



Western Interstate Commission
for Higher Education

Commission Meeting

May 20-21, 2019
Bismarck, North Dakota

Cover image: "Dancing Wolf," 24" x 20" oil on canvas. © Heidi Harner 2008

Heidi Harner is a midwestern artist whose work is exhibited and sold at fine art galleries in Indiana and Ohio. She is published in the 2010 Summer edition of "The Cowboy Way," and the Fall 2006 and Spring 2007 editions of "Horses in Art" magazine. She is one of the women featured in GaWaNi Pony Boy's book, *Of Women and Horses: More Reflections of the Magical Bond*, published by Bowtie Press, 2005. Harner painted the cover image when she was artist-in-residence at the Nokota Horse Conservancy in North Dakota. She has a connection to WICHE through her uncle and aunt, Russ Poulin and Laurie Klusman, and also models for Duluth Trading Company. She lives in Indiana with her husband and pets.

Higher Education in the West: Imagining the Future

WICHE Commission Meeting – May 20-21, 2019
 Bismarck State College, Bismarck, N.D.

Lodging and May 19 activities at the Radisson Hotel Bismarck, 605 E. Broadway Ave., Bismarck, N.D.

Schedule and Meeting Agenda

Sunday, May 19, 2019

11:45 a.m.

*Radisson Hotel Bismarck,
 Wyeth/Rockwell*

**Optional Lunch for New WICHE Commissioners and
 Certifying Officers**

12:30 - 5:00 p.m.

*Radisson Hotel Bismarck,
 Renoir/Russell*

Certifying Officers' Meeting

1:00 - 4:00 p.m.

*Radisson Hotel Bismarck,
 Van Gogh/Remington*

New Commissioner Orientation

5:45 p.m.

The Blarney Stone Irish Pub

Dinner for New WICHE Commissioners

New WICHE commissioners and WICHE officers should meet in the lobby for the short walk to dinner (reservation at 6:00 p.m.)

Monday, May 20, 2019

7:00 a.m.

*Radisson Hotel Bismarck,
 Terrace Restaurant*

Full Breakfast Available at Hotel

All WICHE Commission Meeting participants will receive coupons for a full breakfast at the hotel upon check-in.

7:45 a.m.

*Radisson Hotel Bismarck,
 Lobby*

Transportation to Bismarck State College Begins

(Last shuttle departs at 9:15 a.m.)

8:00 a.m.

*Bismarck State College, National Energy
 Center of Excellence (NECE), 335*

Light Breakfast Available at Bismarck State College

(for WICHE Executive Committee members and staff attending the Executive Committee meeting)

8:30 - 9:15 a.m. [Tab 1]

NECE, 335

Executive Committee Meeting (Open and Closed Sessions)

1-1

Agenda (Open)



Approval of the March 12, 2019, Executive Committee
 teleconference minutes

1-3

Discussion Item: Overview of the May 2019 Commission Meeting schedule

Other business

9:30 - 10:15 a.m. [Tab 2]
NECE, Bavendick Stateroom

10:15 - 11:00 a.m. [Tab 3]
(presentation)

11:00 - 11:30 a.m.
(discussion)

11:30 a.m. - 12:45 p.m. [Tab 4]

1:00 - 2:15 p.m. [Tab 5]
NECE, 431/433

Agenda (Closed)



Adoption of FY 2020 performance objectives for the WICHE president 1-6

Other Business

Committee of the Whole—Call to Order 2-1

Agenda

Call to order: Senator Ray Holmberg, WICHE chair

Welcome: Larry Skogen, president, Bismarck State College

Introduction of new commissioners and guests 2-3



Approval of the November 8-9, 2018, Committee of the Whole meeting minutes 2-5

Report of the Chair: Senator Ray Holmberg

Report of the President: Demarée Michelau

Recess until May 21, 2019, at 9:00 a.m.

Plenary Session I: The Future of Higher Education 3-1

This two-part session will include a presentation, then a facilitated group discussion.

Facilitator:

Christopher Cabaldon, president, Linked Learning Alliance; mayor, City of West Sacramento; and WICHE commissioner

Speaker:

Bryan Alexander, futurist, educator, speaker, writer

Lunch Workshop: A New Type of Investment for Higher Education 4-1

Facilitators:

Karla Leach, president, Western Wyoming Community College, and WICHE commissioner

Mark Hagerott, chancellor, North Dakota University System, and WICHE commissioner

Programs and Services Committee Meeting 5-1



Approval of the November 8, 2018, Programs and Services Committee meeting minutes 5-3



Approval of the FY 2020 Workplan section pertaining to the Programs and Services Unit: *Jere Mock* 10-48



Approval of WICHE's interest in partnering with a Bill & Melinda Gates Foundation Intermediary for Scale: *Jere Mock* 5-6

1:00 - 2:15 p.m. [Tab 6]
NECE, 335

 Re-examining the tuition rate for the Western Regional Graduate Program: *Margo Colalancia* 5-8

Information Items:


Student Access Program updates: *Margo Colalancia* 5-12


Status report on WICHE's Initiative to Reduce the Postsecondary Attainment Gap for American Indians and Alaska Natives: *Suzanne Benally* 5-13


Academic Leadership Initiative updates: *Pat Shea* 5-14


Other business

Policy Analysis and Research Committee Meeting 6-1


 Approval of the November 8, 2018, Policy Analysis and Research Committee meeting minutes 6-3

 Approval of a project related to open educational resources 6-6

 Approval of proposal to convene meeting on effective policies and practices for behavioral health on campus 6-8

 Approval of a project to produce the 10th edition of *Knocking at the College Door* 6-9

 Approval of WICHE's interest in partnering with a Bill & Melinda Gates Foundation Intermediary for Scale 6-10

 Approval of the FY 2020 Workplan sections pertaining to the Policy Analysis and Research unit's activities 10-52

Information Items:

WICHE Insights—Tuition and Fees in the West 2018-19: Trends and Implications

WICHE Insights—Recruiting and Retaining Educators in the Rural West: State Policy Approaches

Development of a WICHE data management plan

Cybersecurity Training for Senior Nontechnical Campus Leaders

WICHE Policy Analysis and Research Database (PAR) development

Discussion Items:

WICHE's Legislative Advisory Committee: Expansion and meeting information 6-12

Policy Approaches to Reduce Housing and Food Insecurity on Campus 6-14

Other business

2:15 - 2:30 p.m.

2:30 - 3:00 p.m. [Tab 7]
(presentation)

3:00 - 3:30 p.m.
(discussion)
NECE, Bavendick Stateroom

3:30 - 4:00 p.m. [Tab 8]
(presentation)

4:00 - 4:30 p.m.
(discussion)

4:30 p.m.

5:30 p.m.
Radisson Hotel Bismarck Lobby

6:00 p.m. [Tab 9]
*North Dakota Heritage Center
and State Museum*

Break

Plenary Session II: Free-Range Learning in the Digital Age: The Emerging Revolution in College, Career, and Education

7-1

This two-part session will include a presentation, then a facilitated group discussion.

Facilitator:

Barbara Damron, associate professor, University of New Mexico Health Sciences Center, and WICHE commissioner

Speaker:

Peter Smith, Orkand Endowed Chair and Professor of Innovative Practices in Higher Education, University of Maryland, University College

Plenary Session III: WICHE's Pacific Island Members— Learning About Our Colleagues

8-1

This two-part session will include a presentation, then a facilitated group discussion.

Presenter:

Vincent Leon Guerrero, former special assistant, climate change and education, Office of the Governor of Guam, and WICHE Commissioner

Facilitator:

David Lassner, president, University of Hawai'i System, and WICHE Commissioner

Speaker:

James Perez Viernes, outreach director, Center for Pacific Islands Studies, University of Hawai'i at Mānoa

Transportation to the Radisson Hotel Bismarck

Transportation to the North Dakota Heritage Center and State Museum

Reception and Dinner

9-1

Senator Ray Holmberg, WICHE chair, will introduce Governor Burgum.

Speaker and Guest:

Governor Doug Burgum, North Dakota

Tuesday, May 21, 2019

7:00 a.m.

Radisson Hotel Bismarck,
Terrace Restaurant

7:45 a.m.

(last shuttle departs at 8:45 a.m.)

9:00 - 10:00 a.m. [Tab 10]

NECE, Bavendick Stateroom

Breakfast for WICHE Commissioners, Staff, and Guests

Transportation to Bismarck State College Begins

(If leaving for the airport from Bismarck State College, please check out of the hotel and bring your belongings with you)

Committee of the Whole—Business Session

10-1

Agenda

Reconvene Committee of the Whole: Senator Ray Holmberg, WICHE chair

Report and recommended action of the Executive Committee:
Senator Ray Holmberg, WICHE chair

Information Item:

Review of action items of the Executive Committee
between November 2018 and May 2019

10-3

Report and recommended action of the Programs and Services Committee:
Les Purce, committee chair



Re-examining the tuition rate for the Western
Regional Graduate Program [Tab 5]

5-8

Report and recommended action of the Policy Analysis and
Research Committee: Christopher Cabaldon, committee chair

Committee of the Whole—Action and Discussion Items



Approval of FY 2020 salary and benefit
recommendations

10-21



Approval of FY 2020 annual operating budget—
general and non-general fund budgets

10-22



Approval of proposed modifications to the
WICHE Bylaws

10-29



Approval of future Commission Meeting dates
and locations

10-40



Approval of WICHE Code of Ethics for the commission,
president, and staff

10-42



Approval of the FY 2020 Workplan

10-45

Meeting Evaluation: surveymonkey.com/r/SH2F6W3

Other business

Adjourn Committee of the Whole—Business Session

| | | |
|---|---|---|
| 10:00 - 10:15 a.m. | Break | |
| 10:15 - 11:00 a.m. [Tab 11] (presentation) | Plenary Session IV: A Conversation about the Future of Accreditation | 11-1 |
| 11:00 - 11:30 a.m. (discussion) | <p>This two-part session will include an interactive conversation with the panelists, then a facilitated group discussion.</p> <p><i>Facilitator:</i> Russ Poulin, senior director, policy, analysis, and strategic alliances, WCET (WICHE Cooperative for Educational Technologies)</p> <p><i>Speakers:</i> Sonny Ramaswamy, president, Northwest Commission on Colleges and Universities (NWCCU)</p> <p>Jamienne Studley, president, WASC Senior College and University Commission (WSCUC)</p> <p>Richard Winn, president, Accrediting Commission for Community and Junior Colleges (ACCJC)</p> | |
| 11:30 a.m. | Closing Remarks by Senator Ray Holmberg, WICHE chair | |
| 11:45 a.m. | Adjournment Transportation will be provided to the airport and to the hotel as needed. | |
| References [Tab 12] | <p>Commission roster</p> <p>Commission committees</p> <p>Legislative Advisory Committee roster</p> <p>Staff</p> <p>Next Commission Meeting date</p> | <p>12-3</p> <p>12-6</p> <p>12-7</p> <p>12-10</p> <p>12-10</p> |

Monday, May 20, 2019

8:30 - 9:15 a.m.

Bismarck State College, National Energy Center of Excellence (NECE), 335

Executive Committee Meeting (Open and Closed Sessions)

Ray Holmberg (ND), WICHE chair
 Camille Preus (OR), vice chair
 Clayton Christian (MT), immediate past chair

Stephanie Butler (AK)
 Rita H. Cheng (AZ)
 Dianne Harrison (CA)
 Antwan Jefferson (CO)
 David Lassner (HI)
 Rick Aman (ID)
 Fred Lokken (NV)
 Barbara Damron (NM)
 James Hansen (SD)
 Jude Hofschneider (CNMI)
 Dave Buhler (UT)
 Don Bennett (WA)
 Karla Leach (WY)

Agenda (Open)



Approval of the March 12, 2019, Executive Committee teleconference minutes

1-3

Discussion Item:

Overview of the May 2019 Commission Meeting schedule

Other business

Agenda (Closed)



Adoption of FY 2020 performance objectives for the WICHE president

1-6

Other business

ACTION ITEM

WICHE Executive Committee Teleconference Minutes

Thursday, March 12, 2019, 3:30 - 5:00 p.m.

Commissioners Present

Ray Holmberg (ND), chair
Camille Preus (OR), vice chair
Clayton Christian (MT), immediate past chair

Stephanie Butler (AK)
Rita H. Cheng (AZ)
Antwan Jefferson (CO)
Jude Hofschneider (CNMI)
Colleen Sathre (HI)
Matt Freeman (ID) (*proxy for Rick Aman*)
Frederick Lokken (NV)
Barbara Damron (NM)
James Hansen (SD)
Dave Buhler (UT)
Don Bennett (WA)
Karla Leach (WY)

Commissioners Absent

Dianne Harrison (CA)
David Lassner (HI)
Rick Aman (ID)

WICHE Staff Present

Demarée Michelau, president
Elizabeth Golder, executive assistant to the president
and commission
Patrick Lane, vice president, Policy Analysis
and Research
Craig Milburn, chief financial officer
Jere Mock, vice president, Programs and Services
Dennis Mohatt, vice president, Behavioral Health

Chair Holmberg called the meeting to order at 3:30 p.m. He asked Elizabeth Golder to call roll. He also asked President Michelau to acknowledge WICHE staff present and those joining by telephone. A quorum was confirmed.

Action Item

Approval of the February 12, 2019, Executive Committee Minutes

Chair Holmberg reported that the Executive Committee gathered via teleconference on Tuesday, February 12, 2019 and called for the approval of the Executive Committee minutes. Commissioner Hansen motioned to approve the minutes. Commissioner Jefferson seconded the motion. The motion was approved unanimously.

Action Item

WICHE Bylaws

President Michelau asked for support from the Executive Committee to bring the topic of several changes before the full commission to address some inconsistencies in the WICHE Bylaws. There are several areas requiring attention to have greater clarity and these will be included in the March 20, 2019 Call to the Meeting announcement per the Bylaws requirement (Article VIII).

- The commission should consider the procedure for the ascension of the WICHE vice chair to the chair. Should the nominating committee present a slate of candidates for consideration or would the WICHE vice chair automatically move into the position of chair? Michelau revised the language in Article IV, Sec. 3 of the Bylaws for commission consideration.
- The current Bylaws do not include a section regarding the WICHE Nominating Committee. This committee is responsible for the recommendation of the WICHE chair and vice chair nominations. Michelau revised the language of Article V incorporating proposed language for inclusion and commission consideration.
- In Article II, Sec. 1 the proposed edit would clarify the definition of a WICHE member to include Pacific Island members.

Commissioner Damron noted her support for adding clarity in these areas and added that the sections under Article V should be renumbered. Commissioner Christian motioned to present proposed Bylaws modifications to the commission. Commissioner Damron seconded the motion. The motion was approved unanimously.

Action Item **Proposed Changes to the Legislative Advisory Committee**

Michelau shared that commissioners and WICHE staff have had discussions to modify the current Legislative Advisory Committee (LAC) membership due to current challenges in participation. Proposed changes would increase the number of members of the LAC from two to up to four. There would be no requirement for any WICHE member to have more than two LAC members and each WICHE member would determine the number of legislators. The anticipated financial impact would be an increase of \$10,000.

Commissioners Jefferson and Sathre noted their support for this proposed LAC membership strategy. Commissioner Cheng wondered if states would feel pressure to always have four LAC members at meetings and supports the flexibility for states to determine LAC representation. Chair Holmberg added that he supports membership being determined by each state and that flexibility should be given to each state.

Commissioner Buhler motioned to modify the LAC Committee membership. Commissioner Jefferson seconded the motion. The motion was approved unanimously.

Discussion Item **Budget Update**

President Michelau asked Craig Milburn, chief financial officer, to report on the status of WICHE's budget. Milburn noted that WICHE revenues are healthy. This condition exists, in part, due to higher-than-expected indirect cost reimbursements, particularly for the Behavioral Health Program and Every Learner Everywhere, a grant-funded effort within WCET. The FY 2020 budget includes the dues increase of 2 percent set in 2018. We do expect to come in under budget and the \$110,000 anticipated surplus has grown to \$569,000. Since many expenditures are reported closer to year end, Milburn does not expect to realize that large a surplus in June 2019. General fund units have a placeholder for a 3 percent increase in 2020 budgets and Milburn expects that will change. WICHE reserves at the beginning of the year were at \$3,285,000. The commission has committed to several reserves expenditures that were itemized in the supplemental documents. Staff anticipates a reserve balance of \$3,321,000 at year end. The reserve dedications except for PSEP were decided this current year but were second requests from the May 2018 commission meeting and were approved during the Aug. 10, 2018 Executive Committee Teleconference. Michelau added that if any new commissioner has an interest in viewing the documents that were previously shared with the commission detailing reserve expenditure requests, she could provide them. Additionally, WICHE is closely monitoring the soft-money budgets and this area is quite strong and are still in development. An update on WICHE soft money will be included in the May 2019 Agenda Book.

Discussion Item **WICHE Workplan FY 2020**

Michelau noted that the WICHE staff receives guidance from the commission each May during their examination of the proposed workplans. During the January 2019 Officers' Retreat, the request to improve the Workplan for greater readability was discussed. WICHE is in the first stages of modifying the Workplan and will reflect the WICHE work undertaken in cross-unit initiatives. The content of the current iteration of the WICHE Workplan will be modified to more clearly represent WICHE to external audiences; for example, to share with funders. The May Commission Agenda Book will likely include proposals of plans to create an external-facing document.

Discussion Item **Preliminary Agenda for the May 20-21, 2019, Commission Meeting**

Michelau noted that the preliminary agenda shared with you has a few modifications. The new commissioner orientation is scheduled for Sunday, May 19, 2019. Staff expect up to 15 new members.

Staff may ask more-experienced commissioners to take some new members under their wing. The meeting will be held at Bismarck State College and lodging will be at the Radisson Hotel Bismarck.

Amy Webb was not able to join us as her speaking fee was set at \$40,000. Commissioner Hagerott noted that Amy Webb has recently published a blockbuster book and commended President Michelau for inviting her. Francisco Marmalejo, of the World Bank, has been invited to speak. He is a co-founder of the Consortium for North American Higher Education Collaboration (CONAHEC).

Commissioner Hagerott noted that the lunch workshop he will lead is predicated on his article, "Silicon Valley Must Help Rural America. Here's How," published in the *Chronicle of Higher Education*. The premise is that much of the West and Midwest are lagging in high-tech digital curriculum whereas the East and West Coast are expanding. The article has been shared on Capitol Hill as an inspiration for a new grant program for the digital age. Hagerott will present the article along with a PowerPoint presentation and seek audience feedback.

Michelau did not receive a commitment from the Georgetown University Center on Education and the Workforce to share its projections early. Therefore, we will instead propose to discuss the future of accreditation. Russ Poulin is involved in negotiated rulemaking and could serve as a discussion facilitator.

The final plenary session of the day will be a presentation about Pacific Island members on history, culture, geography, etc. The excursion will be to the North Dakota Heritage Center and State Museum. Governor Doug Burgum has been invited to join us.

On May 21, 2019, the meeting will begin with the Committee of the Whole and will be followed by the final plenary featuring Peter Smith, author of *Free-Range Learning in the Digital Age: The Emerging Revolution in College, Career, and Education*.

Michelau has invited several commissioners to serve as facilitators for the plenary sessions and will follow up with them regarding their interest.

Information Item **Development of a Strategic Communications Plan**

Michelau noted that the Executive Committee approved the use of reserve funds to engage an external strategic communications firm during the Feb. 12, 2019 teleconference. Staff have begun discussions with CommunicationWorks through meetings with senior leadership and other key staff members. The Workplan will reflect some work they are undertaking for us. Staff are also engaging them to help us develop big-picture strategies.

Information Item **Program and Initiative Updates**

Michelau has been serving as interim W-SARA director since the departure of John Lopez. An internal search resulted in the selection of Christina Sedney. Sedney will continue to coordinate the Legislative Advisory Committee. She will be at the May Commission Meeting so commissioners may meet her there if they are not already acquainted. The work of W-SARA will transition from the president's office to the Policy Analysis and Research unit under the direction of Pat Lane. Commissioner Damron noted that Christina Sedney has been a bright, dependable asset to WICHE.

Information Item **Other Business**

Michelau announced that Dianne Harrison was named California Woman of the Year, nominated by Senator Robert M. Hertzberg. Legislators nominate women making a difference in their communities. WICHE is very proud of her achievement!

Commissioner Hagerott noted that Peter Smith's engagement at the Commission Meeting is quite a notable success. Michelau has shared a plan to have North Dakota commissioners invite legislators and university presidents to the meeting. Commissioner Damron added that Peter Smith is a talented speaker.

Chair Holmberg adjourned the meeting at 4:20 p.m.

ACTION ITEM

Adoption of FY 2020 Performance Objectives for the WICHE President

I became the eighth president of the Western Interstate Commission for Higher Education (WICHE) on December 10, 2018. In January 2019, the WICHE Officers—Senator Ray Holmberg – ND (chair), Cam Preus – OR (vice chair), and Clayton Christian – MT (immediate past chair)—and I convened for the annual officers’ retreat in Denver. At that time, the officers asked me to propose a set of FY 2020 performance objectives for consideration by the Executive Committee during the May 2019 Commission Meeting.

In response, this document provides the proposed performance objectives, based on what has been incorporated in the proposed FY 2020 WICHE Workplan, which the full commission will adopt during the Committee of the Whole on Tuesday, May 21, 2019. Significant changes to the draft Workplan may require adjustments to the performance objectives provided here.

In May 2020, I will present to the WICHE Executive Committee my self-evaluation based on these performance objectives, which will be accompanied by a separate evaluation of my performance to be provided by the WICHE chair. This addition of an annual evaluation by the chair was incorporated as policy of the commission on the recommendation of Cece Foxley, former WICHE commissioner from Utah, who conducted the last external review of the president’s performance (in 2013).

My proposed performance objectives are organized into five categories:

1. Successfully Administer the WICHE Organization
2. Develop and Maintain WICHE Member Relations
3. Ensure Relevant and Innovative Programs and Services
4. Provide High-Quality Policy Guidance, Research, and Technical Assistance
5. Strategically Develop the Organization

Successfully Administer the WICHE Organization

1. Maintain a balanced budget for FY 2020 and beyond and seek to find a way within a balanced budget to provide modest merit-based salary increases to staff
2. Attend directly to ways to more appropriately align responsibilities among unit directors and their respective staffs in order that they may continue to serve WICHE efficiently but do so within realistic limits
3. Commit to improving the proportion of minority staff
4. Maintain the morale of WICHE staff to achieve the highest possible level of productivity and assess the level of morale during the annual evaluation process
5. Examine accounting and IT processes to ensure that they are meeting the needs of a complex organization, and implement necessary changes
6. Work collaboratively with our SHEPC partners to ensure that our investment in the building is secure and maintained
7. Implement the strategic communications plan that is being developed in FY 2019

Develop and Maintain WICHE Member Relations

1. Present to the commission at the May meeting an annual Workplan that reflects the mission and priorities of WICHE, as established by the commission
2. Participate, either on official state or member visits or for WICHE-relevant occasions, in events in at least one-half of WICHE member states and territories, including those not visited the prior year
3. Continue to work on developing relationships with the governors, as appointment opportunities develop, to increase the diversity of the commission’s membership
4. Sustain the current momentum and implement the structural changes of the Legislative Advisory Committee, as adopted by the WICHE Commission, through general fund support

5. Sustain progress in expanding our legislative relations activity to include more direct involvement with legislative and executive staff and work to enhance these relationships
6. Retain strong partnership relationships with other organizations that WICHE can both benefit from and contribute to in pursuit of our respective missions
7. Participate in and contribute to national conversations in higher education by serving on relevant boards and commission as appropriate (e.g., CONAHEC, NC-SARA)

Ensure Relevant and Innovative Programs and Services

1. Maintain the strength of the Professional Student Exchange Program (PSEP) and seek new ways in which the program can be refined to better meet the states' needs for highly educated professionals
2. Manage growth of the Western Undergraduate Exchange (WUE) with existing staff and financial resources by examining ways in which WICHE can be more proactive in facilitating exchange in areas of projected workforce needs and in areas of imbalance, with respect to issues regarding the supply of and demand for educational opportunities, and through successful implementation of the WICHE Online Course Exchange (OCE) program
3. Ensure that the Interstate Passport program is successfully transitioned to a model that includes a glide path to sustainability in some form
4. Successfully implement the current grants and contracts that support WICHE's mission
5. In collaboration with staff, examine the current suite of programs to identify new strategies for recruitment in membership organizations

Provide High-Quality Policy Guidance, Research, and Technical Assistance

1. Continue WICHE's exceptional work as the regional source for higher education information and public policy analysis and advice
2. Maintain the strength and vitality of WCET and the Behavioral Health Program, and do so without general fund support
3. Ensure the successful development, implementation, management, and oversight of the State Authorization Reciprocity Agreement (SARA) for the WICHE region
4. Implement the new Policy and Research Database that is funded through a reserve request approved by the WICHE Commission

Strategically Develop the Organization

1. Explore innovative ways in which WICHE can assist its member states and territories to work collaboratively in productive ways
2. Successfully implement new initiatives for which WICHE can secure funding and possibly develop an additional multistate collaborative program
3. Secure external financial support for at least two major policy, research, or technical assistance projects, consistent with WICHE's mission and priorities
4. Further develop and sustain technical assistance capacity to support specific state and interstate needs for expertise on policy issues

Monday, May 20, 2019

9:30 - 10:15 a.m.

Bismarck State College, National Energy Center of Excellence (NECE), Bavendick Stateroom

Committee of the Whole—Call to Order

Agenda

Call to order: Senator Ray Holmberg, WICHE chair

Welcome: Larry Skogen, president, Bismarck State College

Introduction of new commissioners and guests 2-3

 Approval of the Nov. 8-9, 2018, Committee of the Whole meeting minutes 2-5

Report of the Chair: Senator Ray Holmberg

Report of the President: Demarée Michelau

Recess until May 21, 2019, at 9:00 a.m.

Biographical information on the speaker:



Larry C. Skogen became president of Bismarck State College on March 1, 2007. Retired from a career in the U.S. Air Force, he is a native of Hettinger, N.D. Skogen holds degrees from Dickinson State University (bachelor’s in secondary education); University of Central Missouri, Warrensburg (master of arts in history); and Arizona State University, Tempe (doctorate in history). Throughout his career, he has been involved in education as a high school teacher and as a college instructor and administrator in a variety of military and civilian institutions, including the United States Air Force Academy. Skogen is the author of a legal history of federal Indian policy that was published by the University of Oklahoma Press, as well as articles and reviews in historical journals.

New Commissioners



John Arnold was named executive director of the Arizona Board of Regents in July 2018. He is responsible for guiding the board's strategic plan, with ambitious goals to increase educational attainment by 2025 and to advance the public higher education enterprise to serve students and impact Arizona's economy. Arnold had served as interim managing director of the board beginning in May 2018, and had joined the board office in March 2015 as vice president of business management and financial affairs, developing financial policies and procedures for the university enterprise, addressing capital development and state budget requests, and coordinating systemwide analysis of complex financial issues. With more than 20 years serving Arizona, Arnold brings significant public service experience and a deep commitment to higher education to the position. He has an exceptional background in financial affairs and a proven track record of leadership, having served as former Governor Jan Brewer's state budget director, a role in which he was instrumental in providing fiscal direction and solutions for the state during the Great Recession, and in implementing the budget and advising the governor on related matters. Throughout his career, he has worked with leaders in education from K-12 to college. As director of the Arizona School Facilities Board, he managed programs for new school construction, building renewal, and energy savings. Arnold is married with five children. He received his bachelor's degree in accounting and his master's degrees in accounting and public administration from Brigham Young University.



Jim Chavez is executive director of the Latin American Educational Foundation (LAEF), a Colorado nonprofit providing college assistance (including direct scholarship support) and guidance to Colorado Latino students and their families. Established in 1949, LAEF is Colorado's oldest Latino nonprofit. Chavez has worked much of his professional life for education-related causes. As a board member and staff member of the Colorado Student Obligation Bond Authority, he was instrumental in creating Colorado's first prepaid college tuition program, now known as CollegenInvest, and then worked across the U.S. to develop and implement numerous state college savings programs, or Section 529 plans. He began his career as a certified public accountant with Ernst & Young. Chavez is a member of the board of commissioners for the Denver Housing Authority and a member of the board of directors for the Colorado Nonprofit Association. He is a former trustee for the Clayton Early Learning Center, past board member for the Rocky Mountain Public Broadcasting Corporation, and a past member of the board of trustees for the University of Northern Colorado. He is a graduate of Colorado State University.



Frankie Eliptico is interim president of Northern Marianas College (NMC). He has been with NMC for 11 years, and most recently has served as vice president of administration and advancement prior to assuming the interim president role in August 2018. He has played an integral leadership role in NMC recovery efforts in the aftermath of Super Typhoon Yutu. His work on NMC marketing and branding efforts has been recognized nationally, and he was named Communicator of the Year in the District VI (Western U.S.) region of the National Council for Marketing and Public Relations. He has served as chair of the Northern Marianas Humanities Council and serves on the board of governors of the Asia Pacific Association for Fiduciary Studies.



F. Ann Millner is the state senator for Utah District 18, and currently serves as the senate majority assistant whip. She serves on several committees including the executive appropriations committee, the legislative management committee, co-chair of the Higher Education Strategic Planning Commission and the appropriations subcommittees for both public and higher education. Additionally, she is a member of the National Conference of State Legislatures executive committee. She has sponsored legislation focused on economic development specifically related to business development strategy and workforce preparation, public and higher education, and improving affordable health care. In 2018, she was awarded the Utah Business Legislator of the Year by the Salt Lake City Chamber of Commerce, as well as the Utah Technology Council Legislator of the Year. She is a Regents Professor of Health Administration and former president at Weber State University in Ogden, Utah. Under Millner's leadership as president from 2002 to 2012, Weber State became a multi-campus institution, experienced a nearly 40 percent increase in enrollment, initiated a major facilities revitalization effort, expanded its network of community partnerships, launched WSU-Davis, emerged as a regional center for economic development, and earned national recognition for its undergraduate research and community-based learning initiatives. Millner currently serves on the board of trustees for

Intermountain Healthcare, the board of directors for Merit Medical, and the advisory board for Zions Bank. In addition, she is chair of Ogden United, and a member of the advisory board for the Kem Gardner Policy Institute at the University of Utah and the Governor's Taskforce on Educational Excellence.



Angie Paccione was appointed executive director of the Colorado Department of Higher Education by Governor Jared Polis in January 2019. Paccione has more than 20 years of experience in secondary and postsecondary education. She was a high school teacher, coach, and administrator at Smoky Hill High School before earning a doctorate in education and human resource studies from Colorado State University. Paccione served on the CSU faculty for nine years as a teacher educator in the “Project Promise” program and conducted research in the teacher education field, examining educators’ life events that led them to commit to issues of diversity and inclusion. Her findings, which informed a teacher preparation program, were published in Teacher’s College Press and have been cited in more than 75 academic papers. Paccione was elected in 2002 to the first of two terms in the Colorado House

of Representatives, rising to become house majority caucus chair. She served on the education committee during all four years in the legislature, helping guide Colorado’s education environment. In 2006, she ran for U.S. Congress and came within 2.5 percent of unseating the incumbent. From 2007 through early 2019, Paccione worked for Verus Global, where she specialized in leadership development, diversity and inclusion, talent development, and change management. She has worked with leaders from the shop floor to the C-suite in 40 countries and all 50 states and has co-authored two books on leadership. Growing up biracial in New York City, attending college in California, and residing in Colorado, Paccione bridges many divides. She was raised to believe you can accomplish anything to which you set your mind. Playing basketball at Stanford University and professionally in the 1980s, Paccione likes to say that she is as committed to your success as she is to her own.



In 2017, Chancellor **Thom Reilly** was appointed chief executive officer for the Nevada System of Higher Education (NSHE) by its Board of Regents. He supervises eight NSHE presidents, ensures Board of Regents policies are implemented systemwide, and is system liaison with the governor, state legislators, and other public officials and community leaders. Prior to his NSHE tenure, he was director of the Morrison Institute for Public Policy at Arizona State University, where he also was a professor in the School of Public Affairs. He is a fellow of the National Academy of Public Administration and professor emeritus at San Diego State University. He previously served five years as county manager for Clark County and was vice chancellor of the NSHE Health Sciences System. Reilly has served as managing principal of The Reilly Group, a management consulting firm, and as former vice president of social

responsibility at Caesars Entertainment Inc. He has held senior administrative positions with the State of Nevada and was a director and professor for the School of Social Work at San Diego State University. Reilly has authored numerous works on public pay and benefits, governance, HIV, and child welfare; a complete list of his publications and his detailed CV can be found at www.thomreillypublications.com. He received his master’s and doctorate of public administration from the University of Southern California, his master’s in social work at Arizona State University, and his bachelor in social work from the University of Memphis.

ACTION ITEM

Committee of the Whole Meeting Minutes—Call to Order Thursday, Nov. 8, 2018, 11:30 a.m. MST

Commissioners Present

Clayton Christian (MT)
Ray Holmberg (ND)
Patricia Sullivan (NM)

Susan Anderson (AK)
Kathleen Goepfing (AZ)
Eileen Klein (AZ)
Christopher Cabaldon (CA)
Dianne Harrison (CA)
Francisco Rodriguez (CA)
Antwan Jefferson (CO)
David Lassner (HI)
Carol Mon Lee (HI)
Colleen Sathre (HI)
Rick Aman (ID)
Matt Freeman (ID)
Laurie Bishop (MT)
Sheila Stearns (MT)
Frederick Lokken (NV)
Barbara Damron (NM)
Mark Hagerott (ND)
Camille Preus (OR)
Hilda Rosselli (OR)
Robert Burns (SD)
James Hansen (SD)
Vincent Leon Guerrero (Guam)
Dave Buhler (UT)
Don Bennett (WA)
Gerry Pollet (WA)
Thomas L. (Les) Purce (WA)
Fred Baldwin (WY)
Karla Leach (WY)
Laurie Nichols (WY)

Guests and Speakers

Erin Barber, director of administration, National Center for Higher Education Management Systems (NCHEMS)
Jeremy Christensen, assistant director, Utah Division of Substance Abuse and Mental Health
Diana Cockrell, prevention and children's behavioral health section manager, Washington State Health Care Authority
Ross Edmunds, division administrator, Idaho Department of Health and Welfare-Behavioral Health
Rosalie Etherington, clinical director, North Dakota State Hospital
McKenzie Grim, program specialist II, South Dakota Department of Social Services, Behavioral Health
Wayne Lindstrom, director, Behavioral Health Services Division, State of New Mexico Human Services Department

Alison Malmon, executive director, Active Minds, Inc.
Monique Martin, acting deputy commissioner, State of Alaska, Department of Health and Social Services
Bobbi Perkins, bureau chief, Substance Use Disorder Bureau, Montana Department of Public Health and Human Services
Charles Smith, regional administrator, SAMHSA
Tim Storey, director of state services, National Conference of State Legislatures
Dave Wanser, co-director, Center for Sustainable Health and Care, JBS International
Robert Werthwein, director, Office of Behavioral Health, State of Colorado Department of Human Services
Stephanie Woodard, senior behavioral health advisor, Nevada State Mental Health Authority

WICHE Staff

Mike Abbiatti, WICHE vice president for technology-enhanced learning and WCET executive director
Candy Allen, senior graphic designer
Dave Clark, chief of digital services
Margo Colalancia, director of student access programs, Programs and Services
Brittany Copithorn, project coordinator, Behavioral Health
Peace Bransberger, senior research analyst, Policy Analysis and Research
Gina Brimmer, senior consultant, VA Veteran Suicide Prevention Project, Behavioral Health
Laura Ewing, administrative manager, Policy Analysis and Research
Colleen Falkenstern, research analyst, Policy Analysis and Research
Elizabeth Golder, executive assistant to the president and commission
John Gomez, director of operations, Behavioral Health
Andie Hancock, budget coordinator, Behavioral Health
Rebecca Helfand, program director, Behavioral Health
April Hendrickson, research and technical assistance associate, Behavioral Health
Hannah Koch, research and technical assistance associate, Behavioral Health
Deb Kupfer, senior consultant, Behavioral Health
Patrick Lane, director of data initiatives, Policy Analysis and Research
Sarah Leibrandt, research analyst, Policy Analysis and Research
David Longanecker, WICHE president
Demarée Michelau, vice president, Policy Analysis and Research
Craig Milburn, chief financial officer

Jere Mock, vice president, Programs and Services
Dennis Mohatt, vice president, Behavioral Health
Kim Nawrocki, coordinator, student access programs,
Programs and Services
Ken Pepion, senior project director, NSI Initiative,
Programs and Services
Bethany Rigles, research and technical assistance
associate, Behavioral Health
Christina Sedney, senior policy analyst, Policy Analysis
and Research

Patricia (Pat) Shea, director, academic leadership
initiatives, Programs and Services
Jeremy Simon, director of strategic communications
Liza Tupa, director for education and research,
Behavioral Health
Stefanie Winfield, research and technical assistance
associate, Behavioral Health
Darlene Williams, administrative assistant,
Behavioral Health

Chair Clayton Christian called the meeting to order and welcomed commissioners, guests, and staff to the meeting. President Longanecker announced newly appointed commissioners and invited those present to briefly introduce themselves.

- Paul Beran, South Dakota
- Laurie Bishop, Montana
- Ben Cannon, Oregon
- Rita H. Cheng, Arizona
- Kathleen Goepfinger, Arizona
- Sheila Stearns, Montana

Longanecker welcomed the WICHE Behavioral Health Oversight Council members to the meeting and encouraged commissioners to meet with their state cohorts as the opportunity arises over the course of the meeting.

Report of the Chair

Chair Christian noted his enjoyment in leading the WICHE Commission over the past year and offered appreciation for the passion staff bring to their work and in support of serving students, the ultimate beneficiaries of the decisions we make. He then noted several WICHE highlights of the past year:

- WICHE's Behavioral Health Program, in partnership with University of North Dakota, was awarded a \$3.5 million grant to start a regional Mental Health Tech Transfer Center
- Lumina Foundation provided \$990,000 toward a three-year project to aid Native-Serving Institutions in network development, establish a unified voice in policy matters, and improve access and success for American Indian and Alaska Native students
- A task force working with Arizona, Utah, and Wyoming stakeholders is hard at work developing state-specific action plans to close postsecondary attainment gaps among underrepresented student populations and improve access to success
- WCET celebrated its 30th anniversary and continues to engage in new projects in areas including adaptive learning and cybersecurity

He thanked the Presidential Search Committee for its diligent efforts to select an impressive finalist pool and for its service to the commission. Christian stated that he is confident that the committee will recommend an able and visionary person to represent the WICHE states. He added that the Presidential Search Committee expected to announce the presidential selection on Nov. 9, 2018. Christian thanked the WICHE staff for their solid performance during a time of ambiguity. Lastly, Christian thanked David Longanecker for his willingness to lead WICHE for an interim period and his lifelong dedication to advocacy for higher education.

Report of the President

Longanecker stated that his six-month tenure as interim president of WICHE has been very active. He confirmed that WICHE's budget has always been solid but had been presented in an awkward and confusing manner. He added that the WICHE senior staff and he have worked to improve the budget process and transparency of how it is presented to commission members. He added that he will present in greater detail the revised information during the Nov. 9, 2018 Plenary Session on Budgeting and Finance. Longanecker offered his gratitude to Craig Milburn, WICHE's chief financial officer, for his exceptional work in this area over the past few months.

WICHE has outgrown the confines of its SHEPC office space and has transitioned the accounting and finance staff to a building across the street, on a temporary basis. He added that WICHE is undertaking file digitization which, when complete, will result in more office space allowing the return of all local staff to SHEPC.

Longanecker reported on internal developments. WICHE has examined and is in the process of updating the staff manual and the internal policy and procedures manual. Additional activities include continued optimization of Salesforce, WICHE's customer relationship management (CRM) tool; completing the building of the PSEP database and developing another database for other student success systems; replacing the budget and accounting systems with NetSuite; replacing the existing time-reporting system, ADP, with T-Sheets; and rebuilding the WICHE website. Jeremy Simon, WICHE's director of strategic communications, has led the development of the website beta version and commissioners will be able to see a sampling during the Nov. 8, 2018, evening reception.

Outward-facing developments of the past six months include the establishment of the Native-Serving Institutions initiative (NSI), led by Ken Pepion. Longanecker noted that Ken Pepion was instrumental in developing the NSI and wished him well in his retirement at the end of November. The Bill & Melinda Gates Foundation provided \$13 million for the Every Learner Everywhere program to aid in the expansion of serving students via adaptive learning technologies.

WICHE has had multiple activities related to cybersecurity:

- Exploring WICHE compliance with the European Union General Data Protection Regulation (GDPR) data privacy standards; institutions of higher education must be compliant with GDPR if they have any European students
- WCET is working with higher education senior campus leaders to inform them of cybersecurity risks their institutions may face and teach them how to mitigate these risks; Cheryl Dowd of WCET is working with multiple states to organize these forums
- WICHE has engaged with the Midwestern Higher Education Compact (MHEC) to provide cyber insurance through our collective purchasing programs

Longanecker mentioned that he recently attended a meeting with the National Student Clearinghouse and shared the upcoming changes in leadership within WICHE. He had also met with Ted Mitchell and his staff of the American Council of Education, and with Mildred Garcia and her staff of the American Association of State Colleges and Universities. There was substantial interest in WICHE activities including the NSI program, cybersecurity initiatives, and a potential grant from Lumina Foundation and the Strada Education Network to examine prior learning assessment.

Longanecker presented a film created by the students of the Northern Marianas College showing the aftermath of Super Typhoon Yutu, which struck Saipan and Tinian on October 24, 2018. He noted that the Tinian campus of the Northern Marianas College sustained major damage. WICHE will seek out ways to be helpful in collecting donations to assist in rebuilding and share them with the commission.

Longanecker offered his thanks to the commission for having faith in him to once again lead WICHE.

Action Item

Approval of the May 7, 2018, Committee of the Whole Meeting Minutes

Commissioner Purce MOVED TO APPROVE THE MAY 7, 2018 COMMITTEE OF THE WHOLE MEETING MINUTES.
Commissioner Harrison seconded the motion. The motion was approved unanimously.

The Committee of the Whole went into recess until Friday, Nov. 9, 2018, at 9:30 a.m.

ACTION ITEM

Committee of the Whole Meeting Minutes—Business Session Friday, Nov. 9, 2018, 9:30 a.m. MST

Commissioners Present

Clayton Christian (MT)
Ray Holmberg (ND)
Patricia Sullivan (NM)

Susan Anderson (AK)
Kathleen Goepfing (AZ)
Eileen Klein (AZ)
Christopher Cabaldon (CA)
Dianne Harrison (CA)
Francisco Rodriguez (CA)
Antwan Jefferson (CO)
David Lassner (HI)
Carol Mon Lee (HI)
Colleen Sathre (HI)
Rick Aman (ID)
Matt Freeman (ID)
Laurie Bishop (MT)
Sheila Stearns (MT)
Frederick Lokken (NV)
Barbara Damron (NM)
Mark Hagerott (ND)
Camille Preus (OR)
Hilda Rosselli (OR)
Robert Burns (SD)
James Hansen (SD)
Vincent Leon Guerrero (Guam)
Dave Buhler (UT)
Don Bennett (WA)
Gerry Pollet (WA)
Thomas L. (Les) Purce (WA)
Fred Baldwin (WY)
Karla Leach (WY)
Laurie Nichols (WY)

Guests and Speakers

Erin Barber, director of administration, National Center for Higher Education Management Systems (NCHEMS)
Jeremy Christensen, assistant director, Utah Division of Substance Abuse and Mental Health
Diana Cockrell, prevention and children's behavioral health section manager, Washington State Health Care Authority
Ross Edmunds, division administrator, Idaho Department of Health and Welfare-Behavioral Health
Rosalie Etherington, clinical director, North Dakota State Hospital
McKenzie Grim, program specialist II, South Dakota Department of Social Services, Behavioral Health
Wayne Lindstrom, director, Behavioral Health Services Division, State of New Mexico Human Services Department

Alison Malmon, executive director, Active Minds, Inc.
Monique Martin, acting deputy commissioner, State of Alaska, Department of Health and Social Services
Bobbi Perkins, bureau chief, Substance Use Disorder Bureau, Montana Department of Public Health and Human Services
Charles Smith, regional administrator, SAMHSA
Tim Storey, director of state services, National Conference of State Legislatures
Dave Wanser, co-director, Center for Sustainable Health and Care, JBS International
Robert Werthwein, director, Office of Behavioral Health, State of Colorado Department of Human Services
Stephanie Woodard, senior behavioral health advisor, Nevada State Mental Health Authority

WICHE Staff

Mike Abbiatti, WICHE vice president for technology-enabled learning and WCET executive director
Candy Allen, senior graphic designer
Dave Clark, chief of digital services
Margo Colalancia, director of student access programs, Programs and Services
Brittany Copithorn, project coordinator, Behavioral Health
Peace Bransberger, senior research analyst, Policy Analysis and Research
Gina Brimmer, senior consultant, VA Veteran Suicide Prevention Project, Behavioral Health
Laura Ewing, administrative manager, Policy Analysis and Research
Colleen Falkenstern, research analyst, Policy Analysis and Research
Elizabeth Golder, executive assistant to the president and commission
John Gomez, director of operations, Behavioral Health
Andie Hancock, budget coordinator, Behavioral Health
Rebecca Helfand, program director, Behavioral Health
April Hendrickson, research and technical assistance associate, Behavioral Health
Hannah Koch, research and technical assistance associate, Behavioral Health
Deb Kupfer, senior consultant, Behavioral Health
Patrick Lane, director of data initiatives, Policy Analysis and Research
Sarah Leibrandt, research analyst, Policy Analysis and Research
David Longanecker, WICHE president
Demarée Michelau, vice president, Policy Analysis and Research
Craig Millburn, chief financial officer

Jere Mock, vice president, Programs and Services
Dennis Mohatt, vice president, Behavioral Health
Kim Nawrocki, coordinator, student access programs,
Programs and Services
Ken Pepion, senior project director, NSI Initiative,
Programs and Services
Bethany Rigles, research and technical assistance
associate, Behavioral Health
Christina Sedney, senior policy analyst, Policy Analysis
and Research

Patricia (Pat) Shea, director, Academic Leadership
Initiatives, Programs and Services
Jeremy Simon, director of strategic communications
Liza Tupa, director for education and research,
Behavioral Health
Stefanie Winfield, research and technical assistance
associate, Behavioral Health
Darlene Williams, administrative assistant,
Behavioral Health

Chair Clayton Christian called the meeting to order.

Report and Recommended Action of the Executive Committee

Chair Christian reported that the Sept. 10, 2018 Executive Committee teleconference minutes were approved unanimously at the Executive Committee meeting of Nov. 7, 2018. During that meeting, the committee continued the discussion of hiring a new WICHE president and thanked the search committee for their efforts. WICHE had established a search committee consisting of Commissioners Ray Holmberg, Patricia Sullivan, David Lassner, David Buhler, and Camille Preus, who worked diligently over the summer with Wheless Partners, the search firm engaged to aid WICHE in this endeavor. The five finalists were then sent to the Executive Committee for vetting. Candidates began interviews before the Executive Committee beginning on Nov. 7, 2018 and continued in several closed-door discussions; next, the state caucuses met to aid in the selection of the next WICHE president.

Christian offered sincere gratitude to Erin Barber, who was engaged to support the involved partners through the search process. He then recommended for approval the appointment of Demaréé Michelau as the next WICHE president. Michelau has been involved with WICHE for the past 16 years in various roles, including as vice president of the Policy and Research unit. She has extensive knowledge about the organization, the higher education landscape, and the West. We are honored to have her lead the organization.

Patricia Sullivan responded to Chair Christian's call for a motion to appoint Michelau to serve as the next WICHE president, and to authorize the chair to finalize her appointment—consistent with the recommendations of the Executive Committee—in the terms of her appointment letter. The motion was seconded by Commissioner Anderson. The motion passed.

Report and Recommended Action of the Programs and Services Committee

Chair Christian called upon Commissioner Carol Mon Lee, vice chair of the Programs and Services Committee, to report on the committee meeting of Nov. 8, 2018. Mon Lee noted that the committee heard from staff about important unit initiatives focused on access and success as well as on institutional effectiveness. Margo Colalancia provided updates regarding WICHE's Student Access Programs. Ten WICHE states invested \$14.5 million this year to buy down tuition costs for 614 students pursuing professional health care degrees.

Staff expect final WUE enrollment for this academic year to exceed 40,600 students. Enrollments and savings estimates for WUE and WRGP will be finalized in December. Since WICHE dropped the distinctiveness requirement for eligibility to participate in WRGP, the number of programs offered has increased from 420 to more than 700.

Lastly, Margo gave a demo of the new WUE/WRGP Savings Finder databases that a software development firm built using part of the \$225,000 that the commission approved from reserves in May 2018. The database is built on Salesforce. Most institutions have set up their profiles and are completing the first enrollment reporting cycle. The implementation timeline was met, and the new features and user-friendly interface have exceeded original goals and expectations. Staff is now working with the same development firm on the new PSEP database; completion is anticipated in June 2019.

Pat Shea gave a brief update on four academic leadership initiatives including the Western Academic Leadership Forum, the Western Alliance of Community College Academic Leaders, the Online Course Exchange, and Interstate Passport®. The Forum, whose member four-year institutions are represented by their provosts, will hold its annual meeting April

24-26 in Boulder, Colo. on the theme “A Place for All? Belonging in Higher Education.” The Forum has recently formed committees to explore opportunities for regional projects related to the following topics: dual enrollment, service learning and internship policies and practices regarding privacy and security, the need for a regional OER repository, and library subscription fees.

The Alliance, whose member two-year institutions, systems, and state agencies are represented by their chief academic officers, will hold its annual meeting April 3-5 in Salt Lake City on the theme “Embracing the Brave New World: Higher Education and the Future of Work.” Alliance members have plans to begin an Academy, pending funding, with a goal of building a robust pipeline for the chief academic officer position in the two-year sector in the West. Shea also said that the Interstate Passport Network has 27 member institutions in 10 states and has awarded 23,000 Passports in its first two years of operations. She also gave a sneak preview of a new interactive transfer research website that will allow states to look at interstate transfer patterns by cohorts of students who are followed by the National Student Clearinghouse for six years. The site will be made public by the end of the calendar year. She also provided an update on the status of membership in Interstate Passport in the WICHE states. Finally, Pat announced that WICHE has changed the name of its Internet Course Exchange (ICE) to the Online Course Exchange (OCE).

Ken Pepion discussed the widening postsecondary attainment gaps of American Indian and Alaska Native students relative to majority students and WICHE’s efforts to reduce those gaps through its new initiative that focuses on institutions designated as Native American-Serving, Nontribal Institutions by the U.S. Department of Education. The first year of the three-year initiative has included a survey of the Native-Serving Institutions that establishes baseline data related to Native-student retention, remediation, and graduation and sheds light on barriers to degree completion.

Staff also convened the first annual national summit of Native American-Serving, Nontribal Institutions in late July in Denver that brought together 85 leaders, faculty, and staff of 18 of the institutions to discuss issues unique to this population of students and their institutions. The 2019 project workplan includes a collaboration with the American Association of State Colleges and Universities on a project listserv and a convening of presidents and chancellors of the NSIs in Washington, D.C., as well as a second national summit that will build on efforts to cultivate an alliance of institutions serving large numbers of American Indian and Alaska Native students.

Jere Mock noted that WICHE is now partnering with the Midwestern Higher Education Compact (MHEC) to offer cyber insurance to colleges and universities throughout its region. The intent of the program is to help campuses assess potential cyber threats and understand the diligence needed to address them to reduce their liability and potential loss of revenue. The program brings the number of MHEC cost-savings initiatives that WICHE offers in its region to four—the other three include student health insurance, a property insurance and risk management program, and a technology purchasing collaborative.

Action Item **Report of the Audit Committee**

Chair Christian called upon Commissioner Sullivan, WICHE immediate past chair, to present the report of the Audit Committee.

Sullivan reported that the Audit Committee met via teleconference call on Oct. 18, 2018, with Cheryl Wallace of RubinBrown. The committee consisted of Commissioners Chet Burton, Ray Holmberg, Don Bennett, and Sullivan. Also present on the call were David Longanecker, Craig Milburn, and Elizabeth Golder. Wallace led the group through the financial statements, the 2018 audit, and the audit report to WICHE governance. Wallace noted that this was a clean audit that presents fairly in all FY18 financial statements, in all material respects, the financial position of WICHE as of June 30, 2018.

The audit committee of the commission had requested the inclusion of a statement from the audit report to clarify long-term liabilities associated with compensated absences. The wording is reflected on page 14, note 7:

Currently, our Long-Term Liabilities only consist of compensated absences. There are two types of funded compensated absences. These are the Sick Leave Conversion Benefit (see Note 5) and Vacation accruals (see Note 1). The SLCB is only paid at employment termination and vacation is paid both when used and then at termination if there is a remainder.

Due to the upcoming changes in WICHE leadership and the intended new financial software rollout, the audit committee moved and passed a motion to continue to engage RubinBrown to conduct WICHE’s annual audits, with a contract not to exceed three years.

Chair Christian and the Audit Committee recommended that the draft financial statements be accepted by the commission as a good and true representation of the financial position of WICHE.

Commissioner Purce moved to approve the report of the Audit Committee. The motion was seconded by Commissioner Lokken. The motion passed. Chair Christian offered his thanks to the Audit Committee for their work in this area.

Commissioner Anderson had questions about the Viewpoints section of the audit report (pages 13-16) that contained suggestions and observations. Some suggestions had been implemented and some had not. Anderson asked for information on when the outstanding items would be implemented. Craig Milburn, WICHE chief financial officer, responded that Salesforce accounting integration has not yet been fully implemented and WICHE's master membership list is now in Salesforce. Milburn added that staff expect to implement all Salesforce-related recommendations by Summer 2019, including the integration of our accounts receivable system. Additionally, the launch of NetSuite accounting system software is expected to occur in the same time frame.

Report and Recommended Action of the Policy Analysis and Research Committee

Chair Christian called upon Commissioner Christopher Cabaldon, chair of the Policy and Analysis Committee, to present the report of the committee.

Cabaldon noted that the committee approved minutes of the May 7, 2018 committee meeting. Members acted on the reserves request of \$75,000 for WICHE database infrastructure development. The most recent versions of the *Tuition and Fees* report and *Knocking at the College Door*, among other publications, have stretched our database infrastructure. Staff has been cobbling together a variety of platforms to manage engagement. We request to contract the development of a SQL-based solution to better meet needs in the future. We anticipate that this improvement will increase staff productivity by 30 percent. The committee recommended adoption of that request.

Additionally, the committee considered an update of a data privacy plan, consistent with GDPR standards. A preview version of the *Tuition and Fees* report was shared with the committee and the full committee with an errata sheet. The committee also provided brief feedback on the *Benchmarks* document; Cabaldon asked the commission to share any feedback on that draft document with the policy staff. The committee received a draft report of the Native-Serving Institutions (NSI) initiative; there was extensive feedback on the report. The staff requested committee feedback of effective and innovative policies and programs on campuses and in states.

The committee had an extensive discussion about the Legislative Advisory Committee (LAC), and staff identified a weakness in attendance at annual convenings and that we will seek feedback from commissioners who are also legislators. Vice Chair Holmberg will report on the LAC later in this session.

Finally, we discussed key emerging issues for the Workplan and items that may cycle off the Workplan. One potential area that may be added is an examination of increased student homelessness and food insecurity.

Commissioner Cabaldon motioned to approve the WICHE database infrastructure reserve request. The motion was seconded by Commissioner Burns. The motion passed.

Report and Recommended Action of the Legislative Advisory Committee annual meeting

WICHE Vice Chair Ray Holmberg presented the report of the Legislative Advisory Committee annual meeting at the request of Chair Christian. Holmberg noted that WICHE's Legislative Advisory Committee works to strengthen state-level policymaking in higher education in the West by engaging state legislators in the discussion of higher education issues and by seeking their input on strategies for interstate collaboration. The WICHE Commissioners appoint members of the LAC. Specifically, the executive committee member, in consultation with the other commissioners from each delegation, appoints two state legislators. Commissioners who are also state legislators are automatically appointed to the LAC in addition to the two appointees. This means some states have three LAC members.

The LAC meets annually, and the 2018 annual meeting of the LAC was held Sept. 25-26, 2018, in Boise, Idaho. The attendance at this meeting was not especially strong. Fourteen legislators from 10 states and territories participated (Alaska, Guam, Hawai'i, Idaho, Montana, Nevada, New Mexico, North Dakota, Washington, and Wyoming). In addition to Commissioners who are also LAC members, Idaho Commissioners Matt Freeman and Rick Aman also joined the meeting.

The evaluations of the meeting were positive (with a 43 percent response rate), with 100 percent of the respondents indicating that the meeting was worth their time and effort to attend. There are currently four vacancies on the LAC, and Michelau and Christina Sedney are working to fill these. In addition, some LAC members were appointed in 2016 and their two-year terms would expire at the conclusion of 2018. WICHE staff will be reaching out to commissioners to either reappoint or choose new LAC members in early 2019. Information about the LAC, its meetings, and its members is available on the WICHE website and is located within the agenda book for this meeting.

Committee of the Whole Action and Discussion Items

Action Item

Acceptance of Remaining Eligible U.S. Pacific Island Members into WICHE under the Membership Auspices of the U.S. Pacific Territories and Freely Associated States

David Longanecker was asked by Chair Christian to speak on this action item. Longanecker noted that he believes several new island entities (Federated States of Micronesia, Palau, Marshall Islands) may join WICHE as members prior to the May 2019 Commission Meeting, allowing ample time for preparation and participation in WICHE student access programs in the subsequent academic year. The commission had previously indicated support for their membership if they provided all the required documentation. Joining beyond May 2019 would likely not allow the time necessary to advertise.

Commissioner Rodriguez moved to approve the Acceptance of Remaining Eligible U.S. Pacific Island Members into WICHE under the Membership Auspices of the U.S. Pacific Territories and Freely Associated States. The motion was seconded by Vice Chair Holmberg. The motion passed.

Longanecker explained that if there were to be three members from the U.S. Pacific Territories and Freely Associated States, all would share one membership with three commissioners. Guam would hold one vote; CNMI would give up one of the two commission seats/votes they currently hold to the first incoming third island member. Subsequent additional island members would have a representative voice, but not a vote. Membership will continue to cycle to allow all six potential members to have voting rights at various points in time. We have had limited engagement with American Samoa, as it is in a different set of islands, but we intend to pursue conversations regarding WICHE membership.

Commissioner Cabaldon pointed out that the rotation system of WICHE officers essentially requires a three-year commitment.

Update on WICHE's Budget

Chair Christian asked Longanecker to report on WICHE's budget.

Longanecker stated that the budget is presented on pages 8-4 and 8-5 of the November 2018 Agenda Book. There are a few small adjustments, as noted in my earlier presentation on budgeting and finance at WICHE. WICHE's budget is quite healthy and the reserves are currently projected to end the fiscal year at \$3 million. There are available reserves funds for dedication of \$1,721,979.

This meeting was unusual and tough as the commission convened at both the Omni Interlocken Hotel and the Renaissance Boulder Flatiron Hotel. Please join me in thanking Elizabeth Golder for her coordination of this complex and smoothly produced meeting. You have made an exceptionally good choice in Demi Michelau, the ultimate WICHE woman. The commission has a unique opportunity to reintroduce WICHE to the states, to legislative bodies, and to governors' offices so as to draw attention to WICHE. I ask all of you to consider how you can support President Michelau in her efforts. I thank you all for the opportunity to work with your phenomenal staff and what has been an exceptional board, and thanks to Clayton Christian for his substantial efforts and for his phenomenal leadership of the commission this year.

Report of the Nominating Committee

Chair Christian asked Commissioner Sullivan to provide the report of the Nominating Committee. Sullivan thanked Commissioner Christian for his tremendous work in coordinating the planning of the search committee.

On Oct. 31, members of the Nominating Committee, including Committee Chair Patricia Sullivan, Eileen Klein, and Christopher Cabaldon, participated in a teleconference. Also, on the call was David Longanecker. The purpose of the call was to select a nominee for the role of 2019 vice chair of the commission. The vice chair is expected to move into the role of commission chair in Winter 2019. Participants discussed recommendations and agreed upon proposed nominees.

The committee wishes to nominate Commissioner Ray Holmberg as chair and Commissioner Camille Preus as vice chair for 2019.

Commissioner Rosselli moved to approve Senator Ray Holmberg as chair and Commissioner Preus as vice chair for 2019. The motion was seconded by Commissioner Hagerott. The motion passed.

Remarks by Clayton Christian, Outgoing Chair

Christian said he thoroughly enjoyed serving the WICHE Commission this past year as chair. The work WICHE does as a compact in serving 40,000 students in the Western Undergraduate Exchange (WUE) and saving families \$365 million per year is impressive. PSEP allows states like Montana to have students gain opportunities they might otherwise not have. We serve our organizations by sharing our discussions on myriad subjects. It has been an honor to be engaged in providing access to success, and WICHE embodies this ideal. I am pleased to have been involved in ushering in Michelau to lead WICHE. Thank you all for allowing me the privilege to serve as chair of this organization this past year.

Chair Christian then invited Chair-Elect Holmberg to offer some remarks. Holmberg said that to communicate well in politics, one must speak in crayon: simple, declarative sentences. When I began in politics, there were 64 crayon colors in a box; politics today has reduced the colors to two: red and blue. I encourage WICHE to utilize the entire palette of colors as we work with our 16 diverse member states and territories. I have watched Commissioners Sullivan and Christian model leadership of WICHE and have come to understand that the commission chair's challenge is to enable the board to fulfill the counseling and supervision of the leadership team. Let's remind President Michelau that we have her back as she leads WICHE and thank David Longanecker for positioning us for the future. Our next meeting will convene in Bismarck, N.D. on May 20-21, 2019. Chair-Elect Holmberg invited President-Elect Michelau to speak to the group.

President-Elect Michelau thanked the commission for having faith in her and giving her the opportunity to lead. She said she is truly excited and honored by commissioners' support over the past few days, and the words of encouragement. Michelau thanked the search committee and executive committee for their engagement in the search activities. She said she felt well prepared for this challenge and thanked David Longanecker for his mentorship for the past 20 years.

Chair Christian offered a few announcements:

- We will follow up in the next few days on how you may contribute to rebuilding efforts for CNMI
- Please provide your feedback by completing the meeting survey
- Thanks to Elizabeth Golder for a well-done meeting.

Commissioner Hagerott reminded the commission that this is the 100-year anniversary of World War I, and noted that colleges and universities are the key transition for returning veterans. I encourage you to thank those people who run your veterans programs.

Commissioner Stearns thanked Longanecker for the inclusion of Tim Storey, who presented a 2018 election analysis, in the WICHE program. Stearns found the presentation very helpful, and I encourage us to include an NCSL representative in our meetings going forward. The intersection of education policy and political developments is critical, and I appreciate Chair Christian's efforts in this arena for the state of Montana.

Commissioner Christian passed the gavel to Chair Holmberg to adjourn the meeting. The Committee of the Whole was adjourned.

Monday, May 20, 2019

10:15 - 11:00 a.m.
(presentation)

11:00 - 11:30 a.m.
(discussion)

Bismarck State College, National Energy Center of Excellence (NECE), Bavendick Stateroom

**Plenary Session I:
The Future of Higher Education: What Can We See From Here?**

One projection we can confidently make about higher education looking forward: Change is coming. In fact, as practitioners and observers are aware, change is already here.

Some of this change is spurred by tradewinds larger than academia itself: evolutions in labor markets, growth in inequality, landscape shifts in politics and culture, and an infusion of new technologies into every sphere of our lives. Yet many changes reflect impacts and elements specific to higher education: enrollment and financing trends, institutions' orientation to and engagement with workforce and industry, and the ways in which educational technologies are deployed to adapt to evolving ways in which we learn, live, and work.

Taken together, these changes suggest a postsecondary sector under fierce stresses, yet with opportunities for positive development and paths toward bolstered sustainability. Is it winter that is coming? Or will it be a new season that promises sustenance and potential for growth? In the first segment of this two-part plenary session, futurist Bryan Alexander—a highly regarded writer and thinker at the intersection of technology and education—will discuss emerging trends affecting higher education and share prospective scenarios based on these trends, including Peak Higher Education, Health Care Nation, and Augmented Campus. Thereafter, the commission will engage in discussion on aspects and implications of this presentation.

Facilitator:

Christopher Cabaldon, president, Linked Learning Alliance; mayor, City of West Sacramento; and WICHE commissioner

Speaker:

Bryan Alexander, futurist, educator, speaker, writer

Biographical information on the facilitator and speaker:



WICHE Commissioner **Christopher Cabaldon** was first elected mayor of West Sacramento in 1998 and is currently serving his ninth term. He is the first mayor elected directly by the voters of the city, after serving three terms on the city council. As mayor, his local and regional leadership on school facilities, effective governance, universal preschool, research-based reform, and workforce/education alignment have resulted in both scholarly recognition and improved student outcomes. One of the nation's leading mayors on education policy and best practices, he is chair of the Jobs, Education and Workforce standing committee at the U.S. Conference of Mayors. He is also president of the Linked Learning Alliance, a statewide coalition of education, industry, and community organizations dedicated to improving California's high schools and preparing students for success in college, career, and life. Established in May 2008, the Linked Learning Alliance aims to build a collective voice and coordinate efforts to expand access in California to Linked Learning—an approach to high school that integrates rigorous academics with real-world learning opportunities in the fields of engineering, health care, performing arts,

law, and more. From 1997 to 2003, Cabaldon was vice chancellor of the California Community Colleges System. He earned his bachelor's degree in environmental economics from the University of California Berkeley, in addition to a master of public administration degree from California State University Sacramento.



Bryan Alexander is an internationally known futurist, researcher, writer, speaker, consultant, and teacher, working in the field of how technology transforms education. He completed his doctorate in English language and literature at the University of Michigan in 1997, with a dissertation on doppelgangers in Romantic-era fiction and poetry.

Alexander subsequently taught literature, writing, multimedia, and information technology studies at Centenary College of Louisiana, where he also pioneered multi-campus interdisciplinary classes while organizing an information literacy initiative. From 2002 to 2014, Alexander worked with the National Institute for Technology in Liberal Education (NITLE), a nonprofit working to help small colleges and universities best integrate digital technologies. In roles that included co-director of a regional education and technology center, director of emerging technologies, and senior fellow, Alexander helped develop and support the nonprofit, grew peer networks, consulted, and executed a sustained research agenda.

In 2013 Alexander launched Bryan Alexander Consulting, LLC, through which he consults on higher education throughout and beyond the United States. Alexander also speaks widely and publishes frequently: his articles and perspectives have been published and aired in venues including the *Atlantic*, the *Washington Post*, MSNBC, *US News and World Report*, National Public Radio, *Inside Higher Ed*, and the *Chronicle of Higher Education*. His forthcoming book *Academia Next: The Futures of Higher Education* (Johns Hopkins University Press) is slated for fall 2019 publication, and his two most recent books are *Gearing Up For Learning Beyond K-12* and *The New Digital Storytelling* (2nd edition).

Monday, May 20, 2019

11:30 a.m. - 12:45 p.m.

Bismarck State College, National Energy Center of Excellence (NECE), Bavendick Stateroom

Lunch Workshop: A New Type of Investment for Higher Education

After lunch, North Dakota University System Chancellor Mark Hagerott will lead a discussion about a new type of investment for higher education. In light of changing times, he argues for an end to half-measures, punitive taxes on college endowments, and diffuse education strategies in favor of a nationwide, advanced-technology collegiate curriculum on the scale of the Land Grant College program. Please join him in a discussion about this novel idea and offer feedback about his proposed approach.

Discussion questions will include:

1. With regard to digital sciences (e.g., computer science, artificial intelligence (AI), data analytics, and cybersecurity among others), do you have insight as to whether *at the state level*, **your state has increased investment, held it steady, or has plans to increase investment in the digital sciences?** (e.g., the Idaho legislature and governor established a major initiative in computer science at Boise State, and established a new community college focused on digital sciences; New York, Michigan, and Wisconsin have major efforts in AI and robotics; Virginia has a major, based on a \$1 billion initiative in computational sciences and cybersecurity, largely shared by Virginia Tech and the University of Virginia).
2. What are your reactions to and/or feedback on this **digital-cyber land grant proposal for the federal government to establish a new funding source** derived from a “data dividend” and/or education investment tax required of social media companies, which would be distributed to the states?
3. What are your reactions to and/or feedback on this digital-cyber land grant **proposal for out-of-state entities** (e.g., high-tech firms, highly ranked digital collegiate programs, and/or individual highly skilled tech employees) **to establish a presence and help support or staff a new digital-cyber land grant campus in your state?** (Most likely, they would receive incentive funding or tax breaks to establish such partnerships.)
4. **Do you have any other general feedback** regarding the overall proposal or any aspect of the digital-cyber land grant proposal that you would like to share?

Facilitators:

Karla Leach, president, Western Wyoming Community College, and WICHE commissioner

Mark Hagerott, chancellor, North Dakota University System, and WICHE commissioner

Biographical information on the facilitators:



Karla Leach is completing her 11th year as president of Western Wyoming Community College in Rock Springs. Previously, she served in several positions in Texas: as dean of workforce education at Tarrant County College in Fort Worth for 17 years; graduate faculty at Texas A&M University-Commerce in community college leadership; and dean of student learning and organizational development at Lone Star College-Cyfair. While in Wyoming she has served on the Wyoming P-16 Council, the Governor's Taskforce for Video and IP-Based Communications, and on the Wyoming Early Childhood State Advisory Council. Currently she serves as a trustee for the Higher Learning Commission. She earned a doctorate in community college leadership from the University of North Texas, a master's in business administration from the University of Texas-Arlington, and a bachelor's degree in secondary education from Texas Tech University.



Mark R. Hagerott became chancellor of the North Dakota University System in July 2015. Prior to his move back home to North Dakota, he served on the faculty and held numerous academic leadership roles at the U.S. Naval Academy. He also served as a planning and strategy director in one of the largest U.S. Army educational organizations, NATO Training Mission, which included the Afghanistan army, police, air force, and medical school programs. Hagerott served as distinguished professor and deputy director of the Center for Cyber Security Studies at the Naval Academy and served on the Defense Science Board summer study of unmanned systems in 2014-15. He is a commissioner for the Midwestern Higher Education Compact and the Western Interstate Commission for Higher Education.

Hagerott's research and writing focus on the evolution of technology, education, and changes in technical career paths, and he is the author of multiple articles and book chapters, with a recent emphasis on unmanned systems. He served as a nonresident cyber fellow of the New America Foundation from 2015 to 2017.

Previously, Hagerott had held numerous leadership positions in the U.S. Navy, both aboard ships and in administrative positions in the Department of Defense. A certified naval nuclear engineer in power generation and distribution, he served as chief engineer for a major environmental project defueling of two atomic reactors. Hagerott also ran tactical data networks for the Navy and rose to ship command. He served in both Bush administrations, as a White House Fellow in the first Bush administration and in the office of the Deputy Secretary of Defense in the second Bush administration.

Hagerott holds a bachelor's degree from the U.S. Naval Academy, a master's in political science and economics from Oxford University (where he attended as a Rhodes Scholar), and a doctorate in history from the University of Maryland. He hails from a multi-generation North Dakota family of farmers and energy producers.

Dear Congress:
**Rather than Redistribution of Wealth and Breaking Up Internet Companies,
Partner with States and Higher Education so Working Americans can Flourish in
the new Digital Economy... and ask Silicon Valley to Invest.**

Introduction

What should we make of the news surrounding digital companies these days? We read that Amazon has been driven out of New York? That FaceBook, Google, and others of their ilk need to be broken up? That wealthy Americans, especially internet elites, need to pay both high marginal income tax but also wealth taxes? What in the world is going on? Might there be a common thread to knit together these disparate strands of thought? I suggest that all three spring from an eroding fabric of public trust and eroding economic opportunity in the fast emerging digital socio-economic system now enveloping our nation. But the policies associated with these headlines are also evidence of a shortage of well-aimed, future- oriented ideas with which to help the American people *weave a better future for themselves*. We need to give more people, more cities and states, better tools to discern, make decisions, and act more effectively in this emerging digital socio-economy.

The policy idea that follows was first published in the September 2018 issue of the *Chronicle of Higher Education*¹, and will argue for the end to education half measures, punitive taxes on college endowments, and redistributive tax strategies. Instead, it will propose a nationwide, advanced technology collegiate curriculum on the scale of the world famous Land Grant College program that President Lincoln used to help change America for the better in the Industrial Age. And, this nationwide program shouldn't cost middle class taxpayers, rather, Silicon Valley companies and elites should willingly invest in and help staff this system of advanced digital technology colleges and programs.

Summary: The Underlying Problem and a Partial Solution

We are living at one of the most dynamic times in history, able to witness the emerging nexus of artificial intelligence, digital machines, and internet communications creating a place we call “cyberspace” and the Internet of Things (IoT). But all is not well where cyberspace and the digital economy intersects with the American people. As this world of digital knowledge and machines grows, financial benefits are concentrating, and large swaths of our country are being left behind or left insecure. Darkening clouds of cyber crime, misinformation, monopoly power, and lack of equal access are casting a shadow of socio-economic-political insecurity and inequality across the United States. The

¹ Hagerott, Mark, “Silicon Valley Must Help Rural America. Here’s How,.” *The Chronicle of Higher Education*, Special Reports, 23 September 2018, accessed at: <https://www.chronicle.com/article/Silicon-Valley-Must-Help-/244573>

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digital revolution is contributing to growing imbalances in wealth such that eight people in the world own more wealth than the bottom three billion, and numerous forward looking leaders including some at Davos have warned of the potential destabilization of society.² The rise of digital giants has not been healthy for start up businesses, as entrepreneurship rates in the United States have been declining since the 1990s.³ Moreover, the typical American is also less secure, as cyber attacks continue to increase. To address this challenge will require not a handout to those 'left behind', but a major educational initiative. Education is the critical tool to enable more Americans to critically think about, navigate, and prosper in the digital economy. How might we think nationally and regionally, across socio-economic and ethnic-racial lines, about the education challenge?

I believe an inspiration is to be found in President Lincoln and Congress's Land Grant Act of 1862 (named after Congressman Morrill), that responded to the educational challenge of the Industrial Age by selling land on the opening frontier to create much of the university system we have today. To navigate the challenge of the Digital Age, our nation needs to tap the wealth of the emerging digital machines and cyber economy to create what might be termed the Digital-Cyber Land Grant university system (DCLG). ***Congress should enact legislation that requires social media companies to fund the new Land Grant university system either through a 'data dividend' paid to states based on their population, or an education investment tax.*** These educational remedies will seem radical to some as they will cost much treasure and require accelerated adaptation by academic leadership. Silicon Valley will need to take the moral high ground and provide many of the brightest minds, good teachers, and social media companies to provide the investment capital to address this crisis. Nothing less than the future prosperity and stability of our society is at stake.

Why Current Educational Efforts are Imbalanced and Insufficient

First, states and cities outside of our wealthy tech corridors, especially aging rural, industrial, and minority communities, are falling further behind in the digital economy. And, as a recent *Atlantic Monthly* article argues, so are their colleges. These communities and institutions, including some in my state, North Dakota, where I am chancellor of the state higher-education system, don't possess the financial or human resources means to catch up to the wealthy tech corridors.

² There are now numerous authors, political leaders, and even financial elites warning of the destabilization of society, including at the most recent forum at Davos. But there appears to be a shortage of ideas of what to do. See Gemma Acton, "Davos Founder Criticizes Populism, Wants Reform of Capitalism," *CNBC.com*, 11 January 2017, accessed at <http://www.cnbc.com/2017/01/11/davos-founder-criticizes-populism-wants-urgent-reform-on-capitalism.html>

³ Aoun, Joseph A., *Robot-Proof: Higher Education in the Age of Artificial Intelligence*, Cambridge: M.I.T. Press, 2017, see chapter 3. The number of new entrepreneurs in the United States is approximately a million less than in the early 1990s.

Second, certain tax and professional practices have led to the concentration of digital expertise and wealth, both in business corridors and elite universities. For example, digitally oriented philanthropic donations, federal research grants, and corporate sponsorships are concentrated at companies or universities that already have strong digital programs and faculties. They then have the resources to poach rising stars at lesser-known colleges, leading to a damaging cycle that continues to concentrate digital wealth and talent. Those practices need to change to be more inclusive of the remote parts of our country.⁴

Third, there is a misalignment between what is being taught and what must be taught to create knowledge, skills, and abilities needed to engage safely and prosper in a 21st century economy increasingly interconnected to cyber space. For example, in the upper Midwest, several states do not possess four-year and two year campus program that meet the NSA requirements for designation in cyber security, which holds back those areas as they attempt to secure their populace, build workforce or diversify their economies.

Finally, many state universities suffer from a shortage of faculty experts and knowledge holders needed for the digital world now emerging. We need an infusion of new scholars and training for those already on our campuses, so that they can more rapidly develop updated courses for students and conduct research to help their communities to prosper. While some apologists for the current situation may offer up distance courses deployed from the tech corridors as a solution, this will not suffice. As we are beginning to understand, students who come from lower socio-economic groups, veterans, minorities, often have not been well served by 'online only' delivery. A physical presence and proximity to mentors and teachers are especially important for undergraduates.

A Solution: Nationwide Digital-Cyber Curriculum and Supporting System of Professors, Programs, Mentors, and Resources

This nationwide system would be a network of advanced technology, digital science curriculum, to include related liberal arts, offered on physical campuses located in underserved areas of our country. This Digital-Cyber Land Grant (DCLG) university system network would move beyond the limits of existing physical plant, and existing structures of faculty hierarchy and tenure. The DCLG programs would come at radically reduced cost to the student and the state, as they would be supported by the beneficiaries of the booming digital-cyber economy, and a requirement that they pay either data dividends to the states or fund an digital-cyber education investment tax.

Key features include:

⁴ The problem of poaching has gained national attention. For more information, see Bender, Beverly Lief, "Recruiting or Academic Poaching," in *Science Magazine*, August 2015, accessed at <http://www.sciencemag.org/careers/2015/08/recruiting-or-academic-poaching>

1. A hybrid campus, manifesting the best of both online and "bricks and mortar," for the purposes of offering digital related curriculum, both technical (e.g., computer science, coding, A.I. theory and applications, data analytics, computer and network security, human hacking) and the non-technical in the fields of cyber business, humanities, social sciences, and cyber law.⁵ *Cyber security education should be perhaps the first among equals*, for if the general public cannot participate in the cyber economy in security, we may see large sections of the population 'opting out'.

2. An accelerated approach to tenure and promotion for younger, cyber-computer science faculty, including those in the humanities, that focus on the new knowledge.

3. Innovative funding mechanism that does NOT place further burden on hard pressed states and students, but requires digital-cyber taxes or data dividends from the social media giants.

4. Modification of tax incentives for contributions to university endowments such that the coming wave of "internet high net worth philanthropists" will have reason to provide support to the Digital-Cyber Land Grant universities or colleges, not just the wealthy universities in proximity to already wealthy corridors.

5. Incentives for technology companies and leading high tech universities to help staff and partner with the Digital-Cyber Land Grant faculties and programs. For example, skilled company employees and entrepreneurs who assisted the Cyber Land Grants could earn faculty or staff rank at one of the institutions. Joint appointments could be offered to cyber skilled faculty from leading universities who would teach or research at a DCLG.

How to Fund this Initiative? Digital Dividends or an Education Tax from Social Media Companies

In the 1860s, the machines and techniques of the Industrial Revolution were engulfing the economy and society of 19th century America, a revolution of science and mechanical engineering knowledge. But how could the nation pay for the educational programs to create the knowledge and skilled workers needed in the increasingly mechanized factories and farm fields? Fortunately, the three dimensional farmland of the upper Midwest and West was opening to settlement, and President Abraham Lincoln in partnership with Congress created the Land Grant college program (the Morrill Act of 1862). The Federal Government, which owned large tracts of land, sold this land and the proceeds were devoted to the establishment of new Land Grant colleges or directed to existing colleges which re-tooled to the needs of agriculture and industry, and interestingly, to military education for the national defense, too. This land of the new frontier paid for the land grant universities we have today, which include the likes of University of California, Berkeley, and many of the venerable state universities of the Midwest, arguably the single most profound educational initiative in the history of

⁵ ACM Joint Task Force on Cybersecurity Education, 2017. Accessed here: <https://www.csec2017.org/>

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America.⁶ Today, it is the fourth dimensional ‘land’ of cyber space that is opening up. The wealth created in this new space, especially those of social media companies, can fund the accelerated development of digital cyberspace education programs for minority, rural, and post-industrial population areas of America in the 21st century.

The Moral Argument for Silicon Valley and Social Media Companies to Invest, both Human and Financial, in this Education Initiative

The foundation of the internet, upon which the social media giants derive their wealth, was a U.S. government program funded by the American taxpayer. Thus, it is argued that some share of the value of this ‘cyber space’ or ‘cyber land’ could have been retained through the *patent* system. However, due to a temporary and egregious loss of vision, our government "Land Agents" gave away the very algorithmic ground of the internet without the *informed* consent of the rightful owners, the American people. This lack of vision is understandable (after all, who could have predicted a government-funded communications invention would become the foundation of the emerging digital economy), but the negative consequences such as those surrounding the massive social media companies must be addressed. One strategy is through enhanced digital-cyber education for all Americans, but how to pay? As discussed previously: the American people deserve and their leaders should require the social media companies to pay a “Data Dividend” to states based on how much data they extract from their residents. Alternatively, the government should establish an “digital-cyber education investment tax” on certain types of the internet-derived wealth of cyber space. The resources derived from these funding sources would be used to create a more responsive educational program, the Digital-Cyber Land Grant university and college system.

While the list of internet and cyber-centric companies morally obligated to help fund the DCLG may grow, it seems reasonable to start with the large social media enterprises, as they are increasingly seen to have negative social consequences (perhaps another analogy can be drawn to the taxes levied today on gambling, cigarettes, and alcohol). *The data dividend or education investment tax question will be the most contentious issue of this proposal, but this should not surprise.* The emergence of cyberspace has accelerated a concentration of power and wealth among a relatively small number of people, companies, communities, and universities they call home. It is predictable that an effort of this type and scale will engender resistance. Yet, the time for government half measures and modest corporate and personal philanthropy is now past, especially when such efforts further facilitate concentration at favored campuses and existing tech centers.

Conclusion

⁶ For more information, see Library of Congress, see various sources compiled here, <https://www.loc.gov/rr/program/bib/ourdocs/Morrill.html>

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More regions, states, and cities in our country, as well as more segments of our populace, must be able to weave a better future for themselves in the emerging digital socio-economic system. Lagging regions and groups of our country require a new or radically reformed, adequately funded, education system, both in scale and type, to participate in the opening of the digital frontier of cyberspace and IoT. The urgency of the challenge is hard to exaggerate. It is imperative the Trump Administration, Congress, State governments, Silicon Valley elites, and higher education come together to create the Digital-Cyber Land Grant University system of the 21st century. Economic vitality, equity, security, and democracy itself will benefit by such an initiative.

Monday, May 20, 2019

1:00 - 2:15 p.m.

Bismarck State College, National Energy Center of Excellence (NECE), 431/433

Programs and Services Committee Meeting

Committee Members





Les Purce (WA), chair
Carol Mon Lee (HI), vice chair

Stephanie Butler (AK)
Kathleen Goepfinger (AZ)
Francisco Rodriguez (CA)
Antwan Jefferson (CO)
Julie VanOrden (ID)
Sheila Stearns (MT)
Fred Lokken (NV)
Patricia Sullivan (NM)
Nick Hacker (ND)
Hilda Rosselli (OR)
Paul Beran (SD)
Vincent Leon Guerrero (U.S. Pacific Territories and Freely Associated States/Guam)
Patricia Jones (UT)
Laurie Nichols (WY)

Agenda

Presiding: Les Purce, committee chair

Staff: Jere Mock, vice president, Programs and Services
Suzanne Benally, director, Native-Serving Institutions Initiative
Margo Colalancia, director, Student Access Programs
Pat Shea, director, Academic Leadership Initiatives

| | | |
|---|--|-------|
|  | Approval of the November 8, 2018, Programs and Services Committee meeting minutes | 5-3 |
|  | Approval of the FY 2020 Workplan section pertaining to the Programs and Services Unit: <i>Jere Mock</i> | 10-48 |
|  | Approval of WICHE's interest in partnering with a Bill & Melinda Gates Foundation Intermediary for Scale: <i>Jere Mock</i> | 5-6 |
|  | Re-examining the tuition rate for the Western Regional Graduate Program: <i>Margo Colalancia</i> | 5-8 |

Information Items:

| | |
|--|------|
| Student Access Program updates: <i>Margo Colalancia</i> | 5-12 |
| Status report on WICHE's Initiative to Reduce the Postsecondary Attainment Gap for American Indians and Alaska Natives: <i>Suzanne Benally</i> | 5-13 |

Academic Leadership Initiative Updates: *Pat Shea*

5-14

Other business

Adjournment

ACTION ITEM

Programs and Services Committee Minutes

Thursday, Nov. 8, 2018

Committee Members Present:

Francisco Rodriguez (CA)
Antwan Jefferson (CO)
Carol Mon Lee (HI), vice chair
Patricia Sullivan (NM)
Fred Lokken (NV)
Hilda Rosselli (OR)
Gerry Pollet (WA)
Laurie Nichols (WY)

Committee Members Absent:

Stephanie Butler (AK)
Eileen Klein (AZ), chair
Julie VanOrden (ID)
Clayton Christian (MT)
Nick Hacker (ND)
Mike Rush (SD)
Vincent Leon Guerrero (U.S. Pacific Territories
and Freely Associated States/Guam)
Patricia Jones (UT)

Other Commissioners Present:

Sheila Stearns (MT)
James Hansen (SD)

Staff Present:

Jere Mock, vice president, Programs and Services
Margo Colalancia, director, student access programs
David Longanecker, president, WICHE
Kim Nawrocki, coordinator, student access programs
and events
Ken Pepion, senior program director,
Native-Serving Institutions Initiative
Pat Shea, director, academic leadership initiatives
Jeremy Simon, director of strategic communications

Committee Chair Eileen Klein (AZ) was not able to attend the meeting; Committee Vice Chair Carol Mon Lee (HI) called the meeting to order. She referred the committee members to the first ACTION ITEM, which requests approval of the Programs and Services Committee minutes of the May 7, 2018 committee meeting (pages 4-3 through 4-5 of the November 2018 agenda book). There were no comments or questions. Commissioner Lee then asked for a motion to APPROVE THE MINUTES OF THE MAY 7, 2018 COMMITTEE MEETING. Commissioner Fred Lokken (NV) made a motion to approve the minutes and Commissioner Hilda Rosselli (OR) seconded the motion. The motion passed unanimously.

Action Item

Approval of the Sept. 10, 2018, Executive Committee Teleconference Minutes

Chair Christian called for the approval of the Sept. 10, 2018 Executive Committee teleconference minutes. Commissioner Dianne Harrison moved to approve the motion and Commissioner Karla Leach seconded. There was no discussion. The motion was approved unanimously.

Student Access Programs Highlights

Margo Colalancia provided updates regarding WICHE's Student Access Programs. Ten WICHE states and the Commonwealth of the Northern Mariana Islands invested \$14.5 million this year to buy down tuition costs for 614 students pursuing professional health care degrees. CNMI's first PSEP student is enrolled in the University of Hawai'i Manoa's John A. Burns School of Medicine.

Colalancia reported Washington State University Vancouver and The Evergreen State College have joined the Western Undergraduate Exchange, bringing the total number of institutions to 162. Staff expect final WUE enrollment for this academic year to exceed 40,600 students, which is a small increase over last year's 40,100 students. Enrollments and estimated savings for WUE and WRGP will be finalized in December. Since WICHE removed the distinctiveness requirement for eligibility to participate in WRGP, the number of programs offered has increased from 420 to more than 700. Because WRGP now operates similarly to WUE, Hawai'i Commissioner David Lassner recently asked if WICHE staff would explore the possibility of allowing institutions to charge "150 percent or less" tuition for WRGP programs. Staff will survey participating institutions about their preferred price point, residency policies for nonresident graduate students, and opportunities such

as graduate assistantships that also lower tuition, and will report back findings. Commissioner Laurie Nichols expressed interest in maintaining the option for WRGP tuition to continue to equal resident tuition.

Lastly, Colalancia provided an overview of the new WUE/WRGP Savings Finder databases that a software development firm built using a portion of the \$225,000 that the commission approved from reserves in May 2018. The database is built on Salesforce. Most institutions have set up their profiles and are completing the first enrollment reporting cycle. The implementation timeline was met, and the new features and user-friendly interface have exceeded original goals and expectations. The public search engines are much easier for students and parents to navigate. Staff is now working with the same development firm on the new PSEP database; completion is anticipated in June 2019. The committee expressed interest in the expanded reporting capabilities that may help to reinforce WICHE's value to policymakers in their states.

No new business concerns were raised.

Commissioner Damron motioned to move to a closed Executive Committee session. Commissioner Lokken seconded. All non-Executive Committee members were dismissed, and the Executive Committee moved into closed session.

Academic Leadership Initiative Developments

Pat Shea gave a brief update on four academic leadership initiatives including the Western Academic Leadership Forum, the Western Alliance of Community College Academic Leaders, the Online Course Exchange, and Interstate Passport®. The Forum, whose member representatives are provosts at four-year institutions, will hold its annual meeting April 24-26 in Boulder, Colo. on the theme "A Place for All? Belonging in Higher Education." The Forum has recently formed committees to explore opportunities for regional projects related to the following topics: dual enrollment, service learning and internship policies and practices regarding privacy and security, the need for a regional OER repository, and library subscription fees. The Western Academic Leadership Academy, sponsored by the Forum, is working with its fourth cohort now and will begin solicitations for its fifth cohort later this month.

The Alliance, whose member representatives are chief academic officers of two-year institutions and related system and state agencies, will hold its annual meeting April 3-5 in Salt Lake City on the theme "Embracing the Brave New World: Higher Education and the Future of Work." The Alliance members have plans to begin an Academy, pending funding, whose goal would be to build a robust pipeline for the chief academic officer position in the two-year sector in the West. Shea also said that the Interstate Passport Network has 27 member institutions in 10 states and has awarded 23,000+ Passports in its first two years of operations. She also gave a preview of a new interactive transfer research site that will allow states to look at interstate transfer patterns by cohorts of students who are followed by the National Student Clearinghouse for six years. The site will be made public by the end of the calendar year. She also provided a more in-depth update on the status of membership in Interstate Passport in the WICHE states. Finally, Shea announced that WICHE has changed the name of its Internet Course Exchange (ICE) to the Online Course Exchange (OCE).

Report on WICHE's Initiative to Reduce the Postsecondary Attainment Gap for American Indians and Alaska Natives

Ken Pepion discussed the widening postsecondary attainment gaps of American Indian and Alaska Native students relative to majority students, as well as WICHE's efforts to reduce those gaps through its new initiative that focuses on institutions designated as Native American-Serving, Nontribal Institutions by the U.S. Department of Education. In the first year of the three-year initiative, WICHE awarded 11 planning grants, and receiving institutions set goals for reducing achievement gaps, for which progress will be tracked over the course of the project. Staff conducted a survey of the NSIs that establishes baseline data related to Native-student retention, remediation, and graduation and sheds light on barriers to degree completion. Commissioner Francisco Rodriguez commented that an important strategy for student retention and success is that they are served by Native faculty, but the pipeline to develop faculty is lacking.

Staff also convened the first annual national Summit of Native American-Serving, Nontribal Institutions in late July in Denver. The summit brought together 85 leaders, faculty, and staff of 18 of the institutions to discuss issues unique to this population of students and their institutions. The 2019 project workplan includes a webinar to help prepare NSIs for the Fall 2019 Title III grant competition; collaboration with the American Association of State Colleges and Universities on a project listserv; a convening of presidents and chancellors of the NSIs in Washington, D.C.; and a second national summit that will build on efforts to cultivate an alliance of institutions serving large numbers of American Indian and Alaska Native students. Pepion noted that while there are formal consortiums of institutions serving other minority groups, there is not a consortium of NSIs, and his hope is that an NSI alliance or consortium will be an outcome of this project. Commissioner Dianne Harrison noted the Department of Energy has a minority-serving institution collaboration with a heavy focus on tribal institutions right now, which may be a possible resource. Commissioner Lokken asked if the Canadian tribal colleges could possibly serve as experts for WICHE's project.

Jere Mock noted Pepion will be retiring at the end of November and thanked him for his dedication to WICHE on various projects over the last 25 years. She said she will soon begin recruiting a new director for the Native-Serving Institutions initiative and welcomes input from commissioners if they have prospective candidates.

Updates on Cost-Saving Collaborations with the Midwestern Higher Education Compact

Mock reported that WICHE is now partnering with the Midwestern Higher Education Compact (MHEC) to offer cyber insurance to colleges and universities throughout its region. The intent of the program is to help campuses assess potential cyber threats and understand the diligence needed to address them to reduce their liability and potential loss of revenue. The program brings the number of MHEC cost-saving initiatives that WICHE offers in its region to four—the other three include student health insurance, a property insurance and risk management program, and a technology purchasing collaborative.

Workplan FY 2020 Planning

Mock informed the committee that planning for the FY 2020 WICHE Workplan will begin in December. She asked that committee members contact her if they have ideas or suggestions for Programs and Services initiatives in the upcoming fiscal year.

Commissioner Lee adjourned the Programs and Services meeting.

ACTION ITEM

WICHE's Interest in Partnering with a Bill & Melinda Gates Foundation Intermediary for Scale

Earlier this year, the Bill & Melinda Gates Foundation announced its intent to select up to 10 new Intermediaries for Scale entities over the next several months as another step in its efforts to foster institutional transformation at colleges and universities. This new initiative is focused on eliminating racial and income gaps by supporting institutions and organizations that can improve the educational outcomes of low-income and first-generation students, and students of color. Over the past decade, the foundation has supported a range of institutions and other organizations through large-scale, intermediary-directed initiatives such as Completion by Design, the Frontier Set, and more recently WCET's Every Learner Everywhere.

On March 20, WICHE submitted a Letter of Interest (LOI) in response to the first stage of the Gates Foundation's Intermediaries for Scale selection process. The group of prospective grantees submitting ROIs is being progressively narrowed until a final group will be tasked with submitting detailed grant proposals by late summer or early fall. WICHE was not selected to move to the next round of the funding opportunity, but the foundation has identified capabilities and networks within WICHE that may be helpful to current and potential Intermediaries for Scale.

Staff seeks WICHE Commission approval to continue to participate as a potential partner to applicant organizations. Ultimately, the foundation will select up to 10 intermediaries that have the capacity to collectively support some 400 diverse institutions to close achievement gaps for students of color and low-income students. The foundation plans to fund the intermediary grantees over an 18-month period to build their internal capacity and formalize relationships with campuses and other organizations to round out extensive networks of participating entities. It is anticipated that substantially larger grants will subsequently be made to the selected intermediary organizations to support their networks. If staff identify a promising partnership, WICHE would prospectively take part as a network member providing assistance in specific areas including transfer, technology-mediated education, improved attainment rates for students of color, policy improvement, and/or behavioral health.

Relationship to WICHE Mission

Increasing the number of people with higher education credentials is a cornerstone of WICHE's mission to expand educational access and excellence throughout the West. WICHE has a decades-long record of engaging institutions and states in efforts to improve student outcomes, particularly for students of color and low-income students. This includes creating networks of institutions and states working to reduce attainment gaps, streamlining student transfer, engaging institutional leaders in diversity initiatives, fostering expanded student access and success by building networks to improve technology-enhanced education, increasing policymaker awareness of the nation's increasingly diverse student demographics and the need for institutional change in response, and improving policy and institutional practice to increase access and success for students who have stopped-out.

Bill & Melinda Gates Foundation's Goal for the Initiative

The foundation defines its view of institutional transformation as those colleges and universities that have built their capacity to dramatically improve student outcomes and eliminate outcome gaps by having a student-centered mission, using data to make decisions, creating a collaborative environment, setting goals and being accountable for them, and making a commitment to continuous improvement.

Its goal going forward is to support larger numbers of intermediaries who can serve as guides and connectors for hundreds of institutions that need to become more successful at helping underrepresented students achieve the educational attainment that is key to their future economic and social mobility. By Gates' design, intermediaries will help guide the institutional change process to ensure that it is sustainable and effective, and will engage numerous other organizations to develop networks that can support the overarching goal.

WICHE has developed and implemented numerous initiatives that align with the Gates Foundation's intent for the program and possesses significant expertise to enable it to be a successful and helpful partner to selected intermediaries. We have increased awareness of promising and successful transformation strategies among campus leaders and communities through our networks of campus and system academic leaders, including the Western Academic Leadership Forum, Western Alliance of Community College Academic Leaders, Western Academic Leadership Academy, and WCET's annual

Leadership Summits. Similarly, we have extensive experience in providing guidance and resources for adopting, sustaining, and evaluating campus (and system- and state-level) changes in policy and practice such as the Equity in Excellence initiative we carried out in partnership with the Center for Urban Education at the University of Southern California; and our current WICHE Task Force on Closing Postsecondary Attainment Gaps that is designed to catalyze state efforts to close attainment gaps so that all students in the West have the credentials they need to contribute to the regional economy, by initially engaging teams from Western states that include representatives from higher education, K-12, state government, business and workforce, and local communities.

Further, we have built connections across colleges and universities and other supporting organizations to accelerate and streamline learning and the sharing of promising practices: through our Native-Serving Institutions initiative designed to reduce attainment gaps of American Indian and Alaska Native students, our Interstate Passport® that is streamlining transfer for students at 30 Network institutions and many others that have expressed interest in joining, and our 26-year-long partnership with the Southern Regional Education Board to annually bring together doctoral scholars of color for the acclaimed Institute on Teaching and Learning.

Action Requested

Approval to continue our participation as a potential network partner in the Bill & Melinda Gates Foundation Intermediary for Scale initiative, to enter into a contract or contracts with intermediary grantees, and to accept and expend grant funds over an 18-month period to enhance our internal capacity and expand our networks of institutions that are committed to enhancing the educational success of low-income and first-generation students, and students of color.

ACTION ITEM

Re-examining the Tuition Rate for the Western Regional Graduate Program

Background

The Western Regional Graduate Program (WRGP) allows graduate certificate, master's and doctoral students who are residents of WICHE states and territories to enroll in hundreds of graduate programs at 57 public institutions in the West and pay resident, rather than nonresident, tuition.

Issue

In Fall 2017, the commission approved dropping the distinctiveness requirement for graduate programs to be offered through WRGP. Now, participating institutions determine which graduate programs can participate and how many discounted seats they make available for each graduate program on an annual basis. This has been a highly successful incentive for expanding institutional participation in WRGP: since eliminating the distinctiveness requirement, the number of WRGP offerings available at the resident tuition rate has increased by 90 percent—from 420 to 800+.

WRGP now operates much like WICHE's Western Undergraduate Exchange (WUE), in which institutions also determine which undergraduate majors are offered at the discounted rate of 150 percent (or less) of resident tuition. However, institutions may currently only charge resident tuition for the graduate programs they offer through WRGP.

Staff was asked by a WICHE Commission state delegation during the November 2018 Commission Meeting to explore allowing WRGP institutions to charge up to 150 percent of resident tuition.

WRGP Tuition, Program Enrollment, and Students Potentially Most Affected

To help inform the committee's discussion, please see the chart showing:

- current resident/WRGP tuition by participating institution as of the 2018-19 academic year
- 150 percent of resident tuition
- the difference between the first two data points
- nonresident tuition rate
- 2018-19 WRGP enrollment by institution

The 12 institutions with the 20 graduate programs with the highest WRGP enrollment are highlighted and the enrollment numbers for the top programs are noted.

The 2018-19 WRGP/resident tuition average of all participating institutions was \$9,625. If institutions are allowed to increase WRGP tuition up to 150 percent of resident tuition, the average 150 percent tuition of all institutions participating in 2018-19 would be \$14,438. This represents an average \$4,813-per-student increase—if all WRGP institutions decided to raise their tuition to 150 percent of resident tuition.

WRGP Institutions, Enrollments, Tuition Rates, and the 20 WRGP Highest Enrollment Graduate Programs, 2018-19

| State | Institution | Resident Graduate Tuition | 150% of Resident Graduate Tuition | Difference between Resident and 150% of Resident | Nonresident Graduate Tuition | Total WRGP Students Enrolled |
|-------|---|---------------------------|-----------------------------------|--|------------------------------|------------------------------|
| AK | University of Alaska Anchorage | \$ 11,736 | \$ 17,604 | \$ 5,868 | \$ 24,672 | 47 |
| AK | University of Alaska Fairbanks | 11,736 | 17,604 | 5,868 | 24,672 | 6 |
| AZ | Arizona State University Architecture (18) | 11,136 | 16,704 | 5,568 | 30,198 | 45 |
| AZ | Arizona State University / Downtown Social Work (23) | 11,136 | 16,704 | 5,568 | 30,198 | 34 |
| AZ | Arizona State University / West Campus | 11,136 | 16,704 | 5,568 | 30,198 | 13 |
| AZ | Northern Arizona University | 9,796 | 14,694 | 4,898 | 22,882 | 59 |
| AZ | University of Arizona Optical Sciences (43) Public Health (36) Nursing Practice (35) Nursing (17) | 11,716 | 17,574 | 5,858 | 32,065 | 197 |

| State | Institution | Resident Graduate Tuition | 150% of Resident Graduate Tuition | Difference between Resident and 150% of Resident | Nonresident Graduate Tuition | Total WRGP Students Enrolled |
|------------------------------|--|---------------------------|-----------------------------------|--|------------------------------|------------------------------|
| CA | California State University, Monterey Bay | \$7,176 | \$10,764 | \$3,588 | \$16,680 | 2 |
| CA | Humboldt State University | 7,176 | 10,764 | 3,588 | 16,680 | 19 |
| CA | San Francisco State University | 7,176 | 10,764 | 3,588 | 16,680 | 0 |
| CO | Colorado School of Mines | 16,650 | 24,975 | 8,325 | 36,270 | 38 |
| CO | Colorado State University Social Work/Rural & Changing Communities (17) | 10,214 | 15,321 | 5,107 | 25,040 | 34 |
| CO | Colorado State University-Pueblo | 7,316 | 10,974 | 3,658 | 21,751 | 0 |
| CO | Metropolitan State University of Denver | 15,308 | 22,962 | 7,654 | 23,952 | 0 |
| CO | University of Colorado Boulder Aerospace Engineering Sciences (21) Speech-Language Pathology (15) | 11,484 | 17,226 | 5,742 | 30,384 | 69 |
| CO | University of Colorado Colorado Springs | 12,480 | 18,720 | 6,240 | 27,024 | 23 |
| CO | University of Colorado Denver | 9,048 | 13,572 | 4,524 | 30,120 | 43 |
| CO | University of Colorado Denver, Anschutz Medical Campus Public Health (49) Nursing (17) Nursing Practice (14) | 15,860 | 23,790 | 7,930 | 25,740 | 120 |
| CO | University of Northern Colorado School Psychology (16) | 12,720 | 19,080 | 6,360 | 25,968 | 92 |
| HI | University of Hawai'i at Mānoa Juris Doctor (19) | 15,600 | 23,400 | 7,800 | 37,080 | 59 |
| ID | Boise State University | 5,259 | 7,889 | 2,630 | 21,341 | 0 |
| ID | Idaho State University Speech-Language Pathology (29) | 6,209 | 9,314 | 3,105 | 21,729 | 66 |
| ID | University of Idaho | 5,778 | 8,667 | 2,889 | 23,414 | 0 |
| MT | Montana State University, Billings | 5,598 | 8,397 | 2,799 | 18,611 | 8 |
| MT | Montana State University, Bozeman | 6,785 | 10,178 | 3,393 | 24,212 | 30 |
| MT | Montana Technological University | 6,276 | 9,414 | 3,138 | 24,046 | 13 |
| MT | University of Montana, Missoula Environmental Studies (22) | 6,288 | 9,432 | 3,144 | 25,475 | 48 |
| NV | University of Nevada, Las Vegas | 6,594 | 9,891 | 3,297 | 21,066 | 2 |
| NV | University of Nevada, Reno | 6,594 | 9,891 | 3,297 | 21,066 | 5 |
| NM | Eastern New Mexico University - Portales | 4,413 | 6,620 | 2,207 | 6,620 | 1 |
| NM | New Mexico Highlands University | 4,968 | 7,452 | 2,484 | 9,072 | 0 |
| NM | New Mexico Institute of Mining and Technology | 6,726 | 10,089 | 3,363 | 22,250 | 0 |
| NM | New Mexico State University | 4,549 | 6,824 | 2,275 | 15,860 | 7 |
| NM | University of New Mexico | 6,668 | 10,002 | 3,334 | 22,511 | 16 |
| ND | North Dakota State University | 8,645 | 12,968 | 4,323 | 12,968 | 15 |
| ND | University of North Dakota | 8,227 | 12,341 | 4,114 | 21,965 | 17 |
| ND | Valley City State University | 7,135 | 10,703 | 3,568 | 7,135 | 8 |
| OR | Oregon Health & Science University | 21,216 | 31,824 | 10,608 | 27,506 | 9 |
| OR | Portland State University Urban and Regional Planning (19) | 14,904 | 22,356 | 7,452 | 22,680 | 74 |
| OR | Southern Oregon University | 15,480 | 23,220 | 7,740 | 19,368 | 18 |
| OR | University of Oregon | 14,526 | 21,789 | 7,263 | 26,028 | 6 |
| OR | Western Oregon University | 14,796 | 22,194 | 7,398 | 25,506 | 5 |
| SD | Black Hills State University | 7,877 | 11,816 | 3,939 | 14,698 | 1 |
| SD | Dakota State University | 7,666 | 11,499 | 3,833 | 14,311 | 0 |
| SD | South Dakota School of Mines and Technology | 7,796 | 11,694 | 3,898 | 15,648 | 6 |
| SD | South Dakota State University | 7,825 | 11,738 | 3,913 | 15,044 | 0 |
| SD | University of South Dakota | 7,825 | 11,738 | 3,913 | 15,044 | 0 |
| UT | University of Utah Audiology (23) | 6,987 | 10,481 | 3,494 | 24,665 | 76 |
| UT | Utah State University | 6,367 | 9,551 | 3,184 | 22,283 | 41 |
| UT | Weber State University | 4,940 | 7,410 | 2,470 | 14,823 | 0 |
| WA | Central Washington University | 10,014 | 15,021 | 5,007 | 22,383 | 18 |
| WA | Eastern Washington University | 11,560 | 17,340 | 5,780 | 26,689 | 14 |
| WA | University of Washington Landscape Architecture (22) Speech-Language Pathology (15) | 16,032 | 24,048 | 8,016 | 28,323 | 49 |
| WA | Washington State University | 11,812 | 17,718 | 5,906 | 25,244 | 3 |
| WA | Washington State University Spokane | 11,812 | 17,718 | 5,906 | 25,244 | 17 |
| WY | University of Wyoming | 6,264 | 9,396 | 3,132 | 18,720 | 5 |
| TOTAL WRGP ENROLLMENT | | | | | | 1,478 |
| TUITION RATE AVERAGES | | \$9,625 | \$14,438 | \$4,813 | \$22,354 | |

Survey Results

To better inform the Programs and Services Committee's discussions related to this issue, staff surveyed graduate deans of participating WRGP institutions following the November Commission Meeting. Thirty-four of 57 WRGP institutions responded, representing a 60 percent response rate. Each state with participating institutions submitted at least one response.

When asked if institutions should be given a choice to charge WRGP students up to 150 percent of resident tuition, 59 percent responded "yes" and 41 percent responded "no."

When asked what their institution would prefer to charge, if they were allowed to charge more, 23 percent responded that they would charge up to 150 percent; 53 percent said they would charge resident tuition, and 24 percent said they were unsure what rate they would charge. Responses to this question were not consistent within states. For example, five institutions from one state responded. Of those, one said that if allowed they would charge 150 percent; three said they would favor resident tuition, and one said they were unsure what rate they would charge.

Respondents said that reasons their institution participates in WRGP include that it helps them recruit well-qualified graduate students, increases the diversity of thought and experiences in their programs, increases enrollment, builds the institution's reputation regionally, and helps keep graduate students' debt as low as possible.

When asked what recruitment challenges their institutions currently face at the graduate level, several responding programs reported that domestic and international enrollments are declining. Many participating WRGP institutions would like to recruit more underrepresented students. The decline in state support and a resulting limited number of graduate assistantships has plagued several institutions. Some remarked that insufficient staff and funds for marketing and recruiting are a problem.

The survey also asked how WICHE could improve WRGP to better serve students and institutions in the WICHE region. Several responded that relaxing the distinctiveness requirement was a welcome change. They also noted they would like WICHE to more actively market WRGP as a whole, as well as their participating programs. Quite a few said they would welcome the flexibility to charge up to 150 percent of tuition, and that they would likely increase the number of programs they made available—if they could charge more.

Other Considerations

Below are some additional factors that staff believe should be considered in relation to the WRGP tuition rate:

1. More graduate programs may participate in WRGP if they can charge a higher tuition rate.
2. A higher tuition rate could be an enrollment deterrent for some students, especially at the master's level and during a time of low unemployment.
3. WICHE's new WUE and WRGP administrative database will not accommodate different tuition rates by major. An institution must choose one tuition rate for all of its majors. Therefore, institutions would not have the flexibility to charge a higher rate (up to 150 percent) for more popular majors yet a lower rate for under-enrolled majors. In support of the "one rate per institution" approach, many graduate deans who were consulted agree that multiple tuition rates for different graduate programs at an institution would be complicated for their institutions to administer and confusing for prospective students.
4. Charging 150 percent of resident tuition (versus the current 100 percent of resident rate) may increase graduate student debt levels.
5. Charging 150 percent of resident tuition might help some public universities recover more of the actual cost of instruction from nonresident students.
6. The other three higher education regional compacts have combined their undergraduate and graduate tuition savings programs. While the Southern Regional Education Board's Academic Common Market charges resident tuition for undergraduate and graduate majors, the Midwestern Higher Education Compact's Midwestern Student Exchange Program charges 150 percent of resident tuition and allows private institutions to participate if they're willing to discount tuition by 10 percent. The New England Board of Higher Education's Tuition Break allows

institutions to charge up to 175 percent of resident tuition. (WICHE staff do not recommend combining WRGP and WUE into the same program primarily because the WUE name is very well known and a new name would require significant marketing to achieve the current recognition of WUE.)

Committee Discussion and Action

The Programs and Services Committee should weigh the pros and cons of offering WRGP institutions the option to charge up to 150 percent of resident tuition for WRGP-eligible graduate programs.

Staff are neutral on this issue, but they predict that if graduate enrollments continue to decline (as several graduate deans responded in the survey), institutions that initially opt to increase their WRGP tuition rate up to 150 percent may eventually reduce it in future years, in order to remain competitive with other institutions and similar programs in the region.

Options for Action

The Committee may opt to:

- 1) Approve allowing participating WRGP institutions to charge up to 150 percent of resident tuition for new students enrolling as of Summer/Fall 2020, in alignment with the WUE program rate. Institutions that choose to increase their WRGP tuition rate must grandfather through currently enrolled WRGP students at the resident tuition rate until they graduate. If approved, any institutions that wish to charge resident tuition for WRGP participants could continue to do so.

OR

- 2) Endorse the existing policy that requires all WRGP institutions to charge resident tuition.

INFORMATION ITEMS

Student Access Program Updates

Long-Awaited Rollout of Professional Student Exchange Program's Administrative Portal

WICHE staff members, state certifying officers, and academic administrators of our cooperating Professional Student Exchange Program (PSEP) institutions are looking forward to the scheduled June 2019 launch of WICHE's new administrative portal for PSEP. Like the Western Undergraduate Exchange (WUE) and Western Regional Graduate Program (WRGP) Savings Finder administrative databases that launched in August 2018, the PSEP administrative portal uses the Salesforce platform. Its features include an option for states to import applicant names, comprehensive views of student funding and academic progress details, streamlined reporting of admissions offers and student acceptance by participating programs, as well as electronic signing of contracts using DocuSign.

Staff began work with the software developer in November 2018, which began with an assessment of state office and cooperating programs' needs. As of March 2019, two of five of the major components have been built out and tested. The new system will markedly simplify state offices' and cooperating programs' tracking of applicants, students, and graduates as they move through the PSEP pipeline in 10 health care disciplines with the goal of serving their home state residents' health care needs.

Western Undergraduate Exchange (WUE)

This regional tuition savings program enables a student in a WICHE member state or territory to enroll in a participating two- or four-year public institution located in another WICHE state, and pay no more than 150 percent of the enrolling institution's resident tuition, instead of nonresident tuition. In the 2018-19 academic year, 40,487 WUE students enrolled at 162 WUE institutions saved over \$380.5 million in tuition. For more on this program, visit wiche.edu/wue and wuesavingsfinder.wiche.edu.

Final enrollment and savings numbers for WUE, WRGP, and PSEP were published in January 2019 in *WICHE Student Access Programs: By the Numbers 2018-19*, available at www.wiche.edu/files/files/SAP-by-the-numbers-2018-19.pdf.

Western Regional Graduate Program (WRGP)

A growing resource for the West, WRGP allows master's, graduate certificate, and doctoral students who are WICHE state or territory residents to enroll in hundreds of graduate programs offered by 57 public institutions in the West and pay resident tuition even across state lines. In the 2018-19 academic year, 1,478 WRGP students saved an estimated \$22.7 million while studying out of state.

In Fall 2017, the WICHE Commission agreed that WRGP graduate programs no longer need to be characterized as distinctive to qualify. Participating WRGP institutions have now established internal protocols to approve graduate programs for WRGP. The office of the graduate dean (or provost, vice president of academic affairs, or equivalent) now coordinates all things WRGP at each institution. The number of programs has almost doubled since the removal of the distinctiveness requirement; in Fall 2017, 420 programs were available at the WRGP rate and now more than 800 are offered. Our newest WRGP partner institutions include Western Colorado University and Utah Valley University. University of California, Irvine, Oregon State University, and Western Washington University have recently expressed interest in joining the WRGP network. For more on this program, visit wiche.edu/wrgp and wrgpsavingsfinder.wiche.edu.

Margo Colalancia, director of student access programs, participated in the Western Association of Graduate Schools' annual meeting in March 2019. Graduate deans she spoke with were very appreciative of WRGP and were pleased that the distinctiveness requirement had been lifted. Some institutions were exploring whether they might make more programs available at the WRGP rate, but others had already moved ahead to offer all of their graduate programs at the WRGP resident rate.

In November 2018, the Programs and Services Committee began to discuss whether universities participating in WRGP should be allowed to charge up to 150 percent of resident tuition, as WUE institutions do. Staff surveyed WRGP graduate deans in January 2019 to gauge their interest in charging more. (See the WRGP 150 percent action item on pages 5-10 - 5-11 for a summary of survey responses and options for Programs and Services Committee action on the topic.)

Professional Student Exchange Program (PSEP)

During the current 2018-19 academic year, 10 WICHE states and the Commonwealth of the Northern Mariana Islands invested more than \$14.5 million to sponsor 614 students studying for a professional health care degree. Midwestern University's College of Veterinary Medicine is now fully accredited and is our newest PSEP program; they participated in WICHE's veterinary medicine cooperative admissions process for the Fall 2019 entering class application cycle.

Staff is working with public PSEP programs that will be affected by the new policy stipulating a 20 percent cap on support fee incentives for participating institutions, to ensure that PSEP students enrolling in Summer/Fall 2019 who are eligible to receive additional financial support toward their resident tuition receive the additional tuition credits. For more on this program, visit wiche.edu/psep.

May 2019 WICHE Certifying Officers Meeting

The WICHE certifying officers play important roles in their state's participation in WICHE's Student Access Programs. Typically, they are staff members of state higher education agencies or (in states that do not have a state-level higher education agency) of institutional systems. In states that fund students through PSEP, certifying officers review the prospective students' applications for "certification" to determine whether the individual meets the home state's residency criteria and is eligible to be considered for support. They administer all aspects of PSEP for their home-state residents and serve as state liaisons for the WUE and WRGP programs. Certifying officers will meet in Bismarck on May 19, 2019, prior to the WICHE Commission Meeting. The group will learn more about the new PSEP administrative portal, discuss best practices in data security for administration of student programs, and more.

WICHE June 2019 Veterinary Medicine Advisory Council Meeting

The council provides a forum for communication and a liaison between WICHE staff, member states, and the region's schools of veterinary medicine so that the workforce needs of the region can be met. Each WICHE member state may appoint two members to the council. Candidates are nominated by the respective state's Executive Committee member on the WICHE Commission in consultation with the state higher education agencies and the state veterinary association. Members of the council may include legislators with expertise in the profession, state veterinarians, and practicing veterinarians who are members of state veterinary associations. Deans of the Colleges of Veterinary Medicine and the director of WICHE's Student Access Programs are ex officio, nonvoting members. On June 26-28, the council will meet in Fort Collins, Colo., where the meeting will be hosted by Colorado State University's College of Veterinary Medicine and Biomedical Sciences. Primary topics of interest to the group include increasing diversity in the veterinary profession, with a focus on recruiting and retaining more Native American students.

Student Attainment Initiative

Native-Serving Institutions Collaboration

Recognizing the widening gaps in the postsecondary attainment of American Indians and Alaska Natives (AI/AN) relative to majority students, "Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice" is a WICHE-led collaboration of two-year and four-year institutions that have been designated as Native American-Serving, Nontribal Institutions (NSIs) by the U.S. Department of Education. These 24 institutions have American Indian and Alaska Native student populations of 10 percent or more and are eligible for Title III funding. The initiative is supported by a three-year Lumina Foundation grant to build a consortium to help NSIs develop networks, speak with a unified voice on legislative and policy matters, and tailor strategies to help their students succeed.

WICHE staff are cultivating a network of institutions serving large numbers of AI/AN students to define common goals, metrics, and strategies to improve the retention, graduation, and credential attainment of Native students. During the first year of program activities, planning grants were awarded to 11 of the Native-Serving Institutions to set quantifiable goals to narrow attainment gaps, holding their institutions accountable while exploring and implementing evidence-based, high-impact practices that can lead to AI/AN student empowerment and academic success.

Staff will also convene the second annual Native American-Serving, Nontribal Institutions National Summit in July 2019 in Denver, which will bring together higher education leaders from throughout the U.S. to discuss issues unique to NSIs. The NSIs that received planning grants during the first year of the initiative will report on their progress in conceptualizing and implementing effective practices to improve their Native students' retention and completion rates. The Summit speakers and participants will shed light on strategies to overcome barriers to student success and effectively engage American Indian and Alaska Native tribal leaders and members in these efforts. WICHE, in partnership with the American Association of State Colleges and Universities (AASCU), fosters ongoing dialogue across the NSIs via a Higher Logic online community focused on topics critical to reducing equity gaps at Native-Serving Institutions.

Academic Leadership Initiative Updates

Western Alliance of Community College Academic Leaders

Members of the Alliance are the chief academic leaders of two-year institutions and associated system and state agencies in the WICHE region. The Alliance held its annual meeting April 3-5, 2019, in Salt Lake City. With the theme “Embracing the Brave New World: Higher Education and the Future of Work,” the program featured noted speakers from government, higher education, private foundations, and industry. Northwest College in Wyoming joined as a new member this year. The Alliance continues to pursue funding to offer a year-long professional development program for prospective chief academic leaders in the two-year sector. For more information about the Alliance and its 88 members, see wiche.edu/alliance.

Western Academic Leadership Forum

Members of the Forum are the provosts and vice presidents of academic affairs of four-year institutions and chief academic leaders of associated system and state agencies in the WICHE region. Five institutions joined as new members this year: California State University, Monterey Bay, Colorado School of Mines, Northern New Mexico College, Eastern New Mexico University, and Western Oregon University. The Forum held its annual meeting April 24-26, 2019 in Boulder, Colo. With the theme “A Place for All? Belonging in Higher Education,” the program featured a variety of topics associated with the experiences of students and faculty of color and ways for institutions to be more inclusive. A highlight of the meeting was a workshop focusing on contingent faculty conducted by Colorado State University’s Center for Academic Labor. Members of several Forum committees are currently working to identify best practices in tackling wellness issues on campuses, to determine if together they could more effectively contract for lower library subscription rates, and to share policies and practices on open educational resources, dual enrollment, and liability concerns associated with service learning. For more information about the Forum and its 66 members, see wiche.edu/forum.

Western Academic Leadership Academy

Sponsored by the Western Academic Leadership Forum, the Academy is a professional development program designed to develop a pipeline of future academic leaders. The Academy’s faculty—sitting and retired provosts from among the Forum’s membership—selected the 2019 cohort, whose 15 participants hail from eight WICHE states—Alaska, Arizona, California, Colorado, Hawai’i, Idaho, Montana, and Washington. The Academy’s summer intensive will be held July 10-12 at the SHEPC Learning Center at WICHE. The faculty will mentor the cohort through April 2020, when they will attend the culminating seminar at the Forum’s annual meeting. For more information, see wiche.edu/forum/academy.

Interstate Passport®

Interstate Passport is a program that facilitates the block transfer of lower-division general education attainment based on learning outcomes, rather than specific courses and credits. Thirty institutions in 12 states are members of the Interstate Passport Network; they have officially awarded over 25,000 Passports during the Network’s two years of operation. The University of Wyoming and the University of Alaska Anchorage most recently joined as Network members. Several working committees were established and convene regularly to advise on institutions’ implementation processes and to share best practices. These committees include military and veteran affairs advisors, institution liaisons, registrars and institutional researchers, campus marketing directors, and academic advisors. Outreach continues to other institutions in multiple WICHE states and beyond. Staff is seeking funding to further scale Interstate Passport, as its grant from the Bill & Melinda Gates Foundation concluded in December. The U.S. Department of Education’s First in the World grant continues through September 2019 with a no-cost extension anticipated for one additional year to complete the research component. For more information, see interstatepassport.wiche.edu.

Collaborative Cost-Savings Initiative Updates

MHEC Master Property Program

A property insurance and risk-management collaborative initiative, the Master Property Program (MPP) has saved participating institutions over \$114 million since its inception. The MPP, developed by the Midwestern Higher Education Compact (MHEC), has 170 participating campuses representing total insured values of \$100 billion. WICHE-region institutions became eligible to participate in the program in 2004; the New England Board of Higher Education joined the program in 2009 and the Southern Regional Education Board in 2013. Institutions and systems in the West taking part include: Pima County Community College District (Ariz.), Colorado College, Colorado School of Mines, University of Northern Colorado, The College of Idaho, the Nevada System of Higher Education’s seven campuses and Desert Research Institute Centers, Lewis & Clark College (Ore.), Reed College (Ore.), Willamette University (Ore.), Westminster College (Utah), Seattle Pacific University (Wash.), Whitman College (Wash.), and the University of Wyoming.

On March 7-9, 2019, several representatives from WICHE-region institutions attended the MPP's annual all-insureds meeting and also took part in a two-day loss control workshop in St. Louis, exchanging best practices and lessons learned and benefiting from the knowledge of experts in asset protection, facilities management, campus security, and environmental health. The MPP is governed by a committee comprising leaders from member institutions. WICHE-region member institutions are represented by three members on the committee: Laura Betzold, chief risk officer and associate general counsel at the University of Wyoming; Craig Kispert, vice president for business and finance at Seattle Pacific University; and Lisa Schaller, director of insurance and loss control, Nevada System of Higher Education. For more information on the Master Property Program or any of the three MHEC initiatives described below, contact Jere Mock, WICHE vice president of programs and services, at jmock@wiche.edu or 303.541.0222.

MHECtech

WICHE also partners with MHEC on a second program, MHECtech, that provides discounted purchasing options to higher education institutions (publics and not-for-profit privates), K-12 districts and schools, state agencies, county and municipal governments, and other education-related nonprofits that want to buy computers, software, printing equipment, document-management services, and related training and consulting services. MHEC's Technologies Committee and staff conduct extensive competitive procurement processes and negotiate favorable agreements with several vendors. The program reduces the duplication of procurement processes and helps eligible campuses and other entities save money and increase their range of purchasing options. Last year, more than 1,600 institutions and other entities in 13 WICHE member states reaped benefits of aggregated volume purchases that lowered product cost with savings of \$6.5 million. Participating vendors include Dell, HP, Oracle America, VMware from Arrow Electronics, and Xerox. The mhectech.org website provides details on vendors and eligible entities and links to vendor contracts.

Cyber Insurance

MHEC has also invited WICHE to partner on offering a MHEC Cyber Insurance program to public and not-for-profit private institutions in the West. The New England Board of Higher Education (NEBHE) and the Southern Regional Education Board (SREB) also participate. MHEC has contracted with Marsh USA Inc. to serve as the program administrator for the MHEC Cyber Insurance program following a competitive bid process.

Colleges and universities have unique cyber risks because of their business operations, assets, and environments. An institution's use of technology within its operations and any handling/collection/storage of confidential information contribute to the ongoing challenge of keeping its assets safe. The MHEC Cyber Insurance approach analyzes the institution's threat environment, assesses the significance of the vulnerabilities in security controls, and determines how much financial exposure the institution faces. MHEC's approach can also provide benchmarking on how much cyber coverage institutions of similar risk are buying. Over time, MHEC staff hope to assemble a critical mass of participating institutions to enable collective risk-sharing in a larger pool of insurance coverage that could provide additional coverage at a reduced cost, relative to an institution securing coverage on a stand-alone basis.

MHECare

Another MHEC/WICHE partnership offers institutions and college and university systems a student health insurance plan underwritten by UnitedHealthcare StudentResources (UHCSR). MHEC utilized a competitive bid process to select UHCSR, enabling member institutions to avoid a time- and resource-consuming request-for-proposal process.

Monday, May 20, 2019

1:00 - 2:15 p.m.
 Bismarck State College, National
 Energy Center of Excellence
 (NECE), 335

Policy Analysis and Research Committee Meeting

Committee Members







Christopher Cabaldon (CA), chair
 Susan Anderson (AK), vice chair

- Rita H. Cheng (AZ)
- Vacancy (CO)
- Vacancy (CNMI)
- Colleen Sathre (HI)
- Matt Freeman (ID)
- Laurie Bishop (MT)
- Barbara Damron (NM)
- Vacancy (NV)
- Mark Hagerott (ND)
- Ben Cannon (OR)
- Robert Burns (SD)
- Vacancy (UT)
- Gerry Pollet (WA)
- Fred Baldwin (WY)

Agenda

Presiding: Christopher Cabaldon, committee chair

Staff: Patrick Lane, vice president, Policy Analysis and Research
 Christina Sedney, director of policy initiatives and state authorization
 Laura Ewing, administrative manager

-  Approval of the November 8, 2018, Policy Analysis and Research Committee meeting minutes 6-3
-  Approval of proposal related to open educational resources 6-6
-  Approval of a project to convene meeting on effective policies and practices for behavioral health on campus 6-8
-  Approval of a project to produce the 10th edition of *Knocking at the College Door* 6-9
-  Approval of WICHE's interest in partnering with a Bill & Melinda Gates Foundation Intermediary for Scale 6-10
-  Approval of the FY 2020 Workplan sections pertaining to the Policy Analysis and Research unit's activities 10-52

Information Items:

WICHE Insights—Tuition and Fees in the West 2018-19: Trends and Implications

WICHE Insights—Recruiting and Retaining Educators in the Rural West: State Policy Approaches

Development of a WICHE data management plan

Cybersecurity Training for Senior Nontechnical Campus Leaders

WICHE Policy Analysis and Research Unit Database (PARD) development

Discussion Items:

WICHE's Legislative Advisory Committee: Expansion and meeting information

6-12

Policy Approaches to Reducing Housing and Food Insecurity on Campus

6-14

Other business

Adjournment

ACTION ITEM

Policy Analysis and Research Committee Minutes Thursday, Nov. 8, 2018

Committee Members Present:

Christopher Cabaldon (CA), chair
Susan Anderson (AK), vice chair
Laurie Bishop (MT)
Colleen Sathre (HI)
Mark Hagerott (ND)
Barbara Damron (NM)
Robert Burns (SD)
Gerry Pollet (WA)
Fred Baldwin (WY)

Committee Members Absent:

Franke Wilmer (MT)
Chester Burton (NV)
Ben Cannon (OR)
Carmen Fernandez (U.S. Pacific Territories and
Freely Associated States/CNMI)
Peter Knudson (UT)
Karla Leach (WY)

[CO and AZ committee positions are currently vacant]

Other Commissioners Present:

David Buhler (UT)
Rick Aman (ID)
Thomas (Les) Purce (WA)
Matt Freeman (ID)

Staff Present:

Demarée Michelau, vice president
Peace Bransberger, senior research analyst
Laura Ewing, administrative manager
Colleen Falkenstern, research analyst
Patrick Lane, director of data initiatives
Sarah Leibrandt, senior research analyst
Christina Sedney, senior analyst
Cheryl Dowd, director, State Authorization Network, WCET
Mike Abbiatti, vice president for technology-enhanced
learning and WCET executive director
Dave Clark, chief of digital services
David Longanecker, president
Craig Milburn, chief financial officer
Mollie McGill, senior director, operations and
membership, WCET

Chair Cabaldon called the committee meeting to order at 3:00 p.m. and asked Vice President Michelau to call roll; a quorum was established.

ACTION ITEM

Approval of the May 7, 2018 Policy Analysis and Research Committee meeting minutes

Chair Cabaldon asked members to review minutes from the May 7, 2018 meeting. Commissioner Anderson moved to approve the minutes. Commissioner Bishop seconded the motion. The minutes were approved unanimously.

ACTION ITEM

Policy Database Infrastructure Reserve Request

Chair Cabaldon then asked Michelau to share her request for reserve funding for the Policy Database infrastructure. Michelau asked the committee for up to \$75,000 from WICHE reserves for database infrastructure development. She pointed to several reasons why Policy staff need better database capabilities:

- Staff currently use MS Excel, and current analytical demands exceed that program's capabilities
- Staff are beginning discussions with ACT and The College Board regarding production of the next edition of *Knocking at the College Door*, which would benefit substantially from a robust database environment
- Staff believe their analytical productivity could increase by as much as 30 percent with a functional database

Policy staff are currently working with Bross Group to build a database for *Tuition and Fees* and have had success.

Commissioner Freeman made a motion in favor of the request and Commissioner Sathre seconded. Chair Cabaldon suggested WICHE be wary of doing one project after another with a single contractor just because WICHE feels comfortable with that contractor: rather, it might be worthwhile to see if WICHE is getting the best price. Commissioner

Freeman wanted to understand how this request fit in with the IT assessment. President Longanecker clarified that this request is different—the Executive Committee only discussed items that were delayed. Commissioner Burns suggested that the commission doesn't have reserves just to have reserves and that this has been identified as a priority. After discussion, all committee members present voted in favor of the request (and joked that they wanted to see 30 percent more on the Workplan in the Spring).

INFORMATION ITEM

WICHE Development of a Data Privacy Plan that would be GDPR-Compliant

Cheryl Dowd gave an update on WICHE's data privacy plan that would be GDPR-compliant. Dowd said WICHE is currently attempting to model good organizational cyberhygiene. Commissioner Hagerott thanked Dowd for her presentation and said he thought that WICHE could have a big role in assisting states in becoming GDPR-compliant. Chair Cabaldon mentioned that the Executive Committee made a motion to give reserve dollars to WICHE to develop its work with GDPR.

INFORMATION ITEM

Publication: *Tuition and Fees in Public Higher Education in the West*

Michelau reminded the commission that the *Tuition and Fees* publication is released each November at the Commission Meeting. This publication is released early to the commission (as suggested by this committee in a previous meeting) to help craft messages related to specific institution or state circumstances and/or to identify any issues with the data being reported. This year, Lamar Community College had misreported data for fees; Michelau highlighted the errata page and noted that the correction is on the website. She also mentioned that the website includes downloadable data and dashboards.

Chair Cabaldon pointed out that it is rare to find any errors in the *Tuition and Fees* publications. Commissioner Hagerott commented that he finds these reports extremely helpful because essentially a third party is reporting on his colleges and that his office uses these reports often. Commissioner Burns had a question about who received printed and electronic copies; Michelau clarified that public higher education institutions do not receive printed copies and that survey respondents (in addition to commissioners) receive advance electronic copies. Michelau said that WICHE can only email individuals who have signed up for publications, notifications, etc. Normally, Colleen Falkenstern can be contacted with questions or comments, but while she is out on family leave, please contact Michelau or Peace Bransberger.

INFORMATION ITEM

Publication: *Benchmarks: WICHE Region 2018*

Michelau talked about the *Benchmarks* publication. She reminded the committee members that these are regional rather than state indicators. Commissioners received an advance copy; the publication will be released in December. WICHE staff are navigating the release of this publication with the launch of the new WICHE website (staff do not want to optimize it for the sunseting WICHE website, only to move it over weeks later). Michelau noted that no corrections to this publication are needed and encouraged commissioners to reach out to staff if they would like a copy of the PowerPoint or data before it is released. Commissioner Sathre finds this to be a helpful document for commissioners and state policymakers. She suggested that the data in this report always illuminate interesting questions.

INFORMATION ITEM

Upcoming Publications:

Michelau shared a draft of an upcoming Native-Serving Institutions report with the commissioners, explaining that this is an important topic given the priorities and workplan of the Policy unit. She described the draft document: the first part of the publication lays out the data while the second part (currently in development) intends to highlight efforts Western states are undertaking to promote success among Native populations. Michelau encouraged commissioners to comment now or reach out to Policy staff after the meeting with initiatives or contact information of others in their state that could better address the work their state is doing. Commissioner Damron noted that New Mexico was the first state to have a cabinet-level Indian Affairs position. Commissioner Hagerott reported that North Dakota has recently begun formally inviting tribal presidents to attend meetings and mentioned that it is important to include this population in workforce/community discussions. Commissioners Hagerott and Anderson commended Policy staff for doing this work.

DISCUSSION ITEM
Legislative Advisory Committee Update

Chair Cabaldon turned to the Legislative Advisory Committee update. Michelau told the committee members that there would be a full update on the LAC on the second day of the commission meeting, but that she would like their opinion on a matter related to the LAC. In reviewing post-meeting evaluations, LAC attendees appear to be disappointed in the lack of participation at LAC, especially in election years. Michelau noted that a copy of the LAC agenda, participant list, and roster of invitees could be found in the commission meeting agenda book. Commissioner Hagerott asked what percentage of invitees attend; Michelau responded that this past year 16 of 35 members attended and that typically 18 to 23 members attend. Michelau is happy when there are at least 18 members attending. Michelau clarified that WICHE pays for all aspects of the LAC meeting.

Commissioners had several ideas to improve participation. Commissioners Damron, Buhler, and Purce suggested increasing the number of LAC members from each state from two to four, including a Democrat and a Republican from both the House and the Senate. Commissioner Sathre mentioned there is only one Republican in the Hawai'i House, so she suggested that eligibility remain flexible in terms of party lines. Commissioner Baldwin shared his experience of an overwhelming schedule as a legislator and could see why some LAC members do not attend. He did not think the solution was to increase membership.

Other ideas brought forth by the commission included: improving the location of the meeting (Commissioner Bishop); creating more of a year-long agenda for LAC members to feel "more involved" (Commissioners Cabaldon and Damron); and improving marketing of the meeting to legislators (Commissioners Anderson and Cabaldon). Commissioners Sathre, Cabaldon, Purce, and Anderson all commented that they appreciated that WICHE connected with commissioners to find "alternates," rather than allowing invitees to designate their own alternates. Michelau thanked the commissioners for this discussion and said that she would take this feedback back to the office and potentially propose a budget item for LAC at the next commission meeting if needed.

DISCUSSION ITEM
Workplan FY 20 Planning

Chair Cabaldon mentioned that the focus of the May commission meeting will be the Workplan. In the past, he said, commissioners have commented that the only time they see the Workplan is in its final draft at the May commission meeting. In order to give commissioners more opportunities to provide feedback on the Workplan, Michelau presented a draft of the Workplan at this committee meeting. She welcomed commissioners to reach out with their thoughts on the Workplan and to offer new ideas in the session, throughout the commission meeting, or once back home. Three commissioners presented ideas: Chair Cabaldon mentioned the high rate of students experiencing homelessness in the coastal states. Commissioner Anderson mentioned students facing food insecurities, and Commissioner Hagerott mentioned the negative impact on college students due to gentrification of college towns. Commissioner Hagerott also brought up the notion of taxing social media companies for education.

Adjournment

With no other business before the committee, Chair Cabaldon adjourned the meeting at 4:30 p.m.

ACTION ITEM

Approval of a Project Related to Open Educational Resources

Summary

WICHE's Policy Analysis and Research unit intends to partner with WCET and other regional higher education compacts to create a national consortium of states focused on increasing student access and success through scaled adoption of high-quality open educational resources (OER). This consortium would have strong regional components coordinated by each of the compacts.

Relationship to WICHE Mission

With research suggesting that OER adoption may increase access and success—particularly for low-income students—and improve student outcomes, this work is central to WICHE's mission to increase access to high-quality higher education for all citizens of the West.

Background

Open educational resources are emerging as a promising mechanism for reducing the costs of obtaining a postsecondary credential, improving academic performance, and potentially reducing postsecondary attainment gaps.

Textbooks and required class resources are often not covered by scholarships and tuition discounts, meaning they can significantly increase the financial burden faced by low-income students pursuing higher education. Even if aid is available for these expenses, the high cost of course materials can leave little left over for critical living expenses. College Board research shows that students at four-year institutions spent an average of \$1,240 per year on books and supplies in the 2018-19 school year, while the figure is an even more concerning \$1,440 for students at public two-year institutions.¹ Survey research also indicates that “[n]early three-quarters (73%) of department chairpersons and most (61%) of all faculty ‘Agree’ or ‘Strongly Agree’ that the cost of course materials is a serious problem for their students.”² For students, a reduction in textbook costs is a crucial reduction in their overall cost of attendance.

Beyond OER's potential to mitigate postsecondary cost barriers for students, new research has also begun to suggest that OER may have positive effects on student academic performance. A six-year, large-scale study at the University of Georgia found that students who were assigned OER had significantly better course performance—including an improvement in grades as well as a decrease in the likelihood of dropping, failing, or withdrawing—than students who were assigned commercial textbooks. Furthermore, these results were particularly strong for “Pell-recipient students, part-time students, and populations historically underserved by higher education,” suggesting that OER may play an important role in closing equity gaps.³

Project Description

WCET currently manages the Z Initiative, which seeks to promote research, practices, and policies supporting the adoption, implementation, scalability, and sustainability of OER, zero-cost courses, and zero-cost degrees. This proposal would support more intentional efforts throughout the West and the country as a whole (with the other compacts managing networks in their regions) to identify, share, and support the development of promising practices in state-level OER adoption, implementation, and sustainability.

The project would have three major goals:

1. To establish a national, regionally coordinated consortium of states—managed by the four higher education regional compacts—committed to increasing access, affordability, and equity by exploring and sharing effective strategies for scaling the adoption of high-quality OER
2. To educate key state policymakers as well as state- and institution-level higher education leaders on potential benefits, challenges, and attendant policy considerations of implementing OER at scale
3. To conduct rigorous research on the impact and outcomes of OER activities in the participating states, with a particular focus on the role of OER in closing postsecondary attainment gaps

These goals would be accomplished through regional convenings and a national OER summit; contracted research on key topics related to OER, with a particular focus on OER's role in closing postsecondary attainment gaps; and direct technical assistance provided by WCET to all regions.

Action Requested

Approval to pursue funding to support the project in partnership with MHEC, NEBHE, and SREB.

Staff and Fiscal Impact

The total budget for the project is \$2.4 million, with approximately \$1 million coming to WICHE supporting 1.25 FTE for two years.

¹ College Board, "Trends in Higher Education - Figure 1: Average Estimated Full-Time Undergraduate Budgets (Enrollment-Weighted) by Sector, 2018-19," accessed January 22, 2019 at <https://trends.collegeboard.org/college-pricing/figures-tables/average-estimated-undergraduate-budgets-2018-19>.

² Seaman, Julia E. and Jeff Seaman, "Freeing the Textbook: Educational Resources in U.S. Higher Education, 2018." Babson Survey Research Group

³ Colvard, Nicholas B., C. Edward Watson, and Hyojin Park, "The Impact of Open Educational Resources on Various Student Success Metrics," *International Journal of Teaching and Learning in Higher Education*. 2018, Volume 30, Number 2, 262-276, accessed January 22, 2019 at <http://www.isetl.org/ijtlhe/pdf/IJTLHE3386.pdf>.

ACTION ITEM

Approval of Proposal to Convene Meeting on Effective Policies and Practices for Behavioral Health on Campus

Summary

WICHE's Policy Analysis and Research unit intends to partner with the Behavioral Health unit to convene Western health and education policy leaders, along with institutional practitioners, to identify promising policy and practice solutions to improve the level of mental health services provided to students at all institutions.

Relationship to WICHE Mission

WICHE's mission is to expand educational access and excellence for all citizens of the West while promoting innovation, cooperation, resource-sharing, and sound public policy among states and institutions to strengthen higher education's contributions to the region's social, economic, and civic life. Research suggests that behavioral health issues not only are harmful to the individual, but they can pose a significant barrier to postsecondary success. Because there does not appear to be significant research on accepted policies and practice for behavioral health on campus, this effort would be the first step in understanding how WICHE should, if at all, engage in this issue.

Background

There is limited research on student access to mental health care on campus. What research there is suggests that while the incidence of mental health issues is high, the availability of treatment options varies significantly by institution and sector.⁴

In conversations with state higher education and health leaders throughout the West, the lack of accessible care across all institutions and the stigma attached to receiving treatment among some sub-populations has been raised as a significant issue.

With strong teams representing both behavioral health and policy analysis and research, WICHE appears to be uniquely positioned to investigate this issue.

Project Description

The project scope proposed here would be minimal. WICHE would aim to convene state higher education policy staff, state health and human services staff, and campus leaders to identify potential promising strategies for providing better care, as well as to identify policy areas that potentially create barriers.

Based on the outcomes of the meeting, WICHE staff may present a full project proposal to the commission for its consideration.

Action Requested

Approval to pursue funding to support a convening focused on policies and practices for promoting behavioral health on campus.

Staff and Fiscal Impact

The total budget for the project is \$100,000, which would support .50 FTE for six months.

⁴ Ketchen Lipson, S., Gaddis, S. M., Heinze, J., Beck, K., & Eisenberg, D, "Variations in student mental health and treatment utilization across U.S. colleges and universities," *Journal of American College Health*. 2015, 63(6), 388-396.

ACTION ITEM

Approval of Project to Produce the 10th Edition of *Knocking at the College Door*

Summary

Knocking at the College Door is one of WICHE's most important regular publications. Produced every four years, this report projects the population of high school graduates 18 years into the future and is widely used by diverse stakeholders throughout the education field. The Policy unit intends to produce a new edition in December 2020. To accomplish this task, planning and preparation should begin as quickly as possible.

Relationship to WICHE Mission

This publication is central to WICHE's mission for multiple reasons. The projections show future trends in the populations that institutions and states can consider when creating policy, planning budgets, developing enrollment models, and more. These data form the foundation of sound public policy throughout the West and the rest of the country.

Background

Since 1979, WICHE has produced projections of high school graduates on a regular basis. These projections are used by state policymakers, enrollment managers, institutional researchers, and a wide range of other stakeholders working throughout the education field. This product is one of WICHE's signature reports and generates substantial media interest.

Recent editions have generally shown a slight increase in the number of high school graduates through 2024-25, then a substantial downturn through 2032. While this is the general national trend, regional and state analyses show substantial important variation.

These data include public and private school students and disaggregate projections by race/ethnicity.

Project Description

The project would be carried out in several phases. Phase 1 would include concurrent work to solicit feedback from the field on potential enhancements, methodological tweaks, and key themes for examination, while also beginning to consider changes to the design and presentation of the materials. In Phase 2, research staff will collect the necessary core data and begin preliminary analyses, identifying any important data and analysis issues. Phase 3 will involve the actual analyses and production of the final products. Phase 4 will include the diverse and intentional dissemination efforts.

The timeline is as follows, although the phases may not all follow a linear path (for example, data collection will likely begin while staff are still collecting feedback from key stakeholders):

- Phase 1: Completed by December 2019
- Phase 2: Completed by March 2020
- Phase 3: Completed by December 2020
- Phase 4: Ongoing through 2023

Action Requested

Approval to produce the 10th edition of *Knocking at the College Door*.

Staff and Fiscal Impact

The total budget for the project is \$450,000, which would support approximately .65 FTE through December 2020, then a reduced level of ongoing staffing to support dissemination, presentations, etc.

ACTION ITEM

WICHE's Interest in Partnering with a Bill & Melinda Gates Foundation Intermediary for Scale

Earlier this year, the Bill & Melinda Gates Foundation announced its intent to select up to 10 new Intermediaries for Scale entities over the next several months as another step in its efforts to foster institutional transformation at colleges and universities. This new initiative is focused on eliminating racial and income gaps by supporting institutions and organizations that can improve the educational outcomes of low-income and first-generation students, and students of color. Over the past decade, the foundation has supported a range of institutions and other organizations through large-scale, intermediary-directed initiatives such as Completion by Design, the Frontier Set, and more recently WCET's Every Learner Everywhere.

On March 20, WICHE submitted a Letter of Interest (LOI) in response to the first stage of the Gates Foundation's Intermediaries for Scale selection process. The group of prospective grantees submitting ROIs is being progressively narrowed until a final group will be tasked with submitting detailed grant proposals by late summer or early fall. WICHE was not selected to move to the next round of the funding opportunity, but the foundation has identified capabilities and networks within WICHE that may be helpful to current and potential Intermediaries for Scale.

Staff seeks WICHE Commission approval to continue to participate as a potential partner to applicant organizations. Ultimately, the foundation will select up to 10 intermediaries that have the capacity to collectively support some 400 diverse institutions to close achievement gaps for students of color and low-income students. The foundation plans to fund the intermediary grantees over an 18-month period to build their internal capacity and formalize relationships with campuses and other organizations to round out extensive networks of participating entities. It is anticipated that substantially larger grants will subsequently be made to the selected intermediary organizations to support their networks. If staff identify a promising partnership, WICHE would prospectively take part as a network member providing assistance in specific areas including transfer, technology-mediated education, improved attainment rates for students of color, policy improvement, and/or behavioral health.

Relationship to WICHE Mission

Increasing the number of people with higher education credentials is a cornerstone of WICHE's mission to expand educational access and excellence throughout the West. WICHE has a decades-long record of engaging institutions and states in efforts to improve student outcomes, particularly for students of color and low-income students. This includes creating networks of institutions and states working to reduce attainment gaps, streamlining student transfer, engaging institutional leaders in diversity initiatives, fostering expanded student access and success by building networks to improve technology-enhanced education, increasing policymaker awareness of the nation's increasingly diverse student demographics and the need for institutional change in response, and improving policy and institutional practice to increase access and success for students who have stopped-out.

Bill & Melinda Gates Foundation's Goal for the Initiative

The foundation defines its view of institutional transformation as those colleges and universities that have built their capacity to dramatically improve student outcomes and eliminate outcome gaps by having a student-centered mission, using data to make decisions, creating a collaborative environment, setting goals and being accountable for them, and making a commitment to continuous improvement.

Its goal going forward is to support larger numbers of intermediaries who can serve as guides and connectors for hundreds of institutions that need to become more successful at helping underrepresented students achieve the educational attainment that is key to their future economic and social mobility. By Gates' design, intermediaries will help guide the institutional change process to ensure that it is sustainable and effective, and will engage numerous other organizations to develop networks that can support the overarching goal.

WICHE has developed and implemented numerous initiatives that align with the Gates Foundation's intent for the program and possesses significant expertise to enable it to be a successful and helpful partner to selected intermediaries. We have increased awareness of promising and successful transformation strategies among campus leaders and communities through our networks of campus and system academic leaders, including the Western Academic Leadership Forum, Western Alliance of Community College Academic Leaders, Western Academic Leadership Academy, and WCET's annual

Leadership Summits. Similarly, we have extensive experience in providing guidance and resources for adopting, sustaining, and evaluating campus (and system- and state-level) changes in policy and practice such as the Equity in Excellence initiative we carried out in partnership with the Center for Urban Education at the University of Southern California; and our current WICHE Task Force on Closing Postsecondary Attainment Gaps that is designed to catalyze state efforts to close attainment gaps so that all students in the West have the credentials they need to contribute to the regional economy, by initially engaging teams from Western states that include representatives from higher education, K-12, state government, business and workforce, and local communities.

Further, we have built connections across colleges and universities and other supporting organizations to accelerate and streamline learning and the sharing of promising practices: through our Native-Serving Institutions initiative designed to reduce attainment gaps of American Indian and Alaska Native students, our Interstate Passport® that is streamlining transfer for students at 30 Network institutions and many others that have expressed interest in joining, and our 26-year-long partnership with the Southern Regional Education Board to annually bring together doctoral scholars of color for the acclaimed Institute on Teaching and Learning.

Action Requested

Approval to continue our participation as a potential network partner in the Bill & Melinda Gates Foundation Intermediary for Scale initiative, to enter into a contract or contracts with intermediary grantees, and to expend grant funds over an 18-month period to enhance our internal capacity and expand our networks of institutions that are committed to enhancing the educational success of low-income and first-generation students, and students of color.

DISCUSSION ITEM

Expansion of WICHE's Legislative Advisory Committee

On the March 12, 2019 Executive Committee conference call, the commission approved expansion of the Legislative Advisory Committee to include up to four members per state.

The Action Item is provided below, incorporating a modification by the Executive Committee that states are allowed up to four members (rather than being expected to provide four members).

Action Item: Approved March 12, 2019

Summary

WICHE's Legislative Advisory Committee (LAC) plays a key role in building and maintaining relationships with Western legislators and advancing sound higher education policymaking. The main activity of the LAC to-date has been an annual meeting for LAC members. However, average attendance at WICHE's LAC meeting has been dropping over time and WICHE Commissioners on the Policy Analysis and Research Committee and LAC members have expressed concern over this issue and a desire to increase attendance and engagement. To address this concern WICHE staff recommend increasing the number of LAC members per state from two to four as well as creating a program of year-long, virtual engagement opportunities that could include monthly email updates, working with organizational partners (such as NCSL and ECS) to share relevant resources, and potentially arranging webinars on relevant topics. The estimated additional cost of these changes is \$10,000 per year, which will be covered through a reallocation of existing general fund dollars.

Staff briefed the Executive Committee on February 12, 2019, and based on that discussion have brought this action item to the committee for approval.

Relationship to WICHE Mission

A key component of expanding access to and the quality of higher education in the West is thoughtful, evidence-based policymaking at the state level. The work of the LAC supports this mission through the essential WICHE principles of resource sharing and advancing sound public policy.

Background

WICHE's Legislative Advisory Committee (LAC) was created in 1995 to strengthen state policymaking in higher education in the West by engaging legislators who are appointed by the WICHE Commission in the discussion of relevant higher education issues and by seeking their input on strategies for interstate collaboration. WICHE also serves as an information resource for LAC members. The LAC meets annually (generally in September), and members are invited to other WICHE activities, such as policy forums and webinars.

Over time, average attendance at LAC meeting has been dropping, with attendance dropping from 21 to 14 over the past four years. This is concerning, because WICHE relies upon the LAC as a key tool for the organization to maintain positive, sustained relationships with Western policymakers. These relationships are important to WICHE's long-term organizational health. Moreover, the LAC offers an important vehicle for WICHE to advance its mission of promoting sound public policy by sharing information on evidence-based policy approaches to higher education issues with members.

WICHE Commissioners who are legislators and also serve on the LAC and WICHE Commissioners on the Policy Analysis and Research (PAR) Committee have expressed concern over this issue and a desire to increase attendance and engagement. In particular, the issue generated rich discussion during the PAR Committee meeting at the November 2018 Commission Meeting. In response to this discussion, WICHE staff examined a range of potential options for increasing LAC engagement and propose the changes outlined below.

Project Description

WICHE staff are proposing a two-part strategy to increase engagement with the LAC. Firstly, modifying the size of the LAC itself by increasing the number of LAC members per state from two to four. States with a current legislator who is also a commissioner would appoint only three additional representatives, so all states would have four LAC members (as opposed to the current system, wherein some states have two members, and some have three). WICHE staff anticipate

this increase would have a positive impact on attendance by increasing the likelihood that someone from each state is available to attend and—as suggested by the commissioners—create more of a “cohort” feeling for LAC members within a state.

The second component of the strategy would be creating a program of year-long, virtual engagement opportunities. These could include a monthly email, working with organizational partners (such as NCSL and ECS) to share resources such as webinars and other learning opportunities, and potentially webinars on relevant topics as appropriate. By maintaining regular contact, LAC members may be more likely to view themselves as part of a select group and see WICHE as a resource on policy topics. This work will endeavor to identify and build off of resources provided by other organizations, rather than duplicating efforts. Finally, these opportunities will all be virtual and optional, so as not to infringe on already busy legislator schedules.

Staff and Fiscal Impact

Typically, LAC meeting expenses average about \$42,000 with different locations and attendance levels ranging from about \$38,000 to nearly \$49,000 in recent years. Policy staff estimate that increasing the size of the LAC would generate increased attendance by approximately 10-15 LAC members. Numbers of speakers and staff attendees would stay the same. Based on the average cost/attendee (\$1,072) over the past four meetings, increasing attendance by 10 members would require an approximate budget increase of \$10,000.

WICHE staff time is not included in the LAC budget. Staff from the policy unit charge time on the LAC to the unit budget. Therefore, while increased staff time necessitated by these changes would not appear in the LAC budget – its potential impact on the unit budget should be acknowledged. It is not likely that the larger meeting size will necessitate additional staff time, but working to engage legislators throughout the year may lead to a modest increase in staff time spent on this effort, but the unit will be able to absorb this under the current staffing plan.

Action Requested

Approval to carry out the plan to expand the LAC as outlined above.

Action Taken

The Executive Committee unanimously approved the plan to expand the LAC, with a modification that states may have up to four LAC members, rather than mandating that states will have four members.

DISCUSSION ITEM

Policy Approaches to Reducing Housing and Food Insecurity on Campus

The Issue

Increasing media attention and several new reports have brought to light the issue of students' food and housing insecurity as barriers to postsecondary completion. With more low-income students than ever before pursuing higher education, institutions, systems, and states are struggling to meet—and even to fully understand—the needs of their new student populations.

Food Insecurity

A recent report from the U.S. Government Accountability Office (GAO) featured an extensive review of food insecurity—defined by the U.S. Department of Agriculture as “the condition of limited or uncertain access to adequate food”—on college campuses. The report determined that evidence suggesting food insecurity negatively impacts academic performance is compelling but noted that there is currently no national metric that captures the number of students facing food insecurity challenges. The studies GAO reviewed used different methodologies and samples to identify food insecurity rates. According to the report “(e)stimates of food insecurity among college students included in the studies we reviewed ranged from 9 percent to well over 50 percent, with 22 of these 31 studies estimating food insecurity rates of over 30 percent.” Meanwhile, national datasets only contain estimates of food insecurity at the household level, though Department of Education officials say that their 2020 National Postsecondary Student Aid Study (NPSAS) data collection will include information on student-level food insecurity.

Housing Insecurity

Housing insecurity among postsecondary students has similarly seen a groundswell of interest, but national statistics quantifying this challenge are equally hard to identify. For example, publications from the U.S. Department of Housing and Urban Development (HUD) on the topic of housing insecurity on college campuses note that national data sources such as NPSAS, the American Community Survey, and the American Housing Survey do not include information on enrolled students' housing insecurity. Past research suggests that low-income students are at a particularly high risk of housing insecurity. In addition, recent research from the Wisconsin HOPE lab shows that cost-of-living estimates used by institutions tend to be imprecise, leading to a range of challenges for students and further obfuscating the picture of students' food and housing challenges.

Current Policy Approaches

These two issues have not yet been extensively addressed at the state policy level. Historically, policy solutions in these areas have been the purview of the federal government via national (though often state- or locally administered) programs such as the Supplemental Nutrition Assistance Program (SNAP) and various federal housing assistance initiatives. Meanwhile, institutions and systems have taken the lead on developing innovative local solutions such as partnering with local nonprofits to connect students with food and housing resources. However, the unique challenges facing low-income students and their impacts on postsecondary completion have led to increasing interest in a holistic approach.

For example, Washington state has worked with the Center for Law and Social Policy (CLASP) to identify ways in which the state can streamline access to federal benefits—including SNAP and housing assistance—for nontraditional college students. This work highlights the critical role of state collaboration in bringing together different agencies to ensure that students can access the full range of federal benefits for which they may be eligible. CLASP's approach brought together a cohort of states to identify barriers that can be modified by states to improve access to federal benefits. The Washington state legislature is also considering two pieces of legislation this session that would provide different types of aid and support to postsecondary students experiencing housing insecurity.

Other states in the West, such as California, have passed legislation on the topic—with California passing AB 214 in 2017 to make accessing the state's SNAP program (CalFresh) easier for students by clarifying definitions for program administration and increasing information provided to students on their potential eligibility.

Potential Pathways for WICHE Involvement

There are number of ways that WICHE could work on this issue, including:

- Presentations from experts in the field to the commission or LAC (or via webinar)
- A policy brief exploring different Western approaches
- Drafting a WICHE position on guidance for federal benefit usage
- Developing a community of states to pursue modifications to eligibility requirements for federal benefit programs
- Supporting better state quantification and analyses of the issue, which would help identify successful policies and programs
- Convening policy experts and postsecondary education leaders on homelessness to identify potential strategies and current barriers to ensuring housing security for students

Discussion Questions

- How is your state addressing these issues—if at all—at the state level?
- Do you see any gaps that could be addressed by state-level coordination or policy?
- How would you like to see WICHE involved in the issue?
 - Disseminating information?
 - Conducting, or helping states to conduct, research?
 - A policy project?

Monday, May 20, 2019

2:30 - 3:00 p.m.
(presentation)

3:00 - 3:30 p.m.
(discussion)

Bismarck State College, National Energy Center of Excellence (NECE), Bavendick Stateroom

**Plenary Session II:
Free-Range Learning in the Digital Age: The Emerging Revolution in College, Career, and Education**

With the emergence of the digital revolution, traditional educational assumptions and programs are being significantly disrupted. Historically, educational practices that attempted to bridge the gap between adults' lives, college, and work were marginalized because our society was information-poor and they defied the dominant academic traditions. Now, the tables are turned. In our information-rich, digitized society, new technologies and data analytics are defining learning opportunities that were previously unimaginable. Peter Smith outlines this perspective in *Free-Range Learning in the Digital Age: Your Path to Success in Life, Career, and College*, recently honored with 2019 Phillip E. Frandson Award for Literature by UPCEA, a leading association for professional, continuing, and online education. (Copies of the book are complimentary at this meeting.)

In the first segment of this two-part plenary session, Smith talks about his book, higher education's changing paradigms, and what it can mean for the higher education enterprise. Thereafter, commissioners will engage in full-group discussion on the subject.

Facilitator:

Barbara Damron, associate professor, University of New Mexico Health Sciences Center, and WICHE commissioner

Speaker:

Peter Smith, Orkand Endowed Chair and Professor of Innovative Practices in Higher Education, University of Maryland, University College

Biographical information on the facilitator and speaker:



Barbara Damron is an associate professor at the University of New Mexico in the College of Nursing and the School of Medicine. She just completed her term as the New Mexico Higher Education Department Cabinet Secretary and as the State Higher Education Executive Officer, in which role she had oversight of the state's 28 public institutions of higher education, four tribal colleges, and over 190 private and proprietary postsecondary schools. She also chaired the New Mexico Education Trust Board. In addition to her role as a WICHE Commissioner, she is a commissioner of the Education Commission of the States. She previously worked as the Robert Wood Johnson Foundation/National Academy of Medicine Fellow on the U.S. Senate Committee on Health, Education, Labor, & Pensions in Washington D.C., for Senator Lamar Alexander. Damron has over 30 years' experience as an education executive, advanced practice nurse, health care executive, college professor, international consultant, and cancer scientist. Damron serves on numerous national and state education and health governing boards and has received over 30 state, national, and international awards.



Peter P. Smith is the Orkand Chair and Professor of Innovative Practices in Higher Education at the University of Maryland University College. Prior to that, he served as president of the Open College at Kaplan University and senior vice president of academic strategies and development for Kaplan Higher Education. In this role, he is responsible for the development of mid-term strategies and program development. Smith is the former assistant director general of the United Nations Educational, Scientific, and Cultural Organization (UNESCO) and served as the founding president of California State University at Monterey Bay (CSUMB), where he oversaw all aspects of leadership and development of the institution. Smith served as the first president of the statewide Community College of Vermont from 1970 to 1978, and was named president emeritus upon resigning. He served as Vermont's lieutenant governor from 1982 to 1986. In 1989, he was elected as a representative from Vermont to the U.S. House of Representatives. From 1991 to 1994 he served as dean of the Graduate School of Education and Human Development for George Washington University. Smith holds a doctorate of education from Harvard University. He is the author of *The Quiet Crisis: How Higher Education Is Failing America* (Anker Publications, Bolton, Mass., 2004), *Harnessing America's Wasted Talent: A New Ecology of Learning* (Jossey-Bass, A Wiley Imprint, San Francisco, Calif., 2010), and *Free-Range Learning in the Digital Age: The Emerging Revolution in College, Career, and Education*. (SelectBooks, New York City, 2018).

Monday, May 20, 2019

3:30 - 4:00 p.m.
(presentation)

4:00 - 4:30 p.m.
(discussion)

Bismarck State College, National Energy Center of Excellence (NECE), Bavendick Stateroom

**Plenary Session III:
WICHE's Pacific Island Members—Learning About Our Colleagues**

The 16th and newest membership of WICHE is shared by the U.S. Pacific Territories and Freely Associated States. The Commonwealth of the Northern Mariana Islands (CNMI) joined WICHE in 2012, Guam joined in 2016, and four other Pacific Island territories and countries remain eligible to share this WICHE membership.

WICHE's eligible Pacific Island members—American Samoa, Commonwealth of the Northern Mariana Islands, Federated States of Micronesia, Guam, Republic of the Marshall Islands, and the Republic of Palau—have a shared desire to broaden opportunities for students and improve their economies and workforce through this higher education partnership. But as different countries and territories, they are distinct in countless ways, and their nuances are illuminating.

In the first segment of this two-part session, we will hear from one of the preeminent experts on the history, geography, and culture of the Pacific Islands. Thereafter, commissioners will discuss perspectives and implications inspired by this topic.

Presenter:

Vincent Leon Guerrero, former special assistant, climate change and education, Office of the Governor of Guam, and WICHE commissioner

Facilitator:

David Lassner, president, University of Hawai'i System, and WICHE commissioner

Speaker:

James Perez Viernes, outreach director, Center for Pacific Island Studies, University of Hawai'i at Mānoa

Biographical information on the presenter, facilitator, and speaker:



Vincent (Vince) Leon Guerrero is a consultant and served as the special assistant for climate change and education under former Guam Governor Eddie Baza Calvo. He worked with the governor's key policy team members to review, or develop, existing and proposed policy, rules, regulations, and statutes. Earlier he worked in the Guam Department of Education for 29 years, retiring as the associate superintendent of special education, which is the equivalent of a state director of special education in the mainland U.S. Guerrero also provided leadership for local education programs for gifted and talented education students and for educational programs for incarcerated youth. He is a lifelong resident of Guam and is bilingual in English and Chamorro, the native language of Guam. Guerrero received his bachelor's degree from San Jose State University and his master's degree from the University of Hawai'i at Manoa.



David Lassner, appointed to the WICHE Commission in 2015, is the 15th president of the University of Hawai'i. In that capacity he leads the University of Hawai'i (UH) 10-campus system as well as the flagship research university, UH Mānoa. Lassner's current agenda includes a focus on helping more Hawai'i residents earn college credentials and developing an innovation sector to strengthen the state's economy while creating high-quality jobs. He is also advancing

UH's commitments to sustainability and becoming a model indigenous-serving university. Lassner began working at UH in information technology in 1977, eventually becoming UH's first chief information officer and vice president for IT before assuming the presidency in 2013. Lassner has taught online and in-person in computer science, communications, business and education and has served as a principal investigator for more than \$400 million in extramural funding. Lassner is vice chair of the National Association of System Heads, and a member of the board of governors of the East-West Center. He previously served on the boards of Hawai'i's High Technology Development Corporation and Public Broadcasting Service affiliate and chaired the state's broadband task force. Lassner also served on the board of Internet2 and was a co-founder and board member of the Kualii Foundation, a founding steering committee member and past chair of WICHE's Western Cooperative for Educational Technologies (WCET), and past chair of the boards of the Pacific Telecommunications Council and of EDUCAUSE. Lassner earned an AB in economics summa cum laude followed by a master's in computer science from the University of Illinois at Urbana-Champaign. He earned his doctorate in communication and information sciences from the University of Hawai'i.



James Perez Viernes is a Chamorro scholar from Guam, Mariana Islands in Micronesia. He holds a bachelor's degree in English from the University of Guam, as well as a master's degree in Pacific Islands Studies and a doctorate in history from the University of Hawai'i at Mānoa (UHM). He is part of the core faculty and outreach director of the Center for Pacific Islands Studies at UHM. Prior to this, he was assistant professor and

program coordinator of Chamorro studies at UOG, where he was also on the research faculty of the Micronesia Area Research Center and graduate faculty of English and Micronesia studies.

Monday, May 20, 2019

5:30 p.m.

Meet in hotel lobby

6:00 p.m.

North Dakota Heritage Center
and State Museum

Transportation to the North Dakota Heritage Center and State Museum

Reception and Dinner for Commissioners, Guests, and Staff

At this reception at North Dakota's largest museum, special guest Mark Burgum, the governor of North Dakota, will make remarks.

Senator Ray Holmberg, WICHE chair, will introduce Governor Burgum.

Speaker and Guest:

Governor Doug Burgum, North Dakota

Biographical information on the speaker:



Governor Doug Burgum took office as the 33rd governor of North Dakota on Dec. 15, 2016, bringing a business leader's approach to diversifying the economy, creating 21st-century jobs, and revitalizing our main streets. Governor Burgum grew up in Arthur, N.D., and graduated from North Dakota State University. After earning a master's in business administration at the Stanford Graduate School of Business, he worked at McKinsey & Company before returning to his home state, where he helped lead Great Plains Software from a small startup company into an award-winning technology firm that employed thousands of team members around the world. Burgum led Great Plains as chief executive officer through its initial public offering in 1997 and acquisition by Microsoft Corp. in 2001. He remained at Microsoft as senior vice president through 2007. He also founded Kilbourne Group, a real estate development firm committed to creating smart, healthy cities through vibrant downtowns, and co-founded Arthur Ventures, a venture capital firm that invests in ambitious, mission-driven software companies. Since taking office, Governor Burgum has charted a course for North Dakota rooted in innovation and reinventing government to be more efficient and responsive to taxpayers in order to empower people, improve lives, and inspire success.

Tuesday, May 21, 2019

9:00 - 10:00 a.m.
 Bismarck State College, National
 Energy Center of Excellence
 (NECE), Bavendick Stateroom

Committee of the Whole—Business Session

Agenda


Reconvene Committee of the Whole: Senator Ray Holmberg, WICHE chair

Report and recommended action of the Executive Committee:
 Senator Ray Holmberg, WICHE chair

Information Item:


Review of action items of the Executive
 Committee between November 2018 and May 2019 10-3


Report and recommended action of the Programs and Services
 Committee: Les Purce, committee chair


 Re-examining the tuition rate for the Western
 Regional Graduate Program [Tab 5] 5-8


Report and recommended action of the Policy Analysis and
 Research Committee: Christopher Cabaldon, committee chair


Committee of the Whole—Action and Discussion Items

 Approval of FY 2020 salary and benefit
 recommendations 10-21

 Approval of FY 2020 annual operating budget—
 general and non-general fund budgets 10-22

 Approval of proposed modifications to the
 WICHE Bylaws 10-29

 Approval of future commission meeting dates
 and locations 10-40

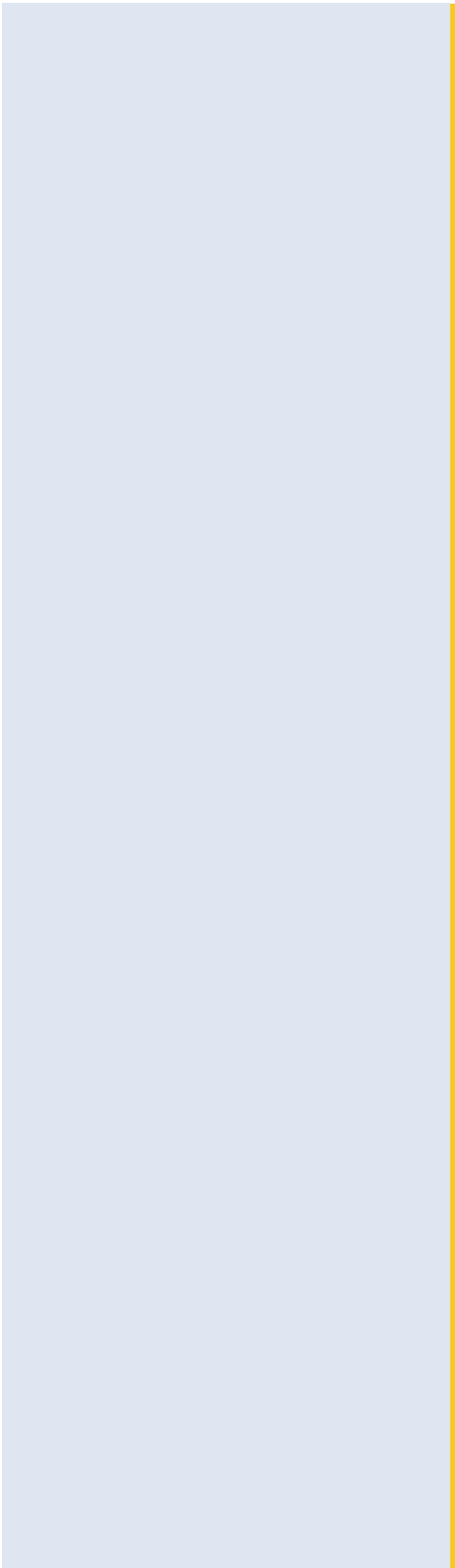
 Approval of WICHE Code of Ethics for the commission,
 president, and staff 10-42

 Approval of the FY 2020 Workplan 10-45

Meeting Evaluation: surveymonkey.com/r/SH2F6W3

Other business

Adjourn Committee of the Whole—Business Session



INFORMATION ITEM

Review of Action Items of the Executive Committee between November 2018 and May 2019

WICHE Executive Committee Meeting Minutes Thursday, Nov. 8, 2018, 9:00 - 11:30 a.m.

Commissioners Present

Clayton Christian (MT), WICHE chair
Ray Holmberg (ND), vice chair
Patricia Sullivan (NM), immediate past chair

Eileen Klein (AZ) *by telephone*

Rick Aman (ID)

Dianne Harrison (CA)

Antwan Jefferson (CO)

Vincent Leon Guerrero (Guam) *proxy for Jude Hofschneider (CNMI)*

David Lassner (HI)

Barbara Damron (NM)

Frederick Lokken (NV)

James Hansen (SD)

Dave Buhler (UT)

Don Bennett (WA)

Karla Leach (WY)

Commissioners Absent

Stephanie Butler (AK)

Jude Hofschneider (CNMI)

Camille Preus (OR)

Chair Clayton Christian called the meeting to order at 9:00 a.m. He asked Elizabeth Golder to call roll. A quorum was confirmed.

Action Item

Approval of the Sept. 10, 2018 Executive Committee Teleconference Minutes

Chair Christian called for the approval of the Sept. 10, 2018 Executive Committee teleconference minutes. Commissioner Dianne Harrison moved to approve the motion and Commissioner Karla Leach seconded. There was no discussion. The motion was approved unanimously.

Action Item

Approval of non-general fund reserves in WICHE's Programs and Services unit for Fiscal Year 2019

Chair Christian called for the approval of non-general fund reserves in WICHE's Programs and Services Unit for Fiscal Year 2019. Commissioner James Hansen moved to approve the motion and Commissioner Frederick Lokken seconded. There was no discussion. The motion was approved unanimously.

Discussion Item

Overview of the Meeting and Schedule

President Longanecker provided an overview of the meeting schedule.

Discussion Item

Other Business

No new business concerns were raised.

Commissioner Damron motioned to move to a closed Executive Committee session. Commissioner Lokken seconded. All non-Executive Committee members were dismissed, and the Executive Committee moved into closed session.

WICHE Executive Committee Teleconference Minutes

Thursday, Feb. 12, 2019, 3:00 - 4:30 p.m.

Commissioners Present

Ray Holmberg (ND), chair
Camille Preus (OR), vice chair
Clayton Christian (MT), immediate past chair

Stephanie Butler (AK)
Rita H. Cheng (AZ)
Antwan Jefferson (CO)
David Lassner (HI)
Rick Aman (ID)
Barbara Damron (NM)
Patricia Sullivan (NM) *proxy for Barbara Damron
for a portion of the call*
Dave Buhler (UT)
Don Bennett (WA)

Commissioners Absent

Dianne Harrison (CA)
Jude Hofschneider (CNMI)
Frederick Lokken (NV)
James Hansen (SD)
Karla Leach (WY)

WICHE Staff Present

Demarée Michelau, president
Elizabeth Golder, executive assistant to the
president and commission
Mike Abbiatti, vice president for technology-enhanced
learning, WICHE/executive director, WCET
Patrick Lane, vice president, Policy Analysis and Research
Craig Milburn, chief financial officer
Jere Mock, vice president, Programs and Services
Dennis Mohatt, vice president, Behavioral Health

Chair Holmberg called the meeting to order at 3:00 p.m. He asked Elizabeth Golder to call roll. He also asked President Michelau to acknowledge WICHE staff present and those joining by telephone. A quorum was confirmed.

Action Item

Approval of the November 8, 2018 Executive Committee Minutes

Chair Holmberg reported that the executive committee met Thursday, Nov. 8, 2018, and called for the approval of the executive committee minutes. Commissioner Christian motioned to approve the minutes. Commissioner Buhler seconded the motion. The motion was approved unanimously.

Action Item

Dedicated Reserve Request to Support the Development of a Strategic Communications Plan (See page 10-8)

President Michelau noted that in November 2016, the WICHE Commission requested the development of a strategic communications plan, but to date this has not yet been solidified. She noted that WICHE had moved forward with a significant investment in communications through the addition of a position in the form of a director of strategic communications and the redesign of the WICHE website (yet to be launched). Therefore, she requested commission approval to use dedicated reserves to engage an external firm to pursue a strategic planning exercise to articulate the WICHE vision; develop core messages; and to leverage the different WICHE assets. She noted, for example, that WCET has unique components, and we need to be able to better articulate how we can be stronger in a unified way. Michelau requests permission to spend up to \$60,000 in development of that plan. Several bids have come into WICHE at \$45,000. Michelau seeks to include travel expenses should WICHE select a remote firm for this effort, thus the request for a larger reserve funds request than the bid cost alone.

Commissioner Aman asked about the time frame necessary to begin strategic planning engagement. President Michelau replied that she anticipates approximately six months will be needed to put a plan into action and an additional two months to develop the plan. Commissioner Damron commented that she believes this effort is necessary as a component of an overall strategic plan for WICHE. Michelau has indicated that the firm with whom she has spoken said that they will be able to integrate elements of strategic planning into the strategic communications plan.

Commissioner Damron motioned to approve the dedicated reserve request for this activity. Commissioner Christian seconded the motion. The motion passed unanimously.

Action Item
Data for the American Dream: Technical Assistance Project
(See page 10-10)

President Michelau asked Patrick Lane, vice president of WICHE's Policy Analysis and Research unit, to present the Action Item related to Data for the American Dream: Technical Assistance Project. Lane noted that the National Center for Higher Education Management Systems (NCHEMS) approached WICHE staff requesting aid with a grant they recently received. The goal of the grant is to fund up to three sites that would improve the data available to unemployed or underemployed people. Based on the unit's MLDE work, NCHEMS would like WICHE to provide some direct technical assistance to grantees. Lane noted that all project results would be shared with the commission. WICHE is seeking approval to pursue this contract in the amount of \$150,000 over two years.

Commissioner Buhler motioned to approve the dedicated reserve request for this activity. Vice Chair Preus seconded the motion. The motion passed unanimously.

Action Item
Sick Leave Conversion Benefit
(See page 10-12)

President Michelau shared with the Executive Committee the history behind WICHE's sick leave conversion benefit. In 2001, this benefit was established to allow eligible staff members to create an account from which they can draw funds for select health care expenses. The eligibility parameters for staff include several factors: service to WICHE, age of staff member, and years of employment. The factors were to have been weighted to equal a score of seventy. The maximum number of eligible sick leave hours were to be limited to 900. Beginning in January of 2017, the funds payout converted to a one-time, taxable payment that was of considerable cost to the staff member. WICHE chief financial officer Craig Milburn investigated the transition of this benefit with WICHE's benefits partner, Flexwise. The result is that the distribution of the benefit may be transitioned back to a non-taxable reimbursement to the eligible employee(s), which will be managed at a nominal cost by Flexwise. WICHE seeks commission support to modify the distribution of the current sick leave conversion benefit.

Commissioner Christian motioned to approve the action item. Commissioner Lassner seconded the motion. The motion passed unanimously.

Discussion Item
Report on the WICHE Officers' Retreat, January 28-29, 2019

Chair Holmberg reported that WICHE officers, Holmberg, Preus, and Christian, met with President Michelau for the annual WICHE officers' retreat on Jan. 28-29, in Denver at the Westin Denver International Airport hotel. The group discussed organizational updates, staffing composition, WICHE's budget, and a summary of the presidential search expenses. The presidential search expenses totaled \$60,000 compared to the commission expenditure of \$100,000 for the search to select Joe Garcia. The commission had the support of Erin Barber (currently an employee of NCHEMS and formerly a long-term WICHE employee) as well as other in-house support to help manage the search costs. Holmberg added that the commission selected the best candidate to serve as WICHE's president.

Holmberg added that the officers also discussed the following items: commission dues; commission membership; Legislative Advisory Committee matters; bylaws; sick leave conversion benefits; and strategic direction and vision for the organization. The officers determined that they would not pursue a full year-end evaluation of President Michelau; rather, this year's goal would be to focus on goal-setting.

Discussion Item
Budget Update

President Michelau asked Craig Milburn, chief financial officer, to report on the status of WICHE's budget. Milburn noted that WICHE has a revenue surplus of \$129,401 and that revenues are expected to be up this year due to the addition of funds to the general fund budget (W-SARA revenues and SHEPC excess rents totaling \$114,000). Expenditures for 2018 were slightly higher than in the prior year. Milburn added that WICHE's minimum reserves are solid, totaling \$3,285,368, and the organization is financially healthy. Beginning in March 2019, budgets for the following year will be prepared for commission review in April 2019.

Discussion Item **Proposed Changes to the Legislative Advisory Committee**

The topic of proposed changes to WICHE's Legislative Advisory Committee (LAC) was raised by President Michelau. Internally, there has been much discussion aimed at reshaping this committee. Historically, we have found that LAC attendees are good ambassadors for WICHE upon returning to their states. Discussion was robust during the meeting of the Policy Analysis and Research Committee at the November Commission Meeting. LAC participation has been decreasing over time. LAC members (2) are appointed by WICHE commissioners and if a commissioner is a state legislator, only one additional member is appointed to the committee. LAC member attendance at the annual meeting has ranged from 14 to 21. Overall, the event engages about 40 people, including guests and staff.

The committee consensus was that the suggestions to arrange for either several meetings per year or to allow for alternate attendees were not suggestions the group wanted to pursue. The committee concluded that appointment power should remain with the commissioners.

We propose approval by the commission to consider allowing an adjustment to increase the number of LAC members per state from two to four. The WICHE Policy Analysis and Research team is dedicated to do a better job of engaging LAC members throughout the year and will seek to select desirable locations in which to meet. We expect there will be some budget impact in the future.

Discussion Item **Committee Membership**

Chair Holmberg asked the Executive Committee members to examine the committee assignments for their respective states for accuracy and recommended any corrections be sent to Elizabeth Golder, executive assistant for updating.

Discussion Item **WICHE Bylaws**

Upon close examination, President Michelau discovered several areas within the WICHE Bylaws that seem to be in conflict. She provided details to the Executive Committee:

- There are minor wording changes around the U.S. Pacific Island members.
- There is no mention of the existence of the nominating committee.
- Conflicting language exists regarding the selection of WICHE Officers
 - Article IV, Section 2 indicates that the WICHE vice chair is elected to the position
 - Article IV, Section 3, b. indicates that the chair-elect shall succeed the chair

Commissioner Lassner noted that in other organizations he has seen value of incorporating of a system of checks and balances. Clayton Christian added that he was uncertain about which method was better: election or succession to the chair but agreed that the discrepancy should be corrected.

Chair Holmberg added that to be selected as WICHE vice chair is essentially committing to serve three years in an officer capacity.

President Michelau noted that she planned to present a planned action in March 2019 that may be presented before the full commission at the May 20-21, 2019, Commission Meeting. During the March 12, 2019, Executive Committee Teleconference, she will ask for a vote to include a bylaws adjustment. Michelau noted that any proposed bylaws changes must be included in the call to the meeting.

Discussion Item **WICHE Workplan FY 2020**

President Michelau reported that WICHE staff have begun developing unit Workplans for FY 2020. She proposed adjustments to the language to better describe the work of the operational units to broaden the categories to enhance the integration of the WCET and Behavioral Health units into the overall Workplan. An additional area for planned adjustment is to add descriptions of our cross-cutting initiatives, for example, the Native-Serving Institutions (NSI) initiative is a project

that involves both the Programs and Services unit and the Policy Analysis and Research unit. WICHE officers said they would like the Workplan to be more user friendly, so WICHE staff have begun working toward this goal to be completed by the May Commission Meeting.

Discussion Item **Preliminary Agenda for the May 20-21, 2019, Commission Meeting**

Chair Holmberg commented that the May Commission Meeting will begin with an orientation session for new commissioners Sunday, May 19, 2019, in Bismarck, N.D. We anticipate 10 to 15 new commissioners by May.

Governor Doug Burgum has been invited to speak before the commission during the reception on Monday night. The business meetings will be held at Bismarck State College, and our group will lodge at the Radisson Hotel in Bismarck.

President Michelau shared a draft agenda with the Executive Committee and is in communication with potential speakers. She is seeking to incorporate a format change to add a plenary session moderator to ensure time for commissioner engagement with presenters.

Commissioner Cheng noted appreciation of the proposed Pacific Island Member session.

Information Item **Program and Initiative Updates**

President Michelau provided some WICHE updates.

- **W-SARA**
John Lopez is no longer with WICHE, and WICHE has posted a position description internally for this part-time job which will include some administrative support (.5 FTE). WICHE is hopeful that it will attract qualified candidates as Michelau has been serving in this capacity in the interim.
- **Development of a Data Privacy Plan**
Vice President Mike Abbiatti spoke about several cybersecurity initiatives in progress WICHE is working with Cooley, LLP to survey staff about their data governance practices, and staff will share information more widely as results are compiled.

Chair Holmberg opened the floor to any other WICHE business. No new business was raised.

Commissioner Jefferson motioned to adjourn the meeting. Commissioner Christian seconded the motion. The meeting was adjourned.

Feb. 12, 2019, Action Item

Dedicated Reserve Request to Support the Development of a Strategic Communications Plan

Summary

During the WICHE Commission retreat that was held in November 2016, the WICHE Commission requested that staff develop a strategic communications plan to guide and strengthen organizational communications. To date, that has not been completed, yet WICHE has invested significant dollars in both a position funded with General Fund dollars (Director of Strategic Communications) and the overhaul of the WICHE website. To provide staff with clear communication goals, assist staff with challenges around how to better communicate the value of WICHE's diverse assets, and importantly, how to know if and when staff are successful at communicating the intended messages, staff are requesting approval to spend reserve dollars to support the development of a strategic communications plan.

Relationship to WICHE Mission

An effective strategic communications plan is key to advancing WICHE's mission of increasing access to high-quality higher education for all citizens of the West. It will bolster staff's ability to foster interstate collaboration, sound public policy, resource sharing, and innovation; importantly, it will allow staff to more appropriately measure the effectiveness of our communication efforts.

Background

During the WICHE Commission retreat that was held in November 2016, the WICHE Commission requested that staff develop a strategic communications plan to guide and strengthen organizational communications. At the same time, the previous WICHE president demonstrated a significant investment in enhanced communications efforts for the organization in part by creating a new position at WICHE—Director of Strategic Communications—that was to be funded with General Fund dollars. While the position has been filled, the strategic communications plan has yet to be developed. The absence of a clear strategic direction has created challenges for staff as well as for our Director who has now reported to three different WICHE presidents in the span of about 18 months.

Further, over the last nine months, WICHE has invested significant dollars in an overhaul of the WICHE website. As staff prepare to launch this highly-visible, public-facing communications tool, it is important to be engaged in deliberate planning around future communications efforts, even if the website is launched before the full plan development can be completed. This will provide staff with clear communication goals, assist staff with some long-standing challenges around how to better communicate the value of WICHE's diverse assets, and importantly, how to know if and when staff are successful at communicating the intended messages.

Project Description

If approved, WICHE staff would partner with a communications firm to create a complete strategic communications plan for the organization that would include a high-level view of the desired positioning, identity, and communications focus that will ensure that activities and products (such as the new WICHE website) advance the organization's goals as well as additional messaging, strategies, and recommendations to create a foundation for strategic communications activities. Specifically, the end product will be a guiding document that includes the following:

- Articulated vision for the next three to five years
- Strategic overview of WICHE's communication position and needs
- Communication goals and objectives
- Challenges and solutions
- Core messages
- Audience analysis, desired actions, and message themes
- Overview of potential strategic activities to strengthen communications (external and internal)
- Strengthening internal communication processes
- Strengthening external communications to raise WICHE's visibility, thought leadership, and overall effectiveness in general
- Improving outreach to particular constituents as needed (policymakers, students, etc.)
- Building WICHE's media presence, when appropriate
- Leveraging WICHE's communication platforms (website and social media)
- Preparing for crisis communications (if needed)
- Identifying detailed strategic communication activities
- Timelines to achieve the organization's strategic communication goals.

One firm under consideration is CommunicationWorks, a communications strategy firm with experience in higher education that led the successful dissemination efforts for *Knocking at the College Door* and has prepared a communications plan and a crisis communications plan for the Multistate Longitudinal Data Exchange (MLDE).

Action Requested

Approval to spend up to \$60,000 from reserves to support the development of a strategic communications plan to be developed in partnership with an external communications firm.

Feb. 12, 2019, Action Item

Data for the American Dream: Technical Assistance

Summary

WICHE's Policy Analysis and Research unit has recently been approached by the National Center for Higher Education Management Systems (NCHEMS) to provide technical assistance as part of a large data infrastructure grant the organization recently received. In *Data for the American Dream* (D4AD), NCHEMS is the implementation partner for Schmidt Futures and will work to select and support up to three grantees. These grantees will leverage existing data held by state and local governments, postsecondary institutions, and other sources to help individuals—particularly the unemployed and underemployed—more effectively identify career pathways and pursue them.

Based on WICHE's expertise developed through the Multistate Longitudinal Data Exchange (MLDE) and other efforts to improve state data capacity and usage, NCHEMS has asked WICHE staff to serve as technical advisors to grantees to support their work.

Relationship to WICHE Mission

This contracted work complements WICHE's existing efforts in the Multistate Longitudinal Data Exchange (MLDE) and will potentially develop innovative new solutions that can be shared throughout the West to improve the utility of existing data for those who are currently not well-served by our education and training system. While the RFP will be issued nationally, the lessons learned will be intentionally disseminated to the Western states by WICHE to help increase access to and success in postsecondary education and training.

Background

WICHE's expertise in data sharing is a key organizational asset. Complementing existing work in the MLDE, as well as other efforts to improve data capacity in the West, this effort has the potential to improve the utility of existing data to better serve those individuals who are most in need. NCHEMS has developed a plan for the project that will specifically work to develop resources that are aimed at students who are older, first-generation, under-represented people of color, and parents themselves.

The initiative will fund up to three pilot projects, using a competitive selection process. Pilot projects will consist of collaborations of governmental agencies (this may include state, regional, county, and/or city agencies), postsecondary institutions, and private sector organizations that have proposed creative ideas for designing and implementing strategies for making comprehensive data that can inform individuals' workforce training widely available and useful.

In addition, the pilot projects should make available at least one data set on the open-web with APIs that enables the following information to individuals: (1) the available job and educational opportunities in a geography; (2) the quality of training and education providers; and (3) the return on investment for each education credential.

Project Description

If approved, WICHE's Policy Unit will execute contracts with NCHEMS to participate as a technical advisor to the project and grantees. Under the first contract, the Policy Unit will provide guidance and assistance to NCHEMS related to project development and strategic planning. Under the second contract, likely to be executed after the selection of grantees, the Policy Unit will provide direct technical assistance to selected sites. WICHE's specific activities will include the following:

- Providing general advice and counsel about data sharing strategies;
- Advising NCHEMS on the development of the Request for Proposals soliciting grantees, outreach to potential sites, and criteria for evaluating proposals and participating in the selection process;
- Preparing Schmidt Futures, NCHEMS, and grantees for potential negative media attention associated with their efforts;
- Advising grantees on exemplary policies and practices that can bring together information from siloed datasets;
- Sharing technical, legal, and political solutions to difficult data sharing and aggregation issues;
- Adapting, as appropriate, technical solutions developed through the MLDE to serve grantees needs;
- Assisting NCHEMS in planning project convenings;
- Attending face-to-face meetings with grantees and project team members, and;
- Collaborating on disseminating promising strategies, novel approaches, and other information gleaned through grantee efforts through published briefs, blog posts, or other appropriate vehicles.

Action Requested

Approval to contract with NCHEMS and for the Policy Unit to carry out the work identified above.

Staff and Fiscal Impact

This work is expected to require about .4 FTE over the course of 24 months. The available funds from NCHEMS are expected to be \$150,000.

Feb. 12, 2019, Action Item

Proposed Changes to the Sick Leave Conversion Benefit (SLCB)

Purpose

The Sick Leave Conversion Benefit (SLCB) provides limited health care benefits to, in most instances, staff members who are retiring from WICHE. Eligible staff members can utilize a portion of their accrued unused sick leave hours to establish an account, which they can draw from to obtain reimbursement for various health care related items for themselves and if applicable, their spouse and dependent children, up to the designated dollar amount within their account. In addition, this benefit provides an incentive and reward to staff members who have made careful and cautious use of their sick leave during their employment with WICHE.

Staff Member Eligibility

To be eligible for the SLCB, terminating WICHE staff members need to have at least five years of continuous employment with WICHE. In addition, the combination of the staff member's years of age and their total years of employment with WICHE needs to total at least 70 years. This benefit only applies to WICHE staff members who terminate their employment with WICHE after July 1, 2001.

The Benefit

The dollar amount of the SLCB each eligible staff member received is based upon a portion of their accrued unused sick leave at the time of their termination of employment with WICHE, which is multiplied by the average hourly rate of pay per FTE of WICHE staff members during the month immediately preceding the staff member's termination. The accrued sick leave portion of this calculation is determined as follows: If the terminating staff member has less than 300 hours of sick leave, then 30% of those hours will qualify; if the staff member has more than 300 hours, but less than 600 hours of sick leave, then 40% of those hours will qualify; and if the staff member has at least 600 hours of sick leave, then 50% of those hours will qualify.

To determine the gross amount of the SLCB for each terminating staff member, the terminating staff member's number of qualifying hours is multiplied by the average hourly rate of pay per FTE of all of the WICHE staff members during the month immediately preceding the staff member's termination of employment. For example: If the eligible terminating staff member had 550 hours of accrued unused sick leave, then 40% of those hours will qualify (220 hours). If WICHE's average hourly rate of pay in the preceding month were \$35.00, then the amount of the SLCB for that staff member will be \$7,700. No additional amounts are added to this account after it is initially established by WICHE for the terminating staff member.

Eligible Reimbursement Items

Only Internal Revenue Service (IRS) approved health care benefit related items qualify for reimbursement. These items include, but are not limited to, health and/or dental insurance premiums, co-payments, deductibles, prescriptions, eyeglasses, and hearing aids. Reimbursable items must directly relate to health care items provided for only the staff member and if applicable, their spouse and dependent children.

Current Policy

Prior to November 2016, a non-taxable SLCB account was established for eligible staff that departs employment with WICHE. As the account owner incurred medical expenses, claims were submitted until the account was spent. In November 2016, the WICHE Commission approved a policy that took effect on January 1, 2017, in which eligible employees received a taxable, one-time cash payout of those funds rather than creating a SLCB account for each eligible, departing staff member. The rationale presented to the WICHE Commission at the time was that by adopting a more simplified approach, WICHE eliminated the need to have the plan administered by a third-party administrator and eliminated the other extra administrative oversight which was deemed an unnecessary burden and expense. This simplified approach was also intended to allow for greater flexibility regarding how those funds were spent, and finally, providing a cash payout was intended to eliminate the tracking of SLCB accounts that lie dormant for years.

Action Requested

Staff believe that the negative financial consequences of a taxable, one-time payout for eligible, departing staff members outweigh the perceived advantages of reducing administrative oversight and burden. WICHE already contracts with a third-party administrator for flexible spending accounts, and the cost of adding this service to our current contract would be negligible. The benefit to departing staff, however, would be significant. Therefore, staff request that the WICHE Commission reconsider its November 2016 decision and reinstate the previous policy that would allow for a non-taxable SLCB account to be established for eligible WICHE staff members.

History of the Sick Leave Conversion Benefit (SLCB) 2001 – present:

January 2001: Human Resources contacted Mountain States Employers Council (MSEC) to obtain an opinion regarding the possibility of WICHE offering this benefit. MSEC recommended WICHE consider a simplified approach to the sick leave conversion benefit (SLCB) such as a cash payout of sick leave to retiring employees since the plan could be somewhat tedious to administer.

Administrative Policy Advisory Committee (APAC) meeting February 2001: SLCB was discussed at this meeting. Since WICHE does not pay some portion of accrued sick leave benefits to terminating staff members nor does WICHE provide health insurance related benefits to staff members after retirement, the SLCB was proposed in order for WICHE to provide a retirement benefit. Marv Myers, Director of Administrative Services, discussed the SLCB in detail as follows: The SLCB would be based on the average rate of pay for all staff members at the time of termination. For this important portion of this benefit, all terminating staff members would be treated the same since health related costs tend to be the same for all staff in retirement. In order to be eligible, terminating staff member must have at least five years of continuous employment with WICHE and also the combination of the staff member's age and years of employment with WICHE must total at least 70 years. SLCB accounts will be established based on the following criteria:

- If staff member has less than 300 hours of sick leave at termination, then 30% of those hours would qualify.
- If staff member has more than 300 hours but less than 600 hours, then 40% of those hours would qualify.
- If staff member has at least 600 hours, then 50% of those hours would qualify. Sick leave accrual is capped at 900 hours.

Only IRS eligible expenses qualify for reimbursement. In order to be reimbursed, terminated staff member must submit SLCB claim form and receipts to WICHE for processing.

Minutes from Executive Committee Conference Call April 2001: Recent survey of comparable organizations revealed that WICHE's benefits were deficient in two areas: retirement savings contributions and benefits to retiring employees. The employer match on the retirement benefit had been reduced due to budget cuts but was reinstated. Since WICHE does not provide benefits to retiring employees the consideration of the SLCB was discussed and it was agreed that the May 2001 budget presentation would contain this benefit.

Minutes from Commission Meeting May 2001: Report of the Benefits Committee included discussion of adding the SLCB plan for staff following retirement to assist in the costs of healthrelated expenses. Some felt that this benefit is not a priority and would not be a useful recruitment tool. It was suggested that the cost of this benefit could be better spent elsewhere. Others felt that since WICHE does not offer retirement benefits, the SLCB should be added and it would also reward long-term, loyal staff members. The committee was not in total agreement about approving this item, however, after further discussion the motion passed unanimously.

Recommendations going forward: In order to comply with HIPAA and IRS requirements, WICHE is proposing a more simplified approach to administering this benefit. Currently, a non-taxable SLCB account is established for eligible staff that departs employment with WICHE. As the account owner incurs medical expenses, claims are submitted until the account is spent. Effective January 1, 2017, WICHE is proposing a **taxable**, one-time cash payout of those funds rather than creating a SLCB account for each eligible, departing staff member. By adopting a more simplified approach, WICHE eliminates the need to have the plan administered by a third party administrator and other extra administrative oversight which seems an unnecessary burden and expense. This simplified approach will allow for greater flexibility regarding how those funds are spent (currently, SLCB funds can only be spent on IRS eligible medical expenses). Providing a cash payout will also eliminate the tracking of SLCB accounts that lie dormant for years.

HOWARD O. BERNSTEIN, P.C.

Attorneys At Law
1111 Pearl Street, Suite 203
Boulder, CO 80302
Telephone: (303) 494-3321
Facsimile: (303) 544-5955
www.bernsteinattorney.com

October 10, 2016

Western Interstate Commission for Higher Education
c/o Craig Milburn
3035 Center Green Dr., Ste 200
Boulder, CO 80301

Re: WICHE'S Sick Leave Conversion Benefit

Dear Mr. Milburn,

Based on the information you have provided to our office, we believe the medical reimbursement benefits provided to former employees through WICHE's Sick Leave Conversion Benefit policy are tax free benefits. Therefore, former employees are not required to include the amount of the conversion benefit in their income at the time the conversion takes place or when reimbursements are received for medical benefits.

The "Sick Leave Conversion Benefit" ("SLCB"), as explained in WICHE's staff handbook, creates an account that will likely qualify as a "health reimbursement arrangement" ("HRA") plan. Qualifying HRAs receive tax-favored treatment under IRC §§ 106 (which provides that gross income of an employee does not include employer-provided coverage under an accident or health plan) and 105(b) because they are employer-provided accident and health plans under § 106 with payments that are limited to the reimbursement of substantiated medical care expenses as required by § 105(b). Accordingly, if WICHE manages the accounts created upon conversion of the sick leave benefits in accordance with IRS guidelines pertaining to HRAs, the funds in the accounts are not subject to income tax at the time of contribution or at the time of withdrawal.

Generally, an HRA is an arrangement: (1) that is paid for solely by the employer and is not provided pursuant to an employee's salary reduction election or otherwise under a cafeteria plan; (2) that reimburses the employee for medical expenses (as defined in IRC § 213(d)) incurred by the employee and the employee's spouse and dependents; (3) that provides reimbursements up to a maximum dollar amount for a coverage period; and (4) under which any unused portion of the maximum dollar amount at the end of a coverage period is carried forward to increase the maximum reimbursement amount in later coverage periods. IRS Notice 2002-45, § I. Reimbursement from an HRA may be provided to former employees or retired employees. *Id.*, § III. The arrangement may include a "spend-down" option, under which reimbursement will be made to all eligible retired employees for medical care until all unused accumulated amounts are exhausted. See PLR 200535015. Also, "an HRA may have a provision that reimburses a former employee...only up to the unused reimbursement amount remaining at retirement or other termination of employment." IRS Notice 2002-45.

It seems that the accounts WICHE establishes with a former employee's SLCB will likely qualify as an HRA because (1) the sick leave benefits are from the employer, (2) the account reimburses the employee (or spouse/dependents) for medical expenses and the arrangement includes a "spend-down" option that limits the amount of reimbursement to that left in the account (and amounts are carried forward until spent-down).

For an arrangement to qualify for exclusion from income under IRC §§ 105 and 106, the account (HRA) may only reimburse claims for substantiated medical care expenses, as defined in IRC § 213(d). Since WICHE's staff handbook specifies that original receipts must be submitted to WICHE's HR office and that reimbursement will only be provided for IRS approved "health care benefits", it seems very likely that this requirement is being met.

Additionally, the arrangement will not qualify for exclusion from income if any person (former employee/spouse/dependents) has the right to receive cash or any other benefit other than reimbursement for appropriate medical care expenses. WICHE's policy only allows for reimbursement of medical expenses and specifically states that funds will revert to WICHE upon the death of all those entitled to such reimbursements. WICHE's policy does not allow any person to receive cash or any benefit other than reimbursement for IRS approved medical expenses.

To the extent an HRA is a self-insured medical expense reimbursement plan, the nondiscrimination rules under IRC § 105(h) apply to the HRA. See Reg. § 1.105-11. Because the SLCB is being provided to retired employees, the benefits will not be considered discriminatory, as long as retired employees that were highly compensated are provided with the same type and dollar limitation of benefits provided to other retired employees (and as long as the reimbursements are excludible from gross income under IRC § 105). Because it appears that all employees with sick leave benefits (that meet certain criteria unrelated to compensation) are afforded a SLCB in an amount that is unrelated to an employee's compensation (i.e., are provided with the same type and dollar limitation of benefits), WICHE's plan does not "discriminate" within the meaning of IRC § 105(h).

While not directly pertinent to whether or not the SLCB provides a tax-free benefit, it's worth noting that HRAs may be subject to a variety of statutory rules and provisions not mentioned herein (e.g., deduction limits, nondiscrimination under HIPPA, other HIPPA requirements, and ERISA provisions).

Please contact our office with any questions/concerns.

Sincerely,

HOWARD O. BERNSTEIN, P.C.



By: Howard O. Bernstein, Esq.

HOB/ajr

WICHE Executive Committee Teleconference Minutes

Thursday, March 12, 2019, 3:30 - 5:00 p.m.

Commissioners Present

Ray Holmberg (ND), chair
Camille Preus (OR), vice chair
Clayton Christian (MT), immediate past chair

Stephanie Butler (AK)
Rita H. Cheng (AZ)
Antwan Jefferson (CO)
Jude Hofschneider (CNMI)
Colleen Sathre (HI)
Matt Freeman (ID) (*proxy for Rick Aman*)
Frederick Lokken (NV)
Barbara Damron (NM)
James Hansen (SD)
Dave Buhler (UT)
Don Bennett (WA)
Karla Leach (WY)

Commissioners Absent

Dianne Harrison (CA)
David Lassner (HI)
Rick Aman (ID)

WICHE Staff Present

Demarée Michelau, president
Elizabeth Golder, executive assistant to the president and commission
Patrick Lane, vice president, Policy Analysis and Research
Craig Milburn, chief financial officer
Jere Mock, vice president, Programs and Services
Dennis Mohatt, vice president, Behavioral Health

Chair Holmberg called the meeting to order at 3:30 p.m. He asked Elizabeth Golder to call roll. He also asked President Michelau to acknowledge WICHE staff present and those joining by telephone. A quorum was confirmed.

Action Item

Approval of the February 12, 2019, Executive Committee Minutes

Chair Holmberg reported that the Executive Committee gathered via teleconference on Tuesday, Feb. 12, 2019, and called for the approval of the Executive Committee minutes. Commissioner Hansen motioned to approve the minutes. Commissioner Jefferson seconded the motion. The motion was approved unanimously.

Action Item

WICHE Bylaws

President Michelau asked for support from the Executive Committee to bring the topic of several changes before the full commission to address some inconsistencies in the WICHE Bylaws. There are several areas requiring attention to have greater clarity and these will be included in the March 20, 2019 Call to the Meeting announcement per the Bylaws requirement (Article VIII).

- The commission should consider the procedure for the ascension of the WICHE vice chair to the chair. Should the nominating committee present a slate of candidates for consideration or would the WICHE vice chair automatically move into the position of chair? Michelau revised the language in Article IV, Sec. 3 of the Bylaws for commission consideration.
- The current Bylaws do not include a section regarding the WICHE Nominating Committee. This committee is responsible for the recommendation of the WICHE chair and vice chair nominations. Michelau revised the language of Article V incorporating proposed language for inclusion and commission consideration.
- In Article II, Sec. 1 the proposed edit would clarify the definition of a WICHE member to include Pacific Island members.

Commissioner Damron noted her support for adding clarity in these areas and added that the sections under Article V should be renumbered. Commissioner Christian motioned to present proposed Bylaws modifications to the commission. Commissioner Damron seconded the motion. The motion was approved unanimously.

Action Item
Proposed Changes to the Legislative Advisory Committee
(See page 10-19)

Michelau shared that commissioners and WICHE staff have had discussions to modify the current Legislative Advisory Committee (LAC) membership due to current challenges in participation. Proposed changes would increase the number of members of the LAC from two to up to four. There would be no requirement for any WICHE member to have more than two LAC members and each WICHE member would determine the number of legislators. The anticipated financial impact would be an increase of \$10,000.

Commissioners Jefferson and Sathre noted their support for this proposed LAC membership strategy. Commissioner Cheng wondered if states would feel pressure to always have four LAC members at meetings and supports the flexibility for states to determine LAC representation. Chair Holmberg added that he supports membership being determined by each state and that flexibility should be held by each state.

Commissioner Buhler motioned to modify the LAC Committee membership. Commissioner Jefferson seconded the motion. The motion was approved unanimously.

Discussion Item
Budget Update

President Michelau asked Craig Milburn, chief financial officer, to report on the status of WICHE's budget. Milburn noted that WICHE revenues are healthy. This condition exists, in part, due to higher-than-expected indirect cost reimbursements, particularly for the Behavioral Health Program and Every Learner Everywhere, a grant-funded effort within WCET. The FY 2020 budget includes the dues increase of 2 percent set in 2018. We do expect to come in under budget and the \$110,000 anticipated surplus has grown to \$569,000. Since many expenditures are reported closer to year end, Milburn does not expect to realize that large of a surplus in June 2019. General fund units have a placeholder for a 3 percent increase in 2020 budgets and Milburn expects that will change. WICHE reserves at the beginning of the year were at \$3,285,000. The commission has committed to several reserves expenditures: these were itemized in the supplemental documents. Staff anticipates a reserve balance of \$3,321,000 at year end. The reserve dedications except for PSEP were decided this current year but were second requests from the May 2018 Commission Meeting and were approved during the Aug. 10, 2018 Executive Committee Teleconference. Michelau added that if any new commissioner has an interest in viewing the documents that were previously shared with the commission detailing reserve expenditure requests, she could provide them. Additionally, WICHE is closely monitoring the soft money budgets and this area is quite strong and is still in development. An update on WICHE soft money will be included in the May 2019 Agenda Book.

Discussion Item
WICHE Workplan FY 2020

Michelau noted that the WICHE staff receives guidance from the commission each May during their examination of the proposed workplans. During the January 2019 officers' retreat, the request to improve the Workplan for greater readability was discussed. WICHE is in the first stages of modifying the Workplan and will reflect the WICHE work undertaken in cross-unit initiatives. The content of the current iteration of the WICHE Workplan will be modified to more clearly represent WICHE to external audiences: for example, to share with funders. The May Commission Agenda Book will likely include proposals of plans to create an external-facing document.

Discussion Item
Preliminary Agenda for the May 20-21, 2019, Commission Meeting

Michelau noted that the preliminary agenda shared has a few modifications. The new commissioner orientation is scheduled for Sunday, May 19, 2019. Staff expect up to 15 new members.

Staff may ask more experienced commissioners to take some new members under their wing. The meeting will be held at Bismarck State College and lodging will be at the Radisson Hotel Bismarck.

Amy Webb was not able to join us as the speaking fee was set at \$40,000. Commissioner Hagerott noted that Amy Webb has recently published a blockbuster book and commended President Michelau for inviting her. Francisco Marmalejo, of

the World Bank, has been invited to speak. He is a co-founder of the Consortium for North American Higher Education Collaboration (CONAHEC).

Commissioner Hagerott noted that the lunch workshop he will lead is predicated on his article, "Silicon Valley Must Help Rural America. Here's How," published in the *Chronicle of Higher Education*. The premise is that much of the West and Midwest are lagging in high-tech digital curriculum whereas the East and West Coast are expanding. The article has been shared on Capitol Hill as an inspiration for a new grant program for the digital age. Hagerott will present the article along with a PowerPoint presentation and seek audience feedback.

Michelau did not receive commitment from the Georgetown University Center on Education and the Workforce to share their projections early. Therefore, we will instead propose to discuss the future of accreditation. Russ Poulin is involved in negotiated rulemaking and could serve as a discussion facilitator.

The final plenary session of the day will a presentation about Pacific Island members on history, culture, geography, etc. The excursion will be to the North Dakota Heritage Center and State Museum. Governor Doug Burgum has been invited to join us.

On May 21, 2019, the meeting will begin with the Committee of the Whole and will be followed by the final plenary featuring Peter Smith, author of *Free-Range Learning in the Digital Age: The Emerging Revolution in College, Career, and Education*.

Michelau has invited several commissioners to serve as facilitators for the plenary sessions and will follow up with them regarding their interest.

Information Item **Development of a Strategic Communications Plan**

Michelau noted that the Executive Committee approved the use of reserve funds to engage an external strategic communications firm during the Feb. 12, 2019 Teleconference. Staff have begun discussions with CommunicationWorks through meetings with senior leadership and other key staff members. The Workplan will reflect some work they are undertaking for us. Staff are also engaging them to help us develop big-picture strategies.

Information Item **Program and Initiative Updates**

Michelau has been serving as interim W-SARA director since the departure of John Lopez. An internal search resulted in the selection of Christina Sedney. Sedney will continue to coordinate the LAC. She will be at the May Commission Meeting so commissioners may meet her there if they are not already acquainted. The work of W-SARA will transition from the president's office to the Policy Analysis and Research unit under the direction of Pat Lane. Commissioner Damron noted that Christina Sedney has been a bright, dependable asset to WICHE.

Information Item **Other Business**

Michelau announced that Dianne Harrison was named California Woman of the Year, nominated by Senator Robert M. Hertzberg. Legislators nominate women making a difference in their communities. WICHE is very proud of her achievement!

Commissioner Hagerott noted that Peter Smith's engagement at the Commission Meeting is quite a notable success. Michelau has shared a plan to have North Dakota commissioners invite legislators and university presidents to the meeting. Commissioner Damron added that Peter Smith is a talented speaker.

Chair Holmberg adjourned the meeting at 4:20 p.m.

March 12, 2019, Action Item

Expansion of WICHE's Legislative Advisory Committee

Summary

WICHE's Legislative Advisory Committee (LAC) plays a key role in building and maintaining relationships with Western legislators and advancing sound higher education policymaking. The main activity of the LAC to-date has been an annual meeting for LAC members. However, average attendance at WICHE's LAC meeting has been dropping over time and WICHE Commissioners on the Policy Analysis and Research Committee and LAC members have expressed concern over this issue and a desire to increase attendance and engagement. To address this concern WICHE staff recommend increasing the number of LAC members per state from two to four as well as creating a program of year-long, virtual engagement opportunities that could include monthly email updates, working with organizational partners (such as NCSL and ECS) to share relevant resources, and potentially arranging webinars on relevant topics. The estimated additional cost of these changes is \$10,000 per year, which will be covered through a reallocation of existing general fund dollars.

Staff briefed the executive committee on February 12, 2019 and based on that discussion have brought this action item to the committee for approval.

Relationship to WICHE Mission

A key component of expanding access to and the quality of higher education in the West is thoughtful, evidence-based policymaking at the state level. The work of the LAC supports this mission through the essential WICHE principles of resource sharing and advancing sound public policy.

Background

WICHE's Legislative Advisory Committee (LAC) was created in 1995 to strengthen state policymaking in higher education in the West by engaging legislators who are appointed by the WICHE Commission in the discussion of relevant higher education issues and by seeking their input on strategies for interstate collaboration. WICHE also serves as an information resource for LAC members. The LAC meets annually (generally in September), and members are invited to other WICHE activities, such as policy forums and webinars.

Over time, average attendance at LAC meeting has been dropping, with attendance dropping from 21 to 14 over the past four years. This is concerning, because WICHE relies upon the LAC as a key tool for the organization to maintain positive, sustained relationships with Western policymakers. These relationships are important WICHE's long-term organizational health. Moreover, the LAC offers an important vehicle for WICHE to advance its mission of promoting sound public policy by sharing information on evidence-based policy approaches to higher education issues with members.

WICHE Commissioners who are legislators and also serve on the LAC and WICHE Commissioners on the Policy Analysis and Research (PAR) Committee have expressed concern over this issue and a desire to increase attendance and engagement. In particular, the issue generated rich discussion during the PAR Committee meeting at the November 2018 Commission Meeting. In response to this discussion, WICHE staff examined a range of potential options for increasing LAC engagement and propose the changes outlined below.

Project Description

WICHE staff are proposing a two-part strategy to increase engagement with the LAC. Firstly, modifying the size of the LAC itself by increasing the number of LAC members per state from two to four. WICHE members with a current legislator who is also a Commissioner would appoint only three additional representatives, so all states would have four LAC members (as opposed to the current system, wherein some states have two members, and some have three). WICHE staff anticipate this increase would have a positive impact on attendance by increasing the likelihood that someone from each state is available to attend and—as suggested by the Commissioners—create more of a “cohort” feeling for LAC members within a state.

The second component of the strategy would be creating a program of year-long, virtual engagement opportunities. These could include a monthly email, working with organizational partners (such as NCSL and ECS) to share resources such as webinars and other learning opportunities, and potentially webinars on relevant topics as appropriate. By maintaining regular contact, LAC members may be more likely to view themselves as part of a select group and see WICHE as a resource on policy topics. This work will endeavor to identify and build off of resources provided by other organizations, rather than duplicating efforts. Finally, these opportunities will all be virtual and optional, so as not to infringe on already busy legislator schedules.

Staff and Fiscal Impact

Typically, LAC meeting expenses average about \$42,000 with different locations and attendance levels ranging from about \$38,000 to nearly \$49,000 in recent years. Policy staff estimate that increasing the size of the LAC would generate increased attendance by approximately 10-15 LAC members. Numbers of speakers and staff attendees would stay the same. Based on the average cost/attendee (\$1,072) over the past four meetings, increasing attendance by 10 members would require an approximate budget increase of \$10,000.

WICHE staff time is not included in the LAC budget. Staff from the policy unit charge time on the LAC to the unit budget. Therefore, while increased staff time necessitated by these changes would not appear in the LAC budget – its potential impact on the unit budget should be acknowledged. It is not likely that the larger meeting size will necessitate additional staff time, but working to engage legislators throughout the year may lead to a modest increase in staff time spent on this effort, but the unit will be able to absorb this under the current staffing plan.

Action Requested

Approval to carry out the plan to expand the LAC as outlined above.

ACTION ITEM

FY 2020 Salary and Benefit Recommendations

Salary

All standard salary increases at WICHE are provided on the basis of performance; WICHE does not provide across-the-board raises, step increases, or cost-of-living adjustments. Occasional exceptions to the “merit-only” policy are made if salary surveys indicate a position is out of alignment with other positions within the organization or, within reason, to retain a valued individual who has been offered a more lucrative position elsewhere.

As reflected in the proposed budget agenda item, President Michelau is pleased to recommend 3.0 percent for FY 2020 performance-based increases to staff who have performed at exceptionally high levels over the past year.

Benefits

The proposed budget also includes a 3.0 percent increase in benefits for staff, all of which are related either to benefits directly associated with salary (i.e., WICHE contributions to the retirement plan, life insurance, workers’ compensation, unemployment compensation, and Social Security) or to projected changes in the costs of general benefits (i.e., health/dental insurance premiums, Social Security, and workers’ compensation).

Major benefits to staff include the following:

- Participation in WICHE’s retirement plan, which provides two-to-one matching for contributions up to a combined 15 percent [5 from staff, 10 from WICHE], in TIAA-managed accounts.
- Health and dental insurance, which includes participation in a health savings account (HSA) plan through insurer UnitedHealthcare. WICHE provides a set portion of the payment for the health and dental insurance, with the staff paying the remainder, which varies depending upon the plan they select. WICHE also contributes an amount annually to each staff member’s health savings account.
- An optional flex spending account for eligible medical expenses and dependent care.
- Life, accidental death and disability, short-term disability, and long-term disability insurance.
- Generous vacation, sick leave, paid holidays, and personal business leave.
- Conversion of up to 900 hours of accumulated sick leave for most individuals retiring from WICHE (requires at least five years of service and combined age and tenure at WICHE of at least 70 years).

Action Requested

Approval of a 3.0 percent average salary increase for WICHE staff. The full amount of a 3.0 percent average salary increase is approximately \$212,000, of which the General Fund portion is \$60,000 and is included in the proposed FY 2020 budget.

ACTION ITEM

FY 2020 Annual Operating Budget (Including General Fund Budget and Non-General Fund Budgets)

Background

The general fund budget proposed by staff for FY 2020 (July 1, 2019 to June 30, 2020) is for a suite of WICHE programs that provide service to member states and territories and support a wide range of highly significant projects. General fund revenue not only supports basic WICHE program activities, such as the work of the Student Access Programs and the Policy Analysis and Research unit; it also provides an organizational structure that allows WICHE to become involved in other regional resource-sharing and collaborative activities in higher education, many of which are supported by nonstate dollars.

The four budgets following the general fund budget reflect the projected non-general fund budgets for each of the four primary programmatic units within WICHE. Non-general fund activities include all projects supported by fees, grants, memberships, or contracts. Of these four budgets, the WCET unit and the Behavioral Health unit are self-funded.

Action Requested

Approval of the FY 2020 general fund budget and the FY 2020 non-general fund budgets.

Western Interstate Commission for Higher Education

General Fund Budget

Comparing FY 2019 with FY 2020

Revenue and Expenditures

March 2019

| | FY 2019 | | | | FY 2020 | | | | |
|--|--------------------|-----------------------|---|--------------|--------------------|--|-------------|--|--------------|
| | FY 2019 Budget | FY 2019 Projection | Projection Higher or (Lower) than Budget | | FY 2020 Budget | FY 2020 Budget Higher or (Lower) than FY 2019 Budget | | FY 2020 Budget Higher or (Lower) than FY 2019 Projection | |
| Revenue | | | | | | | | | |
| 4102 Indirect Cost Reimbursements | \$650,000 | \$881,216 | \$231,216 | 35.6% | \$700,000 | \$50,000 | 7.7% | (\$181,216) | -20.6% |
| 4104 Indirect Cost Sharing-WICHE | (\$160,000) | (\$234,631) | (\$74,631) | -46.6% | (\$200,000) | (\$40,000) | 25.0% | \$34,631 | -14.8% |
| 4201 Members/Fees States/Institutions | a \$2,448,000 | \$2,448,000 | \$0 | 0.0% | \$2,496,000 | \$48,000 | 2.0% | \$48,000 | 2.0% |
| 4300 Interest | \$120,000 | \$300,796 | \$180,796 | 150.7% | \$300,000 | \$180,000 | 150.0% | (\$796) | -0.3% |
| 4550 W-SARA excess revenue | b \$185,000 | \$110,000 | (\$75,000) | -40.5% | \$45,000 | (\$140,000) | -75.7% | (\$65,000) | -59.1% |
| 4560 SHEPC excess rents | c \$100,000 | \$114,800 | \$14,800 | 14.8% | \$120,000 | \$20,000 | 20.0% | \$5,200 | 4.5% |
| 4600 Other Income | \$10,000 | \$10,437 | \$437 | 4.4% | \$10,000 | \$0 | 0.0% | (\$437) | -4.2% |
| 4850 Credit Card Transaction Rev. / Units | \$120 | \$6,023 | \$5,903 | 4919.2% | \$120 | \$0 | 0.0% | (\$5,903) | -98.0% |
| Total Revenue | \$3,353,120 | \$3,636,639 | \$283,519 | 8.5% | \$3,471,120 | \$118,000 | 3.5% | (\$165,519) | -4.6% |
| Expenditures | | | | | | | | | |
| 0102 Student Access Program | \$376,871 | \$391,873 | \$15,002 | 4.0% | \$403,121 | \$26,250 | 7.0% | \$11,248 | 2.9% |
| 0104 Policy Analysis & Research | \$439,888 | \$427,868 | (\$12,020) | -2.7% | \$453,085 | \$13,197 | 3.0% | \$25,217 | 5.9% |
| 0105 Communications & Public Affairs | \$481,661 | \$440,108 | (\$41,554) | -8.6% | \$474,576 | (\$7,085) | -1.5% | \$34,468 | 7.8% |
| 0106 Programs & Services | \$46,280 | \$48,503 | \$2,222 | 4.8% | \$107,412 | \$61,131 | 132.1% | \$58,909 | 121.5% |
| 0110 President's Office | \$563,483 | \$549,243 | (\$14,239) | -2.5% | \$580,387 | \$16,904 | 3.0% | \$31,144 | 5.7% |
| 0111 Commission Meeting Expense | \$214,934 | \$172,396 | (\$42,538) | -19.8% | \$221,382 | \$6,448 | 3.0% | \$48,986 | 28.4% |
| 0112 Administrative Services | d \$860,033 | \$756,054 | (\$103,978) | -12.1% | \$847,028 | (\$13,005) | -1.5% | \$90,974 | 12.0% |
| 0115 Miscellaneous Gen. Fund | e \$190,817 | \$178,859 | (\$11,958) | -6.3% | \$266,541 | \$75,724 | 39.7% | \$87,683 | 49.0% |
| 0116 Program Development | \$25,000 | \$6,250 | (\$18,750) | -75.0% | \$25,000 | \$0 | 0.0% | \$18,750 | 300.0% |
| 0131 LAC Meeting | \$43,709 | \$44,088 | \$379 | 0.9% | \$55,020 | \$11,311 | 25.9% | \$10,932 | 24.8% |
| Total Expenditures | \$3,242,676 | \$3,015,241 | (\$227,435) | -7.0% | \$3,433,552 | \$190,876 | 5.9% | \$418,311 | 13.9% |
| Surplus (Deficit) for the Fiscal Year | \$110,444 | \$621,398 | \$510,954 | | \$37,568 | (\$72,876) | | | |
| Reserves at Beginning of Year | | | | | | | | | |
| 1 Minimum Reserve | f \$389,121 | \$389,121 | \$0 | 0.0% | \$412,026 | \$22,905 | 5.9% | \$22,905 | 5.9% |
| 2 Reserve for Unexpected Shortfall | g \$324,268 | \$324,268 | \$0 | 0.0% | \$343,355 | \$19,087 | 5.9% | \$19,087 | 5.9% |
| 3 Reserve to Operate Accounts Receivable | h \$850,000 | \$850,000 | \$0 | 0.0% | \$850,000 | \$0 | 0.0% | \$0 | 0.0% |
| 4 Reserve Available for Dedication | \$1,721,979 | \$1,721,979 | \$0 | 0.0% | \$1,766,326 | \$44,347 | 2.6% | \$44,347 | 2.6% |
| Reserves at Beginning of Year | \$3,285,368 | \$3,285,368 | \$0 | 0.0% | \$3,371,707 | \$86,339 | | \$86,339 | |
| Reserves Dedicated during Year | | | | | | | | | |
| 5 WICHE Presidential Search | i \$75,000 | \$60,059 | \$14,941 | 19.9% | | | | | |
| 6 Accounting Infrastructure Updates | j \$150,000 | \$150,000 | \$0 | 0.0% | \$0 | \$150,000 | 100.0% | \$150,000 | 100.0% |
| 7 Cybersecurity Partnership seed money. | k \$50,000 | \$50,000 | \$0 | 0.0% | \$0 | \$50,000 | 100.0% | \$50,000 | 100.0% |
| 8 Data Management Plan (GDPR) | l \$40,000 | \$40,000 | \$0 | 0.0% | \$0 | \$40,000 | 100.0% | \$40,000 | 100.0% |
| 9 Salesforce utilization enhancements. | m \$100,000 | \$100,000 | \$0 | 0.0% | \$0 | \$100,000 | 100.0% | \$100,000 | 100.0% |
| 10 Policy Unit Database development | n \$75,000 | \$75,000 | \$0 | 0.0% | \$0 | \$75,000 | 100.0% | \$75,000 | 100.0% |
| 11 Strategic Communications Plan | o \$60,000 | \$60,000 | \$0 | 0.0% | \$0 | \$60,000 | 100.0% | \$60,000 | 100.0% |
| 12 Deficit (Surplus) for the Fiscal Year above | (\$110,444) | (\$621,398) | \$510,954 | | (\$37,568) | (\$72,876) | 66.0% | (\$583,830) | 94.0% |
| Reserves Dedicated during the Fiscal Year | \$439,556 | (\$86,339) | \$525,895 | 19.9% | (\$37,568) | \$402,124 | | (\$108,830) | |
| Reserves at End of Year | \$2,845,812 | \$3,371,707 | \$525,895 | | \$3,409,275 | \$488,463 | | | |

- (a) At the May 2018 meeting the Commission set the FY 2020 dues to \$156K and the FY 2021 dues to \$159K. The FY2019 dues are \$153K.
- (b) - (c) Reclassification made by Executive Committee in Aug 2018.
- (d) Approved by the Executive Committee in Aug 2018. Moved 10% of Abbiatti and Mohatt and 50% of Lopez. Also rent at 3000 Center Green.
- (e) Moved Abbiatti & Mohatt 10% mid year FY2019
- (f) Minimum reserve set by the commission is 12% of Budgeted Expenses. Set May 2000.
- (g) Unexpected Shortfall reserve set by commission at 10% of Budgeted Expenses. To be used only if anticipated funding does not materialize. Set May 2007.
- (h) Reserve amount needed float accounts receivable until payments are received for contracted work. Approved by Executive Committee February 2016.
- (i) Approved by Executive Committee at the May 2018 Commission meeting.
- (j) - (l) Approved by the Executive Committee at their August 2018 meeting.
- (n) Approved by the Commission at their Nov 2018 meeting.
- (o) Approved by the Executive Committee at the February 2019 meeting.

Western Interstate Commission for Higher Education

Two-Year Budget for FY 2019 and FY 2020

Programs and Services

March 2019

| 9 months elapsed 3 months remaining Object / Description | FY 2019 <i>Total</i> | FY 2019 <i>Budget</i> | FY 2020 <i>Budget</i> | <i>Variance</i> | <i>%</i> |
|--|-------------------------|--------------------------|--------------------------|--|---------------|
| <i>Actual ></i> 01-Jul-18 -- 31-Mar-19 <i>Forecast ></i> 01-Apr-19 -- 30-Jun-19 | 01-Jul-18 30-Jun-19 | 01-Jul-18 30-Jun-19 | 01-Jul-19 30-Jun-20 | FY 2020 budget higher or (lower) than FY 19 | |
| 11-20 MHEC Master Property Program | \$24,749 | \$20,000 | \$24,600 | \$4,600 | 23.0% |
| 11-21 MHECtech | \$132,383 | \$85,000 | \$125,000 | \$40,000 | 47.1% |
| 11-22 MHECare | \$23,093 | \$22,000 | \$23,000 | \$1,000 | 4.5% |
| 11-42 Passport Phase II - Gates | \$526,131 | \$387,757 | | (\$387,757) | -100.0% |
| 11-43 Passport Phase II - Lumina | \$93,847 | \$23,983 | | (\$23,983) | -100.0% |
| 11-61 Passport Phase III - ED | \$263,021 | \$609,611 | \$916,870 | \$307,259 | 50.4% |
| 12-01 Institutional Collaborations | \$0 | \$23,135 | \$10,000 | (\$13,135) | -56.8% |
| 13-01 ICE School | \$2,850 | \$600 | \$618 | \$18 | 3.0% |
| 14-01 NSI Initiative Y1 | \$261,449 | \$255,665 | | (\$255,665) | -100.0% |
| 14-02 NSI Initiative Y2 | \$247,131 | \$425,752 | \$0 | (\$425,752) | -100.0% |
| 14-03 NSI Initiative Y3 | \$0 | | \$532,014 | \$532,014 | |
| 15-01 Western Academic Leader Forum | \$110,406 | \$100,575 | \$120,451 | \$19,876 | 19.8% |
| 15-15 Internet Course Exchange | \$15,210 | \$18,800 | \$18,240 | (\$560) | -3.0% |
| 15-20 Western Alliance Comm Colleges | \$102,974 | \$100,300 | \$113,182 | \$12,882 | 12.8% |
| 15-30 Forum Academy | \$29,700 | \$40,400 | \$40,389 | (\$11) | 0.0% |
| Revenue | \$1,832,945 | \$2,113,578 | \$1,924,364 | (\$189,214) | -9.0% |
| Total Revenue | \$1,832,945 | \$2,113,578 | \$1,924,364 | (\$189,214) | -9.0% |
| 11-20 MHEC Master Property Program | \$14,412 | \$15,250 | \$24,351 | \$9,101 | 59.7% |
| 11-21 MHECtech | \$115,524 | \$114,983 | \$103,358 | (\$11,625) | -10.1% |
| 11-22 MHECare | \$0 | \$5,925 | \$4,498 | (\$1,427) | -24.1% |
| 11-42 Passport Phase II - Gates | \$520,738 | \$217,437 | | (\$217,437) | -100.0% |
| 11-43 Passport Phase II - Lumina | \$93,847 | \$23,983 | | (\$23,983) | -100.0% |
| 11-61 Passport Phase III - ED | \$393,245 | \$609,611 | \$387,724 | (\$221,887) | -36.4% |
| 12-01 Institutional Collaborations | \$13,000 | \$13,000 | \$8,000 | (\$5,000) | -38.5% |
| 13-01 ICE School | \$2,852 | \$600 | \$618 | \$18 | 3.0% |
| 14-01 NSI Initiative Y1 | \$176,931 | \$254,943 | | (\$254,943) | -100.0% |
| 14-02 NSI Initiative Y2 | \$178,759 | \$182,314 | \$205,024 | \$22,710 | 12.5% |
| 14-03 NSI Initiative Y3 | \$0 | | \$360,085 | \$360,085 | |
| 15-01 Western Academic Leader Forum | \$103,400 | \$98,809 | \$107,376 | \$8,567 | 8.7% |
| 15-15 Internet Course Exchange | \$7,599 | \$11,870 | \$11,981 | \$111 | 0.9% |
| 15-20 Western Alliance Comm Colleges | \$60,191 | \$89,467 | \$105,577 | \$16,109 | 18.0% |
| 15-30 Forum Academy | \$37,923 | \$39,147 | \$38,649 | (\$498) | -1.3% |
| Expense | \$1,718,421 | \$1,677,340 | \$1,357,241 | (\$320,100) | -19.1% |
| Total Expense | \$1,718,421 | \$1,677,340 | \$1,357,241 | (\$320,100) | -19.1% |
| Revenue over (under) Expense | \$114,523 | \$436,238 | \$567,124 | \$130,886 | |

Western Interstate Commission for Higher Education

Two-Year Budget for FY 2019 and FY 2020

Policy Analysis and Research

March 2019

| | FY 2019 | FY 2019 | FY 2020 | | |
|---|--|------------------------|------------------------|--|--------------|
| 9 months elapsed 3 months remaining Object / Description | Total | Budget | Budget | Variance | % |
| | <i>Actual ></i> 01-Jul-18 -- 31-Mar-19 <i>Forecast ></i> 01-Apr-19 -- 30-Jun-19 | 01-Jul-18 30-Jun-19 | 01-Jul-19 30-Jun-20 | FY 2020 budget higher or (lower) than | FY 19 |
| 17-05 W-SARA | \$359,947 | \$430,000 | \$413,162 | (\$16,838) | -3.9% |
| 17-16 NC-SARA / Post Separation | \$39,117 | | | \$0 | |
| 50-01 Policy Core Account | \$4,000 | | | \$0 | |
| 50-25 NM SHEM | \$6,034 | | | \$0 | |
| 50-26 Utah - NCHEMS Consultation | \$13,250 | \$13,500 | \$13,500 | \$0 | 0.0% |
| 51-30 Hawaii MLDE Contract | \$0 | \$10,000 | | (\$10,000) | -100.0% |
| 51-32 Multistate Data Exchange 2 | \$633,590 | \$311,697 | \$549,100 | \$237,403 | 76.2% |
| 52-15 UCLA Smarter Balanced | \$2,429 | | | \$0 | |
| 53-14 Data for the American Dream | \$52,000 | \$37,000 | \$113,000 | \$76,000 | 205.4% |
| 54-13 WICHE Task Force on Att Gaps | \$143,207 | \$228,445 | \$195,000 | (\$33,445) | -14.6% |
| 54-14 WCCC Strategic Planning | \$50,000 | \$50,000 | \$100,000 | \$50,000 | 100.0% |
| 54-20 Recog. of Learning -- Lumina | \$420,000 | \$428,000 | \$280,000 | (\$148,000) | -34.6% |
| 54-21 Recog. of Learning -- Strada | \$90,000 | \$90,000 | \$110,000 | \$20,000 | 22.2% |
| 55-01 Anticipated New Funding | \$0 | \$237,837 | \$14,000 | (\$223,837) | -94.1% |
| Revenue | \$1,813,573 | \$1,836,479 | \$1,787,762 | (\$48,717) | -2.7% |
| Total Revenue | \$1,813,573 | \$1,836,479 | \$1,787,762 | (\$48,717) | -2.7% |
| 17-05 W-SARA | \$359,947 | \$410,646 | \$413,162 | \$2,516 | 0.6% |
| 17-16 NC-SARA / Post Separation | \$55,423 | | | \$0 | |
| 50-01 Policy Core Account | \$4,328 | | | \$0 | |
| 50-25 NM SHEM | \$14,786 | | | \$0 | |
| 50-26 Utah - NCHEMS Consultation | \$13,250 | \$13,250 | \$13,750 | \$500 | 3.8% |
| 51-30 Hawaii MLDE Contract | \$0 | \$10,000 | | (\$10,000) | -100.0% |
| 51-32 Multistate Data Exchange 2 | \$633,830 | \$354,507 | \$548,486 | \$193,979 | 54.7% |
| 52-15 UCLA Smarter Balanced | \$1 | | | \$0 | |
| 53-01 CO Adult Learning Symposium | \$2,759 | | | \$0 | |
| 53-14 Data for the American Dream | \$27,629 | \$36,357 | \$112,305 | \$75,948 | 208.9% |
| 54-13 WICHE Task Force on Att Gaps | \$138,704 | \$184,736 | \$194,601 | \$9,866 | 5.3% |
| 54-14 WCCC Strategic Planning | \$50,000 | \$50,000 | \$100,000 | \$50,000 | 100.0% |
| 54-20 Recog. of Learning -- Lumina | \$421,588 | \$427,928 | \$279,987 | (\$147,940) | -34.6% |
| 54-21 Recog. of Learning -- Strada | \$72,145 | \$89,850 | \$107,229 | \$17,379 | 19.3% |
| 55-01 Anticipated New Funding | \$0 | \$237,837 | \$13,389 | (\$224,449) | -94.4% |
| Expense | \$1,794,388 | \$1,815,112 | \$1,782,909 | (\$32,203) | -1.8% |
| Total Expense | \$1,794,388 | \$1,815,112 | \$1,782,909 | (\$32,203) | -1.8% |
| Revenue over (under) Expense | \$19,185 | \$21,367 | \$4,853 | (\$16,514) | |

Western Interstate Commission for Higher Education

Two-Year Budget for FY 2019 and FY 2020

Behavioral Health

March 2019

| 9 months elapsed 3 months remaining Object / Description | FY 2019 <i>Total</i> | FY 2019 <i>Budget</i> | FY 2020 <i>Budget</i> | <i>Variance</i> | <i>%</i> |
|--|-------------------------|--------------------------|--------------------------|--|--------------|
| <i>Actual > 01-Jul-18 -- 31-Mar-19</i> <i>Forecast > 01-Apr-19 -- 30-Jun-19</i> | 01-Jul-18 30-Jun-19 | 01-Jul-19 30-Jun-19 | 01-Jul-19 30-Jun-20 | FY 2020 budget higher or (lower) than | FY 19 |
| 40-01 MH - State Affiliation Fees | \$303,047 | \$340,000 | \$352,000 | \$12,000 | 3.5% |
| 40-10 MH - Decision Support Group | \$54,008 | \$60,000 | \$54,000 | (\$6,000) | -10.0% |
| 40-21 MH - Suicide Prevention Toolkits | \$5,285 | \$3,150 | \$2,000 | (\$1,150) | -36.5% |
| 41-01 MH - Consulting Main Account | \$87,625 | \$92,000 | \$75,000 | (\$17,000) | -18.5% |
| 41-20 AZ Evidence Based FY14--FY15 | \$402,790 | \$419,437 | \$419,000 | (\$437) | -0.1% |
| 41-30 AZ Mercy Maricopa EBP FY15-16 | \$11,595 | \$11,595 | \$130,000 | \$118,405 | 1021.2% |
| 41-39 AZ MMIC Training 2017 | \$200,410 | \$150,000 | \$262,000 | \$112,000 | 74.7% |
| 41-45 SD DBH Annual Fidelity Review | \$51,032 | \$49,000 | \$49,000 | \$0 | 0.0% |
| 41-80 VA Rural Suici FY 15, 16 and 17 | \$1,256,817 | \$1,288,168 | \$1,443,784 | \$155,616 | 12.1% |
| 42-03 FM Yavapai Nation TA | \$40,374 | \$35,333 | | (\$35,333) | -100.0% |
| 42-14 WA Student Achievement Council | \$55,477 | \$34,975 | | (\$34,975) | -100.0% |
| 42-31 Beacon Rural BH TA | \$51,966 | \$54,000 | | (\$54,000) | -100.0% |
| 43-16 WY Statewide Needs Assessmen | \$75,000 | \$75,000 | \$75,000 | \$0 | 0.0% |
| 43-70 SAMHSA MHTTC Grant | \$225,528 | \$225,528 | \$274,634 | \$49,105 | 21.8% |
| 43-73 SAMHSA MHTTC Supplemental | \$238,332 | \$238,332 | \$229,166 | (\$9,167) | -3.8% |
| 43-74 HRSA Rural Opioid Response TA | \$139,599 | \$139,599 | \$420,132 | \$280,533 | 201.0% |
| 44-40 MH - AK API FY 15/16 | \$50,685 | \$50,000 | \$29,167 | (\$20,833) | -41.7% |
| 45-40 AK Trust PIC FY17/18 | \$67,468 | \$59,000 | \$50,000 | (\$9,000) | -15.3% |
| 45-43 MH - AK PIC Interns FY11-FY19 | \$107,162 | \$100,000 | \$100,000 | \$0 | 0.0% |
| 46-01 HI - DOH | \$23,668 | \$23,668 | \$23,668 | \$0 | 0.0% |
| 46-02 HI - DPS | \$23,668 | \$23,668 | \$23,668 | \$0 | 0.0% |
| 46-03 HI - DOE | \$23,668 | \$23,668 | \$23,668 | \$0 | 0.0% |
| 46-06 HI - DOE Interns | \$268,832 | \$261,899 | \$287,682 | \$25,783 | 9.8% |
| 46-07 HI - DPS Interns | \$101,375 | \$96,547 | \$132,358 | \$35,811 | 37.1% |
| 46-08 HI - DOH Interns | \$146,667 | \$146,313 | \$132,358 | (\$13,955) | -9.5% |
| 46-15 HI DOE Recruitment | \$105,500 | \$108,000 | \$75,000 | (\$33,000) | -30.6% |
| 46-16 HI HSH Forensics Staffing | \$49,700 | \$49,700 | | (\$49,700) | -100.0% |
| 46-24 NM Psychology Internship | \$25,000 | \$25,000 | \$100,000 | \$75,000 | 300.0% |
| 46-31 OR Psych Internship FY 15-18 | \$2,400 | \$2,400 | | (\$2,400) | -100.0% |
| 46-32 Idaho Psychology Internship | \$41,667 | \$41,667 | \$56,250 | \$14,584 | 35.0% |
| 46-36 UT Psychology Internship | \$71,857 | \$60,000 | \$60,000 | \$0 | 0.0% |
| 46-40 NV Intern Stipends FY 15-16-17 | \$191,266 | \$190,000 | \$190,000 | \$0 | 0.0% |
| 46-51 NV Psych Internship FY 15 | \$32,133 | \$30,000 | \$30,000 | \$0 | 0.0% |
| Revenue | \$4,531,602 | \$4,507,648 | \$5,099,534 | \$591,887 | 13.1% |
| Total Revenue | \$4,531,602 | \$4,507,648 | \$5,099,534 | \$591,887 | 13.1% |
| 40-01 MH - State Affiliation Fees | \$563,026 | \$655,648 | \$500,000 | (\$155,648) | -23.7% |
| 40-10 MH - Decision Support Group | \$51,917 | \$63,286 | \$50,000 | (\$13,286) | -21.0% |
| 40-21 MH - Suicide Prevention Toolkits | \$2,176 | \$1,585 | \$1,500 | (\$85) | -5.4% |
| 41-01 MH - Consulting Main Account | \$41,323 | \$63,931 | \$55,000 | (\$8,931) | -14.0% |
| 41-20 AZ Evidence Based FY14--FY15 | \$401,647 | \$423,048 | \$395,000 | (\$28,048) | -6.6% |
| 41-30 AZ Mercy Maricopa EBP FY15-16 | \$11,595 | \$0 | \$120,000 | \$120,000 | #Div/0! |
| 41-38 AZ MMIC PSH Redesign | \$8 | | | \$0 | |
| 41-39 AZ MMIC Training 2017 | \$166,046 | \$215,656 | \$235,000 | \$19,344 | 9.0% |
| 41-45 SD DBH Annual Fidelity Review | \$44,492 | \$43,425 | \$39,000 | (\$4,425) | -10.2% |
| 41-80 VA Rural Suici FY 15, 16 and 17 | \$1,025,884 | \$898,942 | \$1,202,912 | \$303,970 | 33.8% |

Western Interstate Commission for Higher Education

Two-Year Budget for FY 2019 and FY 2020

Behavioral Health (continued)

March 2019

| 9 months elapsed 3 months remaining Object / Description | FY 2019 <i>Total</i> | FY 2019 <i>Budget</i> | FY 2020 <i>Budget</i> | <i>Variance</i> | <i>%</i> |
|--|-------------------------|--------------------------|--------------------------|--|-------------|
| <i>Actual ></i> 01-Jul-18 -- 31-Mar-19 <i>Forecast ></i> 01-Apr-19 -- 30-Jun-19 | 01-Jul-18 30-Jun-19 | 01-Jul-19 30-Jun-20 | 01-Jul-19 30-Jun-20 | FY 2020 budget higher or (lower) than FY 19 | |
| 42-03 FM Yavapai Nation TA | \$14,561 | \$18,314 | | (\$18,314) | -100.0% |
| 42-14 WA Student Achievement Council | \$17,945 | \$17,145 | | (\$17,145) | -100.0% |
| 42-31 Beacon Rural BH TA | \$12,141 | \$31,117 | | (\$31,117) | -100.0% |
| 43-16 WY Statewide Needs Assessmen | \$69,000 | \$69,000 | \$61,200 | (\$7,800) | -11.3% |
| 43-70 SAMHSA MHTTC Grant | \$223,311 | \$223,506 | \$237,582 | \$14,075 | 6.3% |
| 43-73 SAMHSA MHTTC Supplemental | \$261,235 | \$264,292 | \$232,842 | (\$31,451) | -11.9% |
| 43-74 HRSA Rural Opioid Response TA | \$112,072 | \$105,752 | \$383,619 | \$277,867 | 262.8% |
| 44-40 MH - AK API FY 15/16 | \$46,669 | \$47,007 | \$28,175 | (\$18,832) | -40.1% |
| 45-40 AK Trust PIC FY17/18 | \$64,409 | \$66,857 | \$42,500 | (\$24,357) | -36.4% |
| 45-43 MH - AK PIC Interns FY11-FY19 | \$101,137 | \$102,800 | \$92,500 | (\$10,300) | -10.0% |
| 46-01 HI - DOH | \$23,903 | \$23,549 | \$23,668 | \$119 | 0.5% |
| 46-02 HI - DPS | \$23,534 | \$23,549 | \$23,668 | \$119 | 0.5% |
| 46-03 HI - DOE | \$23,006 | \$23,549 | \$23,668 | \$119 | 0.5% |
| 46-06 HI - DOE Interns | \$223,463 | \$247,525 | \$247,244 | (\$281) | -0.1% |
| 46-07 HI - DPS Interns | \$79,738 | \$124,101 | \$123,868 | (\$233) | -0.2% |
| 46-08 HI - DOH Interns | \$140,127 | \$155,302 | \$153,394 | (\$1,908) | -1.2% |
| 46-15 HI DOE Recruitment | \$87,260 | \$86,899 | \$60,000 | (\$26,899) | -31.0% |
| 46-16 HI HSH Forensics Staffing | \$29,897 | \$27,313 | | (\$27,313) | -100.0% |
| 46-24 NM Psychology Internship | \$20,863 | \$22,767 | \$80,000 | \$57,233 | 251.4% |
| 46-31 OR Psych Internship FY 15-18 | \$282 | \$382 | | (\$382) | -100.0% |
| 46-32 Idaho Psychology Internship | \$40,434 | \$50,643 | \$45,020 | (\$5,623) | -11.1% |
| 46-36 UT Psychology Internship | \$66,548 | \$71,191 | \$58,087 | (\$13,104) | -18.4% |
| 46-40 NV Intern Stipends FY 15-16-17 | \$172,590 | \$181,202 | \$162,553 | (\$18,649) | -10.3% |
| 46-51 NV Psych Internship FY 15 | \$27,785 | \$26,933 | \$25,143 | (\$1,790) | -6.6% |
| Expense | \$4,190,022 | \$4,376,215 | \$4,703,143 | \$326,928 | 7.5% |
| Total Expense | \$4,190,022 | \$4,376,215 | \$4,703,143 | \$326,928 | 7.5% |
| Revenue over (under) Expense | \$341,579 | \$131,433 | \$396,391 | \$264,958 | |

Western Interstate Commission for Higher Education

Two-Year Budget for FY 2019 and FY 2020

WCET

March 2019

| | | FY 2019 | FY 2019 | FY 2020 | | |
|--------------------------------------|---|--------------------|------------------|--------------------|------------------------------|------------------------------|
| 9 months elapsed | | | | | | |
| 3 months remaining | | | | | | |
| <i>Object / Description</i> | <i>Total</i> | <i>Budget</i> | <i>Budget</i> | <i>Budget</i> | <i>Variance</i> | <i>%</i> |
| | <i>Actual > 01-Jul-18 -- 31-Mar-19</i> | <i>01-Jul-18</i> | <i>01-Jul-19</i> | <i>01-Jul-19</i> | <i>FY 2020 budget higher</i> | <i>or (lower) than FY 19</i> |
| | <i>Forecast > 01-Apr-19 -- 30-Jun-19</i> | <i>30-Jun-19</i> | <i>30-Jun-20</i> | | | |
| 20-01 WCET Core Revenue | \$2,500 | | | | \$0 | |
| 20-02 WCET Indirect Cost Share | \$111,979 | \$144,738 | | \$155,000 | \$10,262 | 7.1% |
| 20-03 WCET Membership Dues | \$803,615 | \$800,000 | | \$808,000 | \$8,000 | 1.0% |
| 20-04 WCET Sponsorships | \$68,864 | \$57,500 | | \$80,000 | \$22,500 | 39.1% |
| 20-29 State Authorization Net Yr 9 | \$0 | | | \$844,000 | \$844,000 | |
| 20-49 WCET Summit June 2019 | \$23,432 | | | (\$10,000) | (\$10,000) | |
| 21-02 State Auth Network WkspSeptST | \$35,820 | | | | \$0 | |
| 21-03 State Auth NetworkWksp MarchV | \$27,720 | | | | \$0 | |
| 21-18 WCET Annual Mtg Fall 2018 | \$201,858 | \$220,000 | | | (\$220,000) | -100.0% |
| 21-47 State Auth NetWork BldrJune18 | \$6,207 | | | | \$0 | |
| 21-48 WCET Summit 2018 | (\$30,011) | | | | \$0 | |
| 21-49 State Authorization Net Yr 8 | \$361,609 | \$775,000 | | | (\$775,000) | -100.0% |
| 22-41 WCET Hewlett Z Initiative | \$136,371 | \$150,386 | | \$128,546 | (\$21,840) | -14.5% |
| 22-43 WCET OER General | \$6,128 | | | | \$0 | |
| 22-44 WCET OER MHEC Workshop | \$70,000 | | | | \$0 | |
| 24-20 Gates Backbone | \$1,199,034 | \$1,871,173 | | \$1,764,998 | (\$106,175) | -5.7% |
| 24-40 Gates - ELE Network Investment | \$1,751,541 | | | \$5,361,568 | \$5,361,568 | |
| 24-41 Gates Scaling Partners | \$105,000 | | | | \$0 | |
| 24-43 RPA Frontier Set Coordination | \$2,414 | | | | \$0 | |
| Revenue | \$4,884,079 | \$4,018,797 | | \$9,132,112 | \$5,113,315 | 127.2% |
| Total Revenue | \$4,884,079 | \$4,018,797 | | \$9,132,112 | \$5,113,315 | 127.2% |
| 20-10 WCET - Administration | \$881,561 | \$924,327 | | \$1,028,061 | \$103,734 | 11.2% |
| 20-29 State Authorization Net Yr 9 | \$0 | | | \$515,009 | \$515,009 | |
| 20-49 WCET Summit June 2019 | \$23,432 | | | | \$0 | |
| 21-02 State Auth Network WkspSeptST | \$35,819 | | | | \$0 | |
| 21-03 State Auth NetworkWksp MarchV | \$27,720 | | | | \$0 | |
| 21-18 WCET Annual Mtg Fall 2018 | \$254,924 | \$219,665 | | | (\$219,665) | -100.0% |
| 21-47 State Auth NetWork BldrJune18 | \$6,207 | | | | \$0 | |
| 21-48 WCET Summit 2018 | \$1,140 | | | | \$0 | |
| 21-49 State Authorization Net Yr 8 | \$361,609 | \$561,483 | | | (\$561,483) | -100.0% |
| 22-41 WCET Hewlett Z Initiative | \$136,371 | \$150,386 | | \$128,546 | (\$21,840) | -14.5% |
| 22-43 WCET OER General | \$6,128 | | | | \$0 | |
| 22-44 WCET OER MHEC Workshop | \$69,955 | | | | \$0 | |
| 24-20 Gates Backbone | \$1,199,034 | \$1,871,173 | | \$1,764,998 | (\$106,175) | -5.7% |
| 24-40 Gates - ELE Network Investment | \$1,751,541 | | | \$5,361,567 | \$5,361,567 | |
| 24-41 Gates Scaling Partners | \$105,000 | | | | \$0 | |
| 24-43 RPA Frontier Set Coordination | \$2,414 | | | | \$0 | |
| Expense | \$4,862,855 | \$3,727,034 | | \$8,798,182 | \$5,071,148 | 136.1% |
| Total Expense | \$4,862,855 | \$3,727,034 | | \$8,798,182 | \$5,071,148 | 136.1% |
| Revenue over (under) Expense | \$21,225 | \$291,763 | | \$333,930 | \$42,167 | |

ACTION ITEM

Proposed Modifications to the WICHE Bylaws

Summary

The WICHE Commission has recently approved a set of revisions to the WICHE Bylaws, but upon subsequent review, staff discovered a few areas that lacked clarity.

Background

In May 2018, the WICHE Commission approved a fairly substantial set of changes to the WICHE Bylaws (the previous revision had taken place on Nov. 6, 2007). Upon further examination of these changes, WICHE discovered a few areas that would benefit from additional clarity. The proposed modifications are designed to reduce ambiguity and are relatively minor; they are summarized as follows:

- In regard to the procedure for the ascension of the WICHE vice chair to the chair: The current Bylaws have been unclear as to whether the chair should be elected or whether the WICHE vice chair should automatically move into the position of chair. Based on feedback from the executive committee, President Michelau revised the language so that the Bylaws reflect that the chair would be elected.
- The current Bylaws do not include a section regarding the WICHE nominating committee. This committee is responsible for the recommendation of the WICHE chair and vice chair nominations. President Michelau added a proposed section to Article V to incorporate the nominating committee and its role, for commission consideration.
- In Article II, Sec. 1, the proposed edit would clarify the definition of a WICHE member to include Pacific Island members.

Action Requested

Approval of the proposed changes to the WICHE Bylaws as presented.

**WESTERN INTERSTATE COMMISSION FOR
HIGHER EDUCATION BYLAWS**

ARTICLE I

Organization, Mission, Operating Principles

Section 1. Organization

The Western Interstate Commission for Higher Education (WICHE) is a public interstate agency that operates under the Western Regional Education Compact. The Compact has been adopted by the legislatures of 15 Western states and the U.S. Pacific territories and freely associated states, signed into law by their governors, approved by the Congress of the United States, and signed by the President. The Compact calls for the governor of each of those states to appoint three Commissioners (referred to collectively herein as "The Commission") to oversee the development of WICHE programs and to assure that the Compact is carried out for the benefit of the citizens of the West. Other states in the Western region may become affiliated members of WICHE when mutual interests exist and when the Commission determines that it would benefit WICHE to enter such arrangements.

Higher education, as defined by the Commission and WICHE, consists of those programs offered by accredited colleges and universities, and includes the following:

- a. Academic, technical, and professional fields of study leading to associate, baccalaureate, and/or graduate degrees;
- b. Continuing education;
- c. Vocational-technical education; and
- d. Distance-delivered education.
- e. Such other programs and services as defined by the Commission

Section 2. Mission

The member states and Pacific Island members of the Commission work collaboratively to expand educational access and excellence for all citizens of the West. By promoting innovation, cooperation, resource sharing, and sound public policy among states and institutions, WICHE strengthens higher education's contributions to the region's social, economic, and civic life.

Section 3. Objectives

WICHE seeks to accomplish its mission through a variety of activities that have the following objectives:

- a. To extend the availability of quality higher education programs among Western states U.S. Pacific territories and freely associated states.
- b. To identify emerging issues, trends, and problems, and solutions affecting higher education.
- c. To provide research, analysis, and reporting of information on public policy issues of concern in the WICHE states and U.S. Pacific territories and freely associated states, and to provide opportunities for discussion and a stronger understanding of these issues among policymakers.
- d. To promote collaboration within higher education and among the educational sectors, the government sector, and the private sector.
- e. To identify the broad array of technical, programmatic, and financial resources available in higher education and to link those resources to the needs of the region.
- f. To serve as an informed and objective representative of higher education before Western governmental and education leaders.
- g. To help increase the participation and success in higher education of underrepresented and underserved populations.
- h. To promote the use of new and effective technologies, models, and methods in higher education.
- i. To strengthen the linkages between higher education and the economy, including

workforce requirements and government services.

- j. To encourage Western higher education cooperation with other regions and, where appropriate, across national boundaries.

Section 4. Program Criteria

The name of the agency implies certain criteria:

- a. Western. That the program has significant implications for people and institutions in the Western ~~states~~region, but may have implications for other states as well;
- b. Interstate. That the program has significant implications for more than one state, usually a group of states, with interstate and interinstitutional cooperation implied;
- c. Commission. That the program is sponsored or co-sponsored by the Commission and has its approval;
- d. Higher Education. That the program has a significant component related to higher education.

Section 5. Operating Principles

- a. Programs and projects shall receive formal approval of the Commission according to procedures the Commission has established and may, from time to time, revise;
- b. Requests for services originating with or endorsed by the governors or legislatures of the compacting states and U.S. Pacific territories and freely associated states shall be given priority by the Commission and staff.

Section 6. Affiliated States

States and U.S. Pacific territories and freely associated states geographically in the Western region but not signatories to the Western Regional Education Compact may be afforded status as affiliated states in accordance with policies and procedures approved by the Commission.

ARTICLE II Membership

Section 1. WICHE Members~~ss~~-States

Eligible WICHE members are either a compacting state or the U.S. Pacific territories and Freely Associated States, which include American Samoa, the Commonwealth of the Northern Mariana Islands, Federated States of Micronesia, Guam, Republic of the Marshall Islands, and Republic of Palau (referred to in this document collectively as the "Pacific Island member").

The membership of the Commission shall consist of three residents of each WICHE member~~state or Pacific Island member~~, at least one of whom shall be an educator engaged in the field of higher education. The Commissioners from each WICHE member~~state or Pacific Island member~~ shall be appointed by the governor (or the President in the case of certain Pacific Island countries) thereof as provided by law in such state~~entity~~ (or President in certain Pacific Island member countries). The Commissioners from each affiliated state shall be selected as determined by the state~~WICHE member~~. Commissioners may be removed or suspended from office as provided by the laws of the states, territories, or freely associated states from which they shall have been appointed.

Upon the majority vote of the WICHE members~~member states, territories U.S. Pacific territories or freely associated states of the United States~~ meeting the Program Criteria set forth in Article I, Section 4 of these Bylaws may be admitted as members either individually or in joint membership with other U.S. territories or freely associated states. If admitted individually, such territory shall be treated as a member state for the purpose of these Bylaws and shall have the same rights and obligations as all other member~~states~~, shall pay the same membership dues as all members~~- states~~, and shall be represented on the Commission by three members, at least one of whom shall be an educator engaged in the field of higher education. If one or more

territories or freely associated states are admitted as joint members, said territories or freely associated states shall be represented on the Commission by a total of three individuals and said joint members shall have one vote in accordance with Article III, Section 5 of these Bylaws and the details laid out in the membership document for accepting the U.S. Pacific Territories and Freely Associated States approved by the Commission on November 13, 2012.

Section 2. Tenure

The term of each Commissioner shall be four years. Each Commissioner shall hold office until a successor shall be appointed and qualified.

Section 3. Vacancies

If any Commission office becomes vacant for any reason, the Secretary-Treasurer shall inform the appropriate governor, and request the governor to fill the office for the remainder of the unexpired term.

Section 4. Powers of the Commission

The Compact delegates to the Commissioners acting as a Commission complete power and control over the organization known as WICHE and its component parts. The powers of the Commission include the following powers that the Compact has expressly given to the Commission:

- To make and implement policy.
- To make contracts.
- To hire the president of WICHE and determine his or her compensation and terms of appointment.
- To determine what programs and services shall be offered.
- To sue and to be sued.
- To determine through budgeting and policy the parameters for personnel positions to be funded and the amount and configuration of WICHE's compensation system.
- To hold title to all property belonging to WICHE.

Section 5. Duties and Functions of the Commission

Under its broad responsibility defined in the Compact for overseeing the management and control of WICHE, the Commission has many specific duties and functions. Its power to control, manage, and govern WICHE necessarily includes exercise of wide discretion, including discretion in what actions it takes directly and in what authority it delegates to individuals and groups within WICHE. The delegation by the Commission of authority to individuals within WICHE does not relieve the Commission from its ultimate responsibility for the entire organization. The Commission may withdraw or modify delegated authority, but not on a retroactive basis. Listed below are those duties and functions considered by the Commission to be of primary importance:

- a. To select and appoint a president of WICHE who serves as WICHE's chief executive officer (generally considered to be the most important task carried out by the Commissioners).
- b. To adopt bylaws, policies, rules, and regulations for the operation of WICHE.
- c. To evaluate periodically the Mission, Goals, and Objectives of the Commission; the established procedures and policies of WICHE; the performance of the president of WICHE; and consider proposals from the president or from committees within WICHE with the president's recommendation.
- d. To delegate authority and responsibility deemed by the Commission to be appropriate and necessary for the most effective operation of WICHE with the full understanding that such delegation implies the right of the Commission to withdraw or modify the delegation when it is considered wise to do so .
- e. To approve, or authorize others to approve, all grants and contracts between WICHE and other parties, including but not limited to those contracts for: services rendered, programs offered, equipment and materials to be purchased, lease or rent of facilities, lease or rent or purchase of land, construction of buildings, and care and preservation of all WICHE property.

- f. To approve, by budgeting, the expenditures of all moneys.
- g. To approve policies which apply to the rights and responsibilities of those who are employed by WICHE.
- h. To receive benefits and donations directly from the federal government or from state governments or from private or corporate sources, to be used in ways recommended by the president and deemed by the Commissioners to be in the best interests of WICHE and consistent with its Mission.
- i. To give priority to requests for services, within the parameters of the Compact, Mission, and resources, originating with or endorsed by the governors or legislators of the compacting.

ARTICLE III Meetings

Section 1. Meetings of the Commission

The full Commission shall meet twice each year. Meetings of the Commission shall be held during the months of May or June and November or December on the day and at a time and place set at least one meeting in advance of the meeting to be held. All members shall be given written or electronic notice (or such other form of notice as may be approved from time to time by the Commission at a regular meeting of the Commission) of the meetings at least sixty (60) days prior to the full Commission meetings.

Section 2. Special Meetings

Special meetings may be called at any time by the Chair or upon request of the delegations of three or more states, provided, however, that all members shall be given at least thirty (30) days' notice as to the time and place the special meeting is to be held, unless such notice is waived by the written action of a majority of the whole number of member states.

Section 3. Attendance at Meetings

Commissioners shall attend two meetings of the full Commission and all special meetings of the Commission each year. When conditions develop which will prevent their attendance, they shall notify the president's office as soon as possible.

Section 4. Quorums

One or more Commissioners from each ~~state~~ WICHE member of a majority of the whole number of WICHE members ~~states~~ shall constitute a quorum for the transaction of business.

Section 5. Voting

Each WICHE member ~~state~~ represented at any meeting of the Commission or any committee of the Commission is entitled to one vote.

Section 6. Agenda

Items of business requiring action at the meetings of the Commission shall be limited to those appearing on the agenda, which shall be mailed or otherwise delivered electronically to the members not less than five business days in advance of the scheduled meeting. Whenever possible, working papers and staff recommendations on these items shall accompany and be delivered in the same manner as the agenda. Nothing in this bylaw shall prohibit the Commission from adding items to the agenda of any meeting if no action is requested thereon at that meeting.

Section 7. Executive Sessions

Executive sessions of the Commission may be held at the discretion of the Chair of the Commission or at the request of any three Commissioners present and voting. The president shall be present at all executive sessions. The Chair of the Commission, 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.

ARTICLE IV Officers, Terms, Duties

Section 1. Officers

The officers of the Commission shall include a Chair, a Vice Chair, a Past Chair, and a Secretary-Treasurer. The president shall be the Secretary-Treasurer.

Section 2. Election

The Chair and the Vice Chair shall be elected at the Commission meeting in the fall and shall hold office for one year, or until their successors are elected and qualified.

Section 3. Duties

The officers shall perform the usual duties of their respective offices, including the following:

- a. **Chair.** The Chair of the Commission shall serve as Chair ex officio of the Executive Committee, shall call and preside at all meetings of the Commission and of the Executive Committee, shall prepare agendas for these meetings, shall appoint the appointive members of all committees, and shall be an ex officio member of all Commission committees, with power to vote, but in no event shall any WICHE member have more than one vote in any committee, including the Executive Committee. In the intervals between meetings of the Commission and of the Executive Committee, the Chair shall represent these bodies.

At the next meeting of each body, the Chair shall report to members all action taken on their behalf. All such acts of the Chair shall be taken subject to ratification by the Executive Committee or the Commission, according to their respective jurisdictions. Pursuant to Article V, Section 1, upon retirement from this office, the Chair, if still a WICHE Commissioner, shall serve one year on the Executive Committee and may vote only in accordance with the provisions of Article V, Section 1, below.

- b. **Vice Chair.** In the absence of the Chair or in the event the Chair is present but desires the Vice Chair to do so, it shall be the duty of the Vice Chair to perform all the duties of the Chair. The Vice Chair shall be an ex officio member of all Commission committees, with power to vote in accordance with the provisions of Article V, Section 1, below, and shall assist the Chair and president in liaison with executive, legislative, and other public bodies. ~~The Vice Chair shall be the Chair Elect and shall succeed the Chair in office.~~ In the event there is a vacancy in the office of the Chair, the Vice Chair shall serve as Acting Chair until the full Commission, at its next regularly scheduled meeting, can take formal action to designate the Chair.
- c. **Past Chair.** Upon retirement from the office of Chair, the past Chair, if still a WICHE Commissioner, shall serve one year in the position of Past Chair and serve on the Executive Committee with power to vote in accordance with the provisions of Article V, Section 1, below. In the event that there is a vacancy in the office of the Vice Chair, the Past Chair shall serve as Acting Vice Chair until the full Commission, at its next regularly scheduled meeting, can take formal action to elect or designate a new Vice Chair.
- d. **Secretary-Treasurer.** The Executive Committee shall appoint the president to act as its Secretary-Treasurer to keep minutes of all meetings of the Commission and its committees. If requested by the governor of any member, it shall be the duty of the Secretary-Treasurer to provide copies of the minutes and records of Commissioner attendance of all Commission and Executive Committee meetings so requested. The Secretary-Treasurer shall file, index, and preserve carefully all minutes, papers, and documents pertaining to the business and proceedings of the Commission and its committees; shall act as

custodian of all funds of the Commission; and shall keep proper accounts concerning the disposition of all such funds. The Commission shall cause the books of account of the Commission to be audited annually.

Section 4. Annual Authorizations of Officers; Delegation of Authority

Each year, after the election of new officers of the Commission, the following authorizations and delegations of authority are approved by the Commission, such authorizations and delegations being effective until rescinded or until the next election of Commission officers:

- a. The Chair and other newly elected officers of the Commission are authorized to sign or delegate the signing of checks, drafts, and other documents on the Commission's behalf following Commission fiscal procedures.
- b. The Vice Chair of the Commission is authorized to sign for the president of the Commission in the absence of the Chair.
- c. The Past Chair of the Commission is authorized to sign for the Chair or the Vice Chair in the absence of both.
- d. The president of the Commission is authorized to sign contracts, grants, and other agreements that are necessary for the daily operation of WICHE and to hire, evaluate, promote, and make retention decisions of all WICHE employees (except for the president's position). The president of the Commission is further authorized to delegate similar authority to other WICHE-employed administrators connected with various entities of the Commission to execute designated contractual documents and to hire, evaluate, promote, and make retention decisions for WICHE staff related to their respective responsibilities. The president shall furnish the Executive Committee at each regular meeting of the Commission a list of staff members with delegated signatory authority.

Section 5. Bond

The officers shall execute such bond as may be required from time to time by the Executive Committee. The cost of such bond shall be charged against Commission funds.

Section 6. Delegation of Authority

The officers are authorized to enter contractual agreements and sign documents on behalf of the Commission. The Secretary-Treasurer is further authorized to sign contracts, grants, and other agreements that are necessary for the effective operation of WICHE.

ARTICLE V Committees

Section 1. Executive Committee

The Executive Committee shall consist of one Commissioner from each WICHE member-state, with committee members selected by their respective state or member delegations by whatever procedure each delegation may determine. The Chair of the Commission shall serve ex officio, as Chair of the Executive Committee. The Vice Chair and the Past Chair shall be ex officio members of the Executive Committee. The Chair, Vice Chair, and the Past Chair may vote if representing their state in Executive Committee meetings; notwithstanding any other provision of the bylaws, in no case shall there be more than one vote per stateWICHE member.

Section 2. Powers of the Executive Committee

Except as otherwise provided in the Compact, during the intervals between the meetings of the Commission, the Executive Committee may exercise all the powers of the Commission. The Executive Committee may fix its own rules of procedure, and it shall keep a record of its proceedings and shall report these proceedings to the Commission at the next regular or special meeting of the Commission.

Section 3. Attendance at the Executive Committee Meetings

Members of the Executive Committee shall attend all regular and special Executive committee meetings, and when unable to attend, shall arrange for one other Commissioner from their respective states or member delegation to attend as their official representative with power to vote in accordance with the provisions of Article V, Section 1.

Commissioners who are not members of the Executive Committee shall be invited to all meetings of the Executive Committee at their own expense, with voice but no vote.

Section 4. Conduct of the Executive Committee Meetings

The provisions of the following listed sections of Article III shall also apply to the meetings of the Executive Committee:

- Section 4. Quorums
- Section 5. Voting
- Section 6. Agenda
- Section 7. Executive Sessions
- Section 8. Special Executive Sessions

Section 5. Audit Committee

The Audit Committee of the Commission shall be composed of at least three and not more than five individuals members, shall be composed only of current or former Commissioners, each of whom shall otherwise be independent of any fiduciary advantage from either WICHE or from the public accounting firm employed to audit WICHE. Each eCommittee member should be knowledgeable about nonprofit financial management principles and practices. The Chair of the Commission shall appoint the members of the Audit Committee, with the Past Chair of the Commission serving as the Chair of the Audit Committee. To preserve continuity, members of the Audit Committee shall be appointed to three or four year, staggered terms, including the Past Chair. No member shall serve for more than five consecutive years, and no more than one Commissioner from each WICHE member delegation should serve on the Committee at one time. The Audit Committee shall:

- review the appointment and compensation of the registered public accounting firm employed to audit WICHE, and recommend to the Commission retaining or reselecting the auditor;
- review and approve any amendments to the fees to be paid in the audit contract; and
- receive the annual audit of the organization from the auditor, engage in a review of the audit with the auditor, and recommend to the Commission whether to accept or reject the annual audit as submitted to the Commission.

Section 6. Nominating Committee

The Nominating Committee of the Commission shall be composed of at least three and not more than five individuals and shall be composed only of current or former Commissioners. The Chair of the Commission shall appoint the members of the Nominating Committee, with the Past Chair of the Commission serving as the Chair of the Nominating Committee. To preserve continuity, members of the Nominating Committee shall be appointed to three-year, staggered terms, including the Past Chair. No member shall serve for more than five consecutive years, and no more than one Commissioner from each WICHE member delegation should serve on the Committee at one time. The Nominating Committee shall:

- Select annually, for election by the full Commission during the November Commission meeting, one or more nominees for the offices of Chair and Vice Chair, in accordance with these Bylaws and with procedures established by the Commission.
- In the event of a vacancy in the office of Chair, select for election one or nominees by the full Commission during the next regular Commission meeting, one or more nominees for the office of Vice Chair, in accordance with these Bylaws and with procedures established by the Commission.

Section 67. Special Committees

At any meeting, the Commission may authorize the creation of such special committees as it deems necessary and appropriate and may fix their size, duties, and tenure.

Section 78. Committees

Members of Committees shall attend all regular and special meetings of their committees, and when unable to attend, shall arrange for one other Commissioner from their respective member ~~states or territories~~delegation to attend as their official representative with power to vote.

Section 89. Standing Committees

The Chair of the Commission, with the ratification of a majority of the commissioners, may from time to time establish such standing committees as the Chair and the majority of the Commission deem necessary and appropriate to conduct the work of the Commission. Each such standing committee shall have one ~~commissioner~~Commissioner from each WICHE member ~~delegation-state or territory~~ and each WICHE member ~~delegation-state~~ shall have one vote, and one vote only, on matters brought before said standing committee.

ARTICLE VI

The President of the Commission

Section 1. Employment of the ~~president~~ President by the Commission

The Commission employs the president of WICHE.

Section 2. Delegation of Authority by the Commission to the president

The president of WICHE is the chief executive officer of WICHE to whom the Commission delegates the authority and responsibility for implementing the Commission's Mission, Objectives, Program Criteria, and Operating Principles and managing, supervising, and controlling WICHE's staff, except for such matters as the Commission reserves to itself. The president and all other holders of WICHE's employee positions are subject to the rules, regulations, policies, and operating budgets issued and approved by the Commission. The president or persons designated by the president are responsible for naming persons to fill positions at WICHE. The president may reorganize the structure of WICHE's staff, subject only to the right of the Commission to review the reorganization if the Commission deems it appropriate.

Section 3. Reporting by the president

The president alone reports directly to the Commission. Other individuals and groups within WICHE, except those responsible for internal auditing, may approach the Commission officially on formal Commission business only through the president or in accordance with approved rules, regulations, policies and procedures for review by the Commission or for setting the Commission's agendas.

Section 4. Duties and Powers of the president

The role of the president of WICHE is one of creative leadership and therefore not to be described by a detailed list of specific duties. As the chief executive officer of WICHE, the president is responsible to the Commission for implementation of the Commission's rules, regulations, policies, and procedures and for the functioning of WICHE's staff and has the authority and responsibility necessary to direct the staff in carrying out the responsibility and authority delegated to the staff by these policies. All decisions and actions of the president are subject to the right of the Commission to intervene. This right is used with discretion and only as appropriate. The magnitude and complexity of the operation of WICHE make it neither wise nor feasible for the Commission to intervene in decisions and actions of the president and those to whom the president delegates responsibilities, except in the most unusual circumstances. Under the general authority granted to the president of WICHE by the Commission, the president has duties and responsibilities including but not limited to:

- a. Discharging primary responsibility for all the factors that contribute to the quality of WICHE programs and

- services.
- b. Maintaining general supervision of all relationships between representatives of the member states and the various levels of WICHE staff.
 - c. Directing financial management of WICHE and its component parts in conformity with Commission management rules, regulations, policies, and procedures. This function includes but is not limited to the preparation of budgets, requests to WICHE member ~~states~~, grant and contract requests, maintenance of financial records and accounts for WICHE and its hosted programs, the receipt and expenditure of all WICHE funds, preparation of required financial reports, and signing of grants and contracts.
 - d. Directing personnel, including employment and termination, individual wage determination within Commission-ratified policy, assigning and reassigning administrative duties, and conditions of employment for administrators, staff, and other employees of WICHE's programs.
 - e. Directing operation and maintenance of the physical plant, purchase of supplies and equipment, and the maintenance of appropriate inventories and records of real and personal property under the jurisdiction of the Commission. Ensuring that the WICHE Office shall be established in one of the member states.
 - f. Overseeing fundraising.
 - g. Directing management of investments in accordance with the policies and procedures established by the Commission.
 - h. Serving as the primary spokesperson for the Commission to news media, constituent groups, government agencies, etc.
 - i. Redelegating the above authority as deemed necessary.

Section 5. Removal of the President of the Commission

The relationship between the president of the Commission and the Commission is governed by the letter of appointment or contract between them and by the rules, regulations, and policies of the Commission. The president may be removed only as stated in the letter of appointment or contract.

ARTICLE VII Finance

At the direction of the Executive Committee, the president shall submit a proposed annual budget for the consideration of the Commission. The Commission shall act upon such proposed budget at its spring meeting.

ARTICLE VIII Changing Bylaws

Any bylaw may be adopted, amended, or repealed by the affirmative vote of a majority of the whole number of WICHE member ~~s-states~~, provided, however, that notice of the proposed action shall be included in the call for the meeting at which they are to be considered and that copies of all proposed changes shall be sent with the call to all members of the Commission.

ARTICLE IX Suspension of Rules

At any meeting of the Commission or its Executive Committee, any rules laid down in these bylaws may be suspended by a vote of two-thirds of the whole number of WICHE member ~~states~~ for any purpose not

inconsistent with the provision of the Western Regional Education Compact. This article does not apply to Article VIII.

Adoption and revisions to the bylaws

Bylaws adopted August 11, 1952; revised August 14, 1961; December 5, 1964; March 27, 1965; August 9, 1971; August 14, 1975; August 13, 1977; February 3, 1979; December 5, 1980; June 15, 1984; June 17, 1989; December 2, 1989; June 13, 1992; December 6, 1997; May 22, 2000; November 9, 2004; November 6, 2007; and May 8, 2018.

Proposed Changes

ACTION ITEM

Future Commission Meeting Dates and Locations

Background

Per WICHE Bylaws, the full WICHE Commission shall meet twice each year. Meetings of the commission shall be held during the months of May or June and November or December on the day and at a time and place set at least one meeting in advance of the meeting to be held. Typically, these proposed dates would have been discussed at the WICHE officers' retreat in January, but President Michelau did not realize at the time that the future dates had only been approved through November 2019. As such, she is presenting options for dates and locations to be considered during Committee of the Whole by the full commission.

As background, WICHE Commission Meetings have historically taken place on Monday/Tuesday. A few years ago, the November meeting was changed to Thursday/Friday to accommodate the schedule of the chair at that time (the May meeting remained on Monday/Tuesday). Since circumstances no longer require a Thursday/Friday meeting in November, during the WICHE officers' retreat the officers asked staff to poll the commission to gauge their interest in returning to the Monday/Tuesday schedule. The results were generally inconclusive, with 18 voting to change back to Monday/Tuesday and 20 voting to stay with Thursday/Friday. Given the results of the survey, the proposed dates are all following the Thursday/Friday schedule. It should be noted that WICHE's hotel site coordinator informed staff that, generally speaking, Monday/Tuesday meetings are less expensive than Thursday/Friday meetings.

Proposed Future Dates and Locations

The following are proposed future dates for WICHE Commission Meetings (shaded in blue) with a list of commission meeting locations since 1990 for reference. Please note that the May dates all avoid conflicts with Mother's Day, and the November dates all avoid conflicts with Election Day, Veterans Day, and the Association of Public and Land-grant Universities' (APLU) annual meeting to the extent possible. Staff are recommending to hold the May 2020 meeting in Oregon since the current WICHE vice chair is from Oregon; when possible, it is desirable for the meeting location to line up with the home state of the WICHE chair. Further, staff are recommending to shift from the November meeting being held in Colorado in 2023 to accommodate a November schedule for the California and Hawai'i meetings. Both tend to be quite expensive, and if possible, it is preferred to not hold them together in the same fiscal year.

| Year | May | November |
|------|--|---|
| 2024 | Colorado <i>Mother's Day: May 12</i> | Hawai'i <i>Veterans Day: Nov. 11; APLU Annual Meeting: TBD</i> |
| 2023 | Nevada <i>Mother's Day: May 14</i> | California <i>Veterans Day: Nov. 11; APLU Annual Meeting: Nov. 12-14</i> |
| 2022 | South Dakota: May 16-17, 2022 <i>Mother's Day: May 8</i> | Colorado <i>Veterans Day: Nov. 11; APLU Annual Meeting: Nov. 6-8</i> |
| 2021 | Arizona: May 17-18, 2021 <i>Mother's Day: May 9</i> | Colorado: Nov. 4-5, 2021 <i>Veterans Day: Nov. 11; APLU Annual Meeting: Nov. 8-10</i> |
| 2020 | Oregon: May 18-19, 2020 <i>Mother's Day: May 10</i> | Colorado: Nov. 12-13, 2020 <i>Veterans Day: Nov. 11; APLU Annual Meeting: Nov. 8-10</i> |
| 2019 | Bismarck, ND | Denver, CO: Nov. 7-8, 2019 |
| 2018 | Missoula, MT | Broomfield, CO |
| 2017 | Coeur d'Alene, ID | Denver, CO |
| 2016 | Laramie, WY | Denver/Boulder, CO |
| 2015 | Girdwood, AK | Boulder, CO |
| 2014 | Santa Fe, NM | Denver, CO |
| 2013 | Spokane, WA | Boulder, CO |
| 2012 | Fort Collins, CO | Salt Lake City, UT |
| 2011 | San Francisco, CA | Laie, HI |

| Year | May | November |
|------|--------------------|--------------------|
| 2010 | Portland, OR | Boulder, CO |
| 2009 | Las Vegas, NV | Boulder, CO |
| 2008 | Rapid City, SD | Phoenix, AZ |
| 2007 | Whitefish, MT | Denver, CO |
| 2006 | Bismarck, ND | Boulder, CO |
| 2005 | Juneau, AK | Boulder, CO |
| 2004 | Boise, ID | Broomfield, CO |
| 2003 | Salt Lake City, UT | Broomfield, CO |
| 2002 | Santa Fe, NM | Broomfield, CO |
| 2001 | Jackson Hole, WY | Broomfield, CO |
| 2000 | Denver, CO | Seattle, WA |
| 1999 | Denver, CO | Honolulu, HI |
| 1998 | Denver, CO | Portland, OR |
| 1997 | Reno, NV | Denver, CO |
| 1996 | Denver, CO | Albuquerque, NM |
| 1995 | Boulder, CO | San Francisco, CA |
| 1994 | Rapid City, SD | Tucson, AZ |
| 1993 | Kalispell, MT | Salt Lake City, UT |
| 1992 | Bismarck, ND | Boulder, CO |
| 1991 | Boulder, CO | Coeur d'Alene, ID |
| 1990 | Portland, OR | Seattle, WA |

The following table shows year of WICHE Commission meetings by state:

| | |
|--------------|------------------------|
| Alaska | 2015, 2005 |
| Arizona | 2008, 1994 |
| California | 2011, 1995 |
| Colorado | 2019, 2018, 2017, 2016 |
| Hawai'i | 2011, 1995 |
| Idaho | 2017, 2004, 1991 |
| Montana | 2018, 1997, 1993 |
| Nevada | 2009, 1997 |
| New Mexico | 2014, 2002, 1996 |
| North Dakota | 2019, 2006, 1992 |
| Oregon | 2010, 1998, 1990 |
| South Dakota | 2008, 1994 |
| Utah | 2012, 2003, 1993 |
| Washington | 2013, 2000, 1990 |
| Wyoming | 2016, 2001 |

Action Requested

WICHE staff request a vote by the Committee of the Whole to approve the proposed future meeting dates and locations.

ACTION ITEM

Codes of Ethics for the WICHE Commission, President, and Staff

Background

The WICHE Commission, president, and staff all are expected to abide by a Code of Ethics. While the WICHE Commission reviews the Commission Code of Ethics each May, President Michelau felt that given the recent leadership transition, a comprehensive review of the Codes of Ethics for the president and staff would also be appropriate. The relevant documents are in the pages that follow.

Action Requested

President Michelau is asking the WICHE Commission to reaffirm the Codes of Ethics for the WICHE Commission, president, and staff.

Commission Code of Ethics

The Western Regional Education Compact calls upon commissioners appointed by each participating state to oversee the development of WICHE's programs in order to strengthen higher education's contribution to the social and economic life of the region. Ethical practices are essential to the creation, implementation, and continued operation of effective, equitable programs that benefit the citizens of the West.

It is essential that WICHE espouse its own standards of ethical conduct since codes differ by state and do not apply to an interstate agency such as WICHE. In this regard, each WICHE commissioner agrees individually to:

- Fulfill his or her responsibilities in a professional manner, with honesty, integrity, dignity, fairness, and civility.
- Act in an informed, competent, and responsible manner, and with due diligence to provisions of the Western Regional Education Compact, the WICHE Bylaws, and the approved policies and procedures of the organization.
- Avoid possible conflicts of interest between his or her responsibilities as a state-appointed official and the policies, procedures, and operations of the multistate organization. Should a potential conflict arise, a commissioner has the responsibility to disclose this to the commission and to recuse herself or himself for any discussion or actions with regard to the potential conflict of interest.
- Foster high standards of professional and ethical conduct within WICHE and the commission.
- Support the principles of due process and civil and human rights of all individuals while being vigilant to resolve circumstances of discrimination, inequity, inappropriate behavior, harassment, or abuse within WICHE.
- Assure that allegations of ethics violations raised by any staff person or citizen served by WICHE concerning a member of the staff or commission are thoroughly investigated and resolved.
- Refrain from accepting duties, incurring obligations, accepting gifts or favors of monetary value, or engaging in private business or professional activities where there is, or would appear to be, a conflict between the commissioner's personal interests and the interests of WICHE or its member or affiliated states.
- Avoid exploiting his or her position for personal gain through the use of political, social, religious, economic, or other influence.
- Obey local, state, and national laws and to pursue any changes in those laws, policies, and regulations only through legal, ethical, and otherwise appropriate means.
- Support this WICHE Code of Ethics (Conduct) as a fundamental underpinning for the values, the decisions, and the actions of the commission and the organization.

WICHE President Code of Ethics

A Code of Ethics has been adopted by the commission for the president. It is as follows:

The president is the chief executive officer of the commission, as stated in the Bylaws for WICHE. The president's ethical practices are essential to the creation, implementation, and continued operation of effective, equitable programs that benefit the citizens of the West.

It is essential that WICHE espouse its own standards of ethical conduct, since codes differ by state and may not apply to an interstate agency such as WICHE. In this regard, the president agrees to:

- Fulfill his or her responsibilities in a professional manner, with honesty, integrity, dignity, fairness, and civility.
- Act in an informed, competent, and responsible manner, and adhere with due diligence to provisions of the Western Regional Education Compact, the WICHE Bylaws, and the approved policies and procedures of the organization.
- Avoid conflicts of interest between his or her responsibilities and the policies, procedures, and operations of WICHE; and through policies, procedures, and actions ensure the appropriate ethical conduct of the WICHE staff.
- Disclose any potential conflict of interest, should one ever arise, to the officers of the commission.
- Support principles of due process and civil and human rights for all individuals, while being vigilant and resolve circumstances of discrimination, inequity, inappropriate behavior, harassment, or abuse within WICHE.
- Refrain from accepting duties, incurring obligations, accepting gifts or favors of monetary value, or engaging in private business or professional activities where there is, or would appear to be, a conflict between the president's personal interests and the interests of WICHE or its member or affiliated states.
- Avoid exploiting his or her position for personal gain through the use of political, social, religious, economic, or other influence.
- Obey local, state, and national laws and pursue any changes in those laws, policies, and regulations only through legal, ethical, and otherwise appropriate means.
- Support this WICHE Code of Ethics as a fundamental underpinning for the values, the decisions, and the actions of the commission and the organization.

Staff members believing that the president may have breached this code of ethics have a responsibility to seek appropriate remedy including referring the potential breach to the officers of the commission.

Code of Ethics for WICHE Staff

WICHE staff ethical practices are essential to the creation, implementation, and continued operation of effective, equitable programs that benefit the citizens of the West.

It is essential that WICHE espouse its own standards of ethical conduct since codes differ by state and may not apply to an interstate agency such as WICHE. In this regard, it is crucial for the WICHE staff to:

- Fulfill their responsibilities in a professional manner with honesty, integrity, dignity, fairness, and civility.
- Act in an informed, competent, and responsible manner, and with due diligence to provisions of the Western Regional Education Compact, the WICHE Bylaws, and the approved policies and procedures of the organization.
- Avoid conflicts of interest between their responsibilities and the policies, procedures, and operations of WICHE. Through policies, procedures, and actions, ensure appropriate ethical conduct. If staff members have any question whether a situation is a conflict of interest, (s)he should discuss the matter with their supervisor. If it remains unresolved, refer the matter to the president for final determination.
- Should a potential conflict arise for any staff member, he or she has the responsibility to disclose this to their immediate supervisor.
- Foster high standards of professional and ethical conduct within WICHE and with external interactions.
- Support the principles of due process and civil and human rights of all individuals, while being vigilant to resolve circumstances of discrimination, inequity, inappropriate behavior, harassment, or abuse within WICHE.
- Refrain from accepting duties, incurring obligations, accepting gifts or favors of monetary value, or engaging in private business or professional activities where there is, or would appear to be, a conflict between the staff member's personal interests and the interests of WICHE or its member or affiliated states. Activities directly related to WICHE business, such as business dinners with colleagues or vendors, are not considered to be a conflict of interest.
- Avoid exploiting his or her position for personal gain through the use of political, social, religious, economic, or other influence.
- Obey local, state, and national laws and pursue any changes in those laws, policies, and regulations only through legal, ethical, and otherwise appropriate means.
- Support this WICHE Code of Ethics as a fundamental underpinning for the values, the decisions, and the actions of the commission and the organization.



*... promoting innovation, cooperation,
resource sharing, and sound public policy*

ACTION ITEM

Approval of the FY 2020 WICHE Workplan

WICHE FY 2020 Workplan

WICHE's Mission

WICHE and its 16 member states and territories 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.

Each May, WICHE's 48-member commission develops and approves the organization's annual Workplan. This Workplan outlines the diverse set of activities, projects, and initiatives that the WICHE Commission has prioritized for the fiscal year beginning July 1, 2019, all of which are intended to advance WICHE's mission.

The WICHE Commission has identified five key focus areas to guide the work of the organization:

- **Finance & Affordability (F/A):** examining appropriations, tuition, and financial aid policy and practice at the institutional, state, and federal levels
- **Access & Success (A/S):** improving students' access to and success in higher education, especially those who are traditionally underserved
- **Workforce & Society (W/S):** working to ensure the region's postsecondary institutions meet workforce and societal needs
- **Technology & Innovation (T/I):** developing and supporting innovations in technology and beyond that improve the quality of higher education and reduce costs
- **Accountability (A):** striving to ensure that students receive an education that is valuable to them and that government is receiving a strong return on its investment

WICHE has four operational units—Programs and Services, Policy Analysis and Research, Behavioral Health, and the WICHE Cooperative for Educational Technologies (WCET)—that implement the Workplan by conceptualizing and managing a vast array of programs, projects, and initiatives, and by developing valuable resources that address the needs of member states and territories. When appropriate, some initiatives also extend beyond the WICHE region. This Workplan is organized by operational unit, which are described below.

- **Programs and Services:** The primary goals of the Programs and Services unit are to broaden student access and success and to foster higher education collaborations that increase institutional effectiveness. Programs and Services manages WICHE's four Student Access Programs and other initiatives that help institutions and students—undergraduate, graduate, and health professional—save money and make good use of available resources. The unit also oversees initiatives that bring together the West's higher education leaders to address common goals and issues, streamline the student transfer process through a new nationwide network of Interstate Passport® institutions, and develop a new cadre of academic administrative leaders. In addition, it helps institutions achieve cost savings through four programs in collaboration with the Midwestern Higher Education Compact (MHEC), the compact that created and administers the programs.
- **Policy Analysis and Research:** The Policy Analysis and Research unit supports better-informed decision-making, principally at the state level, by providing a variety of policy analysis and data resources. The unit leads research projects and collaborative initiatives that focus on closing postsecondary attainment gaps, college completion, and multistate data-sharing to support educational planning and workforce development. WICHE staff are useful resources on higher education issues including demographic change, equity in higher education, adult learners,

state and federal financial aid, finance, articulation and transfer, federal policy, and college completion initiatives. The unit's two publication series, WICHE Insights and Western Policy Exchanges, explore a wide range of significant policy issues. The unit also undertakes major long-term grant-funded projects, collaborates with other regional and national organizations, and provides short-term technical assistance to members.

- **Behavioral Health:** The WICHE Behavioral Health Program seeks to enhance the public systems of care and the workforce that serves people with behavioral health issues and their families. The program supports this mission through partnerships with state behavioral health agencies, federal agencies, advocacy and consumer groups, and higher education institutions. WICHE Behavioral Health activities focus on direct technical assistance to state and local agencies, policy analysis and research, support of state behavioral health agency data analysis, and higher education liaison activities to enhance workforce development.
- **WCET:** The WICHE Cooperative for Educational Technologies (WCET) was established in 1989 to promote collaboration and information sharing related to educational technologies in higher education. WCET's mission is to accelerate the adoption of effective practices and policies, advancing excellence in technology-enhanced teaching and learning in higher education. Today, WCET supports over 380 member colleges, universities, state higher education agencies, nonprofits and for-profit companies across the U.S. and Canada, with over 6,000 active users of WCET resources. Dues paid by these members help enable WCET to be effectively a self-supporting unit. WCET's strategic action plan focuses on practice, policy, and advocacy, and fulfills these core functions by leveraging the expertise within the WCET community, supporting action agendas based on member priorities, facilitating information dissemination and professional networking, and delivering responsive excellence to its higher education members.

Importantly, WICHE, an organization founded on the idea of collaboration, prides itself on working in partnership across units to better serve the region. The final section of this Workplan highlights collaborations across WICHE units.

Finally, each section is organized according to the following categories:

- **Current Activities:** WICHE's current work, segmented into:
 - **Ongoing Services and Resources:** Continuing work supported by the general fund or fees
 - **Projects & Initiatives:** Continuing (or new) work supported by grants, contracts, or fees
- **New Directions:** Commission-approved projects for which staff is seeking funding
- **Potential Future Projects:** Work that staff is considering pursuing (and bringing to the commission for approval); also listed are projects that staff previously considered pursuing but now proposes to remove from the Workplan
- **Completed Projects:** Work that staff finished in FY 2019

To guide commission consideration, projects in the New Directions category are prioritized by relevance to WICHE mission, opportunity, and staff competence. Existing Activities are not given prioritization rankings, since they are initiatives WICHE staff already has committed to undertaking. Potential Future Projects also are not given prioritization rankings, because they are not approved and remain under consideration by the commission.

Programs and Services

CURRENT ACTIVITIES Services and Resources

Continuing work that supports WICHE's mission, supported by the general fund or fees. All work in this category is considered high priority.

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

| Project | Focus | Geo Scope | Staff FTE | Partners |
|---|----------------------|------------------------------|----------------------------------|--|
| Academic Leaders Toolkit | A/S | Western | (included in Forum and Alliance) | Forum and Alliance members |
| Master Property Program | F/A | WICHE/MHEC/NEBHE/SREB states | .10 | MHEC/Marsh carriers, 8 states (AZ, CO, ID, NV, OR, UT, WA, WY), 22 campuses |
| MHEC Cyber Insurance | F/A; A | WICHE/MHEC/NEBHE/SREB states | .05 | All WICHE members are eligible |
| MHECare | F/A; A/S | WICHE/MHEC/NEBHE states | .05 | MHEC/United HealthCare Student Resources, 2 states (AK, CA), 4 institutions |
| MHECtech | F/A | WICHE/MHEC/NEBHE/SREB states | .15 | All WICHE members |
| Online Course Exchange | A/S; T/I | National | .10 | 2 consortia serving 25 institutions |
| Professional Student Exchange Program (PSEP) | A/S; W/S | Western | 1.05 | All WICHE members send and/or receive students except Guam; 130+ programs at 60 participating institutions |
| Student Access Programs administrative database upgrades and enhancements* | A/S; W/S; T/I | Western | .30 and consultants | All WICHE members |
| Western Academic Leadership Academy (Academy) | W/S; A | Western | .10 and consultants | Forum members |
| Western Academic Leadership Forum (Forum) <ul style="list-style-type: none"> Professional Development: 2020 Annual Meeting Collaborative projects | A/S; A | Western | .45 | All WICHE members; 54 institutions, 10 systems |
| Western Alliance of Community College Academic Leaders (Alliance) <ul style="list-style-type: none"> Professional Development: 2020 Annual Meeting Collaborative projects | A/S; A | Western | .45 | All WICHE members; 81 institutions, 8 systems |

Programs and Services

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

| Project | Focus | Geo Scope | Staff FTE | Partners |
|--|-----------------|-----------|-----------|---|
| Western Regional Graduate Program (WRGP)* | A/S; W/S | Western | 1.05 | All WICHE members; 805+ programs at 58 institutions (a FY18 eligibility change has increased these numbers) |
| Western Undergraduate Exchange (WUE) | A/S; W/S | Western | 1.05 | All WICHE members; 160 participating institutions |

* *Note:* During 2019-20, the Programs and Services unit will expand the marketing of WUE and WRGP to benefit more students and institutions through targeted, state-specific publicity and activities as well as increased outreach to high school counselors and admissions advisors. With the lifting of the WRGP program-distinctiveness requirement (previously there had to be no more than five similar programs in the region excluding health care programs), there has been a significant increase in the number of graduate offerings available as well as some new participating institutions. A new PSEP database is under development to improve administrative functions and enrollment reporting for participating states, institutions, WICHE stakeholders, and staff, along with new public WUE and WRGP interfaces.

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 **Master Property Program**, another MHEC partnership 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.

The **MHEC Cyber Insurance Program**, in conjunction with Marsh USA Inc., offers institutions access to services including analysis of threat environment, the significance of vulnerabilities in security controls, and potential financial exposure. It can also help institutions benchmark how much cyber coverage similar institutions and systems are buying.

MHECare, developed by the **Midwestern Higher Education Compact (MHEC)** and available to WICHE institutions, 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 benefit from aggregated volume purchases that lowered product cost and saved institutions \$6.5 million as well as institutional time.

The **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.

The **Professional Student Exchange Program (PSEP)** provides affordable access for students to 130+ health care professional programs at nearly 60 institutions and in 10 health care fields. In 2018-19, 614 students from 10 WICHE states and the Commonwealth of the Northern Mariana Islands received \$14.5 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.

WICHE's **Student Access Programs** have been upgrading their **administrative databases** (integrating with WICHE's Salesforce customer relationship management system) and public digital interfaces during this past fiscal year, thanks to reserve funding allocated at the May 2018 Commission meeting. WUE and WRGP databases and Savings Finder public portals launched in August 2018. The PSEP database and interface is slated for rollout in June 2019.

Programs and Services

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 fourth cohort, nominated by members of the Western Academic Leadership Forum, completed the program in spring 2019. The Academy is funded by registration fees, sponsorships, and Forum support.

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 resources and expertise, and collaborate on regional initiatives. The Forum's annual meeting, themed "A Place for All? Belonging in Higher Education," was held in April in Boulder, Colo. The Forum is funded primarily by membership dues, with additional funding provided by meeting sponsors.

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 "Embracing the Brave New World: Higher Education and the Future of Work," was held in April in Salt Lake City. Like the Forum, the Alliance is funded by membership dues and meeting sponsors.

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 approximately 60 participating public universities. In 2018-19, 1,478 students saved an estimated \$22.7 million in tuition through WRGP. Until recently, WRGP was available only for a limited number of programs in certain fields, but Western public universities may now make any graduate program eligible at the WRGP resident tuition rate, increasing the number of students who can benefit from WRGP in the years ahead.

The **Western Undergraduate Exchange (WUE)** is WICHE's signature undergraduate discount-tuition program and the nation's largest of its kind, saving 40,487 students an estimated \$380.5 million in tuition in 2018-19. Some 160 public two- and four-year WICHE-region institutions 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.

CURRENT ACTIVITIES Projects and Initiatives

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

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

| Project | Focus | Geo Scope | Funding | Staff FTE/Timeline | Partners |
|---|-----------------|-----------|--|---|--|
| Interstate Passport® | A/S; T/I | National | Dept. of Education First in the World \$2,999,482 | 3.0 through 9/19 & consultants (If no-cost extension approved, will have 3.0 FTE through 2/20, then .20 FTE through 9/20 & consultants) 10/15-9/19 for U.S. Dept. of Education First in the World grant (Request for no-cost extension through 9/20 pending) | 27 institutions in 9 WICHE states plus 3 institutions in 3 other states are members; institutions in these and several other states are in the exploration stage |
| Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice | A/S | National | Lumina Foundation, \$990,000 | 2.10* (includes .25 of a Policy Analysis and Research staff member) 12/17-11/20 | 24 institutions in 7 WICHE states (AK, AZ, CO, MT, NM, UT, WA); 3 other states (MN, OK, NC) |

Programs and Services

Interstate Passport® is a program that facilitates the block transfer of lower-division general education based on multistate, faculty-developed learning outcomes and proficiency criteria. It is the only nationwide network of regionally accredited, nonprofit, public, and private two- and four-year institutions dedicated to the block transfer of general education attainment. It also provides institutions in the network with an academic progress tracking system for Passport transfer students designed by registrars and institutional researchers in conjunction with the National Student Clearinghouse. The goal of Interstate Passport is to eliminate transfer students' unnecessary repetition of learning previously achieved. WICHE staff provide overall direction and support for this innovative program.

Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice, an initiative now in its second year, is focusing on identifying and supporting the implementation of culturally relevant high-impact practices among Native American-Serving Nontribal Institutions (NASNTIs) to improve American Indian and Alaska Native students' postsecondary attainment. Efforts continue to assist NASNTIs in developing common goals and strategies to influence state and federal higher education policy to help this population of students and institutions. A longer-range objective is the creation of a network of Native American-Serving Institutions to mobilize them to enhance their visibility in higher education and public policy arenas.

NEW DIRECTIONS


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

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

Project prioritization:

| | | | | | |
|--|---|---------------------------------|--|--|---|
| Relevance (mission-critical) |  | Opportunity (funding) |  | Competence (staff/consultants) |  |
|--|---|---------------------------------|--|--|---|

| Project Title | Focus | Priority | Geo Scope | Funding | Staff FTE/ Timeline | Partners |
|---|-----------------|---|-----------|-----------|------------------------|--|
| Seeking additional external funding for the Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice initiative to further assist NASNTIs and sustain an institutional network | A/S |  | National | \$750,000 | 1.2 TBD | Native American-serving nontribal institutions |
| Interstate Passport® | A/S; T/I |  | National | TBD | TBD TBD | Interstate Passport Network members |

Previously considered pursuing but that staff now proposes to remove from the Workplan. **None**

POTENTIAL FUTURE PROJECTS

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

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

Policy Analysis and Research

CURRENT ACTIVITIES Services and Resources

Continuing work that supports WICHE's mission, supported by the general fund or fees. All work in this category is considered high priority.

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

| Project | Focus | Geo Scope | Staff FTE | Partners |
|---|------------------------------|-----------|-----------|--|
| Benchmarks: WICHE Region | A | Western | .025 | N/A |
| Legislative Advisory Committee | F/A; A/S; W/S; T/I; A | Western | .10 | All WICHE members |
| Regional Fact Book for Higher Education in the West | A | Western | .025 | N/A |
| State Policy and Data Profiles* | F/A; A/S; W/S; T/I; A | National | .20 | N/A |
| Tuition and Fees in Public Higher Education in the West | F/A | Western | .025 | All WICHE members |
| Western Policy Exchanges | F/A; A/S; W/S; T/I; A | Western | .05 | N/A |
| WICHE Insights | F/A; A/S; W/S; T/I; A | Western | .10 | N/A |
| WICHE Policy Webinar Series | F/A; A/S; W/S; T/I; A | Western | .10 | Variable |
| WICHE State Authorization Reciprocity Agreement | A/S; T/I; A | Western | .50 | NC-SARA; Western SARA signatories; MHEC, NEBHE, and SREB |
| <p>* Note: During FY 2020, the Policy Analysis and Research unit will begin using its new database (developed through a dedication of reserves approved by the Commission in FY19) to improve perennial data products including Tuition and Fees, Benchmarks, and the Regional Fact Book. A key focus will be improving their utility for key WICHE constituencies and making them available online in a more contemporary format. These profiles may include on-demand data downloads and visualization to integrate them more directly with written resources such as WICHE Insights, Western Policy Exchanges, and webinars.</p> | | | | |

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.

The **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 2019 LAC Annual Meeting will take place Sept. 12-13, 2019, in Portland, Ore. The 2018 LAC annual meeting, titled "Demographic Change in the West: Choices, Challenges, and Opportunities," was held Sept. 25-26, 2018, in Boise, Idaho.

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.

Tuition and Fees in Public Higher Education in the West annually provides comprehensive data about the tuition and fee rates published by public higher education institutions in the WICHE region, including changes in tuition and fee rates over the past one-, five- and 10-year periods. In addition to total tuition and fees, the report displays the average mandatory fees for each institution, state, and the region over the past one, five, and 10 years, as well as what proportion of total tuition and fees they represent. The 2018-19 survey was released in November 2018.

The *WICHE Insights* publication series consists of periodic briefs (usually published several times a year) that illuminate a higher education policy or research topic, or that supplement a regular WICHE activity or release (such as our annual *Tuition and Fees* or our quadrennial *Knocking at the College Door* report).

Western Policy Exchanges publications are of similar form to *WICHE Insights* briefs, yet cover other topics including legislative activity in the West.

The WICHE **Policy Webinar** series features WICHE staff, partners, and/or higher education stakeholders periodically hosting digital forums for registrants on selected higher education topics of interest.

The WICHE **State Authorization Reciprocity Agreement (W-SARA)** provides a platform for Western states to—upon application and demonstration of specified criteria—enter into reciprocity for the purpose of authorizing individual colleges and universities to provide postsecondary education courses and programs through distance modalities to students living in other states. Four regional SARAs—functioning within the four existing higher education regional interstate compacts—facilitate reciprocity among participating states within their respective regions. The four regional SARAs are connected through an inter-regional agreement to create a nationwide reciprocity framework, known as the National Council for State Authorization Reciprocity Agreements (NC-SARA).

CURRENT ACTIVITIES Projects and Initiatives

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

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

| Project | Focus | Geo Scope | Funding | Staff FTE/ Timeline | Partners |
|--|------------------------------|-------------------------------|---|--------------------------------|--|
| WICHE Task Force on Closing Postsecondary Attainment Gaps | A/S; W/S; A | Western | Lumina Foundation, \$400,000 | 1.0 12/17-11/19 | Lumina Foundation; AZ, UT, WY |
| Multistate Longitudinal Data Exchange | A/S; W/S; A | Western, expanding nationally | Gates Foundation, \$5 million | 2.5 through 2019 8/14-12/19 | CO, HI, ID, ND, WA, IN, KY, MN, SAS |
| Analysis of University of Hawai'i Graduates | W/S; A | Western | University of Hawai'i, \$30,000 | .15 1/16-12/19 | University of Hawai'i |
| Utah Strategic Planning Subcontract | F/A; A/S; W/S; T/I; A | Utah | NCHEMS, \$27,000 | .15 4/19-11/19 | NCHEMS |
| Development of WICHE Data Management Plan | T/I; A | Western | WICHE Reserves, \$40,000 | .025 11/19-6/20 | WCET |
| Recognition of Learning | A/S; W/S; A | National | Lumina Foundation and Strada Education Network, \$900,000 | 1.2 12/18-5/20 | WCET, CAEL, other organizations |
| Data for the American Dream | A/S; W/S; A | National | NCHEMS contract; \$150,000 | .40 2/19-12/20 | NCHEMS, Schmidt Futures |
| Cybersecurity Training for Senior Nontechnical Leaders | T/I | Western | DHS | .10 7/17-TBD | WCET, DHS, FEMA, SHEEO offices of participant states |

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

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

University of Hawai'i Analysis of Mobility and Work Patterns: WICHE intends to conduct an analysis of University of Hawai'i graduates who work in other states, and an analysis of Hawai'i high school students who attend universities in other states and their work patterns using data from the MLDE.

Utah Strategic Planning Subcontract: As a partner to the National Center for Higher Education Management Systems (NCHEMS) WICHE staff will assist with regional meetings across Utah. These meetings are in support of the Higher Education Strategic Planning Commission and its work to develop a strategic plan for Utah Higher Education. WICHE staff will help facilitate meetings and provide feedback to NCHEMS on drafts of the plan.

Development of WICHE Data Management Plan: A component of WICHE's cybersecurity initiative, this work entails assessing WICHE's current policies and practices and development of consistent data practices moving forward to minimize breach vulnerability and ensure compliance by WICHE operational and support units.

Recognition of Learning: WICHE has been granted funding to partner with the Council for Adult and Experiential Learning (CAEL) to conduct an environmental scan of policies and practices related to the recognition of prior learning and to evaluate outcomes of students who receive credit for prior learning. This project is jointly funded by Lumina Foundation and Strada Education Network. (This item was previously listed, with a slightly different structure, in the New Directions section.)

Data for the American Dream: WICHE has been contracted by the National Center for Higher Education Management Systems (NCHEMS) to consult on a project that seeks to improve the information available on education and training opportunities for low-income, unemployed, and under-employed individuals. This effort draws heavily on WICHE expertise developed through the Multistate Longitudinal Data Exchange.

Cybersecurity Training for Senior Nontechnical Leaders: An additional component of the cybersecurity initiative, WICHE is developing partnerships with cyber experts and conducting outreach to WICHE states to provide training for institutional non-technical leaders for cyber protection. This effort also helps fund the work of the WICHE Cyber Fellow.

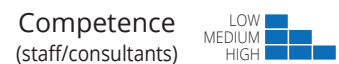
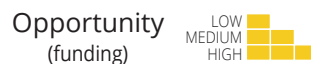
NEW DIRECTIONS

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

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

Project prioritization:











| Project Title | Focus | Priority | Geo Scope | Funding | Staff FTE/ Timeline | Partners |
|--|-----------------|----------|----------------------|--------------------|---------------------------|----------------------------|
| <i>Knocking at the College Door: Projections of High School Graduates</i> | A/S | | National | \$450,000 | .625 in FY20 5/19-5/22 | ACT, College Board |
| Increasing Access, Affordability, and Equity Using OER: A National Consortium | F/A; A/S | | Western/ National | \$1 million | 1.25 2 years | WCET, MHEC, NEBHE, SREB |
| Building Evidence for Scale: Policy and Practice Solutions for Adult Learners | A/S; W/S | | National | \$1.5-2 million | 1.75 4 years | TBD |

Focus:

F/A Finance and Affordability A/S Access & Success W/S Workforce & Society T/I Technology & Innovation A Accountability

Project prioritization:

Relevance (mission-critical)  Opportunity (funding)  Competence (staff/consultants) 

| Project Title | Focus | Priority | Geo Scope | Funding | Staff FTE/ Timeline | Partners |
|--|-------------|---|-----------|---|-------------------------|--------------------------------|
| Data with a Purpose | W/S; A |  | National | \$497,475 | .50 2 years | Strada Education Network |
| Western Postsecondary Data Users Network | A/S; W/S; A |  | Western | \$50,000 | .50 6 months | Western states |
| Exploratory Research into Programs Designed to Increase Postsecondary Attainment in Idaho | A/S; A |  | Western | \$385,313 | .0825 2 years | Idaho State Board of Education |
| Evaluation and Research Partnerships | A/S; A |  | Western | Dependent upon size and scale of effort | .05 Ongoing | Western states |
| Scaling Technology-Assisted Skill-Building in Rural Areas | A/S; W/S |  | Western | \$1 million | 1.5 3 years | WCET |
| Improving Policy and Practice to Support Behavioral Health on Campus | A/S; W/S |  | Western | \$100,000 | .25 Single convening | Behavioral Health |
| A Second Chance at Success: Reducing the Fiscal and Social Impact of Recidivism Through Inmate Education and Re-entry Programs | A/S; W/S |  | Western | \$2.5 million | 2 3 years | TBD |
| Serving Student Soldiers of the West | A/S; W/S |  | Western | \$1 million | 1.35 3 years | Behavioral Health Program |

Knocking at the College Door: Projections of High School Graduates: The Policy Analysis and Research unit has produced state-by-state forecasts of high school graduates for almost 40 years and is planning for a new release (WICHE's 10th edition) in 2020, which involves securing financial support and identifying new directions and extensions to the core product.

Increasing Access, Affordability, and Equity Using OER: A National Consortium: The policy unit has worked with WCET and the other three regional compact organizations to develop a proposed project to fund work in each region that would build networks to support the adoption of open educational resources (OER). This project has a national scope by virtue of participation of all regional compacts and would further efforts already undertaken by WCET through its Z Initiative.

Building Evidence for Scale: Policy and Practice Solutions for Adult Learners: Building on WICHE's Adult College Completion Network (which concluded in 2016) and other work related to adult learners, WICHE proposes to leverage its existing membership and activities to pursue new approaches to achieve four objectives: 1) build the evidence base for effectively serving adult learners, 2) facilitate collaboration among network members, 3) share scalable solutions across the field, and 4) link adult college completion work with the broader equity agenda. WICHE will also seek to partner with states to increase the number of adults with a postsecondary credential of value. To accomplish that goal, the project will identify high-impact supports for adult learners that correlate with increased credential completion; develop effective and aligned policy and practice for serving adult learners in concert with states, postsecondary systems and institutions, employers, and local leaders; and measure the impact of initiatives aimed to increase adult postsecondary credential completion to drive continuous improvement.

Data with a Purpose: Building on WICHE's Multistate Longitudinal Data Exchange (MLDE), Data with a Purpose would seek to build a bridge between data available through the MLDE and decisionmakers to ensure that the data are effectively used to guide policy and improve practice. Specifically, Data with a Purpose would seek to accomplish two tasks: 1) facilitate state research

using multistate data to analyze crucial issues related to postsecondary education and employment and 2) translate this research and analysis into actionable information that can be used to improve state and institutional policies.

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

Exploratory Research into Programs Designed to Increase Postsecondary Attainment in Idaho: Western states are implementing many innovative policies and programs to increase access to postsecondary education and improve success rates for those who enroll. Recent examples include expansion of dual and concurrent enrollment offerings, changes to state financial aid programs, and reforms in developmental education requirements. Legislators, governors, and institutional leaders (not to mention students and their families) all want assurances that these programs are both effective and a wise use of limited financial and human resources. The Institute for Education Sciences (IES) offers grants for state agencies to partner with research organizations like WICHE to carry out exploratory research leading to rigorous evaluations. WICHE staff, working with the Idaho State Board of Education, have submitted a proposal to IES to begin this work. The project would have direct and tangible benefits for Idaho but would also benefit other WICHE states. Information about the efficacy of innovative programs is valuable not only to the state or institution that enacts the policy or program, but to others in the West (and across the country) who are looking to improve student outcomes. WICHE will carry out (if funded by IES) an evaluation of Idaho's Advanced Opportunities project or (if not funded) seek other funding opportunities.

Evaluation and Research Partnerships: Western states are implementing many new innovative policies and programs aimed at improving student outcomes. Examples include developmental courses, summer bridge programs, dual and concurrent enrollment, and efforts to decrease "summer melt." The Institute for Education Sciences (IES) and other funders offer grants to support partnerships between education agencies and research entities that produce usable information for states and help advance overall knowledge in the field. WICHE is interested in bolstering state efforts to improve access and success by engaging in partnerships wherever it is useful to those states and where it fits within WICHE's mission. One immediate opportunity is an IES grant program that supports low-cost, short-duration evaluations of education interventions. Partnering with a state agency (or agencies) to carry out such an evaluation would help address state capacity issues, provide actionable information to the participating state, provide evidence for other states to consider in designing education interventions, and potentially provide opportunities to secure additional funding. WICHE will solicit partner agencies to jointly submit proposals to IES and identify other research and evaluation needs for which WICHE can be of assistance.

Scaling Technology-Assisted Skill Building in Rural and Other Areas of Need: This project, which would be a joint effort of the Policy Analysis and Research unit and WCET, would leverage technology to scale work-based learning to rural and other communities of need by providing underserved students with the training they need to succeed in their local economy's high-demand fields and the ability to adapt should demand for certain careers change. Specifically, after conducting a landscape analysis of innovative program models of technology-assisted work-based learning opportunities, WICHE would deploy its robust network of state and postsecondary institutional partners across the region to identify pilot sites for project implementation that involves expanding these models. Rural, low-income areas with identified high-demand industry sectors would be priorities for pilot site selection. The project would convene pilot and mentor sites to share lessons learned and craft implementation plans for the pilot sites. The project would incorporate seed funding for small-scale testing of technology-assisted training opportunities with potential for scale, and would rigorously evaluate the process using longitudinal data to inform larger-scale state policy decisions over time.

Improving Policy and Practice to Support Behavioral Health on Campus: Behavioral health issues have a significant impact on the health and well-being of many traditional-aged students. Additionally, they can be a significant barrier to postsecondary success. There are not currently well-accepted policies and practices for providing support systems on campuses. WICHE is well-positioned to begin addressing the issue through its policy and behavioral health units. The initial project will be to host a convening of state policymakers and institutional leaders and practitioners to identify policy and practice gaps, as well as potential solutions.

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

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

POTENTIAL FUTURE PROJECTS

Work that staff is considering pursuing (and bringing to the commission for review or approval).

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

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

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

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

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

Safer Spaces: Aligning Policy and Practice to Reduce Sexual Violence on College Campuses in the West: WICHE hopes to conduct research examining how contemporary policy approaches to sexual-violence prevention at postsecondary institutions are being executed, with the goal of identifying those that research suggests can best reduce the prevalence of sexual violence.

State Policies to Support Housing and Food Security on Campus: Housing and food security are crucial issues for students across the West (and the United States as a whole). While campus-level supports such as food banks and emergency grants and loans can help, this effort would examine state-level policies that can improve outcomes for students, including better alignment of social services and education programs, improved access to benefit programs, and other approaches.

Behavioral Health

CURRENT ACTIVITIES Projects and Initiatives

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

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

| Project | Focus | Geo Scope | Funding | Staff FTE/ Timeline | Partners |
|---|-------|-----------|-----------------|---------------------------|---|
| Alaska Psychology Internship Consortium: Interns | W/S | Western | \$700,000 | .25 7/13-6/19* | Alaska |
| Alaska Psychology Internship Consortium: Technical Assistance | W/S | Western | \$159,500 | .05 10/16-6/19* | Alaska Trust |
| Arizona: Evidence-Based Practices Fidelity Monitoring | W/S | Western | \$2,692,990 | 3.0 6/14-6/19* | Arizona |
| Hawai'i Psychology Internship Program | W/S | Western | \$2,138,026 | .30 7/13-6/19* | Hawai'i |
| South Dakota IMP(ACT) Fidelity Reviews | W/S | Western | \$148,000 | .25 6/15-6/19* | South Dakota Division of Behavioral Health |
| Nevada Psychology Internship Consortium | W/S | Western | \$880,300 | .50 7/14-8/19* | Nevada |
| Arizona Mercy Maricopa Training | W/S | Western | \$697,000 | Consultants 1/17-12/19 | Arizonaki |
| Oregon Psychology Internship Program | W/S | Western | \$194,558 | None 4/14-12/19 | Oregon & APA |
| Rural Veteran Suicide Prevention | W/S | National | \$2,777,631 | 1.75 2/15-2/20 | Veterans Administration Office of Rural Health & Office of Suicide Prevention |
| Utah Psychology Internship Consortium | W/S | Western | \$150,000 | .50 2/18-6/20 | Utah |
| Hawai'i Department of Education Recruitment | W/S | Western | \$87,295 | .50 Ongoing | Hawai'i |
| Western States Decision Support Group (WSDSG): Annual Membership Program | W/S | Western | Varies annually | .20 Ongoing | WICHE member states and territories |

* Though timelines reflecting existing contract intervals may suggest that these projects have concluded, WICHE expects these projects will be renewed for FY 2019-20.

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

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

Arizona Evidence-Based Practices (EBPs) Fidelity Monitoring: WICHE partners with the Arizona Health Care Cost Containment System to assist with staffing to support the implementation and fidelity reviews of four EBPs in the Maricopa County public

Behavioral Health

behavioral health system. WICHE supports the project lead and three fidelity reviewers. The project was expanded in FY19 to include fidelity reviews of two EBPs in Northern and Southern Arizona.

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

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

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

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

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

Rural Veteran Suicide Prevention: WICHE is collaborating with the Denver-based federal Veterans Administration/Mental Illness Research, Education, and Clinical Center to develop and pilot-test a veteran suicide-prevention program for rural communities. The initial pilot site has been the San Luis Valley of Colorado. During FY20, the program is expanding to include two new pilot sites.

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

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

NEW DIRECTIONS



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

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

Project prioritization:

Relevance (mission-critical)  **Opportunity (funding)**  **Competence (staff/consultants)** 

| Project Title | Focus | Priority | Geo Scope | Funding | Staff FTE/ Timeline | Partners |
|--|----------|---|-----------|-------------|---------------------|----------------------------|
| Mountain Plains Mental Health Technology Transfer Center (MP-MHTTC) | A/S; W/S |  | Western | \$1,368,730 | 2.0 5 years | University of North Dakota |
| Rural Communities Opioid Response Program (RCORP) | A/S; W/S |  | Western | \$640,872 | 1.0 4 years | JBS International |

Behavioral Health

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

Project prioritization:

Relevance
(mission-critical)



Opportunity
(funding)



Competence
(staff/consultants)



| Project Title | Focus | Priority | Geo Scope | Funding | Staff FTE/ Timeline | Partners |
|--|-------------|----------|-----------|-----------|------------------------|--------------------------------|
| Wyoming Needs Assessment | A/S; W/S; A | | Western | \$150,000 | .50 6 months | Idaho State Board of Education |
| Idaho Psychology Internship Consortium | W/S; A | | Western | \$125,000 | .50 2.5 years | Idaho |
| New Mexico Psychology Internship Consortium | W/S; A | | Western | \$175,000 | .50 2.5 years | New Mexico |

Mountain Plains Mental Health Technology Transfer Center (MP-MHTTC): The MP-MHTTC is a five-year partnership between WICHE and the University of North Dakota to provide comprehensive training, resources, and technical assistance to mental health providers and other practitioners across a six-state area. Funded by the Substance Abuse and Mental Health Services Administration (SAMHSA), the newly formed center will specialize in rural and frontier mental health in Colorado, Utah, Wyoming, Montana, North Dakota, and South Dakota.

Rural Communities Opioid Response Program (RCORP): WICHE has partnered with JBS International to reduce morbidity and mortality associated with opioid overdoses in high-risk communities by strengthening the organizational and infrastructural capacity of multi-sector consortiums. As a partner in this project, WICHE provides monthly technical assistance to 15 sites, and aids in planning for more intensive efforts in upcoming years.

Wyoming Needs Assessment: Wyoming’s Department of Health, Behavioral Health Division, has contracted with WICHE to assess the state’s behavioral health care system. The assessment will include analyzing the state’s publicly funded behavioral health service delivery system and data collection, assessing any existing gaps in service delivery, and exploring options for a new data system.

Idaho Psychology Internship Consortium (ID-PIC): WICHE is in the initial phases of assisting the state of Idaho in the development and operation of an accredited psychology internship consortium. A primary goal of the internship program is to establish a pipeline to build Idaho’s behavioral health workforce, especially in rural and underserved areas. The Idaho State Board of Education received funding from the Idaho Legislature in 2018 to support WICHE’s assistance in restructuring and expanding an existing unaccredited internship program and pursuing American Psychological Association accreditation. ID-PIC expects to welcome its first cohort of interns in the summer of 2019.

New Mexico Psychology Internship Consortium (NM-PIC): WICHE is in the initial phases of working with partner agencies to develop a doctoral psychology internship consortium for the state of New Mexico. A primary goal of the internship program is to help develop New Mexico’s behavioral health workforce in rural and underserved areas. Through funding from the New Mexico Behavioral Health Services Division, the WICHE BHP will facilitate program development and help ensure the program meets American Psychological Association accreditation standards.

POTENTIAL FUTURE PROJECTS

Work that staff is considering pursuing (and bringing to the commission for review or approval).

Student Wellness and Mental Health: The Behavioral Health Program continues to seek opportunities and funding to partner with WICHE’s Policy Analysis and Research unit to support and improve college student wellness and mental health, with the goal of improving college completion and degree attainment for all students regardless of race, ethnicity, income, or mental health status.

Campus Sexual Assault Prevention: Following an exhaustive review of current best practices in programming and policy, WICHE has developed a program to assess all facets of campus sexual violence prevention efforts and provide campus leaders feedback about best practices in campus sexual violence prevention to support Institutes of Higher Education (IHEs) in the prevention of sexual assault. WICHE piloted this program at Northern Marianas College in 2018. WICHE is seeking additional funding to make these services available to additional IHEs.

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

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

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

COMPLETED PROJECTS

Work that staff finished in FY 2019.

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

Alaska University Behavioral Health Workforce Strategic Plan: The WICHE BHP assisted the Annapolis Coalition in developing a Behavioral Health Workforce Development Strategic Plan for the University of Alaska. Initiatives included identifying best practices in universities relevant to behavioral health workforce development that pertain to universities in rural states, and assisting in drafting and editing the strategic plan.

Beacon Health Rural Consultation: Beacon Health Options is a leading managed behavioral health company serving 44 million individuals across all 50 states. On behalf of employers, health plans, and government agencies, it manages behavioral health insurance and EAP benefits to ensure robust individual access to mental health and addiction services. The WICHE Behavioral Health Program provided technical assistance to Beacon Health to help enhance their effectiveness in providing behavioral health care for rural and frontier residents of the Western U.S.

Fort McDowell Yavapai Nation Technical Assistance: The WICHE BHP provided an operational review and service needs analysis for the Fort McDowell Yavapai Nation's Wassaja Family Services Agency. The scope of assessment included surveying community needs, assessing department policies, procedures and ongoing operations, and assessing readiness for CARF Accreditation.

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

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

Hawai'i State Hospital Review: The Hawai'i Department of Health retained WICHE to provide an external and independent review of the Hawai'i State Hospital's new staffing estimates, its methodology/metrics for estimating and funding patient growth, and a review of a phased-in timeline for moving patients into a new forensics building.

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

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

South Dakota Legislative Interim Study: The South Dakota Legislature selected "mental health services in South Dakota" for their 2018 summer study session. To help focus the summer study session, the WICHE BHP worked with the group to provide related background data, answered the committee's ad hoc questions, and provided guidance as they selected mental health issues to focus on supporting and remediating in the coming years.

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

Washington Student Achievement Council: The WICHE BHP provided consultation and technical assistance on evidence-based and best practices for their grant program on suicide prevention for postsecondary students.

WCET

CURRENT ACTIVITIES Services and Resources

Continuing work that supports WICHE's mission, supported by the general fund or fees. All work in this category is considered high priority.

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

| Project | Focus | Geo Scope | Staff FTE | Partners |
|--|-----------------|---------------|------------|--|
| eLearning Policy & Advocacy | A/S; T/I | North America | WCET staff | Members, UPCEA, OLC, other organizations |
| WCET Annual Meeting and Leadership Summit | A/S; T/I | North America | WCET staff | Corporate sponsors |
| WCET Member Service and Support | A/S; T/I | North America | WCET staff | Over 380 member organizations |
| WCET Research | T/I | North America | WCET staff | Members, other organizations |
| WCET Webcast Series | A/S; T/I | North America | WCET staff | Various, depending on the topic |

CURRENT ACTIVITIES Projects and Initiatives

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

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

| Project | Focus | Geo Scope | Funding | Staff FTE/ Timeline | Partners |
|--|-----------------|---------------|--------------------------------------|-------------------------|--|
| wcetMIX | A/S; T/I | North America | Membership dues | WCET staff 1/19- | Members |
| WCET Z Initiative | A/S; T/I | North America | William and Flora Hewlett Foundation | 1.05 2017-20 | Organizations active in OER; MHEC |
| Evolving Higher Education Policy Issues | A/S; T/I | North America | Membership dues | WCET staff 7/19-6/20 | Members, other WICHE units |
| Deployment of Steering Committee Priorities in WCET Focus Areas | A/S; T/I | North America | Membership dues | WCET staff 7/19-6/20 | WCET Steering Committee, members |
| State Authorization Network (SAN) | A/S | National | SAN member fees | 2.25 6/19-6/20 | NC-SARA, 110+ members representing 700+ institutions |
| Every Learner Everywhere | A/S; T/I | North America | Bill & Melinda Gates Foundation | 5.0 2017-22 | 11 Gates Foundation grantees |

wcetMIX: In January 2019, WCET launched a new digital platform, wctMIX, to support communication, collaboration, and resource-sharing among WCET members. Members are invited to opt in to communicate through WCET's popular wctnews and wctdiscuss digital forums. Future plans for wctMIX include connecting members of like interests via communities of practice and the buildout of a library of resources such as institutional policies, ed-tech product RFPs, and other shared assets germane to technology-enhanced learning.

The Z Initiative (Z refers to "Zero Cost") brings together open educational resources (OER) leaders, champions, legislators, state higher education systems, and educational technologists—with the goal of developing and promoting best practices and policies on adoption, implementation, scalability, and sustainability of OER and zero-cost curricula. The initiative is focused on statewide approaches to developing quality OER materials for its public institutions.

WCET's focus areas are emerging technologies, institutional success, policy and regulation, and student success. WCET works with its members to produce a variety of deliverables related to each focus area, including guest blogs, interactive webinars, digital content, summits, member discussions, research, recognition of excellence and innovation through its WOW (WCET Outstanding Work) Award, and annual meetings.

Technology: WCET's membership engages regularly in discussions of technology applications that address student learning outcomes, administrative efficiencies, and breadth of access. Examples of technology-related issues important to members have included mobile applications, accessibility tools, technology product management, adaptive courseware, and use of social media to engage and support students.

Institutional success: WCET is well known for its leadership in management of online learning. As technology extends beyond distance education and online-unit applications, WCET is incorporating broader consideration of institutional success into this focus area. This is accomplished through WCET's live and virtual events as well as interactive discussions among 3,800 wctMIX forum participants.

Policy and regulation: WCET keeps its members informed of federal developments that may have an impact on higher education and its use of instructional technologies to enhance learning and extend access. WCET has been active in federal issues (including definition of distance education and of "regular and substantive interaction," as well as state authorization) related to federal aid. WCET has also been active in state issues such as oversight of education providers and the cost vs. price of distance education offerings.

Student success: WCET continues to serve as a knowledge center on adaptive learning. Additional topics that are important to WCET's membership include open educational resources (OER) and e-texts, development of a culture of accessibility and universal design for learning (UDL), academic integrity, and connecting credentials. WCET partnered with GlobalMindED to develop a Digital Inclusion Award, which recognizes an individual, organization, or program for efforts to increase digital engagement for first-generation learner populations.

The State Authorization Network (SAN) is a service (whose dues and membership are separate of WCET's) for those seeking to comply with state authorization regulations for distance courses and programs. WCET provides training on state and federal regulations (especially those not covered by the State Authorization Reciprocity Agreement), access to experts, strategies on meeting state requirements, and support for a community of professionals sharing effective practices and latest developments.

Every Learner Everywhere is a network of 12 partner organizations working collaboratively to provide advice, training, and community-vetted resources that support the adoption and implementation of adaptive courseware. WCET is an intermediary for this network, which helps higher education institutions use adaptive learning technology to improve teaching and learning with a focus on increasing the success of first-generation students, low-income students, and students of color. Formerly known as the Digital Learning Solution Network, this reconstituted network is funded by the Bill & Melinda Gates Foundation.

POTENTIAL FUTURE PROJECTS

Work that staff is considering pursuing (and bringing to the commission for review or approval).

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

| Project | Focus | Geo Scope | Funding | Staff FTE/ Timeline | Partners |
|---|-----------------|-----------|---------------|---------------------|--|
| Increasing Access, Affordability, and Equity Using OER | A/S; T/I | National | \$2.1 million | 1.5 2019-2022 | MHEC, SREB, NEBHE, Policy Analysis and Research Unit |
| Licensure Projects that Cross State Lines | A/S; A | National | TBD | SAN staff TBD | TBD |

Increasing Access, Affordability, and Equity Using OER: WCET proposes to establish a national consortium with the four regional higher education compacts (MHEC, SREB, NEBHE, and WICHE) to identify, share, and support the development of promising practices and policies in state-level OER adoption and implementation. The project will leverage the unique assets of the four compacts, uniting their longstanding networks of policymakers and higher education leaders. The goal is to move OER beyond being solely a promising idea to becoming a widely used and sustainable student-success practice with a robust evidence base. WICHE’s Policy Analysis and Research unit is partnering with WCET on this effort. The proposed timeline is 36 months, and prospective funding partners would be approached including the William and Flora Hewlett Foundation.

Licensure programs that cross state lines: The State Authorization Reciprocity Agreement (SARA) addresses degree programs that cross state lines, but not additional authorizations required of postsecondary programs that lead to professional licensure, such as teacher and nursing licensure. WCET is exploring opportunities for partners and funders to better inform students and to develop such requirements for licensure professions across state lines.

COMPLETED PROJECTS

Work that staff finished in FY 2019.

Annual Meeting, Portland, Oregon

WCET Leadership Summit: Ensuring Ethical and Equitable Access in Digital Learning: June 2018, Newport Beach, Calif.

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

Collaborations Across WICHE Units

Focus:

F/A Finance and Affordability **A/S** Access & Success **W/S** Workforce & Society **T/I** Technology & Innovation **A** Accountability

| Project | Focus | Units (BOLD = committee jurisdiction) | Activity Category | Details of Collaboration |
|---|--------------------|--|---|--|
| Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice | A/S | Programs & Services, Policy Analysis and Research | Projects and Initiatives (grant-funded) | This initiative, under auspices of WICHE's Programs & Services unit, benefits from a .25 FTE Policy Analysis and Research staff member conducting data analysis and research support. |
| Recognition of Learning | A/S; W/S; A | Policy Analysis and Research, WCET | Projects and Initiatives (grant-funded) | WICHE's Policy Analysis and Research unit is conducting an environmental scan of policies and practices related to recognition of prior learning, an area of high interest and application in WCET technology-enhanced learning cohorts. |
| Cybersecurity Training for Senior Nontechnical Leaders | T/I | Policy Analysis and Research, WCET | Projects and Initiatives (DHS-funded) | The work entails interplay between WICHE's cyber fellow (under WCET auspices) and Policy Analysis and Research staff. |
| Development of WICHE Data Management Plan | T/I; A | Policy Analysis and Research, WCET | Projects and Initiatives (reserves-funded) | The work entails interplay between WICHE's cyber fellow (under WCET auspices) and Policy Analysis and Research staff, notably in relation to the latter unit's Multistate Longitudinal Data Exchange efforts. |
| Evolving Higher Education Policy Issues | A/S; T/I | WCET, Policy Analysis and Research | Projects and Initiatives (variously funded) | Through WCET's Frontiers blog and other avenues, this unit contributes to public discourse on emerging issues on which WICHE has policy and research insights and context. This often leads to collaboration or co-publication in areas that recently have ranged from state authorization of distance learning, to changes in IPEDS outcome measures data with implications for attainment metrics. |
| Increasing Access, Affordability, and Equity Using OER | F/A; A/S | Policy Analysis and Research, WCET | New Directions (seeking funding) | This proposed national consortium would build networks to support adoption of open educational resources, adding WICHE Policy Analysis and Research acumen to existing Z Initiative (OER) efforts under WCET auspices. |
| Improving Policy and Practice to Support Behavioral Health on Campus | A/S; W/S | Policy Analysis and Research, Behavioral Health Program | New Directions (seeking funding) | This prospective convening of state policymakers, institutions, and other stakeholders would take advantage of WICHE policy and Behavioral Health Program expertise alike to identify policy and practice gaps related to campus behavioral health services and systems. |
| Scaling Technology-Assisted Skill-Building in Rural Areas | A/S; W/S | Policy Analysis and Research, WCET | New Directions (seeking funding) | This proposed project would leverage technology (and WCET expertise) to scale work-based learning to serve communities of need. |
| Serving Student Soldiers of the West | A/S; W/S | Policy Analysis and Research, Behavioral Health Program | New Directions (seeking funding) | This proposed project would increase higher education access and success for members of the military and their families, incorporating distinctive behavioral health attributes of these populations. |

Shaded rows indicate project is currently funded

Tuesday, May 21, 2019

10:15 - 11:00 a.m.
(presentation)

11:00 - 11:30 a.m.
(discussion)

Bismarck State College, National Energy Center of Excellence (NECE), Bavendick Stateroom

**Plenary Session IV:
A Conversation about the Future of Accreditation**

Accreditation is a critical linchpin for systems and institutions of higher education: it helps ensure that students realize the value and promise of their educational commitment, and It helps institutions and other stakeholders maximize quality and accountability. In recent years, the value of accreditation has come into question. Consumer protection advocates have charged that accreditation is an ineffective partner in the oversight of higher education. Meanwhile, others have said that its rigid structure may hinder innovation. As changes to accreditation are being proposed through federal rulemaking and by Congress, we will explore both successes and areas for improvement.

In the first segment of this two-part session, we'll hear from the leaders of accrediting agencies. Thereafter, Russ Poulin of WICHE/WCET will facilitate a wide-ranging discussion on accreditation among panelists and commissioners.

Facilitator:

Russ Poulin, senior director, Policy, Analysis, and Strategic Alliances, WCET (WICHE Cooperative for Educational Technologies)

Speakers:

Sonny Ramaswamy, president, Northwest Commission on Colleges and Universities (NWCCU)

Jamienne Studley, president, WASC Senior College and University Commission (WSCUC)

Richard Winn, president, The Accrediting Commission for Community and Junior Colleges (ACCJC)

Biographical information on the facilitator and speakers:



Russ Poulin organizes WCET's national policy and research activities, edits WCET's *Frontiers* blog, coordinates WCET's research efforts, and works on elearning consortia issues. He represented the distance education community in the U.S. Department of Education's 2014 and 2019 negotiated rulemaking processes. Previously, he coordinated distance education activities for the North Dakota University System. Follow him on Twitter: @RussPoulin



Sonny Ramaswamy is president of the Northwest Commission on Colleges and Universities in Redmond, Wash., which accredits institutions in Alaska, Idaho, Montana, Nevada, Oregon, Utah, Washington, and British Columbia. President Barack Obama appointed Ramaswamy as director of the National Institute of Food and Agriculture. He served as dean of Oregon State University's College of Agricultural Sciences, director of Purdue University's agricultural research programs, university distinguished professor and head of Kansas State University's entomology department, and professor of

entomology at Mississippi State University. Ramaswamy's bachelor's degree in agriculture and master's degree in entomology are from the University of Agricultural Sciences, Bangalore, India; his doctorate in entomology is from Rutgers.



Jamienne Studley in 2018 became president of the WASC Senior College and University Commission (WSCUC), the higher education accrediting agency for California, Hawai'i, and the Pacific (bachelor's and graduate institutions) to pursue her commitment to student success and equity. Studley served with the U.S. Department of Education as deputy undersecretary, acting undersecretary, acting general counsel, and chair of the National Advisory Committee on Institutional Quality & Integrity (NACIQI) during the Clinton and Obama administrations. She was also president of the civil rights advocacy group Public Advocates Inc. and national policy advisor to Beyond12. Her higher education experience includes president of Skidmore College; associate dean & lecturer in law at Yale Law School, and adjunct faculty member at Mills College, Stanford, and the University of California Berkeley law schools. A graduate of Barnard College and Harvard Law School, she has chaired the San Francisco Ethics Commission and California Civil Rights Coalition, and she serves on the board of KQED.



Richard Winn, was appointed president of the Accrediting Commission for Community and Junior Colleges (ACCJC) in July, 2017. Winn worked with the WASC Senior College and University Commission for 12 years, retiring in 2015 as senior vice president. He served for nine years as a public member of the Commission on Osteopathic College Accreditation and for three years on the board of examiners of the Malcolm Baldrige National Quality Award. Winn supports the commission's executive and eligibility review committees and oversees the agency's philosophy and overall direction.

References

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|---------------------------------------|-------|
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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 U.S. Pacific Territories and Freely Associated States, WICHE's newest member. This regional commission provides governance and guidance to WICHE's staff in Boulder, Colo. Senator Ray Holmberg from North Dakota is the 2019 chair of the commission.

- * Executive Committee member
- ∞ New Commissioner

ALASKA

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

***Stephanie Butler**, executive director,
Alaska Commission on Postsecondary Education
PO Box 110505, Juneau, AK 99811
Phone: 907.465.6740
Email: stephanie.butler@alaska.gov

James Johnsen, president, University of Alaska System
P.O. Box 755000, Fairbanks, AK 99775
Phone: 907.450.8000
Email: jrjohnsen@alaska.edu

ARIZONA

∞ **John Arnold**, executive director,
Arizona Board of Regents
2020 N. Central Ave., Suite 230, Phoenix, AZ 85001
Phone: 602.229.2505
Email: john.arnold@azregents.edu

∞***Rita H. Cheng**, president, Northern Arizona University
PO Box 4092, Flagstaff, AZ 86011
Phone: 928.523.3232
Email: rita.cheng@nau.edu

Kathleen H. Goeppinger, president and CEO,
Midwestern University
19555 N. 59th Ave., Glendale, AZ 85308
Phone: 623.572.3490
Email: kgoepp@midwestern.edu

CALIFORNIA

Christopher Cabaldon, president, Linked Learning Alliance,
and mayor, City of West Sacramento
1107 Ninth St., Suite 500, Sacramento, CA 95814
Phone: 916.441.2917
Email: christopher@cityofwestsacramento.org

***Dianne Harrison**, president,
California State University–Northridge
18111 Nordhoff St., Northridge, CA 91330
Phone: 818.677.2121
Email: dianne.harrison@csun.edu

Francisco Rodriguez, chancellor,
Los Angeles Community College District
770 Wilshire Blvd., Los Angeles, CA 90017
Phone: 213.891.2201
Email: rodrigfc@email.laccd.edu

COLORADO

∞ **Jim Chavez**, executive director,
Latin American Educational Foundation (LAEF)
561 Santa Fe Dr., Denver, CO 80204
Phone: 303.810.1088
Email: jchavez@laef.org

***Antwan Jefferson**, clinical assistant professor,
University of Colorado Denver
P.O. Box 173364, Denver, CO 80217
Phone: 303.594.8575
Email: antwan.jefferson@ucdenver.edu

∞ **Angie Paccione**, executive director,
Colorado Department of Higher Education
1600 Broadway, Suite 2200, Denver, CO 80202
Phone: 303.862.3001
Email: angie.paccione@dhe.state.co.us

HAWAII

***David Lassner**, president, University of Hawai'i
2444 Dole St., Bachman 202, Honolulu, HI 96822
Phone: 808.956.8207
Email: david.lassner@hawaii.edu

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

Colleen Sathre, vice president emeritus,
Policy and Planning, University of Hawai'i
1740 S. Beretania St. #15, Honolulu, HI 96826
Phone: 808.722.0523
Email: csathre@hawaii.edu

IDAHO

***Rick Aman**, president, College of Eastern Idaho
1600 S. 25th E.
Idaho Falls, ID 83404
Phone: 208.535.5366
Email: rick.aman@cei.edu

Matt Freeman, executive director,
Idaho State Board of Education
P.O. Box 83720, Boise, ID 83720
Phone: 208.332.1570
Email: matt.freeman@osbe.idaho.gov

Julie VanOrden, former representative,
Idaho House of Representatives
Phone: 208.684.4052

MONTANA

Laurie Bishop, representative,
Montana State Legislature
211 S. Yellowstone St., Livingston, MT 59047
Phone: 406.223.1122
Email: rep.laurie.bishop@mt.gov

***Clayton Christian**, WICHE immediate past chair,
commissioner of higher education,
Montana University System
560 N. Park Ave., Helena, MT 59601
Phone: 406.444.0374
Email: cchristian@montana.edu

Sheila Stearns, past president,
University of Montana
400 Benton Ave., Missoula, MT 59801
Phone: 406.461.4471
Email: sheila.stearns@umontana.edu

NEVADA

Gillian Barclay, Nevada Governor's Office of Economic
Development
555 E. Washington Ave., Suite 5400, Las Vegas, NV 89101
Phone: 702.540.1111
Email: gbarclay@diversifynevada.com

***Fred Lokken**, professor,
Truckee Meadows Community College
7000 Dandini Blvd., Reno, NV 89512
Phone: 775.673.7148
Email: flokken@tmcc.edu

∞ **Thom Reilly**, chancellor,
Nevada System of Higher Education
4300 S. Maryland Pkwy., Las Vegas, NV 89119
Phone: 702.889.8426
chancellor@nevada.edu

NEW MEXICO

***Barbara Damron**, associate professor,
University of New Mexico Health Science Center
31 Eagle Ridge Dr., Santa Fe, NM 87508
Phone: 505.490.0861
Email: barbara.damron@gmail.com

Mark Moores, senator, New Mexico State Senate
9641 Seligman Ave. N.E., Albuquerque, NM 87109
Phone: 505.681.1975
Email: mark.moores@nmlegis.com

Patricia Sullivan, director for strategic initiatives, office of
the chancellor, New Mexico State University
1025 Steward St., MSC Eng, Las Cruces, NM 88003
Phone: 575.646.2913
Email: patsulli@nmsu.edu

NORTH DAKOTA

Nick Hacker, North Dakota State Board of Higher
Education, North Dakota Guaranty & Title, Grand Forks
Abstract & Title, Consolidated Title Services
314 E. Thayer Ave., Suite 101, Bismarck, ND 58501
Phone: 240.688.2210
Email: nick@thetitleteam.com

Mark Hagerott, chancellor,
North Dakota University System
600 E. Boulevard Ave., Dept 215, Bismarck, ND 58505
Phone: 701.328.2963
Email: mark.hagerott@ndus.edu

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

OREGON

∞ **Ben Cannon**, executive director,
Oregon Higher Education Coordinating Commission
255 Capitol St., NE, Salem, OR 97301
Phone: 503.947.5948
Email: ben.cannon@hecc.oregon.gov

***Camille Preus**, WICHE vice chair, executive director,
Oregon Community College Association
260 13th St. NE, Salem, OR 97301
Phone: 503.399.9912
Email: cam@occa17.com

Hilda Rosselli, career & college readiness and educator
advancement policy director, Chief Education Office
255 Capitol St. NE, Salem, OR 97310
Phone: 971.240.0201
Email: hilda.rosselli@state.or.us

SOUTH DAKOTA

∞ **Paul Beran**, executive director and CEO,
South Dakota Board of Regents
306 E. Capitol Ave., Suite 200, Pierre, SD 57501
Phone: 605.773.3455
Email: paul.beran@sdbor.edu

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

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

U.S. PACIFIC TERRITORIES AND FREELY ASSOCIATED STATES

∞ **Frankie Eliptico**, interim president,
Northern Marianas College
P.O. Box 501250, Saipan, MP 96950
Phone: 671.237.6701
Email: frankie.eliptico@marianas.edu

***Jude Hofschneider**, senator,
Northern Marianas Commonwealth Legislature
P.O. Box 500129, Saipan, MP 96950
Phone: 670.664.8868
Email: senator.hofschneider@gmail.com

Vincent Leon Guerrero, former special assistant, climate
change and education, Office of the Governor of Guam
P.O. Box 2950, Hagatña, GU 96932
Email: vincelg671@gmail.com

UTAH

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

Patricia Jones, CEO, Women's Leadership Institute,
and member, Utah Board of Regents
175 E. University Blvd. (400 S), Suite 600,
Salt Lake City, UT 84111
Phone: 801.328.5084
Email: pjones@wliut.com

∞ **F. Ann Millner**, senator, Utah State Senate
4287 Harrison Blvd., #313, Ogden, UT 84403
Phone: 801.900.3897
Email: amillner@leutah.gov

WASHINGTON

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

Gerry Pollet, representative,
Washington House of Representatives
7750 17th NE, Seattle, WA 98115
Phone: 206.819.9015
Email: gerry.pollet@leg.wa.gov

Thomas L. (Les) Purce, president emeritus,
The Evergreen State College
820 4th Ave. W., Olympia, WA 98502
Phone: 360.790.9106
Email: lespurce@yahoo.com

WYOMING

Fred Baldwin, senator, Wyoming State Senate
P.O. Box 1032, Kemmerer, WY 83101
Phone: 307.877.3687
Email: fred.baldwin@wyoleg.com

***Karla Leach**, president,
Western Wyoming Community College
2500 College Dr., Rock Springs, WY 82901
Phone: 307.382.1602
Email: kleach@westernwyoming.edu

Laurie Nichols, president, University of Wyoming
1000 E. University Ave., Dept. 3434, Laramie, WY 82071
Phone: 307.766.4128
Email: laurie.nichols@uwyo.edu

2019 COMMISSION COMMITTEES

EXECUTIVE COMMITTEE

Ray Holmberg (ND), chair
Camille Preus (OR), vice chair
Clayton Christian (MT), immediate past chair

Stephanie Butler (AK)
Rita H. Cheng (AZ)
Dianne Harrison (CA)
Jude Hofschneider (CNMI)
Antwan Jefferson (CO)
David Lassner (HI)
Rick Aman (ID)
Barbara Damron (NM)
Mark Hagerott (ND)
Fred Lokken (NV)
James Hansen (SD)
Dave Buhler (UT)
Don Bennett (WA)
Karla Leach (WY)

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Vacancy (CNMI)
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Ben Cannon (OR)
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Vacancy (UT)
Gerry Pollet (WA)
Fred Baldwin (WY)

PROGRAMS AND SERVICES

Les Purce (WA), chair
Carol Mon Lee (HI), vice chair

Stephanie Butler (AK)
Kathleen Goepfinger (AZ)
Francisco Rodriguez (CA)
Antwan Jefferson (CO)
Vincent Leon Guerrero (Guam)
Julie VanOrden (ID)
Sheila Stearns (MT)
Nick Hacker (ND)
Fred Lokken (NV)
Patricia Sullivan (NM)
Hilda Rosselli (OR)
Paul Beran (SD)
Patricia Jones (UT)
Laurie Nichols (WY)

AUDIT COMMITTEE

Clayton Christian (MT), immediate past chair
Don Bennett (WA)
Barbara Damron (NM)
Vacancy

NOMINATING COMMITTEE

Clayton Christian (MT), immediate past chair
Christopher Cabaldon (CA)
Vacancy

As of April 1, 2019

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 Andi Story (appointed 2019)
Alaska House of Representatives
State Capitol, Room 13
Juneau, AK 99801
Phone: 907.465.3744
Email: representative.andi.story@akleg.gov

Senator Gary Stevens (appointed 2018)
Alaska State Senate
State Capitol Room 423
Juneau, AK 99801
Phone: 907.465.4925

305 Center Ave., Suite 1
Kodiak, AK 99615
Phone: 907.486.4925
Email: Senator.Gary.Stevens@akleg.gov

ARIZONA

Senator Heather Carter (appointed 2019)
Arizona State Senate
1700 W. Washington St.
Phoenix, AZ 85007
Phone: 602.926.5503
Email: hcarter@azleg.gov

Representative Aaron Lieberman (appointed 2019)
Arizona House of Representatives
1700 W. Washington St.
Phoenix, AZ 85007
Phone: 602.926.3300
Email: alieberman@azleg.gov

Senator Tony Navarrete (appointed 2019)
Arizona State Senate
1700 W. Washington St.
Phoenix, AZ 85007
Phone: 602.926.4864
Email: tnavarrete@azleg.gov

Representative Michelle Udall (appointed 2019)
Arizona House of Representatives
1700 W. Washington St.
Phoenix, AZ 85007
Phone: 602.926.4856
Email: mudall@azleg.gov

CALIFORNIA

VACANCY

VACANCY

COLORADO

VACANCY

VACANCY

COMMONWEALTH OF THE NORTHERN MARIANA ISLANDS

***Senator Jude Hofschneider** (appointed 2015)
Northern Marianas Commonwealth Legislature
P.O. Box 500129
Saipan, MP 96950
Phone: 670.664.8868
Email: senator.hofschneider@gmail.com

VACANCY

GUAM

VACANCY

HAWAII

Representative Justin Woodson (appointed 2019)
Hawai'i House of Representatives
Hawai'i State Capitol, Room 405
Honolulu, HI 96813
Phone: 808.586.6210
Email: repwoodson@capitol.hawaii.gov

Senator Donna Mercado Kim (appointed 2019)
Hawai'i State Senate
Hawai'i State Capitol, Room 218
Honolulu, HI 96813
Phone: 808.587.7200
Email: senkim@capitol.hawaii.gov

IDAHO

Senator Dean Mortimer (appointed 2018)
Idaho Senate
7403 S. 1st East
Idaho Falls, ID 83404
Phone: 208.524.9004
Email: dmortimer@senate.idaho.gov

VACANCY

MONTANA

***Representative Laurie Bishop** (appointed 2018)
Montana House of Representatives
211 S Yellowstone St.
Livingston, MT 59047-3018
Phone: 406.223.1122
Email: rep.laurie.bishop@mt.gov
Laurie.Bishop@mtleg.gov

VACANCY

NEVADA

Senator Joseph Hardy (appointed 2018)
Nevada State Senate
401 South Carson St., Room 2132
Carson City, NV 89701
Phone: 775.684.1462
Email: joe.hardy@sen.state.nv.us
hardybc1@gmail.com

VACANCY

NEW MEXICO

***Senator Mark Moores** (appointed 2013)
New Mexico Senate
9641 Seligman Ave., NE
Albuquerque, NM 87109
Capitol Phone: 505.986.4856
Home Phone: 505.681.1975
Email: mark.moores@nmlegis.gov

Representative G. Andrés Romero (appointed 2018)
New Mexico House of Representatives
4503 Valley Park Dr. SW
Albuquerque, NM 87105
Capitol Phone: 505.986.4846
Home Phone: 505.514.9574
Email: andres.romero@nmlegis.gov

Senator John Sapien (appointed 2018)
New Mexico Senate
1600 W. Ella
Corrales, NM 87048
Capitol Phone: 505.986.4301
Home Phone: 505.765.5662
Email: john.sapien@nmlegis.gov

Senator William Soules (appointed 2019)
New Mexico Senate
5054 Silver King
Las Cruces, NM 88011
Capitol Phone: 505.986.4834
Home Phone: 575.640.0409
Email: bill.soules@nmlegis.gov
billsoules24@gmail.com

NORTH DAKOTA

***Senator Ray Holmberg** (appointed 2015)
North Dakota Senate
621 High Plains Ct.
Grand Forks, ND 58201
Phone: 701.739.5334
Email: rholmberg@nd.gov

Senator Karen Krebsbach (appointed 2019)
North Dakota Senate
P.O. Box 1767
Minot, ND 58702-1767
Phone: 701.838.0211
Email: kkrebsbach@nd.gov

Representative Bob Martinson (appointed 2018)
North Dakota House of Representatives
2749 Pacific Ave.
Bismarck, ND 58501
Phone: 701.223.0835
Email: bmartinson@nd.gov

NORTH DAKOTA (continued)

Representative Mark Sanford (appointed 2018)
North Dakota House of Representatives
675 Vineyard Dr.
Grand Forks, ND 58201
Phone: 701.772.4236
Email: masanford@nd.gov

OREGON

Representative Teresa Alonso León (appointed 2018)
Oregon House of Representatives
900 Court St. NE, H-283
Salem, OR 97301
Capitol Phone: 503.986.1422
Email: rep.teresalonsoleon@oregonlegislature.gov

Senator Michael Dembrow (appointed 2018)
Oregon State Senate
900 Court St. NE, S-407
Salem, OR 97301
Capitol Phone: 503.986.1723
Email: sen.michaeldembrow@state.or.us

2104 NE 45th Ave.
Portland, OR 97213
Phone: 503.281.0608

SOUTH DAKOTA

VACANCY

VACANCY

UTAH

***Senator F. Ann Millner** (appointed 2019)

Utah State Senate
4287 Harrison Blvd., Room 313
Ogden, UT 84403
Phone: 801.900.3897
Email: amillner@le.utah.gov

VACANCY

WASHINGTON

***Representative Gerry Pollet** (appointed 2015)

Washington House of Representatives
132C Legislative Building
PO Box 40600
Olympia, WA 98504
Phone: 360.786.7886
Email: gerry.pollet@leg.wa.gov

VACANCY

VACANCY

WYOMING

***Senator Fred Baldwin** (appointed 2017)

Wyoming Senate
P.O. Box 1032
Kemmerer, WY 83101
Phone: 307.877.3687
Email: Fred.Baldwin@wyoleg.gov

Representative Mark Kinner (appointed 2018)

Wyoming House of Representatives
456 Sumner St.
Sheridan, WY 82801
Phone: 307.674.4777
Email: Mark.Kinner@wyoleg.gov

Representative Sue Wilson (appointed 2018)

Wyoming House of Representatives
P.O. Box 21035
Cheyenne, WY 82003
Phone: 307.316.7497
Email: Sue.Wilson@wyoleg.gov

Changes to this list should be directed to:

Christina Sedney
Western Interstate Commission for Higher Education
3035 Center Green Drive, Suite 200
Boulder, CO 80301-2204
Phone: 303.541.0238
Email: csedney@wiche.edu

WICHE STAFF

As of 5/1/19; names in **bold** type indicate new WICHE employees or employee roles.

PRESIDENT'S OFFICE

Demarée Michelau, president
Elizabeth Golder, executive assistant to the president and to the commission
Jeanette Porter, senior administrative coordinator

ACCOUNTING SERVICES

Craig Milburn, chief financial officer
Drew Elksholder, accounting specialist
Alicia Jones, accountant

COMMUNICATIONS

Jeremy Simon, director of strategic communications
Candy Allen, senior graphic designer
John Fellers, web design manager
*Emma Tilson, administrative coordinator

HUMAN RESOURCES

Deirdre Coulter, director of human resources
Georgia Frazer, human resources assistant

IT SERVICES

Dave Clark, chief of digital services
Andy Mills, systems administrator

PROGRAMS AND SERVICES

Jere Mock, vice president
Suzanne Benally, director, Native-Serving Institutions Initiative
Margo Colalancia, director, student access programs
Anna Galas, program manager, Interstate Passport®
Kay Hulstrom, manager, institution services
Kim Nawrocki, coordinator of student access programs and events
Angela Rochat, data, policy, and evaluation coordinator
Pat Shea, director, academic leadership initiatives
Kate Springsteen, member and education services coordinator, Interstate Passport
*Emma Tilson, administrative coordinator

POLICY ANALYSIS AND RESEARCH

Patrick Lane, vice president
Peace Bransberger, senior research analyst
Laura Ewing, administrative manager
Colleen Falkenstern, research analyst
Sarah Leibrandt, senior research analyst
***Shelley Plutto**, administrative assistant
Christina Sedney, director, policy initiatives and state authorization, W-SARA

BEHAVIORAL HEALTH PROGRAM

Dennis Mohatt, vice president, behavioral health and co-director, Mental Health Technology Transfer Center (MHTTC)
Gina Brimmer, director of veterans initiatives
Brittany Copithorn, project coordinator
John Gomez, director of operations
Vanessa Gonzalez, rural opioid technical assistance coordinator
Andie Hancock, budget coordinator
Rebecca Helfand, program director
Hannah Koch, research and technical assistance associate
Paulette Lawrence, Together With Veterans specialist
Bethany Rigles, research and technical assistance associate
Annette Robertson, fidelity reviewer
Liza Tupa, director for education and research
Karen Voyer-Caravona, fidelity reviewer
Darlene Williams, administrative assistant
Stefanie Winfield, MHTTC research and technical assistance coordinator

WICHE COOPERATIVE FOR EDUCATIONAL TECHNOLOGIES (WCET)

Mollie McGill, interim executive director, WCET, and senior director of operations and membership
Rosa Calabrese, manager, digital and project support services
Cheryl Dowd, director, State Authorization Network
Laura DaVinci, program manager, Every Learner Everywhere
Lindsey Downs, assistant director, communications, community, and social media
Sherri Artz Gilbert, director of operations and membership
Stacey Güney, director, Every Learner Everywhere
Charles Hayward, assistant director, Every Learner Everywhere
Joyce Holliday, administrative assistant, Every Learner Everywhere
Robert Perez, grant manager, Every Learner Everywhere
***Shelley Plutto**, administrative assistant
Russell Poulin, senior director of policy, analysis and strategic alliances
Megan Raymond, director, programs and sponsorship
Daniel Silverman, assistant director, State Authorization Network
Tanya Spilovoy, director, open policy

Next Commission Meeting Date: November 7-8, 2019, Denver, Colorado

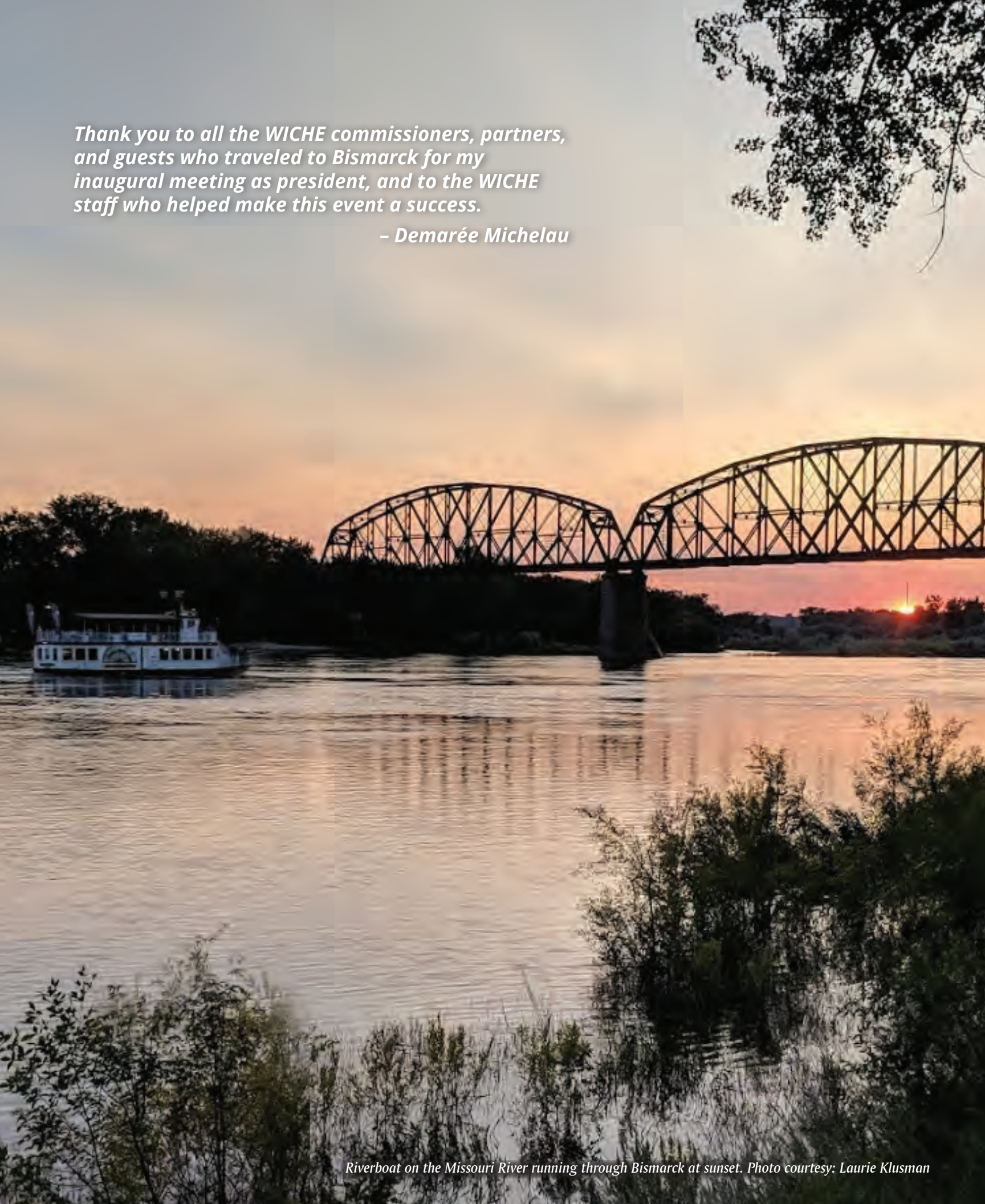


In the years since its 1892 opening, The Brown Palace Hotel in downtown Denver has hosted more than a half dozen presidents, numerous world leaders, and the Beatles. We look forward to welcoming the WICHE Commission to our Fall meeting at The Brown Palace, November 7-8, 2019.

Photo courtesy: The Brown Palace

*Thank you to all the WICHE commissioners, partners,
and guests who traveled to Bismarck for my
inaugural meeting as president, and to the WICHE
staff who helped make this event a success.*

- Demarée Michelau



Riverboat on the Missouri River running through Bismarck at sunset. Photo courtesy: Laurie Klusman