WICHE OCE

OPERATIONS

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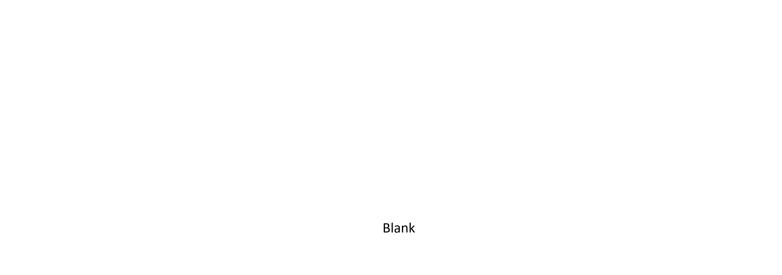October 2018

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EXECUTIVE SUMMARY

The [Online Course Exchange](#) (WICHE OCE) is a robust administrative tool designed to support collaboration among institutions offering online courses. As members of a consortium using OCE, institutions expand their students' access to high quality online courses and programs taught by other institutions participating in a consortium.

The OCE infrastructure is designed to be flexible so that it can support a wide range of consortia goals and business models—from those exchanging course enrollments across two- and four-year institutions statewide to discipline-specific exchanges across institutions in multiple states. For each consortium client, OCE provides a range of services. These include a dedicated web-based course catalog and student data exchange system, training on the use of the OCE platform, access to a series of reports, financial transaction services, and more.

Each consortium's member institutions decide which courses they want to offer on the consortium's exchange and how many seats they will make available in each. These institutions also decide which courses on their exchange they want to make available to their own students. By balancing the supply and demand for courses across the consortium, students have access to more courses that can be pre-articulated to their programs while institutions have an opportunity to sell excess capacity in courses that might otherwise go unfilled. Through the Exchange, institutions may make more efficient use of limited resources and may be able to keep low-enrollment courses in niche programs financially viable by aggregating student enrollments across the consortium. Additionally, faculty may have the opportunity to develop and offer more courses in specialty subject areas because the Exchange can aggregate student demand for more advanced or additional courses.

OCE is based at the Western Interstate Commission for Higher Education (WICHE), a 501c3 not-for-profit organization, located in Boulder, Colorado.

ABOUT WICHE OCE

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MISSION

WICHE OCE provides consortia with the robust administrative tools to enable students, through their home institutions, to seamlessly access high quality online courses and programs offered by other four-year and two-year member institutions. The collaborative model fosters faculty engagement, resource sharing, innovation, and student completion.

GUIDING PRINCIPLES

WICHE OCE, in its relationship to its consortia clients and their member institutions, adheres to the following guiding principles:

- Promote collaboration among faculties, administrators, and students to advance the common goals of higher education and promote access to high-quality academic offerings.

- Preserve the autonomy, integrity, and quality of each consortium and its member institutions.

- Encourage and support the sharing of ideas, techniques, methods, courses, and programs for the benefit of enrolled students.

- Comply with standards and best practices of learning organizations for efficiency, effectiveness, and accountability.

ORIGIN OF OCE

In 2004, WICHE received a grant from the U.S. Department of Education/Fund for the Improvement of Postsecondary Education (FIPSE) to design and develop an infrastructure to support a pilot project exchanging enrollments in online courses among institutions in four western states: Alaska, Idaho, Montana, North Dakota. The exchange, initially called the WICHE Northwest Educational Outreach Network (NEON), focused on three niche programs: doctoral nursing education, library media, and supply chain management. Also that year, WICHE partnered with the Western Institute of Nursing (WIN) to make additional online doctoral nursing courses available through the development of the Nursing Education Xchange (NEXus) with a grant provided by FIPSE to WIN. NEXus, founded as a partnership among select Western universities offering doctoral nursing programs (PHD and DNP), with subsequent funding from the Health Resources and Services Administration brought additional institutions into the course sharing consortium.   Additional developmental funding for WICHE OCE was later provided by the Alfred P. Sloan Foundation with a grant in 2009.

By balancing the supply of courses and student demand in niche programs offered online across multiple institutions and states, these early pioneers hoped to ensure their sustainability. They saw this new technology and shared resources as a way to achieve efficiency in the use of limited resources while offering students a higher quality learning experience than might be possible by a single institution. They took the traditional student exchange models that had served students so well on campuses for decades into the new era of anytime, anywhere online learning.

To sustain and ultimately expand the exchange infrastructure developed in the FIPSE and Sloan-funded project, WICHE founded OCE and offered it through a fee-for-service model to institutions and consortia. NEXus, administered by the Western Institute of Nursing, has been powered by WICHE OCE since 2006.

ABOUT WICHE

The Western Interstate Commission for Higher Education (WICHE) is one of four regional compacts established by the U.S. Congress in the 1950s to facilitate the sharing of information and resources across its postsecondary constituents. WICHE works 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. WICHE's 16 members include 15 states: Alaska, Arizona, California, Colorado, Hawai'i, Idaho, Montana, Nevada, New Mexico, North Dakota, Oregon, South Dakota, Utah, Washington, Wyoming, as well as the Commonwealth of the Northern Mariana Islands and Guam (the first of the U.S. Pacific territories and freely associated

states to participate). In addition to its regional mission, WICHE supports or manages several national initiatives or services for the higher education community such as the Interstate Passport, the State Authorization Reciprocity Agreement (SARA), and many others. See, www.wiche.edu.

BENEFITS OF OCE-POWERED EXCHANGES TO CONSORTIA AND THEIR CONSTITUENTS

Students, faculty, and consortia and their member institutions participating in an OCE-powered Exchange receive numerous benefits, which are listed below.

STUDENTS

For students, the opportunity to:
- Access advising and guidance from familiar faculty and staff at their home institutions in the selection of exchanged courses available through distance technologies.
- Have more straightforward access to other student services including financial aid.
- Know in advance how a course(s) will articulate toward their program requirements.
- Stay on track or accelerate their time to graduation by accessing sequenced courses in terms when they are not available at the home institution.
- Access applicable courses when displaced by special circumstances such as degree- or work-related travel (military deployment, internships, clinical experiences, etc.); enriching experiences (volunteer, international travel, etc.); or local events causing disruption of service (hurricane, earthquake, fire, terrorist activity).
- Access an expanded list of quality course offerings in academic areas where resources constrain the development and delivery of select subject matter at their home institution.

FACULTY

For faculty, the opportunity to:
- Teach in their area of expertise to a broader range of students.
- Collaborate with faculty at other institutions to offer joint courses or programs and/or share successful teaching methods and learning experiences.
- Assist students with the selection of appropriate educational experiences and courses to meet their goals.
- Teach more specialty courses that are made possible by combining enrollments from more than one institution.

CONSORTIA AND THEIR MEMBER INSTITUTIONS

For consortia and their member institutions, the opportunity to:
- Offer an expanded variety of courses and programs to students.

- Balance the supply and demand for courses, and solve immediate short-term needs for particular courses.
- Respond more quickly to workforce demands.
- Provide critical enrollments for otherwise undersubscribed courses and programs.
- Increase marginal revenue for courses that are not filled to capacity.
- Achieve cost efficiencies by avoiding or sharing the cost of new course and program development.
- Keep low-enrollment courses viable.
- Share faculty in hard-to-staff disciplines.
- Ensure that limited funds for higher education are used more wisely by avoiding unnecessary duplication.
- Reduce the carbon footprint by supporting learning without travel.

CONSORTIA EXCHANGE STRUCTURES, OPERATIONAL MODELS AND CONFIGURATIONS

OCE is designed as a flexible tool to support consortia of varying sizes, geographic reach, missions, and goals. Each consortium has its own governance structure, exchange structure, operations model, and business rules. Whether a consortium's exchange is the sole activity of the organization or one of many, OCE can provide the cost-effective infrastructure to support the organization's efforts to provide students with more high-quality learning options online. If the structures, models, and configurations described below do not match your consortium, contact WICHE staff to discuss how WICHE OCE might support your efforts.

EXCHANGE STRUCTURES

OCE supports two primary exchange structures:

- **Single-Interface Exchange**. In this structure, the consortium has a dedicated staff member who is responsible for training and supporting its member institutions in the use of its OCE catalog and associated services. Thus, the WICHE OCE staff works solely with this one individual in training and communications. That individual, in turn, trains a Program Information Coordinator (OCE PIC) at each participating institution. NEXus is an example of a single-interface consortium.

- **Multiple-Interface Exchange**. In this structure, the consortium identifies a Program Information Coordinator at each institution who is responsible for educating its staff about how OCE works, posting and retrieving data in the consortium's OCE catalog on behalf of the institution, participating in training with WICHE OCE staff, and serving as the institution's primary contact for all communication with WICHE staff. This is the most common type of structure for statewide consortia.

EXCHANGE OPERATIONAL MODELS

OCE also supports two exchange operational models. Either can be used by each of the exchange structures above. They are:

- **Transcript Model**. In this model, a consortium member institution uses the OCE catalog to identify online courses it wishes to make available to its students. Through the OCE catalog, the institution's OCE PIC reserves seats in the selected online course at another institution and arranges for that course to be listed as a shadow course in his/her institution's course catalog/schedule of classes. The student is then advised, enrolls, and uses financial aid to pay for the course at his home institution. When the student completes the course, it is listed on the student's transcript as though it were offered by the home institution.

- **Transfer Model**. In this model, a consortium member institution uses the OCE catalog to identify online courses it wishes to make available to its students. Through the OCE catalog, the Enrolling Institution's OCE PIC reserves seats in a selected online course for students at its institution. The student is then advised, completes a common application for quick admission and enrollment at the Teaching Institution, and uses financial aid to pay for the course at the Teaching Institution. When the student completes the course, an official transcript is sent to the Enrolling Institution.

EXCHANGE CONFIGURATIONS

Consortia clients can choose to make one or more of the following exchange configurations available to member institutions.

- **Seat Exchange**. Member institutions with excess capacity in online courses may list these courses in the OCE catalog and offer one or more seats in each course to all other member institutions participating in the consortium.

- **Course Exchange**. Member institutions may contract with other member institutions to create and supply a new online course or an entire section of an existing online course. Enrollment may be restricted to a specific institution or subset of institutions that contracted for this service.

- **Program Exchange**. Member institutions may contract with other member institutions to jointly develop and deliver a full program. Upon approval by the relevant regional accrediting agency or agencies, the credential may be awarded by one or all institutions. The credential may be the same or vary with a different emphasis at each institution.

CONSORTIUM EXCHANGE MEMBERS: ROLES OF INSTITUTIONS AND PRICING MODELS

An Exchange works on the principles of supply and demand. Participating institutions with extra capacity in online courses wish to "sell" extra seats, and institutions with a need for additional seats in online courses wish to "buy" capacity for their students. Ideally, there is a healthy balance in supply and demand and the participating institutions also agree to a pricing model that makes sense to both the buyers and sellers.

EXCHANGE PARTICIPANTS: TEACHING AND ENROLLING INSTITUTIONS

Each Exchange has members that are either Teaching Institutions (TI) or an Enrolling Institutions (EI) or both. An Exchange must have a minimum of one institution in each role, but preferably there will be multiple institutions in each category. Institutions can also be both TIs and EIs. *See specific roles and responsibilities of teaching institutions and enrolling institutions in Exchanges powered by WICHE OCE on page 16.*

- **Teaching Institution (TI)**. Each TI decides which courses and how many seats in each it will make available to other institutions through the consortium's exchange. It lists the courses in the OCE catalog and the number of seats available along with the price per seat. It hires and pays the instructor for the course.

- **Enrolling Institution (EI)**. Each EI reviews the OCE catalog, selects courses and decides how many seats in each it would like to reserve for its students. The EI requests the number of seats in each course and advises its students about these courses. In the Transcript Operational Model, the EI arranges for this course information to be added in its institution's course catalog/schedule of classes, enrolls its students in these courses, and upon completion records them on the student's transcript. Students pay the EI using their financial aid, if applicable.

EXCHANGE PRICING MODELS

Each consortium decides which pricing model or models will be used in its Exchange by its participating institutions. The price published in the OCE catalog should include both the tuition and fees so students are not surprised by additional costs after enrolling in a course taught by another institution. Possible pricing models include:

- **Common Wholesale Price**. A consortium and its members may set a common wholesale price per credit hour or per course—the price at which an institution will sell a seat in an online course to another institution. The consortium may set more than one wholesale price. For example, it may charge $150 per credit hour for an undergraduate course and

$200 per credit hour for graduate courses. It could also set a common wholesale price for seats in all undergraduate courses except for those in a particular discipline—business, for example—that would be offered at a higher common wholesale price. By limiting the number of wholesale price levels, the consortium's financial transactions are more manageable. For Exchanges using this model, EI's typically charge their students their normal tuition rates to ensure transparency to the student. Since these seats would otherwise be empty, the TI earns additional revenue. If the wholesale price is lower than the normal tuition rates, the EI makes some additional revenue in addition to savings from forgoing the developing and offering of the course.

- **Negotiated Wholesale Price**. Members contracting for the creation of a new course or a section from a member institution may negotiate a wholesale price that is specific to this contract. That negotiated wholesale price includes the cost of hiring an instructor for the new section and may include a discount for volume enrollments.

- **Retail Price**. The retail price is the regular price of tuition or tuition and fees that is charged to the student by an institution. A consortium may allow its member institutions to charge their regular retail prices to other institutions rather than set a wholesale price. Most likely these institutions would then charge this same retail price to their students—which could be higher or lower than tuition at their home institutions and confusing. If the institutions decide to tack on an additional fee, students will choose to enroll directly at the TI because it is cheaper—defeating the effectiveness of the exchange.

- **Common Retail Price**. A consortium and its members may choose to set a common retail price per credit hour or per course—the price at which each institution will sell a seat in an online course listed in the OCE catalog to students at other member institutions. This is user-friendly for students and the recommended configuration for the Program Exchange. A common wholesale price may be difficult to achieve in places where tuition is set by the legislature, there is a differential for out-of-state students, or when institutions from multiple states are members of the consortium. This is the model used by NEXus.

OCE SERVICES FOR CONSORTIA AND THEIR MEMBERS

OCE provides a full menu of services for its consortia clients and their member institutions. Some OCE services are part of a standard package, while others can be added or customized for an additional fee depending on the needs of the consortium and its structure.

INTRODUCTORY PRESENTATION

Prior to contracting for WICHE OCE services, a consortium's leaders may request a presentation about OCE for key decision makers. This presentation by WICHE staff can be made remotely. It will provide a general overview of OCE, discuss some of the options in services available for consideration, and highlight lessons learned from supporting other consortia.

ORIENTATION OF PARTICIPATING INSTITUTIONS' STAFFS

Once a consortium has contracted with WICHE for OCE services for its Exchange, WICHE staff will schedule an orientation for staff of participating institutions. This high-level presentation will provide an overview of the roles and responsibilities of a Teaching Institution (TI) and an Enrolling Institution (EI), the consortium's central staff, and of WICHE with time for Q&A. Depending on the size and the structure of the consortium's Exchange, this orientation may be conducted for all participating institutions at once or separately by institution. Prior to the orientation, institutions are encouraged to form internal implementation and administration teams made up of key stakeholders such as the registrar, financial aid staff, department heads using the Exchange, academic advisors, and others. (See page 17 for details as well as Appendix J for an example used at one institution.)

ELECTRONIC CATALOG AND STUDENT DATA EXCHANGE

For each consortium's Exchange, WICHE OCE provides a separate section of its electronic catalog. The home page of the consortium's catalog displays a banner featuring its name, colors, and logo as preferred. The web-based catalog is data-based driven for dynamic display. Via a secure login, each Teaching Institution OCE PIC can enter data about the courses available from his/her institution, the number of seats, the price, and other information. Other member institutions can view the catalog by all institutions or by a specific institution and/or term to choose courses to make available to their students. When an Enrolling Institution's OCE PIC requests to reserve seats in a particular course, the OCE system deducts the number of seats available from the catalog display and sends an automated message to the TI asking to use the seats. When confirmed, students are enrolled in these courses by the EI's OCE PIC and a roster of enrollees is generated by

the system for the TI's OCE PIC so he/she can upload them into the institution's appropriate system. (Some institutions add the student data to their Student Information System (SIS) while others only add it to their course management system.) When the student completes the course, his/her grade is posted in the system by the TI's OCE PIC and picked up by the EI's OCE PIC to be uploaded it into the institution's SIS. OCE PICs can also use the platform's automated messaging system to notify other member institutions of a need for certain courses or to promote ones they have recently listed. Each OCE PIC can access a roster on his/her institution's activity by logging into the dashboard.

TRAINING

WICHE staff will conduct a train-the-trainer session with the staff of a single-interface exchange. That staff will then train and provide on-going support to the appropriate staff at each participating institution. For a consortium's Exchange operating as a multiple-interface exchange, WICHE staff will conduct a train-the-trainer session with the OCE PICs from all of the institutions. This training will include in-depth instruction on general policies and procedures related to the electronic catalog and student data exchange as well as hands-on training on entering/retrieving data, updating listings, pulling reports and other tasks. The *OCE Database User Manual* will be used for this training, which is typically scheduled for one hour.

OCE PIC ACCESS AND COORDINATION

Each OCE PIC will be given a password-protected login to his/her institution's dashboard required for access to the consortium's electronic catalog and student data exchange. WICHE's OCE PIC manager can help facilitate or advise OCE PICs on policies and procedures to be adopted by their Exchange. In addition, the manager may schedule training session refreshers as necessary, due to staffing changes, or in cases where new functionality or updates to existing functionality call for it. The manager is the primary contact for troubleshooting any issues OCE PICs may encounter in using the OCE system.

ONGOING SUPPORT

OCE clients receive ongoing support from WICHE staff and its OCE consultants. The roles and responsibilities include:
- WICHE Staff
  - The director of academic leadership initiatives oversees the general operations of OCE. This individual supervises other staff, approves publications, contracts, the budget, and changes to the functionality of the system proposed by WICHE's OCE PIC manager or the administrative coordinator.

- o The administrative coordinator schedules all orientation and training sessions, manages day-to-day communications with clients and prospective clients, the OCE website, and financial transactions.
- OCE Consultants
  - o WICHE's OCE PIC Manager makes presentations to prospective clients and provides train-the-trainer sessions for OCE PICs as well as ongoing troubleshooting support. The manager is responsible for updating the *WICHE OCE Database Users Manual* and recommending changes to the *WICHE OCE Operations Manual*. This individual also makes recommendations for changes to the OCE database and oversees the work of the programmer for approved changes.
  - o The WICHE OCE Programmer, who designed and has upgraded the system since its inception, provides ongoing maintenance and adds or upgrades functionality as approved.
- Resources

  The *WICHE OCE Operations Manual* and the *WICHE OCE Database User Manual* are updated as needed to ensure that they provide current information. The WICHE OCE website (www.wiche.edu/ice) contains additional information along with access to PDF versions of these manuals.

FINANCIAL TRANSACTIONS

Exchanges using the transcript operational model have the option of using WICHE's financial transaction services. The cost for this service is based on number of enrollments by the Exchange annually. Each term—on an agreed-upon date with the consortium—WICHE invoices the Enrolling Institutions for the number of enrollments made in courses offered by the Teaching Institutions at the prices listed in the Exchange catalog, processes payments from the Enrolling Institutions, and distributes payments to the relevant Teaching Institutions.

MANAGEMENT OF EXCHANGES POWERED BY WICHE OCE

Collaboration is a key ingredient to the successful management of an Exchange powered by WICHE OCE. Each party—WICHE, the consortium, and the consortium's member institutions—must have clearly defined policies, procedures, and roles and responsibilities for the smooth functioning of the Exchange. This section provides a set of policies WICHE requires consortia to put in place along with a recommended list of policies and practices to be implemented by consortia and their member institutions as appropriate. *For a tabular, semi-chronological view of actions related to these policies and procedures, see Appendix B.*

REQUIRED POLICIES FOR EXCHANGES POWERED BY WICHE OCE

The policies listed below are those that are common to all consortia exchanges powered by WICHE OCE, such that they define essential characteristics of the exchanges and enable them to operate effectively.

A consortium may not establish policies and procedures that are in conflict with these policies and procedures and/or the tenets included in its Memorandum of Understanding with WICHE.

These policies and procedures are reviewed by WICHE on an annual basis and may be revised to meet the changing needs of consortia clients. In cases of conflict, consortium leaders agree to work with WICHE's director of academic leadership initiatives to resolve the conflict.

1. **Compliance**. All participating institutions agree to comply with the Family Educational Rights and Privacy Act (FERPA), federal financial aid, and all other state and federal regulations in offering courses, exchanging student data, and any other activities carried out through the Exchange.

2. **Staffing**. All participating institutions agree to appoint an individual to serve as the Program Information Coordinator (OCE PIC) for the Exchange who has the authority and resources to carry out his/her responsibilities in a timely manner. *See Role and Responsibility of OCE PIC Coordinator, page 16.*

3. **Student Data**. For each enrollee in an Exchange course, the student's data will be uploaded onto the secure WICHE OCE Student Data Exchange System. Grades will be posted on the site, according to the agreed-upon timeline. Student data for each course enrollment will include, at a minimum, the student's name and identifier (from the enrolling institution). If additional records of student performance on specific course outcomes are needed to enable program assessment at the Enrolling Institution, the exchange of information will be arranged separately between the Enrolling and Teaching institutions.

4. **Course Listings**. For each course listed on the Exchange, the Teaching Institution will provide the course description including discipline (prefix), number, credits (semester or

quarter), title, catalog description, dates or term, institution, faculty of record, and price. (*See Appendix F*).

5. **Payment and Refund Schedule**. If WICHE is handling the financial transactions, the invoice, payment due date, and refund date schedule must be established by the Consortium and communicated to WICHE by July 1, the beginning of each fiscal year.

6. **Conflict Resolution**. All participating institutions agree to abide by the policies and procedures established by the consortium to deal with any conflicts that may arise internally among its members in the use of the Exchange powered by WICHE OCE.

RECOMMENDED POLICIES FOR CONSORTIA EXCHANGES

Consortia are encouraged to establish and publish a comprehensive set of policies and procedures associated with the roles and responsibilities of their member institutions participating in an exchange powered by WICHE OCE. Recommended policies include:

1. All participating institutions are accredited by one of seven regional accrediting bodies recognized by the U.S. Secretary of Education.

2. All participating institutions are members of the State Authorization Reciprocity Agreement (SARA).

3. All participating institutions abide by the Interregional Guidelines for the Evaluation of Distance Education (Online Learning).

4. All participating institutions agree to provide access to appropriate student services for students enrolling in courses offered through the Exchange powered by WICHE OCE. (*See Appendix C*).

5. The participating institutions ensure that the roles and responsibilities of staff assigned to Exchange activities are clearly defined in their job descriptions and that they are properly trained.

6. All participating institutions agree to implement local policies and procedures that enable them to effectively carry out their roles and responsibilities as Teaching Institutions and/or Enrolling Institutions using WICHE OCE services.

RECOMMENDED ROLES AND RESPONSIBILITIES OF THE TEACHING INSTITUTION

Teaching Institutions are those institutions paying the faculty member(s) and providing the courses that are offered on the consortium's Exchange powered by WICHE OCE.

It is essential that the faculty members teaching a course have a single set of dates, policies, and expectations for all enrollees in the class. Students in a class cannot be treated differently, and the faculty member cannot be expected to know and abide by a number of differing policies. Therefore, the policies of the teaching institution and the class rules of the instructor are the primary standards that apply to student attendance, performance, and behavior in exchanged classes. Disputes that arise from the application of those standards are resolved using the established policies of the teaching institution.

a. Course and program design and curriculum approvals are processed and established institutionally by the originating institutions.
b. Assignment and compensation of faculty is accomplished according to existing policies and agreements at the teaching institution.
c. Courses with seats made available for exchange are entered into the WICHE OCE Database System by the Teaching Institution's OCE PIC with the information outlined in the *WICHE OCE Database User Manual*.
d. The Teaching Institution abides by the pricing model established by the Consortium in which it participates.
e. The Teaching Institution determines the number of seats available to other institutions and the last day to return unused seats through WICHE OCE.
f. Although Enrolling Institutions will usually determine whether students possess the prerequisite knowledge and skills listed in the course record, in cases of doubt (or when directed by the Teaching Institution), the final acceptance of students into courses is the prerogative of the Teaching Institution. The Enrolling Institution's faculty or staff will work with the faculty of the Teaching Institution to determine the sufficiency of student preparation. Often, the required knowledge and skills will be demonstrated through coursework at the student's Enrolling Institution.
g. Students will have access to online systems of the Teaching Institution. This may include the creation of a student account.
h. For Consortia using the Transcript Operations Model: Students enrolled through an Exchange powered by WICHE OCE are included on the course-management record but are not recorded in the Teaching Institution's official enrollment records. The student's courses do not appear on transcripts from the teaching institution, and the student's credit hours are not reported by the Teaching Institution in state and federal reports in the same manner as resident students. The student/s may be assigned an official status that allows the institution to track their numbers and progress that allows students access to resources and services of the Teaching Institution. The Enrolling Institution receives the FTE credit for the course.
i. Students must be afforded some official standing and follow the academic policies of the Teaching Institution in matters related to student performance and evaluation, behavior, and discipline. Any actions or disputes regarding these issues are resolved using the published processes of the Teaching Institution.
j. The academic schedules of the Teaching Institution apply. This includes dates for start and end of instruction and holidays. All other deadlines, including drop date and refund schedule will be those normally followed by the enrolling institution.

k. Faculty in the Teaching Institution keep and make available information that may be needed by the Enrolling Institution related to student performance, course effectiveness, and student services (such as the last date of attendance or participation for financial aid purposes).
l. A faculty member's rank and status, as determined by his or her institution, are honored by all other member institutions.
m. The requirements for and exchange of students' course evaluations can be negotiated between the Enrolling and Teaching Institutions.

RECOMMENDED ROLES AND RESPONSIBILITIES OF THE ENROLLING INSTITUTION

Enrolling institutions are those enrolling their students in courses taught by other member institutions of the consortium through its Exchange powered by WICHE OCE.

a. Enrolling Institutions, using the listings in the Exchange catalog, determine which courses to make available to their students and build local course offerings for them.
b. Enrolling Institutions abide by the pricing model established by the Consortium in which it participates. Application to students in exchanged courses of tuition waivers, tuition caps, resident credit, or other special arrangements is done at the discretion of the enrolling institution.
c. All courses made available at the Enrolling Institution through the Consortium's Exchange are identified and marketed as such. Students are made aware of the opportunities they have to access courses from other institutions and of the differences in schedules, costs, expectations and procedures associated with those courses. *(See the Student Information and Policy Agreement, Appendix H).*
d. Students agree to the sharing of course and personal information through WICHE OCE as needed to permit efficient course exchanges.
e. The Enrolling Institution's admissions policies apply for any program that is supported by courses imported through the Consortium's Exchange.
f. <u>For Consortia using the Transcript Operations Model</u>: Official student records of the Enrolling Institution show exchange courses as local institutional courses. Resident credit determinations are at the discretion of the enrolling institution, as is the applicability of a course to institutional or program requirements.
g. The Enrolling Institution will determine how to translate a course grade from a Teaching Institution using a grading system that differs from the Enrolling Institution's grading system. Students should be informed by their Enrolling Institution how grades from Teaching Institutions using different grading systems will be translated by the enrolling institution prior to course enrollment. The Enrolling Institution will be responsible for determining the method by which students will be so informed.

ROLE AND RESPONSIBILITY OF THE OCE PIC COORDINATOR

Each institution participating in a consortium's Exchange is required to appoint one staff member to serve as its OCE Program Information Coordinator (OCE PIC). The OCE PIC is the principal coordinator for implementation of the Exchange on his/her campus and the primary contact for the WICHE OCE PIC manager. In exchanges with a single interface structure, the manager is an employee of the consortium. In exchanges with a multiple interface, the WICHE OCE PIC manager is employed by WICHE. The WICHE OCE PIC Manager provides training and support to the OCE PICs and is their primary contact for ongoing support.

The participating institution's Program Information Coordinator will:

Overall
- Oversee the ongoing management of the day-to-day operations of the campus's participation in the consortium exchange powered by WICHE OCE.
- Maintain regular communications with the OCE PIC manager and make recommendations for improvements and streamlining processes as appropriate.

OCE Database Management
- Obtain login and password access to consortium's Exchange powered by WICHE OCE.
- Set up courses to be offered in the Exchange's catalog powered by WICHE OCE.
- Maintain current Campus Enrollment Information.
- Upload and maintain course detail information.
- Enter and maintain Student Profile information and enroll student/s on course roster/s.
- Activate seats by term by course and grant seat requests.
- Enter grades at the conclusion of each term onto the student roster.
- Import and export student data to upload to institutional student information systems.

Coordination with Campus Departments and Programs
- Work with appropriate departments and staff (e.g., admissions administrators, continuing education administrators, registrar's office, information systems office, computing center, college-level administrators, department head/chair) to understand and implement policies and procedures required by WICHE OCE and the consortium.
- Facilitate the training of the Exchange's implementation team of department directors and staff from across the institution to develop and implement administrative, technical, and advising support services for students enrolled through the Exchange.
- Work with academic departments to appropriately identify courses to be taught by institutional faculty and offered to other institutions, as well as, identify courses offered by other member institutions for which there is a need on the OCE PIC's campus.
- Communicate with various departments such as registrar, financial aid, library, online support services to facilitate student enrollment in online courses and to resolve issues that might arise related to enrollment, grade transcription, accounting, and funds transfer.

Students
Home Institution serving as Enrolling Institution

- Develop and implement institution's plan to inform students about how the Consortium Exchange works (e.g., brochures, e-mail messages, phone calls, newsletters promoting course offerings).
- Disseminate marketing materials such as course flyer, brochures, newsletters and emails to students and faculty advisors for the promotion of Consortium Exchange course offerings each term.
- Respond to inquiries from students regarding registration and enrollment in courses offered via the Consortium Exchange. Refer appropriate academic and advising questions to relevant faculty and/or staff.
- Provide anticipated course enrollment numbers, and actual course enrollment numbers to your institution's Administrative Team.
- Assist students with enrollment in and access to online courses offered through the Consortium Exchange if they differ from their home campus's process.
- Ensure students are aware of the differing registration and enrollment deadlines for the courses.

Home institution serving as Teaching Institution
- Develop an instruction sheet that provides institution-specific information for students enrolling in courses taught by your institution.
- Develop an instruction sheet for faculty teaching courses offered via the Consortium Exchange.
- Ensure that students from other institutions that enroll in courses taught by your institution have access and course information, including course materials, in a timely manner prior to the course start dates. Implement processes for enrollment.
- Refer students to appropriate parties to answer questions (i.e., online technical assistance, online library access, faculty and staff).
- Obtain course information (e.g., textbook information, syllabus, grades) and provide relevant information to other OCE PICs and students.

GUIDELINES FOR INSTITUTIONS: INTERNAL PREPARATION FOR IMPLEMENTATION

These guidelines include activities that must occur at each institution participating in an Exchange powered by WICHE OCE. They are not meant to be either prescriptive or exhaustive and may be adjusted and supplemented with additional information and/or examples in the future as deemed helpful to clients and their member institutions.

Each institution is urged to form an Exchange implementation team, which functions in the following ways:

	Teaching Institutions	Enrolling Institutions
Administrative Staff	• Puts institutional systems into place for academic support for schools/ departments wishing to share courses. This may include, for	• Puts institutional systems into place for academic support for schools/ departments wishing to share courses. This may include course scheduling and

	Teaching Institutions	Enrolling Institutions
	example, course-development support; the recording of wholesale seat cost (common or negotiated); support for articulation agreements; marketing for courses/programs; technical support, including course management systems for Exchange students; and administrative policies for participating faculty and staff (assignment, workload, compensation, evaluation). • Ensures that students have official standing at the institution and have access to customary university resources and services. (See Appendix C. • Coordinates course record, schedules, pricing, number of seats offered and awarded, student data, and other required information with enrolling institution and with Exchange.	marketing; the setting of retail prices; remitting payments; support for articulation agreements; and marketing for courses/programs. Registrars and enrollment officers may have to decide how to list courses, how to assign local signature authority (who signs grade sheets, withdrawal forms, and other documentation that the local faculty would normally process), what characteristics of posted courses need special consideration in the course selection process, how the courses will be identified in the institutional database, and what attributes will be included. • Ensures students have access to university services (see Appendix C). • Coordinates course record, schedules, pricing, number of seats requested and used, student data, and other required information with teaching institution and with Exchange.
Academic Staff	• Creates a course offering plan, and arranges for courses to be shared. • Develops course content and outcomes, establishes course level and credits, assigns faculty according to institutional policies, and, where needed, assists Enrolling Institutions in evaluating student preparation for courses (prerequisite knowledge and skills and access to equipment or experiences). • Assesses course effectiveness in achieving learning outcomes, and shares evidence and analysis with enrolling institutions, as arranged.	• Evaluates course content, outcomes, and other characteristics. • Determines which courses to select and schedule as local sections, and determines their applicability to academic programs. • Arranges for special testing or student experiences, and evaluates student completion of prerequisites, as coordinated with the teaching institution. • Determines if assessment data (in addition to student's final grade) is needed from the teaching institution.
Student Services Staff	• Responds to student information requests, provides access to course content and management, and ensures student access to the bookstore and to library and information services. • Provides enrolled students with access to persons and procedures for resolution of any disputes that	• Advises and counsels students; administers financial aid; and provides normal student services with respect to placement, testing, tutoring, disability support, health, safety, insurance and appropriate activities. • Ensures student access to the bookstore and to library and information services. • Provides enrolled students with access

	Teaching Institutions	Enrolling Institutions
	may arise related to academic policies and expectations related to the course(s) in which they are enrolled.	to persons and procedures for resolution of any disputes that may arise related to administrative policies and expectations regarding their enrollment.

TIMELINE AND COURSE OFFERING PLAN

A consortium's participating institutions should give notice of courses available to share through their Exchange well in advance of the term in which they are to be taught (one year, if possible), so that institutions requesting seats will have enough time to develop an institutional plan, determine course articulation, and market courses. Additionally, consortia should develop policies and procedures for conditions under which courses offered on the Exchange can be cancelled and how notice will be made to other participating institutions, particularly if students are already enrolled. See example: Consortium's Course Offering Plan, Appendix D.

PARTICIPATION FEES

In February of each year, WICHE sets its participation fees for the next fiscal year (July 1-June 30). There are three types of fees for consortia: annual base membership fee, administrative fee, and customized/additional services fee.

BASE MEMBERSHIP FEE (FY 2016-17)

The base membership fee correlates to the structure of the consortium.

- **Single-Interface Exchange**. In this structure, the consortium has a dedicated staff member who is responsible for training and supporting its member institutions in the use of its OCE catalog and associated services. Thus, the WICHE OCE staff works solely with this one individual in training and communications. That individual, in turn, trains a Program Information Coordinator (OCE PIC) at each participating institution. NEXus is an example of a single-interface consortium.
  Fee: $7,500.

- **Multiple-Interface Exchange**. In this structure, the consortium identifies a Program Information Coordinator at each institution who is responsible for educating its staff about how OCE works, posting and retrieving data in the consortium's OCE catalog on behalf of the institution, participating in training with WICHE OCE staff, and serving as the institution's primary contact for all communication with WICHE staff. This is the most common type of structure for statewide consortia. Fee: $5,000 + $1,000 per member institution participating in the Exchange.

ADMINISTRATIVE FEE

This fee is associated with the number of enrollments made through the consortium's Exchange and applies if WICHE is handling the financial transactions. It can be charged in two ways:

- **Incorporated into the Pricing Structure on a Per Enrollment Basis**. In this model, WICHE bills the Enrolling Institution, retains the administrative fee, and rebates the balance to the Teaching Institution. The fee is charged at a percent of the wholesale or retail price of the course as determined in its contract with the consortium. Typically this percentage is set at 15 percent but can be adjusted for volume.

- **Flat Fee to the Consortium Annually**. This flat fee is based on the total volume of seats purchased on a sliding scale per seat during the membership year: 1 to 100 seats is $6,500; 101 to 250 seats is $11,250; up to 250-500+ is $20,000.

ADDITIONAL COSTS

- **Initial Set-Up**: $2,000 This one-time fee includes creating a dedicated portal for the consortium with a customized banner in consortium colors and logo and the inclusion of institutions' logos on course listings in the catalog.

- **Database Customization**: Consortia may request changes to their course listing fields, additional functionality such as new reports, etc. If allowed, WICHE will provide a price for making these changes in consultation with its programmer and the consortium can decide whether to move forward with these items at the additional cost.

- **Introductory Webpage Development**: For consortia that do not have their own website where they can host an introductory page(s) explaining how their Exchange works, WICHE can provide this service. The fee will be negotiated on the basis of what is needed.

APPENDICES

APPENDIX A: WICHE Memorandum of Understanding (DRAFT)

APPENDIX B: Collaborative Processes and Exchange Participant Responsibilities

APPENDIX C: Student Services: Teaching and Enrolling Institutions

APPENDIX D: Consortium Course Offering Plan

APPENDIX E: Exchange Course Information Guide

APPENDIX F: Teaching Institution Course Listing Form

APPENDIX G: Enrolling Institution Course Listing Form

APPENDIX H: Student Information and Policy Agreement (Sample)

APPENDIX I: U.S. Department of Education: Federal Student Aid

APPENDIX J: Creating an Exchange Implementation Team

APPENDIX K: Exchange Participant Institution: Internal Operations

APPENDIX L: Determining Institution's Desired Level of Participation in Exchange

APPENDIX A

Western Interstate Commission for Higher Education Online Course Exchange

MEMORANDUM OF UNDERSTANDING
DRAFT

Whereas,

The Western Interstate Commission for Higher Education's Online Course Exchange (WICHE OCE) offers consortia a web-based platform with a common set of policies, procedures, and a selection of support services for sharing distance-delivered courses among regionally accredited member institutions;

WICHE OCE enables each consortium to broaden the mix of distance-delivered courses that are available to its members' students by leveraging the resources of its consortia clients to provide a robust and economic infrastructure that can be customized to meet a consortium's specific goals;

WICHE OCE and its clients are governed by this Memorandum of Understanding and the *WICHE OCE Operations Manual*;

WICHE staff and its consultants provide oversight and support services for WICHE OCE consortia clients and their member institutions' appointed representatives;

Funding to support common use of the WICHE OCE platform is derived from clients in the form of annual dues and administrative fees based on enrollments as well as from grants, contracts, and donations, or some combination thereof;

Each WICHE OCE client bears its own costs for any custom activity, project, or program undertaken by its members through WICHE OCE that is not available to all clients and/or all of its member institutions.

Each client's members are responsible for the inter-institutional seats, courses and programs that they share via WICHE OCE and agree to:

A. Adhere to the guiding principles of WICHE OCE.
B. Assume responsibility for the quality of design and delivery of shared courses and programs.
C. Abide by accreditation standards and best practices for distance education including teach out clauses.
D. Inform and obtain appropriate approvals from institutional, system, and consortium governing board members.
E. Establish appropriate local controls, promote exchanged seats, courses and programs, and coordinate with WICHE OCE staff and staff of other members of the consortium, by:
    1. Establishing and publishing local policies and procedures for all entities and areas involved in WICHE OCE activities;
    2. Identifying knowledgeable staff in enrollment, IT, student services, administrative services, and academic services and other areas affected by course exchanges and ensure that they participate in appropriate training provided by the consortium and/or WICHE;
    3. Complying with FERPA by securing appropriate documentation from students for exchanging their personal data through the WICHE OCE platform;
F. Communicate information and coordinate activities among faculty and administrators and WICHE.
G. Pay administrative fees for enrollments within 30 days of receipt of WICHE invoices.
H. Appoint a staff person as its OCE Program Information Coordinator and primary contact for the WICHE OCE PIC manager.
I. Participate in performance reporting to identify strategies and processes to improve their consortium and WICHE OCE operations.

The WICHE OCE platform and all of its functionalities and associated materials are the property of the Western Interstate Commission for Higher Education. Student data is the property of the respective teaching and enrolling institutions and will only be used by them for the purposes of enrolling students in desired course(s) and associated services.

This agreement will be in effect for one year with the option for one-year automatic renewals. Nonrenewal notice must be given 90 days prior to the end of each academic year.

Clients agree that they will attempt to resolve any and all disputes arising out of or related to this Memorandum of Understanding by discussion and negotiations among senior administration representatives of each party. If the same is not successful, the applicable dispute shall be submitted to non-binding mediation, and all parties agree to exercise good faith efforts to resolve all such disputes in mediation.

Now, therefore, we AGREE to this Memorandum of Agreement as the authorized executive officer for

_____   headquartered in the state of _____
Name of Consortium

_____
Printed name and title of Consortium's chief executive officer

_____   _____
Signature of Consortium's chief executive officer   Date

Title:
Mailing Address:
Phone:
Email Address:

ACCEPTANCE for the Western Interstate Commission for Higher Education

_____
Printed name and title of WICHE OCE Program Director

_____   _____
Signature of WICHE OCE Program Director   Date

Mailing Address:
Phone:
Email Address:

This agreement should be submitted to:

WICHE Online Course Exchange ♦ WICHE ♦ 3035 Center Green Drive, Suite 200 ♦ Boulder, CO 80301

APPENDIX B

COLLABORATIVE PROCESSES AND EXCHANGE PARTICIPANT RESPONSIBILITIES

The collaboration described in this operational model allows the enrolling institution (EI) and teaching institution (TI), with the support of WICHE, to enhance the availability of courses while maintaining academic quality and allowing students to continue their engagement with their enrolling campus. Most functions will be accomplished through established policies and procedures of the participating institutions. Standardization of common processes is required only when essential to accommodate student needs. Responsibilities of institutions involved in the exchange are noted below in estimated chronological order.

Task	Student	Teaching Institution	Enrolling Institution	WICHE	Process
A consortium and its member institutions determine which courses to offer, post them on their catalog powered by WICHE OCE, and share course (and program) information.		Develops course and plan offerings. Determines and posts available seats and all other essential information.		Hosts course information, provided in the consortium's catalog powered by WICHE OCE.	Faculty develop and institutions approve course data for each shared course. Plans may include jointly developed academic programs.
Students and EI indicate interest in courses.	Student makes inquiry.		Reviews Exchange course offerings, selects courses, and obtains faculty approvals. Requests seats in Exchange courses. Provides program, career, and course selection advice to students.	Manages seat requests via the Electronic Catalog and Student Data Exchange. Records requests, awards, and use.	Participating institutions establish an internal process of review and approval for courses available through the Exchange and select those that fill a local need. Review should include faculty and lead to acceptance of courses that fulfill program or general requirements. If information is needed that is not included in the Exchange's course listing, it may be requested directly from the offering department or campus OCE PIC.

Task	Student	Teaching Institution	Enrolling Institution	WICHE	Process
Course or Program exchange price setting (wholesale—common/negotiated) or retail).		In compliance with consortium's pricing model, set price for course.	Determine how campus tuition & fee schedule is affected by consortium's pricing model and how any differences will be dealt with.		
In a transcript operational model, EI creates shadow course, determines retail price for course, and informs students of requirements.		Reviews, requests and awards seats.	Builds local course section, based on exchanged course. Budgets to pay TI the consortium-approved price. Advises students of available classes and special characteristics, such as: price, schedule, etc.		Registrar, enrollment services, and academic units create a shadow course at the EI with the seats awarded by the TI. Course title and number are controlled by EI. Students are informed of the course availability.
Student enrollment is registered by the TI and EI, and payment is collected.	Student enrolls and pays retail price (or other) to enrolling institution.	Student appears on class roll in instructor's course manage-ment system and in institutional database, as established by local policy.	Processes student admission into class. Collects tuition and fees.		Students and institutions agree to course information sharing through Exchange powered by WICHE OCE.
Student enrollment is confirmed through the WICHE OCE database, and TI works with implications of increased enrollments.	Student contacts instructor, collects course text and materials.		Contacts TI and WICHE OCE data system to confirm status of seats reserved for each course.	Records students enrolled in shared seats.	TI handles the implications of additional enroll-ments in courses (e.g., faculty work-load & compensa-tion), in accordance with its own established policies and practices.
Course and student services are provided by TI and EI.		Faculty member delivers course.	Provides normal learning resources for enrolled students, such as tutoring, proctor-ing, disability support, library, etc		Course delivered according to the schedule provided by the course instructor.
If consortium contracts for financial services from WICHE, WICHE invoices the EI for the course.		Using its internal processes, distributes payment for exchanges.	Pays established cost per seat used to WICHE.	Tracks &invoices the EI, collects & records payment, and disburses funds to the TI.	Payment received for delivering services requested.

APPENDIX C

Student Services: Teaching and Enrolling Institutions

Recommended Minimum

Consortia with Exchanges powered by WICHE OCE are encouraged to require their participating institutions to provide the following services for distance students as a minimum standard across all campuses and learning centers.

1. **Student Advising –** Academic advising is provided to students to help them select and enroll in the type of courses and programs that will meet their objectives (career and program advising, testing and placement, course advising).

2. **Access to Technology –** All enrolled students should have access to the following technologies at any campus or learning center:
   a. Fax (for submitting assignments).
   b. Computers connected to the internet, with appropriate software.
   c. Printers

3. **Library Access –** All enrolled students may borrow materials from the Teaching Institution (TI) or Enrolling Institution (EI) libraries, according to the circulation policies of the specific library. Proper student identification is required to check out materials. All Consortium Exchange students may access licensed digital library resources or databases, using on campus Internet connections. Remote access or access from home to digital library resources requires an authorized student username and password. Exceptions would be use of some databases that are restricted by licensing agreements to specific campuses.

4. **Email Account –** All students registered for at least one credit hour will automatically receive an email account for the duration of the course at the EI. Accounts will be supplied as needed at the TI.

5. **Technical Assistance –** Students enrolled in distance-learning courses should have appropriate avenues to obtain technical support at no extra charge for systems used to deliver their instruction. This support should take into account the way that the technical-support needs of the distance learners differ from those of on-campus learners with technical support personnel.

6. **Proctoring Tests and Exams --** Each campus or learning center will administer standardized tests needed for admissions or placement to distance learners and can proctor exams for distance education courses if authorized by the faculty of the providing institution. This testing service should be available free or at the same cost as for the students enrolled in on-campus courses. Hours for test proctoring will be posted and advertised.

7. **Marketing --** A link to the Consortium's Exchange Catalog for distance delivered courses will be available on each institution's website. For jointly offered programs through the Exchange, each institution's web pages should list exchanged courses.

8. **Financial Aid –** All students should have access to counseling about financial aid at the EI.

9. **Tutoring –** All students in distance-delivered courses should have access to tutoring (general assistance locally and course-specific assistance from the TI). Information about how to access it should be provided automatically.

CHECKLIST FOR TEACHING AND ENROLLING INSTITUTIONS

The table below lists the services to be provided by the EI or the TI. Students should be made aware of services of importance to them. Some services must be provided in part by the teaching campus (TI) and in part by the enrolling campus (EI).

Exchange Services or Tasks	Institution or Campus
Student Advising	EI for career and program. TI for course-specific advising.
Access to Technology	EI for infrastructure. TI for instructional platform and plug-ins.
Auxiliary Services	Bookstore, etc. – TI. Health, Student Life, etc. – EI.
Library Access	EI for regular student access. TI for on-line access and distance distribution.
Email Account	EI provides. TI may provide.
Technical Assistance	EI for infrastructure, and instructional platform.
Proctored Tests	EI.
Marketing	EI, TI
Financial Aid	EI
Tutoring	EI for drop-in and developmental studies. TI for course-related help.

APPENDIX D

CONSORTIUM COURSE OFFERING PLAN
EXAMPLE

Western Consortium for Rural Social Work Education

January 30, 2008

Institution	Course Title	Level/ Credits	Offering date
Courses posted in the WICHE OCE database			
U UTAH	SW 6622 Advanced Rural Child Welfare Practice	Master's/ 2 semester credits	Spring 2008 (see www.wiche-ice.org for more information)
U UTAH	SW 6142 Advanced Administration and Supervision	Master's/ 2 semester credits	Spring 2008 (see www.wiche-ice.org for more information)
UWYO	SW 5800 Women and Mental Health	Master's/ 3 semester credits	Spring 2008 (see www.wiche-ice.org for more information)
UWYO	SW 5800 Rural Heath Care Seminar: Health and Medical Social Work	Master's/ 3 semester credits	Spring 2008 (see www.wiche-ice.org for more information)
Tentative course offerings			
UAA	SWK A690 Geriatric Practice	Master's/ 3 credits	Summer 2008
UWYO	Alcohol addiction course	Master's/ 3 credits	Summer 2008
UWYO	Concentration programs in rural behavioral and health and medical social work	Master's/ Concentration program	Fall 2008

Other recommended courses to be developed:

- Crisis and Trauma from a Rural Perspective
- Addictions
- General Rural Practice
- Ethics and Best Practices in Rural Communities
- Tele-health

APPENDIX E

Exchange Course Information Guide
Course information to be posted in electronic catalog by TEACHING INSTITUTION.
ENROLLING INSTITUTIONS make selections based on this information.

- Teaching Institution and Website.

- Course Prefix and Number.

- Course Title.

- Course Credits (quarter, semester, or CEU).

- Course Level – graduate studies, bachelors degree, doctoral, associate degree, certificate.

- Campus and Course Catalog URL.

- Instructor: Name and contact information.

- Special Instructor Attributes: Such as, Nobel laureate, academically qualified by AACSB, etc.

- Description of Course.

- Syllabus, including:
  - Course objectives
  - Text/readings
  - Student learning outcomes
  - Assignments
  - Schedule of content
  - How assignments are evaluated
  - Assessment processes
  - Special technology requirements

- Prerequisites: Courses and (if feasible) knowledge or skills, since course identifiers vary. If the prerequisite courses are described on a website, consider including the links.

- Grading: system used at TI such as plus/minus grades.

- Delivery Method, Requirements: Software, lab materials, access to databases, technology.

- Dates: Start and end of instruction. Campus visits required. Practicum, clinical, or engagement required.

- Special Arrangements: Arrangements that students must make (e.g., make a video; give a presentation or performance; take a skills test; visit a clinical or industry site; partner with a local entity, etc.).

- Academic Contact: May be someone other than faculty available to answer course questions.

- Administrative Contact: For student policy or procedural inquiries and dispute guidance (may be one person per institution).

- Contact email: Instructor and staff supporting the course.

- IT Contact: For help desk at teaching institution.

- Contact Information: For bookstore and library of teaching institution.

- Cost per Seat: Payable to the teaching institution.

- Availability: When course is generally offered.

- Faculty Qualifications: Including information such as selling points of faculty, rank and area of research or interest, faculty experience with the media used, successes, student testimonies of course value, etc.

- Student Readiness Checklist: Experience, software, student ability with particular equipment or processes that enrolling institution should document or verify prior to enrollment in the course.

- Available Seats, by Semester:
  - Term
  - Section
  - Instructor
  - Seats (number available)
  - Last day to return unused seats
  - Credits

- Enrollment Limitations.

- Other Important Information.

APPENDIX F

TEACHING INSTITUTION COURSE OFFERING FORM
SAMPLE

Provide the following information to your institution's OCE PIC to have a course added/updated in the Exchange Catalog.

Date:

Department:

Contact:

OCE PIC Name:
Email:
Phone:

We agree to prepare and deliver the course identified here for the benefit of students enrolled in Enrolling Institutions participating in *insert name of consortium and its exchange.*

Identification of Course by Teaching Institution

Prefix and Number: Discipline: Number of Credits:

Term:

Instruction start and end dates:

Final grades available from faculty:

Course Title:

Course Description:

Prerequisite courses, knowledge or skills, special notes, enrollment restrictions, other course information:

Maximum number of students to be accommodated by Teaching Institution:

Delivery method and technology needed by students (hardware, software, shipped items, etc. – Indicate if course is currently available by this method or to be developed for this agreed purpose):

Method and arrangements for student authentication and assessment of outcomes:

Other useful information about the course, department, the faculty member (e.g. accepted as general education, satisfies requirement for XX degree, etc.):

Name(s) and coordinates of teaching faculty:

Name and coordinates of departmental contact:

*Attach short (less than 1 page) BIO of teaching faculty

*Attach detailed syllabus or course description using WICHE OCE template

APPENDIX G

ENROLLING INSTITUTION COURSE ENROLLMENT RESERVATION FORM
<u>SAMPLE</u>

Provide the following information to your institution's OCE PIC to reserve seats in a course listed in the Exchange Catalog.

Date:

Department:

Contact:

OCE PIC Name:
Email:
Phone:

We request that seats be reserved in the following course listed in the <u>*insert name of consortium and its exchange*</u> and a shadow course be created at our institution so that our students can enroll in it.

Course Identification at Enrolling Institution
Prefix and Number:

Discipline:

Registration start and end dates for this course:

Date course roster delivered to Teaching Institution:

Last day to withdraw:

Last date for posting term grades to student records:

Name and coordinates of course coordinator at Enrolling Institution:

_____. *Duties include prerequisite and technology checks for students, arranging for distribution of materials, coordination with OCE PIC*

Price to be charged to student:

Date payment due:

Contact information for financial services at Enrolling Institution – to collect payment:

APPENDIX H

STUDENT INFORMATION AND POLICY AGREEMENT
For students enrolling in courses offered through an Exchange powered by WICHE OCE

Sample for Consortia Using Transcript Operational Model

To be posted on the Enrolling Institution's website with requirement that students read and accept prior to enrolling in courses offered through Exchange

Course Information
Insert name of Enrolling Institution is a member of a consortium of accredited institutions of higher education called *Insert name of Consortium and its Exchange*. This membership expands your opportunity to select and access high-quality online courses from other member institutions. Even though the courses are taught by faculty in the other institutions, credits earned count toward your degree/program here, your financial aid will not be affected, and you will not need to transfer credits. If you elect to register for one of these courses, you must be aware of the following information and agree to the policies that govern the course delivery.

Registration
Courses offered through the Exchange powered by WICHE OCE will be designated in the schedule of classes. You may register for the course through our usual registration process, paying all tuition and fees in the process. Since you will be enrolling as our student, you are responsible for adhering to the established policies and procedures found in our catalog and student handbook, including drop dates and the refund policy. Please note: Special discounts and tuition waivers may not apply to this course. Also, registration and enrollment deadlines may differ from ours. In addition, as a *Insert name of Enrolling Institution* student, you are responsible for adhering to established academic policies and procedures of the teaching institution in areas such as academic integrity, course performance, and behavioral standards.

Delivery
The institution providing this course is regionally accredited and a member of the *Insert name of the Consortium*. The course instructor will supply the syllabus via email or via a link in their learning management system. It is your responsibility to contact the course instructor and comply with the requirements and the schedule of the course. It is also your responsibility to comply with the academic policies of the teaching institution in areas such as academic integrity, course performance, and behavioral standards. Evaluation of your performance and computation of the grade in your course is the responsibility of the instructor at the teaching institution. Any dispute regarding process or content of that evaluation is subject to the review policies of the teaching institution.

This course will be completed online and there will be no in-person meeting requirements. The instructor may require a proctored exam and will give you guidelines to follow. Course materials may be provided through the teaching institution's course management system which may or may not be the same as ours. The course instructor or a representative from the teaching institution will contact you with information regarding how to enter its course management system. It is your responsibility to remember the unique username and password for this course. Keep a record of this information and who to contact at the teaching institution in case there is an issue.

Start/End Dates
It is your responsibility to review the course syllabus and know when the course begins and ends. These dates may differ from a majority of the courses offered by our institution.

Financial Aid
If you are eligible for federal financial aid programs, this course will not affect your eligibility. Even though the instructor does not work for our institution, this course has been approved by the appropriate academic department to be offered through *Insert name of Enrolling Institution*.

Records
Data from your academic record at *Insert name of Enrolling* Institution will be shared with appropriate persons from the teaching institution including, but not limited to, name, address, phone number, email address, and student ID. This data will be used by the course instructor to help maintain a record of your performance on the assignments and activities of the course. This data will be submitted via WICHE OCE, a web-based platform supporting the Exchange's electronic catalog and student data exchange, in order to facilitate transfer of information between institutions through a secure database. A limited number of university staff or faculty will be granted access to the database on a need-to-know basis.

Course Grade
The course instructor will submit the final grade earned in the course to the *Insert name of Enrolling Institution* registrar through the WICHE OCE platform. The grade will be posted on your *Insert name of Enrolling Institution* transcript and used in the calculation of your GPA. Grade appeals for this course will be addressed to the course instructor first and then to the *Insert name of Enrolling Institution* academic department sponsoring the course. Please note that the course grade used by the instructor may be translated to fit *Insert name of Enrolling Institution's* grading system. *Insert link to your grading translation policy/procedure*.

Agreement
By registering for a course offered through *Insert name of the Consortium and its Exchange*, you have chosen to agree and accept the information provided above.

If you have a question about the *Insert name of the Consortium and its Exchange*, contact: *Insert information for contact at your institution*.

_____   _____
                   Student Name   Date

APPENDIX I

U.S. Department of Education: Federal Student Aid

§ 668.5 Written arrangements to provide educational programs.

(a) *Written arrangements between eligible institutions.* If an eligible institution enters into a written arrangement with another eligible institution, or with a consortium of eligible institutions, under which the other eligible institution or consortium provides all or part of the educational program of students enrolled in the former institution, the Secretary considers that educational program to be an eligible program if it otherwise satisfies the requirements of §668.8.

(b) *Written arrangements for study-abroad.* Under a study abroad program, if an eligible institution enters into a written arrangement with a foreign institution, or an organization acting on behalf of a foreign institution, under which the foreign institution provides part of the educational program of students enrolled in the eligible institution, the Secretary considers that educational program to be an eligible program if it otherwise satisfies the requirements of paragraphs (c)(1) through (c)(3) of this section.

(c) *Written arrangements between an eligible institution and an ineligible institution or organization.* If an eligible institution enters into a written arrangement with an institution or organization that is not an eligible institution under which the ineligible institution or organization provides part of the educational program of students enrolled in the eligible institution, the Secretary considers that educational program to be an eligible program if—

(1) The ineligible institution or organization has not had its eligibility to participate in the title IV, HEA programs terminated by the Secretary, or has not voluntarily withdrawn from participation in those programs under a termination, show-cause, suspension, or similar type proceeding initiated by the institution's State licensing agency, accrediting agency, guarantor, or by the Secretary;

(2) The educational program otherwise satisfies the requirements of §668.8; and

(3)(i) The ineligible institution or organization provides not more than 25 percent of the educational program; or

(ii)(A) The ineligible institution or organization provides more than 25 percent but not more than 50 percent of the educational program;

(B) The eligible institution and the ineligible institution or organization are not owned or controlled by the same individual, partnership, or corporation; and

(C) The eligible institution's accrediting agency, or if the institution is a public postsecondary vocational educational institution, the State agency listed in the Federal Register in accordance with 34 CFR part 603, has specifically determined that the institution's arrangement meets the agency's standards for the contracting out of educational services.

(d) *Administration of title IV, HEA programs.* (1) If an institution enters into a written arrangement as described in paragraph (a), (b), or (c) of this section, except as provided in paragraph (d)(2) of this section, the institution at which the student is enrolled as a regular student must determine the student's eligibility for title IV, HEA program funds, and must calculate and disburse those funds to that student.

(2) In the case of a written arrangement between eligible institutions, the institutions may agree in writing to have any eligible institution in the written arrangement make those calculations and disbursements, and the Secretary does not consider that institution to be a third-party servicer for that arrangement.

(3) The institution that calculates and disburses a student's title IV, HEA program assistance under paragraph (d)(1) or (d)(2) of this section must—

(i) Take into account all the hours in which the student enrolls at each institution that apply to the student's degree or certificate when determining the student's enrollment status and cost of attendance; and (ii) Maintain all records regarding the student's eligibility for and receipt of title IV, HEA program funds.

(Authority: 20 U.S.C. 1094)

APPENDIX J

CREATING AN EXCHANGE IMPLEMENTATION TEAM
Adapted from One Institution's Process

Each institution is encouraged to form an Exchange Implementation Team which functions at three levels: upper administration, college or department, and administrative support. Communication is a key to successful implementation. Strong leaders are needed at each level. Each proposed staff member has intimate knowledge of an area of the institution and can assist in putting the systems in place to interact with the Exchange powered by WICHE OCE.

LEVEL 1 – INSTITUTIONAL ADMINISTRATION TEAM

Team members include a representative from academic affairs, finance, registration, advising, and distance education. This team puts institutional systems into place for academic support for schools/departments wishing to share courses, setting of tuition and fees, invoicing and remitting payments, support for articulation agreements, marketing for courses/programs, and technical support including getting exchange students into the course management system.

Team Members	Duties
Level 1	*Institutional Administrative Team*
1. Academic Affairs	1. Provides academic support for schools/departments wishing to share courses.
2. OCE PIC	Provides hands-on leadership of project.
3. Finance	Set tuition and fees. Develop invoice and payment systems.
4. Registration	Provide support for articulation agreements.
5. Counseling/advising	Market course and programs to students.
6. Distance or Continuing Education	Provide technical support including getting Exchange enrollees into the course management system.

Each team member should think though the following questions for their area and share the information with the entire team:

Academic Affairs

1. Within your institution, who needs to be involved in the decision to share courses through the Exchange powered by WICHE OCE?
2. If required by the consortium, who would sign a memorandum of agreement for your institution to participate in the Exchange powered by WICHE OCE?
3. Are the institutional policies regarding the academic grievance and appeal processes available online?
4. What grading system does your institution use?
5. Who has the authority to adapt enrollment policies to accommodate an online inter-institutional curriculum?

6. Is compensation for developing an online course covered by a union agreement?
7. Is compensation for teaching an online course covered by a union agreement?
8. Who decides how faculty will be compensated for developing and teaching online courses?
9. Who owns the online course content at your institution?
10. Does your institution provide training to teach online?
11. Does the training address the needs of students with disabilities?
12. Does your institution provide instructional-design support to faculty requesting assistance in developing an online course or module?
13. How is the development of an online course funded at your institution?
14. How is the delivery of an online course funded at your institution?
15. Do you have an online form for online students to evaluate their instructor's performance?
16. Does your institution have a policy requiring that online students be provided an opportunity to evaluate their instructor's performance?
17. Does your institution have an academic integrity or honesty policy or statement for students?
18. Do you have an online form for online students to evaluate the technical assistance they received while taking a course online?

Finance

1. Is your institution authorized to set the tuition for its own online courses?
2. Is your institution authorized to set fees for its own online courses?
3. Who sets the price for online courses?
4. Are distance-delivered courses priced differently for in-state and out-of-state students?
5. What is the price per credit hour for online courses for the current year?
6. Are the development and delivery of online courses funded in the same manner as traditional courses?
7. Who determines how online courses are funded at your institution?
8. Is the revenue from online courses handled differently from the revenue from traditional courses?
9. Who determines how the revenue from online courses is distributed at your institution?
10. What is the current distribution of revenue for instructor, department, school/college, continuing/distance education and central administration?

Distance or Continuing Education

1. What course management system is used by your institution?
2. Do you provide an online tutorial for students to learn how to use the course management software?
3. When is technical assistance available by phone/email to students and instructors experiencing problems with your online course management system?
4. Are online students provided with access to online library and database resources?

Registration *(for those consortia operating on a transfer model)*

1. Can students enroll online in online courses?
2. Does your online course enrollment system provide a mechanism where instructor permission must be obtained before a student may enroll in the course?

Financial Aid

1. Does your institution have a policy concerning financial aid for distance education students?

Counseling/Advising

1. Has a plan been developed to train counselors and advisors to help students to access online courses?
2. Is there a way for counselors/advisors to inform departments of student need for online courses?

LEVEL 2 - ACADEMIC TEAM

Academic Team members include the dean, director, department chair and faculty from a particular school or department wishing to participate in exchanges. This team creates a Course Offering Plan and initiates transfer approval for courses they wish to access from other institutions. The team also determines the course or courses they will share with other institutions through the Exchange powered by WICHE OCE.

Team Members	Duties
Level 2	*Academic Team*
Dean, director, department chair, faculty in the course exchange	Creates Course Offering Plan for courses to share with other institutions and courses to receive from other institutions Initiate transfer approval/articulation for desired courses from other institutions.

Some course exchange participants work together to create a full curriculum for a complete program. Other course exchange participants simply share courses. It is up to each institution to determine if a course from another institution will meet the requirements of a specific course at its institution. The registrar's office is a good place to begin to determine if a course meets institutional requirements. If the course has never been accepted for transfer, it could go through the same committee system it would go through for transfer.

Provide information for course listing. *See Appendix E.*

LEVEL 3 – OCE PIC TEAM

The most important leadership role in the implementation of an Exchange powered by WICHE OCE is the OCE Program Information Coordinator (PIC). Campus operations may be enhanced by the designation of an OCE Program Information Coordinator (OCE PIC) who is knowledgeable about institution procedures and of the capabilities and limitations of the Exchange. A coordinator may accomplish much of the process and coordination work described in the three levels.

Role of the OCE PIC Coordinator

1. Work with the Academic Leadership to develop and maintain a comprehensive online distance education Course Offering Plan for the institution.
2. Set articulation agreements in place if needed. Check first with registrar to see if course has been transferred. If not, utilize institutional committee structure to accept courses or programs.
3. Input all online courses identified to be shared each semester into the Exchange's electronic catalog powered by WICHE OCE according to the course-sharing timeline developed by the consortium.
4. Make a last check with the departments on the number of seats they need prior to making the request. Sometimes the plan is not always the same as the last-minute reality.
5. Request seats in courses identified in your institution's Course Offering Plan at the time designated by the course-sharing timeline.
6. Grant or decline requests for seats in a timely manner based on the timeline set by the consortium.
7. Create a course in you Student Information System (Banner, People Soft, etc) with the granted seats.
8. Market the courses at your institution.
9. Assure student name and email is put up on the course roster in the Student Data Exchange System on the WICHE OCE platform so it can be accessed by the *teaching* institution and entered into its institution's Learning Management System (LMS).
10. Access student name and email from WICHE OCE platform roster for those students accessing seats in your institution's online courses.
11. Get faculty permission to access grades for your students.
12. Invoice *home* institutions for seats in your courses. *(Not applicable if using WICHE financial transaction services)*
13. Pay invoice for seats in *teaching* institution courses.
14. Meet regularly with the OCE PIC Manager representing your consortium.

The OCE PIC Team includes administrators and staff who coordinate exchanged offerings with the teaching institution (for imported courses), the enrolling institution (for exported courses) and with WICHE for student enrollments, payments and records. This team inputs courses to be shared into Exchange's electronic catalog on the WICHE OCE platform with the designated number of seats, requests seats from other course exchange participants through the WICHE OCE platform, creates a course in the institutional database with the requested seats, reports enrollments for billing purposes, posts/retrieves rosters on the WICHE OCE platform, and posts/retrieves grades on the WICHE OCE platform. Some institutions handle this at the department level. Others run it through the unit managing distance education in collaboration with the department.

Team Members	Duties
Level 3	*OCE PIC Administration Team*
OCE Program Information Coordinator (OCE PIC) and administrative assistant	OCE PIC manages all aspects of sharing courses and programs. A. Works with departments/colleges to update Course Offering Plans. B. Markets courses/programs to other institutions. C. Shares courses/programs others have to offer w/ relevant staff. D. Directs completion of the following: i. Input of courses to be shared into Exchange's electronic catalog on WICHE OCE platform with designated number

	of seats.
	ii. Requests seats from other collaborative partners through WICHE OCE platform and creates course in the institutional database with the requested number of seats.

APPENDIX K

EXCHANGE PARTICIPANT INSTITUTION: INTERNAL OPERATIONS

TEACHING INSTITUTION:

Course Set-Up

1. Department identifies course(s) they wish to offer on the Exchange including number of seats and communicates this information to the OCE PIC.
2. Department submits Class Schedule form to the Office of the Registrar identifying this as Exchange stacked course.
   a. UAA students enrolled in one section – available in online registration system.
   b. Exchange students enrolled in second section – all manually registered.
      - Exchange section number has "W" in second position (EX: 8W1).
3. OCE PIC uploads the course into the WICHE OCE platform with a set cost for the course and the number of seats that are being offered. OCE PIC also gathers information pertaining to the course, i.e., syllabus, course description, credit hours, instructor, etc. and enters into the database.

Accounting

1. Work with Accounting staff to determine course tuition and fee breakdown.
   a. Possible tuition and fee allocation
      - Department allocation
      - Administrative service allocation
      - Technology fees
      - Distance Education fee
      - Network fees
      - WICHE OCE administrative fee
2. Set up fees using detail codes to apply fees to appropriate accounts.

Admissions

1. Quick-Add student to create student ID as non-degree seeking student
2. Regular overnight processes assign ID and attaches student to Course Management Software

Registration

1. Manually register student for Exchange course section

Grading

1. Faculty member assigns final grade using electronic system
2. Registrar forwards grade to OCE PIC
3. OCE PIC uploads grade to WICHE OCE platform.

Billing

1. OCE PIC submits invoice to enrolling institution after drop period.
2. Payment received and distributed by detail codes

ENROLLING INSTITUTION

Course Set-Up

1. Faculty member identifies courses from Exchange's electronic catalog powered by WICHE OCE that they wish to make available to their students.
   a. Courses can also be requested that are not yet listed in the Exchange's catalog. In that case the PIC will attempt to locate another institution willing to offer the desired course and encourage them to list it in the catalog.
2. Faculty or Advisor informs OCE PIC that department/other would like to request seats in the course.
3. OCE PIC submits a seat request into the WICHE OCE platform identifying the number of seats desired.
4. Once the seats are granted by the teaching institution they are marketed to UAA students.
5. CE PIC submits course schedule form to make the course available within the SIS.
6. Course created in SIS with a "W" in the second slot of the section number. Ex: Hist a22o sec. 8W1

Registration/Tuition and Fees *(Relevant if Consortium operating with the Transcript Model)*

1. Students contact department to receive departmental approval for registration.
2. Departmental override entered into SFASRPO by department.
3. Students register for the course as they would any other online course with approval required.
   a. Course set up with instructor approval required.
   b. OCE PIC, with department assistance, is responsible to obtain Exchange contract signature from participating student.

University of Alaska Anchorage - WICHE OCE Instructions

1. OCE PIC submits student information into Student Data Exchange powered by WICHE OCE for addition to class rolls at teaching institution.
2. *OCE PIC will receive invoice from teaching institution reflecting the total amount owed by UAA to the teaching institution. (This invoice will come instead from WICHE if the consortium is using WICHE's financial services.)*
3. Once invoice is received the OCE PIC works with Accounts Payable to see that the appropriate monies are distributed accurately.
   a. Teaching Institution *(determined by teaching institution)*
   b. WICHE *(amount of administrative fee per enrollment based on contract with consortium)*
   c. Local Campus fee disbursement *(determined by enrolling institution)*

Grading

1. OCE PIC pulls grades from WICHE platform.
2. Grades submitted to Office of the Registrar.
3. Grades input into student grading tables and rolled to transcript.

APPENDIX L
DETERMINING INSTITUTION'S DESIRED LEVEL OF PARTICIPATION IN EXCHANGE

Each member institution of a consortium whose Exchange is powered by WICHE OCE determines the level at which it will participate. If the institution first puts into place the systems for importing courses, the system for exporting course falls simply into place. To take the best advantage of participation in and Exchange, it is wise to develop a strategic plan (Course Offering Plan) for several terms that identifies which courses and how many seats you want to import and export. Here are some questions to consider:

IMPORTING COURSE AS THE ENROLLING INSTITUTION:

1. For which online courses does your demand exceed capacity? *(You could reserve seats in a course at another institution and offer two sections—one you teach and one taught by an OCE partner.)*

2. Do you have student demand for courses that you offer on campus but not online?

3. Do you have a faculty member who teaches online that cannot teach in an upcoming semester because of illness or a sabbatical?

4. Would it meet urgent workforce needs for you to partner with other consortium member institutions to create an online certificate or degree program?

EXPORTING COURSES AS THE TEACHING INSTITUTIONS:

1. Do you have some high-quality courses with extra capacity?

2. Do you have a faculty member with unique expertise who could offer another section of a specialty course if it could be offered through the Exchange?

3. Do you have an online program that could be of benefit to other institutions which do not currently have funds for online course or program development?

SETTING THE COST OF COURSES IN AN EXCHANGE POWERED BY WICHE OCE

The consortium will establish its pricing model to which its member institutions will adhere for courses listed on its Exchange. The Teaching Institution posts the cost of the course in the Exchange's electronic catalog powered by WICHE OCE. This price should include tuition and any additional fees so a student knows in advance of enrolling the cost of the course. The Enrolling Institution knows they will pay the cost listed in the Exchange catalog and sets the costs they will charge students. An EI may add on fees needed to cover administrative costs or decrease the amount charged students using supplemental or grant funds. The price should not be higher than what it would cost a student to enroll directly at the Teaching Institution and transfer the course back to their home institution.