WICHE
Western Interstate Commission
for Higher Education

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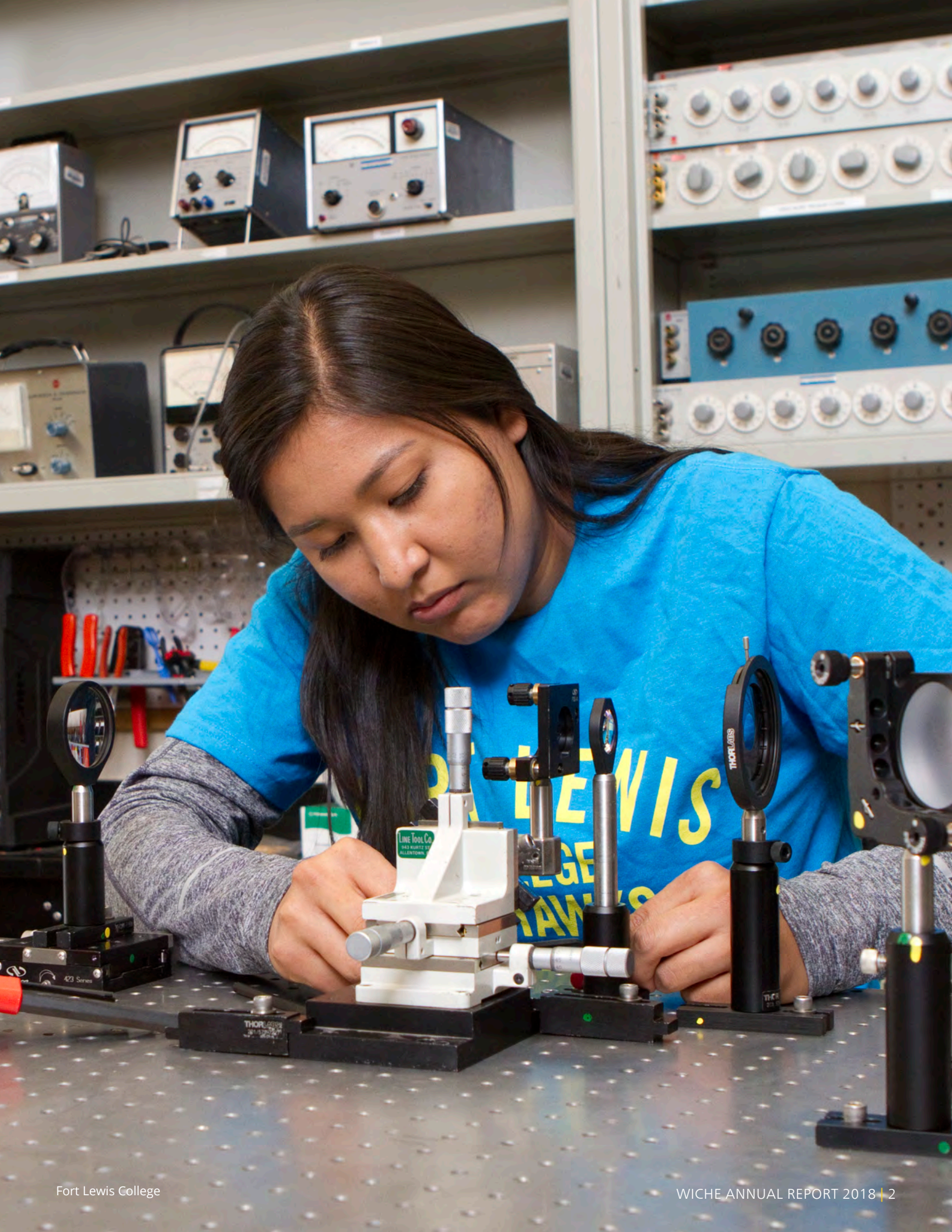for Higher Education

ANNUAL REPORT

FY 2018

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The Western Interstate Commission for Higher Education (WICHE) and its 16 members work collaboratively to expand educational access and excellence for all citizens of the West. By promoting innovation, cooperation, resource-sharing, and sound public policy, WICHE strengthens higher education's contributions to the region's social, economic, and civic life.

This report recaps WICHE's work during fiscal year 2018
(July 1, 2017 – June 30, 2018).

Cover photo: A Southern Utah University student hiking in Little Wild Horse Canyon, Utah, as part of that university's SUU Outdoors program serving 180 student participants each semester.

MESSAGE FROM WICHE'S PRESIDENT
AND THE CHAIR OF WICHE'S COMMISSION

David Longanecker and Clayton Christian

*T*ogether, we personify two key Western Interstate Commission for Higher Education values: broad and deep higher education roots, and fluidity in the face of changing circumstances. Both values have come in handy this past year.

Late this spring, Joe Garcia departed the presidency of WICHE to lead the Colorado Community College System. While we're disappointed to lose Joe after two years of strong leadership, we're not surprised others hold his talents and insights in high regard, and we're happy he is exercising those talents to lead one of WICHE's critical institutional partners.

Fortunately, one of us (Clayton) is well equipped for potential change, having navigated it throughout a productive Montana higher education career. The other of us (David) was well positioned to return to WICHE as interim president, providing stability and continuity for an operation he led from 1999 to 2016. As we prepare to welcome Dr. Demarée Michelau as the organization's new long-term president, we see WICHE conclude its 2018 fiscal year in a position of strength and opportunity.
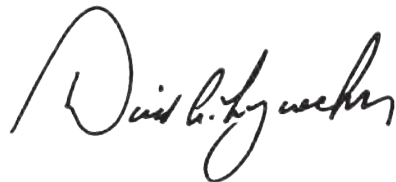
Financially, WICHE is on firm footing, concluding this past year with a budget surplus and robust reserves that fortify WICHE well against financial uncertainty. Our three Student Access Programs collectively helped more than 42,000 students save more than $400 million in tuition.

WICHE's diverse program units and initiatives convene, develop, and amplify thought-leaders on key higher education topics ranging from student access and equity to workforce and leadership development. These activities are all undergirded by a highly interactive commission of 48 individuals with substantial higher education engagement and influence in the 16 Western states and territories they represent.
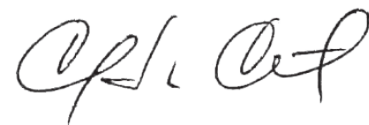
From this strong foundation, WICHE's next president will be challenged to employ both values we introduced at the outset of this letter—its deep roots, developed over 65 years of service to the West, and its adaptivity in serving an ever-changing higher education landscape. We expect her to strike a balance between these sometimes-contrasting values and chart a productive path forward for WICHE.

We're confident that next year's letter in this space (to be coauthored by Dr. Michelau and Commissioner Ray Holmberg, WICHE's vice chair who will assume the chair role in Nov. 2018) will report not only on WICHE's continued strength and impact, but also on its invigoration with fresh ideas and perspectives.

We're grateful that while change is a constant, WICHE too is a constant: working collaboratively to expand educational access and excellence for all citizens of the West. Keeping this clarity and consistency of mission at the forefront, we're eager to support WICHE's work in the year to come.

David A. Longanecker
President, WICHE

Clayton Christian
Chair, WICHE Commission

Introduction

The pages that follow outline WICHE's primary programs and initiatives, organized according to each of WICHE's four major programmatic units, with section subheadings that group each unit's activities under five Focus Area headings:

- **Finance**: examining appropriations, tuition, and financial aid policy and practice at the institutional, state, and federal levels

- **Access & Success**: improving student access to and success in higher education, especially those traditionally underserved

- **Workforce & Society**: helping to ensure that our institutions are meeting workforce and societal needs

- **Technology and Innovation**: developing innovations that improve higher education and reduce costs

- **Accountability**: working to ensure that students receive the education they've been promised, and that government is receiving a strong return on its investment

These five focus areas underpin the organizing framework for WICHE's annual Workplan, which is approved by the Commission each May, outlining the projects and priorities WICHE pursues in the fiscal year ahead. WICHE's annual Workplan can be viewed at wiche.edu/files/files/FINAL2019Workplan.pdf.

Arizona State University

Programs and Services

WICHE's Programs and Services unit expands access to higher education through three regional Student Access Programs (the Western Undergraduate Exchange, the Professional Student Exchange Program, and the Western Regional Graduate Program) and the national Online Course Exchange. Staff also foster higher education collaboration and resource-sharing by developing and coordinating regional initiatives, convening and partnering with Western academic leaders, and collaborating on innovative ventures to help institutions and states reduce operating costs.

ACCESS & SUCCESS

The Western Undergraduate Exchange (WUE), WICHE's signature undergraduate discount-tuition program and the nation's largest of its kind, saved 40,100 students an estimated $365.4 million in tuition in 2017-18. Some 160 public two- and four-year institutions in WICHE's 16 states and territories allow WUE students to pay no more than 150 percent of resident tuition—instead of full nonresident tuition, which can exceed 300 percent of resident tuition. Most WUE colleges and universities offer this reduced rate to incoming transfer students and to new college students. Schools may tailor participation parameters, including admission requirements and available programs of study, to their individual institutional needs.

The Professional Student Exchange Program (PSEP) provides affordable access for students to 130+ health care professional programs at 60 institutions and in 10 health care fields. In 2017-18, 612 students from 10 WICHE states received $14.3 million (reflecting investment by their home-state legislatures) in tuition benefit through PSEP. Since its 1953 inception, PSEP has helped more than 15,000 students, many of whom return to their home states to fill key health care positions.

The Western Regional Graduate Program (WRGP) allows WICHE-region residents to cross state lines yet pay resident tuition rates for hundreds of master's, graduate certificate, and doctoral programs at 60 participating public universities. In fall 2017, 1,534 students saved an estimated $24.1 million in tuition through WRGP. Until recently, WRGP was available only for a limited number of programs in certain fields. Effective in 2018-19, Western public universities may make make any graduate program eligible at the WRGP resident tuition rate. This should substantially increase the number of students who can benefit from WRGP in the years ahead and help universities recruit students from a wide range of states/territories, backgrounds, and perspectives.

WICHE's Online Course Exchange (OCE) enables students to seamlessly enroll, through their home institutions, in online courses offered by other two- and four-year institutions participating in a consortium. Consortia contract with WICHE for use of its robust OCE platform, designed to support the exchange of online course enrollments among multiple institutions to provide more options for students and optimize use of institutional resources. A major current user of OCE is the Nursing Education Xchange (NEXus), a consortium of 17 universities that are mutually optimizing capacity in doctoral nursing courses. The SunPath Consortium, consisting of 11 New Mexico institutions, began using OCE this year to exchange online health care courses.

The Western Academic Leadership Forum (Forum) brings together WICHE-region chief academic leaders from four-year institutions and associated systems and state coordinating and governing boards to exchange ideas and information, share

"WUE provided me an opportunity to study in Hawai'i, which has broadened my experiences and helped me to discover my passion for the environment. Political science classes have fueled my passion to protect the environment and become more involved in government. I'm preparing for law school, and this will be my way to make an impact."

— Brooke, Colorado resident, interdisciplinary studies/pre-law: environmental, University of Hawai'i at Manoa

resources and expertise, and collaborate on regional initiatives. The Forum's annual meeting, themed "Breaking Through the Noise: Messaging for Maximum Impact," was held in April in Vancouver, Wash. The Forum is funded primarily by membership dues, with additional funding provided by meeting sponsors.

The Western Academic Leadership Academy is a yearlong professional development program aimed at expanding the pipeline of qualified chief academic leaders for four-year institutions in the West. Academy activities focus on understanding the context of academic leadership, setting academic goals and priorities, and developing specific skill sets required of chief academic officers. Its third cohort of 12, nominated by members of the Western Academic Leadership Forum, completed the program in spring 2018. Academy faculty consists of WICHE-region provosts and chief academic officers who are active in the Forum. The Academy is funded by registration fees, sponsorships, and Forum support.

The Western Alliance of Community College Academic Leaders (Alliance) brings together academic leaders at community colleges and technical schools and related systems and state agencies to exchange ideas and information, share resources and expertise, and collaborate on regional initiatives supporting the two-year higher education sector. The Alliance's annual meeting, themed "Changing the World or Changing with the World," was held in April in Seattle, Wash. Like the Forum, the Alliance is funded by membership dues and meeting sponsors.

Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice is a new, WICHE-managed collaboration of colleges and universities designated as Native American-Serving Non-Tribal Institutions by the U.S. Department of Education. The initiative will cultivate a network of institutions serving large numbers of American Indian and Alaska Native students to define common goals, metrics, and strategies to improve retention and credential attainment for Native students. Since the initiative's early 2018 launch, participating Native-Serving Institutions have set quantifiable goals to narrow attainment gaps, holding their institutions accountable while implementing and sharing high-impact evidence-based practices. The initiative is supported by a grant from Lumina Foundation.

ACCOUNTABILITY

Interstate Passport®, a nationwide program that facilitates block transfer of students' lower-division general education attainment based on learning outcomes, was collaboratively developed by WICHE-region faculty, registrars, institutional researchers, and advisors. Twenty-seven regionally accredited institutions in 10 states are currently members of the Interstate Passport Network. More than 23,000 Passports have been officially awarded during the Network's two years of operations.

Students who earn a Passport and transfer to another Network-member institution need not repeat or take additional courses to meet that institution's lower-division general education requirements. Taking fewer unnecessary courses helps students complete degrees more quickly and at higher rates, with lower cost and debt—factors that also improve institutions' performance metrics. The Interstate Passport program's focus on learning outcomes (instead of course-by-course articulation) increases curricular flexibility and reduces time spent negotiating equivalencies.

The academic progress of students who transfer with a Passport to other Network-member institutions is tracked through the National Student Clearinghouse and

reported to students' sending institutions for use in continuous improvement and sustainability efforts. Interstate Passport is supported by federal government and private foundation grants.

The Academic Leaders Toolkit, jointly funded by the Alliance and Forum, is a peer-reviewed, searchable online repository of decision-making tools contributed by academic leaders. Tools in a range of categories—such as program evaluation, creation and elimination; faculty recruitment and retention; and learning-outcomes assessment—help academic leaders address a variety of challenges. The Data Fellows for Student Success Program (California State University, Long Beach) and the Cross-Institution Faculty of Color Mentorship Program (Washington State Board of Community and Technical Colleges) were honored as academic leaders' tools of the year.

FINANCE

The Master Property Program, developed by the Midwestern Higher Education Compact (MHEC) and available to WICHE institutions, has saved institutions $114.5 million on comprehensive property insurance coverage over the years. The insurance program now serves 170 two- and four-year campuses nationwide with total insured values of $99 billion, including 30 campuses and centers in eight WICHE-member states. It enables public and nonprofit private institutions to receive coverage at rates below industry averages, while improving their risk management and asset protection. Participating institutions meet annually to review programmatic issues and approve major policy changes and activities. A Leadership Committee oversees the development of program policies, premium allocations, new program membership, and selection of program administrators and insurance underwriters.

MHECare, another partnership with MHEC, offers institutions and systems a student health insurance plan underwritten by UnitedHealthcare StudentResources (UHCSR). Five institutions in three WICHE states now participate. UHCSR was selected through a competitive bid process, enabling member institutions to avoid a time- and resource-consuming request-for-proposal process.

A third MHEC partnership, MHECtech, enables institutions to purchase off competitively bid master purchasing agreements for hardware, software, and technology services. Several of the agreements are also available to K-12 districts; state, county, and local governments; and education-related nonprofits. More than 1,600 institutions and other entities in 13 WICHE states benefits from aggregated volume purchases that lowered product cost and saved institutions $6.5 million as well as institutional time. Another available MHECtech feature is the e-Transcript Initiative (ETI), which facilitates transfer of student transcript information in a consistent format among WICHE-region high schools and colleges and universities.

WORKFORCE AND SOCIETY

The State Authorization Reciprocity Agreement (SARA) is a national initiative (in which 49 states participate) that increases student access to distance education courses across state lines and makes it easier for states to oversee and for institutions to participate in interstate distance education. In 15 WICHE states, approximately 235 postsecondary institutions now participate in W-SARA. Funded initially by grants from Lumina Foundation and the Bill & Melinda Gates Foundation, the initiative now relies entirely on fee revenue from member institutions.

"Through WICHE's involvement in the MHEC Master Property Program, we can access broader coverage and services than we'd find in a standalone property insurance policy. The program has proven less expensive than our previous stand-alone placements and provides coverages tailored for higher education institutions and their operational breadth. Participation in the program's annual Loss Control Workshop also helps our facilities and risk management staff learn from and network with peers."

— *Craig Kispert, vice president for finance and business affairs/ CFO, Seattle Pacific University*

Policy Analysis and Research

WICHE's Policy Analysis and Research unit offers various resources to support better-informed decision-making, principally at the state level. Topics for its numerous research projects and collaborations include postsecondary completion, closing attainment gaps, adult learners, and multistate data-sharing to support educational planning and workforce development. The unit's staff members serve as expert resources on higher education issues including finance, state and federal financial aid, articulation and transfer, strategic planning, and student demographics. Publications, including the *WICHE Insights* and *Western Policy Exchanges* series, explore a range of significant policy issues, while staff members also undertake long-term grant-funded projects, collaborate with regional and national partners, and provide short-term technical assistance to WICHE members.

ACCESS AND SUCCESS

For almost 40 years, WICHE's widely known *Knocking at the College Door* publication series has provided comprehensive data about high school graduate trends for policymakers, enrollment managers, college counselors, schools and school districts, researchers, and news media. With support from ACT Inc. and the College Board, WICHE released the 9th edition of *Knocking at the College Door: Projections of High School Graduates* in December 2016. Demographic and enrollment-demand trends suggested by *Knocking at the College Door* include: a decade of stabilization in the number of U.S. high school graduates (driven by reductions in white high school graduates and increases in nonwhite populations) through 2025, followed by a decline in high school graduates for the nation and most states. During this fiscal year, WICHE staff continued widespread dissemination of report findings through keynotes and presentations at conferences and forums nationwide (including with ACT Inc. and the College Board), as well as through various webinars hosted with partners such as the American Association of State Colleges and Universities and the State University of New York's SAIL Institute.

Colorado Legislature

WICHE also published supplemental briefs on selected topics of interest including Knocking Update: New Data about Private High School Graduates and Impact and Implications: Projections of Male and Female High School Graduates. Presentations, webinars, and supplemental reports can be found at knocking.wiche.edu.

In December 2017, Lumina Foundation awarded WICHE a $400,000 grant to initiate the Task Force on Closing Postsecondary Attainment Gaps. Three states—Arizona, Utah, and Wyoming—were selected through a competitive RFP process to conduct state-level policy and practice gap analyses, analyze state-level data gaps, and host in-state meetings. Ultimately, each of the three states will develop action plans and engage in early-stage implementation tailored to that state's context, needs, and priorities. WICHE will convene three Task Force meetings to facilitate interstate collaboration, resulting in a set of regional recommendations for closing attainment gaps applicable across a variety of contexts.

WICHE assisted the New Mexico Higher Education Department (NMHED) with its work on the New Mexico Statewide Higher Education Master Plan, which aimed to develop shared strategies and goals for efficiency in higher-education delivery as well as increased completion rates. WICHE provided planning, research, document preparation, and technical support and also assisted in the convening of the NMHED Governance Summit.

WICHE's Legislative Advisory Committee (LAC) informs the WICHE Commission and staff about significant legislative issues related to higher education, and WICHE staff serves the LAC by informing members about emerging policy issues in the West. LAC members are appointed by the Commission and meet annually. The LAC annual meeting, titled "Demographic Change in the West: Choices, Challenges, and Opportunities," was held Sept. 19-20, 2017 in Park City, Utah. The meeting featured discussions by national experts, WICHE staff, and LAC members on legislative trends in the West, specifically focusing on high school graduate projections, higher education finance, affordability, distance education, open educational resources, and strategies for serving underserved students.

ACCOUNTABILITY

In fall 2017, the U.S. Department of Education released Integrated Postsecondary Education Data System (IPEDS) Outcome Measures data to begin to address known limitations with official college graduation rates—which have only represented college outcomes of "traditional" first-time students, while leaving out part-time and the many types of non-first-time students. WICHE staff, in collaboration with WCET, published *Exploring IPEDS Outcome Measures in the WICHE Region*, which examined important trends about student outcomes, including that a majority of public college undergraduates in the region had been left out of official graduation rate measures. State-level data for WICHE states are available in a *WICHE Fact Book* data table titled Undergraduate Enrollment, Completion, and Transfer. A parallel release on the WCET Frontiers blog addresses the importance of these findings for higher education institutions.

The annual *Benchmarks: WICHE Region* report analyzes key higher education metrics and information about the West's progress in improving access to, success in, and financing of higher education. This resource helps stakeholders monitor regional changes over time and informs discussion in policy and education communities.

WICHE's *Regional Fact Book for Higher Education in the West* presents regional and state-by-state data and analysis on policy indicators across a range of topics. These fiscal, demographic, economic, and social indicators provide up-to-date information for policymakers, educators, and researchers in the West. The *Fact Book's* downloadable data tables are updated periodically throughout the year.

The WICHE Policy team also manages a suite of online higher education policy resources including a publications clearinghouse and Policy Alerts and Stat Alerts, two digitally disseminated series of key reports related to higher education.

FINANCE

The annual update of *Tuition and Fees in Public Higher Education in the West* outlines 2017-18 tuition and fees (and recent rate changes) for all public institutions in the WICHE region. The latest survey revealed that tuition and fees for resident undergraduates at Western public colleges and universities increased 4 to 4.3 percent last year. Though steeper than seen in immediate recent years, these increases are modest compared with those between 2007-08 and 2011-12. New this year, WICHE debuted a longitudinal view of undergraduate student fees. A related *WICHE Insights* brief, *Tuition and Fees in the West 2017-18: Trends and Implications*, summarized the report's findings and discussed recent trends in state appropriations, fiscal support, and financial aid programs. WICHE found that Western tuition and fee increases

Alaska Legislature

outpaced the national average, and that per-student appropriations in the WICHE region increased 1 percent in FY 2017 but remain 6 percent below FY 2008 levels. Per-student financial aid in the region lagged the national average by 1 percent, although structures and strategies for student-aid distribution varied greatly across states.

A *WICHE Insights* brief, *2017 Higher Education Legislative Activity in the West: What You Need to Know*, summarizes the year's key policy themes and highlights issues likely to emerge in future legislative sessions. Key trends included: energy-dependent Western states saw shrinking budgets, while other states' budgets grew robustly; student-centric cost and value concerns drew much attention, with an emphasis on "free-college" programs and credential attainment; and bills related to data and governance were among ways legislators grappled with the productivity and effectiveness of public higher education.

WICHE also assisted states with issues related to financial aid. In South Dakota, WICHE examined how the state might develop a strategy to redesign financial aid programs.

WORKFORCE AND SOCIETY

WICHE staff continued to work with states throughout the U.S. to launch the second phase of the Multistate Longitudinal Data Exchange (MLDE). The exchange enables linkages among state education and employment data systems to provide more-complete information to policymakers, students, families, and other education and economic development stakeholders. The MLDE is one of the most ambitious current efforts to provide a sustainable tool for states and institutions to gather relevant information linking education with economic and workforce development. Participating states have completed testing of the MLDE technical infrastructure using Social Security data that have been mocked up to resemble state education and employment data. Satisfied with the mechanisms that have been put in place to share data, states have given technical contractors the go-ahead to move from development to production. WICHE expects the exchange to be fully operational, with states sending and responding to actual requests for data, by the end of 2018.
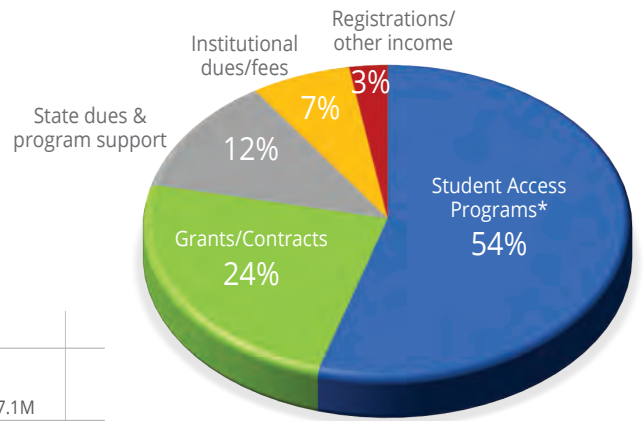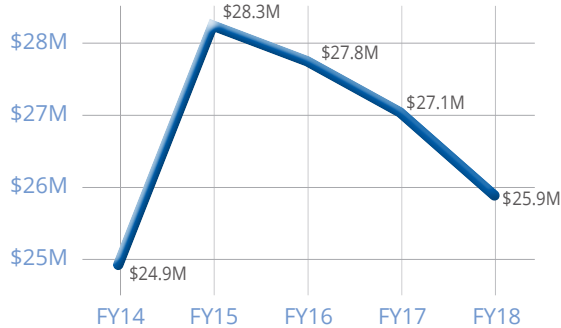
Also in FY 2018, WICHE's Policy and Mental Health units, in partnership with the National Center for Higher Education Management Systems (NCHEMS), leveraged their expertise in qualitative research and education and workforce development policy to compile comprehensive regional perspectives on emerging economic trends, employer needs, and community and student demand. The project team employed a mixed-methods approach to solicit feedback from local stakeholders using in-person focus groups, supplemented by an online employer survey and key informant interviews, all informed by quantitative data on each region. The final report is at wsac. wa.gov/sites/default/files/2017.12.08.regional.education.needs.assessment.pdf.
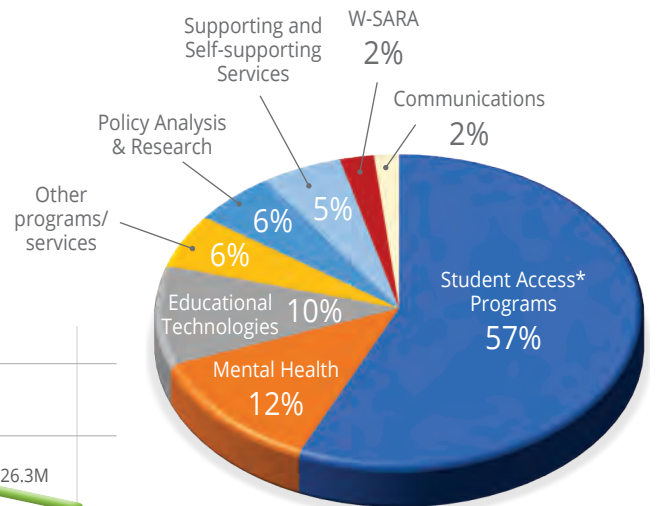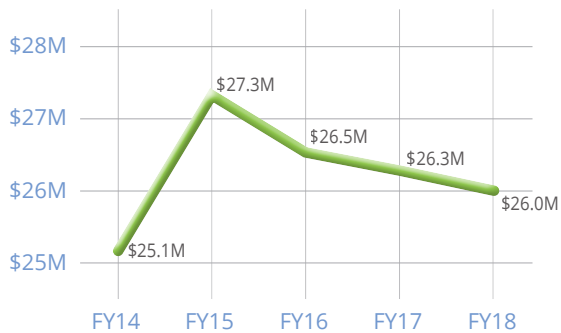
WICHE Financials in Brief

REVENUE

$25,933,027
(for FY ending 6/30/18)

Registrations/other income 3%
Institutional dues/fees 7%
State dues & program support 12%
Grants/Contracts 24%
Student Access Programs* 54%

$28.3M
$27.8M
$27.1M
$24.9M
$25.9M

FY14 FY15 FY16 FY17 FY18

$28M
$27M
$26M
$25M

*Student Access revenue and expense figures represent pass-through fees paid first by WICHE states to WICHE, then on to institutions that enroll students through the Professional Student Exchange Program.
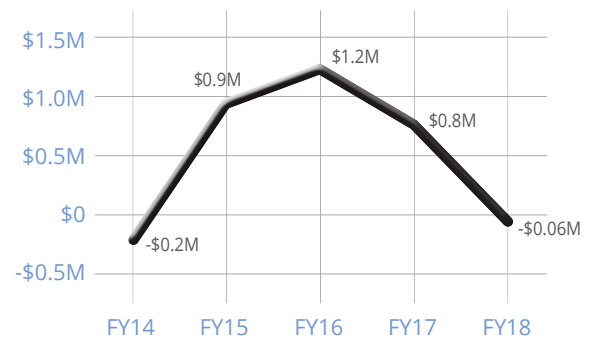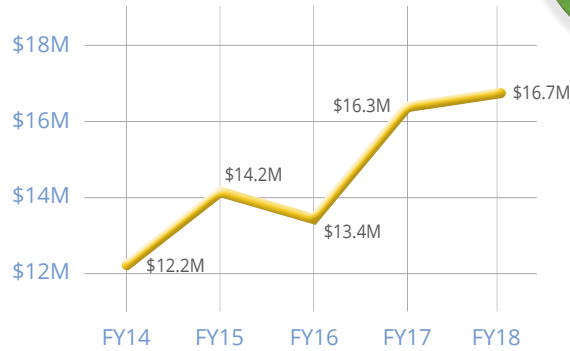
EXPENSES

$25,990,103
(for FY ending 6/30/18)

Supporting and Self-supporting Services 5%
W-SARA 2%
Communications 2%
Policy Analysis & Research 6%
Other programs/services 6%
Educational Technologies 10%
Mental Health 12%
Student Access* Programs 57%

$27.3M
$26.5M
$26.3M
$25.1M
$26.0M

FY14 FY15 FY16 FY17 FY18

$28M
$27M
$26M
$25M

OPERATING INCOME

-$57,076
(for FY ending 6/30/18)

$0.9M
$1.2M
$0.8M
-$0.2M
-$0.06M

FY14 FY15 FY16 FY17 FY18

$1.5M
$1.0M
$0.5M
$0
-$0.5M

ASSETS

$16,578,033
(as of FY end 6/30/18)

Other
0.2%

Capital assets
21%

Accounts
receivable
3%

Cash and
Investments
(restricted)
18%

Cash and
Investments
(unrestricted)
57%

$18M

$16M

$14M

$12M

$12.2M

$14.2M

$13.4M

$16.3M

$16.7M

FY14   FY15   FY16   FY17   FY18
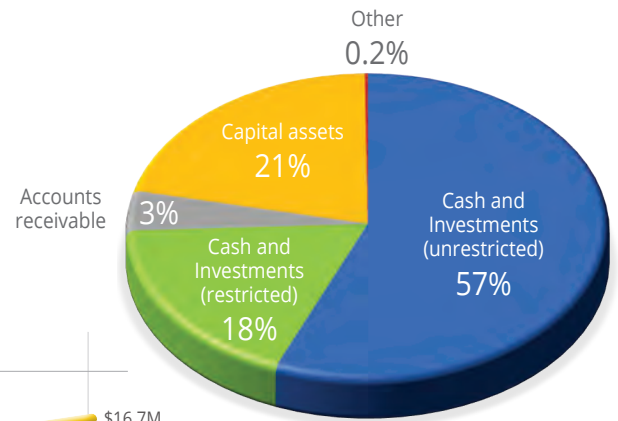
Other Highlights

$400,000 — Amount of a two-year Lumina Foundation grant toward a WICHE Task Force on Closing Postsecondary Attainment Gaps, which began in 2018 in partnership with Arizona, Utah, and Wyoming stakeholders.

22 — Number of federally-designated Native-American Serving Nontribal Institutions WICHE is working with to increase student success for these cohorts, through a $990,000 three-year grant from Lumina Foundation.

30 — Anniversary for the WICHE Cooperative for Educational Technologies (WCET), which celebrated this milestone at a sold-out 2018 WCET Annual Meeting.

$9,000 — Average amount saved on nonresident tuition by more than 40,000 students through WICHE's Western Undergraduate Exchange program.

Mental Health Program

NOTE: In Fall 2018, this program was renamed the Behavioral Health Program, to better align with its programmatic scope and the field's evolving nomenclature. Since this report reflects the fiscal year ending June 30, 2018, the content below adheres to the Mental Health Program name that prevailed throughout that year.

ACCESS AND SUCCESS

In collaboration with Mental Health Colorado, the WICHE Mental Health Program created a School-Based Behavioral Health Advocacy Toolkit. Based on research and best practices, the toolkit is designed to help advocates improve school-based mental health and substance-misuse services.

The Mental Health Program contracts with the U.S. Department of Veterans Affairs' Rocky Mountain Mental Illness Research, Education and Clinical Center (MIRECC) to support the development of the Together With Veterans Rural Veteran Suicide Prevention Program. The Mental Health Program engages rural communities and facilitates the development of partnerships between veterans and community partners. Additionally, the Mental Health Program is overseeing the creation of a veteran-specific suicide prevention web portal to help veterans identify their needs across a variety of life domains and connect them with local and national resources to meet those needs.

ACCOUNTABILITY

The WICHE Mental Health Program partners with the Arizona Health Care Cost Containment System to support fidelity reviews of four evidence-based practices in the Maricopa County public behavioral health system. This year, the program is being expanded to include training and technical assistance in northern and southern Arizona. These efforts will provide the state with valuable information as it makes systemwide changes in 2020, and will help ensure that individuals being served are receiving quality care.

The Idaho Department of Health and Welfare engaged the Mental Health Program to perform a third-party assessment of the state's ongoing redesign of its mental health and substance-use treatment delivery system, and to update recommendations made in 2008. WICHE's System Redesign Status Update and Mental Health Service Array Assessment 2018 report introduces a full-continuum model of behavioral health services and supports to guide current and future planning. It incorporates nationally recognized best practices to "fill in" the continuum of services and supports currently offered for Idaho adults with serious mental illness (SMI) and severe and persistent mental illness (SPMI), based on the unique challenges that the Idaho behavioral health system faces, including its largely rural nature, high suicide rate, individualistic culture, and funding structure.

At the request of the Fort McDowell Yavapai Nation, the Mental Health Program has undertaken an assessment of the Wassaja Family Services Department, which provides reservation residents, enrolled tribal members, and other individuals with behavioral health services, emergency aid, and child and adult protective services. The goals of this assessment are to determine the extent to which community needs are being met, evaluate whether the department is following policies and procedures, and identify gaps in current operations based on accreditation standards for behavioral health and social services. The assessment relies on a mixed-methods approach that includes document review, key informant interviews, an online survey, and a literature review.

TECHNOLOGY AND INNOVATION

In March 2018, the Washington State Legislature passed a measure calling for implementation of a comprehensive approach to addressing the behavioral health needs of the state's postsecondary students. One of the bill's key components is creating a grant program to aid resource-challenged postsecondary institutions in establishing suicide-prevention programs. The WICHE Mental Health Program collaborated with the Washington Student Achievement Council to develop a request for proposals (RFP) for the grant program, and will be reviewing and scoring components of submitted proposals.

The Mental Health Program provided consultation to the Washington State Health Care Authority on how to meet federal Substance Abuse and Mental Health Services Administration (SAMHSA) reporting requirements as Washington moves to a statewide, fully integrated managed-care model. WICHE staff researched how other states collect and report data to SAMHSA, identified and documented Washington's available data for SAMHSA reporting, conducted a data-reporting gap analysis, and identified options for meeting SAMHSA reporting requirements in a way that maximizes the use of existing data and minimizes the burden on behavioral health partners.

WORKFORCE AND SOCIETY

Expanding one of its most successful behavioral health workforce development initiatives, the Mental Health Program this year partnered with two additional states—Utah and Idaho—to develop accredited psychology internship consortia in rural and underserved parts of the state. Over the years, WICHE has helped Alaska, Colorado, Hawai'i, Oregon, and Nevada establish such consortia, providing administrative support, technical assistance, and data collection. Typically, these internship programs serve remote locations throughout their respective states, and the Mental Health Program facilitates intern and faculty travel for training and program activities, supports distance technology activities, and provides technical assistance in obtaining and maintaining accreditation through the American Psychological Association.

Northeastern State University

WICHE Cooperative for Educational Technologies (WCET)

The WICHE Cooperative for Educational Technologies (WCET) is the national leader in the practice, policy, and advocacy of technology-enhanced learning in higher education. Its growing membership includes more than 365 institutions, higher education agencies and systems, nonprofit organizations, government agencies, and corporations in all U.S. states and several Canadian provinces. WCET is widely recognized as one of the most informative, reliable, and forward-thinking organizations regarding the role of technology and innovation in higher education.

ACCESS AND SUCCESS

WCET develops and maintains online resources—ranging from webcasts, blogs, and videos to issue briefs and Q&As—in four focus areas: **student success** (academic integrity, adaptive learning, competency-based education, credentials, learning analytics, prior learning assessment, student authentication), **institutional success** (21st-century faculty, open educational resources, price and cost of distance education, products and services), **policy and regulations** (accessibility, state authorization, data protection, and privacy), and **emerging technologies** (badges, Internet of Things).

In June 2018, WCET and GlobalMindED co-awarded the 2018 Digital Inclusion Award (which annually honors individuals who have made significant impact in advancing the digital inclusion of students, particularly first-generation learners) to Dr. Hamid Ikram, an assistant professor of education at Government College University Faisalabad, who promotes digital inclusion by serving high-need students without access to technology in their schools. During his doctoral studies, Dr. Ikram developed a program to include digital learning media in school curriculum, bringing technology access and programming to both students and teachers in a high-poverty school in rural Pakistan. WCET's partnership with GlobalMindED expands the eligibility for this award internationally.

With major funding from the Bill & Melinda Gates Foundation, WCET serves as the intermediary (or backbone organization) for a new network, Every Learner Everywhere, focused on improving learning outcomes for low-income, first-generation minority students in foundational-level courses. Network members provide technical assistance to two- and four-year institutions pursuing the adoption of adaptive learning courseware. As the network evolves, other areas of work will include innovation, market trends in digital learning courseware, and production of toolkits to support faculty adoption of adaptive courseware.

WCET is focused on reducing the cost of higher education and improving student outcomes through the implementation of open educational resources (OER). Unique in the OER community, WCET works with state agencies and higher education systems to conduct research, design grant programs and initiatives, and provide guidance on statewide OER project implementation. The Z Initiative (Z refers to "Zero Cost") brings together OER leaders, champions, legislators, state higher education systems, and educational technologists, with the goal of developing and promoting best practices and policies on the adoption, implementation, scalability, and sustainability of OER and zero-cost curricula. The Z Initiative supported the work of Colorado's OER Council, which surveyed state higher education's use of OER. WCET published a report with the survey results and recommendations, which was used to make the case for increased state funding of OER. The Z Initiative is actively working with other regional compacts and states to assist them in creating programs to increase the use of OER.

ACCOUNTABILITY

WCET tracks and serves as a source of information on state and federal policies that affect distance and technology-enhanced education providers, including financial aid policies, state authorization of distance education, veteran-student policies, teacher-preparation requirements, reauthorization of the Higher Education Act, cybersecurity, and financial aid fraud. WCET also collects and shares information about institution-level policies including academic integrity, accessibility to educational technologies, and the use of adjunct faculty in online education.

The State Authorization Network (SAN) is a membership service for individuals (in WCET member institutions, systems, and consortia) charged with ensuring that their institutions' out-of-state activities comply with state and federal regulations governing online learning, field experiences, recruiting, and marketing. SAN offers training on how to meet state and federal requirements, provides access to experts, and maintains a community of practitioners who share effective practices.

TECHNOLOGY AND INNOVATION

WCET highlights innovative work in technology-enhanced learning in varied ways, including connecting technology providers with educational users, hosting events, and showcasing promising innovative practices.

WCET's Annual Meeting remains a leading conference on technology-enhanced learning in higher education, offering facilitated discussions, panel presentations, and in-depth sessions on trending topics. WCET's annual meeting, which occured in October 2017, included the presentation of WCET's annual Richard Jonsen Award, the Sally Johnstone Award, and the WCET Outstanding Work Awards (WOW), which honor individuals and organizations for leadership, commitment, and problem-solving in improving postsecondary education through innovative uses of technology. The WOW Awards specifically showcase outstanding examples of innovation in higher education so others can learn from them and implement similar initiatives at their own institutions.

WCET Leadership Summits offer issue-focused discussions among higher education administrators regarding emergent technology-related initiatives, and are designed to facilitate discourse with higher education leaders on unique and innovative topics. The June 2018 Leadership Summit, "Ensuring Ethical and Equitable Access in Digital Learning," engaged leaders in a strategic discussion on three important goals for institutions: 1) equity as a demonstrated priority for an institution's students, faculty, and staff; 2) accessibility as the lens through which the institution examines its resources, policies, services, and infrastructure; and, 3) data and evidence-based decision-making for student success, and ethical questions underlying analytics engines and ed-tech products.

WCET Membership Services offer benefits including registration discounts on WCET meetings, members-only news feeds and email discussion lists, and access to webcasts, blogs, issue briefs, job postings, and other resources. WCET's Academic Leadership Forum helps provosts, deans, and senior academic leaders network on topics ranging from data analytics to the engagement of adjunct faculty.

"WCET has been our go-to source for accurate information about policy, regulation, and practice that has kept our online programs moving effectively forward. WCET's advocacy work keeps us abreast of current issues and helps us participate in the actual development of practical rulemaking. Summits and meetings allow unprecedented collaboration among institutions that leads to greater success for all our students. No other organization is as committed to improving our distance education environment as WCET."

— *Patricia James*,
*Program Consultant,
California Community Colleges'
Online Education Initiative*

WCET's Webcast series brings together experts on a variety of online learning issues. This year, WCET offered sessions such as "The Cheating Economy and Integrity," "Leading Large-Scale OER Initiatives: Stories from the Top," "Accessibility in Courses and Services," and "The Promise and Peril of Artificial Intelligence for Teaching and Learning." Archives are located at wcet.wiche.edu/events/webcasts.

Frontiers, WCET's blog with almost 1,700 subscribers, has been called a "must-read" by *EdTech* magazine and the Edvocate. It offers exclusive WCET content and invited guest author posts on breaking news topics as well as innovative practices in technology-enhanced learning. Recent blog topics include the revival of innovative teaching spaces, the expansion of OER research, promising practices in dual enrollment, and negotiated rulemaking activities from the U.S. Department of Education.

Cybersecurity: In recognition of the increasing importance cybersecurity plays for higher education campus and system operations, WICHE is partnering with the U.S. Department of Homeland Security and the Federal Emergency Management Association on a series of Leadership Tabletop Exercises for Institutions of Higher Education (LTTX). These half-day exercises bring together senior nontechnical leaders (including presidents, and chancellors) from a particular state for a collection of tailored events that help them test and strengthen their preparedness, response, and recovery capabilities. The first of these brought nearly 100 senior-level attendees to Bismarck, N.D. in February 2018; the next will bring a similar group of leaders together in Colorado and other states in the coming year.

University of Utah

WICHE States and Commission

This past year, WICHE members included: Alaska, Arizona, California, Colorado, Hawai'i, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, U.S. Pacific Territories and Freely Associated States, Utah, Washington, and Wyoming.

WICHE is governed by three gubernatorially appointed Commissioners from each member. The WICHE Commission stewards the organization's mission and sets its priorities. Commissioners as of June 30, 2018, were:

Alaska

Susan Anderson, president/CEO, The CIRI Foundation, Anchorage

Stephanie Butler, executive director, Alaska Commission on Postsecondary Education, Juneau

James Johnsen, president, University of Alaska System, Fairbanks

Arizona

Chris Bustamante, president, Rio Salado College, Tempe

Eileen Klein, treasurer, State of Arizona

(Appointment pending)

California

Christopher Cabaldon, president, Capitol Impact LLC; mayor, city of West Sacramento

Dianne Harrison, president, California State University, Northridge

Francisco Rodriguez, chancellor, Los Angeles Community College District, Los Angeles

Colorado

Antwan Jefferson, clinical assistant professor, University of Colorado Denver

Dene Kay Thomas, president, Fort Lewis College, Durango

(Appointment pending)

Hawai'i

David Lassner, president, University of Hawai'i, Honolulu

Carol Mon Lee, attorney; retired associate dean, University of Hawai'i Richardson School of Law, Honolulu

Colleen Sathre, vice president emeritus, University of Hawai'i, Honolulu

Idaho

Rick Aman, president, College of Eastern Idaho, Idaho Falls

Matt Freeman, executive director, Idaho State Board of Education, Boise

Julie VanOrden, member, Idaho House of Representatives, Pingree

Montana

Clayton Christian (WICHE chair), commissioner of higher education, Montana University System, Helena

Pat Williams, former U.S. Congressman, Missoula

Franke Wilmer, professor, Montana State University, Bozeman

Nevada

Gillian Barclay, health care industry specialist, Nevada Governor's Office of Economic Development, Las Vegas

Chester Burton, chief financial officer, Nevada System of Higher Education, Reno

Fred Lokken, professor, Truckee Meadows Community College, Reno

New Mexico

Barbara Damron, cabinet secretary,
New Mexico Higher Education Department,
Santa Fe

Mark Moores, member, New Mexico
State Senate, Albuquerque

Patricia Anaya Sullivan (immediate past
WICHE chair), associate dean, College of
Engineering, New Mexico State University,
Las Cruces

North Dakota

Nick Hacker, president, North Dakota
Guaranty & Title Co., Bismarck

Mark Hagerott, chancellor,
North Dakota University System, Bismarck

Ray Holmberg (WICHE vice chair), member,
North Dakota State Senate, Grand Forks

Oregon

Ben Cannon, executive director,
Oregon Higher Education Coordinating
Commission, Salem

Camille Preus, president,
Blue Mountain Community College,
Pendleton

Hilda Rosselli, college and career readiness
director, Chief Education Office, Salem

South Dakota

Robert Burns, dean emeritus of Honors
College and distinguished professor
emeritus of political science, South Dakota
State University, Brookings

James O. Hansen, former member,
South Dakota Board of Regents, Pierre

Mike Rush, former executive director,
South Dakota Board of Regents, Pierre

U.S. Pacific Territories and Freely Associated States *(currently the Commonwealth of the Northern Mariana Islands [CNMI] and Guam)*

Carmen Fernandez, president,
Northern Marianas College, Saipan, CNMI

Jude Hofschneider, senator,
Northern Marianas Commonwealth
Legislature, Tinian, CNMI

Vincent Leon Guerrero, special assistant
to the governor on climate change and
education, Hagåtña, Guam

Utah

Dave Buhler, commissioner,
Utah System of Higher Education,
Salt Lake City

Patricia Jones, CEO, Women's Leadership
Institute; member, Utah State Board of
Regents, Salt Lake City

Peter C. Knudson, member,
Utah State Senate, Brigham City

Washington

Don Bennett, deputy director,
Washington Student Achievement Council,
Olympia

Gerry Pollet, member,
Washington House of Representatives,
Seattle

Les Purce, president emeritus, The Evergreen
State College, Olympia

Wyoming

Fred Baldwin, member,
Wyoming State Senate, Kemmerer

Karla Leach, president,
Western Wyoming Community College, Rock
Springs

Laurie Nichols, president,
University of Wyoming, Laramie

WICHE Legislative Advisory Committee

WICHE's Legislative Advisory Committee (LAC) 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.

LAC members as of June 30, 2018, were:
WICHE commissioner

Alaska
Rep. Harriet Drummond (appointed 2017)
Sen. Gary Stevens (appointed 2018)

Arizona
Rep. Paul Boyer (appointed 2016)
Sen. Catherine Miranda (appointed 2017)

California
2 vacancies

Colorado
Rep. Janet Buckner (appointed 2017)

Commonwealth of the Northern Mariana Islands
Rep. Joseph P. Deleon Guerrero (appointed 2014)
*Sen. Jude Hofschneider (appointed 2015)

Guam
Sen. Dennis Rodriguez, Jr. (appointed 2017)

Hawai'i
Rep. Angus McKelvey (appointed 2017)
Rep. Kaiali'i Kahele (appointed 2017)

Idaho
Sen. Dean Mortimer (appointed 2018)
Rep. Ilana Rubel (appointed 2017)
*Rep. Julie VanOrden (appointed 2017)

Montana
Sen. JP Pomnichowski (appointed 2017)
1 vacancy

Nevada
Sen. Joseph Hardy (appointed 2018)
Assembly Member Amber Joiner (appointed 2017)

New Mexico
*Sen. Mark Moores (appointed 2013)
Rep. G. Andrés Romero (appointed 2018)
Rep. John Sapien (appointed 2018)

North Dakota
*Sen. Ray Holmberg (appointed 2015)
Rep. G. Andrés Romero (appointed 2018)
Rep. John Sapien (appointed 2018)

Oregon
Sen. Michael Dembrow (appointed 2018)
Rep. Teresa Alonso León (appointed 2018)

South Dakota
Sen. Terri Haverly (appointed 2018)
Rep. Dan Ahlers (appointed 2017)

Utah
*Sen. Peter Knudson (appointed 2006)
Rep. Evan Vickers (appointed 2017)
1 vacancy

Washington
Sen. David Frockt (appointed 2016)
Rep. Jeff Holy (appointed 2017)
*Rep. Gerry Pollet (appointed 2015)

Wyoming
*Sen. Fred Baldwin (appointed 2017)
Rep. Mark Kinner (appointed 2018)
Rep. Sue Wilson (appointed 2018)

WICHE Staff

President's Office

David Longanecker, president

Elizabeth Golder, executive assistant to the president and to the commission

Accounting and Administrative Services

John Lopez, special assistant to the president, chief administrative officer, and director of W-SARA

Craig Milburn, chief financial officer

Somer Aly, administrative assistant

Alicia Jones, accountant

Communications

Jeremy Simon, director of strategic communications

Candy Allen, senior graphic designer

John Fellers, web manager

Human Resources

Tara Torline, director of human resources

Georgia Frazer, HR assistant

IT Services

Dave Clark, chief of digital services

Andy Mills, systems administrator

Mental Health Program

Dennis Mohatt, vice president, behavioral health

Brittany Copithorn, project coordinator

John Gomez, director of operations

Andie Hancock, budget coordinator

Georgia Harris, fidelity reviewer

Rebecca Helfand, program director

April Hendrickson, program evaluation and research associate

Hannah Koch, behavioral health research and technical assistance associate

Annette Robertson, fidelity reviewer

Liza Tupa, director, education and research

Karen Voyer-Caravona, fidelity reviewer

Darlene Williams, administrative assistant

Policy Analysis and Research

Demarée Michelau, vice president, policy analysis and research

Peace Bransberger, senior research analyst

Laura Ewing, administrative manager

Colleen Falkenstern, research coordinator

Patrick Lane, director, data initiatives

Sarah Leibrandt, research analyst

Christina Sedney, senior policy analyst

Programs and Services

Jere Mock, vice president, programs and services

Robin Berlin, administrative coordinator, Native-Serving Institutions initiative

Margo Colalancia, director, student access programs

Anna Galas, project manager, Interstate Passport®

Kay Hulstrom, manager, institution services

Kim Nawrocki, administrative assistant

Ken Pepion, senior project director, Native-Serving Institutions initiative

Shelley Plutto, administrative assistant, Interstate Passport®

Angela Rochat, data coordinator, Native-Serving Institutions initiative

Pat Shea, director, academic leadership initiatives

Kate Springsteen, member services coordinator, Interstate Passport®

WCET

Mike Abbiatti, vice president, educational technologies, and executive director, WCET

Rosa Calabrese, coordinator, digital and project support services

Laura DaVinci, program manager

Cheryl Dowd, director, State Authorization Network

Lindsey Downs, manager, communications

Sherri Artz Gilbert, assistant director of operations

Stacey Güney, director, Digital Learning Solution Network

Charles Hayward, assistant director, Digital Learning Solution Network

Joyce Holliday, administrative assistant

Mollie McGill, director, programs and membership

Russell Poulin, director, policy and analysis

Megan Raymond, assistant director, programs and sponsorship

Tanya Spilovoy, director, open policy

WICHE Funders and Partners

We are grateful for the grant and/or contract partnerships we've had with these entities this past year:

- ACT Inc.
- Alaska Division of Behavioral Health
- Alaska Mental Health Trust Authority
- Alaska Native Tribal Health Consortium
- Alaska Psychiatric Institute
- Arizona Health Care Cost Containment System
- Beacon Health Options Inc.
- Bill & Melinda Gates Foundation
- Boston College/National Institutes of Health
- College Board
- Colorado Department of Higher Education
- Colorado Division of Youth Corrections
- Colorado Office of Behavioral Health
  Colorado Governor's Office of State Planning and Budgeting
- Community College League of California
- Education Commission of the States
- Fort McDowell Yavapai Nation
- Hawai'i Department of Education
- Hawai'i Department of Health
- Hawai'i Department of Public Safety
- Helmsley Charitable Trusts
- Hewlett Foundation
- Idaho Department of Health and Welfare
- Idaho Portneuf Health Trust
- Lumina Foundation
- Mental Health America of Colorado
- Mercy Maricopa Integrated Care
- Nevada Division of Public and Behavioral Health
- New Mexico Higher Education Department
- Oregon Health Authority
- South Dakota Division of Behavioral Health
- U.S. Department of Education
- U.S. Department of Veterans Affairs
- University of Hawai'i System
- University of Texas at El Paso
- Utah Department of Human Services—Utah Medical Education Council
- Washington State Health Care Authority
- Washington Student Achievement Council

University of Hawai'i, Manoa

Thank you to these sponsors and partners who supported WICHE meetings and initiatives this past year:

- Above the Data
- Academic Search
- Annapolis Coalition on the Behavioral Health Workforce
- Barnes & Noble Education LoudCloud
- Beck Institute
- Blackboard
- Brainfuse
- Burning Glass
- Canvas
- Carolina Distance Learning
- Cengage
- Chronicle of Higher Education
- College Board
- Colorado State University College of Veterinary Medicine and Biomedical Sciences
- Credley
- Drexel University
- ED Map
- e-Literate
- Flatworld

- iDesign
- iLos Videos
- Intellus Learning
- JBS International
- LEA(R)N
- LearningMate
- Learning Objects/A Cengage Company
- MaxKnowledge
- Mediasite
- Metropolitan State University of Denver
- Midwestern University College of Veterinary Medicine
- Milliman
- MindWires
- National Association of State Mental Health Program Directors Research Institute (NRI)
- National Student Clearinghouse
- North Dakota Stockmen's Association
- North Dakota Stockmen's Livestock Association
- Nuventive

- Oregon State University College of Veterinary Medicine
- Pearson
- PeopleGrove
- Realizeit
- Rocky Mountain Mental Illness Research, Education, and Clinical Center
- Samsung
- Schoology
- Soomo Learning
- Stars Training Academy
- TIAA
- VitalSource
- Sen. Rich Wardner, North Dakota Senate District 37
- Washington State University College of Veterinary Medicine
- Wiley Education Services
- Wyzant
- You at College

Arizona State University

Montana State University, Bozeman