the FY 2019 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, streamline the student transfer process through a new nationwide network of Interstate Passport® institutions, and develop a new cadre of academic administrators. In addition, it helps institutions 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; 160 institutions
Professional Student Exchange Program (PSEP)	Access & success; workforce & society	Western	1.05 FTE	All WICHE members send and/or receive students except Guam; 130 programs at 60 institutions participate across the WICHE region
Western Regional Graduate Program (WRGP)*	Access & success; workforce & society	Western	1.05 FTE	All WICHE member states; more than 430 programs (a FY18 eligibility change will increase these numbers)
WICHE Internet Course Exchange	Access & success; technology & innovation	National	.10 FTE	2 consortia serving 28 institutions
Student Access Programs administrative database upgrades*	Access & success; workforce and society; technology	Western	.30 FTE	All WICHE member states
Western Academic Leadership Forum <ul style="list-style-type: none"> • Professional Development: 2019 Annual Meeting • Collaborative projects 	Access & success; accountability	Western	.45 FTE	All WICHE member states; 53 institutions, 10 systems
Western Alliance of Community College Academic Leaders <ul style="list-style-type: none"> • Professional Development: 2019 Annual Meeting • Collaborative projects 	Access & success; accountability	Western	.35 FTE	All WICHE member states; 77 institutions, 8 systems

Project	Focus	Geo Scope	Staffing	Partners
Academic Leaders Toolkit	Access & success	Western	(included in Forum and Alliance FTE)	Forum and Alliance members
Western Academic Leadership Academy	Workforce & society; accountability	Western	.15 FTE and consultants	Forum members
MHECare	Access & success; finance	WICHE/MHEC/NEBHE states	.10 FTE	MHEC/United HealthCare Student Resources, 3 states (AK, CA, CO), 6 institutions
Master Property Program	Finance	WICHE/MHEC/NEBHE/SREB states	.05 FTE	MHEC/Marsh carriers, 8 states (AZ, CO, ID, NV, OR, UT, WA, WY), 22 campuses
MHECtech	Finance	WICHE/MHEC/SREB states	.15 FTE	All WICHE member states

*Note: During FY 2019, the Programs & Services unit will expand the marketing of WUE and WRGP to benefit more students and institutions through targeted state-specific publicity and activities as well as increased outreach to high school counselors and admissions advisors. With the lifting of the WRGP program-distinctiveness requirement (previously there had to be no more than five similar programs in the region excluding healthcare programs), staff anticipate a significant increase in the number of WRGP offerings and institutions, and commensurate increased enrollments. New WUE and WRGP databases will be developed to improve administrative functions and enrollment reporting along with public-facing web interfaces.

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 Passport[®]	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)	4.12 FTE (first 3 months) to 4.02 FTE (remaining 9 months) + consultant	10/14-9/18 for Lumina grants; 10/14-9/18 for Gates grant; 10/15-9/19 for U.S. Department of Education First in the World grant	25 institutions in 8 WICHE plus 1 other state (CA, HI, ID, ND, OR, SD, UT, WY, AR) are members; institutions in these and other states are in the exploration stage
Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice	Access & success	National	Lumina Foundation (\$990,000)	1.61 FTE	12/17-11/20	25 institutions in 7 WICHE states (AK, AZ, CO, MT, NM, UT, WA); 3 other states (MN, OK, NC)

Interstate Passport® is a nationwide network of regionally accredited, nonprofit, public and private two- and four-year institutions dedicated to the block transfer of lower division general education attainment based on multi-state, faculty-developed learning outcomes and proficiency criteria in nine knowledge and skill areas. It also provides institutions in the network with an academic progress tracking system for Passport transfer students designed by registrars and institutional researchers. The goal of Interstate Passport is to eliminate transfer students’ unnecessary repetition of learning previously achieved. WICHE staff provide overall direction and support for this effort that is building an interstate transfer network for students across the country.

Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice is an initiative that over three years will focus on identifying and supporting the implementation of high-impact practices among Native American-Serving Nontribal Institutions (NASNTI) to improve American Indian and Alaska Native students’ postsecondary attainment, develop common goals and strategies to influence state and federal higher education policy to help this population of students and institutions, and work toward the creation of a network of Native American-Serving Institutions (NSIs) to mobilize them to enhance their visibility in higher education and public policy arenas.

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
Seeking additional external funding for the Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice initiative to further assist NASNTIs and sustain an institutional network	Access & success	★★★ ●● ■■■	National	\$750,000	1.75 FTE	TBD	Native American-Serving Nontribal institutions
Interstate Passport	Access & success; innovation	★★★ ●● ■■■	National	TBD	4.5 FTE	TBD	Interstate Passport Network Members

Previously considered projects we propose to remove from the workplan:

North American Network of Science Labs Online (NANSLO) was established with grant funding as an international consortium of higher education institutions enabling students to conduct online lab activities in introductory biology, chemistry, and physics courses using software and robotics to control high-quality scientific equipment as they conversed in real time with geographically dispersed lab partners. Due to a lack of further funding to support NANSLO operations, WICHE and its partner institutions have ceased its operations.

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:

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.

Policy Analysis and Research

The Policy Analysis and Research unit supports better-informed decision making, principally at the state level, by providing a variety of policy analysis and data resources. The unit leads research projects and collaborative initiatives that focus on closing postsecondary attainment gaps, college completion, and multistate data sharing to support educational planning and workforce development. WICHE staff are a useful resource on higher education issues including demographic change, equity in higher education, adult learners, state and federal financial aid, finance, articulation and transfer, federal policy, and college completion initiatives. The unit's two publication series, *WICHE 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 Policy and Data Profiles*	Finance; access & success; workforce & society; technology & innovation; accountability	Western	.20 FTE	WICHE Communications
Policy Publications Clearinghouse	Finance; access & success; workforce & society; technology & innovation; accountability	National	.025 FTE	N/A
Benchmarks: WICHE Region	Accountability	Western	.025 FTE	N/A
Regional Fact Book for Higher Education in the West	Accountability	Western	.025 FTE	N/A
WICHE Insights	Finance; access & success; workforce & society; technology & innovation; accountability	Western	.10 FTE	N/A
Western Policy Exchanges	Finance; access & success; workforce & society; technology & innovation; accountability	Western	.05 FTE	N/A

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

Note: During FY 2019, the Policy Analysis and Research unit is planning to update its perennial products (including *Tuition and Fees*, the *Policy Publications Clearinghouse*, *Benchmarks*, and the *Regional Fact Book*), which will include synthesizing these complementary resources and making them available online in a more contemporary format, state and policy data profiles. These profiles will include on-demand data downloads and visualization, and connect them more directly to written resources such as *WICHE 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 Year 4 through 2019	8/14-12/19	CO, HI, ID, ND, WA,* SAS
WICHE Task Force on Closing Postsecondary Attainment Gaps	Access & success; workforce & society; accountability	Western	Lumina Foundation, \$400,000	1.0 FTE	12/17-11/19	Lumina Foundation; States TBD
<i>Knocking at the College Door: Projections of High School Graduates</i>	Access & success	National	ACT, College Board	.50 FTE	1/16-ongoing	ACT, College Board
Analysis of University of Hawai'i Graduates	Accountability; workforce & society	Western	University of Hawai'i, \$30,000	.15 FTE	1/16-12/18	University of Hawai'i

* WICHE will conduct additional outreach to secure additional state partners in FY19.

Multistate Longitudinal Data Exchange (MLDE): The 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.

WICHE Task Force on Closing Postsecondary Attainment Gaps. The goal of this new effort 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.

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.

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.

NEW DIRECTIONS

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

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

Project Title	Focus	Priority	Geo Scope	Funding	Staffing	Timeline	Partners
Council for Adult and Experiential Learning (CAEL) and WICHE Research Initiative (Fueling the Race 2.0)	Access & success; accountability	★★★ ●●● ■■■	National	\$200,000	.45 FTE	2 years	CAEL
Western Postsecondary Data Users Network	Access & success; workforce & society; accountability	★★★ ●● ■■■	Western	\$50,000	.50 FTE	Six months	Western states
Regional IPEDS Partnership	Access & success; workforce & society; accountability	★★ ● ■■■	Western	Dependent upon size and scale of effort	.05 FTE	Dependent upon size and scale of effort	Western states
Exploratory Research into Programs Designed to Increase Postsecondary Attainment in Idaho	Access & success; accountability	★★★ ●● ■■■	Western	\$385,313	.0825 FTE	2 years	Idaho State Board of Education
Scaling Technology-Assisted Skill Building in Rural Areas	Access & success; workforce & society	★★★ ●● ■■■	Western	\$1 million	1.5 FTE	3 years	WCET
Evaluation and Research Partnerships	Access & success; accountability	★★★ ●● ■■■	Western	Dependent upon size and scale of effort	.05 FTE	Ongoing	Western states
Building Evidence for Scale: Policy and Practice Solutions for Adult Learners	Access & success; workforce & society	★★★ ●●● ■■■	National	\$1.5-2 million	1.75 FTE	4 years	TBD
Data with a Purpose	Accountability; workforce & society	★★★ ●●● ■■■	National	\$497,475	.50 FTE	2 years	Strada Education Network

Project Title	Focus	Priority	Geo Scope	Funding	Staffing	Timeline	Partners
A Second Chance at Success: Reducing the Fiscal and Social Impact of Recidivism Through Inmate Education and Re-entry Programs	Access & success; workforce & society	★★ ●● ■	Western	\$2.5 million	2 FTE	3 years	TBD
Serving Student Soldiers of the West	Access & success; workforce & society	★★ ● ■	Western	\$1 million	1.35 FTE	3 years	Mental Health Program

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

Council for Adult and Experiential Learning (CAEL) and WICHE Research Initiative (Fueling the Race 2.0). In 2010, 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 compared to adult students without PLA credit. Much has changed in higher education since then, making another comprehensive study examining the impacts of PLA timely. As such, CAEL seeks to engage WICHE as a partner on a proposal for a second phase of the multi-part PLA research project.

Western Postsecondary Data Users Network. State education and workforce development agencies continue to make progress in improving data systems that have the potential to provide critical information to students and their families, policymakers, and institutional leaders. To take full advantage of these systems, states must have highly competent staff that can analyze the available data and convert it to usable information that can be used to improve programs and policies. Additionally, state researchers must have opportunities to explore new areas of research that can drive policy conversations. Barriers to states taking advantage of these data systems include limited opportunities for state postsecondary researchers to engage in professional development; heavy workloads managing existing reporting duties, leaving little time for exploratory analyses; and few chances to network with colleagues in other states to address common problems. WICHE hopes to address these issues by exploring the need for and, if appropriate, establishing a Western Postsecondary Data Users Network, 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.

Regional IPEDS Partnership. 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 understands that state agency staff spend a substantial portion of time downloading and preparing IPEDS data for analysis and that institutional researchers in the state do the same, all using similar datasets. WICHE is pursuing the development of a data resource in which the data are cleaned and prepared one time, then made available to all.

Exploratory Research into Programs Designed to Increase Postsecondary Attainment in Idaho. Western states are implementing many new innovative policies and programs to increase access to postsecondary education and improve success rates for those who enroll. Recent examples include expansion of dual and concurrent enrollment offerings, changes to state financial aid programs, and reforms in 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, have submitted a proposal to IES to begin this work. The project would have direct and tangible benefits for Idaho but would also benefit other WICHE states. Information about the efficacy of innovative 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 will carry out (if funded by IES) an evaluation of Idaho's Advanced Opportunities project or (if not funded) seek other funding opportunities.

Scaling Technology-Assisted Skill Building in Rural and Other Areas of Need. This project, which would be a joint effort of the Policy Analysis and Research unit and WCET, would leverage technology to scale work-based learning to rural and other communities of need 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. Specifically, after conducting a landscape analysis of innovative program models of technology-assisted work-based learning opportunities, WICHE will utilize its robust network of state and postsecondary institutional partners across the region to identify pilot sites for project implementation that involves expanding the models. 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.

Evaluation and Research Partnerships. Western states are implementing many new innovative policies and programs aimed at improving student outcomes. Examples 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 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 will solicit partner agencies to jointly submit proposals to IES and identify other research and evaluation needs where WICHE can be of assistance.

Building Evidence for Scale: Policy and Practice Solutions for Adult Learners. Building on WICHE's *Adult College Completion Network* and other work related to adult learners, WICHE proposes to leverage its existing membership and activities to 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 also seek 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 and institutions, employers, and local leaders; and measure the impact of initiatives aimed at increased postsecondary credential completion for adults to drive continuous improvement.

Data with a Purpose. Building on 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 are 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.

A Second Chance at Success: Reducing the Fiscal and Social Impact of Recidivism Through Inmate Education and Re-entry 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 re-entry programs.

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 members of the military 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):

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 would be a joint WICHE/WCET project that would explore states' role in the oversight of alternative providers in higher education. Activities might include conducting research on the few state efforts that are underway, 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 to help states address challenges.

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

Impact of Federal Policy and State Budgets and Policy. Several pieces of federal legislation, ranging from tax reform to the reauthorization of the Higher Education Act, are likely to have an impact on state budgets and higher education policy. WICHE proposes to engage in work that will keep constituents informed and help policymakers align their policy and practice to better serve students in the West.

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.

Safer Spaces: Aligning Policy and Practice to Reduce Sexual Violence on College Campuses in the West. WICHE hopes to 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.

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

The Impact of Dual and Concurrent Enrollment on Student Success in Postsecondary Education is a project that would have assessed the postsecondary success of students who enroll in (and successfully complete) dual and concurrent enrollment courses while still in high school. Current activities on the workplan address this type of work in more detail.

Assessing the Landscape of State Policy on Student Learning Outcomes. This project would have assisted 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.

Addressing Workforce Needs with the Emerging Majority-Minority. This project would have built on previous work aimed at strengthening 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.

COMPLETED PROJECTS

Work that staff finished in FY 2018:

Idaho's Future: Improving the Transition from High School to College and Career. In June 2017, in partnership with the McClure Center for Public Policy Research at the University of Idaho and the Idaho State Board of Education, WICHE staff facilitated "Idaho's Future: Improving the Transition from High School to College and Career," a three-day meeting of 31 high-school career and college counselors and postsecondary academic advisors and career counselors that examined the student pipeline from 8th grade through the first year of postsecondary education, and drafted nine recommendations that were presented to the State Board of Education.

Washington State Higher Education Needs Assessment. WICHE's Policy and Mental Health units leveraged their 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 employed 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. The final report can be found here: www.wsac.wa.gov/sites/default/files/2017.12.08.regional.education.needs.assessment.pdf.

New Mexico Statewide Higher Education Master-plan (NM SHEM) committee: WICHE assisted the New Mexico Higher Education Department (NMHED) with the work of NM SHEM, which was intended to result in the development of shared strategies and goals for efficiency in higher-education delivery as well as increased completion rates. WICHE provided planning, research, document preparation, and technical support to this effort and also assisted in the planning and implementation of the NMHED Governance Summit.

* Subject to renewal in advance of FY19, but ongoing.

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 behavioral health agencies, 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

Active work supported by grants or contracts. All work in this category is considered high priority.

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
Alaska Psychology Internship Consortium – Interns *	Workforce & society	Western	\$600,000	.10 FTE	7/13-6/19	Alaska
Alaska Internship Consortium – Technical Assistance *	Workforce & society	Western	\$100,500	.05 FTE	10/16-6/18*	Alaska Trust
Arizona – Evidence-Based Practices Fidelity Monitoring	Workforce & society	Western	\$2,273,553	4.2 FTE	6/14-6/19	Arizona
Arizona Mercy Maricopa Evidence Based Practices	Workforce & society	Western	\$430,075		7/14-6/18*	Arizona
Arizona Mercy Maricopa Training 2017	Workforce & society	Western	\$300,000	Consultants	1/17-12/18	Arizona
Rural Veteran Suicide Prevention *	Workforce & society	Western	\$1,749,847	.10 FTE	2/15-3/19	Veterans Administration Office of Rural Health & Office of Suicide Prevention
Colorado System of Care Study Design	Workforce & Society	Western	\$19,250	.10 FTE	9/1/17-6/18*	Colorado
Colorado Suicide Prevention Toolkit	Workforce & Society	Western	\$20,935	.10 FTE	7/17-6/18*	Colorado
Hawai'i Psychology Internship Program *	Workforce & society	Western	\$2,138,026	.30 FTE	7/13-6/19	Hawai'i
Hawai'i Department of Education Recruitment	Workforce & Society	Western		.15 FTE		Hawai'i
Idaho – Southeast Needs Assessment and Planning	Workforce & Society	Western	\$57,250	.10 FTE	10/17-6/18*	Portneuf Health Trust
Idaho – Adult Mental Health Needs Assessment	Workforce & Society	Western	\$84,498	.10 FTE	3/18-2/19	Idaho
Nevada Psychology Internship Program	Workforce & society	Western	\$811,341	.50 FTE	7/14-8/18	Nevada

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
Oregon Psychology Internship Program	Workforce & society	Western	\$194,558		4/14-12/19	Oregon & APA
South Dakota IMP(ACT) Fidelity Reviews	Workforce & society	Western	\$148,000	.15 FTE	6/15-6/18	South Dakota Division of Behavioral 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 2018-19.

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.

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 three 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 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 by 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 System of Care Study Design. The Colorado Department of Human Services (CDHS) has been awarded a System of Care Expansion and Sustainability Grant from the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration. This grant builds on the prior planning grant and implementation grant. CDHS has asked the WICHE MHP to develop the methodology for a study to assess the community-based behavioral health service array for children, youth, and young adults with behavioral health challenges in Colorado.

Colorado Suicide Prevention Toolkit for Rural Primary Care. WICHE completed an update of the Suicide Prevention Toolkit for Rural Primary Care and associated patient management tools using funding from the Colorado Department of Public Health and Environment. WICHE will be providing toolkit trainings in Colorado over the next several months.

Hawai'i Department of Education: Recruitment, Employment, and Facilitation for School-Based Behavioral Health Professionals. The Hawai'i Department of Education continues to contract with WICHE MHP to provide marketing, recruitment, screening, and referral services for behavioral health professionals to fill public school vacancies across the Hawaiian Islands.

Hawai'i Psychology Internship Program (HI-PIC). WICHE assists the state of Hawai'i in the development and operation of an 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 HI-PIC.

Idaho Adult Mental Health Needs and Gaps Assessment. WICHE is assessing services available in Idaho for adults with serious mental health needs, identifying gaps in the continuum of services, and making recommendations to close identified gaps. The study also includes an assessment of the status of WICHE recommendations made in 2008 as part of the Idaho Behavioral Health System Redesign Study.

Idaho Southeast Behavioral Health Needs Assessment and Planning. WICHE is working with several organizations in Southeastern Idaho, including the Portneuf Health Trust, to identify community behavioral health needs and document gaps in available programs and services. As part of the project, the WICHE MHP is also assisting with the strategic and operational planning needed to launch a crisis center and a transitional housing center.

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.

Rural Veterans Suicide Prevention. WICHE is collaborating with the Denver-based federal Veterans Administration/ Mental Illness Research, Education, and Clinical Center to develop and pilot-test a veterans suicide-prevention program for rural communities. The initial pilot site is the San Luis Valley of Colorado. During FY19, the program will expand to include two new pilot sites.

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

Utah Psychology Internship Program. WICHE is working with partner agencies to develop a doctoral psychology internship consortium. WICHE will facilitate program development, help ensure the program meets American Psychological Association accreditation standards, and assist with the accreditation process.

Western States Decision Support Group (WSDSG)-Annual Membership Program. Since 1985, WICHE has been managing the WSDSG, an information-sharing network for 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

None at this time.

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.

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. Also, 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 and NASMHPD, to respond to Task Order requests under these domains over a five-year period.

Campus Sexual Assault Prevention—Following an exhaustive review of current best practices, WICHE is currently developing a program to support Institutes of Higher Education (IHEs) in the prevention of sexual assault.

State of Washington—Assessment of Campus Behavioral Health Care Capacity. This project, a legislative initiative, would involve contracting with the Washington Student Achievement Council (WSAC) to conduct an evaluation of mental health counseling and services for students at 34 public community and technical college campuses as well as six public four-year multi-campus institutions.

Psychology Internship Initiative—The MHP expects to expand its doctoral psychology internship initiative with Idaho and New Mexico during FY19 and FY20, pending funding decisions in each state.

Beacon Health Rural Consultation—Beacon Health Options is a leading managed behavioral health company, serving 44 million individuals across all 50 states. On behalf of employers, health plans and government agencies, it manages behavioral health insurance and EAP benefits to ensure robust individual access to mental health and addiction services. The WICHE Mental Health Program will work with Beacon to help improve behavioral healthcare for rural and frontier residents of the Western U.S.

National Institutes of Health (NIH)—WICHE MHP has been approached to provide an update (pending NIH funding decision) to its publication *Mental Health and Rural America: An Overview and Annotated Bibliography*. The revision would expand the publication’s focus to include substance use and addiction, with special emphasis on opioid addiction in rural and frontier areas of the U.S.

Montana – The WICHE Mental Health Program anticipates conducting a behavioral health system study for the Montana Department of Public Health and Human Services, Addictive and Mental Disorders Division. The study will include estimates of the unmet need for behavioral health services in Montana; an analysis of behavioral health funding; and an analysis of the state’s publicly funded behavioral health service system, including the current service delivery structure, integration of physical and behavioral health services, and service capacity. Recommendations for strengthening the behavioral health systems and options for restructuring the delivery and financing of services will

be included.

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

COMPLETED PROJECTS

Work that staff finished in FY 2018.

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

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.

Colorado Division of Youth Services—Operational Program Plans. WICHE prepared Operational Program Plans for three Division of Youth Services facilities located in Greeley, Colorado Springs, and Grand Junction. An Operational Program Plan documents program needs in relation to the physical space for the program and is the first requirement for state capital-construction funding.

Colorado School-Based Behavioral Health Advocacy Toolkit. WICHE contracted with Mental Health Colorado to create a toolkit for advocates to use in improving 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 Children's and Adolescent Mental Health Division Quality Improvement Review. The Children's and Adolescent Mental Health Division of the Hawai'i Department of Health retained WICHE to review its quality-improvement processes across four domains: program monitoring, clinical quality, billing compliance, and customer and client service. The effort included identifying best practices in five other states, and making recommendations for improving reporting, analysis, and communication to strengthen client care.

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 - The Hawai'i Department of Health, Early Interventions Section (EIS), retained the WICHE MHP to analyze differences in reimbursement rates paid by other state EIS agencies across the country for various disciplines (including occupational therapy, speech therapy, etc.). The study included a comparative analysis of salaries for various positions involved in EIS services and adjusted the rates and salaries based on regional cost of living differences.

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

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

Utah State Hospital (USH) Technical Assistance and LEAN Process Improvement for Reducing Restoration Length of Stay. WICHE provided technical assistance and held 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.

Washington State Data Consultation. WICHE conducted research and provided data consultation to the Washington Health Care Authority to provide recommendations on how it may best meet the federal Substance Abuse and Mental Health Administration block-grant data reporting requirements.

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, nonprofits 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.

**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	2017-20	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	7/18-6/19	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	7/18-6/19	WCET Steering Committee, WCET members
State Authorization Network (SAN) - Year 8	Access & success	National	SAN member fees	2.25 FTE	7/18-6/19	NCHEMS & more than 90 members representing more than 600 institutions

Focus areas. WCET’s focus areas for 2018-19 include emerging technologies, institutional success, policy and regulation, and student success. WCET works with its 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 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.

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. WCET continues 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 seventh successful year of operation, SAN serves over 600 institutions from more than 90 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:

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

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	2017-20	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 2018:

29th Annual Meeting, October 2017, Denver.

WCET Leadership Summit. June 2018, Newport Beach, Calif.

SAN Workshops and Conferences. In addition to many virtual events and communications SAN provides to its members, SAN convened several in-person workshops.