

WICHE



ALASKA

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CALIFORNIA

COLORADO

COMMONWEALTH OF THE
NORTHERN MARIANA ISLANDS

HAWAI'I

IDAHO

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NEVADA

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WICHE

Workplan

2015

WICHE Workplan 2015

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.

WICHE's 16 members include 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 is the first to participate).

Focus Areas. In fiscal 2015 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 level.
- Access & Success: Improving students' access to higher education and success in it, especially those students we haven't served well in the past.
- Workforce & Society: Helping to ensure our institutions are meeting workforce and society needs.
- Technology & Innovation: Developing innovations that improve higher education and lower 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 2015, 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); in addition, we list projects that staff previously considered pursuing but that staff now proposes to remove from the workplan.
- Completed Projects: Work that staff finished in FY 2014.

Priority. In the FY 2015 workplan, as was done last year 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 competence. 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 to help boost 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. It also oversees projects that bring together the West's higher education leaders to work toward common goals; assist in smoothing the transfer process; link students with next-generation learning opportunities; and help institutions to achieve cost savings through group purchasing.

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 and success; workforce and society	Western	1.05 FTE	All WICHE member states; 154 institutions
Professional Student Exchange Program (PSEP)	Access and success; workforce and society	Western	1.05 FTE	All WICHE members, except CA, CNMI, ID, OR, SD, and WA; 129 programs at 55 institutions
Western Regional Graduate Program (WRGP)	Access and success; workforce and society	Western	1.05 FTE	All WICHE member states; 314 programs at 56 institutions
WICHE Internet Course Exchange	Access and success; technology and innovation	Western	.10 FTE and consultants	3 institutions; 2 systems; 1 consortium
Western Academic Leadership Forum	Access and success; accountability	Western	.45 FTE	All WICHE member states except CNMI & HI; 47 institutions, 11 systems
Western Alliance of Community College Academic Leaders	Access and success; accountability	Western	.35 FTE	All WICHE member states; 75 institutions, 10 systems
Academic Leaders Toolkit	Access and success	Western	(included in Forum and Alliance FTE)	Forum and Alliance members
MHECare	Access and success; finance	WICHE/MHEC/NEBHE states	.20 FTE	MHEC/Mercer/United HealthCare Student Resources, 2 states: AK & CO, 5 institutions; several prospects
Master Property Program	Finance	WICHE/MHEC/NEBHE/SREB states	.15 FTE	MHEC/Marsh/Lexington, 8 states (AZ, CO, ID, NV, OR, UT, WA, WY)
MHECtech	Finance	WICHE/MHEC/SREB states	.05 FTE	All WICHE member states

Project	Focus	Geo-Scope	Staffing	Partners
WICHE website, print and electronic communications, media relations	All 5 focus areas	Western/U.S.	2.75 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
Bridges to the Professoriate	Access & success	National	National Institute of Health (\$273,332)	.20 FTE	7/1/2008 - 6/30/2015	Southern Regional Education Board; National Institute of General Medical Sciences
A Convening: Transfer Solutions Through Cross-Organization Alignment	Access & success	National	Bill and Melinda Gates foundation (\$173,440)	.14 FTE	3/15/2014 - 12/30/2013	Association of American Colleges and Universities
Consortium for Health Education Online (CHEO)	Access & success; technology & innovation	Western	U.S. Department of Labor: Trade Adjustment & CC & Career Training Grant (WICHE contract: \$872,259)	1.6 and consultants	10/2012 - 9/2016	Pueblo Community College (CO) is fiscal agent; 8 institutions in 5 states: AK, CO, MT, SD, WY
Implementation of the WICHE State Authorization Reciprocity Agreement (W-SARA)	Access & success; technology & innovation	Western	Proposal pending at Lumina Foundation: \$720,600 grant for all SARA entities WICHE's FY15 share: \$124,454 (pending proposal); \$112,081 (Lumina NCE); and institutional fees of \$100,382	WICHE SARA: 2.8 FTE	7/2014 - 6/2015	Regionally: States that sign the reciprocity agreement and institutions that pay annual dues Nationally: NC-SARA MHEC, NEBHE, SREB

Bridges to the Professoriate: Provides National Institute of General Medical Sciences-Minority Access to Research and Careers' predoctoral fellows with opportunities to participate in the annual Compact for Faculty Diversity's Institute on Teaching and Mentoring, helping them to gain skills needed in doctoral programs and academic careers.

A Convening: Transfer Solutions through Cross-Organization Alignment: In a two-stage convening, representatives of four major collaborative projects and others focusing on reform in the student transfer arena will examine opportunities for alignment that could result in greater impact.

Consortium for Health Education Online (CHEO): Eight community colleges in five WICHE states are creating or transforming existing allied health courses for delivery in an online or hybrid format, incorporating new, web-based lab experiments from the North American Network of Science Labs Online (NANSLO) project, where it's appropriate to do so.

Implementation of the WICHE State Authorization Reciprocity Agreement (W-SARA): WICHE and the other three regional education compacts are administering SARAs so that any institution offering distance education may acquire authorization from its home state to enable it to operate in other participating states; the National Council is coordinating inter-regional activities.

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 Expansion Project 1	Access & success	★★★ ●●● ■■■	International	Previous grant: Next Generation Learning Challenges (NGLC) (\$750,000)	TBD	TBD	Colorado Community College System, 5 institutions in CO, MT, WY, & an institution & organization in British Columbia
Interstate Passport Initiative - Phase II	Access & success	★★★ ●●● ■■■	Western	Previous grant: Carnegie Corporation of New York grant \$550,000 (through 4/2014) Currently seeking additional grants	.55 FTE & consultants	TBD	First phase: 16 two- and four-year institutions in 5 states (CA, HI, ND, OR, UT)

North American Network of Science Labs Online Expansion Project 1: NANSLO will seek funding to expand its collection of experiments, conduct research on the best practices in lab experiments for students in online courses, and add new member institutions to its network.

Interstate Passport Initiative: The Interstate Passport Initiative provides a new block transfer framework for lower-division general education, one based on student-learning outcomes rather than seat time in courses and credits; we are seeking additional grants to expand the initiative to additional states and develop Passport Learning

Outcomes and Proficiency Criteria for Transfer for the remaining lower-division general education core content areas (humanities/creative arts, social sciences, information literacy, natural and physical sciences, and critical thinking).

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

POTENTIAL FUTURE PROJECTS

Work we're considering pursuing (and bringing to the commission for approval); also previously considered projects that we propose to remove from the workplan.

We'll focus on seeking funding for the projects described above.

COMPLETED PROJECTS

Work that staff finished in FY 2014.

Gaining Online Accessible Learning through Self-study (GOALS). WICHE was a partner in a three-year effort (Jan. 2011 - Dec. 2013) supported by the Fund for the Improvement of Postsecondary Education to develop strategies to improve institutions' web accessibility. WICHE worked with the consortium partners in the development and dissemination of materials and information, as well as in the recruitment of 45 field test and case study sites. The consortium was led by the National Center on Disability and Access to Education at Utah State University and also included the Michigan Community College Virtual Learning Collaborative, Southern Association of Colleges and Schools Commission on Colleges, Southern Regional Education Board, and WebAIM.

Policy Analysis and Research

The Policy Analysis and Research unit offers a variety of policy and information 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; multistate data-sharing to support educational planning and workforce development; and other critical areas. WICHE staff serve as a useful resource on a number of higher education issues, including state and federal financial aid, finance, articulation and transfer, the Common Core State Standards, and various college completion initiatives. Its publication series, including *Policy 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	National	.20 FTE	National Conference of State Legislatures, Lumina Foundation
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
Policy Insights	Finance, access & success, workforce & society, technology & innovation, accountability	National	.05 FTE	N/A
Western Policy Exchanges	Finance, access & success, workforce & society, technology & innovation, accountability	Western	.05 FTE	N/A

**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
Adult College Completion Network	Access & success; workforce & society	National	Lumina Foundation: \$1,133,800	1.65 FTE	10/2010 - 9/2015	Lumina Foundation
College Access Challenge Grant (CACG) Consortium and Network	Access & success	Western states, Texas	State memoranda of agreement/ U.S. Dept. of Education: Year 5 revenue, \$190,000	1.40 FTE	Year 5: 8/2013 - 8/2014	2 Consortium states (AK, ID) & 2 Network states (ND and UT)
Equity in Excellence	Access & success, accountability	Western	Bill & Melinda Gates Foundation, Ford Foundation (subcontract): \$50,000	.45 FTE	1/2013 - 06/2014	Center for Urban Education at the University of Southern California, Colorado
The Implementation of the Common Core State Standards and Assessments: Finding Solutions to Cross-State Challenges	Access & success	Western	TBD (\$100,000)	.55 FTE	4/2014 - 12/2014	SBAC, PARCC, SHEEO, and AACTE*
<i>Knocking at the College Door: Projections of High School Graduates</i>	Access & success	National	ACT, College Board: \$441,000	.5 FTE	10/2010 - 6/2015	ACT, College Board
New Models of Student Financial Support	Access & success Finance	National	Lumina Foundation: \$80,000	.3 FTE	9/1/2013 - 10/31/2014 (currently in a no-cost extension phase)	Lumina Foundation
Policy and Assessment Framework for Washington's Opportunity Scholarship Program	Finance	Western	Microsoft Corporation via subcontract from NCHEMS: \$30,000	.15 FTE	3/2012 - 9/2014	National Center for Higher Education Management Systems (NCHEMS), Washington

* Smarter Balanced Assessment Consortium (SBAC); Partnership for Assessment of Readiness for College and Careers (PARCC); State Higher Education Executive Officers Association (SHEEO); American Association of Colleges for Teacher Education (AACTE).

Adult College Completion Network (www.adultcollegecompletion.org): WICHE manages the ACC Network, a learning network that unites organizations and agencies working to increase college degree and credential completion by adults with prior college credits.

College Access Challenge Grant Consortium and Network (www.wiche.edu/cacg): States can participate in the CACG Consortium, which involves WICHE working closely with the 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; or in the CACG Network, which is a collaborative council composed of CACG grant administrators from each of the states.

Equity in Excellence: With a focus on the Denver metro area, WICHE is partnering with the Center for Urban Education at the University of Southern California to support the implementation of Colorado’s higher education reform agenda by aligning the state’s higher education policy measures with concrete, equity-focused actions within community colleges and four-year institutions.

The Implementation of the Common Core State Standards and Assessments: Finding Solutions to Cross-State Challenges: The overall goal of this 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.

Knocking at the College Door (www.wiche.edu/knocking): With support from its traditional partners, ACT and the College Board, Policy recently released the 8th edition of these projections and is continuing to explore the feasibility of enhancements, such as producing projections for urban areas and disaggregations by sex.

New Models of Student Financial Support: As part of a series of papers to explore new ways to provide financial aid, WICHE has released a paper entitled, *States in the Driver’s Seat: Leveraging State Aid to Align Policies and Promote Access, Success, and Affordability*. WICHE is also planning a convening of state financial aid personnel to discuss its proposals as well as those of select other authors in the Lumina series.

Policy and Assessment Framework for Washington’s Opportunity Scholarship Program: In partnership with the National Center for Higher Education Management Systems (NCHEMS), staff is examining Washington’s new financial aid program and offering guidance concerning how its effectiveness can be measured and how its implementation can be integrated with the state’s existing finance and financial aid policies.

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
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
Longitudinal Data Exchange Expansion and Implementation	Workforce & society, technology & innovation, accountability	★★★ ●●● ■■■	Western	\$1.5 million	2.5 FTE	4 years	Additional Western states
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	WICHE Mental Health Program

Project Title	Focus	Priority	Geo-scope	Funding	Staffing	Timeline	Partners
Streamlining Implementation of Outcomes-Based Funding Models	Accountability	★★ ●● ■ ■	Western	\$2.25 million	2 FTE	3 years	American Council on Education, NCHEMS, SHEEO, National Association of System Heads
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

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.

Longitudinal Data Exchange Expansion and Implementation: The next phase of this project will continue, enhance, and expand the work it has done in piloting a multistate longitudinal data exchange spanning K-12 education, postsecondary education, and workforce information in Washington, Oregon, Idaho, and Hawai'i by working toward further development of a sustainable architecture, governance, and financing plans, as well as expansion into more states, and a second round of data exchange and analysis.

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, be successful individually and to be productive, contributing members of society through effective, comprehensive prison education and reentry programs.

Streamlining Implementation of Outcomes-Based Funding Models: A project to assist states and postsecondary institutions in adopting outcomes-based funding policies in ways that best ensure those policies' goals are achieved.

Serving Student Soldiers of the West: Policy and Practice Solutions: The goal of this project 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: A project that would assess the impact of enrolling in and successfully completing dual and concurrent enrollment courses while still in high school on success in postsecondary education.

Changing Direction 2.0: A project building off WICHE's previous national project of the same name but addressing 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: A potential partnership with the Institute for Higher Education Leadership and Policy at Sacramento State University to explore how career and technical education and economic development programs can be best organized and informed with contemporary workforce data, in order to meet state workforce needs.

Redefining Degrees: A potential partnership with Sacramento State University's Institute for Higher Education Leadership and Policy to study and recommend more effective degree pathways, including applied degrees.

Assessing the Landscape on State Policy on Student-Learning Outcomes: A project that 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: A project that would build on current emerging practices in the field to help states more effectively and efficiently target remedial education to students, particularly adult learners.

Identifying Effective College Persistence and Success Projects and Working to Bring Them to Scale: A project in which WICHE would launch a program that identifies the most effective – and cost-effective – college persistence and success projects and bring them to scale.

Addressing Workforce Needs with the Emerging Majority-Minority: A project that would build on previous work that strengthened the connections between higher education institutions and workforce-training programs in an effort to promote a more explicit focus on how state 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.

Race Against the Clock: Preparing Teachers to Effectively Utilize Information from the Common Core State Standards

COMPLETED PROJECTS

Work that staff finished in FY 2014.

Facilitating Development of a Multistate Longitudinal Data Exchange.

Mental Health

The WICHE Mental Health Program (MHP) seeks to enhance the public systems of care and the workforce that serves persons with mental 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 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
Mental Health, General	Workforce & society	Western & national	.90 FTE	States
Decision Support Group	Workforce & society	Western	.10 FTE	States
Mental Health First Aid Training	Workforce & society	Western	.05 FTE	States & 501(c)3s
Suicide Prevention Training and Toolkits	Workforce & society	Western & national	.10 FTE	States & 501(c)3s

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
Arizona START Project	Workforce & society	Western	\$68,000	.12 FTE	7/13 - 6/14	Arizona
Arizona – Evidence-Based Practices	Workforce & society	Western	\$192,500	.15 FTE	7/13 - 6/14	Arizona
Alaska Internship Operations Support	Workforce & society	Western	\$100,000	.10 FTE	7/13-6/15	AK DHSS
University of Alaska Strategic Planning	Workforce & society	Western	\$65,706	.57 FTE	7/13-6/14	University of Alaska
Alaska Core Competencies	Workforce & society	Western	\$10,000	.10 FTE	4/14-8/14	AK Trust
Alaska HRSA Internship Expansion Grant	Workforce & society	Western	\$117,176	.35 FTE	9/12-9/15	HRSA
Alaska Psychiatric Institute	Workforce & society	Western	\$130,000	.15 FTE	7/13-6/14	Alaska
Alaska OISSP CRS Follow-up	Workforce & society	Western	\$20,000	.15 FTE	2/14-8/14	Alaska
Association of Psychology Postdoctoral and Internship Centers (APPIC)	Workforce & society	Western	\$50,000	.50 FTE	7/13-6/14	APPIC

Project	Focus	Geo-Scope	Funding	Staffing	Timeline	Partners
Colorado Jail Beds Restoration	Workforce & society	Western	\$85,000	.15 FTE	7/13-6/14	Colorado
Hawai'i Internship Program	Workforce & society	Western	\$239,012	.41 FTE	8/13-7/14	Hawai'i
Hawai'i Long-term Care Payment Methods Project	Workforce & society	Western	\$32,000	.25 FTE	10/13-4/14	Hawai'i
Hawai'i Electronic Health Records Project	Workforce & society	Western	\$37,000	.30 FTE	10/13-4/14	Hawai'i
South Dakota Survey	Workforce & society	Western	\$20,000	.05 FTE	7/13-6/14	South Dakota
Texas UTEP Intern Program	Workforce & society	Western	\$85,000	.15 FTE	7/13-6/15	U of Texas, El Paso
Texas Harris County Internship Project	Workforce & society	Western	\$7,500	.22 FTE	9/13-12/14	Harris County, TX
Texas Bexar County Internship Project	Workforce & society	Western	\$10,675	.05 FTE	9/13-8/14	Bexar County, TX
APA Grant HI PIC	Workforce & society	Western	\$20,000	.16 FTE	9/13-8/14	American Psychological Association

Arizona START Project: WICHE is supporting the pilot implementation of a risk assessment at the Arizona State Hospital. Additionally, WICHE is conducting a survey of the culture of safety at the hospital.

Arizona - Evidence Based Practices: WICHE engaged in an Inter-Governmental Agreement (IGA) with the Arizona Department of Health Services to assist with recruiting and staffing a two-year effort to support the implementation of four evidence-based practices in the Maricopa County public behavioral health system.

Alaska Internship Operations Support: WICHE receives \$100,000 annually from the Alaska Department of Health and Social Services (DHSS) to support the ongoing operations of and technical assistance provided to the Alaska Psychology Internship Consortium.

Alaska UAA Strategic Planning: WICHE has been supporting the UAA College of Health Strategic Planning in a two-phase project. Phase 1 was focused on conducting a competitor analysis for behavioral health research to identify research being conducted by other entities/universities as well as the extent to which the existing research in Alaska meets the current need. Phase 2 focuses on developing a joint behavioral health research grant proposal between WICHE MHP and UAA Institute for Circumpolar Health Studies.

Alaska Core Competencies: WICHE facilitated a second Train the Trainer Training on the Alaska Core Competencies (ACC) to increase the pool of eligible instructors of the ACC curriculum and tools. This is anticipated to be the final phase of multiyear project to build core competencies and curriculum to enhance the direct care workforce across human service settings.

Alaska Health Resources and Services Administration (HRSA) Internship Expansion Grant: This contract represents a three-year training grant from the HRSA to expand the available training slots in the Alaska Psychology Internship Consortium, developed and supported by WICHE.

Alaska Psychiatric Institute: WICHE is providing technical assistance and consultation focusing on strategic planning, staffing, and the provision of effective and efficient services.

Alaska OISSP CRS Follow-Up: A pilot project to test the feasibility of conducting follow-up inquiries to behavioral health service recipients related to quality of life. The intent is to assess if treatment gains are maintained.

Association of Psychology Postdoctoral and Internship Centers (APPIC): A two-year collaboration between WICHE and APPIC to conduct a nationwide evaluation of doctoral psychology internship programs that are currently not accredited by the American Psychological Association, to determine the barriers to accreditation and develop a tool to assess accreditation readiness.

Colorado Jail Beds Restoration: WICHE continues to support the implementation of the Metro Denver Jail Based Restoration program being run through a contract with Geo Group.

Hawai'i Internship Program: Three Hawai'i state agencies - the Department of Education, Department of Health, and Department of Public Safety - provide funding to support WICHE's ongoing development and operations of the Hawai'i Psychology Internship Consortium.

Hawai'i Long Term Care Payment Methods Project: WICHE is reviewing current long term care programs and services in Hawai'i and identifying program/services and specific reimbursement strategies. WICHE is also exploring Medicaid funding options for long term care in other states and aligning opportunities with consideration for integrated community-based programs and services. Develop a Report of Findings and Recommendations and share with Adult Mental Health Division leadership for review and comment.

Hawai'i Electronic Health Records Project: WICHE developed an RFP for the Hawai'i Developmental Disabilities Division for procurement of an electronic Health Records. WICHE will also be involved in reviewing the proposals to assist in the identification of a qualified vendor.

South Dakota Survey: The South Dakota Consumer is an annual mail survey of clients of the Division of Behavioral Health which is used to monitor access to care, quality of care, outcomes, and satisfaction with treatment services.

Texas UTEP Intern Program: The University of Texas at El Paso provides funding to support WICHE's ongoing consultation and technical assistance to the El Paso Psychology Internship Consortium. This internship program is funded through a grant from the Hogg Foundation for Mental Health.

Texas Harris County Internship Project: The Harris County Juvenile Probation Department provides funding to support WICHE's ongoing consultation and technical assistance to their psychology internship program. This internship program is funded through a grant from the Hogg Foundation for Mental Health.

Texas Bexar County Internship Project: The Bexar County Juvenile Probation Department provides funding to support WICHE's consultation related to the accreditation process for their psychology internship program.

APA Grant HI PIC: WICHE received a grant from the American Psychological Association (APA) to support the Hawai'i Psychology Internship Program in seeking accreditation.

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
Alaska Pacific University Intern Program	Workforce & society	★★★ ●●● ■■■	Western	\$100,000	.30 FTE	3/14-2/16	Alaska & Trust
Alaska – Qasgip Native Program	Workforce & society	★★★ ●● ■■■	Western	\$9,500	.08 FTE	7/14-12/15	Tribal
Suicide Training – Wyoming and California	Workforce & society	★★★ ●● ■■■	Western	\$3,500	.05 FTE	5/14	States
Colorado HRSA Funded Internship Program	Workforce & society	★★★ ●●● ■■■	Western	\$80,000	.55 FTE	7/14-6/15	HRSA

Project Title	Focus	Priority	Geo-scope	Funding	Staffing	Timeline	Partners
Colorado Trust Grant	Workforce & society	*** ●● ■■■	Western	\$40,000	.50 FTE	4/14-9/14	Colorado Trust Foundation
Colorado Systems Study	Workforce & society	*** ●● ■■■	Western	\$150,000	.90 FTE	7/14-6/15	Colorado
Hawai'i Workforce Development	Workforce & society	*** ●●● ■■■	Western	\$48,369	.30 FTE	7/14-6/15	Hawai'i
Hawai'i DOE Needs Assessment	Workforce & society	*** ●●● ■■■	Western	\$111,267	.75 FTE	3/14-7/14	Hawai'i DOE
Hawai'i School Project	Workforce & society	*** ●●● ■■■	Western	\$75,000	.60 FTE	6/14-1/16	Hawai'i
University of North Dakota Campus Mental Health	Workforce & society	*** ● ■■■	Western	\$50,000	.55 FTE	3/14-2/15	North Dakota
Nevada Assess for Interns	Workforce & society	*** ●● ■■■	Western	\$6,500	.22 FTE	2/14-5/14	Nevada
Nevada Psychology Internship Program	Workforce & society	*** ●● ■■■	Western	\$160,000	.30 FTE	1/15-12/16	Nevada
Oregon Psychology Internship Program	Workforce & society	*** ●● ■■■	Western	\$167,558	.60 FTE	4/14-6/16	Oregon
South Dakota Tribal Lakota Project	Workforce & society	*** ● ■■■	Western	\$60,000	.35 FTE	4/14-3/15	Tribal
Veterans Administration Proposal	Workforce & society	*** ●●● ■■■	Western	\$149,744	2.05 FTE	3/14-9/14	Federal
American Suicide Prevention Program	Workforce & society	*** ● ■■■	Western	\$88,000	.30 FTE	3/14-4/14	Foundation

Alaska Pacific University Doctoral Program: WICHE will contract with APU to provide consultation and technical assistance to support the programs process of seeking accreditation by the American Psychological Association.

Alaska Qasgip Native Program: The contract is for external evaluation of the dissemination and implementation of a culture-based suicide and alcohol use prevention program for Alaska Native youth. The contract involves two trips per year to visit the program sites in western Alaska and conduct interviews, focus groups, and ethnographic observation, as well as to provide consultation to the research team on dissemination and implementation best practices.

Suicide Training – Wyoming and California: WICHE will provide trainings to primary care providers related to the implementation of the Suicide Prevention Toolkit developed by WICHE MHP.

Colorado HRSA Funded Internship Program: WICHE submitted a proposal to HRSA to fund the development of a rural psychology internship consortium in the state of Colorado.

Colorado Trust Grant: WICHE submitted a proposal to fund Phase 1 of a process to develop an organizational plan to develop advocacy efforts focused on health equity in Colorado.

Colorado System Study: WICHE is responding to an RFP to conduct a behavioral health systems analysis, taking into account historical, current, and projected behavioral health needs across the state of Colorado.

Hawai'i Workforce Development: WICHE will contract with the Hawai'i Department of Education to provide recruitment and hiring services to assist with development of behavioral health workforce in the public school system.

Hawai'i DOE Needs Assessment: WICHE will contract with the Hawai'i Department of Education to provide a needs assessment and associated recommendations regarding the school-community service initiative of the state.

Hawai'i School Project: WICHE has submitted a proposal to conduct outcomes research on the school-based behavioral health services in the state of Hawai'i.

University of North Dakota Campus Mental Health: WICHE is planning to support the implementation of several campus based mental health initiatives that range from training endeavors to improve campus-based behavioral health service and support structure.

Nevada Assess for Interns: WICHE has proposed to draft legislative bill language and an associated background report in order to facilitate the approval of state FTEs to serve as psychology intern positions within a proposed state-funded psychology internship program.

Nevada Psychology Internship Program: WICHE has proposed to assist the state of Nevada in developing and accrediting a psychology internship training program within its state-run community behavioral health clinics.

Oregon Psychology Internship Program: WICHE has proposed to assist the state of Oregon in developing and accrediting a psychology internship training program within its state hospital.

South Dakota Tribal Lakota Project: The Pine Ridge Tribe has a new phase of their Circles of Care grant, which requires them to produce in the first year a financial plan for sustainable funding. Our contract would be to work with them to develop this sustainable funding plan.

Veterans Administration Proposal: Proposal and negotiation in progress. If funded, then we will be collaborating with the local MIRECC to prepare a multi-level suicide prevention and mental health promotion program for veterans in rural communities. The project will consist initially of background research, intervention model development, and adaptation of the suicide prevention toolkit, all in preparation for a community based participatory research pilot project of a large-scale multi-level, public health approach to suicide prevention in one to two communities.

American Suicide Prevention Program: WICHE submitted a proposal to fund the implementation of a comprehensive suicide prevention program within three primary care clinics.

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.

Chicago Internship: Project to develop an APA-accredited psychology internship program in the Chicago area.

Montana Intern Planning: Project based on building an APA-accredited psychology internship consortium.

Supporting Success – Saving Lives: This project intends to support states and institutions in creating or scaling up effective policies, practices, and programs that promote behavioral health and increase college success among students with mental health and substance use issues.

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

COMPLETED PROJECTS

Work that staff finished in FY 2014.

AK ePsych Project. The goal of this project was to determine the feasibility of launching an 'ePsych' Acute Care demonstration project utilizing API psychiatrists and other behavioral health specialists to provide real-time interactive video to support around-the-clock monitoring and treatment of psychiatric inpatients in remote community hospitals. WICHE completed the report and recommendations in August of 2013.

South Dakota Hospital Planning. Providing evaluation and planning for the state hospital.

Alaska Competencies. Completion of FY14 train the trainer program in core competencies.

South Dakota Co-Sig. WICHE provided technical assistance to South Dakota on a variety of system improvement projects for persons with co-occurring mental health and substance abuse issues for the past eight years.

South Dakota State Prevention Enhancement Project. WICHE facilitated the integration of three community prevention coalitions.

Colorado Crisis System Preparation Project. WICHE conducted background research in preparation for a statewide initiative to increase the crisis service system in Colorado.

Guam Workforce Development Training. WICHE successfully submitted a grant for the Guam Behavioral Health System that supported training and workforce development efforts.

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. It provides colleges and universities with solutions, interventions, good practices, and access to valuable resources on a wide array of important issues in higher education through working groups, discussion lists, social media, content curation, research activities, and its acclaimed annual meeting. The WCET community includes many leading innovators in e-learning from institutions across the United States. WCET is nationally recognized as one of the most informative, reliable, and forward-thinking organizations regarding the role of technology and innovation in higher education. Its membership includes 330 institutions, higher education agencies, nonprofit organizations, and corporations in North America, with over 2,000 active WCET users.

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	5.15 FTE	330 member institutions & organizations
WCET Leadership Summit	Technology & innovation, access & success	North American	WCET staff, consultants	Corporate sponsors
e-Learning Policy	Technology & innovation, access	North America	WCET staff	UPCEA, Sloan-C, Presidents’ Forum, Educause, other organizations
WCET Research	Technology & innovation	North America	WCET staff	UPCEA, BCcampus, eCampus Alberta, CT Distance Learning

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
Predictive Analytics Reporting (PAR) Framework	Technology & innovation, access & success	National	Bill & Melinda Gates Foundation, \$3,002,482	.5 FTE, multiple contractors	August 2012 - December 2014	Sage Road Solutions, 16 named partner institutions

Project	Focus	Geo-Scope	Funding	Staffing	Timeline	Partners
State Authorization Network (SAN) - Year 4	Access & success	National	Member fees, \$200,000	.25 FTE	April 2014 - March 2015	NCHEMS & 46 member systems or organizations representing more than 700 institutions
Boot Camp: Building Institutional Readiness for Data Analytics	Technology & innovation, access & success	North America	Foundation grant, corporate sponsors	WCET staff, consultants	June 2014	Sage Road Solutions

Predictive Analytics Reporting Framework: The PAR Framework continues to derive results from its multi-institutional data-mining project to develop data assets that member institutions are using to mitigate academic risk: 16 WCET member institutions (including two-year, four-year, public, proprietary, traditional, and progressive schools) continue to collaborate on using big data to improve student retention in U.S. higher education.

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 the state regulations, access to experts, strategies on meeting state requirements, and supports a community of practitioners to share effective practices and latest developments.

Boot Camp: Building Institutional Readiness for Data Analytics: The June 2014 boot camp is designed for institutions that are familiar with the power of analytics in higher education but who want to get more adept in building their internal capacity for data analytics, including institutional analytics for reporting as well as learning analytics to promote student success. Following WCET’s successful Managing Distance Education (MDE) institute, this intensive, multi-day format allows for valuable networking among attendees and expert consultants

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
PAR Framework Transition to separate 501(c)3	Technology & innovation, access & success	★★★ ●●● ■■■	National	Bill & Melinda Gates Foundation, Purdue University, Institutional Fees	TBD	January 2014 and beyond	Sage Road Solutions
Alternative Pathways to Credentials – competency-based education, badges, and credentials	Technology & innovation, access & success	★★ ● ■■	International	TBD	TBD	TBD	National Badge Alliance and others

PAR Framework Transition: The PAR Framework team will continue to increase the number of participating schools, develop a consulting services business line, work through financial and legal steps to become a separate 501(c)3 entity in FY 15.

Alternative Pathways to Credentials - competency-based education, badges, and credentials: WCET will be an active partner of the new national Badge Alliance, will continue to offer informative learning opportunities through webcasts and the annual meeting. Other projects for possible funding will be explored. This follows on WCET's 2013 MOOC on "New Currency for Professional Credentials."

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.

eContent Initiatives. In November 2013 Rhonda Epper submitted a concept paper to Lumina Foundation, at their request, describing two possible projects related to e-textbooks and open content. The concept paper recommends WCET as the best qualified organization for leading a possible e-textbook project because WCET's community includes the e-learning campus leaders who would need to be involved. Lumina has indicated general interest, however e-content is not at the top of its 2014 strategic plan at this time.

Contingent faculty: Cost and Quality Implications. WCET will conduct research, in partnership with the Rand Corporation, on cost and educational outcomes related to different models of using adjunct faculty. Grant funding will be sought to support this work.

At the writing of this workplan, WCET's interim co-executive directors are focused on maintaining excellence in existing services, recruitment of institutional members and corporate support, and active tracking of federal discussions that potentially impact online, hybrid, and distance education. No new major projects will be pursued until the status of WCET's executive director position is determined.

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

Digital Learning Content. In June 2012, WCET convened a leadership summit on digital-learning content, an important issue in higher education, but one in which other organizations have a significant presence; WCET will invest its resources in other key issues.

Rethinking the Notion of "System." WCET is partnering with NCHEMS to build on the notion of "unbundling" the academic activities that compose the "system" we identify as a college or university, an initiative that emerged from our previous partnership in creating the Technology Costing Methodology. WCET may create some information pieces about the "unbundling" concept, e.g. through our Frontiers blog, but will not develop this as a project at this time.

Identification and Dissemination of Best Practices in Conceptualizing and Sustaining High-Quality Distributed Education Programs in Colleges of Agricultural and Food Sciences. WCET is partnering with Texas Tech University and Ohio State University in seeking U.S. Department of Agriculture funding to ascertain, codify, and disseminate best practices in successful distributed education programs.

COMPLETED PROJECTS

Work that staff finished in FY 2014.

Massive Open Online Class (MOOC) on Badges, Competencies, and Alternative Certifications. In Fall 2013, WCET, in collaboration with Mozilla, Blackboard Inc, and Sage Road Solutions, conducted a six-week MOOC titled, "New Currency for Professional Credentials." Over 2,000 people worldwide registered for the course. Course topics included badges for military veterans, for workforce development, accreditation issues, badge design, and more.