



ALASKA

ARIZONA

CALIFORNIA

COLORADO

COMMONWEALTH OF THE
NORTHERN MARIANA ISLANDS

HAWAI'I

IDAHO

MONTANA

NEVADA

NEW MEXICO

NORTH DAKOTA

OREGON

SOUTH DAKOTA

UTAH

WASHINGTON

WYOMING

Western Interstate Commission
for Higher Education

www.wiche.edu

Agenda

WICHE Commission Meeting
November 10-11, 2014
Denver, Colorado

Monday, November 10, 2014 Schedule at a Glance (revised)

8:00 am
Ballroom

Breakfast for WICHE Commissioners, Staff, and Guests

8:30 – 9:30 am [Tab 1]
Culinary Demo Theater, room 208

Executive Committee Meeting (Open and Closed Sessions) 1-1

Agenda (Open)



Approval of the September 16, 2014 Executive Committee teleconference minutes 1-3

Discussion Items:

November 2014 meeting schedule

Compensation Survey

Other business

Agenda (Closed)

Discussion Item: Informal review of the president’s performance and travel during 2014 1-5

9:30 – 10:00 am [Tab 2]
Ballroom

Committee of the Whole – Call to Order 2-1

Agenda

Call to order: Dianne Harrison, WICHE chair

Welcome: Steve Jordan, president, Metropolitan State University of Denver

Introduction of new commissioner and guests 2-3



Approval of the May 12-13, 2014, Committee of the Whole meeting minutes, and the August 13, 2014, Committee of the Whole teleconference minutes 2-4

Report of the Nominating Committee:
Leah Bornstein, committee chair and immediate past WICHE chair

Report of the chair

Report of the president

Recess until November 11, 2014, at 8:45 am

10:00 – 10:45 am [Tab 3]
Ballroom

**Plenary Session I:
The History of the Federal Role in Higher Education** 3-1

Speaker: David Longanecker, president, Western Interstate Commission for Higher Education (WICHE)

10:45 am – noon [Tab 4]
Ballroom

Programs and Services Committee Meeting 4-1

Agenda



Approval of the May 12, 2014, Programs and Services Committee meeting minutes 4-3

Information Items:

Updates on WICHE’s Student Exchange Program 4-6

Updates on Programs and Services Regional Initiatives 4-9

The Passport Initiative: an Update on the Next Phase

Cost Savings Initiatives: Partnering with the Midwestern Higher Education Compact to Benefit the West

A Guided Tour of WICHE’s Redesigned Website

Other business

10:45 am – noon [Tab 5]
Culinary Demo Theater, room 208

Issue Analysis and Research Committee Meeting 5-1

Agenda



Approval of the May 12, 2014, Issue Analysis and Research Committee meeting minutes 5-3

Information Items:

WICHE’s Multistate Longitudinal Data Exchange

Benchmarks: WICHE Region 2014

Tuition and Fees in Public Higher Education in the West 2014-15

Postsecondary Transition Issues Across State Lines

Affordability and Student Success: Recapping 2014 Higher Education Legislative Activity in the West

WICHE/Council for Adult & Experiential Learning (CAEL) Study on Prior Learning Assessment

Possible IBM Partnership on Economic and Workforce Development Strategies

Staffing Changes

10:45 am – noon [Tab 6]
Cellar Management, room 201

Discussion Item:

Results of the Survey of the Issue Analysis and Research Committee Regarding the WICHE Workplan 5-7

Other business

Self-funded Units Committee Meeting 6-1

Agenda



Approval of the May 12, 2014, Self-funded Units Committee meeting minutes 6-3

Information Item – Mental Health Program

Mental Health Program update:

Budget Update

Program Update

Information Item – WCET

WCET Update: 6-5

WCET’s new executive director and plans for moving forward

Highlights on membership, budget, staff, and member resources

Federal issues potentially impacting online/distance education

Upcoming events: Annual Meeting, November 19 - 21, 2014, Portland; Leadership Summit, June 3 - 4, 2015, Santa Fe

Update on SAN

Update on PAR

Other updates

Other business

12:15 – 1:45 pm [Tab 7]
Reception Hall

**Lunch and Presentation:
The Alexander, Bennet HEA Proposal** 7-1

Speaker: TBD

1:45 – 2:00 pm

Break



2:00 – 2:30 pm [Tab 8]
Ballroom

**Plenary Session II:
The Pundits' Take on Reauthorization** 8-1

Speakers: Tom Harnisch, assistant director of state relations and policy analysis, American Association of State Colleges and Universities (AASCU); and Dan Madzellan, associate vice president for government relations, American Council on Education (ACE)

2:30 – 3:15 pm

Facilitated Discussion on the Pundits' Take on Reauthorization

Facilitator: TBD

3:15 – 3:45 pm [Tab 9]
Ballroom

**Plenary Session III:
WICHE and Reauthorization** 9-1

Speaker: David Longanecker, president, Western Interstate Commission for Higher Education (WICHE)

3:45 – 4:30 pm

Facilitated Discussion on WICHE and Reauthorization

Facilitator: David Longanecker

5:00 pm

Dinner on your own

Tuesday, November 11, 2014 Schedule at a Glance

8:00 am
Ballroom

Breakfast for WICHE Commissioners, Staff, and Guests

8:45 – 10:15 am [Tab 10]
Ballroom

Committee of the Whole – Business Session 10-1

Agenda

Reconvene Committee of the Whole: Dianne Harrison,
WICHE chair

Report and recommended action of the Audit Committee:
Leah Bornstein, committee chair and immediate past WICHE chair



FY 2014 audit report (separate document)

Report and recommended action of the Executive Committee:
Dianne Harrison, WICHE chair

Report and recommended action of the Programs and Services
Committee: Patricia Sullivan, committee chair

Report and recommended action of the Issue Analysis and
Research Committee: Jeanne Kohl-Welles, committee chair

Report and recommended action of the Self-funded Units
Committee: Jim Hansen, committee chair

Report on the Legislative Advisory Committee annual meeting:
Senator Jeanne Kohl-Welles, LAC member

Committee of the Whole Action and Discussion Items



Approval of Three States into the WICHE State
Authorization Reciprocity Agreement 10-3

Discussion Item: Update on WICHE’s Budget 10-8



Election of chair, vice chair, and immediate past chair
as officers of the WICHE Commission for 2015

Remarks of outgoing chair

Remarks of new chair

Selection of 2015 committee members

Meeting evaluation (electronic)
www.surveymonkey.com/s/RRXLVDP

Other business



| | |
|---|--|
| <p>10:15 – 10:30 am</p> <p>10:30 am – 11:00 am [Tab 11] Ballroom</p> <p>11:00 am – Noon</p> <p>Noon</p> <p>References [Tab 12]</p> | <p>Adjourn Committee of the Whole Business Session</p> <p>Break and Hotel Check-out</p> <p>Plenary Session IV: Blueprint for College Readiness 11-1</p> <p><i>Speakers:</i> Jeremy Anderson, president, Education Commission of the States, and Brian Sponsler, director, Postsecondary and Workforce Development Institute, Education Commission of the States</p> <p>Facilitated Discussion on the Blueprint for College Readiness</p> <p><i>Facilitator:</i> David Longanecker</p> <p>Adjournment</p> <p>Reference 12-1</p> <p>WICHE Commission 12-3</p> <p>Commission committees 12-6</p> <p>Legislative Advisory Committee 12-7</p> <p>WICHE staff 12-10</p> <p>Future commission meeting dates 12-10</p> <p>WICHE 2015 Workplan 12-11</p> <p>Higher education organizations & acronyms 12-29</p> <p>Map of U.S. Pacific Territories and Freely Associated States 12-32</p> |
|---|--|



Executive Committee Meeting (Open/Closed)

Monday, November 10, 2014
8:30 – 9:30 am
Culinary Demo Theater, Room 208

Western Interstate
Commission
for Higher Education

www.wiche.edu



Monday, November 10, 2014

8:30 - 9:30 am

Culinary Demo Theater, room 208

Executive Committee Meeting (Open and Closed Sessions)

Dianne Harrison (CA), chair
Mike Rush (ID), vice chair
Leah Bornstein (AZ), immediate past chair

Diane Barrans (AK)
Eileen Klein (AZ)
Christopher Cabaldon (CA)
Dene Thomas (CO)
Sharon Hart (CNMI)
Steven Wheelwright (HI)
Tony Fernandez (ID)
Clayton Christian (MT)
Ray Holmberg (ND)
Patricia Sullivan (NM)
Vic Redding (NV)
Camille Preus (OR)
James Hansen (SD)
Dave Buhler (UT)
Don Bennett (WA)
Karla Leach (WY)

Agenda (Open)



Approval of the September 16, 2014 Executive Committee teleconference minutes

1-3

Discussion Items:

November 2014 meeting schedule

Compensation survey

Other business

Agenda (Closed)

Discussion Item:

Informal review of the president's performance and travel during 2014

1-5

Other business

Other*



*Please note: Article III of Bylaws states:

Section 7. Executive Sessions

Executive sessions of the commission may be held at the discretion of the chairman or at the request of any three commissioners present and voting. The president shall be present at all executive sessions. The chairman, with the approval of a majority of the commissioners present and voting, may invite other individuals to attend.

Section 8. Special Executive Sessions

Special executive sessions, limited to the members of the commission, shall be held only to consider the appointment, salary, or tenure of the president.

ACTION ITEM

Executive Committee Teleconference Minutes

Tuesday, September 16, 2014

Committee Members Present

Dianne Harrison (CA), chair
Mike Rush (ID), vice chair

Diane Barrans (AK)
Eileen Klein (AZ)
Christopher Cabaldon (CA)
Sharon Hart (CNMI)
Tony Fernandez (ID)
Patricia Sullivan (NM)
Vic Redding (NV)
James Hansen (SD)
Frank Galey for Karla Leach (WY)

Committee Members Absent

Leah Bornstein (AZ), immediate past chair
Dene Thomas (CO)
Steven Wheelwright (HI)
Clayton Christian (MT)
Ray Holmberg (ND)
Camille Preus (OR)
Dave Buhler (UT)
Don Bennett (WA)

WICHE Staff Present

Erin Barber, executive assistant to the president
and to the commission
David Longanecker, president, WICHE
Demarée Michelau, director of policy analysis,
Policy Analysis and Research
Craig Milburn, chief financial officer, WICHE
Jere Mock, vice president, Programs and Services

Chair Dianne Harrison called the meeting to order and welcomed the commissioners on the call. She asked Erin Barber to call roll.

ACTION ITEM

Approval of the Minutes from the August 13, 2014, Executive Committee Teleconference

Chair Harrison called for a motion and second to approve the minutes from the August 13, 2014 Executive Committee teleconference. Commissioner Tony Fernandez noted that his name should be included on the list of absent commissioners. Commissioner Hansen moved TO APPROVE THE AUGUST 13, 2014 EXECUTIVE COMMITTEE TELECONFERENCE MINUTES AS AMENDED. Commissioner Sullivan seconded the motion.

DISCUSSION ITEM

Budget Update

Chair Harrison called on David Longanecker for the budget update. Longanecker reported that FY 2015 was off to a good start. He also reported that he and staff have been aggressively tackling problems in the Mental Health budget. Longanecker said progress has been made and he expects to report at the November meeting that significant strides have been made in reducing the deficit. The Mental Health Program was recently awarded a substantial grant which Longanecker said will also help their budget.

DISCUSSION ITEM

Update on WICHE Dues

Longanecker reported that WICHE dues have been received from all states except Colorado. Partial dues have been received from Arizona and New Mexico. Longanecker expects to receive full payment from these states soon.

DISCUSSION ITEM
Update on a Possible Work Study Partnership with IBM

Longanecker told the committee that he has been in discussions with IBM about the possibility of a partnership around workforce development. He noted that IBM is working with Arizona and Nevada on workforce development issues. WICHE currently has a proposal in to Lumina Foundation on a cooperative work study program. If funded, IBM could be a potential partner. IBM staff are interested in holding a workshop right after the commission meeting to discuss what a potential partnership would look like. Longanecker said he would have more information after an upcoming phone call scheduled with IBM.

DISCUSSION ITEM
Preliminary Agenda for the November Commission Meeting

Longanecker reported that he is waiting on responses from several speakers invited to participate in the November commission meeting. He plans to follow up with them this week. Chair Harrison asked if he has alternates in mind and Longanecker responded that he has a back-up list should invitees decline his invitation.

Other Business

Chair Harrison called for other business. She informed the committee that a Nominating Committee had been selected. The committee includes Leah Bornstein (AZ) as the committee chair, along with Christopher Cabaldon (CA) and Diane Barrans (AK). A memo will be sent out to commissioners soon to solicit their nominations for the 2015 WICHE vice chair. The commission will vote on the Nominating Committee's recommendation at the November meeting.

The meeting was adjourned.

DISCUSSION ITEM

President's Travel

Calendar Year 2014

January

- 14 Nevada State College Project MeetingLas Vegas, NV
- 15 Bilateral Forum on Higher Education Mexico City, Mexico
- 22 Meeting with Bill & Melinda Gates Foundation Program Officers Washington, D.C.
- 23 Meeting with Bill & Melinda Gates Foundation Program Officer and
Change Editorial Board Meeting..... Washington, D.C.
- 28 Hearing on Economic Success Metrics for Higher EducationOlympia, WA

February

- 6 Nevada ACT State Council Symposium Las Vegas, NV
- 10 - 11 WICHE Officers' Retreat Phoenix, AZ
- 20 Meetings with U.S. Department of Education staff Washington, D.C.
- 21 Brookings Economic Forum..... Washington, D.C.
- 25 - 26 Regional CEOs' Meeting..... Atlanta, GA

March

- 14 WICHE Alliance Annual Meeting Tempe, AZ
- 19 Pay It Forward Work Group Meeting Portland, OR

April

- 6 American Educational Research Association (AERA) Conference..... Philadelphia, PA
- 14 Lumina Foundation Ideas Summit Washington, D.C.
- 21 - 22 George Mason University Roundtable..... Phoenix, AZ
- 23 ASU + GSV Education Innovation SummitScottsdale, AZ
- 24 WICHE Forum Annual Meeting Albuquerque, NM
- 25 Arizona Transfer Meeting Phoenix, AZ

May

- 1 Idaho College Access Challenge Grant (CACG) Meeting Boise, ID
- 6 Meetings with Jason MacCannell, Governor Brown's policy staff,
and Dennis Jones..... Sacramento, CA
- 7 Meetings with Christopher Cabaldon Sacramento, CA
- 8 Institute for Higher Education Policy (IHEP) Board Meeting and Lumina/IHEP
Financial Aid Film Recording Washington, D.C.
- 11 - 13 WICHE Commission Meeting..... Santa Fe, NM
- 14 NC-SARA Board Meeting.....Chicago, IL
- 15 - 16 Pacific Northwest Gigapop (PNWGP) Board Meeting and Advisory Council Meeting.....Seattle, WA

June

- 5 Meeting with the University of Alaska Board of Regents Anchorage, AK
- 10 New England Board of Higher Education (NEBHE) Strategic Planning MeetingChicago, IL
- 12 Oregon Higher Education Coordinating Commission (HECC) Board MeetingAshland, OR
- 18 WCET Boot Camp Vail, CO
- 30 Meeting with Mike King and Tom Darcy of IBM..... Costa Mesa, CA

| | | |
|------------------|---|------------------|
| July | | |
| 8 – 11 | SHEEO Annual meeting..... | Boise, ID |
| 22 | American Association of Universities (AAU) STEM Network Conference..... | Washington, D.C. |
| 23 | Lumina State-Level Financial Aid Support Meeting..... | Washington, D.C. |
| 24 | Lumina DQP and Credential Framework Briefing..... | Indianapolis, IN |
| 24 - 25 | Tuning Advisory Board Meeting..... | Indianapolis, IN |
| 31 | IHEP Board Meeting..... | Washington, D.C. |
| September | | |
| 3 | Western State Legislative Fiscal Officers Meeting | Santa Fe, NM |
| 9 - 10 | WICHE Legislative Advisory Committee Meeting | Phoenix, AZ |
| 11 | Higher Education Work Group Meeting..... | Seattle, WA |
| 16 | State Authorization Reciprocity Agreements (SARA) Update to Lumina Executive Team and staff..... | Indianapolis, IN |
| 18 - 19 | Center for Analysis of Postsecondary Education and Employment (CAPSEE) Conference..... | Washington, D.C. |
| 22 | Meetings at Council for Adult and Experiential Learning (CAEL) and Spencer Foundation..... | Chicago, IL |
| 26 | Meeting with Paul Markham at Gates Foundation | Seattle, WA |
| October | | |
| 1 | Minnesota Higher Education Workgroup Meeting | St. Paul, MN |
| 6 | PNWGP Board Meeting | Seattle, WA |
| 8 - 10 | CONAHEC Board Meeting and Annual Meeting..... | Tucson, AZ |
| 20 | Meeting with California Community Colleges Chancellor Brice Harris | Sacramento, CA |
| 23 | Presidents' Forum Annual Meeting..... | Washington, D.C. |
| 24 | Center for Urban Education (CUE) Data Use and Organization Learning Advisory Group Meeting | Philadelphia, PA |
| 28 | Meeting with University of Hawai'i President David Lassner | Honolulu, HI |
| November | | |
| 3 | Lumina Screening of Financial Aid History Films..... | Washington, D.C. |
| 5 | Meeting with California State University Chancellor Tim White | Long Beach, CA |
| 19 | Association for the Study of Higher Education (ASHE) Conference | Washington, D.C. |
| 20 - 21 | WCET Annual Conference | Portland, OR |
| December | | |
| 1 | IHEP Board Meeting..... | Washington, D.C. |
| 2 | NC-SARA Board Meeting..... | Atlanta, GA |
| 3 - 4 | Gates Foundation Meeting..... | Washington, D.C. |
| 5 | College Board Roundtable..... | New York, NY |
| 9 | Nevada System of Higher Education Meeting | Las Vegas, NV |
| 10 - 11 | WICHE Multistate Longitudinal Data Exchange Meeting | Portland, OR |
| 15 - 17 | Gates Foundation Convening on Developmental Education | TBD |



2 Monday 9:30 - 10:00 am

Committee of the Whole Call to Order

Monday, November 10, 2014
9:30 – 10:00 am
Ballroom

Western Interstate
Commission
for Higher Education

www.wiche.edu

Monday, November 10, 2014

9:30 - 10:00 am

Ballroom

Committee of the Whole – Call to Order

Call to order: Dianne Harrison, WICHE chair

Welcome: Steve Jordan, president, Metropolitan State University of Denver

Introduction of new commissioners and guests 2-3



Approval of the May 12 - 13, 2014,
Committee of the Whole meeting minutes
and the August 13, 2014, Committee
of the Whole teleconference minutes

2-4

Report of the Nominating Committee

Leah Bornstein, committee chair and immediate past WICHE chair

Report of the chair

Report of the president

Reminder to caucus on selection of 2015 committee members

Recess until November 11, 2014, at 8:45 am



New Commissioners

Wendy Horman was elected to the Idaho House of Representatives in 2012 and serves on the House Education Committee. Horman served as a member of the Bonneville School District Board of Trustees from 2002 to 2013, including seven years as treasurer. She also served as president of the Idaho School Boards Association. Horman is a member of the board of directors of Education Northwest in Portland, Oregon. She is currently serving on the Governor's Task Force for Improving Education and is a member of the National Conference of State Legislatures' International Education Study Group. She has also served on numerous other local, state and national education committees, including the U.S. Department of Education Northwest Regional Advisory Committee. As an avid supporter of the arts, Wendy served on the Idaho Falls Symphony advisory board, is a member of the American Guild of Organists and serves as a musician in her church. Horman gained an Associate's degree from Dixie State University and a B.A. from Brigham Young University-Idaho.

Kari Reichert is vice president of people services at Mandan-based National Information Solutions Cooperative (NISC), an information technology cooperative that develops and supports software and hardware solutions for rural utility and telephone cooperatives in 47 states and Canada. In that capacity, she is responsible for employee relations, including employee compensation and benefits, recruitment, retention, and employee engagement, talent management, human resources policies, and corporate wellness. Prior to joining NISC, Reichert, a native of Dickinson, ND, was in private practice with the Vogel Law Firm in Bismarck, where her practice included commercial litigation, health care law, employment law, natural resources law, and contract disputes. She is a member of the State Bar Association of North Dakota and the Big Muddy Bar Association. Reichert gained a bachelor's degree from the University of Minnesota and a juris doctorate from Yale Law School.

ACTION ITEM

Minutes of the Committee of the Whole

Session I: Call to Order Monday, May 12, 2014

Commissioners Present

Dianne Harrison (CA), chair
Mike Rush (ID), vice chair
Leah Bornstein (AZ), immediate past chair

Susan Anderson (AK)
Jim Johnsen (AK)
Eileen Klein (AZ)
Chris Bustamante (AZ)
Christopher Cabaldon (CA)
Linda Thor (CA)
Joe Garcia (CO)
Loretta Martinez (CO)
Dene Thomas (CO)
Sharon Hart (CNMI)
Jude Hofschneider (CNMI)
Joshua Sasamoto (CNMI)
Carol Mon Lee (HI)
Tony Fernandez (ID)
Franke Wilmer (MT)
Mark Moores (NM)
Patricia Sullivan (NM)
Duaine Espegard (ND)
Ray Holmberg (ND)
Larry Skogen (ND)
Vance Farrow (NV)
Vic Redding (NV)
Ryan Deckert (OR)
Camille Preus (OR)
Hilda Rosselli (OR)
Dave Buhler (UT)
Don Bennett (WA)
Jeanne Kohl-Welles (WA)
Frank Galey (WY)

Commissioners Absent

Diane Barrans (AK)
Francisco Hernandez (HI)
Steven Wheelwright (HI)
Dick Anderson (MT)
Clayton Christian (MT)
José Garcia (NM)
Robert Burns (SD)
James Hansen (SD)
Jack Warner (SD)
Dan Campbell (UT)

Peter Knudson (UT)
Larry Seaquist (WA)
Sam Krone (WY)
Karla Leach (WY)

Guests/Speakers

Mia Candelaria, program coordinator, New Mexico Higher Education Department
Russell Chan, education specialist, University of Hawai'i
Christine Inos, outreach counselor, Northern Marianas College
Louise Lynch, certifying officer, Arizona Board of Regents
Darren Marshall, WICHE certifying officer, Utah System of Higher Education
Samantha Moreno, senior associate dean for admissions, University of Colorado School of Dental Medicine
Loreen Olney, executive assistant, Utah System of Higher Education
Lisa Shipley, manager of student advising, University of Wyoming
Laurie Tobol, Montana certifying officer, Office of the Commissioner of Higher Education
Glenn Walters, deputy cabinet secretary, New Mexico Higher Education Department
Jeannine Warner, certifying officer, Nevada System of Higher Education

WICHE Staff Present

Erin Barber, executive assistant to the president and to the commission
Margo Colalancia, director, Student Exchange Program
Rhonda Epper, director, W-SARA
Patrick Lane, senior policy analyst and project coordinator, Policy Analysis and Research
David Longanecker, president, WICHE
Mollie McGill, interim co-executive director, WCET
Demarée Michelau, director of policy analysis, Policy Analysis and Research
Craig Milburn, chief financial officer, WICHE
Jere Mock, vice president, Programs and Services
Dennis Mohatt, vice president for Behavioral Health
Russ Poulin, interim co-executive director, WCET
Brian Prescott, director of policy research, Policy Analysis and Research
Pat Shea, director, Academic Leadership Initiatives

Chair Dianne Harrison called the meeting to order and welcomed the commissioners to the meeting.

Chair Harrison introduced newly appointed commissioners:

- Linda Thor, California
- Franke Wilmer, Montana
- Larry Skogen, North Dakota
- Frank Galey, Wyoming

Chair Harrison announced commissioners whose terms are expiring: Susan Anderson (AK), Steven Wheelwright (HI), Duaine Espegard (ND), Ryan Deckert (OR), Jack Warner (SD), Peter Knudson (Utah), and Don Bennett (WA).

ACTION ITEM

Approval of the November 11 - 12, 2013 Committee of the Whole Meeting Minutes

Commissioner Christopher Cabaldon moved TO APPROVE THE MINUTES OF THE NOVEMBER 11 - 12, 2013, COMMITTEE OF THE WHOLE MEETING. Commissioner Bornstein seconded the motion. Commissioner Susan Anderson noted a typo on page 2-7. The minutes were approved unanimously with the noted correction.

Chair Harrison gave the Report of the Chair. She updated the committee on the February WICHE Officers' retreat, committee appointments that have been made, and the ongoing discussions on the budget and succession planning. David Longanecker was asked to give the Report of the President. Longanecker introduced WICHE staff in attendance. He also provided an update on SARA and other major grant projects.

The first session of the Committee of the Whole was concluded and the committee went into recess until Tuesday, May 13, 2014.

ACTION ITEM

Minutes of the Committee of the Whole

Session II: Business Session Tuesday, May 13, 2014

Commissioners Present

Dianne Harrison (CA), chair
Mike Rush (ID), vice chair
Leah Bornstein (AZ), immediate past chair

Susan Anderson (AK)
Eileen Klein (AZ)
Chris Bustamante (AZ)
Linda Thor (CA)
Joe Garcia (CO)
Loretta Martinez (CO)
Dene Thomas (CO)
Sharon Hart (CNMI)
Jude Hofschneider (CNMI)
Joshua Sasamoto (CNMI)
Carol Mon Lee (HI)
Mark Moores (NM)
Patricia Sullivan (NM)
Duaine Epegard (ND)
Ray Holmberg (ND)
Larry Skogen (ND)
Vance Farrow (NV)
Vic Redding (NV)
Camille Preus (OR)
Dave Buhler (UT)
Don Bennett (WA)
Jeanne Kohl-Welles (WA)
Frank Galey (WY)

Commissioners Absent

Diane Barrans (AK)
Jim Johnsen (AK)
Christopher Cabaldon (CA)
Francisco Hernandez (HI)
Steven Wheelwright (HI)
Tony Fernandez (ID)
Dick Anderson (MT)
Clayton Christian (MT)
Franke Wilmer (MT)
José Garcia (NM)
Ryan Deckert (OR)
Hilda Rosselli (OR)
Robert Burns (SD)

James Hansen (SD)
Jack Warner (SD)
Dan Campbell (UT)
Peter Knudson (UT)
Larry Seaquist (WA)
Sam Krone (WY)
Karla Leach (WY)

Guests/Speakers

Mia Candelaria, program coordinator, New Mexico Higher Education Department
Christine Inos, outreach counselor, Northern Marianas College
Louise Lynch, certifying officer, Arizona Board of Regents
Darren Marshall, WICHE certifying officer, Utah System of Higher Education
Samantha Moreno, senior associate dean for admissions, University of Colorado School of Dental Medicine
Loreen Olney, executive assistant, Utah System of Higher Education
Lisa Shipley, manager of student advising, University of Wyoming
Glenn Walters, deputy cabinet secretary, New Mexico Higher Education Department

WICHE Staff Present

Erin Barber, executive assistant to the president and to the commission
Margo Colalancia, director, Student Exchange Program
Rhonda Epper, director, W-SARA
Patrick Lane, senior policy analyst and project coordinator, Policy Analysis and Research
David Longanecker, president, WICHE
Mollie McGill, interim co-executive director, WCET
Demarée Michelau, director of policy analysis, Policy Analysis and Research
Craig Milburn, chief financial officer, WICHE
Jere Mock, vice president, Programs and Services
Dennis Mohatt, vice president for Behavioral Health
Russ Poulin, interim co-executive director, WCET
Brian Prescott, director of policy research, Policy Analysis and Research
Pat Shea, director, Academic Leadership Initiatives

Chair Dianne Harrison called the meeting to order.

Report of the Executive Committee

Chair Harrison reported that the Executive Committee met before the Committee of the Whole - Call to Order. The committee approved minutes from its March 18, 2014 teleconference, and David provided a summary of the sessions and events that would take place during the commission meeting. David also provided a document to the committee entitled *Higher Ed for Higher Standards: Call to Action for Postsecondary Leaders* issued by a coalition of postsecondary leaders, including SHEEO, AGB, APLU, and AASCU. The document calls for a unified message among higher education leaders for higher standards in elementary and secondary education. Commissioner Jeanne Kohl-Welles, chair of the Issue Analysis and Research Committee, will be providing more information on this document and discussions that came out of their committee meeting yesterday. The committee discussed holding a special meeting in August via teleconference or webinar for the Committee of the Whole to approve additional states into the State Authorization Reciprocity Agreement. Staff will be sending out a notice for this meeting within the next few weeks. The committee discussed the upcoming search for WCET's next executive director and gave David feedback on the type of individual needed for the position, salary constraints and possible solutions to hiring within the salary range currently posted in the job description. Finally, the committee went into a closed session to discuss David's FY 2015 self-evaluation and performance objectives for FY 2016. The committee will consider the process of conducting the annual evaluation of the WICHE president at the November commission meeting. The Executive Committee will also continue to consider and discuss both "emergency" and "non-emergency" succession planning for the position of WICHE president.

Report of the Programs and Services Committee

Committee Chair Patricia Sullivan reported that the Programs and Services Committee voted to recommend to the Committee of the Whole approval of two action items during their meeting:

- The FY 2015 Workplan for the Programs and Services Unit
- A 1.8 percent increase in support fees for the Professional Student Exchange Program for academic years 2015-2016 and 2016-2017.

Committee chair Sullivan moved TO APPROVE THE FY 2015 WORKPLAN FOR THE PROGRAMS AND SERVICES UNIT. Commissioner Galey seconded the motion. The motion was approved unanimously. Committee chair Sullivan moved TO APPROVE A 1.8 PERCENT INCREASE FOR THE PROFESSIONAL STUDENT EXCHANGE PROGRAM FOR ACADEMIC YEARS 2015-16 AND 2016-17. Commissioner Galey seconded the motion. The motion was approved unanimously. Approval of the participation of private institutions in the Western Undergraduate Exchange program was considered by the committee but failed for lack of a motion to approve the action. Committee chair Sullivan reported that the committee heard updates on W-SARA and phase two of the Interstate Passport project.

Report of the Issue Analysis and Research Committee

Committee chair Jeanne Kohl-Welles reported that the committee reviewed the FY 2015 workplan for the Policy Analysis and Research unit. The committee discussed putting a systematic process in place so they can give feedback and input to staff throughout the year. Committee chair Kohl-Welles reported that the committee had discussions on the common core state standards and recognized their importance to the West and to the nation but also recognized the political implications that have come up around this area. She reported that the committee approved a motion on a 10-1 vote to recommend to the Committee of the Whole that WICHE endorse the Call to Action on Higher Ed for Higher Standards. The committee additionally recommended staff issue a statement acknowledging the specific issues and benefits of these standards that relate to Western states and that higher standards encourages creativity and innovation. A motion was made TO APPROVE ENDORSEMENT OF *Higher Ed for Higher Standards: Call to Action for Postsecondary Leaders* ALONG WITH AN ADDITIONAL STATEMENT TO BE ISSUED BY WICHE. Commission Bustamante seconded the motion. The motion was approved unanimously.

Committee chair Kohl-Welles reported that the committee approved a project related to the common core state standards in which staff would convene a meeting that brings together education leaders from across the West with a particular focus on addressing cross-state issues in their implementation. If funding is received, the meeting would take place in late summer. The committee also approved a project for states developing outcomes-based funding formulas that would bring together state policymakers and institutional leaders to better inform the implementation of these systems. The FY 2015 workplan for the Policy Analysis and Research Unit was approved with an amendment to include the "New Models of Student Financial Support" project under "Existing Activities." This project is currently in a no-cost extension phase, and staff are planning a meeting on state financial aid for the fall. The committee heard updates on the Adult College

Completion Network, College Access Regional Network, and the Legislative Advisory Committee, and plans to pursue funding for a project to reduce recidivism of former inmates through education programs.

Report of the Self-funded Units Committee

WICHE Vice Chair Mike Rush reported that the FY 2015 workplans for both the Mental Health Program and WCET were approved by the committee. The committee heard a report on the Mental Health program, including current staffing, the Psychology Internship Development initiative, and a new research partnership with the Veteran's Administration Mental Illness Research, Education, and Clinical Centers (MIRECC) at the Denver VA. Vice chair Rush reported that the Mental Health Program would end FY 2014 with a negative fund balance of \$140,000. The deficit is due to the result of contractual delays created by sequestration in federal funding and project delays due to leadership changes in the states.

The committee heard a report from WCET including an update on current membership and staffing. Vice chair Rush reported that the committee discussed the upcoming recruitment of an Executive Director for WCET and PAR's transition to its own 501(c)(3) organization by January 2015.

ACTION ITEM

Approval of Five States into the WICHE State Authorization Reciprocity Agreement

David Longanecker called on Rhonda Epper, director of W-SARA, to present the action item to the committee. Epper explained the key requirements states must meet before entering into the reciprocity agreement. The W-SARA steering committee met on April 21 to review the state applications. Alaska, Colorado, Idaho, and Washington have met the requirements and staff recommend approval of these states into W-SARA. Nevada has met the requirements, but staff recommend conditional approval, pending the final approval of an MOU between the Nevada System of Higher Education and the Nevada Commission on Postsecondary Education. Commissioner Bornstein moved TO APPROVE FIVE STATES INTO THE WICHE STATE AUTHORIZATION RECIPROCITY AGREEMENT. Commissioner Joe Garcia seconded the motion. The motion as approved unanimously.

ACTION ITEM

Approval of the FY 2015 Annual Operating Budget

Longanecker called on Craig Milburn, chief financial officer, to review the budgets. Milburn reported that the FY 2014 budget was projected to end with a surplus of \$73,776. The proposed budget for FY 2015 is balanced. Longanecker noted that he had received word that payment for the \$87,000 in past dues from the California Community College System would be coming soon. This presents a budgeting dilemma for staff, since they anticipated receiving this revenue in FY 2015, not FY 2014. Receiving the \$87,000 in this fiscal year would cause a deficit in the FY 2015 budget. Commissioner Redding suggested that, if the \$87,000 is received in FY 2014, staff accrue the amount into FY 2015. Longanecker and Milburn agreed this would be helpful, and Longanecker noted he would not have to approach the commissioners for approval to draw from the reserves. Milburn reviewed the program budgets with the committee along with the reserve categories. Longanecker noted that during the March 18, 2014 Executive Committee teleconference, a question was asked about the policy for establishing the percentage for the reserve category "Unexpected Shortfall." Currently, the percentage is set at 10 percent and this was established at the May 2007 meeting. The commission established this category going into the recession to provide a cushion to the organization should one of the states not pay its dues. Longanecker noted that they've never had to use the reserve since it's been established. Vice chair Rush suggested leaving the category as is. Commissioner Galey agreed that it is fiscally prudent to have this category and thought 10 percent was reasonable. Commissioner Redding asked if the amount in this reserve category would be enough to cover an unexpected shortfall. Longanecker said the amount is about two years worth of WICHE dues, so if a state pulled out of membership this category would provide enough for an orderly transition. Commissioner Redding moved TO APPROVE THE FY 2015 ANNUAL OPERATING BUDGET WITH THE CAVEAT THAT \$87,000 CAN BE ACCRUED FROM FY 2014 TO FY 2015 IF NECESSARY. Commissioner Rush seconded the motion. The motion was approved unanimously.

ACTION ITEM

Approval of FY 2015 Salary and Benefit Recommendations

Longanecker reported to the committee that there was no salary increase included in the FY 2015 budget. He is disappointed to not be able to include the salary increase for staff but said there were no resources in the budget to recognize the merit of the staff. He proposed approval of a salary increase pool of 3 percent, contingent upon improvements in projected revenues above and beyond those anticipated in the FY 2015 budget approved by the

commission. Longanecker noted that the Colorado Educational and Cultural Facilities Authority (CECFA) bond will be paid off at the end of FY 2015, which will free up resources for the organizations. Commissioner Martinez asked Longanecker how the 3 percent pool is divided among the staff. Longanecker said he establishes several levels, such as "exceeded standards," "met standards," and "did not meet standards," and staff are given a percentage based on performance. Commissioner Martinez commented that staff are experiencing an erosion in salaries due to increased benefit costs. Longanecker said equity adjustments are made when necessary and acknowledged that staff have lost significant ground on their salaries due to the rise in benefit costs. Commissioner Anderson asked about moving to a combined paid time off system, rather than breaking out staff leave time between vacation, sick time, personal days, and holidays. Longanecker said that the staff Administrative Policy Advisory Committee (APAC) had considered this some time ago but the organization is very generous with sick and vacation policies, so they felt comfortable with the current leave policies. Commissioner Anderson also asked how it was determined that 3 percent would be the pool if salary increases become possible. Longanecker said the amount was recommended by Mountain States Employers Council and that it was a reasonable range among what other organizations are paying. Longanecker noted that WICHE's staff salaries are not competitive. He said that there is a possibility he will lose staff and good candidates for open positions, but staff enjoy the strong benefits the organization provides. He said SHEEO and NCHEMS pay much better than WICHE and that the commission will need to address this in the future. Commissioner Harrison commented that the Executive Committee had encouraged Longanecker not to raise the salary for the new executive director of WCET because of the impact it would have on other existing staff salaries. Longanecker said they need to come up with a staff salary program that gets phased in over time and deals with the erosion staff have experienced. Commissioner Redding asked if the \$40,000 pool for increases would be enough. Longanecker said he would have to come to the commission for approval on the pool, so there could be discussions about the amount if revenue is available. Commissioner Sullivan asked about a plan to increase staff salaries over time and suggested that a comparison of staff salaries be presented at the November 2014 commission meeting that would show how WICHE's salaries compare to NCHEMS, SHEEO, and other similar organizations. Longanecker noted that this could be done and he might consider using Mountain State Employers Council, which had done a survey for WICHE in the past. Longanecker said that WICHE operates both in the non-profit sector where salaries are more modest and also in the higher education sector where salaries tend to be higher. Commissioner Skogen asked if there should also be a comparison about how WICHE handles its dues compared to the other regional organizations. Longanecker said the other regional organizations have different business models and don't rely as heavily on dues as WICHE does. Commissioner Joe Garcia moved TO APPROVE FY 2015 SALARY AND BENEFIT RECOMMENDATIONS. Commission Skogen seconded the motion. The motion was approved unanimously.

ACTION ITEM
Approval of FY 2016 and FY 2017 WICHE Dues

Longanecker explained to the committee that staff are recommending a \$4,000 increase in dues over the next two years. Dues for FY 2015 were established at \$137,000 at the May 2012 commission meeting. Staff recommends an increase from \$137,000 to \$141,000 (2.9 percent) for FY 2016, and another increase of \$4,000, from \$141,000 to \$145,000 (2.8 percent) for FY 2017. Commissioner Bennett moved TO APPROVE THE FY 2016 AND FY 2017 WICHE DUES. Commissioner Redding seconded the motion. The motion was approved unanimously.

ACTION ITEM
Approval of the FY 2015 Workplan

Commissioner Harrison asked for discussion on the FY 2015 WORKPLAN. Hearing none, a motion was made TO APPROVE THE FY 2015 WORKPLAN. Commissioner Sullivan seconded the motion. The motion was approved unanimously.

ACTION ITEM
Approval of Future Dates and Locations for WICHE Commission Meetings

Longanecker told the committee that the dates of the next meeting, which will be held in Denver, CO, are November 10 - 11, 2014. The commissioners noted an error with the dates in the agenda book. Longanecker said staff are proposing May 2015 in Anchorage, AK, and the fall 2015 meeting in Boulder, CO, so commissioners can see where staff live and work. He said staff are working with commissioners in Wyoming to determine the best location for the May 2016 meeting. Commissioner Hart asked if the commission had met recently in Arizona. Longanecker noted that it had met there in November 2008. Commissioner Rush clarified that the May 2015 meeting would be meeting on Mother's Day again, and Longanecker said that was the case. The committee discussed changing the dates but June prices in Anchorage increase significantly and moving dates to earlier in May conflicts with commencement activities for many commissioners.

Commissioner Bennett noted that the fall 2016 dates do not fall on Election Day as written in the agenda book. A motion was made TO APPROVE THE FUTURE DATES AND LOCATIONS FOR WICHE COMMISSION MEETINGS. The motion was seconded and approved unanimously.

Chair Harrison reminded commissioners to review the WICHE Commission Code of Ethics included in the agenda book. She said Erin Barber would be sending an electronic meeting evaluation for commissioners to complete. She called for other business. Longanecker mentioned to the committee that the W-SARA Steering Committee would need members from the newly approved states, so W-SARA staff would be getting in touch with commissioners for their recommendations. Commissioner Kohl-Welles asked to affirm the previously approved endorsement of *Higher Ed for Higher Standards: Call to Action for Postsecondary Leaders* and she said that staff will need to create an additional statement to accompany the endorsement. This statement will include WICHE's affirming the importance of the Common Core for the West and that high standards contribute to creativity and innovation. Commissioner Kohl-Welles clarified that these additions would not exacerbate the current political issues around the Common Core. Commissioner Joe Garcia moved TO APPROVE THE ENDORSEMENT OF *HIGHER ED FOR HIGHER STANDARDS: CALL TO ACTION FOR POSTSECONDARY LEADERS*. Commission Preus seconded the motion. The motion was approved unanimously.

The committee of the whole was adjourned.

ACTION ITEM

Minutes of the Committee of the Whole Teleconference Wednesday, August 13, 2014

Commissioners Present

Dianne Harrison (CA), chair

Diane Barrans (AK)
Eileen Klein (AZ)
Christopher Cabaldon (CA)
Linda Thor (CA)
Joe Garcia (CO)
Dene Thomas (CO)
Sharon Hart (CNMI)
Carol Mon Lee (HI)
Steven Wheelwright (HI)
Clayton Christian (MT)
Patricia Sullivan (NM)
Ray Holmberg (ND)
Larry Skogen (ND)
Vic Redding (NV)
Robert Burns (SD)
Jeanne Kohl-Welles (WA)
Karla Leach (WY)

Commissioners Absent

Leah Bornstein (AZ), immediate past chair
Susan Anderson (AK)
Jim Johnsen (AK)
Chris Bustamante (AZ)
Loretta Martinez (CO)
Jude Hofschneider (CNMI)
Joshua Sasamoto (CNMI)
Francisco Hernandez (HI)
Tony Fernandez (ID)
Mike Rush (ID), vice chair
Dick Anderson (MT)

Franke Wilmer (MT)
Duaine Epegard (ND)
José Garcia (NM)
Mark Moores (NM)
Vance Farrow (NV)
Ryan Deckert (OR)
Camille Preus (OR)
Hilda Rosselli (OR)
James Hansen (SD)
Jack Warner (SD)
Dave Buhler (UT)
Dan Campbell (UT)
Peter Knudson (UT)
Don Bennett (WA)
Larry Seaquist (WA)
Frank Galey (WY)
Sam Krone (WY)

Guests/Speakers

Elizabeth Hitch, associate commissioner for academic & student affairs, Utah System of Higher Education
Robert Meza, senator, Arizona State Senate

WICHE Staff Present

Erin Barber, executive assistant to the president and to the commission
David Longanecker, president, WICHE
John Lopez, director, W-SARA
Demarée Michelau, director of policy analysis, Policy Analysis and Research
Craig Milburn, chief financial officer, WICHE
Jere Mock, vice president, Programs and Services
Brian Prescott, director of policy research, Policy Analysis and Research

Chair Dianne Harrison called the meeting to order and welcomed the commissioners on the call. She asked Erin Barber to call roll and a quorum was confirmed.

ACTION ITEM

Approval of Montana into the State Authorization Reciprocity Agreement

Chair Harrison called on David Longanecker. Longanecker introduced John Lopez as the new director of W-SARA and asked John to present the action item and recommendation. Lopez told the committee that the Montana Board of Regents voted to join W-SARA on May 23, 2014. SARA staff worked with Montana's compliance language to bring it into agreement with SARA policies. Montana's application to join SARA was recommended for approval by the W-SARA Steering Committee on July 30. The Board of Regents will serve as the portal agency, and Jessica Brubaker will continue

to serve as the steering committee member from Montana. Longanecker asked Clayton Christian for additional comments. Christian said the Board of Regents supports joining SARA enthusiastically and is anxious to be a part of the program. Christian moved TO ACCEPT THE RECOMMENDATION OF THE W-SARA STEERING COMMITTEE AND APPROVE MONTANA INTO THE STATE AUTHORIZATION RECIPROCITY AGREEMENT. Commissioner Hart seconded the motion. The motion was approved unanimously.

Chair Harrison called for other business. Hearing none, the Committee of the Whole was adjourned.

WICHE



Plenary Session I

The History of the Federal Role

Monday, November 10, 2014
10:00 – 10:45 am
Ballroom

Western Interstate
Commission
for Higher Education

www.wiche.edu

3 Monday 10:00 - 10:45 am

Monday, November 10, 2014

10:00 - 10:45 am

Ballroom

**Plenary Session I:
The History of the Federal Role in Higher Education**

This coming year, or possibly the next, the federal government will reauthorize the Higher Education Act (HEA), which was renamed the Higher Education Opportunity Act (HEOA) in 2008. While many think of the HEOA as the federal government's reification of its role in student financial aid, only Title IV of the act deals with financial aid. HEOA actually includes 11 "titles," including:

- Title 1: General Provisions
- Title II: Teacher Quality Enhancements
- Title III: Institutional Aid
- Title IV: Student Assistance
- Title V: Developing Institutions
- Title VI: International Education Programs
- Title VII: Graduate and Postsecondary Improvement Programs
- Title IX: Additional Programs
- Title X: Amendments to Other Laws
- Title XI: Private Student Loan Repayment

The HEOA expired at the end of 2013, thus it is ripe for reauthorization, whenever Congress and the Administration get around to doing their business. The original HEA passed and was signed into law in 1965 and ostensibly was to be reauthorized every four years. The pattern in recent times, however, has been for the reauthorization process to percolate a bit before actually taking place. The four most recent reauthorizations, for example, occurred in 1986, 1992, 1998, and 2008. It is currently anticipated that the upcoming reauthorization will occur during the upcoming Congress, either completing this coming year or the next.

Although the last few reauthorizations have been referred to as incremental in nature, many, including your president, believe and hope that this reauthorization will result in more substantial changes to fit the changing nature of higher education (and its finance) in the twenty-first century.

To understand the future federal role in higher education; however, it is useful to understand the evolution of the federal role. This session will provide that historical context.

Speaker: David Longanecker, president, Western Interstate Commission for Higher Education (WICHE)

Biographical Information on the Speaker

David Longanecker has served as the president of the Western Interstate Commission for Higher Education in Boulder since 1999. Previously, Longanecker served for six years as the assistant secretary for postsecondary education at the U.S. Department of Education. Prior to that he was the



state higher education executive officer in Colorado and Minnesota. He was also the principal analyst for higher education for the Congressional Budget Office. Longanecker has served on numerous boards and commissions. He has written extensively on a range of higher education issues. His primary interests in higher education are: expanding access to successful completion for students within all sectors of higher education, promoting student and institutional performance, assuring efficient and effective finance and financial aid strategies, and fostering effective use of educational technologies, all for the purpose of sustaining the nation's strength in the world and increasing the quality of life for all Americans, particularly those who have traditionally been left out in the past. He holds an Ed.D. from Stanford University, an M.A. in student personnel work from George Washington University, and a B.A. in sociology from Washington State University.

WICHE



Programs and Services Committee Meeting

Monday, November 10, 2014
10:45 am – Noon
Ballroom

Western Interstate
Commission
for Higher Education

www.wiche.edu

4 Monday 10:45 am - Noon

Monday, November 10, 2014

10:45 am - noon

Ballroom

Programs and Services Committee Meeting

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

Diane Barrans (AK)
Leah Bornstein (AZ)
Dianne Harrison (CA)
Dene Thomas (CO)
Josh Sasamoto (CNMI)
Carol Mon Lee (HI)
Wendy Horman (ID)
Committee vice chair (MT)
Vance Farrow (NV)
Committee chair (NM)
Kari Reichert (ND)
Hilda Rosselli (OR)
Jack Warner (SD)
Dan Campbell (UT)
Larry Seaquist (WA)
Karla Leach (WY)

Agenda

Presiding: Patricia Sullivan, committee chair

Staff: Jere Mock, vice president, Programs and Services
Margo Colalancia, director, Student Exchange Program
John Fellers, web design manager
Pat Shea, director, academic leadership initiatives



Approval of the May 12, 2014 Programs and Services
Committee meeting minutes

4-3

Information Items:

Updates on WICHE’s Student Exchange Program –
Margo Colalancia

4-6

Updates on Programs and Services Regional Initiatives

4-9

The Passport Initiative: an Update on the Next Phase – Pat Shea

Cost Savings Initiatives: Partnering with the Midwestern Higher
Education Compact to Benefit the West – Jere Mock

A Guided Tour of WICHE’s Redesigned Website – John Fellers

Other business

Adjournment



ACTION ITEM

Programs & Services Committee Minutes

May 12, 2014

Committee Members Present

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

Leah Bornstein (AZ)
Dianne Harrison (CA)
Dene Thomas (CO)
Joshua Sasamoto (CNMI)
Carol Mon Lee (HI)
Vance Farrow (NV)
Duaine Espegard (ND)
Hilda Rosselli (OR)
Frank Galey for Karla Leach (WY)

Committee Members Absent

Clayton Christian (MT), vice chair
Diane Barrans (AK)
Jack Warner (SD)
Dan Campbell (UT)
Larry Seaquist (WA)

Staff Present

Margo Colalancia, director, Student Exchange Program
Rhonda Epper, director, W-SARA
David Longanecker, president, WICHE
Jere Mock, vice president, Programs and Services
Pat Shea, director, academic leadership initiatives

Guests Present

Russ Chan, certifying officer, University of Hawai'i
Christine Inos, outreach counselor, Commonwealth of the Northern Mariana Islands
Louise Lynch, director, WICHE student exchange programs, Arizona Board of Regents
Darren Marshall, WICHE certifying officer and manager of audit and financial services, Utah State Board of Regents
David Mathews, general counsel, New Mexico Higher Education Department
Samantha Moreno, senior associate dean for admissions, student life and inclusion, School of Dental Medicine, University of Colorado Denver, Anschutz Medical Campus
Loren Olney, administrative specialist III, Utah State Board of Regents
Heather Romero, financial aid director, New Mexico Higher Education Department
Lisa Shipley, manager of student advising and WICHE certifying officer, University of Wyoming
Laurie Tobol, WICHE certifying officer and student assistance manager, Montana University System
Jeannine Warner, WICHE certifying officer and director of programs, Nevada

Committee Chair Patricia Sullivan called the meeting to order and welcomed the committee members.

ACTION ITEM

Approval of the Programs & Services Committee Minutes of November 11, 2013

Chair Sullivan asked for a motion TO APPROVE THE MINUTES OF THE NOVEMBER 11, 2013 COMMITTEE MEETING. Commissioner Espegard motioned to approve the minutes and Commissioner Mon Lee seconded the motion. The minutes were approved unanimously.

ACTION ITEM

Approval of the Programs and Services FY 2015 Workplan

Jere Mock presented highlights of each of the items listed in the Program and Services FY 2015 Workplan described in Tab 4 of the agenda book on pages 5-8. She noted that all of the initiatives included in the workplan have been previously endorsed by the Programs and Services Committee, the Executive Committee, and/or the Committee of the Whole. The programs and initiatives included in the workplan will be funded by nearly \$755,000 in general fund support and more than \$3 million in non-general fund revenues if the Committee of the Whole approves the proposed FY 2015 budget on May 13. The workplan's major focus areas are improving student access and success and fostering collaborations across higher education systems and institutions to increase institutional effectiveness. Programs and Services staff will continue to manage WICHE's four-pronged Student Exchange Program and a number of other initiatives that help students and

institutions – at the undergraduate, graduate, and professional levels – save money and make good use of available resources. The workplan also includes projects that bring together the West’s higher education leaders to work toward common goals; assist in smoothing and expediting the transfer process; link students with next-generation learning opportunities; and help institutions to achieve cost savings through collaborative purchasing. Commissioner Sullivan asked for a motion to approve the workplan. Commissioner Thomas made the motion TO APPROVE THE PROGRAM AND SERVICES WORKPLAN. Commissioner Rosselli seconded the motion. The vote was unanimous.

ACTION ITEM

Approval of the Professional Student Exchange Program Support Fees for 2015-16 and 2016-17

Margo Colalancia reviewed the biennial fee-setting process for WICHE’s Professional Student Exchange Program. She explained that the proposed increase is in concert with the HECA (Higher Education Cost Adjustment) index, which increased by 1.8 percent between 2012 and 2013. Support fee setting is a balancing act. The goal is to keep students’ financial burden as low as possible; meet public institutions’ tuition differentials (the difference between resident and nonresident tuition) so that they have sufficient incentive to save seats for WICHE students; and keep support fee rates affordable for states so that they can support as many PSEP students as possible.

As tuition has increased at professional schools, the support fee has proportionately decreased, and PSEP no longer provides as significant a financial incentive to some receiving institutions, in some cases nonresident tuition exceeds the support fee and resident tuition paid by the student. From 2012 to 2013, tuition and fees increased an average of 4.1 percent across all of the PSEP healthcare fields. The lowest increase was in veterinary medicine (2.4 percent) and the highest increase was in physical therapy (6.2 percent). A policy approved by the WICHE Commissioners in November 2011 and that took effect in Fall 2013 for newly funded PSEP students helps ameliorate the tuition differential shortfalls. The new policy allows public institutions whose differentials are not being met to credit the support fee against full nonresident tuition and have the student pay the balance. PSEP students enrolling in Fall 2012 and prior in public institutions are grandfathered and continue to pay resident tuition.

Colalancia explained that the WICHE certifying officers have evaluated the fiscal impact of the proposed support fee increases and sought input from their agency executives. All concur that the proposed increases are necessary and relatively minimal in light of the substantially higher tuition increases that most professional healthcare programs are anticipating for the coming academic year. The WICHE certifying officers unanimously approved the proposed 1.8 percent increase for all PSEP fields during their meeting on Sunday, May 11 preceding the commission meeting.

Colalancia noted that support fees are notably low in two fields: physical therapy and osteopathic medicine. For several years now, partner programs in osteopathic medicine have expressed concern that their fee rate is considerably lower than allopathic medicine (\$20,900 compared to \$31,500 for the 2014-15 academic year). PSEP students’ tuition responsibility in the two fields has been comparable over the past decade, until this year. PSEP osteopathic medical students now pay an average of \$1,250 more than allopathic students. WICHE staff considered proposing a fee adjustment increase but given the fact that state budgets are still recuperating, decided against it for this support fees setting session. Physical therapy support fees are falling short as well; staff decided against proposing an adjustment increase for the same reason. Staff hope that by the next support fees setting session in May 2016, our PSEP states’ budgets will be sufficiently robust to support fee adjustments of approximately \$1,000 to \$2,000 in both osteopathic medicine and physical therapy, in addition to a percentage increase for all fields (historically between 2 and 4 percent).

Commissioner Sullivan said the information in the action item regarding the mean starting salaries and estimated debt loads for professionals in many of the PSEP fields was helpful, and she would like to have that information for all of the fields. Colalancia said that, unfortunately, some of the professional associations do not collect or publically share student debt load data, but she will continue to pursue it for future support fees settings write ups. Commissioner Harrison made a motion TO APPROVE THE 1.8 PERCENT INCREASE IN SUPPORT FEES FOR ALL PSEP FIELDS FOR THE 2015 AND 2016 BIENNIUM. Commissioner Bornstein seconded the motion and it was approved unanimously.

ACTION ITEM

Consideration of the Participation of Private Institutions in the Western Undergraduate Exchange

The third action item related to the potential participation of private institutions in the Western Undergraduate Exchange (WUE). Administrators of a private institution in Arizona have approached Margo about participating in WUE. No other privates have participated since the original WUE state agreements were signed in 1987. The staff took a neutral stance on this issue. While the committee members expressed appreciation for the important role that private institutions play in

the WICHE region, they did not see value for either private institutions or the students wishing to attend these institutions to participate in WUE, because private institutions already are free to discount their tuitions without participation in our regional exchange program. Commissioners Bornstein and Sullivan also indicated that their states want their state-appropriated WICHE dues to continue to support the administration of the program for public institutions. None of the committee members advanced a motion in support of adding privates to WUE.

INFORMATION ITEMS

Rhonda Epper, the director of the WICHE State Authorization Reciprocity Agreement (W-SARA), provided more details about the implementation of the agreement, the staff activities that have occurred in several Western states since the Dec. 10 regional SARA forum, and the outcomes of the April 21 meeting of the W-SARA Steering Committee. The committee is responsible for reviewing applications from states wanting to participate in the reciprocity agreement and making recommendations on those applications to the full WICHE Commission. The committee has recommended approval of five states to join W-SARA: Alaska, Colorado, Idaho, Nevada, and Washington. The committee of the whole will vote on that recommendation during its meeting on May 13. The next two deadlines for state applications are July 15 and October 15. Commissioner Rosselli asked whether California is pursuing membership in SARA. David Longanecker said he and Commissioners Calbaldon and Harrison recently met with a member of the governor's staff to pursue getting support for a California SARA portal agency included in the governor's 2014-15 May revision to the state's annual budget. If that does not happen within the next two weeks then it will need to occur during the 2015 legislative session. Epper noted that New Mexico and Wyoming will need to enact legislation in 2015. David Mathews, general counsel of the New Mexico Higher Education Department, attended the committee meeting and said that New Mexico's SARA authorizing legislation has been drafted and it will be pre-filed in December 2014 for the 2015 session. Chair Sullivan thanked Epper for her leadership and wished her the best in her new position as the chief student success and academic affairs officer at the Colorado Department of Higher Education, beginning May 27. Mock said she and Longanecker will soon begin recruitment efforts for the new W-SARA director.

Pat Shea reported on a recent grant from the Bill & Melinda Gates Foundation that is supporting two convenings at WICHE that bring together policymakers and educational practitioners who are working to address streamlined transfer mobility for students while ensuring a high quality learning experience along the way. The first convening was held in March and the next one is tentatively scheduled for July 28-29. Participants are examining ways to more closely align initiatives to expand their collective impact and to increase their effectiveness, while helping students to overcome the barriers to transfer. Pat also encouraged commissioners to persuade institutions in their respective states to get involved in the Interstate Passport Agreement's Phase I if they are not already involved. Sixteen institutions in four states have signed onto the five-year agreement to award the Passport to students that achieve their outcomes-based lower-division general education in oral communication, written communication, and quantitative literacy at the proficiency level for transfer. Developing learning outcomes and proficiency criteria for the remainder of lower division general education will be the focus of the Interstate Passport's Phase II activities.

Colalancia raised an additional issue related to the Western Undergraduate Exchange. She said it has recently come to the staff's attention that some WUE institutions are marking up tuition and fees by 150 percent despite the fact that per the WUE agreement, the "WUE rate" equals 150 percent of resident tuition, plus fees. She ran some projections and discovered that if institutions included fees as part of their WUE calculation, it would increase the WUE rate an average of \$1,000 for WUE community college students, and an average of \$2,000 for students enrolled at four-year WUE institutions. Commissioner Thomas said institutional fees should represent actual costs and should not vary for resident and nonresident students. The committee agreed that while institutions should be allowed to include differential fees charged for specific academic disciplines, institutions should not be allowed to include college operational fees in their WUE rate calculations.

Chair Sullivan adjourned the meeting at 12:35 PM.

INFORMATION ITEM

Student Exchange Program Update

Western Undergraduate Exchange. The Western Undergraduate Exchange (WUE) is a regional tuition-reciprocity agreement created in 1987 which has become WICHE’s most widely used student exchange program. WUE allows students from WICHE states to enroll in participating two- and four-year public institutions and pay 150 percent of the enrolling institution’s resident tuition. In 2013-14, 33,812 WUE students and their families saved more than \$264.7 million in tuition costs. Residents of WICHE member states can choose from some 155 participating WUE institutions.

California State University’s Channel Islands campus is the newest member of WUE. Tohono O’odham Community College (a small tribal college in Arizona) has expressed its intent to join. Klamath Community College (in Oregon) and Shoreline Community College (in Washington) are also interested in joining the WUE network.

All indications are that WUE enrollments will continue to grow once again in 2014-15. WUE plays an especially important role providing undergraduate options for residents of Western states and territories, that’s particularly true for California and the Commonwealth of the Northern Mariana Islands (CNMI) in recent years. Staff will have final estimates of this year’s WUE enrollment statistics at the November 2014 commission meeting.

WICHE staff conducted a survey of WUE institutions to find out if they offer online degree programs and what tuition rate WUE students would pay for them. Eighty-three (83) out of 155 WUE institutions responded: 35 community colleges and 48 four-year institutions. Of the respondents, 93 percent offered some programs online. Sixty-nine percent offered fully online associate’s or certificate programs and 49 percent offered fully online bachelor’s programs. When asked which division handled their online programs, the majority (76 percent) said they were offered by their academic colleges or departments; 36 percent said a centralized distance education division administered them, and 15 percent indicated that their continuing education division handled them. The total of the responses exceeds 100 percent because some institutions identified more than one entity responsible for administering distance education delivery on their campuses. It appears that nonresidents from WICHE states may pay less for online programs at WUE institutions, compared to nonresidents from outside of the WICHE region:

| Tuition Rate Charged for Online Programs | Nonresidents from WICHE States | Nonresidents from Non-WICHE States |
|---|-----------------------------------|---------------------------------------|
| Resident tuition | 8% | 8% |
| WUE tuition (150% of resident) | 31% | 5% |
| Nonresident tuition | 15% | 33% |
| Special online tuition rate that is the same for all online programs | 20% | 26% |
| Online tuition rate that varies by program | 12% | 14% |
| Other | 14% | 14% |

The survey also collected additional detail about specific online majors available at our participating WUE institutions; staff would be happy to share that information with states upon request.

Western Regional Graduate Program. WRGP allows master’s, graduate certificate, and doctoral students who are residents of the 15 participating states and the Commonwealth of the Northern Mariana Islands to enroll in some 350 high-quality programs at 58 participating institutions on a resident tuition basis. In fall 2013, 1,130 students enrolled through WRGP and saved an estimated \$15.9 million in tuition. Staff anticipates that program enrollments will continue to increase and will present estimated enrollment numbers at the November 2014 meeting.

WICHE is accepting nominations for new WRGP programs this fall. Graduate deans and provosts at all public institutions in the WICHE region have been notified of the November 21, 2014 submission deadline and nomination process. WICHE is particularly interested in adding graduate programs in healthcare (for fields not available through WICHE’s Professional Student Exchange Program) and on-the-rise sectors including microtechnology and nanotechnology; green building and building energy conservation; emerging media and communications; biotechnology and bioinformatics; computer and cyber security; alternative energy technology and sustainability; geospatial technology; market research, data mining, data

science and analytics; homeland security and emergency and disaster management; user experience management; and elder care specialists.

To be eligible for WRGP, programs that aren't related to health must be "distinctive," meaning they must be offered at no more than four institutions in the WICHE region (exclusive of California). Healthcare-related programs are not subject to the distinctiveness criteria because of their high workforce demand. However, nominated programs must be of high quality to be approved for participation.

WRGP is a tremendous opportunity for WICHE states to share distinctive programs (and the faculty who teach them) and to build their workforces in a variety of disciplines, particularly in healthcare and the sciences. More than 120 healthcare-related programs are now offered through WRGP, including those in addiction studies, assistive technology for children and adults with disabilities, bioengineering, and much more.

Participating programs have found WRGP to be a valuable recruitment tool and an effective resource in diversifying their student pool. Participating programs can choose to limit the number of WRGP awards each academic year to ensure that their participation is feasible over the long term. Application forms and nomination information are available on the WRGP website (www.wiche.edu/wrgp). WICHE staff encourages WICHE commissioners to spread the word to any graduate programs in their state that might be interested.

Professional Student Exchange Program. The Professional Student Exchange Program (PSEP) provides students in 10 Western states with access to a wide range of professional programs that otherwise might not be affordable for them because the fields of study are not offered at public institutions in their home states. California, Idaho, Oregon, South Dakota, Washington, and the Commonwealth of the Northern Mariana Islands do not support students through the program. The home state pays a support fee to the admitting schools to help cover the cost of the student's education and the student pays reduced tuition. Each state determines the fields and the number of students it will support. Through PSEP, students have access to professional degree programs in 10 healthcare fields: medicine, dentistry, veterinary medicine, physical therapy, occupational therapy, optometry, podiatry, osteopathic medicine, physician assistant, and pharmacy.

During the 2014-15 academic year, approximately 658 students are enrolled through PSEP, with support fees totaling almost \$14.7 million. As of this writing, student enrollment numbers equal those of last year; staff will have exact participation numbers at the November commission meeting, once all contract changes have been processed.

May 2014 Certifying Officers Meeting. In addition to student exchange program administration issues, certifying officers led discussions on best practices to verify PSEP graduates' employment locations and fulfillment of their service commitment (Jennah Kitchell from Colorado) and new healthcare insurance requirements that are creating out-of-state residency dilemmas (Lisa Shipley from Wyoming). The group also hosted three guest speakers on topics pertinent to the students WICHE serves. Dennis Mohatt of WICHE gave a talk on suicide prevention and tips for recognizing students at risk. Christopher Ramirez, director of the Men of Color Initiative at the University of New Mexico, spoke on tuition equity laws for "DREAMERS" who are undocumented students who grew up in the United States. Finally, Samantha Moreno, senior associate dean for admissions, student life and inclusion of the University of Colorado Denver's School of Dentistry, talked with certifying officers about dental admissions and dentistry workforce issues.

WICHE's June 2014 Veterinary Medicine Advisory Committee Meeting. Members met in June 2014 and discussed topics including best practices for veterinary medicine student mental health and wellness; the current excess capacity in the veterinary workforce; and strategies for enhancing student financial literacy of prospective and graduating veterinary students who are accumulating unprecedented amounts of student debt. Members also discussed admissions trends at our five cooperating colleges of veterinary medicine and our continued efforts to facilitate input from participating states regarding their respective applicant pools. Additionally, updates on curricular changes including new methods of assessing clinical competencies and emphasis on problem-based learning were also discussed. Members also heard from an expert panel on Hawaii's recent experience with anti-GMO legislation (Bill 113) and its implications for farming, dairy and livestock. If they haven't already addressed this issue, many WICHE states may be dealing with similar legislative initiatives that have the potential to adversely affect farmers' and ranchers' livelihoods and state agricultural production, according to the panelists.

Out-of-State Students' Options for Healthcare Insurance. Some unintended consequences of the Affordable Care Act (ACA) may have a negative impact on students' ability to obtain health insurance. Many employer plans have raised their employee premiums so high that parents can no longer afford to keep their dependent children on the family

policy. And some institutions' student health plans are being discontinued because the coverage does not meet the ACA's minimum standards, and bringing those policies into compliance makes them cost prohibitive.

In some cases students are being encouraged to seek coverage through their home state's exchanges. However, if a student signs up in his/her home state and attends a college or university out of state, it is unclear if there will be a sufficient number of in-network providers in the state where the student is studying. Signing up for a state healthcare program in the state where a student is attending school usually means that he/she has to accept residency in that state. For students participating in WICHE's Professional Student Exchange Program (PSEP) accepting residency in the state where they are enrolled is violation of their home state's requirement to maintain residency in their home state.

This is a complex issue and WICHE staff are interested in learning which of our partner institutions still provide student health insurance, and if their plans are voluntary or mandated for students who are not covered under another plan (such as their parents', a state plan, or Medicaid). Staff is also interested in learning if students enrolled in the home state's insurance program will have sufficient provider coverage in the state where they're studying. Staff recently spoke with representatives of the American College Health Association (ACHA; www.acha.org/) and are evaluating the aggregate results of their spring 2014 survey to see if further action is needed.

Updates on Veterinary Medical Education in the WICHE region. The growth surge in new veterinary programs continues. Two new ones began admitting students in fall 2014. The new Montana Cooperative Veterinary Program between Montana State University (MSU) and Washington State University (WSU) enrolled its first class of 11 Montana resident students in August; Montana also funded nine new veterinary students through WICHE's PSEP. Midwestern University in Glendale, Arizona – a private institution – admitted its first class of 100 students as well. WICHE PSEP students cannot enroll in the programs until they are fully accredited.

The University of Arizona's College of Agriculture and Life Sciences received a \$9 million grant from the Kemper and Ethel Marley Foundation to start a new veterinary college which plans to admit its first class of students in Fall 2015. The school was approved by the Arizona Board of Regents in September. The accelerated program will be designed to provide the equivalent of 11 semesters of education in four years. Some of the students targeted for admission will be upperclassmen who are close to completing their undergraduate degree in veterinary or animal sciences.

The American Veterinary Medical Association's most recent survey of veterinary medical students graduating in 2013 reports that their mean full-time starting salary was \$67,136. Veterinary medical graduates' educational debt continues to rise; median educational debt load for all graduates was \$140,000 in 2012 and rose to \$150,000 in 2013.

In response to the flat demand for veterinary services which is making it difficult for some graduates to find employment, two WICHE partner colleges of veterinary medicine – Colorado State University (CSU) and the University of California Davis – have hired full-time career services directors dedicated to assist veterinary students. Their roles include helping students explore nontraditional veterinary career options, prepare them for the job market by enhancing their interview and resume writing skills, and organizing electronic job databases. Colorado State University is also seeking to hire a financial education specialist to educate students and alumni on debt management and other personal and business practice financial issues. CSU and Davis are also partnering to design a Leadership Academy for veterinary students.

INFORMATION ITEM

Programs and Services Regional Initiatives

WICHE Internet Course Exchange

The WICHE Internet Course Exchange (WICHE ICE) is a robust administrative tool designed to support multi-institution collaboration among faculty offering online courses. Through ICE, participating institutions expand their students' access to high-quality online courses and programs taught by faculty at other member institutions. Seamlessly, students enroll, obtain advising, and use financial aid from their home campus, which transcripts the course. The primary user of ICE, today, is the Nursing Education Xchange (NEXus), a consortium of 17 universities sharing excess capacity in doctoral nursing courses.

Other ICE members include the South Dakota System of Higher Education and the University of Wyoming. These institutions/organizations and others are exploring the opportunity to create a consortium focused on the sharing of courses among Native American Studies programs across the West. Together, these small departments may be able to strengthen their programs by giving students the opportunity to take courses from the pool of institutions. Faculty may benefit too by being able to offer certain courses on a more regular basis and/or new courses to the expanded student body. Several community colleges are also in discussions about creating a consortium supporting the exchange of courses in the laboratory sciences and other disciplines.

WICHE ICE provides a secure encrypted database accessible via the web for sharing data about courses and students. WICHE provides the financial transaction services supporting the student exchanges. A listserv enables members to keep in touch with one another about enrollment needs. A policy manual provides detailed instructions and resources for participating institutions. The WICHE ICE website (www.wiche.edu/ice) provides more information about how the program works, as well as other resources for members.

Western Academic Leadership Forum

The Western Academic Leadership Forum (the Forum) gives academic leaders in the WICHE states a venue for sharing information, resources, and expertise as they address issues of common concern across the region and work together on innovative solutions. This organization's members are provosts; academic vice presidents at bachelor's, master's, and doctoral-level institutions; and chief executives and chief academic officers for system and state coordinating and governing boards. The Forum is funded primarily via membership dues, with additional funding provided by sponsors of the annual meeting.

The Forum will hold its 2015 annual meeting in Boise on April 22-24 with the working theme "Calibrating Your Leadership in New Landscapes" and sessions will include presentations on leading academic change, the completion agenda, the quest for higher academic quality, intervention strategies leading to student success, and ways that data analytics and other tools can be used to effectively tell the academic story to internal and external constituencies. Small group discussions will delve deeper into two topics: finding the sweet spot between the tensions of completion and quality and addressing moral hazards and practicalities.

Current Forum members are listed on page 4-15.

Western Alliance of Community College Academic Leaders

The Western Alliance of Community College Academic Leaders (the Alliance), established in 2010, is modeled after the Western Academic Leadership Forum. The Alliance provides academic leaders of two-year institutions and their related systems and state coordinating and governing boards with a venue for sharing information, resources, and expertise among community colleges and technical schools. Together, the members address issues of common concern across the region and work together on innovative solutions. Like the Forum, the Alliance is funded from membership dues and sponsorship of the annual meeting.

The Alliance will hold its next annual meeting April 8-10, 2015, in Rapid City, SD. The theme will be "Leaders Facing Change: Asking the Right Questions." Noted speaker Rob Johnstone, president, National Center for Inquiry and Improvement, will kick off the meeting with some intriguing questions for the group. Other sessions will focus on open educational resources, competency-based education, new approaches to development education, prior learning assessment, and other hot topics. A highlight of the meeting is a dinner at Mt. Rushmore on Thursday evening where

Dr. Marni Baker Stein, chief innovation officer at the University of Texas System – Institute for Transformational Learning, will address the group about some exciting new innovations being implemented currently and others on the horizon. The West's top academic leaders of the two-year sector are represented in the Alliance's membership of 87. For more information, see www.wiche.edu/alliance

Current Alliance members are listed on page 4-15.

Academic Leaders Toolkit. The toolkit is a joint project of the Forum and the Alliance. This web-based repository (<http://alt.wiche.edu>) contains profiles of successful decision-making tools and processes used by academic leaders. Tools in a broad range of categories – such as program evaluation, creation and elimination; faculty recruitment and retention; and student outcomes assessment – help academic leaders better address their increasing range of responsibilities. The toolkit is searchable by category, state, and type of institution or organization. Southeast Technical Institute's Student Retention Toolkit received first place and Maricopa Community Colleges' Maricopa-ASU Pathways Program received second place in the Academic Leaders 2014 Tool of the Year competition.

Interstate Passport Initiative

The Interstate Passport Initiative (www.wiche.edu/passport) is a grassroots effort by academic leaders in the WICHE region to reform transfer using a regional approach. At the request of these academic leaders, WICHE staff is leading the work to create a new learning-outcomes-based framework for transfer with the goal of improving graduation rates, shortening time to degree, and saving students' money. The new framework focuses on the lower-division general education core, the common denominator among institutions – concentrating on it as a whole, not on individual courses – and allows for a cross-border "match" of outcomes-integrated general education cores for block transfer. The Passport is being rolled out in phases. Phase I, which was funded by a grant from the Carnegie Corporation of New York, concluded in April 2014. Phase II was launched in October 2014 with the award of \$2.8 million in grants from the Bill & Melinda Gates Foundation and Lumina Foundation.

The academic areas included in the Passport are based on the Liberal Education and America's Promise Essential Learning Outcomes (LEAP ELOs) developed by the Association of American Colleges and Universities and widely adopted by institutions across the country. Seventeen two-year and four-year institutions from five states (HI, ND, OR, UT, WY) in the WICHE region have signed the Passport Agreement for Phase I. Two other institutions are expected to do so before the end of the year: the University of Hawai'i-Hilo and South Dakota State University, adding South Dakota to the signatory list. The Passport's five-year agreement includes the academic content areas of oral communication, written communication, and quantitative literacy. Students who complete the Passport Block at one Passport institution will receive credit for the lower-division general education requirements in these content areas when they transfer to another Passport institution, and will not be required to repeat any courses in the receiving institution's Passport Block.

In Phase II, 22 two-year and four-year institutions from seven states (CA, HI, ND, OR, SD, UT, WY) in the WICHE region will develop Passport Learning Outcomes (PLOs) and transfer-level proficiency criteria in the remaining lower-division general education content areas (creative arts; intercultural knowledge (social science); natural and physical sciences; information literacy; critical thinking; and teamwork/problem solving), acknowledging that their institutions' lower-division general education learning outcomes in these areas are equivalent to the PLOs. Institutions are not required to use the same language as the PLOs in their learning outcomes, but rather, to ensure alignment to the PLOs.

The Passport is based on the concepts of faculty agreement and tracking. Faculty members at a Passport institution agree with their colleagues at other Passport institutions to: 1) provide their respective students with appropriate learning opportunities addressing the PLOs; 2) assess these students' proficiency in achieving the PLOs; and 3) award the Passport to students who have earned it. Each institution agrees to send data to the Passport Central Data Repository (CDR) on the academic performance of Passport and non-Passport students who transfer into their institution for two terms after they transfer. The CDR sorts the data from the receiving institutions and forwards it to the relevant sending institutions for use in their continuous improvement efforts. The CDR also forwards aggregate data to the Passport Review Board for its annual review of the overall performance of the Passport program. Registrars and institutional research representatives from the Passport pilot institutions developed the processes for recording the Passport on student records, and for tracking and reporting on Passport students resulting in a set of guidelines published on the Passport website.

Other institutions and WICHE states may now apply for participation in the Passport's first phase. The Passport Review Board, whose members are representatives from each Passport state, reviews and approves new institutions/states for participation. Other work during the two-year term of Phase II will include involving the registrars and institutional researchers from the participating institutions in revising and expanding the Passport's student verification and academic

progress tracking systems. Additionally, staff and consultants will author a business plan for sustainability and a data management plan to prepare the Passport for nationwide deployment at the conclusion of this two-year project.

When the Passport Initiative is complete, it will encompass all lower-division general education content areas, simplifying the transfer process for many students, and be ripe for expansion beyond the WICHE region. With approximately 33 percent of today's students transferring – and nearly 27 percent of them crossing state lines according to a study by the National Student Clearinghouse – the Passport promises a new way to streamline transfer students' pathways to graduation.

Current Phase II participating institutions are listed on page 4-16.

North American Network of Science Labs Online

The North American Network of Science Labs Online (NANSLO) is an alliance of cutting-edge science laboratories that provide students enrolled in higher education science courses with opportunities to conduct their lab experiments on state-of-the-art science equipment over the Internet. From any computer, students can log into one of the labs' web interfaces and manipulate a microscope or other scientific equipment, participate in conversation with lab partners, ask for assistance from a knowledgeable lab technician in real time, and collect data and images for their science assignments.

NANSLO's labs feature high quality scientific equipment whose controls are enabled through software and robotics manipulated by students over the Internet. State-of-the-art Nikon microscopes, spectrometers, and air tracks equipped with cameras are included in the current inventory so students can see how the equipment moves in response to their keyboard clicks on a web interface to the instrument's control panel. Via NANSLO's premium equipment, some colleges are able to give their students access to higher quality equipment than they could provide locally due to financial limitations.

The NANSLO network's hub is based at the WICHE, which serves as the public's primary resource for information about NANSLO, coordinates communication among the network's lab partners, provides the centralized scheduling system, and oversees selected contracting and financial transaction services for the partners. Three labs—referred to as nodes—are currently on the NANSLO network. The Colorado node is located at Red Rocks Community College, the Montana node is located at Great Falls College, and the British Columbia node is located at North Island College. Other nodes with different equipment and lab activities supporting a growing number of scientific disciplines are expected to be added over time.

During the next two years, NANSLO will support institutions offering online lab courses developed in the Consortium for Healthcare Education Online project, described below. In addition, it will seek funding to conduct a robust research project identifying best practices in lab exercises using lab kits, remote labs, and simulations in online science courses. It will also explore opportunities for additional partnerships and expanding its collection of remote lab experiments.

Consortium for Healthcare Education Online

In September 2012 the Consortium for Healthcare Education Online (CHEO) was awarded a four-year grant of \$14,171,229 through the U.S. Department of Labor's TAACCCT initiative (www.doleta.gov/taaccct). TAACCCT funding assists colleges to meet the needs of displaced workers, veterans, and the underemployed by emphasizing the provision of educational and career-training programs that can be completed in two years or less.

Funding for CHEO consortium members supports the development of allied health certificates delivered in a hybrid or online format and the development of comprehensive academic support and employment services, to include the hiring of a career coach for each college partner. The consortium is led by Pueblo Community College in Colorado and includes seven other colleges: Kodiak College, AK; Otero Junior College, CO; Red Rocks Community College, CO; Great Falls College–MSU; Flathead Valley Community College, MT; Lake Area Technical Institute, SD; and Laramie County Community College, WY.

The following certificate and degree credentials will be made available by members of the consortium: polysomnography, emergency medical services (basic, intermediate, and advanced), health information technology, occupation endorsement certification, medical office support, medical lab technology, occupational endorsement certificate, nurse aide, home healthcare, hospice care, medication aide, healthcare core, prenursing, paramedicine, radiation technology, medical lab technician, practical nursing, nurse aide certificate, cardiopulmonary resuscitation, and A.A.S. degrees.

Others involved in the project include the Colorado Community College System (CCCS), funded to support the use of the NANSLO production lab at CCCS and the development of a faculty "sandbox" lab for testing new experiments and

training; BCcampus, which is developing two open textbooks supporting allied health courses; and North Island College (BC) which is developing, with the assistance of CCCS staff, 12 new allied health experiments for use by CHEO members and establishing a new production lab to serve students involved in CHEO courses in Alaska.

Each institution has hired a career coach to support the academic and career needs of students enrolled in the online allied health certificate programs. These coaches engage in professional development at both the consortium and local level and will make use of a career portal, to be designed and supported by College in Colorado, an online resource designed to help students plan, apply, and pay for college. The CHEO portal will be a platform for interaction between allied-healthcare employers, community colleges, and local workforce centers as they train and employ dislocated workers, veterans, underemployed workers, and other adults. A new NANSLO production lab is also being established at Great Falls College to support CHEO students in Montana, South Dakota, and Wyoming.

As a contractor for the CHEO consortium, WICHE is providing

- Professional development activities, including annual workshops and webinars on best practices in career coaching, designing and teaching courses in online and hybrid environments, and the most effective use of RWSLs in lab exercises.
- A communications infrastructure to members of the discipline panels and coaches' network to support the ongoing sharing of promising practices in the design and use of online labs and in career counseling.
- Programming and implementing a software solution to support the multicampus use of NANSLO production labs and the financial transaction system associated with partner campuses providing lab services to other CHEO institutions.

This \$872,259 contract supports a portion of the salaries and benefits for seven employees, totaling 1.6 FTE in years one to three and one employee in year four at .50 FTE. Additionally, it provides funds to hire consultants to assist with the professional development workshops and webinars; to support faculty experts leading discipline panel activities; and to contract with a consultant to develop the new NANSLO lab-scheduling software. Other funding will cover workshop costs and staff travel to conferences for presentations. WICHE will earn \$62,837 in administrative overhead during the four-year period.

A Convening: Transfer Solutions Through Cross Organization Alignment

At the request of the Bill & Melinda Gates Foundation and with a grant of \$173,440, WICHE, in partnership with the Association of American Colleges and Universities, conducted a convening to develop a better understanding of the current transfer marketplace. Two meetings were held with representatives of organizations, states, and institutions working on transfer reform – March 23-24 and July 27-28. The goal of the convenings was to find broader scale solutions that will provide more choice and mobility for transfer students while ensuring a high quality learning experience all along the way.

In addition to experts in transfer research and practice, representatives of several initiatives made presentations and participated in the discussions. These included those from the California State University's Give Students a Compass and other higher education reform efforts, the AAC&U's General Education Maps and Markers (GEMS) project, the WICHE facilitated Interstate Passport Initiative, and the State Higher Education Executive Officer's VALUE/Multi-State Collaborative to Advance Outcomes Assessment project. The outcome of the convening is a white paper summarizing the conclusions from these discussions with a set of recommendations on possible next steps. To download a copy, go to <http://www.wiche.edu/passport/resources>

MHECare: A Student Health Insurance Collaborative to Benefit Students and Institutions

At its semiannual meeting in May 2012, the WICHE Commission voted to partner with the Midwestern Higher Education Compact (MHEC) to expand the benefits of the MHECare student health program to public and private institutions in the WICHE region. The New England Board of Higher Education and the Southern Regional Education Board subsequently got involved, so that institutions in 47 states are eligible to participate. The plan includes competitively priced medical benefits; vision or dental insurance is not included at this time.

Twenty-one campuses in the WICHE region are participating in the program for the 2014-15 academic year. They are listed on page 4-16.

MHECare offers both standard and customized Patient Protection and Affordable Care Act-compliant student health insurance plans. The standard MHECare high or low PPO plans can be selected by institutions with less than 500 students enrolled in the plan and by institutions that do not currently offer a program. The plans are community-rated, which means that rates are not based on the individual campus claims experience but the entire pool of participating campuses on the respective plan. In 2014/15, institutions wishing to offer one of the standard plans must require enrollment on a tight waiver basis for at least some component of the eligible students (for example, international students), and may offer the plan only to full-time students. Additionally, campuses are expected to verify student eligibility in the event of a claim. The standard plans have been reviewed and approved by the MHEC Student Health Benefits Advisory Committee.

Institutions with more than 500 students enrolled have more options, including one of the standard MHECare high or low PPO plans; or a plan with design features tailored to the institution's student population. The cost for the plan will be underwritten based on the institution's claim experience and utilization.

MHEC staff, working with its regional Student Benefits Advisory Committee and with financial support provided by Lumina Foundation, created this new initiative to provide colleges and universities with health insurance for their students with cost savings that could only be achieved by working collaboratively across institutions. They conducted competitive bid processes prior to entering into a contract with Mercer Health & Benefits, an independent consulting firm, to serve as the program administrator for MHECare. Working with its MHEC Student Benefits Advisory Committee and Mercer staff, MHEC staff developed the plan design and then conducted another competitive bid process to select UnitedHealthcare StudentResources (UHCSR), a national healthcare carrier, to underwrite the program. UHCSR specializes in student health insurance plans, has a large national network of providers, offers web-based enrollment and support tools, and quotes competitive rates. It is a division of the national healthcare carrier UnitedHealthcare.

As the MHECare underwriting pool grows as more institutions participate, the impact of unpredictable catastrophic claims will be lessened, resulting in more stable rates over time. This is particularly beneficial in today's environment where health insurance costs have increased due to the expanded benefits required under the Patient Protection and Affordable Care Act (PPACA), the addition of PPACA fees, and the potential shift in risk as students make individual decisions about health care coverage in light of the PPACA coverage mandate and associated costs for those who opt not to be insured.

The first step for institutions interested in MHECare is to obtain a request for quote form from Jennifer Dahlquist, MHEC's vice president and chief financial officer (jenniferd@mhec.org). Additional information will be required if quotes are requested for more than the standard high and low plans. The additional information may include a copy of the current plan design, requested benefits, and claims experience. MHECare questions may be addressed to Dahlquist at 612.626.1602 or to Jere Mock at jmock@wiche.edu or 303.541.0222. For more details on the plans' key provisions and students' out-of-pocket costs, see www.wiche.edu/mhecare and www.mhec.org/mhecare.

Master Property Program

WICHE offers participation in the Midwestern Higher Education Compact's Master Property Program (MPP) to colleges and universities in the West. Institutional members benefit from comprehensive property insurance coverage tailored to their specific needs, while improving their risk management and asset protection strategies. The program is available to two- and four-year public and private higher education institutions, subject to approval by the MPP Leadership Committee. Currently, 150 campuses (58 members) have total insured values of \$86.4 billion. In FY2013, it was estimated that the program saved its participating members \$13.4 million during the year. The base program rates are typically below industry averages and help members to reduce their insurance costs while improving their asset protection. The average program rate has fallen 42 percent since 2002-2003, from .045 cents to .026 cents with enhancements to coverages and services. Members also have the opportunity to earn annual dividends, based on the consortium's comprehensive loss ratios. Current members have expressed strong satisfaction with the program as evidenced by the program's 95 percent retention rate since the 2000-2001 year.

The MHEC program was created in 1994; WICHE has partnered with MHEC in offering the program since 2004. The New England Board of Higher Education began participating in the MPP in 2009 and beginning in November 2013, institutions in the Southern Regional Education Board states also became eligible to participate in the property program. The base program is currently underwritten by Lexington (AIG) and Zurich and is jointly administered by Marsh and Captive Resources under the direction of a Leadership Committee representative of the participating insured institutions. Thirteen members currently serve on the committee, including Craig Kispert, associate vice president for business and planning at Seattle Pacific University, and Laura Peterson, risk manager at the University of Wyoming, represent WICHE member institutions on the MPP leadership committee. Jere Mock represents WICHE at the Leadership Committee meetings. Because of the size and complexity of the program, the Leadership Committee has developed four subcommittees to work

on specific areas of the program and to make recommendations to the full committee. The subcommittees include the: Executive Subcommittee, Underwriting and Marketing Subcommittee, Engineering and Loss Control Subcommittee, and Finance and Audit Subcommittee.

Nine institutions and two systems (with 14 campuses) in the WICHE region are members of the Master Property Program.

Representatives from member campuses will participate in a March 12 - 13, 2015, MPP Loss Control Workshop in St. Louis, with a focus on topics relevant to risk management and current events in higher education. The workshop included risk managers; and campus security, facilities, and environmental health and safety staff who exchange best practices and lessons learned during the workshop.

WICHE staff continues to work with the program administrators to provide information on the Master Property Program to institutions in the West.

Participating systems and institutions are listed on page 4-16.

MHECtech

WICHE also partners with the Midwestern Higher Education Compact on its MHECtech program, which enables colleges and universities in the Midwest, South (Southern Regional Education Board member states) and West to purchase off competitively bid purchasing agreements to contain or reduce their purchasing costs. WICHE region institutions are eligible to purchase computers at discounted rates under the MHECtech contracts with Dell, Oracle, ASI Computers (Systemax Computers including Global Government & Education Solutions and CompUSA B2B) products and services; Dell and Xerox printers and peripherals; and data networking offered by Juniper Networks. Other contracts provide preferred pricing on products including VMware for virtualization licenses and support, consulting and training through Arrow Enterprise Computing Solutions; advisory services to IT challenges through Info Tech Research Group; creative software for design, print, media and web from Corel Corporation; and CampusCloud services from Campus EAI Consortium, including storage, virtual and machine hosting, and web hosting. Two additional contracts include eIQ Networks which offers SecureVue®, the industry's first and only situational awareness platform that provides security and compliance professionals with solutions across all enterprise security information; and Parchment, an industry leader in education credentials technology including electronic transcripts and other student credentials.

Several of the purchasing agreements are also available to K-12 organizations; local, county, and state governments; and nonprofit organizations. The agreements aggregate volume purchases to lower product costs and reduce the time institutions must spend developing and conducting bids themselves. MHEC undertakes the time and expense of the RFP process, and institutions can purchase the goods or services knowing that the due diligence in selecting the vendor has already been done. The MHECtech website (www.mhectech.org) and WICHE's website (www.wiche.edu/costSavingPurchasing) provide details on the vendors, contracts and eligible entities.

Regional Initiatives Participating Systems and Institutions

Current members of the Western Academic Leadership Forum

Alaska

Alaska Commission on
Postsecondary Education
University of Alaska Anchorage
University of Alaska Southeast
University of Alaska System

Arizona

Arizona Board of Regents
University of Arizona

California

California State Polytechnic
University, Pomona
California State University,
Fullerton California State
University, Long Beach
California State University,
Northridge
California State University System
Humboldt State University
Sonoma State University
University of California, San
Diego

Colorado

Colorado Department of Higher
Education
Colorado State University, Fort
Collins
Colorado State University—Pueblo
Metropolitan State University of
Denver

Idaho

Boise State University
Idaho State University
University of Idaho

Montana

Montana State University,
Bozeman
University of Montana, Missoula
Montana University System
Montana State University,
Northern

Nevada

Nevada State College
University of Nevada, Las Vegas

University of Nevada, Reno
Nevada System of Higher
Education

New Mexico

New Mexico State University
University of New Mexico
Western New Mexico University

North Dakota

Mayville State University
Minot State University
North Dakota State University
University of North Dakota
Valley City State University

Oregon

Oregon State University
Oregon Higher Education
Coordinating Commission
Pacific University
Portland State University
University of Oregon

South Dakota

Black Hills State University
Dakota State University
Northern State University
South Dakota Board of Regents
South Dakota School of Mines
and Technology

Utah

Utah State Board of Regents
Dixie State College of Utah

Washington

Central Washington University
Eastern Washington University
Washington State University
University of Washington
Educational Outreach
Evergreen State College

Wyoming

University of Wyoming

Current members of the Western Alliance of Community College Academic Leaders

Alaska

University of Alaska Fairbanks
University of Alaska Fairbanks
Community and Technical
College
University of Alaska Fairbanks,
Chukchi Campus
University of Alaska Fairbanks,
Interior-Aleutians Campus
University of Alaska Fairbanks,
Kuskokwim Campus
University of Alaska Fairbanks,
Northwest Campus
University of Alaska Anchorage
Community and Technical
College
University of Alaska Fairbanks,
Bristol Bay

Arizona

Maricopa Community Colleges
Arizona Western College
Eastern Arizona College
Chandler-Gilbert Community
College
Estrella Mountain Community
College
Glendale Community College

GateWay Community College
Mesa Community College
Phoenix College
Paradise Valley Community
College
Rio Salado College
Scottsdale Community College
South Mountain Community
College
Yavapai College

California

California Community Colleges
System
Cerritos College
Modesto Junior College

Colorado

Colorado Community College
System
Arapahoe Community College
Colorado Northwestern
Community College
Community College of Aurora
Community College of Denver
Front Range Community College
Lamar Community College
Morgan Community College

Northeastern Junior College
Otero Junior College
Pikes Peak Community College
Pueblo Community College
Red Rocks Community College
Trinidad State Junior College

Commonwealth of the Northern Mariana Islands

Northern Marianas College

Hawai'i

University of Hawai'i Community
Colleges System
Honolulu Community College
Leeward Community College
Hawai'i Community College
Windward Community College
University of Hawai'i Maui
College
Kauai Community College
Kapi'olani Community College

Idaho

College of Southern Idaho
North Idaho College

Montana

Montana University System
(MSU)
Missoula College, University of
Montana
City College at MSU Billings
Highlands College of Montana
Tech
Flathead Valley Community
College
Great Falls College, Montana
State University

Nevada

College of Southern Nevada
Great Basin College
Western Nevada College

New Mexico

New Mexico Military Institute
New Mexico State University
Alamogordo

North Dakota

Williston State College

Oregon

Oregon Department of
Community Colleges and
Workforce Development
Central Oregon Community
College
Chemeketa Community College
Mount Hood Community College
Portland Community College
Southwestern Oregon
Community College

Treasure Valley Community
College
Umpqua Community College

South Dakota

Lake Area Technical Institute
Mitchell Technical Institute
South Dakota Department of
Education
Southeast Technical Institute
Western Dakota Technical
Institute

Utah

Salt Lake Community College
Snow College

Washington

Big Bend Community College
Cascadia Community College
Columbia Basic College
Community Colleges of Spokane
Edmonds Community College
Renton Technical College

Spokane Falls Community
College
Washington State Board for
Community and Technical
Colleges

Wyoming

Casper College
Laramie County Community
College
Western Wyoming Community
College

Current members of the Interstate Passport Initiative Phase II

California

Three Two-Year Institution, TBD
Three Four-Year Institution, TBD

Hawai'i

Leeward Community College
University of Hawai'i West Oahu
University of Hawai'i Hilo

North Dakota

Lake Region State College
North Dakota State College of Science

North Dakota State University
Valley City State University

Oregon

Blue Mountain Community College
Eastern Oregon University

South Dakota

South Dakota State University

Utah

Dixie State College of Utah

Salt Lake Community College
Snow College
Southern Utah University
The University of Utah
Utah State University
Utah Valley University
Weber State University

Wyoming

Laramie County Community College
University of Wyoming

Current members of MHECare

Alaska

University of Alaska, Anchorage
University of Alaska, Fairbanks

California

California Institute of Technology
Fresno Pacific University
Southwestern Law School
University of South Los Angeles

Colorado

University of Colorado, Anschutz Medical
Campus
University of Colorado, Denver
Metropolitan State University of Denver

Nevada

Sierra Nevada College

North Dakota

The North Dakota University System's 11
campuses

Current members of the Master Property Program

Arizona

Pima County Community College -
six campuses and four learning and
education centers (AZ)

Colorado

Colorado College
University of Northern Colorado

Idaho

The College of Idaho

Nevada

Nevada System of Higher Education:
• Community College of Southern
Nevada
• Desert Research Institute
• Great Basin College
• Nevada State College at Henderson
• Truckee Meadows Community College
• University of Nevada, Las Vegas
• University of Nevada, Reno
• Western Nevada Community College

Oregon

Reed College (OR)
Willamette University (OR)

Utah

Westminster College (UT)

Washington

Seattle Pacific University (WA)

Wyoming

University of Wyoming

WICHE



Issue Analysis and Research Committee Meeting

Monday, November 10, 2014

10:45 am – Noon

Culinary Demo Theater, Room 208

Western Interstate
Commission
for Higher Education

www.wiche.edu

5 Monday 10:45 am - Noon

Monday, November 10, 2014

10:45 am - noon

Culinary Demo Theater, room 208

Issue Analysis and Research Committee Meeting

Jeanne Kohl-Welles (WA), chair
Christopher Cabaldon (CA), vice chair

Susan Anderson (AK)
Chris Bustamante (AZ)
Committee vice chair (CA)
Joe Garcia (CO)
Sharon Hart (CNMI)
Steven Wheelwright (HI)
Tony Fernandez (ID)
Franke Wilmer (MT)
Vic Redding (NV)
José Garcia (NM)
Larry Skogen (ND)
Ryan Deckert (OR)
Robert Burns (SD)
Dave Buhler (UT)
Committee chair (WA)
Sam Krone (WY)

Agenda

Presiding: Jeanne Kohl-Welles, committee chair

Staff: Demarée Michelau, director of policy analysis
Brian Prescott, director of policy research
Peace Bransberger, senior research analyst
Laura Ewing, administrative manager
Carl Krueger, project coordinator
Patrick Lane, project manager



Approval of the May 12, 2014, Issue Analysis and Research Committee meeting minutes

5-3

Information Items:

WICHE's Multistate Longitudinal Data Exchange

Benchmarks: WICHE region 2014

Tuition and Fees in Public Higher Education in the West 2014-15

Postsecondary Transition Issues Across State Lines



*Affordability and Student Success: Recapping 2014 Higher Education
Legislative Activity in the West*

WICHE/Council for Adult & Experiential Learning (CAEL) Study on
Prior Learning Assessment

Possible IBM Partnership on Economic and Workforce
Development Strategies

Staffing Changes

Discussion Item:

Results of the Survey of the Inssue Analysis and Research Committee
Regarding the WICHE Workplan

5-7

Other business

Adjournment

ACTION ITEM

Issue Analysis and Research Committee Minutes

Monday, May 12, 2014

Committee Members Present

Jeanne Kohl-Welles (WA), chair
Christopher Cabaldon (CA), vice chair

Susan Anderson (AK)
Chris Bustamante (AZ)
Committee vice chair (CA)
Joseph Garcia (CO)
Sharon Hart (CNMI)
J. Anthony Fernandez (ID)
Franke Wilmer (MT)
Vic Redding (NV)
Larry Skogen (ND)
Ryan Deckert (OR)
David Buhler (UT)
Committee chair (WA)

Committee Members Absent

Steven Wheelwright (HI)
José Garcia (NM)
Robert Burns (SD)
Sam Krone (WY)

Guest

Glenn Walters, deputy secretary, New Mexico
Department of Higher Education

Staff Present

David Longanecker, president, WICHE
Demarée Michelau, director of policy analysis
Brian Prescott, director of policy research
Patrick Lane, senior policy analyst and project
coordinator

Chair Kohl-Welles (WA) convened the Issue Analysis and Research Committee meeting on May 12, 2014. Commissioner Kohl-Welles introduced Glenn Walters from New Mexico, who attended as a guest. Demarée Michelau called roll, and a quorum was established. Michelau, Brian Prescott, and Patrick Lane introduced themselves as the unit staff present.

ACTION ITEM

Approval of the Issue Analysis and Research Committee Meeting Minutes of November 11, 2013

Commissioner Kohl-Welles asked committee members to review the minutes from the November 11, 2013 meeting. One typographical error was noted. Vice Chair Cabaldon (CA) moved to approve the minutes with the error corrected. Commissioner Fernandez (ID) seconded the motion and the minutes were approved unanimously.

ACTION ITEM

Approval of the FY 2015 Workplan Sections Pertaining to the Policy Analysis and Research Unit's Activities

Commissioner Kohl-Welles asked committee members to review the workplan for FY 2015. Michelau identified changes and additions to the workplan and described changes coming to the College Access Challenge Grant Consortium and Network. She said that additional federal funding for states is not anticipated. WICHE expects to work with four states through the remainder of the grant, which will end in August 2015. Michelau also described changes to WICHE program in which the CACG Network evolved into the College Access Regional (CAR) Network, which expanded eligibility to include other large-scale, federally-funded statewide college access programs, such as GEAR UP.

Commissioner Garcia (CO) noted that Colorado could not meet federal maintenance-of-effort (MOE) requirements in the federal College Access Challenge Grant, so it lost that funding. He asked about the eligibility requirements for GEAR UP programs to join the CAR Network. Michelau and Lane explained some of the difficulties at the federal level in using GEAR UP funds to participate. Commissioner Buhler (UT) asked what is happening to money that is allocated but not used by states due to MOE. Michelau explained that the money is returned to the treasury and not reallocated. Commissioner Garcia asked further about the benefits of joining the CAR Network. Michelau explained that the Network hosts two face-to-face meetings per year, acts as a liaison with the federal government, provides expertise and publications to states, and facilitates the development of collaborative relationships between state programs.

Commissioner Kohl-Welles recognized Prescott, who provided a brief update on the *Knocking at the College Door* report and the more recent report on projections of high school graduation in large metropolitan areas. He said that despite

the fact the main report was released two years ago, this information is still in demand by policymakers and others, but funding is ending soon. Staff will be exploring additional avenues for additional revenue from the two main organizations (ACT and the College Board) that have provided resources previously. He noted that there are competing versions of the high school projections, but WICHE has a product that is different from others in several important ways and has been a long-term WICHE tradition that brings high recognition to the organization. Commissioner Wilmer (MT) asked about the inclusion of tribal colleges in the high school graduate projections. Prescott explained that it is difficult to include rural areas because the surveys used are too small to provide reliable data. Prescott invited committee members to suggest new directions for the *Knocking* surveys, such as income levels or perhaps a more focused effort on American Indian/Alaska Natives. Commissioner Wilmer asked more about the data needed to carry out projections for American Indians/Alaska Natives and said that there are significant data from the reservations. Prescott explained WICHE may have to make adjustments to the projections methodology or presentation of the results, but would likely be doable.

Prescott also noted that there was a sudden opportunity with Lumina Foundation late in 2013 to write a state financial aid concept paper and that this project, titled, "New Models of Student Financial Support Concept Paper" should have been listed in "Existing Activities" since it is still active, having entered a no-cost extension phase. Pursuing this funding opportunity was approved by the executive committee. This work has been completed, and the remaining funds will be devoted to hosting a meeting with state financial aid representatives most likely to occur in Boulder in September.

Commissioner Cabaldon commented on the workplan generally, noting that while the organization is sometimes constrained by the directions of grant funding, the commissioners want to continue to have some input and provide guidance during the process of developing the workplan. He said, for instance, that it is still not clear how a project moves from "potential future projects" to "new directions." He suggested a mechanism for commissioners to provide more feedback about the potential to move projects from the planning to "actual" stage. He suggested trying to get a broad sense of which projects or activities are the highest priorities in particular states in future development of the workplan. Commissioner Kohl-Welles suggested that it may be useful to conduct a conference call between meetings to focus more on the workplan. Commissioner Fernandez asked whether the committee has provided ideas for projects in the past. Prescott said that projects have developed from commissioners' ideas in the past. As an example, Michelau explained that the project, "Race Against the Clock: Preparing to Teachers to Effectively Utilize Information from the Common Core State Standards" has dropped off of the "new directions" section and will not be pursued by staff due to redundancy. A similar project is being carried out by another organization. Commissioner Bustamante (AZ) asked whether there has been a survey of commissioners to understand their priorities to inform the workplan. Commissioner Cabaldon suggested this might be an effective way to gather feedback. Prescott suggested that he and Michelau can work with the committee chair and vice chair to explore this further. Commissioner Kohl-Welles said that committee members could give her and the vice chair additional feedback on the issue.

Reflecting on a previous discussion during the Committee of the Whole about how states can make better use of WICHE as a resource, Commissioner Deckert (OR) suggested there could be budget devoted to strategic outreach and communication with the states to have some sort of rollout for the workplan and help inform constituents that WICHE is available as a resource. Commissioner Anderson (AK) said that this feedback could help focus WICHE's broad mission onto concrete activities.

Commissioner Kohl-Welles raised a question about the Adult College Completion Network and stated that this is a growing area of concern in many states. Michelau explained that staff are seeking a no-cost extension, and WICHE is well-positioned in the area nationally and is planning to pursue additional funding once the grant is expended.

Commissioner Kohl-Welles asked about the Opportunity Scholarship project, noting that it is a public-private partnership, and wanted to know more about WICHE's involvement. Prescott explained that WICHE is working through NCHEMS and is now trying to get the necessary data from the state to carry out the project. Commissioner Kohl-Welles said that this program has raised significant concerns in the state legislature and would like to be kept apprised of future developments. Commissioner Fernandez asked if the appropriation for the scholarship is open-ended. Commissioner Kohl-Welles said that it is not open-ended. Commissioner Fernandez said that Idaho is considering a similar program. Commissioner Garcia said that Colorado is also considering a similar program.

Commissioner Skogen (ND) asked about the status of common core in other states. Commissioner Kohl-Welles said that this would be covered shortly under "New Business".

Commissioner Bustamante said that the project "The Impact of Dual and Concurrent Enrollment on Student Success in Postsecondary Education" is a high-promise/high-value potential project, and he strongly supports this work. Commissioner Anderson noted that many issues have come up with financial aid surrounding dual and concurrent

enrollment and might be an issue worth incorporating in this work. Commissioner Kohl-Welles asked how many states have dual and concurrent enrollment. Michelau said that virtually all states have policy related to dual or concurrent enrollment.

Commissioner Kohl-Welles asked for a motion for Prescott's amendment to the workplan on Lumina-funded project to develop a concept paper on student financial aid. Commissioner Redding (NV) moved to approve the addition to the workplan and to approve the workplan as amended. The motion was adopted unanimously.

ACTION ITEM

Approval of a Proposed Project: Streamlining Implementation of Outcomes-based Funding Models

Commissioner Kohl-Welles asked committee members to consider approval for the project, "Streamlining Implementation of Outcomes-based Funding Models." Prescott explained that 33 states are implementing or thinking about outcomes based funding and that this project would work to bring together institutional leaders and state policymakers to improve implementation of such programs. Prescott said that sometimes intentions of institutions are not fully examined, using Colorado as an example. Commissioner Garcia explained some of the details surrounding the state's College Opportunity Fund program. Prescott continued explaining that WICHE could bring together institutional leaders and state policymakers to discuss funding formulas and ensure they are truly transformative. This would focus on implementation as well as policy development. Commissioner Garcia said this work would be helpful for all states pursuing outcomes-based funding.

Commissioner Deckert asked how many states are pursuing outcomes based funding. Prescott said it is a majority. Commissioner Cabaldon said he is generally supportive, but not sure that this is an intrinsically Western issue, and that funding models are all different, so it could be difficult to develop actionable project activities. He recognized the importance, but said this would not be high on California's priorities.

Concerning a specific item in the proposed project about convening state research directors, Commissioner Kohl-Welles asked whether WICHE consults with legislatively-funded research entities like the Washington State Institute for Public Policy. Prescott said there have been some communications with such groups, and collaboration and contacts with those groups is sought as projects and activities align. Prescott said that the specific item in the proposed project grew from feedback that there are not smaller meetings with western research directors from SHEEO offices.

Commissioner Buhler moved to approve the project. Commissioner Skogen (ND) seconded. The motion was adopted unanimously.

ACTION ITEM

Recommendation to the Committee of the Whole to Approve WICHE's Endorsement of Higher Ed for Higher Standards*

Commissioner Kohl-Welles recognized David Longanecker to discuss the call to endorse higher standards in postsecondary education. Longanecker said that national higher education organizations have issued a call for organizations like WICHE to endorse higher standards in the K-12 system, with the Common Core State Standards (CCSS) being one example. He recommended that the committee approve the endorsement and said that WICHE is pursuing additional work on the CCSS.

Commissioner Garcia said that Colorado has been supportive of the CCSS as have most higher education institutions in the state. Commissioner Kohl-Welles asked Longanecker to provide political context about the CCSS. Longanecker said that some conservative organizations have raised the profile of debate about the CCSS, which has led to some states (not in the WICHE region) to "unadopt" them. Commissioner Kohl-Welles said that the political context could become even more important with the upcoming elections. Commissioner Buhler said that even as a relatively conservative state, Utah has been supportive. He said that some say this is the nationalization of public education and that it may not be tactically wise to sign on to a national effort. He said that national voices are not as helpful as the local voices in his state.

Commissioner Garcia also noted that more liberal voices are becoming concerned as well, particularly with respect to the assessments. Commissioner Cabaldon said there may be a WICHE angle to this work; California is considering using CCSS assessments as tools for admissions and placement, and if students from other states that have not implemented the standards come to California, they will not have taken the tests, which raises a large issue.

*Note: This item was not initially included in the meeting agenda.

Commissioner Wilmer asked if the action is for WICHE to sign this or for individual committee members to sign. She suggested a potential addendum, emphasizing their importance in developing innovation, creativity, and critical thinking. Longanecker said that two years ago the commission decided staff would not make endorsements on behalf of the commission, so that is why staff is bringing it to the committee. He said WICHE would not be able to edit the language in the Call to Action. He proposed four options, however: 1) WICHE could not endorse the principles; 2) WICHE could endorse them as is; 3) WICHE could endorse them with an additional statement; or 4) WICHE could not endorse the principles but offer WICHE's own statement.

Commissioner Wilmer said some of the counter arguments are impacting the debate around education according to people she regularly speaks with. Commissioner Deckert said that the business community must engage in the debate and that the Western nature of WICHE could add an important voice to the debate. Commissioner Redding also noted that programs such as the Western Undergraduate Exchange (WUE) would be affected if not all states adopt the standards. Commissioner Anderson said there are difficulties between school districts in her state that have adopted the CCSS and the rest of the state which has not. Commissioner Garcia said that mobility is one reason to accept this because of the mobility that is inherent in the Western states.

Longanecker said WICHE's statement could reference the specific Western-related issues inherent in the issue.

Commissioner Kohl-Welles asked the committee for guidance on making a recommendation to the Committee of the Whole. Commissioner Garcia motioned to recommend to the Committee of the Whole to endorse the principles and make an additional statement specific to the Western-related issues involved. Commissioner Fernandez seconded. Commissioner Deckert suggested using language for the statement that would be accessible to all rather than the higher education policy community.

The motion was approved with one member voting against.

ACTION ITEM

Approval of a Proposed Project: The Implementation of the Common Core State Standards and Assessments: Finding Solutions to Cross-state Challenges

Michelau described a proposed project related to the CCSS and asked for committee members' approval. She said that the project would lead to one meeting bringing together K-12 and higher education leaders in each state and could lead to a bigger project. She also said that some Midwestern states could be invited as well. Commissioner Cabaldon moved for approval. Commissioner Deckert seconded the motion. The motion was adopted unanimously.

Commissioner Kohl-Welles moved to the remaining agenda items. Prescott described staff's work on potential implementation funding from the Gates Foundation for the project, "Longitudinal Data Exchange Expansion and Implementation," which would facilitate the further development of a multistate data exchange. He said one of the key milestones in a potential project would be to bring additional states into the exchange. He said there will be criteria to join the exchange, mainly relating to a state's capacity and political climate around data sharing, but that he would be conducting outreach to see which states might be interested in joining.

Longanecker described staff's efforts to secure funding for the project, "A Second Chance at Success: Reducing the Fiscal and Social Impact of Recidivism through Inmate Education and Reentry Programs," suggesting that there are possible funders for the work.

Michelau said the LAC will meet in Phoenix on September 9-10, 2014. She said that she will work with committee members to fill vacancies. Commissioner Kohl-Welles asked whether substitutes would be allowed if LAC members are not able to attend, which could be a concern with the November elections. Staff said that this has not been done in the past and is not part of the budget.

Michelau described the project, "Equity in Excellence," which is a policy audit of institutions in the Denver metropolitan area on equity issues. She said the project is wrapping up and that the report will be released soon. Longanecker said that once the project is complete, partner organizations may seek funding to carry this out in other states.

Michelau said the unit has hired a new intern who will start next week.

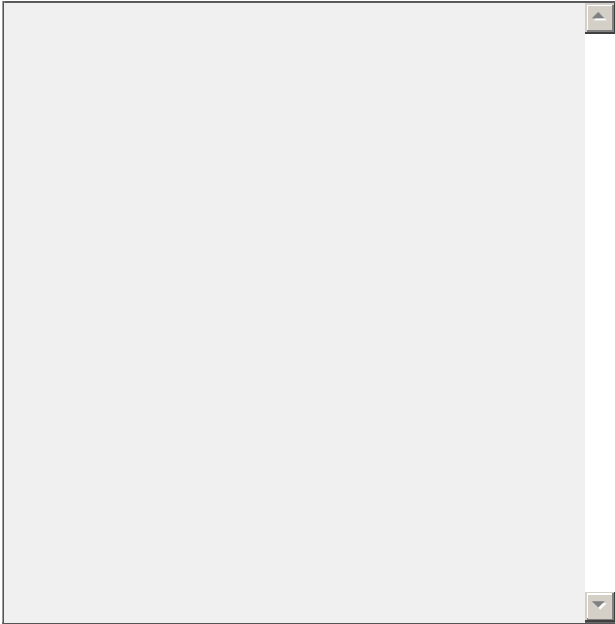
Commissioner Kohl-Welles adjourned the meeting.

2014 Survey of the WICHE Issue Analysis and Research Committee

1. Survey of the Issue Analysis and Research Committee

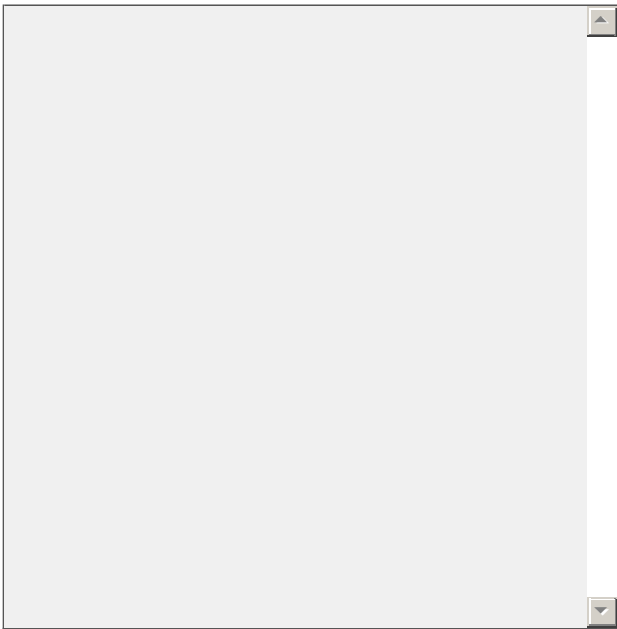
In response to feedback from members of the Issue Analysis and Research Committee indicating that they would like to have more input and provide guidance during the development of the WICHE workplan, specifically with respect to content, staff has developed a short survey. The purpose of this survey is three-fold: to help staff prioritize activities as we make progress in FY 2015; to assist staff as we develop the FY 2016 workplan; and finally, to inform the committee's discussion at the November 2014 Committee meeting. As a reminder, the WICHE workplan, which is approved by the WICHE Commission each year in May, outlines the priorities and guides the work of the compact. For reference, the FY 2015 workplan can be found at <http://wiche.edu/info/publications/workplan2015.pdf>. The survey consists of four questions and should take no more than five minutes to complete, but we ask that you complete it before Friday, October 10, 2014.

1. Name the 3-5 most important or pressing higher education priorities in your state.

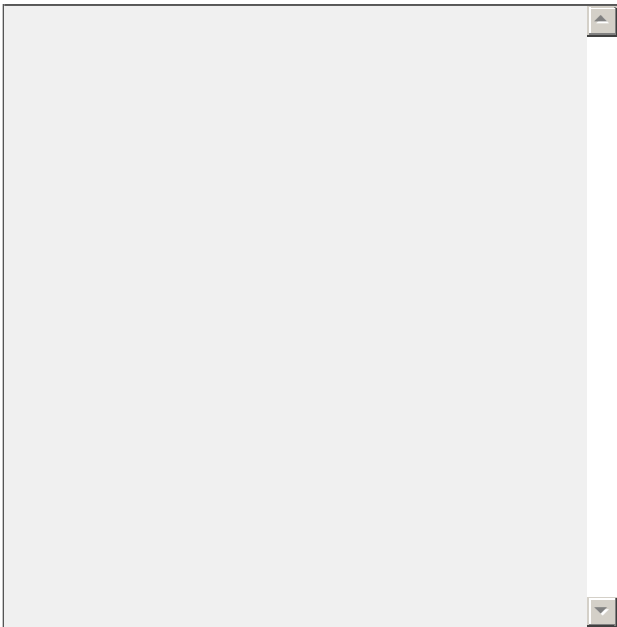


2014 Survey of the WICHE Issue Analysis and Research Committee

2. To what extent does the FY 2015 WICHE Workplan match the needs and concerns of your state?



3. How can WICHE better align its workplan with your state's needs?



2. Contact Information

2014 Survey of the WICHE Issue Analysis and Research Committee

1. Contact Information (optional)

Name:

Agency/Organization:

Email Address:

Thank you for taking the time to complete this short survey. We appreciate your valuable feedback.



Self-funded Units Committee Meeting

Monday, November 10, 2014
10:45 am – Noon
Cellar Management, Room 201

Western Interstate
Commission
for Higher Education

www.wiche.edu

Monday, November 10, 2014

10:45 am - noon

Cellar Management, room 201

Self-funded Units Committee Meeting

Jim Hansen (SD), chair
Jim Johnsen (AK), vice chair

Committee vice chair (AK)
Eileen Klein (AZ)
Linda Thor (CA)
Jude Hofschneider (CNMI)
Loretta Martinez (CO)
Francisco Hernandez (HI)
Mike Rush (ID)
Dick Anderson (MT)
TBD (NV)
Mark Moores (NM)
Ray Holmberg (ND)
Camille Preus (OR)
Committee chair (SD)
Peter Knudson (UT)
Don Bennett (WA)
Frank Galey (WY)

Agenda

Presiding: Jim Hansen, chair

Staff:

Mike Abbiatti, incoming executive director, WCET
Mollie McGill, interim co-executive director, WCET
Dennis Mohatt, vice president for behavioral health
Russell Poulin, interim co-executive director, WCET



Approval of the May 12, 2014 Self-funded Units
Committee meeting minutes

6-3

Information Item – Mental Health Program

Mental Health Program Update:

Budget Update

Program Update

Information Item – WICHE Cooperative for Educational Technologies

WCET Update:

6-5

WCET’s new incoming executive director and plans for moving forward



Highlights on membership, budget, staff, and member resources

Federal issues potentially impacting online/distance education

Upcoming events: Annual Meeting, November 19-21, 2014, Portland;
Leadership Summit, June 3-4, 2015, Santa Fe

Update on SAN

Update on PAR

Other updates

Other business

Adjournment

ACTION ITEM

Self-funded Units Committee Meeting Minutes May 12, 2014

Committee Members Present

Jim Johnsen, (AK), committee vice chair

Eileen Klein (AZ)
Linda Thor (CA)
Loretta Martinez (CO)
Jude Hofschneider (CNMI)
Mike Rush (ID)
Mark Moores (NM)
Ray Holmberg (ND)
Camille Preus (OR)
Don Bennett (WA)

Committee Members Absent

Jim Hansen (SD), chair
Francisco Hernandez (HI)
Dick Anderson (MT)
Vance Farrow (NV)
Peter Knudson (UT)
Frank Galey (WY)

Staff Present

Mollie McGill, interim co-executive director, WCET
Dennis Mohatt, vice president for behavioral health
Russ Poulin, interim co-executive director, WCET

Commissioner Jim Johnsen called the meeting to order.

ACTION ITEM

Approval of the Self-Funded Units Committee Meeting Minutes of November 11, 2013

A motion TO APPROVE THE SELF-FUNDED UNITS COMMITTEE MINUTES FROM November 11, 2013, was made by Commissioner Bennett and seconded by Commissioner Rush. The minutes were approved as submitted.

Mental Health Program Update

Dennis Mohatt provided the following program updates.

The Mental Health Program currently has 8 FTE staff. Chuck McGee will retire in August 2014. Chuck has been with the program leading its assessment and analytical work since 1997.

The Psychology Internship Development initiative continues to be very successful and is growing across the WICHE West. Internships are operational in AK and HI. New programs will begin development in Colorado, Idaho, Nevada, and Oregon in FY15.

A new research partnership with the Veteran's Administration Mental Illness Research, Education and Clinical Centers (MIRECC) at the Denver VA has been developed. A joint proposal to develop tools to better meet the psychological health needs of Veterans in community clinics has been invited to be submitted by the VA Office of Rural Health. When funded this will provide over \$150,000 per/year to WICHE for our activities in the project.

The Mental Health Program will end FY14 with \$1.9 million in generated revenue, but likely will book a negative fund balance of \$140,000. Revenue projections for FY15 are \$2.9 million. The negative fund balance for FY14 is primarily the result of contractual delays created by sequestration in federal funding, and project delays due to leadership changes in states.

Commissioner Moores moved TO APPROVE THE MENTAL HEALTH PROGRAM'S 2015 WORKPLAN. Commissioner Holmberg seconded the motion. The workplan was approved.

WICHE Cooperative for Educational Technologies (WCET) Update

Mollie McGill and Russ Poulin provided the following program updates.

WCET is a tremendous resource for its more than 330 member institutions, non-profits, and companies. WCET's communications, working groups, resources, and events address a wide range of e-learning challenges that face our colleges and universities. It's important to note that WCET has members across the U.S. and in Canada. WCET is staffed with 5.5 FTE.

Poulin reported on recent federal IPEDS survey data that indicates that one out of eight postsecondary students is taking all of their courses at a distance. Of those students taking all of their courses online, nearly 50 percent are enrolled in public institutions.

WCET has work underway that addresses at least three timely and important issues on the higher education e-learning landscape:

- a. Competency-based education, credit for prior learning, and alternative credentials such as badges;
- b. Building institutional readiness for data analytics; and
- c. Keeping its members informed of federal policies that may impact e-learning.

The PAR Framework initiative is scheduled to become its own 501(c)(3) non-profit in January 2015.

The WICHE president will initiate soon the recruitment process for a permanent executive director of WCET. Staff look forward to having a full-time executive director.

WCET is projected to conclude this fiscal year with a positive fund balance of \$53,000.

Commissioner Thor moved TO APPROVE WCET's 2015 WORKPLAN. Commissioner Moores seconded the motion. The workplan was approved.

Commissioner Johnsen adjourned the meeting.

INFORMATION ITEM




WCET Update

The WICHE Cooperative for Educational Technologies (WCET) is a national, non-profit, membership-driven cooperative of colleges and universities, higher education agencies, and companies that share a commitment to improving the quality and the reach of online and hybrid education. WCET tracks emerging postsecondary learning technology trends and coordinates and enables the exchange of information, resources, and services among our members. WCET's mission is to accelerate the adoption of effective practices and policies, advancing excellence in technology-enhanced teaching and learning in higher education. 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.

Membership Services

WCET's membership has been on course with a strong growth trend in institutional memberships from colleges and universities across the country. As a self-supported unit of WICHE, annual membership dues from institutions, non-profit organizations, and corporate providers of educational technologies are a core component of WCET's revenue base.

Through member-only email discussions, WCET's popular *Frontiers* blog, and regular Twitter updates, educators from institutions with large as well as small online and distance education programs can readily tap into WCET's network of e-learning experts. WCET has a strong voice in social media channels related to technology in higher education. Below are the number of subscribers and followers to WCET's news and information:

| | |
|--|---|
| wcetnews@wcet.wiche.edu | 2,681 subscribers |
| wcetdiscuss@wcet.wiche.edu | 2,386 subscribers |
| @wcet_info  | 2,868 Twitter followers |
| Frontiers blog  | 813 subscribers; up to 25,000 views on hot topics |
| Facebook  | 380 "like" WCET |

WCET's Common Interest Groups (CIGs) are collections of members who have like interests and come together to share information and work cooperatively around some unifying issue. WCET is supporting the following CIGs in 2014: Academic Integrity and Student Authentication, e-Learning Consortia, Student Success in Online Learning, and the Academic Leadership Forum.

Recent Events

WCET Leadership Summit: Designing Alternative Pathways to Credentials, May 7-8, 2014, Salt Lake City. WCET's Leadership Summits are designed to facilitate deep and thoughtful discussions on a targeted set of issues in higher education. WCET's third Leadership Summit addressed competency-based education, the renewed growing interest in credit for prior learning, and emerging alternatives for credentialing including digital badges. The program featured leaders from national higher education policy organizations and executives from some of the new and promising competency-based education programs that recently launched. The summit was attended by approximately 150 people and attracted some modest sponsorship support from higher education technology companies. (wcet.wiche.edu/connect/summits)

WCET Boot Camp: Building Institutional Readiness for Data Analytics, June 17-20, 2014, Vail, Colorado. WCET's boot camp was designed for institutions that have some familiarity of the power of data analytics in higher education, but want to build their capacity for analytics. Institutions were encouraged to send small teams representing institutional research, IT, academic affairs, and student success. Consultants and subject matter experts guided the institutional teams to develop a roadmap for a campus-wide analytics initiative upon their return to campus. (wcet.wiche.edu/connect/bootcamp)

Monthly Webcasts. WCET staff have developed a highly efficient and effective model for producing informative webcasts. Examples of recent webcast topics include: Law and Disorder: Revision of the Laws Affected by the Internet, Lessons Learned with Institutional Data Analytics, The Upcoming Higher Education Act Reauthorization: Why the e-Learning Community Should Pay Attention; and Big Audacious Conversation About Competency-Based Education. Archives are viewable at WCET's YouTube channel.

Upcoming Event

26th Annual Meeting, November 19-21, 2014, Portland, Oregon. WCET's silver anniversary annual meeting last November was a sold out event. Reviewers gave high ratings of the in-depth sessions on MOOCs, competency-based education, mobile apps, and emerging technologies, as well as the value of the overall discussions and networking. Keynote presenters for the 2014 Annual Meeting include Nancy Zimpher, chancellor of the SUNY System, and Anya Kamenetz, lead education writer for NPR. In-depth sessions will cover analytics, student success, and competency-based education, in addition to a full program of session presentations by members and staff.

Federal Policy Watch

Russ Poulin, interim co-executive director of WCET, was appointed by the U.S. Department of Education as the distance education representative for the negotiated rulemaking sessions to review proposed regulations concerning program integrity and improvement issues for Federal Student Aid programs. Marshall Hill, executive director of SARA, is his alternate on the committee.

Also at the federal level, WCET continues to serve as a resource to Congressman Jared Polis (CO) and Congresswoman Kristi Noem (SD) who are the co-chairs of the U.S. Congressional Caucus on eLearning.

Project Updates

State Authorization Network (SAN) Year 4

SAN kicked off its fourth year of operation in April 2014, with 46 members representing systems, consortia, or individual institutions. SAN is a national 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 maintains a community of practitioners among participants to share effective practices and latest developments. Participation in SAN is an additional fee-for-service opportunity for WCET member institutions, systems, and consortia. (wcet.wiche.edu/advance/state-approval)

Predictive Analytics Reporting (PAR) Framework

The PAR Framework is a collaborative, multi-institutional effort that brings together institutions from all sectors to collaborate on identifying points of student loss. PAR is focused on using predictive analytics to improve student success for all students, with a focus on online and blended programs. Deliverables include flexible predictive models, openly published common data definitions, and a student success matrix that links predictions with interventions and student supports, making predictions actionable. The PAR Framework has been supported by grants from the Bill & Melinda Gates Foundation. PAR is scheduled to become an independent 501 (c) 3 organization before the end of 2014. The state of North Carolina has approved Articles of Incorporation for PAR Framework, Inc. (wcet.wiche.edu/par)

Badges, Competencies and Alternative Certifications

WCET, Mozilla, Blackboard, and Sage Road Solutions hosted a MOOC (massive open online course), Badges: New Currency for Professional Credentials, last fall. This MOOC explored the growing interest in using badge systems to document and certify skills and knowledge for competency based learning, college completion, workplace development and employment. WCET has a collaborative relationship with the new Badge Alliance and, where appropriate, will assist with dissemination. Access to the full library of badge-related video presentations is available from WCET's YouTube channel.



Luncheon Presentation: The Alexander, Bennet HEA Proposal

Monday, November 10, 2014
12:15 – 1:45 pm
Reception Hall

Western Interstate
Commission
for Higher Education

www.wiche.edu



Monday, November 10, 2014

12:15 - 1:45 pm
Reception Hall

Lunch and Presentation: The Alexander, Bennet HEA Proposal

Speaker: TBD





Plenary Session II

The Pundits' Take on Reauthorization

Monday, November 10, 2014
2:00 – 3:15 pm
Ballroom

Western Interstate
Commission
for Higher Education

www.wiche.edu

8 Monday 2:00 - 3:15 pm

Monday, November 10, 2014

2:00 - 2:30 pm

Ballroom

Plenary Session II: The Pundits' Take on Reauthorization

Many organizations have been weighing in on what the government should do in reauthorization of the Higher Education Opportunity Act. In part this is because both Lumina Foundation and the Bill & Melinda Gates Foundation have funded a number of organizations to make such recommendations.

WICHE has been involved in two of these various activities. President Longanecker joined with a number of other higher education leaders in a coalition that released a report entitled the "American Dream 2.0; How FINANCIAL AID can help improve college access, affordability, and completion." This report was managed and directed by HCM strategists with support from the Gates Foundation, and highlighted the serious completion crisis in America, noting the value of federal aid in addressing this crisis, particularly if that aid is altered in ways that directly contribute to the completion agenda. Brian Prescott, director of policy research, and Longanecker also co-authored a paper on state financial aid entitled "States in the Driver's Seat: Leveraging State Aid to Align Policies and Promote Access, Success, and Affordability," supported with funds provided from Lumina. Although this paper focuses most significantly on state policy, it suggests the possible benefits of reenvisioning a federal/state partnership akin to the Leveraging Educational Assistance Partnership (LEAP) program (formerly known as the State Student Incentive Grants) that operated for nearly the first 50 years of the federal investment in financial aid through the original Higher Education Act, and WICHE has joined with SHEEO (the State Higher Education Executive Officers Association) in advancing further discussion of such a federal/state partnership.

The many proposals vary greatly. Almost all suggest significant change. Some propose that the federal government substantially increase funding for financial aid. Others propose elimination of some programs, such as tuition tax credits, and transferring the funding to other programs like Pell grants. Some propose rational economic strategies based on principles of good public policy, others propose politically expedient solutions, while others propose politically impossible ideas. If you can imagine an idea, it has probably been suggested.

In this session we will hear what the organizations that represent higher education institutions in Washington, D.C., think of these ideas and which ones they believe will have salience in the discussions around reauthorization.

Speakers: Tom Harnisch, assistant director of state relations and policy analysis, American Association of State Colleges and Universities (AASCU); and Dan Madzelan, associate vice president for government relations, American Council on Education (ACE)

2:30 - 3:15 pm

Ballroom

Facilitated Discussion on The Pundits' Take on Reauthorization

Facilitator: TBD

Biographical Information on the Speakers

Thomas Harnisch joined AASCU in 2007 and currently serves as assistant director of state relations and policy analysis. His responsibilities include writing and producing *EdLines*, a weekly digest of higher education state policy headlines; planning the Higher Education Government Relations Conference; developing the association's annual Public Policy Agenda and providing public policy research support. He also manages the division's social media, including the @aascupolicy Twitter account. Harnisch's research interests include state higher education finance, access, affordability, and other state-related higher education topics. His research and commentary have been cited in *Time Magazine*, *The Chronicle of Higher Education*, *Education Week*, *Washington Monthly*, and numerous other media outlets and governmental entities. He previously worked as a graduate assistant at the Midwestern Higher Education Compact in Minneapolis. Harnisch received his master's degree in public policy from the University of Minnesota and his bachelor's degree in history and political science from University of Wisconsin-Madison. He is currently pursuing a doctorate in education at The George Washington University. His dissertation research involves efforts by public colleges and universities to bolster higher education as a state funding and policy priority. A Wisconsin native, Harnisch is active in numerous civic and charitable causes in the Washington, D.C. area.

Daniel T. Madzellan joined ACE in 2014 as associate vice president for government relations. In his role, Madzellan helps advance ACE's advocacy on behalf of the higher education community, particularly the array of federal policies and issues critical to the missions of American colleges and universities and the students they serve. From 2009–10, Madzellan served as acting assistant secretary for postsecondary education at the U.S. Department of Education, where he was charged with primary responsibility for administering a \$2.6 billion program budget providing financial support to colleges and universities and their students, and had policy and program budget responsibility for the Title IV student financial aid programs that provided nearly \$130 billion in grant, loan and work-study assistance to more than 14 million postsecondary students and their families. Previously, he was a longtime director of the forecasting and policy analysis service in the department's office of postsecondary education. He worked in a number of capacities in that office before becoming a director. Madzellan is a graduate of the University of Maryland, College Park, with a bachelor of arts in economics with a concentration in mathematics and statistics.

WICHE



Plenary Session III

WICHE and Reauthorization

Monday, November 10, 2014

3:15 – 4:30 pm

Ballroom

Western Interstate
Commission
for Higher Education

www.wiche.edu

9 Monday 3:15 - 4:30 pm

Monday, November 10, 2014

3:15 - 4:30 pm

Ballroom

**Plenary Session III:
WICHE and Reauthorization**

When the discussions about reauthorization become serious, how should WICHE engage in those discussions? Preceding the 2008 reauthorization WICHE was very parsimonious in reauthorization recommendations. In a response to an invitation from the House Committee on Education and the Workforce “to share views on the issues most important to the upcoming reauthorization of the Higher Education Act,” WICHE offered three simple straightforward recommendations:

- To recast funding formulas to recognize growth in demand for services.
- To modernize aid eligibility to serve needy students rather than traditional ones (including reconsideration of the rule that limited aid eligibility to students enrolled in programs in which no more than 50 percent of instruction was provided online).
- To partner with the states on accountability through incentives rather than regulation.

As we look forward to the upcoming reauthorization, your staff has already been in a number of discussions regarding future federal directions with other organizations, foundations, Congressional representatives, and members of the Executive branch. Certainly there are topics with respect to reauthorization that are extremely important to the West and, in some instances, directly related to WICHE’s workplan, such as issues around the funding, the focus and delivery of financial aid, federal engagement in student unit record systems, federal involvement in customer information for students including assessment of student learning, possible federal/state partnerships, etc. To date, however, WICHE has made no recommendations with regard to federal activities.

In this plenary session we will discuss how WICHE should proceed in discussions with Congress and the Executive branch on reauthorization issues; and what will be our protocol. Because a number of your staff have become nationally recognized as experts in various policy arenas that may well become discussion points during reauthorization, they will almost certainly be asked for their perspectives and it seems both prudent and reasonable for them to feel reasonably comfortable entering into discussions about what constitutes good public policy within their sphere of knowledge and experience. For example, President Longanecker knows a good deal about federal/state policy and relations, Brian Prescott knows much about financial aid and student unit data bases, and Demi Michelau, director of policy analysis, knows a good deal about adult students and policy related to them. It seems reasonable that they should feel free, when their perspective is sought, for them to provide that perspective.

When it comes to WICHE proactively making a formal recommendation regarding reauthorization or responding to a solicitation for WICHE to take a position, however, it seems reasonable to expect that the commission membership should endorse that recommendation. The dilemma arises, however, when action on an issue, to be useful, must be made in a timely fashion that does not coincide with WICHE's semi-annual meeting schedule. The WICHE bylaws allow for the Executive Committee to act on behalf of the Committee of the Whole between the semi-annual meetings, but is the commission as a whole comfortable with the Executive Committee taking positions on reauthorization? And in the event that there is something staff believes should be considered by the commission that requires urgent attention, how should we proceed?

I am hopeful that our discussion will address these procedural issues.

Furthermore, I would hope that we would have a preliminary discussion about what issues are likely to be among those that WICHE may wish to address. From a staff perspective these might include:

- Discussions of federal/state partnerships
- Federal attention to state or national student unit record databases
- Student aid simplification, including revising the family contribution schedule in the federal need analysis
- Data driven institutional comparisons for use in consumer information systems and for accountability purposes
- Federal recognition of state authorization

I would hope that at the end of this session we would be able to construct both a draft process for engaging in the reauthorization process and draft WICHE reauthorization recommendations, consistent with the discussion, that could be affirmed at a future meeting of the commission or Executive Committee.

Speaker: David Longanecker, president, Western Interstate Commission for Higher Education (WICHE)

Facilitated Discussion on WICHE and Reauthorization

Facilitator: David Longanecker

Biographical Information on the Speaker & Facilitator

David Longanecker has served as the president of the Western Interstate Commission for Higher Education in Boulder since 1999. Previously, Longanecker served for six years as the assistant secretary for postsecondary education at the U.S. Department of Education. Prior to that he was the state higher education executive officer in Colorado and Minnesota. He was also the principal analyst for higher education for the Congressional Budget

11:00 am - noon
Ballroom



Office. Longanecker has served on numerous boards and commissions. He has written extensively on a range of higher education issues. His primary interests in higher education are: expanding access to successful completion for students within all sectors of higher education, promoting student and institutional performance, assuring efficient and effective finance and financial aid strategies, and fostering effective use of educational technologies, all for the purpose of sustaining the nation's strength in the world and increasing the quality of life for all Americans, particularly those who have traditionally been left out in the past. He holds an Ed.D. from Stanford University, an M.A. in student personnel work from George Washington University, and a B.A. in sociology from Washington State University.



WICHE



Committee of the Whole Business Session

Tuesday, November 11, 2014

8:45 – 10:15 am

Ballroom

Western Interstate
Commission
for Higher Education

www.wiche.edu

10 Tuesday 8:45 - 10:15 am

Tuesday, November 11, 2014

8:45 - 10:15 am

Ballroom

Committee of the Whole – Business Session

Agenda

Reconvene Committee of the Whole: Dianne Harrison, WICHE chair

Report and recommended action of the Audit Committee:
Leah Bornstein, committee chair and immediate past WICHE chair



FY 2014 audit report (separate document)

Report and recommended action of the Executive Committee:
Dianne Harrison, WICHE chair

Report and recommended action of the Programs and Services Committee:
Patricia Sullivan, committee chair

Report and recommended action of the Issue Analysis and Research
Committee: Jeanne Kohl-Welles, committee chair

Report and recommended action of the Self-funded Units Committee:
James Hansen, committee chair

Report on the Legislative Advisory Committee annual meeting:
Senator Jeanne Kohl-Welles, LAC member

Committee of the Whole Action and Discussion Items



Approval of Three States into the WICHE State
Authorization Reciprocity Agreement 10-3

Discussion Item: Update on WICHE's budget 10-8



Election of chair, vice chair, and immediate past chair
as officers of the WICHE Commission for 2015

Remarks of outgoing chair

Remarks of new chair

Selection of 2015 committee members

Meeting evaluation (electronic)
<https://www.surveymonkey.com/s/RRXLVDP>

Other business

Adjourn Committee of the Whole business session



ACTION ITEM

Approval of Arizona into the State Authorization Reciprocity Agreement (SARA)

WICHE proposes to approve the state application for Arizona to join as a member of the State Authorization Reciprocity Agreement.

Relationship to WICHE Mission

This action directly supports WICHE's mission "to expand educational access and excellence for all citizens of the West" by providing an efficient and effective voluntary alternative to existing, overly complex, and confusing state regulation of distance education across state lines. Approval of Arizona to join the W-SARA agreement will enhance student access to online courses and programs and improve consumer protection; while reducing the sizeable costs and burdens institutions face in complying with multiple, and often inconsistent, state laws and regulations.

Background

In order to join the W-SARA agreement, states must be a member of WICHE; have legal authority under state law to enter an interstate agreement on behalf of the state; and have a clearly articulated and comprehensive state process for consumer protection in regard to SARA activities, both with respect to initial institutional approval and ongoing oversight, including the resolution of consumer complaints in all sectors of higher education. The state also must have clear and well-documented policies and practices for addressing catastrophic events, such as an unanticipated institutional closure. Each state must designate a single authorizing agency or entity, known as the SARA Portal Agency, to oversee the work of other companion agencies and institutions, and to serve as the lead in all subsequent interactions related to carrying out the agreement's requirements.

The W-SARA Steering Committee (see list of members on page 10-7) has guided the development of the W-SARA agreement since 2012, and serves as the initial point of review and recommendation for approval of state SARA applications. The steering committee met on October 20, 2014 to review the state of Arizona's application and the committee forwards its recommendation that the WICHE Commission approve the state of Arizona application to become a member of SARA.

Program Description – Arizona

Arizona's regulatory structure of higher education is comprised of three entities: the Arizona Board of Regents (ABOR); the Maricopa County Community College District (MCCCD) on behalf of the Arizona Community Colleges Coordinating Council (ACCCC); and the Arizona State Board for Private Postsecondary Education (AZPPSE). The authority for Arizona to participate in SARA comes from (1) A.R.S. 15-1742 addressing its membership in the Western Interstate Commission for Higher Education compact, (2) A.R.S. 15-1747 authorizing the state to enter into an intergovernmental agreement (IGA) for reciprocity related to distance education, and (3) the formal IGA among the higher education entities listed above for the purpose of participating in SARA.

The IGA and Arizona SARA Council were formally established on October 9, 2014 and the SARA Council will function as the state portal agency, which is responsible for all matters related to SARA. The Council will hire a program director to serve as the central point of contact and its membership includes three representatives from each entity and provides for future representation from an accredited, degree-granting Arizona Tribal college or university. The Council operating agreement satisfactorily details its structure, processes and procedures.

A review of the required application materials revealed the need for few substantive changes. The majority of WICHE staff interaction guiding the Arizona team charged with submitting the application centered around ensuring all required SARA components (as opposed to federal or non-SARA related components) of the complaint process were clearly understood and addressed. The submitted complaint review policy is understandably complex but does satisfy all SARA requirements. The only other required change was inclusion of specific language in the IGA clarifying that SARA relates only to interstate online distance education.

The application contains copies of all documents mentioned above and satisfies all SARA requirements. W-SARA staff and steering committee recommend approval of Arizona's application to be recognized as a SARA state.

Action Requested

Approval of the SARA state application from Arizona (effective November 12, 2014).

ACTION ITEM

Approval of Oregon into the State Authorization Reciprocity Agreement (SARA)

WICHE proposes to approve the state application for Oregon to join as a member of the State Authorization Reciprocity Agreement.

Relationship to WICHE Mission

This action directly supports WICHE's mission "to expand educational access and excellence for all citizens of the West" by providing an efficient and effective voluntary alternative to existing, overly complex, and confusing state regulation of distance education across state lines. Approval of Oregon to join the W-SARA agreement will enhance student access to online courses and programs and improve consumer protection; while reducing the sizeable costs and burdens institutions face in complying with multiple, and often inconsistent, state laws and regulations.

Background

In order to join the W-SARA agreement, states must be a member of WICHE; have legal authority under state law to enter an interstate agreement on behalf of the state; and have a clearly articulated and comprehensive state process for consumer protection in regard to SARA activities, both with respect to initial institutional approval and ongoing oversight, including the resolution of consumer complaints in all sectors of higher education. The state also must have clear and well-documented policies and practices for addressing catastrophic events, such as an unanticipated institutional closure. Each state must designate a single authorizing agency or entity, known as the SARA Portal Agency, to oversee the work of other companion agencies and institutions, and to serve as the lead in all subsequent interactions related to carrying out the agreement's requirements.

The W-SARA Steering Committee (see list of members on page 10-7) has guided the development of the W-SARA agreement since 2012, and serves as the initial point of review and recommendation for approval of state SARA applications. The steering committee met on October 20, 2014 to review the state of Oregon's application and the committee forwards its recommendation that the WICHE Commission approve the state of Oregon application to become a member of SARA.

Program Description – Oregon

Oregon is a state that historically has had in place relatively demanding regulatory requirements for conducting higher education. That continues to be the case and efforts in support of SARA have been aided by significant structural, regulatory and governance changes in recent years.

Oregon's statutory authority to participate in SARA derives from ORS 351.735 which establishes the Higher Education Coordinating Commission (HECC). The HECC agreed to function as the state portal agency, with operational responsibilities assigned to the Office of Degree Authorization.

The application materials provided satisfactorily address all SARA requirements; however, WICHE staff continues to provide guidance to HECC staff centered around language that clearly defines a plan for student records in the case of some unforeseen catastrophe. Currently, OR is weighing a number of options to more clearly address the records requirement as well as refund and teach out policies in the most efficient manner. The state has been advised these requirements must be satisfied prior to the official WICHE Commission vote in November and discussions to date suggest that will be accomplished.

The application contains copies of all necessary supporting documents therefore W-SARA staff and steering committee recommend conditional approval of Oregon's application to be recognized as a SARA state pending submission of documentation related to pending issues mentioned above, no later than November 9, 2014.

Action Requested

Approval of the SARA state application from Oregon (effective November 12, 2014).

ACTION ITEM

Approval of South Dakota into the State Authorization Reciprocity Agreement (SARA)

WICHE proposes to approve the state application for South Dakota to join as a member of the State Authorization Reciprocity Agreement.

Relationship to WICHE Mission

This action directly supports WICHE's mission "to expand educational access and excellence for all citizens of the West" by providing an efficient and effective voluntary alternative to existing, overly complex, and confusing state regulation of distance education across state lines. Approval of South Dakota to join the W-SARA agreement will enhance student access to online courses and programs and improve consumer protection; while reducing the sizeable costs and burdens institutions face in complying with multiple, and often inconsistent, state laws and regulations.

Background

In order to join the W-SARA agreement, states must be a member of WICHE; have legal authority under state law to enter an interstate agreement on behalf of the state; and have a clearly articulated and comprehensive state process for consumer protection in regard to SARA activities, both with respect to initial institutional approval and ongoing oversight, including the resolution of consumer complaints in all sectors of higher education. The state also must have clear and well-documented policies and practices for addressing catastrophic events, such as an unanticipated institutional closure. Each state must designate a single authorizing agency or entity, known as the SARA Portal Agency, to oversee the work of other companion agencies and institutions, and to serve as the lead in all subsequent interactions related to carrying out the agreement's requirements.

The W-SARA Steering Committee (see list of members on page 10-7) has guided the development of the W-SARA agreement since 2012, and serves as the initial point of review and recommendation for approval of state SARA applications. The steering committee met on October 20, 2014 to review the state of South Dakota's application and the committee forwards its recommendation that the WICHE Commission approve the state of South Dakota's application to become a member of SARA.

Program Description – South Dakota

South Dakota's authority to participate in SARA was established by Executive Order 2014-09 and section 1, chapter 96 of the 2014 Session Laws, codified as SDCL §13-48-42. The South Dakota Board of Regents (SDBOR) has been designated as the state portal agency.

A review of the state's application materials revealed that the newly created Board Policy Number 1:29 closely mirrored NC-SARA and W-SARA policies and standards thus effectively eliminating the need for substantive changes. W-SARA staff provided editorial recommendations to language SDBOR staff drafted specific to its state structures that interface with SARA requirements.

The only issue that required continued discussion was the state's desire to reduce the time during which students could appeal institutional decisions resulting from student complaints. NC-SARA and WICHE policies allow students up to two years to appeal decisions; however, the state proposed 90 days. Ultimately, on October 8, 2014 the SDBOR adopted complaint appeal language that mirrored NC-SARA.

Having secured all application materials satisfying SARA requirements, W-SARA staff and steering committee recommend approval of South Dakota's application to be recognized as a SARA state.

Action Requested

Approval of the SARA state application from South Dakota (effective November 12, 2014).

W-SARA Steering Committee Members

Crystal Abba

Vice Chancellor for Academic & Student Affairs
Nevada System of Higher Education
2601 Enterprise Road
Reno, NV 89512
Tel: 775.784.4901
Email: crystal_abba@nshe.nevada.edu

Sona Karentz Andrews

Provost and Vice President for Academic Affairs Portland State
University
PO Box 751 Portland, OR 97207
Tel: 503.725.5257
Email: sona.andrews@pdx.edu

Marcia Bankirer

President
Denver School of Nursing
1401 19th Street Denver, CO 80202-1213 Tel: 303.292.0015
Email: marcia.bankirer@edaff.com

Don Bennett

Deputy Director
Washington Student Achievement Council
917 Lakeridge Way SW
Olympia, WA 98502
Tel: 360.753.7831
Email: DonB@wsac.wa.gov

Traci Bent

Chief Planning and Policy Officer
Idaho State Board of Education
650 W. State Street
PO Box 83720
Boise, ID 83720-0037
Tel: 208.332.1582
Email: traci.bent@osbe.idaho.gov

Jessica Brubaker, J.D.

Staff Attorney
Montana University System (MUS)
2500 Broadway Street PO Box 203201 Helena, MT 59620-3201
Tel: 406.444.0314
Email: jbrubaker@montana.edu

Chris Bustamante

President
Rio Salado College
2323 West 14th Street
Tempe, AZ 85281
Tel: 480.517.8118
Email: chris.bustamante@riosalado.edu

Heather DeLange

Academic Policy Officer
Colorado Department of Higher Education
1560 Broadway, Suite 1600
Denver, CO 80202
Tel: 303.866.4209
Email: heather.delange@dhe.state.co.us

Toni Larson

Executive Director
Independent Higher Education of Colorado
1177 Grant Street #107
Denver, CO 80203
Tel: 303.571.5559
Email: tlarson@ihcolorado.org

Carol Liu

Senator
California State Senate
State Capitol, Room 5061
Sacramento, CA 95814
Tel: 916.651.4021
Email: lisa.markey@sen.ca.gov

Laura Palmer Noone

Board Member
Lumina Foundation
1101 E. Warner Road, #118
Tempe, AZ 85284
Tel: 602.524.8171
Email: Lpnoone@q.com

Mary Ellen Petrisko

President
WASC Senior College and University Commission
985 Atlantic Avenue, Suite 100 Alameda, CA 94501
Tel: 510.748.9001 ext. 321
Email: mepetrisko@wascsenior.org

Joann Rieselbach

School Relations Manager
Alaska Commission on Postsecondary Education
PO Box 110505
Juneau, AK 99811-0505
Tel: 907.465.6678
Email: joann.rieselbach@alaska.gov

Jane Sherman

Vice Provost for Academic Policy and Evaluation
Washington State University
410 11th Avenue SE, Suite 102
Olympia, WA 98501
Tel: 360.534.2321
Email: shermanj@wsu.edu

DISCUSSION ITEM

Update on WICHE's Budget

WICHE did not budget for any deficits for FY 2014 and did not realize any in the General Fund as you can see on the report titled *General Fund Budget Comparing FY 2014 with FY 2015*. However, as can be seen on the report *Program Area Revenue and Expense Summary for FY2014*, two of our program areas (the Mental Health unit and Self-Supporting Services) realized a loss and that caused WICHE to realize a deficit in FY 2014.

Since WICHE is the majority partner in the State Higher Education Policy Center (SHEPC), all the financial activity at SHEPC is combined with the WICHE financial activity and presented in the WICHE financial statements. As can be seen on the *Statement of Revenues, Expenses and Changes in Net Position*, WICHE's net position at the end of FY 2014 is \$4,731,678 and the total of WICHE and SHEPC is \$6,109,405.

The Programs and Services unit, the Policy unit, the Professional Student Exchange program (PSEP), and the Bridges to the Professoriate program all experienced small gains or no changes.

The Mental Health unit experienced a loss of <\$496,124>. Since they began the year with a negative fund balance of <\$18,647>, they now have a negative fund balance of <\$514,771>.

The WCET unit experienced a gain of \$29,180. Since they began the year with a fund balance of \$281,426, they are now at a fund balance of \$310,606.

The General Fund began the year with a reserve of \$1,748,405. WICHE used a net of \$15,310 from this total and now has a reserve of \$1,733,095. Of this total \$1,573,420 has been designated for various liabilities by past actions of the commission which leaves \$159,675 available for dedication as can be seen on the report titled *General Fund Budget Comparing FY 2014 with FY 2015*. The largest portion of these liabilities are the balloon payments on loans for the building which will come due in 2015 and 2016.

Looking ahead to Fiscal Year 2015

Again, WICHE did not budget a deficit for FY 2014 nor have we in FY 2015. However, there was a significant loss experienced by the Mental Health unit which will need to be addressed, both to correct the current deficit spending and the past debt accumulated. Both of these will present some challenges.

The General Fund budget for FY 2015 adopted by the commission in May 2014 has a surplus of \$220.

Western Interstate Commission for Higher Education

General Fund Budget

Comparing FY 2014 with FY 2015

Revenue and Expenditures

| | FY 2014 | | | | FY 2015 | | | | | |
|--|--------------------|--------------------|---|--------------|--------------------|--|---------------|--|---------------|--|
| | FY 2014 Budget | FY 2014 Actual | Actual Higher or (Lower) than Budget | | FY 2015 Budget | FY 2015 Budget Higher or (Lower) than FY 2014 Budget | | FY 2015 Budget Higher or (Lower) than FY 2014 Actual | | |
| Revenue | | | | | | | | | | |
| 4102 Indirect Cost Reimbursements | \$380,000 | \$563,239 | \$183,239 | 48.2% | \$380,000 | \$0 | 0.0% | (\$183,239) | -32.5% | |
| 4104 Indirect Cost Sharing-WICHE | (\$120,000) | (\$173,038) | (\$53,038) | 44.2% | (\$120,000) | \$0 | 0.0% | \$53,038 | -30.7% | |
| 4201 Members/Fees States/Institutions | \$2,096,000 | \$2,096,000 | \$0 | 0.0% | \$2,192,000 | \$96,000 | 4.6% | \$96,000 | 4.6% | |
| 4202 California Delinquent Dues | \$87,000 | \$0 | (\$87,000) | -100.0% | \$87,000 | \$0 | 0.0% | \$87,000 | | |
| 4300 Interest | \$20,000 | \$10,314 | (\$9,686) | -48.4% | \$20,000 | \$0 | 0.0% | \$9,686 | 93.9% | |
| 4400 Publication Sales & Refunds | \$50 | \$0 | (\$50) | -100.0% | \$50 | \$0 | 0.0% | \$50 | | |
| 4600 Other Income | \$10,000 | \$3,269 | (\$6,731) | -67.3% | \$10,000 | \$0 | 0.0% | \$6,731 | 205.9% | |
| 4850 Credit Card Transaction Rev. / Units | \$1,000 | \$0 | (\$1,000) | -100.0% | \$1,000 | \$0 | 0.0% | \$1,000 | | |
| Total Revenue | \$2,474,050 | \$2,499,784 | \$25,734 | 1.0% | \$2,570,050 | \$96,000 | 3.9% | \$70,266 | 2.8% | |
| Expenditures | | | | | | | | | | |
| 0102 Student Exchange Program | \$313,211 | \$287,130 | (\$26,080) | -8.3% | \$313,211 | \$0 | 0.0% | \$26,081 | 9.1% | |
| 0104 Policy Analysis & Research | \$368,986 | \$377,543 | \$8,556 | 2.3% | \$368,980 | (\$6) | 0.0% | (\$8,563) | -2.3% | |
| 0105 Communications & Public Affairs | \$441,307 | \$407,222 | (\$34,086) | -7.7% | \$441,307 | \$0 | 0.0% | \$34,086 | 8.4% | |
| 0110 President's Office | \$429,495 | \$362,256 | (\$67,239) | -15.7% | \$481,964 | \$52,470 | 12.2% | \$119,709 | 33.0% | |
| 0111 Commission Meeting Expense | \$190,393 | \$177,629 | (\$12,765) | -6.7% | \$190,393 | \$0 | 0.0% | \$12,764 | 7.2% | |
| 0112 Administrative Services | \$520,768 | \$505,814 | (\$14,953) | -2.9% | \$550,054 | \$29,286 | 5.6% | \$44,239 | 8.7% | |
| 0115 Miscellaneous Gen. Fund | \$168,921 | \$141,358 | (\$27,563) | -16.3% | \$168,921 | \$0 | 0.0% | \$27,563 | 19.5% | |
| 0116 Program Development | \$15,000 | \$12,809 | (\$2,191) | -14.6% | \$15,000 | \$0 | 0.0% | \$2,191 | 17.1% | |
| 0131 LAC Meeting | \$25,000 | \$29,126 | \$4,126 | 16.5% | \$40,000 | \$15,000 | 60.0% | \$10,874 | 37.3% | |
| Total Expenditures | \$2,473,081 | \$2,300,886 | (\$172,195) | -7.0% | \$2,569,830 | \$96,749 | 3.9% | \$268,944 | 11.7% | |
| Surplus (Deficit) for the Fiscal Year | \$969 | \$198,897 | \$197,929 | | \$220 | \$192,749 | | \$339,210 | | |
| Reserves at Beginning of Year | | | | | | | | | | |
| 1 Minimum Reserve | \$296,770 | \$296,770 | \$0 | 0.0% | \$308,380 | \$11,610 | 3.9% | \$11,610 | 3.9% | |
| 2 Reserve for Facility Payments | \$219,000 | \$219,000 | \$0 | 0.0% | \$219,000 | \$0 | 0.0% | \$0 | 0.0% | |
| 3 Reserve for Unexpected Shortfall | \$247,308 | \$247,308 | \$0 | 0.0% | \$256,983 | \$9,675 | 3.9% | \$9,675 | 3.9% | |
| 4 Reserve required for CECFA Bond. | \$70,000 | \$70,000 | \$0 | 0.0% | \$70,000 | \$0 | 0.0% | \$0 | 0.0% | |
| 5 CECFA Bond Balloon Payment | \$105,000 | \$105,000 | \$0 | 0.0% | \$105,000 | \$0 | 0.0% | \$0 | 0.0% | |
| 6 Ford Loan Balloon Payment | \$614,057 | \$614,057 | \$0 | 0.0% | \$614,057 | \$0 | 0.0% | \$0 | 0.0% | |
| 7 Reserve Available for Dedication | \$196,270 | \$196,270 | \$0 | 0.0% | \$159,675 | (\$36,595) | -18.6% | (\$36,595) | -18.6% | |
| Reserves at Beginning of Year | \$1,748,405 | \$1,748,405 | \$0 | 0.0% | \$1,733,095 | (\$15,310) | -10.8% | (\$15,310) | -10.8% | |
| Reserves Dedicated during Year | | | | | | | | | | |
| 8 Higher Ed Books Subvention | \$30,000 | \$30,000 | \$0 | 0.0% | | | | | | |
| 9 Deferred Compensation / President | \$24,207 | \$24,207 | \$0 | 0.0% | \$17,740 | \$6,467 | 26.7% | \$6,467 | 26.7% | |
| 10 IT Development Fund | \$110,000 | \$110,000 | \$0 | 0.0% | \$0 | \$110,000 | 100.0% | \$110,000 | 100.0% | |
| 11 Collective Purch. Investment | \$50,000 | \$50,000 | \$0 | 0.0% | \$0 | \$50,000 | 100.0% | \$50,000 | 100.0% | |
| 12 Deficit (Surplus) for the Fiscal Year above | (\$969) | (\$198,897) | \$197,929 | ##### | (\$220) | (\$749) | 77.3% | (\$198,678) | 99.9% | |
| Reserves Dedicated during the Fiscal Year | \$213,238 | \$15,310 | \$197,929 | ##### | \$17,520 | \$165,718 | 304.0% | (\$32,211) | 326.6% | |
| Reserves at End of Year | \$1,535,167 | \$1,733,095 | \$197,929 | | \$1,715,575 | \$150,408 | | (\$47,520) | | |

- (a) At the May 2012 meeting the Commission set the FY 2014 dues to \$131K and the FY 2015 dues to \$137K. On April 1, 2013, the Pacific Island U.S. Territories & Free States joined the previous 15 member states of WICHE.
- (b) California unpaid Dues from 2005 paid on May 23, 2014 but credited to FY15 by vote of the Commission at the May 2014 meeting.
- (c) Minimum reserve set by the commission is 12% of Budgeted Expenses. Set May 2000.
- (d) Facility Payments reserve set by commission at 6 months of cost. Set May 2007.
- (e) Unexpected Shortfall reserve set by commission at 10% of Budgeted Expenses. To be used only if anticipated funding does not materialize. Set May 2007.
- (f) CECFA Bond reserve. Legal requirement of bond financing.
- (g) CECFA Bond balloon payment amount is \$175,100, but the \$70,000 reserve requirement will expire at the time the loan is paid off.
- (h) Ford Loan balloon payment amount is \$1,070,345 of which WICHE owes 57.37%.
- (i) Deferred compensation plan for President approved by Commission at the November 2010 meeting.
- (j) Funds to increase software development efforts for several programs.
- (k) Funds to facilitate transition in purchasing programs.
- (m) Approved by Executive Committee at March 18, 2014 meeting by teleconference.

Western Interstate Commission for Higher Education

Program Area Revenue and Expense Summary for FY 2014

| | Programs & Services | Policy Analysis | PSEP & Bridges * | Mental Health | WCET | Self Supporting Services |
|------------------------------|------------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
| Revenue | | | | | | |
| Membership Dues and Fees | \$ 140,375 | | | \$ 204,750 | \$ 1,147,325 | |
| Conference Registration Fees | \$ 15,095 | | | | \$ 256,627 | |
| Grants and Contracts | \$ 2,355,577 | \$ 797,018 | \$ 277,732 | \$ 1,418,616 | \$ 1,386,692 | |
| Indirect Cost Sharing | | | | \$ 77,155 | \$ 94,945 | |
| Interest | \$ 126 | \$ 621 | | | \$ 151 | |
| Miscellaneous Income | \$ 15,363 | \$ 5,000 | | \$ 37,653 | \$ 34,762 | \$ 15,102 |
| General Fund Allocation | \$ 407,222 | \$ 377,543 | \$ 287,130 | | | |
| Total Revenue | \$ 2,933,758 | \$ 1,180,182 | \$ 564,862 | \$ 1,738,174 | \$ 2,920,502 | \$ 15,102 |
| Expenses | | | | | | |
| Salaries | \$ 768,156 | \$ 478,296 | \$ 192,207 | \$ 733,171 | \$ 405,562 | \$ 238,767 |
| Benefits | \$ 295,851 | \$ 181,187 | \$ 75,878 | \$ 260,085 | \$ 144,804 | \$ 89,510 |
| Audit, Legal & Consulting | \$ 248,855 | \$ 98,050 | \$ - | \$ 486,427 | \$ 20,704 | \$ 23,865 |
| Subcontracts | \$ 1,022,000 | \$ 18,000 | \$ 68,475 | \$ 46,111 | \$ 1,408,334 | |
| Travel | \$ 243,828 | \$ 197,690 | \$ 168,156 | \$ 316,567 | \$ 411,805 | \$ 3,123 |
| Printing and Copying | \$ 10,172 | \$ 6,929 | \$ 3,187 | \$ 6,348 | \$ 10,144 | \$ 570 |
| Rent | \$ 81,420 | \$ 44,902 | \$ 16,892 | \$ 52,896 | \$ 47,987 | \$ 21,485 |
| Computer/Network | \$ 67,301 | \$ 33,495 | \$ 13,365 | \$ 67,243 | \$ 35,595 | \$ 39,141 |
| Communications | \$ 15,436 | \$ 8,933 | \$ 3,679 | \$ 16,010 | \$ 11,506 | \$ 14,904 |
| Supplies and Expense | \$ 29,716 | \$ 10,708 | \$ 1,671 | \$ 50,891 | \$ 120,424 | \$ 39,197 |
| Marketing / Depreciation | \$ 98 | \$ - | \$ - | \$ - | \$ 21,722 | \$ 74,164 |
| Indirect Costs | \$ 34,227 | \$ 80,197 | \$ - | \$ 198,549 | \$ 219,075 | |
| Credits for other programs | \$ 76,857 | \$ 16,896 | \$ 21,351 | \$ - | \$ 33,660 | \$ (452,709) |
| Total Expenses | \$ 2,893,917 | \$ 1,175,284 | \$ 564,861 | \$ 2,234,298 | \$ 2,891,322 | \$ 92,017 |
| Excess Revenue (Loss) | \$ 39,841 | \$ 4,898 | \$ 1 | \$ (496,124) | \$ 29,180 | \$ (76,915) |

* PSEP and Bridges are programs included in the Programs and Services unit. They are reported separately for auditing purposes.



Plenary Session IV

Blueprint for College Readiness

Tuesday, November 11, 2014
10:30 am – noon
Ballroom

Western Interstate
Commission
for Higher Education

www.wiche.edu

Tuesday, November 11, 2014

10:30 - 11:00 am

Ballroom

**Plenary Session IV:
Blueprint for College Readiness**

Late last month the Education Commission of the States (ECS) released a significant policy paper entitled *Blueprint for College Readiness*. This fifty state analysis examines policies at the high school, higher education, and state levels that enhance college readiness, those that may impede college readiness, and those that are essentially benign but could be revised to enhance college readiness. This publication is just the latest in the leadership that ECS has provided over the years on the nexus between high-school and college. In particular, ECS has been a leader in examining the efficacy of current efforts in remedial education and promoting policy changes that would enhance the success of students who are assessed as needing and/or are assigned to participate in remedial education.

We are privileged to have Jeremy Anderson and Brian Sponsler of the Education Commission of the States joining us to discuss this report. They will focus specifically on the WICHE region – its strengths, weakness, and opportunities in enhancing college readiness, based on the findings of the *Blueprint*.

Speakers: Jeremy Anderson, president, Education Commission of the States, and Brian Sponsler, director, Postsecondary and Workforce Development Institute, Education Commission of the States

11:00 am - noon

Facilitated Discussion on Blueprint for College Readiness

Facilitator: David A. Longanecker

Biographical Information on the Speakers

Jeremy Anderson is president of the Education Commission of the States (ECS). ECS was created by states for states in 1965 to track policy, translate research, provide unbiased advice and create opportunities for state education policymakers to learn from each other. Anderson has a strong public service record working with officials in Washington, D.C., with many governors and legislators in states, and with education policy organizations around the country. Some of his accomplishments include providing strategic leadership on education policy design and implementation through projects with the National Governors Association, the Council of Chief State School Officers, the National Conference of State Legislators, and many other national policy organizations. Anderson has served in multiple policy and governmental affairs roles for governors on state and national education initiatives and was directly involved in brokering the bipartisan passage of the largest K-12 funding investment in Kansas history to avert a shutdown of Kansas schools. He currently serves on the Academy of Education Arts and Sciences Board of Governors. Anderson is serving as the eighth president of ECS since its establishment in 1965.

Brian A. Sponsler is the director for the Postsecondary and Workforce Development Institute at the Education Commission of the States (ECS). In his role, Sponsler oversees the strategic direction of the institute's work, manages the institute's policy research portfolio, and works to cultivate and maintain relationships with organizational funding partners, higher education policy researchers, policymakers and postsecondary administrators. Prior to joining ECS, he was the vice president for research and policy at the National Association of Student Personnel Administrators (NASPA), the leading professional association for the field of student affairs. Additionally, he served as associate director for research at the Institute for Higher Education Policy (IHEP), a leading higher education policy organization located in Washington, DC., and has held several campus-based professional roles. Sponsler's research interests include college access for disenfranchised student populations, student development and success, college rankings, structural/ geographic impediments to college-going and policy-adoption theory. His policy research work has been financially supported by the Lumina Foundation, the Ford Foundation, the Bill & Melinda Gates Foundation and the Kresge Foundation, among others. He has published policy research briefs with the Institute for Higher Education Policy, The Center for American Progress, Excelencia in Education, the NASPA Research and Policy Institute, and has presented at major policy gatherings and academic conferences. Sponsler holds a doctorate in higher education administration from The George Washington University.

WICHE



Reference

WICHE Commission

Commission committees

Legislative Advisory Committee

WICHE staff

Future commission meeting dates

Workplan

Higher education organizations
and acronyms

Map of U.S. Pacific territories and
freely associated states

Western Interstate
Commission
for Higher Education

www.wiche.edu



Reference

- WICHE Commission 12-3
- Commission committees 12-6
- Legislative Advisory Committee 12-7
- WICHE staff 12-10
- Future commission meeting dates 12-10
- WICHE 2015 Workplan 12-11
- Higher education organizations & acronyms 12-29
- Map of U.S. Pacific Territories and Freely Associated States 12-32



WICHE COMMISSION

WICHE's 48 commissioners are appointed by their governors from among state higher education executive officers, college and university presidents, legislators, and business leaders from 15 Western states and the Commonwealth of the Northern Mariana Islands, WICHE's newest member. This regional commission provides governance and guidance to WICHE's staff in Boulder, CO. Dianne Harrison, president of California State University, Northridge, is the 2014 chair of the WICHE Commission; Mike Rush, executive director of the Idaho State Board of Education, is vice chair.

*Executive Committee member

ALASKA

Susan Anderson, president/CEO, The CIRI Foundation
3600 San Jeronimo Drive, Suite 256, Anchorage, AK 99508
Phone: 907.793.3576
Email: sanderson@thecirifoundation.org

***Diane Barrans** (WICHE chair, 2005), executive director,
Alaska Commission on Postsecondary Education
3030 Vintage Boulevard, Juneau, AK 99801-7109
Phone: 907.465.6740; 907.465.2113
Email: diane.barrans@alaska.gov

James Johnsen, senior vice president, Alaska Communications
600 Telephone Avenue, Anchorage, AK 99503
Phone: 907.564.3325
Email: james.johnsen@acsalaska.com

ARIZONA

***Leah Bornstein** (immediate past WICHE chair), president,
Coconino Community College
2800 S. Lone Tree, Flagstaff, AZ 86001
Phone: 928.226.4217
Email: leah.bornstein@coconino.edu

Chris Bustamante, president, Rio Salado College
2323 West 14th Street, Tempe, AZ 85281
Phone: 480.517.8118
Email: chris.bustamante@riosalado.edu

***Eileen Klein**, president, Arizona Board of Regents
2020 North Central Avenue, Suite 230,
Phoenix, AZ 85004-4593
Phone: 602.229.2500
Email: eileen.klein@azregents.edu

CALIFORNIA

***Christopher Cabaldon**, principal, Capitol Impact, and mayor,
West Sacramento City
1107 Ninth Street, Suite 500, Sacramento, CA 95814
Phone: 916.441.2917
Email: christopher@capimpactllc.com

***Dianne Harrison** (WICHE chair), president, California State
University, Northridge
18111 Nordhoff Street, Northridge, CA 91330
Phone: 818.677.2121
Email: dianne.harrison@csun.edu

Linda Thor, chancellor, Foothill-De Anza Community College
District
12345 El Monte Road, Los Altos Hills, CA 94022-4597
Phone: 652.949.6100
Email: thorlinda@fhda.edu

COLORADO

Joseph Garcia (WICHE chair, 2011), Colorado lieutenant
governor, and executive director, Colorado Department of
Higher Education
130 State Capitol, Denver, CO 80203
Phone: 303.866.4075
Email: josephagarcia@state.co.us

Loretta Martinez, general counsel and secretary to the board,
Metropolitan State University of Denver
Campus Box 1, P.O. Box 173362, Denver, CO 80217
Phone: 303.556.3022
Email: lpmartin@msudenver.edu

***Dene Kay Thomas**, president, Fort Lewis College
1000 Rim Drive, Durango, CO 81301
Phone: 970.247.7100
Email: thomas_d@fortlewis.edu

COMMONWEALTH OF THE NORTHERN MARIANA ISLANDS

***Sharon Hart**, president, Northern Marianas College
P.O. Box 501250, Saipan, MP 96950
Phone: 670.234.5498 x 1999
Cell: 670.285-0010
Email: president@marianas.edu

Jude Hofschneider, lieutenant governor, Commonwealth of the
Northern Mariana Islands
Caller Box 10007, Saipan, MP 96950
Phone: 670.664.2300
Email: ltgov.staff@gmail.com

Joshua Sasamoto, president, Pacific Development and
Marianas HOME
P.O. Box 506594, Saipan, MP 96950
Email: joshua.sasamoto@gmail.com

HAWAI'I

Francisco Hernandez, vice chancellor for students, University of
Hawai'i at Manoa
2600 Campus Road
Queen Lili'uokalani Center for Students #409
Honolulu, HI 96822
Phone: 808.956.3290
Email: fjh@hawaii.edu

Carol Mon Lee, attorney and retired associate dean, University
of Hawai'i Richardson School of Law
3255 Huelani Drive, Honolulu, HI 96822
Phone: 808.383.6300
Email: carolmonlee@gmail.com

*Steven Wheelwright, president, Brigham Young University-Hawaii
55-220 Kulanui Street, #1971, Laie, HI 96762
Phone: 808.675.3701
Email: wheelwrights@byuh.edu

IDAHO

*J. Anthony Fernandez, president, Lewis-Clark State College
500 8th Avenue
Lewiston, ID 83501
Phone: 208.792.2216
Email: tfernandez@lcsc.edu

Wendy Horman, state representative, Idaho House of Representatives
1860 Heather Circle
Idaho Falls, ID 83406
Phone: 208.522.4387
Email: wendyhorman@house.idaho.gov

*Michael Rush, executive director, Idaho State Board of Education (WICHE vice chair)
P.O. Box 83720, Boise, ID 83720-0037
Phone: 208.332.1565
Email: mike.rush@osbe.idaho.gov

MONTANA

Dick Anderson, chief executive officer, Dick Anderson Construction
3424 Highway 12 East
Helena, MT 59601
Phone: 406.443.3225
Email: dick@daconstruction.com

*Clayton Christian, commissioner of higher education, Montana University System
2500 E. Broadway Street, Helena, MT 59601
Phone: 406.444.0374
Email: cchristian@montana.edu

Franke Wilmer, representative, Montana House of Representatives
329 North Hunters Way
Bozeman, MT 59718
Phone: 406.599.3639
Email: franke.wilmer@gmail.com

NEVADA

Vance Farrow, industry specialist for healthcare, Governor's Office of Economic Development
555 E. Washington Avenue, Suite 5400, NV 89101
Phone: 702.486.2700
Email: vfarrow@diversifynevada.com

*Vic Redding, vice chancellor of finance, Nevada System of Higher Education
2601 Enterprise Road, Reno, NV 89512
Phone: 775.784.3408
Email: vic_redding@nshe.nevada.edu

NEW MEXICO

José Garcia, cabinet secretary, New Mexico Higher Education Department
2048 Galisteo Street, Santa Fe, NM 87505-2100
Phone: 505.476.8404
Email: jose.garcia@state.nm.us

Mark Moores, state senator, New Mexico State Senate
9641 Seligman Ave NE, Albuquerque, NM 87109
Phone: 505.681.1975
Email: markdmoores@yahoo.com

*Patricia Sullivan, assistant dean, College of Engineering, New Mexico State University
P.O. Box 30001, Las Cruces, NM 88003
Phone: 575.646.2913
Email: patsulli@nmsu.edu

NORTH DAKOTA

*Ray Holmberg, state senator, North Dakota State Senate
621 High Plains Court, Grand Forks, ND 58201
Phone: 701.739.5334
email: rholmberg@nd.gov

Kari Reichert, vice president, National Information Solutions Cooperative (NISC), and member, North Dakota State Board of Education, Bismarck
1714 N. Griffin Street, Bismarck ND 58501
Email: kari.reichert@ndus.edu

Larry Skogen, interim chancellor, North Dakota University System
600 E. Boulevard Avenue, Dept 215
Bismarck, ND 58505-0230
Phone: 701.328.2960
Email: larry.skogen@ndus.edu

OREGON

Ryan Deckert, president, Oregon Business Association
200 S.W. Market Street, Suite 1840, Portland, OR 97201
Phone: 503.641.0990
Email: ryan@oba-online.org

*Camille Preus, president, Blue Mountain Community College
2411 NW Carden Avenue, Pendleton, OR 97801
Phone: 541.278.5950
Email: cpreus@bluecc.edu

Hilda Rosselli, college and career readiness director, Oregon Education Investment Board
775 Court Street NE, Salem, OR 97361
Phone: 503.373.0032
Email: hilda.rosselli@state.or.us

SOUTH DAKOTA

Robert Burns, distinguished professor emeritus, Political Science Department, South Dakota State University, and dean emeritus, SDSU Honors College
1336 Trail Ridge Circle, Brookings, SD 57006
Phone: 605.692.6048
Email: robert.burns@sdsstate.edu

***James Hansen**, former regent, South Dakota Board of Regents
216 N. Pierce, Pierre, SD 57501
Home: 605.224.7103
Email: johpsd@gmail.com

Jack Warner, executive director, South Dakota Board of Regents
306 E. Capitol Avenue, Suite 200, Pierre, SD 57501-2408
Phone: 605.773.3455
Email: jackw@ris.sdbor.edu

UTAH

***Dave Buhler**, commissioner, Utah System of Higher Education
60 South 400 West, Salt Lake City, UT 84101-1284
Phone: 801.321.7162
Email: dbuhler@utahsbr.edu

Dan Campbell, vice chair, Utah Board of Regents, and managing general partner, EsNet Group
5255 North Edgewood Drive, Suite 200, Provo, Utah 84604
Phone: 801.434.3000
Email: dan@esnetgroup.com

Peter Knudson, state senator, Utah State Senate
1209 Michelle Drive, Brigham City, UT 84302
Phone: 435.723.6366
Email: pknudson@le.utah.gov

WASHINGTON

***Don Bennett**, deputy director, Washington Student Achievement Council
917 Lakeridge Way, P.O. Box 43430,
Olympia, WA 98504-3430
Phone: 360.753.7810
Email: donb@wsac.wa.gov

Jeanne Kohl-Welles, state senator, Washington State Senate
3131 Western Avenue, Suite 421, Seattle, WA 98121
Phone: 206.281.6854
Email: kohl-welles.jeanne@leg.wa.gov

Larry Seaquist, state representative,
Washington House of Representatives
LEG 132C, P.O. Box 40600, Olympia, WA 98504-0600
Phone: 360.786.7802
Email: larry.seaquist@leg.wa.gov

WYOMING

Frank Galey, dean, College of Agriculture and Natural Resources, University of Wyoming
1000 E. University Avenue, Dept. 3354, Laramie, WY 82071
Phone: 307.766.4133
Email: fgaley@uwyo.edu

Samuel Krone, state representative,
Wyoming House of Representatives
P.O. Box 2481, Cody, WY 82414
Phone: 307.587.4530
Email: skrone@parkcounty.us

***Karla Leach**, president, Western Wyoming Community College
P.O. Box 428, Rock Springs, WY 82902
Phone: 307.382.1602
Email: kleach@wwcc.wy.edu

2014 COMMISSION COMMITTEES

Executive Committee

Dianne Harrison (CA), chair
Mike Rush (ID), vice chair
Leah Bornstein (AZ), immediate past chair

Diane Barrans (AK)
Eileen Klein (AZ)
Christopher Cabaldon (CA)
Dene Thomas (CO)
Sharon Hart (CNMI)
Steven Wheelwright (HI)
Tony Fernandez (ID)
Clayton Christian (MT)
Vic Redding (NV)
Patricia Sullivan (NM)
Ray Holmberg (ND)
Camille Preus (OR)
James Hansen (SD)
Dave Buhler (UT)
Don Bennett (WA)
Karla Leach (WY)

Issue Analysis and Research Committee

Jeanne Kohl-Welles (WA), chair
Christopher Cabaldon (CA), vice chair

Susan Anderson (AK)
Chris Bustamante (AZ)
Committee vice chair (CA)
Joseph Garcia (CO)
Sharon Hart (CNMI)
Steven Wheelwright (HI)
Tony Fernandez (ID)
Franke Wilmer (MT)
Vic Redding (NV)
José Garcia (NM)
Larry Skogen (ND)
Ryan Deckert (OR)
Robert Burns (SD)
Dave Buhler (UT)
Committee chair (WA)
Samuel Krone (WY)

Programs and Services Committee

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

Diane Barrans (AK)
Leah Bornstein (AZ)
Dianne Harrison (CA)
Dene Thomas (CO)
Joshua Sasamoto (CNMI)
Carol Mon Lee (HI)
Wendy Horman (ID)
Committee vice chair (MT)
Vance Farrow (NV)
Committee chair (NM)
Kari Reichert (ND)
Hilda Rosselli (OR)
Jack Warner (SD)
Dan Campbell (UT)
Larry Seaquist (WA)
Karla Leach (WY)

Self-funded Units Committee

James Hansen (SD), chair
Jim Johnsen (AK), vice chair

Committee vice chair (AK)
Eileen Klein (AZ)
Linda Thor (CA)
Loretta Martinez (CO)
Jude Hofschneider (CNMI)
Francisco Hernandez (HI)
Mike Rush (ID)
Dick Anderson (MT)
TBD (NV)
Mark Moores (NM)
Ray Holmberg (ND)
Camille Preus (OR)
Committee chair (SD)
Peter Knudson (UT)
Don Bennett (WA)
Frank Galey (WY)

Audit Committee

Leah Bornstein (AZ), chair
Diane Barrans (AK)
Mike Rush (ID), WICHE vice chair
Vic Redding (NV)
Don Bennett (WA)

LEGISLATIVE ADVISORY COMMITTEE

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

*WICHE commissioner

ALASKA

Representative Paul Seaton

Alaska House of Representatives
345 West Sterling Highway, Suite 102B, Homer, AK 99603
Phone: 907.235.2921
Email: rep_paul_seaton@legis.state.ak.us

Senator Gary Stevens

State Capitol Room 429, Juneau, AK 99801
Phone: 907.465.4925
Email: senator.gary.stevens@akleg.gov

ARIZONA

Representative Jeff Dial

Arizona House of Representatives
1700 West Washington, Suite H, Phoenix, AZ 85326
Phone: 602.926.5550
Email: jdial@azleg.gov

Senator Robert Meza

Arizona Senate
1700 West Washington, Room 313, Phoenix, AZ 85007
Phone: 602.926.3425
Email: rmeza@azleg.gov

CALIFORNIA

Assemblymember Das Williams

California State Assembly
State Capitol, PO Box 942849, Sacramento, CA 94249-0037
Phone: 916.319.2037
Email: assemblymember.williams@assembly.ca.gov

Senator Carol Liu

California State Senate
State Capitol, Room 5061, Sacramento, CA 95814
Phone: 916.651.4021
Email: carol.liu@sbcglobal.net
senator.liu@senate.ca.gov

COLORADO

Representative Dave Young

Colorado House of Representatives
200 East Colfax Avenue, Denver, CO 80203
Phone: 303.866.2929
Email: dave.young.house@state.co.us

VACANCY

COMMONWEALTH OF THE NORTHERN MARIANA ISLANDS

Representative Joseph P. Deleon Guerrero

Northern Marianas Commonwealth Legislature
PO Box 500586, Saipan, MP 96950
Phone: 670.664.8971
Email: repdlguerreroj@gmail.com

VACANCY

HAWAII

Representative Isaac Choy

Hawai'i House of Representatives
Hawai'i State Capitol, Room 404, Honolulu, HI 96813
Phone: 808.586.8475
Email: repchoy@capitol.hawaii.gov

Senator Brian Taniguchi

Hawai'i State Senate
Hawai'i State Capitol, Room 219, Honolulu, HI 96822
Phone: 808.586.6460
Email: sentaniguchi@capitol.hawaii.gov

IDAHO

* Representative Wendy Horman

Idaho House of Representatives
1860 Heather Circle
Idaho Falls, ID 83406
Phone: 208.522.4387
Email: wendyhorman@house.idaho.gov

Senator Dean Mortimer

Idaho Senate
7403 South 1st East, Idaho Falls, ID 83404
Phone: 208.524.9000
Email: dmortimer@senate.idaho.gov

Representative Donna Pence

Idaho House of Representatives
1960 U.S. Highway 26, Gooding, ID 83330
Phone: 208.308.0046
Email: dpence@house.idaho.gov
donna Pence25@msn.com

MONTANA

Representative Kris Hansen

Montana House of Representatives
519 1st Avenue, Havre, MT 59501
Phone: 406.262.7514
Email: krishansen33@gmail.com

Senator Cliff Larsen

Montana State Senate
8925 Lavalley Creek Road, Missoula, MT 59808-9324
Phone: 406.544.6263
Email: cliff@larsenus.com

*** Representative Franke Wilmer**

Montana House of Representatives
329 North Hunters Way, Bozeman, MT 59718
Phone: 406.599.3639
Email: franke.wilmer@gmail.com

NEVADA**Assemblymember Paul Aizley**

Nevada Assembly
237 East Eldorado Lane, Las Vegas, NV 89123-1159
Phone: 702.361.8262
Email: paul.aizley@asm.state.nv.us

Senator Debbie Smith

Nevada State Senate
1285 Baring Boulevard #402, Sparks, NV 89434
Phone: 775.233.2905
Email: debbie.smith@sen.state.nv.us

NEW MEXICO**Representative Larry Larrañaga**

New Mexico House of Representatives
7716 Lamplighter NE, Albuquerque, NM 87109
Phone: 505.986.4215
Email: larry@larranaga.com

*** Senator Mark Moores**

New Mexico Senate
9641 Seligman Avenue, NE, Albuquerque, NM 87109
Phone: 505.986.4859
Email: mark.moores@nmlegis.gov

Senator John Sapien

New Mexico Senate
1600 West Ella, Corrales, NM 87048
Phone: 505.986.4834
Email: john.sapien@nmlegis.gov

NORTH DAKOTA*** Senator Ray Holmberg**

North Dakota Senate
621 High Plains Court, Grand Forks, ND 58201
Phone: 701.739.5334
Email: rholmberg@nd.gov

Representative Bob Martinson

North Dakota House of Representatives
2749 Pacific Avenue, Bismarck, ND 58501
Phone: 701.527.5394
Email: bmartinson@nd.gov

Representative Mark Sanford

North Dakota House of Representatives
675 Vineyard Drive, Grand Forks, ND 58201
Phone: 701.772.4236
Email: masanford@nd.gov

OREGON**Senator Michael Dembrow**

Oregon State Senate
900 Court Street NE, Salem, OR 97301
Phone: 503.281.0608
Email: rep.michaeldembrow@state.or.us

Senator Richard Devlin

Oregon State Senate
900 Court Street NE S-211, Salem, OR 97301
Phone: 503.986.1719
Email: sen.richarddevlin@state.or.us

SOUTH DAKOTA**Representative Dan Dryden**

South Dakota House of Representatives
2902 Tomahawk Drive, Rapid City, SD 57702-4250
Phone: 605.773.3851
Email: rep.dryden@state.sd.us

Senator Bruce Rempelberg

South Dakota Senate
13948 Lariat Road, Rapid City, SD 57702-7315
Phone: 605.773.3822
Email: sen.rempelberg@state.sd.us

UTAH**Representative Keith Grover**

State of Utah House of Representatives
350 North State, Suite 350, P.O. Box 145030
Salt Lake City, UT 84114
Phone: 801.538.1029
Email: keithgrover@le.utah.gov

*** Senator Peter Knudson**

Utah State Senate
1209 Michelle Drive, Brigham City, UT 84302
Phone: 435.723.6366
Email: pknudson@le.utah.gov

Senator Stephen Urquhart

Utah State Senate
634 East 1100 South, St. George, UT 84790
Phone: 435.668.7759
Email: steve@shupc.org
surquhart@le.utah.gov

WASHINGTON**Representative Larry Haler**

Washington State House of Representatives
122D Legislative Building, P.O. Box 40600
Olympia, WA 98504-0600
Phone: 360.786.7986
Email: larry.haler@leg.wa.gov

*** Senator Jeanne Kohl-Welles**

Washington State Senate
3131 Western Avenue, Suite 421, Seattle, WA 98121
Phone: 206.281.6854
Email: kohl-welles.jeanne@leg.wa.gov

*** Representative Larry Seaquist**

Washington State House of Representatives
PO Box 40600, LEG 132C, Olympia, WA 98504
Phone: 360.786.7802
Email: larry.seaquist@leg.wa.gov

WYOMING

Senator Paul Barnard

Wyoming Senate
246 Aspen Hills Court, Evanston, WY 82930
Phone: 307.789.9742
Email: paul.barnard@wyoleg.gov

*** Representative Sam Krone**

State Representative
Wyoming House of Representatives
P.O. Box 2481, Cody, WY 82414
Phone: 307.587.4530
Email: skrone@parkcounty.us

Representative Robert McKim

Wyoming House of Representatives
10964 Hiway 238, Afton, WY 83110
Phone: 307.885.3733
Email: robert.mckim@wyoleg.gov

WICHE STAFF

President's Office

David Longanecker, president
Erin Barber, executive assistant to the president and to the commission

Accounting and Administrative Services

Craig Milburn, chief financial officer
Robin Berlin, senior accounting specialist
Noe Sekimoto-Cole, accounting specialist

Human Resources

Tara Hickey, human resources coordinator

IT Services

Jerry Worley, chief technology officer
Willie Dumaine, senior software developer
Kris Schwarz, junior network administrator

Mental Health Program

Dennis Mohatt, vice president, behavioral health
Joanne Brothers, budget coordinator
Nathan Demers, research assistant
Alyssa Gilden, post-doctoral fellow
Tamara DeHay, associate director
Debra Kupfer, consultant
Holly Martinez, administrative assistant
Nate Mohatt, research scientist
Sarah Ross, senior program and research associate
Mimi Windemuller, project manager

National Council for State Authorization Reciprocity Agreements (NC-SARA) & WICHE State Authorization Reciprocity Agreement (W-SARA)

Marshall Hill, executive director, NC-SARA
Alan Contreras, coordinator, NC-SARA and W-SARA
John Lopez, director, W-SARA
Lisa Greco, communications coordinator, NC-SARA
Michelle Robles-Perez, office manager, NC-SARA and W-SARA

Policy Analysis and Research

Demarée Michelau, director of policy analysis
Brian Prescott, director of policy research
Peace Bransberger, senior research analyst
Laura Ewing, administrative manager
Carl Krueger, project coordinator
Patrick Lane, project manager, Multistate Longitudinal Data Exchange

Programs and Services and Communications and Public Affairs

Jere Mock, vice president
Candy Allen, senior graphic designer
Jenny Allen, administrative assistant
Margo Colalancia, director, Student Exchange Program
Kim Nawrocki, administrative assistant
John Fellers, web design manager
Annie Finnigan, communications manager
Kay Hulstrom, administrative coordinator
Ken Pepion, senior project director, Bridges to the Professoriate
Sue Schmidt, project coordinator, NANSLO/CHEO
Pat Shea, director, Academic Leadership Initiatives
Cathy Walker, project manager, Interstate Passport Initiative

WCET

Mike Abbiatti, incoming executive director
Mollie McGill, interim co-executive director
Russell Poulin, interim co-executive director
Sherri Artz Gilbert, manager, operations
Cali Morrison, manager, communications
Megan Raymond, manager, events and programs
Peggy Stevens, office support manager, PAR Framework

Names in **bold** type indicate new employees or new positions within WICHE. The WICHE website, **www.wiche.edu**, includes a staff directory with phone numbers and e-mail contact forms.

Future Commission Meeting Dates

2015

May 11-12, 2015, Girdwood, Alaska
November 2-3, 2015, Boulder, Colorado

2016

May 16-17, 2016, Wyoming
November 7-8, 2016, Colorado

2017

May 22-23, 2017, Idaho
November 6-7, 2017, Colorado

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 |
| MHECcare | 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:

- | | |
|---|--|
| <ul style="list-style-type: none"> ★ = Urgency (mission critical) ● = Opportunity (funding) ■ = Competence (staff/consultants) | <ul style="list-style-type: none"> ★ = low, ★★ = medium, ★★★ = high ● = low, ●● = medium, ●●● = high ■ = low, ■■ = medium, ■■■ = high |
|---|--|

| 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 |
| Colorado Jail Beds Restoration | Workforce & society | Western | \$85,000 | .15 FTE | 7/13-6/14 | Colorado |

| Project | Focus | Geo-Scope | Funding | Staffing | Timeline | Partners |
|---|---------------------|-----------|-----------|----------|------------|------------------------------------|
| 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 |
| 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 |

| Project Title | Focus | Priority | Geo-scope | Funding | Staffing | Timeline | Partners |
|--|---------------------|-------------------|-----------|-----------|----------|------------|--------------|
| 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.

HIGHER EDUCATION ORGANIZATIONS & ACRONYMS

Higher ed is addicted to acronyms, so much so that the actual names of organizations are sometimes almost lost to memory. Below, a list of acronyms and the organizations they refer to (plus a few others).

| | | |
|-------------|---|---|
| AACC | American Association of Community Colleges | aacc.nche.edu |
| AACTE | American Association of Colleges for Teacher Education | aacte.org |
| AAC&U | Association of American Colleges and Universities | aacu.org |
| AASCU | American Association of State Colleges and Universities | aascu.org |
| AASHE | Association for the Advancement of Sustainability in Higher Education | aashe.org |
| AAU | Association of American Universities | aau.edu |
| ACC NETWORK | Adult College Completion Network | adultcollegecompletion.org |
| ACCT | Association of Community College Trustees | acct.org |
| ACE | American Council on Education | acenet.edu |
| ACSFA | Advisory Committee on Student Financial Assistance | ed.gov/ACSFA |
| ACT | (college admission testing program) | act.org |
| ACTA | American Council of Trustees and Alumni | goacta.org |
| ACUTA | Association of College & University Telecommunications Administrators | acuta.org |
| AED | Academy for Educational Development | aed.org |
| AEI | American Enterprise Institute for Public Policy Research | aei.org |
| AERA | American Educational Research Association | aera.net |
| AGB | Association of Governing Boards of Universities and Colleges | agb.org |
| | Ingram Center for Public Trusteeship and Governance | agb.org/ingram-center-public-trusteeship-and-governance |
| AIHEC | American Indian Higher Education Consortium | aihec.org |
| AIHEPS | Alliance for International Higher Education Policy Studies | nyu.edu/steinhardt/iesp/aiheps/ |
| AIR | Association for Institutional Research | airweb.org |
| APLU | Association of Public and Land-grant Universities (formerly NASULGC) | aplu.org |
| ASPIRA | An association to empower Latino youth | aspira.org |
| ASHE | Association for the Study of Higher Education | ashe.ws |
| CAE | Council for Aid to Education | cae.org |
| CAEL | Council for Adult and Experiential Learning | cael.org |
| CASE | Council for Advancement and Support of Education | case.org |
| CBO | Congressional Budget Office | cbo.gov |
| CCA | Complete College America | completecollege.org |
| CGS | Council of Graduate Schools | cgsnet.org |
| CHEA | Council for Higher Education Accreditation | chea.org |
| CHEO | Consortium for Health Education Online | www.wiche.edu/NANSLO/CHEO |
| CHEPS | Center for Higher Education Policy Studies | utwente.nl/mb/cheps |
| CIC | Council of Independent Colleges | cic.org |
| CLA | Collegiate Learning Assessment | cae.org/content/pro_collegiate.htm |
| COE | Council for Opportunity in Education | coenet.us |
| CONAHEC | Consortium for Higher Education Collaboration | conahec.org |
| CONASEP | CONAHEC's Student Exchange Program | conahecstudentexchange.org |
| CSG-WEST | Council of State Governments - West | csgwest.org |
| CSHE | Center for the Study of Higher Education | ed.psu.edu/cshe |
| CSPN | College Savings Plan Network | collegesavings.org |
| CUE | Center for Urban Education, University of Southern California | cue.usc.edu |
| DQC | Data Quality Campaign | dataqualitycampaign.org |
| ECS | Education Commission of the States | ecs.org |

ED - U.S. Dept. of Education links:

| | | |
|----------|---|---------------------------------|
| ED-FSA | Federal Student Aid | ed.gov/about/offices/list/fsa |
| ED-IES | Institute of Education Sciences | ed.gov/about/offices/list/ies |
| ED-NCES | National Center for Education Statistics | nces.ed.gov |
| ED-OESE | Office of Elementary & Secondary Education | ed.gov/about/offices/list/oese |
| ED-OPE | Office of Postsecondary Education | ed.gov/about/offices/list/ope |
| ED-OSERS | Office of Special Education & Rehabilitative Services | ed.gov/about/offices/list/osers |

| | | |
|------------|---|--|
| ED-OVAE | Office of Vocational and Adult Education | ed.gov/about/offices/list/ovae |
| FIPSE | Fund for the Improvement of Postsecondary Education | ed.gov/about/offices/list/ope/fipse |
| EdREF | EdRef College Search Reference | EdRef.com |
| EC | Electronic Campus Initiatives | ecinitiatives.org |
| EDUCAUSE | An association for higher ed change via technology and info resources | educause.edu |
| EPI | Educational Policy Institute | educationalpolicy.org |
| ETS | Educational Testing Service | ets.org |
| Excelencia | Excelencia in Education | edexcelencia.org |
| GHEE | Global Higher Education Exchange | ghee.org |
| HACU | Hispanic Association of Colleges and Universities | hacu.net |
| HBLI | Hispanic Border Leadership Institute | asu.edu/educ/hbli |
| HLC | Higher Learning Commission of the North Central Association | ncahlc.org |
| ICE | Internet Course Exchange (WICHE) | wiche.edu/ice |
| IHELP | Institute for Higher Education Leadership and Policy, California State University Sacramento | csus.edu/ihelp |
| IHEP | Institute for Higher Education Policy | ihep.org |
| IIE | Institute of International Education | iie.org |
| IPEDS | Integrated Postsecondary Education Data System | nces.ed.gov/ipeds |
| JBC | Joint Budget Committee | |
| JFF | Jobs for the Future | jff.org |
| M-SARA | Midwestern State Authorization Reciprocity Agreement | mhec.org/sara |
| McREL | Mid-continent Research for Education and Learning | mcrel.org |
| MHEC | Midwestern Higher Education Compact | mhec.org |
| MOA | Making Opportunity Affordable | makingopportunityaffordable.org |
| MSA/CHE | Middle States Association of Colleges and Schools, Commission on Higher Education | middlestates.org |
| N-SARA | New England State Authorization Reciprocity Agreement | nebhe.org/programs-overview/sara/overview/ |
| NAAL | National Assessment of Adult Literacy | nces.ed.gov/naal |
| NACOL | North American Council for Online Learning | nacol.org |
| NACUBO | National Association of College and University Business Officers | nacubo.org |
| NAEP | National Assessment of Educational Progress | nces.ed.gov/nationsreportcard |
| NAFEO | National Association for Equal Opportunity in Higher Education | nafeo.org |
| NAFSA | (an association of international educators) | nafsa.org |
| NAICU | National Association of Independent Colleges and Universities | naicu.edu |
| NANSLO | North American Network of Science Labs Online | http://wiche.edu/nanslo |
| NASFAA | National Association of Student Financial Aid Administrators | nasfaa.org |
| NASH | National Association of System Heads | nashonline.org |
| NASPA | National Association of Student Personnel Administrators | naspa.org |
| NASSGAP | National Association of State Student Grant and Aid Programs | nassgap.org |
| NC-SARA | National Council - State Authorization Reciprocity Agreements | nc-sara.org |
| NCA-CASI | North Central Association Commission on Accreditation and School Improvement | ncacihe.org |
| NCA | North Central Association of Colleges and Schools | northcentralassociation.org |
| NCAT | The National Center for Academic Transformation | thencat.org |
| NCCC | National Consortium for College Completion | n/a |
| NCHEMS | National Center for Higher Education Management Systems | nchems.org |
| NCLB | No Child Left Behind | ed.gov/nclb |
| NCPPHE | National Center for Public Policy and Higher Education | www.highereducation.org |
| NCPR | National Center for Postsecondary Research | postsecondaryresearch.org |
| NCSL | National Conference of State Legislatures | nctl.org |
| NEASC-CIHE | New England Association of Schools and Colleges, Commission on Institutions of Higher Education | neasc.org |
| NEBHE | New England Board of Higher Education | nebhe.org |
| NGA | National Governors' Association | nga.org |
| NILOA | National Institute for Learning Outcomes Assessment | learningoutcomeassessment.org |
| NLA/SLA | New Leadership Alliance for Student Learning and Accountability | newleadershipalliance.org |
| NPEC | National Postsecondary Education Cooperative | nces.ed.gov/npec |
| NRHA | National Rural Health Association | nrharural.org |
| NSC | National Student Clearinghouse | studentclearinghouse.org |
| | Pathways to College Network | pathwaystocollege.net |

| | | |
|------------|---|---|
| NWCCU | Northwest Commission on Colleges and Universities | www.nwccu.org |
| OECD | Organisation for Economic Co-operation and Development | www.oecd.org |
| PARCC | Partnership for the Assessment of Readiness for College and Careers | www.parcconline.com |
| PISA | Program for International Student Assessment | www.pisa.oecd.org |
| PESC | Postsecondary Electronic Standards Council | pescc.org |
| PPIC | Public Policy Institute of California | ppic.org |
| RMAIR | Rocky Mountain Association for Institutional Research | rmair.org |
| S-SARA | Southern State Authorization Reciprocity Agreement | sreb.org/page/1740/state_authorization.html |
| SACS-CoC | Southern Association of Schools and Colleges, Commission on Colleges | sascoc.org |
| SBAC | Smarter Balanced Assessment Consortium | www.smarterbalanced.org |
| SFARN | Student Financial Aid Research Network | pellinstitute.org/conference_SFARN.html |
| SHEEO | State Higher Education Executive Officers | sheeo.org |
| SHEPC | State Higher Education Policy Center | n/a |
| SHEPD | State Higher Education Policy Database | higheredpolicies.wiche.edu |
| SONA | Student Organization of North America | conahec.org/conahec/sona |
| SREB | Southern Regional Education Board | sreb.org |
| SREC | Southern Regional Electronic Campus | electroniccampus.org |
| SURA | Southeastern Universities Research Association | sura.org |
| TBD | Transparency by Design | wcet.wiche.edu/advance/transparency-by-design |
| UCEA | University Professional & Continuing Education Association (formerly NUCEA) | ucea.org |
| UNCF | United Negro College Fund | uncf.org |
| UNESCO | United Nations Educational, Scientific, and Cultural Organization | unesco.org |
| UPCEA | University Professional Continuing Education Association | upcea.edu |
| VSA | Voluntary System of Accountability | voluntarysystem.org |
| W-SARA | Western State Authorization Reciprocity Agreement | wiche.edu/sara |
| WACCAL | Western Alliance of Community College Academic Leaders | wiche.edu/waccal |
| WAGS | Western Association of Graduate Schools | wagsonline.org |
| WALF | Western Academic Leadership Forum | wiche.edu/walf |
| WASC-ACCJC | Western Association of Schools and Colleges, Accrediting Commission for Community and Junior Colleges | accjc.org |
| WASC-Sr | Western Association of Schools and Colleges, Accrediting Commission for Senior Colleges and Universities | wascsenior.org/wasc |
| WCET | Washington College Directory Network | washington.collegedirectorynetwork.com |
| WCET | WICHE Cooperative for Educational Technologies | wcet.wiche.edu |
| WGA | Western Governors' Association | westgov.org |
| WICHE | Western Interstate Commission for Higher Education | wiche.edu |
| WIN | Western Institute of Nursing | ohsu.edu.son.win |

SHEEO Offices in the West:

| | | |
|-------|---|---------------------------------|
| ACPE | Alaska Commission on Postsecondary Education | state.ak.us/acpe/acpe.html |
| UAS | University of Alaska System | alaska.edu |
| ABOR | Arizona Board of Regents | abor.asu.edu |
| CCHE | Colorado Commission on Higher Education | highered.colorado.gov/cche.html |
| CDHE | Colorado Department of Higher Education | highered.colorado.gov |
| UH | University of Hawai'i | hawaii.edu |
| ISBE | Idaho State Board of Education | www.boardofed.idaho.gov |
| MUS | Montana University System | mus.edu |
| NMHED | New Mexico Higher Education Department | hed.state.nm.us |
| NSHE | Nevada System of Higher Education | nevada.edu |
| NDUS | North Dakota University System | ndus.nodak.edu |
| OEIB | Oregon Higher Education Coordinating Commission | education.oregon.gov |
| SDBOR | South Dakota Board of Regents | ris.sdbor.edu |
| USBR | Utah State Board of Regents | utahsbr.edu |
| WASC | Washington Student Achievement Council | wsac.wa.gov |
| WCCC | Wyoming Community College Commission | commission.wcc.edu |
| UW | University of Wyoming | uwyo.edu |

U.S. PACIFIC TERRITORIES AND FREELY ASSOCIATED STATES

