



Eldorado Canyon: Michael deLeón Photography

Western Interstate Commission
for Higher Education

Commission Meeting

November 8-9, 2018
Broomfield, Colorado

AGENDA

Tuesday, Nov. 6, 2018

Various times

Search Committee and Executive Committee members arrive in Broomfield, Colo.

Search Committee and Executive Committee members will lodge at the Renaissance Hotel. Candidates will lodge elsewhere.

Wednesday, Nov. 7, 2018

Timings to be decided

Erin Barber will coordinate all logistics for Search Committee and Executive Committee activities off-site from the Renaissance Hotel

Search Committee and Executive Committee members will meet with candidates

Select WICHE staff will have interview time with candidates

Search Committee and Executive Committee members will discuss candidates over dinner

Thursday, Nov. 8, 2018

8:00 a.m.

Flagstaff

Breakfast

Commissioners, guests, and staff

8:00 a.m.

Flagstaff

Executive Committee sidebar discussions

8:30 - 11:30 a.m.

Red Rocks

Behavioral Health Oversight Council Meeting

9:00 - 11:30 a.m. [Tab 1]

Chautauqua

Executive Committee Meeting (Open and Closed Sessions)

Agenda (Open)



Approval of the Sept. 10, 2018

Executive Committee teleconference minutes

1-3



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

1-5

11:30 a.m. - Noon [Tab 2]
Flatiron Ballroom

Discussion Item:

Overview of the Fall Commission Meeting schedule

Other Business

Agenda (Closed)

Discussion Item:

Finalize recommendation of presidential candidate to the full commission for approval

Committee of the Whole—Call to Order

2-1

Call to order and welcome: Clayton Christian, WICHE chair

Introduction of new commissioners and guests:
David Longanecker, WICHE president

2-3



Approval of the Committee of the Whole meeting minutes of May 7-8, 2018

2-5

Report of WICHE Chair Clayton Christian

Report of President David Longanecker

Report of the Nominating Committee:
Patricia Sullivan, immediate past chair

Recess until 9:30 a.m. Friday, Nov. 9, 2018

Noon - 1:30 p.m.
Flagstaff

Lunch

Commissioners, guests, and staff

1:30 - 2:30 p.m. [Tab 3]
Flatiron Ballroom

Plenary Session 1:

Active Minds: Changing the Conversation about Mental Health

Speaker:

Alison Malmon, founder and executive director, Active Minds, Inc.

2:30 - 3:00 p.m.

Break

3:00 - 4:30 p.m. [Tab 4]

Chautauqua

Programs and Services Committee Meeting



Approval of the May 7, 2018 Programs and Services Committee meeting minutes

4-3

Information Items:

Student Access Program highlights: Margo Colalancia

Academic Leadership Initiative developments: Pat Shea

Status report on WICHE's Initiative to Reduce the Postsecondary Attainment Gap for American Indians and Alaska Natives: Ken Pepion

Updates on cost-saving collaborations with the Midwestern Higher Education Compact: Jere Mock

Workplan FY 2020 planning: Jere Mock

3:00 - 4:30 p.m. [Tab 5]

Red Rocks

Policy Analysis and Research Committee Meeting



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

5-3



Approval of the Policy Database Infrastructure Reserve request

5-6

Information Items:

WICHE development of a data privacy plan that will be GDPR-compliant

Tuition and Fees in Public Higher Education in the West 2018-19

Benchmarks: WICHE Region 2018

Upcoming publications

Discussion Items:

Legislative Advisory Committee update

Workplan FY 2020 planning

6:00 - 7:30 p.m. [Tab 6]

Flagstaff

Reception For Commissioners, Guests, and Staff

To feature preview of wiche.edu website overhaul

Dinner on your own

Friday, Nov. 9, 2018

7:30 - 8:30 a.m.

Flagstaff

Breakfast

Commissioners, guests, and staff

8:30 - 9:30 a.m. [Tab 7]

Flatiron Ballroom

Plenary Session II:

Budget and Finance Primer

Speaker:

David Longanecker, WICHE president

9:30 a.m. - Noon [Tab 8]

Flatiron Ballroom

Committee of the Whole - Business Session

Agenda

Reconvene Committee of the Whole: Clayton Christian, WICHE chair

Report and recommended action of the Executive Committee:
Clayton Christian, WICHE chair

Report and recommended action of the Audit Committee:
Patricia Sullivan, immediate past chair

Report and recommended action of the Programs and Services
Committee: Eileen Klein, chair [Tab 4]

Report and recommended action of the Policy Analysis and Research
Committee: Christopher Cabaldon, chair [Tab 5]

Report of the Legislative Advisory Committee annual meeting:
Ray Holmberg, WICHE vice chair

Committee of the Whole Action and Discussion Items

Update on WICHE's budget 8-3



Approval of Executive Committee recommendation on
WICHE presidential search



Acceptance of remaining eligible U.S. Pacific Island
members into WICHE under the membership
auspices of the U.S. Pacific Territories and
Freely Associated States 8-6



Election of 2019 chair, vice chair, and immediate past
chair as officers of the WICHE Commission



10:45 a.m.

Noon

References [Tab 9]

Remarks by Clayton Christian, outgoing chair

Remarks by Ray Holmberg, incoming chair

Introduction of meeting survey

Other business

Break

Adjournment

WICHE Commission roster	9-3
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WICHE staff	9-10
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2018-19 WICHE Workplan	9-11

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WICHE



Executive Committee Meeting (Open/Closed)

Thursday, Nov. 8, 2018

9:00 – 11:30 a.m.

Chautauqua

Western Interstate
Commission
for Higher Education

wiche.edu

Thursday, Nov. 8, 2018

9:00 - 11:30 a.m.

Chautauqua

Executive Committee Meeting (Open and Closed Sessions)

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

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

Agenda (Open)



Approval of the Sept. 10, 2018
 Executive Committee teleconference minutes

1-3



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

1-5

Discussion Item:

Overview of the Commission Meeting schedule

Other business

Agenda (Closed)

Discussion Item:

Finalize recommendation of presidential candidate to the full commission
 for approval



ACTION ITEM

WICHE Executive Committee Teleconference Minutes Monday, Sept. 10, 2018, 2:00 – 3:30 p.m. MDT

Commissioners Present

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

Stephanie Butler (AK)
Eileen Klein (AZ)
Dianne Harrison (CA)
David Lassner (HI)
Rick Aman (ID)
Barbara Damron (NM)
Camille Preus (OR)
James Hansen (SD)
Don Bennett (WA)
Karla Leach (WY)

Commissioners Absent

Dene Kay Thomas (CO)
Jude Hofschneider (CNMI)
Franke Wilmer (MT)
Fred Lokken (NV)
James Hansen (SD)
Dave Buhler (UT)

Chair Clayton Christian called the meeting to order. He asked Elizabeth Golder to call roll. A quorum was confirmed.

Action Item Approval of the Aug. 10, 2018 Executive Committee meeting minutes

Chair Christian called for the approval of the Aug. 10, 2018 Executive Committee Meeting minutes. Commissioner Harrison moved to approve the motion and Commissioner Holmberg seconded. The motion was approved.

Action Item Approval of non-general fund reserves for Fiscal Year 2019

David Longanecker reviewed proposed adjustments to non-general fund revenue and reserves reporting procedures with the Executive Committee, including specific amounts proposed for approval by the Executive Committee for FY 2019. The details for each WICHE unit were chronicled in a supplement shared with the Executive Committee in advance of the Sept. 10, 2018 teleconference. There was a small accounting error within, however, and Chair Christian asked for a vote on the action item to consider approval, with the caveat that a correction would be forthcoming at the next Executive Committee convening.

Commissioner Harrison moved to approve the motion. Commissioner Sullivan seconded the motion. The motion passed.

Discussion Item November 2018 Commission Meeting

Chair Christian informed the group that a contract had been signed with Wheless Partners to assist the commission in the search for a new president. He reported that a contract has also been executed with Erin Barber, who will coordinate activities related to the presidential search. The search committee had a conference call on Sept. 10, 2018 and discussed the job posting and advertising budget. Wheless Partners is engaged for a limited service contract to assist in the following:

- Profile-building
- Ad placement
- Management of a secure web applicant-submission portal
- Aiding in the development of a process for the search committee to follow

The Executive Committee is expected to provide support in helping build a pool of candidates.

Chair Christian noted that Wheless will provide support vetting candidates. The contract can be amended, he said, if we discover the need to expand search parameters to be managed by Wheless Partners.

Discussion Item Report of the President

Demi Michelau and Patrick Lane recently traveled to CNMI to aid in the development of a K-20 education plan. There is high interest from other U.S. Pacific territories and freely associated states (Federated States of Micronesia, Republic of the Marshall Islands, Republic of Palau, and American Samoa) in joining WICHE. If they join WICHE, they will share with CNMI and Guam a single WICHE membership, with three commissioners jointly representing them.

Carmen Fernandez has resigned her post as president of Northern Marianas College and Frankie M. Eliptico has been named interim president. There may be an interim WICHE Commissioner representing Pacific Island members assigned in the future.

Notifications

Deirdre Coulter is a new temporary hire responsible for human resources matters. Longanecker indicated that this position is temporary to allow the new president the opportunity to make the hiring decision for this role. Coulter may apply for the position once opened.

Longanecker also notified the committee that he has eliminated the chief administrative officer position, because the size of the WICHE organization simply doesn't justify such a position. John Lopez will continue to work as director of W-SARA half-time and as a special assistant to the president for the other half. The special assistant role will terminate when Longanecker is replaced so that the new president can select her or his own assistant, if the position continues.

What is up at WICHE?

The next Commission Meeting is set for Nov. 7-8, and we anticipate that both executive committee members and search committee members will arrive in Broomfield, Colo. Nov. 6. Presidential search activities will begin on Nov. 7 and we anticipate a full day's schedule of events.

There are several vacancies on the Commission and we expect there to be some new assignments. We do not yet know if there will be any new commissioners by the November meeting. If there are, David Longanecker will host them for dinner the evening of Nov. 6.

The meeting was adjourned. As of today, the next meeting of the WICHE Executive Committee will take place at the November Commission Meeting.

ACTION ITEM

Approval of Non-General Fund Reserves in WICHE’s Programs and Services Unit for Fiscal Year 2019

At the Sept. 10, 2018 WICHE Executive Committee meeting, the Committee received and approved FY 19 non-general fund reserves for all Units within WICHE with the exception of those within the Programs and Services Unit. The Programs and Services Unit approval was withheld because of an apparent error in the calculations, for which I apologize. Subsequently Jere Mock, vice president for Programs and Services, and I worked through the numbers. We propose the following amended amounts for Programs and Services.

As you will remember, the reserves for each unit, similar to the general fund, are requested to cover three categories of unbudgeted expenditures:

1. Minimum reserves to cover the cost of closing the operation, if circumstances require
2. Unanticipated shortfalls such as contract or grant overruns, bridge funding between contracts or grants, unanticipated salary or service cost adjustments, etc.
3. A reasonable amount for one-time unbudgeted program development activities such as proposal writing, unique software requirements, unique meeting opportunities, etc.

Resources that exceed what is necessary for these three dedicated reserve purposes revert to the general fund reserves. The specific action item approved by the Executive Committee was: *“That dedicated reserves for non-general fund activities, categorized into minimum reserve, reserve for unexpected shortfall, and program development be reported to and approved by the Commission as part of the WICHE annual budget, and that reserves in excess of this approved amount revert to the general fund reserve.”*

Request for Programs and Services Unit for MHEC/WICHE Collaboration

Minimum Reserve (40%):	\$100,500
Reserve for Unanticipated Expenses (10%):	\$27,000
Program Development Reserve (84%):	\$236,000
Reserve Requirement for FY 19 (total of above):	\$363,500

Reserves Available for FY 19:	\$513,133
[Reserve requirement for FY19]	[\$363,500]
Transfer to Program and Services:	\$149,667

Justification: The amount of reserves in this account has been adjusted to reflect program expenses—which traditionally had simply been taken from “fund balances,” but which (under the new policy for reporting fund balances as reserves) should not be reflected in the reserve account. The minimum reserve requirement, though higher than the percentage in the general fund, is the amount that would be required to meet financial obligations of the four-program MHEC collaboration, should it be terminated. The more-substantial program development reserve is necessary at this time because these MHEC/WICHE collaborations continue to be developed and thus have more need for funds to achieve maturity in administrative costs, in order to enable pursuit of new ventures and secure existing ones.

Request for Programs and Services Unit for Academic Leadership Initiatives

Minimum Reserves (12%):	\$32,684
Reserve for Unanticipated Expenses (50%):	\$136,184
Program Development Reserve (100%):	\$272,368
Total Reserve Requirement for FY 19 (total of above):	\$441,238

Reserves Available for FY 19:	\$334,999
Transfer to Program and Services:	\$0

Justification: The substantial amount for the reserve for unanticipated expenses is requested to provide sufficient coverage for unexpected but possible liabilities incurred if an annual meeting or other planned event has to be cancelled. The more substantial amount for the program development reserve reflects the membership nature of the academic leadership initiatives, particularly the Alliance and Forum, because most of these initiatives' revenues come directly from their members through dues and conference fees, and not from contracts and grants. The Alliance and Forum have intentionally set their dues at rates higher than annual expenditures in order to garner sufficient resources to explore unique academic issues that arise over time and that are not being addressed by WICHE per se.

Request for Programs and Services Unit, Writ Large:

Minimum Reserves:	\$0
Reserve for Unanticipated Expenses:	\$100,000
Program Development Reserve (25%):	\$106,000
Reserve Requirement for FY 19 [total of above]:	\$206,000

Reserves Available for FY 19:	\$0
Reserves Transferred from MHEC Collaboration Reserve:	\$149,667
Total Reserves Available for FY 19:	\$149,667

**Transfer to General Fund Reserve
[Total P&S Reserves minus FY 19 Reserve
Requirement]:** **\$0**

Justification: In addition to its general fund support and revenues garnered from non-general fund programs that generate annual revenues, the Programs and Services Unit, similar to the Policy Analysis and Research Unit, also receives support from various grants and contracts. Therefore, this Unit also needs some reserves to support unanticipated expenses and fund modest amounts of program development funds to cover unanticipated expenditures. In the event that the resources available in the Academic Leadership Initiatives or the MHEC/WICHE Collaboratives exceed reserve requirements (as is currently the case with the MHEC/WICHE Collaboratives), it is proposed that the excess funds transfer to the P&S Unit. Additional funds may come from funds remaining after closing out contracts and grants, if WICHE is allowed by the funding source to retain those funds. The \$100,000 recommended for FY 19, commensurate with the request for Policy Analysis and Research, is not reflected as a percent of the unit's operating budget, but rather as a reasonable reserve to cover unanticipated but possible expenditures, such as possible grant or contract overruns, or bridge funding to sustain a project between funding cycles. The unit can also benefit from a modest amount of funding to pursue program development activities, such as grant writing, seed funding for prospective projects, etc. Twenty-five percent of annual general fund financing would adequately cover this type of expenditure. Because reserves available for FY 19 are less than the reserve requirements, no funds revert to the general fund reserve.

In reporting the amounts available and requests for dedication to non-general fund reserves during the annual budget approval process, the President will present an accounting of all expenditures for these reserve funds for the prior year to the Commission.

ACTION Requested: Approval of the categories and amounts reflected above.

WICHE



Committee of the Whole Call to Order

Thursday, Nov. 8, 2018

11:30 a.m. – Noon

Flatiron Ballroom

Western Interstate
Commission
for Higher Education

wiche.edu

Thursday, Nov. 8, 2018

11:30 a.m. - Noon

Flatiron Ballroom

Committee of the Whole – Call to Order

Call to order and welcome: Clayton Christian, WICHE Chair

Introduction of new commissioners and guests:
David Longanecker, WICHE president

2-3



Approval of the Committee of the Whole
meeting minutes of May 7-8, 2018

2-5

Report of WICHE Chair Clayton Christian

Report of President David Longanecker

Report of the Nominating Committee: Patricia Sullivan, immediate past chair

Recess until 9:30 a.m. Friday, Nov. 9, 2018

SCHEDULE

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New Commissioners



Paul B. Beran leads South Dakota's six public universities and two special schools as the Board of Regents' executive director and chief executive officer. His higher education career includes service in six states, first as a faculty member and administrator, and for 17 years as a university CEO in Arkansas and Oklahoma public university systems. Before joining the University of Arkansas System in 2006 as chancellor of the University of Arkansas-Fort Smith, he was president of Northwestern Oklahoma State University. Prior to his time in Arkansas and Oklahoma, he was a senior administrator at community colleges in Massachusetts and Missouri. At the beginning of his career, he was a faculty member at the university and community college level in Texas. He holds a Ph.D. in curriculum and instruction in higher education from Texas A&M University and has completed post-graduate work at the University of Houston. He also has a master of arts degree in English and bachelor degrees in English and political science from Stephen F. Austin State University in Texas. Paul and Janice Beran reside in Pierre, S.D. They have two sons, two daughters-in-law, and three grandchildren.



Ben Cannon has been executive director of Oregon's Higher Education Coordinating Commission since 2013. In this position, Cannon oversees state funding allocations, policy-setting, and coordination for Oregon's higher education system, including community colleges and public universities. Cannon is a former teacher, state representative and education policy advisor to the governor. Elected three times to the Oregon House of Representatives (2006-11), he chaired House committees with jurisdiction over environment, energy, and water policy. From 2003 to 2011, he taught humanities to middle school students at the Arbor School of Arts and Education. He earned his B.A. from Washington University in St. Louis and attended Oxford University on a Rhodes Scholarship, earning graduate degrees in comparative and international education and philosophy, politics, and economics.



Rita Hartung Cheng serves as the 16th president of Northern Arizona University, which enrolls more than 31,000 students in nearly 250 undergraduate, graduate, and professional programs. Cheng's strategic focus is to expand upon the university's historical strengths, providing access to an affordable quality education for all students and pursuing the discovery, advancement, and application of knowledge in research areas unique and important to the region. Under her leadership, research and public service expenditures have grown by 45 percent to \$88.2 million, and undergraduate and graduate enrollment has grown by 12 percent. Previously, she was chancellor at Southern Illinois University Carbondale, and she spent more than 20 years on the faculty of the University of Wisconsin-Milwaukee, serving in various administrative roles including provost and vice chancellor for academic affairs. She is internationally recognized for her research in government and nonprofit accounting. She earned a Ph.D. in accounting from Temple University's Fox School of Business and Management, an M.B.A. from the University of Rhode Island, and a bachelor's in business administration from Bishop's University in Quebec. Committed to service, Dr. Cheng also serves on a variety of local and national boards.



Kathleen H. Goepfinger has been president and chief executive officer of Midwestern University since 1995. The university is an upper-division institution specializing in graduate-level health professions with 7,200 students enrolled on two campuses located in Downers Grove, Ill. and Glendale, Ariz. Previously, Goepfinger was a tenured professor and director at Loyola University Chicago for the Institute of Industrial Relations and Center for Organizational Development. Prior to her time in academia, she worked in the private sector as a management consultant in health care and organizational development and held corporate management roles in human resources and training. She has served Midwestern University since 1985, initially serving on the board of trustees and then as chairman of the board. She is a member of numerous boards of directors in the Greater Phoenix and Downers Grove areas, and among other honors was named as one of the 25 most admired CEOs by the Phoenix Business Journal for her leadership, dedication to, and impact on higher education. She earned her bachelor's degree from Carthage College in Kenosha, Wis., her master's degree in industrial relations, and doctorate in comparative international policy from Loyola University in Chicago.



Sheila Stearns has served in senior administrative positions in higher education, including president of the University of Montana, vice president of UM, chancellor of UM-Western, president of Wayne State College in Nebraska, and commissioner of higher education in Montana. Early in her career she was a school librarian and taught middle school classes in Department of Defense schools in Wiesbaden, Germany. Since 2012, Stearns has served as a senior fellow for the Association of Governing Boards of Colleges and Universities (AGB), consulting for boards across the country, from Guam to Florida. Stearns holds degrees in English, history, and educational leadership. She and her husband, Hal, a retired educator and brigadier general (R) in the Montana National Guard, both travel and speak extensively on issues such as western historic trails, rural revitalization, college access, and importance of smooth transfer of credits for all students, including K-12 students in military families. They have two children and six grandchildren. She is retired and lives in Missoula, Mont.

ACTION ITEM

Committee of the Whole Minutes – Call to Order

Monday, May 7, 2018

Commissioners Present

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

Susan Anderson (AK)
Stephanie Butler (AK)
Chris Bustamante (AZ)
Eileen Klein (AZ)
Christopher Cabaldon (CA)
Dianne Harrison (CA)
Antwan Jefferson (CO)
Kim Hunter Reed (CO)
Dene Kay Thomas (CO)
David Lassner (HI)
Carol Mon Lee (HI)
Colleen Sathre (HI)
Rick Aman (ID)
Matt Freeman (ID)
Julie VanOrden (ID)
Gillian Barclay (NV)
Chet Burton (NV)
Fred Lokken (NV)
Barbara Damron (NM)
Nick Hacker (ND)
Mark Hagerott (ND)
Ryan Deckert (OR)
Camille Preus (OR)
Hilda Rosselli (OR)
Robert Burns (SD)
James Hansen (SD)
Carmen Fernandez (U.S. Pacific Territories and
Freely Associated States – CNMI)
Dave Buhler (UT)
Patricia Jones (UT)
Don Bennett (WA)
Gerry Pollet (WA)
Les Purce (WA)
Fred Baldwin (WY)
Karla Leach (WY)

Commissioners Absent

James Johnsen (AK)
Vincent Leon Guerrero (Guam)
Franke Wilmer (MT)
Mark Moores (NM)
Mike Rush (SD)
Peter Knudson (UT)
Laurie Nichols (WY)

WICHE Staff

Mike Abbiatti, WICHE vice president for educational technologies and WCET executive director
Margo Colalancia, Student Access Programs
Joseph Garcia, president
Elizabeth Golder, executive assistant to the president and commission
Patrick Lane, director of data initiatives, Policy Analysis and Research
John Lopez, special assistant to the president and chief administrative officer
Demaree Michelau, vice president, Policy Analysis and Research
Craig Milburn, chief financial officer
Jere Mock, vice president, Programs and Services
Dennis Mohatt, vice president, Behavioral Health
Kim Nawrocki, administrative assistant III, Programs and Services
Patricia (Pat) Shea, director, academic leadership initiatives, Programs and Services
Jeremy Simon, director of strategic communications

Guests and Speakers

Steve Bullock, Governor, State of Montana
Anna Cielinski, senior policy analyst, Center for Postsecondary and Economic Success, Center for Law and Social Policy (CLASP)
Terry W. Hartle, senior vice president, government relations and public affairs, American Council on Education
Galen Hollenbaugh, commissioner, Montana Department of Labor & Industry
Christine House, executive assistant, Utah System of Higher Education
Pearl Imada Iboshi, director, institutional research and analysis, University of Hawai'i
Tiffany Jones, director of higher education policy, The Education Trust
Colleen Lennox, accountant technician I, Nevada WICHE
Louise Lynch, director, WICHE Student Access Programs, Arizona Board of Regents
Rose Pangelinan, director, CNMI Scholarship Office
Erik Rose, director, workforce information & initiatives, Montana University System
Carmen Sablan, administrative officer, CNMI Scholarship Office
Laurie Tobol, state certifying officer, Montana University System
Jeannine Warner, director, Nevada WICHE
Brenda Zastoupil, certifying officer and director of financial aid, North Dakota University System

Chair Clayton Christian called the meeting to order and welcomed commissioners, staff, and guests to the meeting.

President Garcia introduced newly appointed commissioners:

- Rick Aman, Idaho
- Gillian Barclay, Nevada
- Thomas L. (Les) Purce, Washington

Guests and speakers in attendance were introduced.

Action Item

Approval of the November 9, 2017 Committee of the Whole Meeting Minutes

Commissioner Hansen MOVED TO APPROVE THE NOVEMBER 9, 2017 COMMITTEE OF THE WHOLE MEETING MINUTES. Commissioner Anderson seconded the motion. The motion was approved unanimously.

Report of the Chair

Chair Christian offered remarks thanking President Garcia for his service to the WICHE organization and Commission. Christian reported that the executive committee meeting incorporated a transition-planning discussion to replace exiting WICHE President Garcia. The initial plan includes:

- Immediately fill the role of president with an interim president
- Identify a search committee to include WICHE officers, several commissioners, and several WICHE senior staff members
- Explore potential search firms to identify presidential candidates

Chair Christian commented on activities that had occurred since the November 9-10, 2017 Commission meeting. The WICHE Officers met in January 2018 and discussed the timing and process for Workplan development, long-term identity issues for the Mental Health Unit, and the creation of a more robust database for WICHE student access programs.

The Executive Committee also adopted a draft WICHE statement (dated Feb. 27, 2018) of Principles and Positions related to the Reauthorization of the Higher Education Act, which would later be shared with the Committee of the Whole on May 8, 2018. At the request of a WICHE Commissioner, the Executive Committee circulated an informational letter from Arizona Senator Catherine Miranda concerning Arizona students who are enrolled or who planned to enroll in college as DACA (Deferred Action for Childhood Arrivals) students at Arizona institutions.

Report of the President

President Garcia reported on 2018 travels including his involvement as a member of the Panel of Experts for Complete College America (CCA) and for National Conference of State Legislatures (NCSL), his participation on expert panels regarding outcomes-based funding, and his presentation before the Ithaca R&R/Bloomberg state scorecard meeting in March 2018.

President Garcia, Dennis Mohatt, and Demi Michelau worked closely with Arizona Commissioner Eileen Klein and her staff in December 2017 as WICHE was subject to a Sunset Review process, as occurs periodically for agencies and similar entities under Arizona state legislative jurisdiction. The successful outcome led to the Arizona Legislature's renewal of its WICHE membership.

Garcia ceded a portion of his time to allow Michael Abbiatti, vice president of educational technologies, and Dennis Mohatt, vice president of behavioral health, to report on their respective unit's activities.

Subsequent to those reports, the Committee of the Whole went into recess until Tuesday, May 8, 2018.

ACTION ITEM

Committee of the Whole Minutes – Business Session

Tuesday, May 8, 2018

Commissioners Present

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

Susan Anderson (AK)
Stephanie Butler (AK)
Chris Bustamante (AZ)
Eileen Klein (AZ)
Christopher Cabaldon (CA)
Dianne Harrison (CA)
Antwan Jefferson (CO)
Kim Hunter Reed (CO)
Dene Kay Thomas (CO)
David Lassner (HI)
Carol Mon Lee (HI)
Colleen Sathre (HI)
Rick Aman (ID)
Matt Freeman (ID)
Julie VanOrden (ID)
Gillian Barclay (NV)
Chet Burton (NV)
Fred Lokken (NV)
Barbara Damron (NM)
Nick Hacker (ND)
Mark Hagerott (ND)
Ryan Deckert (OR)
Camille Preus (OR)
Hilda Rosselli (OR)
Robert Burns (SD)
James Hansen (SD)
Carmen Fernandez (U.S. Pacific Territories
and Freely Associated States - CNMI)
Dave Buhler (UT)
Patricia Jones (UT)
Don Bennett (WA)
Gerry Pollet (WA)
Les Purce (WA)
Fred Baldwin (WY)
Karla Leach (WY)

Commissioners Absent

Franke Wilmer (MT)
Pat Williams (MT)
Mark Moores (NM)
Mike Rush (SD)
Vincent Leon Guerrero (U.S. Pacific Territories
and Freely Associated States – Guam)

Jude Hofschneider (U.S. Pacific Territories
and Freely Associated States - CNMI)
Peter Knudson (UT)
Laurie Nichols (WY)

WICHE Staff

Mike Abbiatti, WICHE vice president for educational
technologies and WCET executive director
Margo Colalancia, director, Student Access Programs
Joseph Garcia, president
Elizabeth Golder, executive assistant to the president
and to the commission
Patrick Lane, director of data initiatives,
Policy Analysis and Research
John Lopez, special assistant to the president,
chief administrative officer
Demarée Michelau, vice president,
Policy Analysis and Research
Craig Milburn, chief financial officer
Jere Mock, vice president, Programs and Services
Dennis Mohatt, vice president, Behavioral Health
Kim Nawrocki, administrative assistant III,
Programs and Services
Patricia (Pat) Shea, director, Academic Leadership
Initiatives, Programs and Services
Jeremy Simon, director of strategic communications

Guests and Speakers

Steve Bullock, governor, State of Montana
Anna Cielinski, senior policy analyst, Center for Postsecondary
and Economic Success, Center for Law and Social Policy (CLASP)
Terry W. Hartle, senior vice president, government relations
and public affairs, American Council on Education
Galen Hollenbaugh, commissioner, Montana Department of
Labor & Industry
Christine House, executive assistant, Utah System of
Higher Education
Pearl Imada Iboshi, director, institutional research and analysis,
University of Hawai'i
Tiffany Jones, director of higher education policy,
The Education Trust
Colleen Lennox, accountant technician I, Nevada WICHE
Louise Lynch, director, WICHE Student Access Programs,
Arizona Board of Regents
Rose Pangelinan, director, CNMI Scholarship Office
Erik Rose, director, workforce information & initiatives,
Montana University System
Carmen Sablan, administrative officer, CNMI Scholarship Office

Chair Clayton Christian called the meeting to order.

Report and Recommended Action of the Executive Committee

Chair Christian reported that the Executive Committee met Monday, May 7, 2018. Christian called for the approval of the March 20, 2018 Executive Committee teleconference minutes. The motion was approved unanimously. Joe Garcia provided an overview of the meeting schedule and exited the meeting. The WICHE Executive Committee members met in a closed session to discuss leadership transition plans.

Action Item Leadership Transition Plan

The Executive Committee presented an Action Item to proceed with a plan for leadership transition that included the following:

- David A. Longanecker, former WICHE president, will be appointed interim president effective June 1, 2018
- Chair Clayton Christian will be authorized to convene a Presidential Search Committee and engage an external search firm or consultant to assist with the search
- Chair Christian will engage an external consultant to evaluate the compensation for the incoming WICHE president in conjunction with the search

Commissioner Bennett MOVED TO APPROVE THE LEADERSHIP TRANSITION PLAN. The motion was seconded. The motion was approved unanimously.

Report and Recommended Action of the Programs and Services Committee

Committee chair Eileen Klein gave the report of the Programs and Services Committee. The committee discussed the FY 2019 Workplan sections pertaining to the Programs and Services unit. The focus was on expanding postsecondary access through WICHE's Student Access Programs as well as grant-funded initiatives including the Interstate Passport and the new initiative to reduce postsecondary attainment gaps for American Indian and Alaska Native students. The workplan also includes initiatives to grow institutional collaborations for student programs such as the Western Academic Leadership Forum, the Western Alliance of Community College Academic Leaders, and the Western Academic Leadership Academy. Klein reported that the annual meeting of WICHE Certifying Officers convened on Sunday, May 6, 2018 and thanked them for their service to WICHE students.

Action Item Approval of the FY 2019 Workplan sections pertaining to the Programs and Services unit's activities

Commissioner Sullivan MOVED TO APPROVE THE FY 2019 WORKPLAN PERTAINING TO THE ACTIVITIES OF THE PROGRAMS AND SERVICES UNIT. The motion was seconded by Commissioner Rosselli. The motion was approved unanimously.

Action Item Approval of the Professional Student Exchange Program support fees for the 2019-20 and 2020-21 biennium

Commissioner Jefferson MOVED TO APPROVE THE PROFESSIONAL STUDENT EXCHANGE PROGRAM SUPPORT FEES FOR THE 2019-20 AND 2020-21 BIENNIUM. Commissioner Fernandez seconded the motion. The motion was approved unanimously.

Report and Recommended Action of the Policy Analysis and Research Committee

Committee chair Cabaldon reported that the Policy Analysis and Research Committee considered two action items.

First, the committee approved minutes from the Nov. 9, 2017 Commission meeting, with minor amendments. Second, the committee considered and recommended approval of the FY 2019 Workplan sections pertaining to the Policy and Research unit's action items. The committee recommended approval of the Workplan with two amendments.

The amendments reflect the following:

- The addition of a potential research project focused on WICHE's participation as an evaluation partner with the Council for Adult and Experiential Learning (CAEL), examining the impact of Prior Learning Assessment.
- Maintaining projects on work-based learning and sexual assault on campus as potential future projects under New Directions, rather than removing them from the workplan.

The Committee also discussed the brief on the new Outcome Measures survey from IPEDS. The *Tuition and Fees in the West 2017-18: Trends and Implications* report was distributed widely beginning May 8, 2018. Cabaldon reported that the next WICHE Legislative Advisory Committee meeting will convene in Boise, Idaho September 25-26, 2018.

Action Item
Approval of the FY 2019 Workplan sections
pertaining to the Policy Analysis and Research unit's activities

Commissioner Burns MOVED TO APPROVE THE FY 2019 WORKPLAN SECTIONS PERTAINING TO THE POLICY ANALYSIS AND RESEARCH UNIT'S ACTIVITIES. Commissioner Fernandez seconded the motion. The motion was approved unanimously.

Committee of the Whole Action Items

Chair Christian noted that the Executive Committee has previously discussed six proposed requests for reserve funds, and that they do have the tacit approval of that committee.

Action Item
Approval of the FY 2019 Salary and Benefit Recommendations

Joe Garcia led the conversation on the proposed items and asked staff members John Lopez and Craig Milburn to respond to commissioner questions. President Garcia recommended a 3 percent pool of funds (\$54,000) to provide for merit increases for staff. He also requested \$25,000 in additional general funds to be allocated to vice presidents to help bring identified staff members whose current compensation is below market range to an adjusted rate of 30 percent of current market rates.

Chair Christian called for a motion to approve. Commissioner Purce MOVED TO APPROVE THE FY 2019 SALARY AND BENEFIT RECOMMENDATIONS. Commissioner Preus seconded the motion. The motion was approved unanimously.

Action Item
Approval of the FY 2019 Operating Budget—general fund and non-general fund budgets

Craig Milburn reviewed the general fund budget and the self-funded unit budgets as reflected in the agenda book. At the end of March, the FY 2018 general fund budget is forecast to end with a surplus of approximately \$23,510. Garcia added that the general fund budgets do not reflect the funds from the self-funded units, and we see positive results in those budgets as well. Commissioner Preus MOVED TO APPROVE THE FY 2019 ANNUAL OPERATING BUDGET— GENERAL AND NON-GENERAL FUND BUDGETS. The motion was seconded by Commissioner Cabaldon. The motion was approved unanimously.

Commissioner Anderson asked Chair Christian about the likely impact of the leadership transition on the budget. Chair Christian added that the Executive Committee will communicate often to ameliorate potential impacts to the budget.

Commissioner Preus asked whether the \$25,000 for salary enhancement was included in this budget request. Milburn noted that the additional \$25,000 for salaries that would be necessary is not in the budget request. He mentioned that this \$25,000 represents only one-third of the projected cost of the salary enhancements, with the remaining two-thirds needing to be provided by the self-funded units' contracts and grants. Christian noted that we will need to amend the motion earlier approved to include the additional \$25,000 salary and market adjustments. The unit budgets would be expanded to account for the increase related to the salary and market adjustments. The funds for this expense would result in \$25,000 less going into reserves (non-grant revenues).

Commissioner Klein inquired about how the distribution of the additional salary and market adjustment fund is shared with the self-funded units. Commissioner Damron suggested the Commission consider establishing a finance committee to review finance concerns prior to presentation before the full Commission. Chair Christian asked Joe Garcia to add clarity. Garcia explained that the general funds budget accounts for less than one-third of the total operating budget. All units receive some outside funding: for example, earmarked funds for projects. Some indirect funds are returned to WICHE, which can help with the general fund budget. Self-funded units must generate funds to increase salaries for their staff; we have tried to maintain parity in compensation rates across the organization. John Lopez added that our reserves contributions have been significant over the years: the balance is strong and is expected to remain so.

Chair Christian suggested we move the examination of the salary survey back to the Executive Committee for review and decision, or amend the current motion to expand that committee's budget authority to approve the \$25,000 increase for salaries. Klein motioned that the Executive Committee should examine the proposal, and employee compensation should not be subject to the

source of funding. She also commented that she agrees with Commissioner Damron to establish a dedicated finance committee to examine financial matters in support of the president. The motion was seconded by Commissioner Freeman. Commissioner Anderson commented that the process is the key concern, not the amount in question. Commissioner Purce noted that the Executive Committee can make the decision on the funding, and overall it is a small cost. He encouraged the Executive Committee review with haste rather than wait until November to review. The motion passed. The operating budget was passed unanimously.

Action Item
Approval of dues for the FY 2020 and FY 2021 Biennium

President Garcia had requested an increase of 2 percent in the dues for FY 2020 and FY 2021 above current rates. Commissioner Leach MOVED TO APPROVE THE DUES FOR THE FY 2020 and FY 2021 biennium. Commissioner Purce seconded the motion. Commissioner Cabaldon stated appreciation for the considerate review of the proposed state dues increase. Commissioner Anderson noted that the sharing of the story and value of WICHE within our respective states is incumbent on commissioners. The motion was approved unanimously.

Action Item
Approval of expenditures from reserves for strategic priorities

Garcia spoke to the strategic priorities whose review had begun in 2016, and presented here a request for funds from our ample reserves to address these concerns. In consideration of the leadership transition, we are upholding these requests but share an outline of necessary improvements. Some improvements are underway using funds from existing budgets. Chair Christian noted that these priorities have been cautiously embraced by the Commission Officers and Executive Committee and stated that he believed the recommendations should be upheld for consideration to allow new leadership review. John Lopez presented a brief overview of proposed strategic priorities.

After much discussion by the Commissioners, Chair Christian noted that approval of Tier One components is what Commissioners should consider, if there is a motion presented. Commissioner Cabaldon MOVED TO APPROVE THE FUNDS EXPENDITURE FOR WUE/WRGP AND PSEP DATABASE IMPROVEMENTS. Commissioner Damron seconded the motion. Commissioner Hagerott opposed the delay of the additional funding requests to be discussed again at the Nov. 2018 Commission meeting. The motion passed.

Action Item
Approval of the Proposed Modifications to the WICHE Bylaws

Commissioner Anderson MOVED TO APPROVE THE PROPOSED MODIFICATIONS TO THE WICHE BYLAWS. Commissioner Jefferson seconded the motion. The motion was approved unanimously.

Action Item
Approval of the FY 2019 WICHE Workplan

Commissioner Hansen MOVED TO APPROVE THE FY 2019 WORKPLAN. The motion was seconded by Commissioner Preus, and approved unanimously. Commissioner Anderson questioned whether the Native-Serving Institutions (NSI) reflected in that relevant initiative had been identified. Jere Mock, vice president of WICHE's Programs and Services unit, replied that non-tribal institutions with Native student populations exceeding 10 percent (thereby qualifying for federal Title III designation) meet this NSI definition. The motion was approved unanimously.

President Garcia recognized departing Commissioners Kim Hunter Reed, Ryan Deckert, and Dene Kay Thomas for their service to the Commission and the West. Chair Christian noted appreciation for President Garcia's service to WICHE.

The Committee of the Whole was adjourned.



Plenary Session I

Thursday, Nov. 8, 2018

1:30 – 2:30 p.m.

Flatiron Ballroom

Western Interstate
Commission
for Higher Education

wiche.edu

Thursday, Nov. 8, 2018

1:30 - 2:30 p.m.

Flatiron Ballroom

Plenary Session I

Active Minds: Changing the Conversation about Mental Health

Students and their families increasingly are turning to college and universities to provide behavioral health services, leading to growing demand for clinical and supportive services on campuses across the United States. An organization called Active Minds has in recent years become the premier organization impacting college students and mental health, directly reaching nearly 600,000 students each year through campus-awareness campaigns, events, advocacy, outreach, and more. In this session, Allison will share with us the vision of Active Minds to end the silence around campus mental health and create a safe space for hope, help, and health.

Speaker:

Allison Malmon, founder and executive director, Active Minds, Inc.

Biographical information on the speaker:

Allison Malmon is the founder and executive director of Active Minds, the nation's premier nonprofit organization supporting mental health awareness and education for students. She formed the organization in 2003 as a 21-year-old, following the suicide of her brother and only sibling Brian. Wanting to end the silence that caused her brother to suffer alone and ultimately take his own life, Alison created a group on her University of Pennsylvania campus to promote open dialogue around mental health. Active Minds has since grown into the country's foremost mental health organization for students and young adults, with award-winning programs and a vibrant network of campus chapters at more than 450 colleges, universities, and high schools nationwide. She lives in Boulder, Colo., and is the mother of three young girls. In her spare time, she loves flying 23 feet in the air at the Trapeze School in Washington, D.C.

SCHEDULE

EXEC CTTE

WELCOME

PLENARY I

PROGRAMS

POLICY

RECEPTION

PLENARY II

BUSINESS

REFERENCE



WICHE



Programs and Services Committee Meeting

Thursday, Nov. 8, 2018

3:00 – 4:30 p.m.

Chautauqua

Western Interstate
Commission
for Higher Education

wiche.edu

Thursday, Nov. 8, 2018

3:00 - 4:30 p.m.

Chautauqua

Programs and Services Committee Meeting

Eileen Klein (AZ), committee chair
 Carol Mon Lee (HI), committee vice chair

- Stephanie Butler (AK)
- Francisco Rodriguez (CA)
- Antwan Jefferson (CO)
- Julie VanOrden (ID)
- Clayton Christian (MT)
- Fred Lokken (NV)
- Patricia Sullivan (NM)
- Nick Hacker (ND)
- Hilda Rosselli (OR)
- Vincent Leon Guerrero (U.S. Pacific Territories and Freely Associated States/Guam)
- Patricia Jones (UT)
- Gerry Pollet (WA)
- Laurie Nichols (WY)

Agenda

Presiding: Eileen Klein, committee chair

Staff: Jere Mock, vice president, Programs and Services
 Margo Colalancia, director, student access programs
 Kim Nawrocki, coordinator, student access programs and events
 Ken Pepion, senior program director,
 Native-Serving Institutions Initiative
 Pat Shea, director, academic leadership initiatives



Approval of the May 7, 2018 Programs and Services Committee meeting minutes

4-3

Information Items:

Student Access Program highlights: Margo Colalancia

Academic Leadership Initiative developments: Pat Shea

Status report on WICHE's Initiative to Reduce the Postsecondary Attainment Gap for American Indians and Alaska Natives: Ken Pepion

Updates on cost-saving collaborations with the Midwestern Higher Education Compact: Jere Mock

Workplan FY 2020 planning: Jere Mock

Other business

Adjournment

SCHEDULE

EXEC CTTE

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PLENARY I

PROGRAMS

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RECEPTION

PLENARY II

BUSINESS

REFERENCE



ACTION ITEM

Programs and Services Committee Minutes

May 7, 2018

Committee Members Present:

Eileen Klein (AZ), Chair
Carol Mon Lee (HI), Vice Chair

Stephanie Butler (AK)
Antwan Jefferson (CO)
Julie VanOrden (ID)
Clayton Christian (MT)
Fred Lokken (NV)
Patricia Sullivan (NM)
Nick Hacker (ND)
Hilda Rosselli (OR)
Gerry Pollet (WA)

Other Commissioners Present:

Dene Kay Thomas (CO)
Rick Aman (ID)
Ray Holmberg (ND)
James Hansen (SD)
Don Bennett (WA)

Committee Members Absent:

Francisco Rodriguez (CA)
Mike Rush (SD)
Vincent Leon Guerrero (U.S. Pacific Territories and
Freely Associated States/Guam)
Peter Knudson (UT)
Laurie Nichols (WY)

Staff Present:

Joe Garcia, president
Jere Mock, vice president, Programs and Services
Margo Colalancia, director, Student Access Programs
Kim Nawrocki, administrative assistant, Programs and Services
Pat Shea, director, Academic Leadership Initiatives

Guests Present:

Louise Lynch, state certifying officer and Arizona director of
Student Access Programs, Arizona Board of Regents
Laurie Tobol, state certifying officer and student assistance
manager, Montana University System
Rose Pangelinan, certifying officer and director,
CNMI Scholarship Office, Commonwealth of the
Northern Mariana Islands
Carmen Sablan, administrative officer, CNMI Scholarship Office,
Commonwealth of the Northern Mariana Islands
Colleen Lennox, accountant technician I, Nevada WICHE,
Nevada Governor's Office
Jeannine Warner, state certifying officer and director,
Nevada WICHE, Nevada Governor's Office
Brenda Zastoupil, state certifying officer and director of financial
aid, North Dakota University System
Christine House, state certifying officer and executive
assistant, Utah System of Higher Education

ACTION ITEM

Approval of the Programs & Services Committee Minutes of November 9, 2017

Committee Chair Eileen Klein (AZ) called the meeting to order and welcomed Commissioner Julie VanOrden (ID) to the committee. She referred the committee members to the first ACTION ITEM which requests approval of the Programs and Services Committee minutes of the Nov. 9, 2017 committee meeting (pages 5-3 through 5-5 of the May 2018 agenda book). There were no comments or questions. Committee Chair Klein then asked for a motion to APPROVE THE MINUTES OF THE NOV. 9, 2017 COMMITTEE MEETING. Commissioner Carol Mon Lee (HI) made a motion to approve the minutes and Commissioner Antwan Jefferson (CO) seconded the motion. The motion passed unanimously.

Jere Mock, vice president of Programs and Services, presented an action item to approve the Programs and Services component of the FY 2019 Workplan. She said it is an ambitious workplan that focuses on expanding postsecondary access and attainment through WICHE's Student Access Programs as well as grant-funded initiatives including Interstate Passport® and a new Lumina Foundation-funded initiative to reduce postsecondary attainment gaps for American Indian and Alaska Native students. The workplan also includes initiatives that foster institutional collaborations for student success and improved institutional quality and accountability, such as the Western Academic Leadership Forum and the Western Alliance of Community College Academic Leaders, as well as an initiative to grow the pipeline of senior academic administrators, the Western Academic Leadership Academy, which will welcome its fourth cohort beginning in July. Mock also described WICHE's continued partnership with the Midwestern Higher Education Compact to offer cost-savings programs related to purchasing of risk management and property insurance, student health insurance, and technology programs and services. She summarized the workplan priorities for FY 2019

to include: increased marketing for the Student Access Programs, seeking additional funding support for the Interstate Passport; and identifying additional resources to sustain and expand the Native-Serving Institutions initiative.

Commissioner Patricia Sullivan (NM) made a motion to APPROVE THE FY 2019 PROGRAMS AND SERVICES WORKPLAN and Commissioner Hilda Rosselli (OR) seconded the motion.

ACTION ITEM

Approval of Professional Student Exchange Program Support Fees for the 2019 and 2020 Biennium

Margo Colalancia provided an overview of the proposed support fee increases for the Professional Student Exchange Program (PSEP) for 2019 and 2020 academic years. She noted the method staff use to review tuition and fee increases and gather information to determine the recommended support fee levels. She reported that allopathic medicine and veterinary medicine support fees cover 58 percent of nonresident/private institution tuition, but for most other fields the support fee only provides about 35 percent coverage. Given this discrepancy, staff recommend a continued freeze on allopathic medicine and veterinary medicine support fees for the upcoming biennium. Committee Chair Klein asked for a motion to APPROVE THE ACTION ITEM PROPOSING A 2.2 PERCENT INCREASE IN SUPPORT FEES FOR EACH YEAR OF THE NEXT BIENNIUM, 2019 AND 2020, FOR EIGHT PROFESSIONAL STUDENT EXCHANGE PROGRAM FIELDS: DENTISTRY, OCCUPATIONAL THERAPY, OPTOMETRY, OSTEOPATHIC MEDICINE, PHARMACY, PHYSICAL THERAPY, PHYSICIAN ASSISTANT, AND PODIATRY; AND HOLDING SUPPORT FEES FOR ALLOPATHIC MEDICINE AND VETERINARY MEDICINE AT THEIR 2018 LEVELS. Commissioner Jefferson moved to approve the action item and Commissioner Nick Hacker seconded the motion; the motion passed unanimously.

Committee Chair Klein asked if the newly approved cap on support fee incentives for enrolling PSEP public programs is negatively affecting any of the veterinary medicine program enrollments. Colalancia said projected enrollments for FY19 may decrease by one or two students overall, but she does not attribute that change to the incentive cap. She also explained that Montana will not be supporting any new veterinary medicine students through WICHE in Fall 2018, because all Montana applicants instead opted to participate in Washington State's WIMU (Washington/Idaho/Montana/Utah) program whereby Montana residents complete their first year of DVM studies at Montana State University in Bozeman and then transfer to WSU for the remaining three years.

Committee Chair Klein asked Colalancia to outline WICHE's priorities for the Student Access Programs in the coming year. Colalancia said she will explore conducting an analysis to determine if the PSEP program is serving students well and staff will also be working on database upgrades for the Western Undergraduate Exchange (WUE) and Western Regional Graduate Program (WRGP).

The committee also heard updates regarding several of the Programs and Services unit initiatives that focus on institutional collaborations. Regarding the Native-Serving Institutions (NSI) initiative, Mock mentioned that the first year of the grant includes funding for subgrants for NSIs and that eight of the NSIs had been selected for awards and that staff is reviewing a second round of RFPs to identify additional subgrant recipients. She said a national summit for NSIs will be held on July 26-27 in Denver as another component of the grant from Lumina Foundation.

Pat Shea, director of academic leadership initiatives, presented some new developments in the Interstate Passport® program. This program facilitates block transfer of lower-division general education based on learning outcomes. The most recent members to join the Interstate Passport Network are North Idaho College and Air University and Community College of the Air Force. Shea said that several institutions and states are using mini-grants to create their Passport Blocks, implement the academic progress tracking system, or develop materials to promote the Passport to students. Staff are working closely with institutions including the College of the Siskiyous in California, University of Wyoming, University of Alaska Anchorage, and University of Nevada Reno. Two or three community colleges in Washington are also expected to use a mini-grant to explore participation in the Network.

Shea also provided a brief update on the Western Academic Leadership Academy, the Forum, and the Alliance. The Academy, sponsored by the Forum, is a year-long professional development program for aspiring academic leaders in the WICHE region's four-year sector. Twelve members of the 2017-18 cohort completed the program in April. Eighteen professionals have been selected for the 2018-19 cohort, which will convene in Boulder, July 11-13, for the summer intensive that kicks off their participation.

The Western Academic Leadership Forum, whose members are provosts of the four-year institutions and chief academic leaders of associated system and state agencies, had a very successful annual meeting in Vancouver, Wash., in late April. A panel of four WICHE commissioners was on the program. The Forum elected Vicki Golich, provost and vice president of academic and student affairs at Metropolitan State University of Denver, as its chair. The results of a campus wellness survey of Forum-

member institutions also were presented, and several committees were formed to focus on other areas of interest: dual credit, experiential learning and the legal implications, and library subscription costs and Open Educational Resources.

The Western Alliance of Community College Academic Leaders also had a very successful annual meeting in Seattle in mid-April. Its members are chief academic officers of two-year institutions and associated system and state agencies. The Alliance elected Clifton Sanders, provost for academic affairs at Salt Lake Community College, as its new chair. The Alliance continues to seek funding for a professional development program to train prospective academic leaders for the two-year sector, where there are looming retirements with a dearth of trained professionals to take on this increasingly complicated role.

Committee Chair Klein adjourned the Programs and Services meeting.

INFORMATION ITEMS

Update on Programs and Services Regional Initiatives

Student Access Program Updates

New Administrative Databases

WICHE staff members are smitten with WICHE's new administrative database for the Western Undergraduate Exchange (WUE) and Western Regional Graduate Program (WRGP). The Commission approved funding for the WUE/WRGP and PSEP databases in May 2018 and staff are grateful. The WUE/WRGP Administrative Database is built in Salesforce. Representatives from our partner institutions find the new platform very intuitive and easy to use. WICHE staff did a soft launch of the public-facing WUE and WRGP Savings Finders in September. We invite you to visit them at wuesavingsfinder.wiche.edu and wrgpsavingsfinder.wiche.edu. The current version's formatting is basic but will be upgraded with the launch of WICHE's new website. Staff are making a final push to get profiles set up for a few institutions that have yet to update their institution's information, as they will soon begin reporting their WUE and WRGP enrollment numbers.

Staff began work with the software developer on the new PSEP database in October, with an anticipated launch for state and cooperating PSEP program administrators by summer 2019, if not earlier.

Western Undergraduate Exchange (WUE)

In 2017-18, 40,094 WUE students and their families saved more than \$365.4 million in tuition by paying 150 percent of the enrolling institution's resident tuition, or less. Final enrollment and savings numbers for 2018-19 will be available in late November. Staff anticipate that enrollment will again surpass that of last year. A total of 161 two-year and four-year institutions participate; Evergreen State College and Washington State University Vancouver joined in September. San Francisco State University also has expressed interest in joining.

Western Regional Graduate Program (WRGP)

In 2017-18, 1,534 WRGP students saved an estimated \$24.1 million by paying resident tuition while completing their graduate studies out-of-state. Enrollment data for 2018-19 will be finalized in late November. Fifty-nine institutions participate; California State University East Bay recently opted out. Utah State University has expressed interest in joining the WRGP network.

In Fall 2017, the Commission agreed that WRGP graduate programs no longer need to be characterized as "distinctive." Staff are pleased to report that most participating WRGP institutions have now established new internal protocols to approve graduate programs for WRGP and have set up their new WRGP Savings Finder profiles. The office of the graduate dean (or provost, vice president of academic affairs, or equivalent) now coordinates "all things WRGP" at each institution. Removal of the distinctiveness requirement has resulted in a dramatic increase in the number of graduate programs offered through WRGP; 420 programs were available in Fall 2017 and now some 700 participate.

Professional Student Exchange Program (PSEP)

During the current 2018-19 academic year, 11 WICHE states invested more than \$14.5 million to sponsor 614 students studying for a professional health care degree. In October 2017, the Commonwealth of the Northern Mariana Islands (CNMI) passed legislation to enable its residents to enroll through WICHE's PSEP in all fields except optometry and podiatry. WICHE and CNMI staff are pleased to announce that CNMI's very first PSEP student enrolled in the University of Hawai'i Manoa's School of Medicine this fall.

Midwestern University's College of Veterinary Medicine will be our newest PSEP program. We anticipate they'll receive their full accreditation in October 2018 and will participate in WICHE's vet med cooperative admissions process for the Fall 2019 entering class application cycle.

Student Attainment Initiative

Native-Serving Institutions Collaboration

Recognizing the widening gaps in the postsecondary attainment of American Indians and Alaska Natives (AI/AN) relative to majority students, "Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice" is a new collaboration of two-year and four-year institutions that have been designated as Native American-Serving,

Nontribal Institutions (NSIs) by the U.S. Department of Education. These 24 institutions have American Indian and Alaska Native student populations of 10 percent or more and are eligible for Title III funding. The initiative is supported by a three-year Lumina Foundation grant to build a consortium to help NSIs develop networks, speak with a unified voice on legislative and policy matters, and tailor strategies to help their students succeed.

WICHE staff are cultivating a network of institutions serving large numbers of AI/AN students to define common goals, metrics, and strategies to improve the retention, graduation, and credential attainment of Native students. During the first year of program activities, Native-serving institutions have launched programs and set quantifiable goals to narrow attainment gaps, holding their institutions accountable while sharing evidence-based, high-impact practices leading to AI/AN student empowerment and success.

Staff also convened the first annual Native American-Serving, Nontribal Institutions National Summit, July 26-27 in Denver, which brought together 85 higher education leaders to discuss issues unique to the Native-Serving Institutions (NSIs). A new WICHE survey was released during the summit that establishes data baselines related to Native-student graduation, retention, and remediation rates and sheds light on barriers to success and best practices for serving Native students. Another institutional summit is planned for 2019, as is a potential convening of presidents and chancellors of the 24 Native American-Serving Nontribal Institutions next year in Washington, D.C., in partnership with the American Association of State Colleges and Universities (AASCU) to discuss topics critical to reducing equity gaps at Native-Serving Institutions.

Academic Leadership Initiative Updates

Western Alliance of Community College Academic Leaders

Members of the Alliance are the chief academic leaders of two-year institutions and associated system and state agencies in the WICHE region. The Alliance will hold its annual meeting April 3-5, 2019, in Salt Lake City. With the theme “Embracing the Brave New World: Higher Education and the Future of Work,” the program features noted speakers from government, higher education, private foundations, and industry. The Alliance continues to pursue funding to offer a year-long professional development program for prospective chief academic leaders in the two-year sector. For more information about the Alliance and its 92 members, see wiche.edu/alliance.

Western Academic Leadership Forum

Members of the Forum are the provosts and vice presidents of academic affairs of four-year institutions and chief academic leaders of associated system and state agencies in the WICHE region. The Forum will hold its annual meeting April 24-26, 2019 in Boulder, Colo. With the theme “A Place for All? Belonging in Higher Education,” the program features a variety of topics associated with the experiences of students and faculty of color and first-generation students and ways for institutions to be more inclusive. A highlight of the meeting will be a workshop focusing on contingent faculty conducted by Colorado State University’s Center for Academic Labor. The Forum has also established several new committees this year to address common areas of interest: dual credit, a regional Open Educational Resources (OER) repository, library subscription fees, student wellness, legal implications of service learning, and others. For more information about the Forum and its 62 members, see wiche.edu/forum.

Western Academic Leadership Academy

Sponsored by the Western Academic Leadership Forum, the Academy is a professional development program designed to develop a pipeline of future academic leaders. The Academy’s faculty—sitting or retired provosts among the Forum’s membership—selected the 2018 cohort, whose 17 members hail from seven WICHE states—California, Colorado, Idaho, Montana, New Mexico, Oregon, and South Dakota. The Academy’s summer intensive was held July 11-13 in the SHEPC Learning Center at WICHE. The faculty will mentor the cohort through April 2019, when they will attend the culminating seminar at the Forum’s annual meeting. For more information, see wiche.edu/forum/academy.

Interstate Passport®

Interstate Passport is a program that facilitates the block transfer of lower-division general education attainment based on learning outcomes, rather than specific courses and credits. Twenty-seven institutions in ten states are members of the Interstate Passport Network; they have officially awarded over 23,000 Passports during the Network’s two years of operation. Several meetings of various stakeholders from member institutions were held this spring and summer to help ensure consistency in the program’s implementation and to share best practices. Target groups included military advisors, interstate faculty team chairs, institution liaisons, campus marketing directors, and academic advisors. Outreach continues to other institutions in at least eight states. Staff is seeking funding to further scale Interstate Passport, as the grant from Lumina Foundation concluded in September and the grant from the Bill & Melinda Gates Foundation will conclude in December. The U.S. Department of Education’s First in

the World grant continues through September 2019 with a no-cost extension anticipated for one additional year to complete the research component. For more information, see interstatepassport.wiche.edu.

Collaborative Cost-Savings Initiative Updates

MHEC Master Property Program

A property insurance and risk-management collaborative initiative, the Master Property Program (MPP) has saved participating institutions over \$114 million since its inception. The MPP, developed by the Midwestern Higher Education Compact (MHEC), has over 170 participant campuses representing total insured values of \$98.8 billion. WICHE-region institutions became eligible to participate in the program in 2004; the New England Board of Higher Education joined the program in 2009 and the Southern Regional Education Board in 2013. Institutions and systems in the West taking part include: Pima County Community College District (AZ), Colorado College, Colorado School of Mines, University of Northern Colorado, The College of Idaho, Nevada System of Higher Education's seven campuses and Desert Research Institute Centers, Lewis & Clark College (OR), Reed College (OR), Willamette University (OR), Westminster College (UT), Seattle Pacific University, (WA), Whitman College (WA), and the University of Wyoming. On March 7-9, several representatives from WICHE-region institutions will participate in the MPP's annual all-insureds meeting and loss control workshop in St. Louis, exchanging best practices and lessons learned and working with experts in asset protection, facilities management, campus security, and environmental health. The MPP is governed by a committee comprised of leaders from member institutions. WICHE-region member institutions are represented by three members on the committee: Laura Betzold, chief risk officer and associate general counsel at the University of Wyoming; Craig Kispert, vice president for business and finance at Seattle Pacific University; and Lisa Schaller, Director of Insurance and Loss Control, Nevada System of Higher Education. For more information on the Master Property Program or any of the three MHEC initiatives described below, contact Jere Mock, WICHE vice president of Programs and Services, at jmock@wiche.edu or 303.541.0222.

MHECtech

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

Cyber Insurance

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

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

MHECare

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

WICHE



Policy Analysis and Research Committee Meeting

Thursday, Nov. 8, 2018

3:00 – 4:30 p.m.

Red Rocks

Western Interstate
Commission
for Higher Education

wiche.edu

Thursday, Nov. 8, 2018

3:00 - 4:30 p.m.

Red Rocks

Policy Analysis and Research Committee Meeting

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

Colleen Sathre (HI)
Matt Freeman (ID)
Chester Burton (NV)
Barbara Damron (NM)
Mark Hagerott (ND)
Ben Cannon (OR)
Robert Burns (SD)
Carmen Fernandez (CNMI)
Peter Knudson (UT)
Les Purce (WA)
Fred Baldwin (WY)
[CO and AZ committee positions are currently vacant.]

Agenda

Presiding: Christopher Cabaldon, committee chair

Staff: Demarée Michelau, vice president, Policy Analysis and Research
Peace Bransberger, senior research analyst, Policy Analysis and Research
Laura Ewing, administrative manager, Policy Analysis and Research
Colleen Falkenstern, research analyst, Policy Analysis and Research
Patrick Lane, director of data initiatives, Policy Analysis and Research
Sarah Leibrandt, senior research analyst, Policy Analysis and Research
Christina Sedney, senior analyst, Policy Analysis and Research
Cheryl Dowd, director, State Authorization Network, WCET



Approval of the May 7, 2018 Policy Analysis and Research Committee meeting minutes 5-3



Approval of the Policy Database Infrastructure Reserve request 5-6

Information Items:

WICHE development of a data privacy plan that will be GDPR-compliant

Tuition and Fees in Public Higher Education in the West 2018-19

Benchmarks: WICHE Region 2018

Upcoming publications

SCHEDULE
EXEC CTTE
WELCOME
PLENARY I
PROGRAMS
POLICY
RECEPTION
PLENARY II
BUSINESS
REFERENCE

Discussion Items:

Legislative Advisory Committee update

5-8

Workplan FY 2020 planning

Other business

Adjournment

ACTION ITEM

Policy Analysis and Research Committee Minutes

May 7, 2018

Committee Members Present:

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

Chris Bustamante (AZ)
Kim Hunter Reed (CO)
Colleen Sathre (HI)
Matt Freeman (ID)
Mark Hagerott (ND)
Barbara Damron (NM)
Chester Burton (NV)
Robert Burns (SD)
Carmen Fernandez (U.S. Pacific Territories and
Freely Associated States)
Patricia Jones (UT)
Fred Baldwin (WY)
Les Purce (WA)

Other Commissioners Present:

Gillian Barclay (NV)
Karla Leach (WY)

Committee Members Absent:

Franke Wilmer (MT)
Ryan Deckert (OR)

Staff Members Present:

Demarée Michelau, vice president, Policy Analysis and Research
Patrick Lane, director of data initiatives, Policy Analysis and
Research

Chair Cabaldon called the committee meeting to order at 11 a.m. and asked Vice President Michelau to take roll; a quorum was established.

ACTION ITEM

Approval of the Policy Analysis and Research Committee Meeting Minutes of Nov. 9, 2017

Chair Cabaldon asked members to review minutes from the Nov. 9, 2017 meeting. Commissioner Burns moved to approve the minutes. Commissioner Burton seconded the motion. The minutes were approved unanimously.

ACTION ITEM

Discussion and Approval of the FY 2019 Workplan Sections Pertaining to the Policy Analysis and Research Unit's Activities

Chair Cabaldon then asked Michelau to review the Workplan for committee members and describe the proposed changes. Michelau described potential alterations to the State Higher Education Policy Database to make the resource focused more on WICHE member states and territories so that there would be state- and territory-focused resource pages, merged with other data resources, on the WICHE website. She asked the committee for feedback on the ideas.

Commissioner Anderson asked if the proposed changes made sense to staff. Michelau replied affirmatively, noting that it is likely a better, more effective way to display the data resources maintained by the unit.

Commissioner Sathre noted that she has reviewed the website and believes that it contains good information and is in good shape. She further hopes that the information contained in the State Higher Education Policy Database will be maintained.

Chair Cabaldon noted that he has used the database from time to time and described the difficulty of maintaining a data resource that adds value beyond publicly available information, such as what one can find through Google. He stressed that it is important to balance the benefits provided by such efforts with the costs and the potential opportunity costs of devoting staff time to maintaining such resources.

Michelau agreed that staff load is always a big concern, especially for maintaining the relevance of a resource, which led to the idea to focus it more on Western states. Chair Cabaldon emphasized that having the WICHE website provide and curate relevant

links to resources of information and data is very valuable. Michelau also described pending improvements and enhancements to WICHE's data resources, including Benchmarks.

Michelau requested one additional change to the Workplan as printed in the Spring Meeting Agenda Book. She noted that WICHE had been recently approached to be a partner on work to evaluate the effectiveness of prior learning assessment (PLA) in a project with the Council for Adult and Experiential Learning (CAEL). This had previously been on the unit's workplan but had been removed when funding seemed unlikely. Michelau provided the Action Item from 2015 as background. Chair Cabaldon noted that, if it so chooses, the committee could recommend approving the Workplan with this addition. Commissioner Bustamante noted the importance of PLA and recommended the project's inclusion. Commissioner Freeman further voiced support and stressed that WICHE should be involved in this work. Commissioner Anderson moved that the Workplan be amended to include the potential project with CAEL. Commissioner Fernandez seconded the motion.

Discussion then turned to the potential removal of five other items presented by Michelau. These projects focus on: work-based learning, sexual violence on campuses, the impact of dual and concurrent enrollment, assessing state policies on student learning outcomes, and addressing workforce needs with the emerging majority-minority. Michelau provided justification for recommending removal of the projects, which included staff turnover (work-based learning); redundancy with active funded projects (addressing workforce needs and dual credit); changes in the federal landscape (sexual violence); and limited staff capacity to focus on a particular topic (student learning outcomes). Chair Cabaldon raised a point of caution noting that some of these topics have been the subject of full plenary meetings of the commission previously and remain important throughout the West, including sexual violence and work-based learning. Commissioner Preus voiced support for these two items as well, noting their importance in her state. Commissioner Anderson asked if there was some way to reflect their importance in the Workplan even if they were not active. Chair Cabaldon noted that they could be kept in the Potential Future Projects section and reiterated the importance of work on sexual assault.

Commissioner Anderson clarified her original motion such that it would approve the Workplan as printed in the Agenda Book with two amendments. The first would include the work as an external evaluator in a joint project with CAEL on PLA. The second would keep work-based learning and sexual assault on campus as potential future projects. Commissioner Fernandez reiterated her seconding of the motion. The motion passed unanimously.

DISCUSSION ITEMS

WICHE/State Partnerships, WICHE Insights, LAC Update

Chair Cabaldon then asked Michelau to present discussion items. Michelau discussed the letter WICHE had recently sent to Western SHEEOs, copying commissioners, inviting states to participate in research and/or evaluation partnerships with WICHE and reiterated that the letter remains an open invitation. Michelau noted that to date, Idaho has responded to the letter. Commissioner Hagerott said that his staff has been cut significantly, making it difficult to respond. Commissioner Burns suggested that perhaps the executive committee could help facilitate responses.

Michelau then summarized WICHE's recently published brief on IPEDS' Outcome Measures, written in collaboration with WCET. Commissioner Bustamante said that WCET is very helpful in interpreting IPEDS data and in arguing against reliance on the commonly used first-time/full-time measures that had been employed to calculate graduation rates. He said that this typical IPEDS measure captures fewer than 1 percent of his institution's students. Commissioner Damron said that the broader Outcome Measures definition has been needed for a long time. Commissioner Sathre further emphasized her support for these metrics and expressed support for WICHE's brief.

Chair Cabaldon then asked Michelau to discuss the Legislative Advisory Committee. Michelau distributed a draft agenda of the upcoming meeting in Boise, Idaho, and solicited feedback. Commissioner Reed stressed that helping legislators understand the importance of equity gaps is crucial and suggested that the topic could be embedded in the sessions on workforce gaps. Commissioner Jones clarified that feedback could be provided at a later date. Commissioner Leach stressed the importance of the session on mental health issues. Commissioner Freeman noted that Boise State University could likely contribute speakers to that session. Commissioner Jones suggested Utah had expertise as well.

Chair Cabaldon emphasized that the meeting should provide opportunities for open dialogue and discussion among legislators. Commissioner Jones asked about who serves on the Legislative Advisory Committee. Michelau pointed to the roster. Chair Cabaldon noted that commissioners are responsible for appointments and that committee members should work with their state colleagues to try to fill vacancies.

INFORMATION ITEMS
WICHE Insights, Other Business

Michelau then distributed the forthcoming *WICHE Insights* on Tuition and Fees in the West and noted that this brief will have an accompanying data dashboard on the website.

Commissioner Freeman thanked WICHE for its work in facilitating a meeting focused on postsecondary access that included high school counselors, college recruiters, and other postsecondary staff. Commissioner Damron thanked WICHE for its work in providing expertise in New Mexico's recent review of potential governance options.

Adjournment

With no other business before the committee, Chair Cabaldon adjourned the meeting at 12:15 p.m.

ACTION ITEM

WICHE Database Infrastructure Reserve Request

Summary

WICHE's Policy Analysis and Research unit supports better-informed decision-making by providing a variety of policy analysis and data resources, including *Tuition and Fees in Public Higher Education in the West*; *Benchmarks: WICHE Region*; *Regional Fact Book for Higher Education in the West*; and *Knocking at the College Door: Projections of High School Graduates*. Over the past several years, WICHE staff have implemented several enhancements to these resources, including better data visualizations and improved data management processes. Staff have implemented these enhancements while still using Microsoft Excel, pushing this software to its limits. As such, staff are requesting up to \$75,000 from reserves to contract with Bross Group, LLC to develop a robust database infrastructure that will support current research activities and lay the foundation for the production of other relevant policy and data resources as staff members continue to enhance the services they provide to WICHE constituents. These more robust tools will increase our ability to fundraise and serve the region, as well as increase staff productivity with access to more robust, contemporary tools.

Relationship to WICHE Mission

The development of a sound database infrastructure is essential for the delivery of WICHE's data and policy resources that are widely relied upon to increase access to high-quality higher education for all citizens of the West.

Background

WICHE's Policy Analysis and Research unit supports better-informed decision-making, principally at the state level, by providing a variety of policy analysis and data resources, including *Tuition and Fees in Public Higher Education in the West*; *Benchmarks: WICHE Region*; *Regional Fact Book for Higher Education in the West*; and *Knocking at the College Door: Projections of High School Graduates* (of these *Knocking* is the only one that is externally-supported). Over the past several years, WICHE staff have implemented several enhancements to these resources, including better data visualizations and improved data management processes, which has required staff to use Microsoft Excel in advanced ways and in ways that are beyond the software's purposes or capabilities. Further, because staff have pushed Excel to its maximum capacity, they have experienced technical issues and wasted a great deal of time attempting to find solutions and convoluted workarounds to problems that this software was not designed to solve. In other words, the WICHE Policy Analysis and Research unit has reached a critical point for the need to have a functioning research database infrastructure and environment.

To begin to address this challenge, staff conducted a successful pilot effort to develop a database with Amazon cloud for *Tuition and Fees*, but realized that they need additional support for some key components. As such, staff contracted with Bross Group, LLC, for a modest number of hours to assist with improving that pilot environment that WICHE staff developed. Further, while this short-term solution helped to streamline a portion of what staff are trying to accomplish with *Tuition and Fees*, there is still the desire for a custom web application in which survey respondents could enter their tuition and fees data into the WICHE database, thereby saving several steps for WICHE staff and reducing the chances of data errors.

In addition, to successfully produce the next iteration of *Knocking* (anticipated release 2020), staff need a functioning database environment; *Knocking* simply cannot be produced again using Excel spreadsheets. During the last production, staff spent countless hours wrestling with Excel doing what they should have been doing within a database environment, often redoing projections when spreadsheets had broken. A functioning, well-designed database environment would allow staff to more efficiently produce and display useful WICHE policy and data resources. At the November 2016 Commission retreat, WICHE Commissioners articulated the desire and need for more and better data displays; this step forward would allow WICHE's lean but mighty staff to respond to that request and put us on par with our peer organizations.

Project Description

The development of a robust database infrastructure will support four major activities—*Tuition and Fees in Public Higher Education in the West*; *Benchmarks: WICHE Region*; *Regional Fact Book for Higher Education in the West*; and *Knocking at the College Door: Projections of High School Graduates*—but lay the foundation for the production of other relevant policy and data resources as staff continue to enhance the services they provide to WICHE constituents. These more robust tools would increase our ability to fundraise and serve the region; in addition, it would increase staff capacity to do other more impactful activities by enabling more efficient processes.

WICHE staff intend to contract with Bross Group, LLC to assist with database design support so that staff can move away from a piecemeal Excel spreadsheet approach that requires an excessive amount of staff time to manage and is at serious risk of causing data errors.

In speaking with the Bross Group, LLC staff, it is difficult to determine the cost until they begin assessing the situation. Staff have provided diagrams and descriptions of the current data and needs, but the cost request is a best estimate at this time. Staff propose the request of up to \$75,000, but would report regularly to the Executive Committee about the progress of the work and provide a more accurate cost estimate upon an assessment provided by Bross Group, LLC.

Action Requested

Approval to contract with Bross Group, LLC, for up to \$75,000 to carry out the identified activities above beginning with an assessment to determine the size and scope of the project and begin implementation.

Staff and Fiscal Impact

This scoping and implementation project is expected to require about .5 FTE total for approximately six months; this will include some staff training for SQL query syntax and for analysis, as well as for how to best leverage a SQL database with WICHE's existing analysis and data visualization tools.



Serving Students & State Goals: The Shared Mission of State Legislatures & Higher Education

Legislative Advisory Committee Annual Meeting • The Grove • Boise, Idaho • September 25-26, 2018

AGENDA

Tuesday, September 25

7:30 – 8:15 a.m.

Ivy conference room (2nd floor)

Networking Breakfast

(Full breakfast)

8:15 – 8:30 a.m.

Evergreen (2nd floor)

Welcome and Introductions

Facilitators:

David Longanecker, President, *Western Interstate Commission for Higher Education*

Demarée Michelau, Vice President, Policy Analysis and Research, *Western Interstate Commission for Higher Education*

8:30 – 9:30 a.m.

Legislative Spotlight: Idaho's Higher Education Priorities and Accomplishments

This session will feature a discussion focused on the state's upcoming legislative priorities for higher education and a reflection on their key legislative accomplishments and challenges over the last session.

Moderator:

Matt Freeman, Executive Director, *Idaho State Board of Education, WICHE Commissioner*

Speakers:

Senator Dean Mortimer, *Idaho*

Representative Wendy Horman, *Idaho*

Representative Ilana Rubel, *Idaho*

9:30 – 10:00 a.m.

The 2018 Legislative Sessions

LAC members will share key issues and trends related to higher education from their 2018 sessions.

Facilitator:

Demarée Michelau, Vice President, Policy Analysis and Research, *Western Interstate Commission for Higher Education*

Tuesday, September 25

10:00 – 10:15 a.m.

Break

10:15 – 11:15 a.m.

Aligning State Resources for Student Success

In an era when state higher education funding frequently faces stiff competition from other fiscal priorities such as healthcare and K-12 spending, how are states across the West ensuring public higher education remains affordable for their residents? Panelists will discuss how Western states are allocating often scarce resources to promote postsecondary affordability through state financial aid programs, highlighting Nevada’s creation of a need-based financial aid program.

Moderator:

David Longanecker, President, *Western Interstate Commission for Higher Education*

Speakers:

Crystal Abba, Vice Chancellor for Academic and Student Affairs, *Nevada System of Higher Education*

Senator Ben Kieckhefer, *Nevada*

Rachelle Sharpe, Deputy Executive Director, *Washington Student Achievement Council* and President, *National Association of State Student Grant and Aid Programs (NASSGAP)*

11:15 a.m. – noon

Facilitated Discussion - Aligning State Resources for Student Success

Facilitator:

David Longanecker, President, *Western Interstate Commission for Higher Education*

Noon – 1:00 p.m.

Ivy Conference Room

Lunch

Networking lunch

1:00 – 2:00 p.m.

Workforce Pathways: Apprenticeships, Certificates, and Beyond

While an ever-growing number of jobs require postsecondary education of some kind, this does not always mean a bachelor’s degree. How are states preparing the next generation of their workforce through shorter-term, sub-baccalaureate credentials and what are the labor market implications of these credentials?

Moderator:

Christina Sedney, Senior Policy Analyst, *Western Interstate Commission for Higher Education*

Speakers:

Patrick Crane, Director, Office of Community Colleges and Workforce Development, *Oregon Higher Education Coordinating Commission*

Rebecca Long, Labor Program Specialist, *South Dakota Department of Labor and Regulation*

Tuesday, September 25

2:00 – 2:30 p.m.

Workforce Pathways: Apprenticeships, Certificates, and Beyond

Facilitator:

Christina Sedney, Senior Policy Analyst, *Western Interstate Commission for Higher Education*

2:30 – 2:45 p.m.

Break

2:45 – 3:45 p.m.

Workforce Shortages: Recruiting and Retaining Western Educators

A key issue for Western states is the recruitment and retention of teachers, particularly in rural school districts. This session will explore how states, districts, and higher education institutions are partnering to address this critical challenge.

Moderator:

Christina Sedney, Senior Policy Analyst, *Western Interstate Commission for Higher Education*

Speaker:

Robert Mitchell, Assistant Professor, Leadership, Research, and Foundations, *University of Colorado-Colorado Springs* and former Academic Policy Officer for Educator Preparation, *Colorado Department of Higher Education*

3:45 – 4:15 p.m.

Facilitated Discussion - Workforce Shortages: Recruiting and Retaining Western Educators

Facilitator:

Christina Sedney, Senior Policy Analyst, *Western Interstate Commission for Higher Education*

5:45 p.m.

Dinner

Join LAC colleagues for a dinner hosted by WICHE. Meet in the lobby at 5:45 for a 6:00 p.m. dinner at The Melting Pot (200 North 6th St., Boise).

Wednesday, September 26

7:45 – 8:30 a.m.
Ivy conference room

Networking Breakfast
(Full breakfast)

8:30 – 8:45 a.m.
Evergreen

What Does WICHE Mean for You?
A brief overview of WICHE’s mission, key services, and current projects.

Speaker:
David Longanecker, President, *Western Interstate Commission for Higher Education*

8:45 – 9:30 a.m.

What Does WICHE Mean for You?
Mental Health on College Campuses

It has become increasingly clear that mental health on college campuses is a complex and pressing issue with serious implications for higher education institutions. Representatives of WICHE’s behavioral health program will share activities and programs campuses are using to tackle this challenge, as well as how legislators can support these efforts.

Speakers:
Dennis Mohatt, Vice President, Behavioral Health Program, *Western Interstate Commission for Higher Education*
Liza Tupa, Director of Education and Research, Behavioral Health Program, *Western Interstate Commission for Higher Education*

9:30 – 10:15 a.m.

What Does WICHE Mean for You?
Interstate Passport®

This session will provide an overview of WICHE’s innovative Interstate Passport—a program that facilitates block transfer of students’ lower-division general education attainment based on learning outcomes—and its implications for state legislators.

Facilitators:
Jere Mock, Vice President, Programs and Services, *Western Interstate Commission for Higher Education*
Patricia Shea, Director, Academic Leadership Initiatives, *Western Interstate Commission for Higher Education*

Speakers:
Lita Burns, Vice President for Instruction, *North Idaho College*
Paul Turman, System Vice President for Academic Affairs, *South Dakota Board of Regents*
Laura Woodworth-Ney, Executive Vice President and Provost, *Idaho State University*

10:15 – 10:30 a.m.

Break

10:30 – 11:15 a.m.

The Interaction of Federal & State Policy: Key Issues for 2019

Policy shifts across a variety of issues at the federal level over the past year have led to serious implications for states as they consider their own policymaking agendas for the coming year. This session will dive into greater detail on questions of federal and state policy interaction as it relates to higher education, including state authorization, tax reform's impact on higher education, and more.

Moderator:

David Longanecker, President, *Western Interstate Commission for Higher Education*

Speakers:

Russell Poulin, Director, Policy and Analysis, *WICHE Cooperative for Educational Technologies (WCET)*

Thomas Harnisch, Director of State Relations and Policy Analysis, *American Association of State Colleges and Universities (AASCU)*

Becky Thiess, Associate Manager, Fiscal Federalism Initiative, *The Pew Charitable Trusts*

11:15 – 11:45 a.m.

Facilitated Discussion - The Interaction of Federal & State Policy: Key Issues for 2019

Facilitator:

David Longanecker, President, *Western Interstate Commission for Higher Education*

11:45 a.m. – noon

Final Reflections

LAC members will review key takeaways from the discussions, present ideas to each other, raise questions, and share insights about issues they plan to address in the 2019 legislative sessions.

Facilitator:

David Longanecker, President, *Western Interstate Commission for Higher Education*

2017 LEGISLATIVE ADVISORY COMMITTEE MEMBERS
(*Indicates LAC member is also a WICHE Commissioner)

ALASKA

Representative Harriet Drummond [APPOINTED 2017]
Senator Gary Stevens [APPOINTED 2018]

ARIZONA

Representative Paul Boyer [APPOINTED 2016]
Senator Catherine Miranda [APPOINTED 2017]

CALIFORNIA

VACANCY
VACANCY

COLORADO

Representative Janet Buckner [APPOINTED 2017]
Senator Kevin Priola [APPOINTED 2017]

**COMMONWEALTH OF THE NORTHERN
MARIANA ISLANDS**

Representative Joseph P. Deleon Guerrero
[APPOINTED 2014]
*Senator Jude Hofschneider [APPOINTED 2015]

GUAM

Senator Dennis Rodriguez, Jr. [APPOINTED 2017]

HAWAI'I

Representative Angus McKelvey [APPOINTED 2017]
Senator Kaiiali'i Kahele [APPOINTED 2017]

IDAHO

Senator Dean Mortimer [APPOINTED 2018]
Representative Ilana Rubel [APPOINTED 2017]
*Representative Julie VanOrden [APPOINTED 2017]

MONTANA

Senator JP Pomnichowski [APPOINTED 2017]
VACANCY

NEVADA

Senator Joseph Hardy [APPOINTED 2018]
Assembly Member Amber Joiner [APPOINTED 2017]

NEW MEXICO

*Senator Mark Moores [APPOINTED 2013]
Representative G. Andrés Romero [APPOINTED 2018]
Senator John Sapien [APPOINTED 2018]

NORTH DAKOTA

*Senator Ray Holmberg [APPOINTED 2015]
Representative Bob Martinson [APPOINTED 2018]
Representative Mark Sanford [APPOINTED 2018]

OREGON

Representative Teresa Alonso León
[APPOINTED 2018]
Senator Michael Dembrow [APPOINTED 2018]

SOUTH DAKOTA

Representative Dan Ahlers [APPOINTED 2017]
Senator Terri Haverly [APPOINTED 2018]

UTAH

*Senator Peter Knudson [APPOINTED 2006]
Senator Evan Vickers [APPOINTED 2017]
VACANCY

WASHINGTON

Senator David Frockt [APPOINTED 2016]
Representative Jeff Holy [APPOINTED 2017]
*Representative Gerry Pollet [APPOINTED 2015]

WYOMING

*Senator Fred Baldwin [APPOINTED 2017]
Representative Mark Kinner [APPOINTED 2018]
Representative Sue Wilson [APPOINTED 2018]

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Serving Students & State Goals:

The Shared Mission of State Legislatures & Higher Education

Legislative Advisory Committee Annual Meeting • The Grove • Boise, Idaho • September 25-26, 2018

PARTICIPANT LIST

(*indicates WICHE Commissioner)

ALASKA

Senator Gary Stevens

Alaska State Senate
305 Center Street
Kodiak, AK 99615
Phone: 907.465.4925
Email: sen.gary.stevens@akleg.gov

GUAM

Senator Dennis Rodriguez, Jr.

Guam Legislature
761 South Marine Corps Drive, Suite B1
Tamuning, GU 96931
Phone: 671.649.8638
Email: dennis@toduguam.com

HAWAI'I

Senator Donna Kim

Hawai'i State Senate
State Capitol, Room 218
415 South Beretania Street
Honolulu, HI 96813
Phone: 808.587.7200
Email: senkim@capitol.hawaii.gov

IDAHO

Senator Dean Mortimer

Idaho Senate
7403 South 1st East
Idaho Falls, ID 83404
Phone: 208.709.2810
Email: dmortimer@senate.idaho.gov

IDAHO (continued)

Representative Ilana Rubel

Idaho Legislature
2750 East Migratory Drive
Boise, ID 83706
Phone: 208.866.4776
Email: ilana@rubelforidaho.com

MONTANA

Senator JP Pomnichowski

Montana Legislature
222 Westridge Drive
Bozeman, MT 59715
Phone: 406.587.7846
Email: Pomnicho@montanadsl.net

NEVADA

Representative Joe Hardy

Associate Dean Clinical Education
Touro University
882 Fairway Drive
Boulder City, NV 89005
Phone: 702.777.3202
Email: hardybc1@gmail.com

Assemblywoman Amber Joiner

Nevada State Legislature
699 Putnam Drive
Reno, NV 89503
Phone: 775.338.6733
Email: amberjoyjoiner@gmail.com

NEW MEXICO

Representative G. Andrés Romero
New Mexico House of Representatives
4503 Valley Park Drive SW
Albuquerque, NM 87105
Phone: 505.514.9574
Email: andres.romero@nmlegis.gov

NORTH DAKOTA

***Senator Ray Holmberg**
North Dakota State Senate
621 High Plains Court
Grand Forks, ND 58201
Phone: 701.739.5334
Email: rhholmberg@nd.gov

WASHINGTON

***Representative Gerry Pollet**
Washington House of Representatives
10212 5th Ave NE, Suite 255
Seattle, WA 98125
Phone: 206.819.9015
Email: gerry.pollet@leg.wa.gov

WYOMING

***Senator Fred Baldwin**
Wyoming State Senate
P.O. Box 1032
Kemmerer, WY 83101
Phone: 307.877.4496
Email: fred.baldwin@wyoleg.gov

Representative Mark Kinner
Wyoming House of Representatives
456 Sumner Street
Sheridan, WY 82801
Phone: 307.674.4777
Email: mark.kinner@wyoleg.gov

WYOMING (continued)

Representative Sue Wilson
Wyoming Legislature
1207 Crestview Drive
Cheyenne, WY 82009
Phone: 307.631.9234
Email: sue.wilson@wyoleg.gov

SPEAKERS AND GUESTS

Crystal Abba
Vice Chancellor for Academic and Student
Affairs
Nevada System of Higher Education (NSHE)
2601 Enterprise Road
Reno, NV 89512
Phone: 775.784.3441
Email: cabba@nshe.nevada.edu

***Rick Aman**
President
College of Eastern Idaho
1600 South 25th East
Idaho Falls, ID 83404
Phone: 208.535.5477
Email: rick.aman@cei.edu

Brock Astle
Associate Director-Government Affairs and
Community Relations
Lewis-Clark State College
1101 West Front Street, Suite 100
Boise, ID 83702
Phone: 208.859.3778
Email: jbastle@lcsc.edu

Manuelita (Lita) Burns
Vice President for Instruction
North Idaho College
1000 West Garden Avenue
Coeur d'Alene, ID 83814
Phone: 208.769.3302
Email: lita.burns@nic.edu

SPEAKERS AND GUESTS (continued)

Patrick Crane

Director, Office of Community Colleges and
Workforce Development
Oregon Higher Education Coordinating
Commission
255 Capitol Street NE
Salem, OR 97310
Phone: 503.947.2414
Email: patrick.crane@state.or.us

Jeff Fox

President
College of Southern Idaho
315 Falls Avenue
Twin Falls, ID 83303-1238
Phone: 208.732.6220
Email: jfox@csi.edu

***Matt Freeman**

Executive Director
Idaho State Board of Education
650 W State Street, Suite 307
Boise, ID 83702
Phone: 208.332.1570
Email: matt.freeman@osbe.idaho.gov

Thomas Harnisch

Director of State Relations and Policy Analysis
American Association of State Colleges and
Universities
1307 New York Avenue NW, Suite 500
Washington, DC 20005
Phone: 202.478.4660
Email: harnischt@aascu.org

Representative Wendy Horman

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

Janet Jessup

Budget & Policy Analyst
Legislative Services Office
700 West Jefferson Street
PO Box 83720
Boise, ID 83720-0054
Phone: 208.334.4730
Email: jjessup@lso.idaho.gov

Senator Ben Kieckhefer

Nevada State Senate
10045 Goler Wash Court
Reno, NV 89521
Phone: 775.223.9618
Email: bkieckhefer@mcdonaldcarano.com

Kent Kunz

Director of Government Relations
Idaho State University
802 West Bannock #206
Boise, ID 83702
Phone: 208.334.4781
Email: kunzkent@isu.edu

Rebecca Long

Registered Apprenticeship Program Specialist
South Dakota Department of Labor and
Regulation
123 West Missouri Avenue
Pierre, SD 57501
Phone: 605.773.6168
Email: rebecca.long@state.sd.us

Adrian San Miguel

Director of Postsecondary Education
Idaho Career & Technical Education
PO Box 83720
650 West State Street
Boise, ID 83720-0095
Phone: 208.429.5542
Email: adrian.sanmiguel@cte.idaho.gov

SPEAKERS AND GUESTS (continued)

Robert Mitchell

Assistant Professor
University of Colorado Colorado Springs
1420 Austin Bluffs Parkway
Columbine Hall, Room 3055
Colorado Springs, CO 80918
Phone: 719.255.3405
Email: rmitchel@uccs.edu

Marty Schimpf

Interim President
Boise State University
1910 University Drive
MS 1001
Boise, ID 83725
Phone: 208.426.4421
Email: mschimpf@boisestate.edu

Wendi Secrist

Executive Director
Idaho Workforce Development Council
317 West Main Street
Boise, ID 83735
Phone: 208.488.7561
Email: wendi.secrist@wdc.idaho.gov

Rachelle Sharpe

Deputy Executive Director
Washington Student Achievement Council
917 Lakeridge Way SW
PO Box 43430
Olympia, WA 98502
Phone: 360.753.7872
Email: RachelleS@wsac.wa.gov

Joe Stegner

Special Assistant to the President for State
Governmental Relations
University of Idaho
714 W State Street, Suite 220
Boise, ID 83702
Phone: 208.33432315
Email: jstegner@uidaho.edu

Rebecca Thiess

Associate Manager
The Pew Charitable Trusts
901 E Street NW
Washington, DC 20004
Phone: 202.552.2109
Email: rthiess@pewtrusts.org

Paul Turman

System Vice President for Academic Affairs
South Dakota Board of Regents
306 East Capitol Avenue, Suite 200
Pierre, SD 57501
Phone: 605.773.3455
Email: Paul.Turman@sdbor.edu

Laura Woodworth-Ney

Executive Vice President and Provost
Idaho State University
14 Purdue Avenue
Pocatello, ID 83201
Phone: 208.589.8896
Email: woodlaur@isu.edu

WICHE STAFF

Laura Ewing

Administrative Manager
Western Interstate Commission for Higher Education
3035 Center Green Drive, Suite 200
Boulder, CO 80301
Phone: 303.541.0269
Email: lewing@wiche.edu

David Longanecker

President
Western Interstate Commission for Higher Education
3035 Center Green Drive, Suite 200
Boulder, CO 80301
Phone: 303.541.0202
Email: dlonganecker@wiche.edu

Demarée Michelau

Vice President, Policy Analysis and Research
Western Interstate Commission for Higher Education
3035 Center Green Drive, Suite 200
Boulder, CO 80301
Phone: 303.541.0223
Email: dmichelau@wiche.edu

Jere Mock

Vice President, Programs and Services
Western Interstate Commission for Higher Education
3035 Center Green Drive, Suite 200
Boulder, CO 80301
Phone: 303.541.0222
Email: jmock@wiche.edu

Dennis Mohatt

Vice President for Behavioral Health
Western Interstate Commission for Higher Education
3035 Center Green Drive, Suite 200
Boulder, CO 80301
Phone: 303.541.0256
Email: dmohatt@wiche.edu

Russell Poulin

Director, Policy & Analysis
WCET - WICHE Cooperative for Educational Technologies
3035 Center Green Drive, Suite 200
Boulder, CO 80301
Phone: 303.541.0305
Email: rpoulin@wiche.edu

Christina Sedney

Senior Policy Analyst
Western Interstate Commission for Higher Education
3035 Center Green Drive, Suite 200
Boulder, CO 80301
Phone: 303.541.0238
Email: csedney@wiche.edu

Patricia Shea

Director, Academic Leadership Initiatives
Western Interstate Commission for Higher Education
3035 Center Green Drive, Suite 200
Boulder, CO 80301
Phone: 303.541.0302
Email: pshea@wiche.edu

Liza Tupa

Director, Education and Research
Behavioral Health Program
Western Interstate Commission for Higher Education
3035 Center Green Drive, Suite 200
Boulder, CO 80301
Phone: 303.541.0224
Email: ltupa@wiche.edu

INFORMATION ITEM

Action Item

Revision of FY19 Workplan to incorporate proposed WICHE development of a data privacy plan that will be GDPR-compliant.

(Passed by Executive Committee Teleconference Meeting on September 10, 2018)

Background

Both WCET and our Policy and Research Unit advise that it is essential that WICHE adopt a data privacy plan that is compliant with the General Data Protection Regulation (GDPR). GDPR is a data-protection protocol that has been developed by the EU to balance commercial and research interests with consumer rights around personal and sensitive data. Although the U.S. has not developed its own such protocol, most state government agencies and consumer protection organizations in the U.S. consider GDPR the industry standard for balancing diverse perspectives on privacy and data. It is important for WCET to be part of an organization with such a privacy plan because it is advising its members on how to comply, thus certainly should be in compliance itself. Our Policy and Research Unit needs to be in compliance because it collects personal data through the multistate longitudinal data exchange and many states participating in the MLDE will likely require such compliance with GDPR. The \$40,000 requested from reserves for this purpose will include \$20,000 for legal counsel to assist in helping to develop and implement the plan, \$8,000 to dedicate a portion of WCET's Cyberfellow's time to leading the staff effort on this project, and \$12,000 for purchasing training materials to be developed to train WICHE staff currently and in the future. It is estimated that training staff initially will require an additional \$10,000 in staff time, but these costs will be absorbed within current budgets.

Action Requested

As this was not incorporated into the WICHE FY19 Workplan approved by the Commission in May 2018, approval is now requested to add this item to that FY19 Workplan under an Existing Activities/Projects & Initiatives heading, and to be funded by \$40,000 as requested from reserves under separate Dedicated Reserve Request heading.

Significant worldwide attention has been brought to the issue of data protection and cyber security. Data breaches at trusted organizations such as Target, Anthem, Equifax, and Yahoo have caused great public concern about data privacy. It is reported nationally that Higher Education is deemed ripe for breaches due to innovative technological advances, cutting edge research, intellectual property, and personal data that are inherent to higher education. WICHE acknowledges the need for best practices for data to safeguard from exposure to a data breach or infrastructure breakdown affecting services.

The WICHE Cyber Security Initiative is comprised of two components. The first component is outreach to the WICHE states for the benefit of training institutional non-technical leaders for cyber protection and funding the work of the WICHE Cyber Fellow. The second component is the creation and implementation of a WICHE Data Protection Policy that is GDPR compliant.

WICHE outreach to the states provides the opportunity for non-technical institutional leaders to participate in Leadership Table Top Exercises (LTTX) that are directed by the Department of Homeland Security (DHS). DHS has begun to create state specific exercises to provide resources and opportunity for institutional leaders to discuss process for protection of their institutions. The second statewide LTTX will take place in Colorado on November 30, 2018. Additionally, this outreach includes interactions and creation of new partnerships with law enforcement and other expert agencies to train WICHE staff including the Cyber Fellow. WICHE has become a member of the National Cyber Center and the Cyber Fellow is a member of InfraGuard (FBI sponsored civilian group).

WICHE creation and implementation of a Data Protection Policy that is GDPR compliant is a multi-element project. The policy creation must be GDPR compliant due to the recent enactment of the EU General Data Protection Regulations (GDPR) that provide oversight in the EU and in the United States for institutions and organizations that obtain, and process personal data of individuals located in EU countries. The tasks for the creation and implementation of the data protection policy will include:

1. Obtain legal counsel to ensure that GDPR compliance & data risk mitigation processes are appropriate.
2. Designate a person responsible for data protection policy compliance.
3. Provide training to all WICHE staff on information security.
4. WICHE Self-Assessment of policies and assets for all operational units.
5. Review and revise current privacy notices for all operational units.
6. Prepare an incident response plan for all operational units.

The following resources may be useful:

- [Cyber Attack in Higher Education 2018](#); The Chronicle of Higher Education
- [Text of EU General Data Protection Regulation](#)
- [Future-proofing privacy \(A guide to preparing for the EU Data Protection Regulations\)](#); Hogan Lovells US LLP
- [Preparing for the General Data Protection Regulation \(GDPR\) 12 Steps to take now](#); Information Commissioner's Office (ICO)
- [E.U. Regulations that are Enforceable Against U.S. Higher Education Institutions](#); WCET Frontiers
- [Data Privacy for Institutes of Higher Education \(IHE\)](#); WCET Frontiers
- [Words can be intimidating: Cybersecurity and Our Role in Higher Education](#); WCET Frontiers
- [FSA Cybersecurity compliance Webpage of Resources](#); Department of Education



Reception

Thursday, Nov. 8, 2018

6:00 – 7:30 p.m.

Flagstaff

Western Interstate
Commission
for Higher Education

wiche.edu

Thursday, Nov. 8, 2018

6:00 - 7:30 p.m.

Flagstaff

Reception for Commissioners, Guests, and Staff

At the reception, Jeremy Simon, WICHE director of strategic communications, will preview the new wiche.edu site with brief remarks and slides.

Background: Since early 2018, WICHE has been working with Boulder digital agency Vermilion to fully revamp the primary wiche.edu web site—the first “down-to-the-studs” site overhaul in the site’s 20-year history (though periodic content, technological, and design enhancements have occurred). The process has entailed a deep dive into how WICHE conveys its value and services to the stakeholders it serves, and has assimilated broad stakeholder feedback and digital metrics data into the approach. A core working team spanning each WICHE unit, incorporating feedback from nearly every WICHE staff member, has informed the result.

The site is nearly final and we are eager for its public launch in the coming weeks. This evening, you’ll see many of the fruits of that labor. A rotating slide presentation at the reception will present highlights of wiche.edu’s new visual, organizational, and navigational framework, as well as other website features and related priorities concerning WICHE digital communications.

SCHEDULE

EXEC CTTE

WELCOME

PLENARY I

PROGRAMS

POLICY

RECEPTION

PLENARY II

BUSINESS

REFERENCE





Plenary Session II

Friday, Nov. 9, 2018

8:30 – 9:30 a.m.

Flatiron Ballroom

Western Interstate
Commission
for Higher Education

wiche.edu

Friday, Nov. 9, 2018

8:30 - 9:30 a.m.
Flatiron Ballroom

Plenary Session II: Budgeting and Finance at WICHE

Presented by David Longanecker, president, WICHE

Background and Context:

One of the most important responsibilities of the WICHE Commission is its fiduciary responsibility—that is, its responsibility to act in good faith with regard to the best interests of the states it serves—and central to this responsibility is oversight of the finances of the organization. As became apparent in the budget approval discussion at the May 2018 Commission meeting in Missoula, a number of the Commissioners felt they were not well enough informed on WICHE's budgeting processes to fully exercise their fiduciary responsibilities pertaining to the finances of the organization.

Since that time, I have spent considerable time preparing for and presenting to the Executive Committee information to both provide greater clarity on the budget processes and to prepare the organization's finances well for the incoming president.

Consistent with the interest reflected at the May meeting, this plenary session intends to bring the entire Commission up to date on the history of budget and finance at WICHE and to lay out clearly the current process by which the budget is developed, presented, accepted, and managed.

In 1999, when I assumed the role as Chief Executive Officer of WICHE (then titled the Executive Director, subsequently changed to President), the budget presented to the Commission differed substantially from the budget that the Commission approved this past May. In May 1999, the general fund presented to and approved by the Commission called for \$1.8 million in spending for FY 2000, which began in July 1999, with projected reserves of \$446,086 at the end of FY 1999. The budget included projected deficits of \$125,290 for FY 1999 and \$203,225 for FY 2000. The trend in expenditures compared to revenues suggested that reserves would dip well below the then-prevailing \$200,000 minimum reserve by the end of FY 2001. Most members of the Commission were unaware of that potential impending budget crisis.

In addition to the general budget, the Commission received information on "other funds" projected for FY 2000 of \$14 million, \$11.1 million of which was comprised of professional student exchange program fees (passed through WICHE to enrolling institutions) and \$2.9 million comprising grants and program participation fees. The consolidated budget, therefore, was \$15.9 million.

There were two problems with the budget and financing processes embedded in this FY 2000 budget presentation. First and foremost, the budget was presented in a way in which it was not apparent to the Commission (or to staff, for that matter) that the organization was financially distressed. And second, the budget was intentionally developed with recurring annual budget deficits, under the premise that good management would erase the budget deficit during the year being budgeted.

This process of budgeting deficits immediately changed in August 1999 when I resolved never to present a deficit budget, indicating that should I do so, it would be accompanied by an apology and letter of resignation. Every budget since that time has projected an annual surplus. While the actual surpluses each year thereafter were not large, they were greater than originally projected. The resulting modest annual contributions to WICHE's reserves have accumulated over time to provide sufficient funds to allow WICHE to participate with SHEEO and NCHEMS in the purchase of the SHEPC facility in 2005, and through prudent management of revenues and expenses to build the healthy reserves currently appreciated by WICHE.

The budget that the Commission approved this past May for FY 2019 differs considerably from the budget approved in 1999. The 2019 budget includes \$3.1 million in both expenditures and revenues for the general fund, with general fund reserves projected to be \$2.6 million at the beginning of FY 2019. In addition, "other funds," as they were referred to in 1999, were projected to generate \$25.7 million, reflecting \$14.2 million in (pass-through) Professional Student Exchange Program fees and \$11.5 million in grants and program participation fees. These "other funds" were projected in May to generate an additional \$947,790 toward reserves in this fiscal year. While all aspects of WICHE's work have evolved over the past 20 years, the ways in which staff keep the Commission apprised of the development of the budget request, the Commission's consideration of the entire budget (not just the general fund portion), the Commission's process for approving the budget, and the management of the budget throughout the year—these four things have not kept pace with the evolution in WICHE's financial circumstances.

In this plenary session, I seek to clarify for the Commission each of these processes and how they have recently been changed to respond to current needs and circumstances.

Development of the Budget. Because staff present a proposed budget to the Commission for consideration and approval at each May meeting, staff begin preparing the budget for the subsequent fiscal year starting July 1 shortly after the Commission's November meeting. By that time, we have a good idea of how well the current year's budget is tracking with actual revenue and expenditures and what adjustments might be needed in the coming year. With respect to the general fund budget, we begin by projecting revenues and then project expenditures, within the revenue constraints, to accommodate projected salary and benefit increases, inflationary adjustments writ large, anticipated changes in the Workplan, and any unusual expenditures anticipated in the coming year. The President shares these preliminary assumptions with the Commission officers at a winter officers' retreat, incorporates suggestions from the officers, and presents a revised preliminary draft of the budget to the Executive Committee for its review and comment. These suggestions and new budget considerations that may since have arisen are then incorporated for presentation to the Commission at the May meeting. A similar process is followed for the non-general fund accounts.

Consideration and Approval of the Budget. The Commission considers and approves the budget at its May meeting each year. This is the same meeting at which the Commission considers and approves the Workplan for the Commission and its staff, and the budget approval process is intended to coincide with this Workplan approval process. In addition, the May meeting is also where the

Commission approves any salary and benefit pool adjustments (increases or decreases), and every other year approves the state dues for the subsequent biennium. Obviously, any adjustments made by the Commission to the proposed Workplan, salary and benefits, or state dues must then be accommodated in the budget, as well. In addition to approving the annual revenue and expenditures for the general fund and non-general fund accounts, the staff propose to the Commission one-time expenditures from the portion of reserves—both general fund and non-general fund—that remains available for dedication after all previous dedications have been covered.

Beginning anew for this year, all non-general fund reserve accounts will have to report expenditures from their reserves for the previous year and justify reserves for the coming year (including maintenance of dedicated minimum reserves, reserves for unexpected expenditures, and reserves for program development proposed). Reserves, whether for general fund expenditures or non-general fund expenditures, can be used only for one-time (and not ongoing) expenditures.

Management of the Approved Budget. WICHE's Chief Financial Officer regularly monitors revenues and expenditures throughout the year to ensure that the agency is not at risk of running a budget deficit. While the CFO has the responsibility for monitoring budgets and apprising the president and appropriate staff of any unanticipated perturbations in the budget, each vice president is responsible for managing the budget within their unit. Because the adoption of the budget in May precedes the June 30 end of the fiscal year, the chief financial officer and president present an adjusted final year closing for the previous fiscal year to the Executive Committee at the earliest possible date, usually by mid to late August. Should budget needs change significantly during the year, the president may request that the budget be altered mid-year. The bylaws provide for the Executive Committee to act on behalf of the Committee of the Whole in such a circumstance. As soon as the prior year budget is "closed," in August the CFO contacts the organization's auditors to secure their services to conduct the annual audit. Although not required of nonprofit organizations, WICHE conducts its audit under the recommendations of the Sarbanes-Oxley Act. Because of WICHE's unique circumstance as both a governmental and non-governmental entity, we fall under both the Financial Auditing Standards Board and the Governmental Auditing Standards Board (FASB and GASB), and this is reflected in our audit. The audit is generally conducted in August and September, presented to the Audit Committee for their review and recommendation in October, and presented to the Commission for its consideration and approval at the November Commission meeting. Budget updates are provided by the CFO and president at each Executive Committee meeting and the November Commission meeting.

Because of the substantial concern expressed at the May meeting about both the lack of transparency in the presentation of the budget and some question about whether funding requested by staff for some reserve dedications should perhaps be held in abeyance until the new president was on board, I have spent considerable time and effort with staff reviewing the budget process for ways in which it could be presented more clearly to the Commission. As a result, some modifications have been made. Some items that were outside the general fund accounts have been shifted into the general fund accounts. As previously noted, a new process was developed for presenting, justifying, and receiving approval for non-general fund reserves. I reviewed with staff and the officers of

the Commission each of the dedications that were held back in the May meeting and for each item, I recommended to the Executive Committee at its August 10 meeting either funding the item immediately or deferring funding for review by the new president. The final adjustments to the Fiscal Year 2018 budget and the amendments to expenditures and reserves approved by the Executive Committee at its August and September meetings are reflected in the budget presented for your review in this Agenda Book.

Therein lies a summary of the relevant WICHE budget and finance premises, considerations, and timelines most relevant to your work as Commissioners.



Committee of the Whole Business Session

Friday, Nov. 9, 2018

9:30 a.m. – Noon

Flatiron Ballroom

Western Interstate
Commission
for Higher Education

wiche.edu

Friday, Nov. 9, 2018

9:30 a.m. - Noon
Flatiron Ballroom

Committee of the Whole Business Session

Agenda

Reconvene Committee of the Whole: Clayton Christian, WICHE chair

Report and recommended action of the Executive Committee:
Clayton Christian, WICHE chair

Report and recommended action of the Audit Committee:
Patricia Sullivan, WICHE immediate past chair

Report and recommended action of the Programs and Services Committee:
Eileen Klein, chair [Tab 4]

Report and recommended action of the Policy Analysis and Research Committee:
Christopher Cabaldon, chair [Tab 5]

Report of the Legislative Advisory Committee annual meeting:
Ray Holmberg, WICHE vice chair

Committee of the Whole Action and Discussion Items

Update on WICHE's budget 8-3



Approval of Executive Committee recommendation on
WICHE presidential search



Acceptance of remaining eligible U.S. Pacific Island
members into WICHE under the membership
auspices of the U.S. Pacific Territories and
Freely Associated States

8-6



Election of 2019 chair, vice chair, and immediate past chair
as officers of the WICHE Commission

Remarks by Clayton Christian, outgoing chair

Remarks by Ray Holmberg, incoming chair

Introduction of meeting survey

Other business

Adjourn Committee of the Whole Business Session

SCHEDULE
EXEC CTTE
WELCOME
PLENARY I
PROGRAMS
POLICY
RECEPTION
PLENARY II
BUSINESS
REFERENCE



DISCUSSION ITEM

Update on WICHE's Budget

In May 2017, the WICHE Commission approved a balanced budget for the FY 2018 General Fund. In June 2018, actual FY 18 revenues and expenditures exceeded the budget by a good amount due to a reclassification of income from Administrative Operations to the General Fund. (This surplus can be seen on subsequent pages 8-5 titled *General Fund Budget Comparing FY 2018 with FY 2019*. Also, as seen on the accompanying report on pages 8-4 titled *Program Area Revenue and Expense Summary*, most WICHE program areas saw gains as well with the exception of a budget shortfall in Self-Supporting Services. Overall, WICHE experienced a very positive financial year in FY 18.

Since WICHE is the majority partner in the State Higher Education Policy Center (SHEPC), all SHEPC financial activity is combined with financial activity at WICHE and presented in the audited WICHE financial statements. As can be seen on the schedule titled *Statement of Revenues, Expenses and Changes in Net Position*, (to be found in the audited WICHE financial statements in your meeting packet), WICHE's net position at the beginning of FY 2018 was \$10,089,555 and was \$10,394,161 at the end of FY 18.

The Programs and Services Area, the Policy Analysis and Research Area, the Professional Student Exchange Program (PSEP) and the newly created W-SARA and Communications and Public Affairs budget lines all experienced gains or no changes (no change is the default result of programs like these, designed to be budget-neutral).

The Mental Health Program and the WCET unit were the only units that had their fund balances expressly reported prior to this year. Now, all unit fund balances can be seen on the aforementioned *Program Area Revenue and Expense Summary* report on pages 8-4.

The General Fund began the year with a reserve of \$2,752,715. WICHE in FY 18 added to this reserve \$532,653, and now has a reserve of \$3,285,368. Of this total, the Commission has designated certain portions to be held for specific purposes. These are: \$367,963 as a minimum reserve, \$0 for facility payments (since the loans are retired), \$306,636 for unexpected shortfalls, and \$850,000 for operating accounts receivable. This leaves \$1,760,769 available for future designations by the Commission. These amounts can be seen on aforementioned *General Fund Budget Comparing FY 2018 with FY 2019* report on page 8-5.

Looking ahead to Fiscal Year 2019

The FY 2019 general fund budget, approved by the Commission at the May 2018 meeting, is also a balanced budget. The Executive Committee since that time has made several modifications to the budget that have increased budgeted surplus from \$1,765 to \$110,444; these changes are noted on the General Fund inclusion. Three months into FY 2019, it appears that the general fund is operating within budget. Over the next months, program managers will be reviewing how each of their programs are doing and making adjustments as budgets require. WICHE staff will submit preliminary FY 2020 budgets to the Executive Committee in February 2019 and completed FY 2020 budgets to the full Commission in May 2019.

Western Interstate Commission for Higher Education

Program Area Revenue and Expense Summary for FY 2018

	Programs & Services	Policy Analysis	PSEP	Mental Health	WCET	Communications & Public Affairs	W-SARA	Self Supporting Services
Revenue								
Membership Dues and Fees	\$ 336,257			\$ 331,446	\$ 1,136,609			
Conference Registration Fees	\$ 21,090			\$ 13,587	\$ 286,295			
Grants and Contracts	\$ 1,072,172	\$ 936,350		\$ 2,756,409	\$ 1,171,984		\$ 599,703	
Indirect Cost Sharing				\$ 140,451	\$ 109,371			
Interest	\$ 11,645	\$ 12,920			\$ 19,752			
Miscellaneous Income	\$ 88,160	\$ 1,450		\$ 52,300	\$ 22,434			
General Fund Allocation	\$ 38,406	\$ 457,474	\$ 344,743			\$ 446,506		\$ (150,907)
Total Revenue	\$ 1,567,730	\$ 1,408,194	\$ 344,743	\$ 3,294,193	\$ 2,746,445	\$ 446,506	\$ 599,703	\$ (150,907)
Expenses								
Salaries	\$ 434,954	\$ 525,012	\$ 191,113	\$ 1,214,679	\$ 995,393	\$ 206,579	\$ 198,366	\$ 245,459
Benefits	\$ 159,795	\$ 191,927	\$ 74,189	\$ 453,880	\$ 382,866	\$ 76,602	\$ 78,084	\$ 13,693
Audit, Legal & Consulting	\$ 417,431	\$ 66,237	\$ 15,660	\$ 810,899	\$ 59,018	\$ 94,793	\$ 75,059	\$ 105,889
Subcontracts	\$ 72,432	\$ 304,975	\$ -	\$ 16,850	\$ 373,255	\$ -	\$ -	\$ -
Travel	\$ 231,670	\$ 86,397	\$ 17,257	\$ 335,156	\$ 475,087	\$ 7,033	\$ 43,607	\$ 33
Printing and Copying	\$ 4,166	\$ 9,031	\$ 4,469	\$ 15,130	\$ 6,756	\$ 3,106	\$ 274	\$ 420
Rent	\$ 21,033	\$ 35,967	\$ 16,643	\$ 42,695	\$ 55,483	\$ 18,775	\$ 97,215	\$ (268,165)
Computer/Network	\$ 18,777	\$ 23,130	\$ 14,842	\$ 57,478	\$ 72,003	\$ 19,588	\$ 12,956	\$ 12,720
Communications	\$ 5,079	\$ 11,527	\$ 4,024	\$ 18,341	\$ 12,716	\$ 7,978	\$ 11,462	\$ 23,660
Supplies and Expense	\$ 11,550	\$ 50,516	\$ 6,546	\$ 55,962	\$ 52,260	\$ 6,583	\$ 16,093	\$ 148,221
Marketing / Depreciation	\$ 473	\$ -	\$ -	\$ 550	\$ 11,472	\$ 5,469	\$ -	\$ 82,184
Indirect Costs	\$ 79,112	\$ 122,486	\$ -	\$ 198,410	\$ 157,026	\$ -	\$ 66,587	\$ -
Credits for other programs	\$ -	\$ -	\$ -	\$ -	\$ 16,974	\$ -	\$ -	\$ (362,026)
Total Expenses	\$ 1,456,472	\$ 1,427,205	\$ 344,743	\$ 3,220,030	\$ 2,670,309	\$ 446,506	\$ 599,703	\$ 2,088
Excess Revenue (Loss)	\$ 111,258	\$ (19,011)	\$ -	\$ 74,163	\$ 76,136	\$ -	\$ -	\$ (152,995)
	\$ 70,979	\$ 175,180	\$ 122,387					
	\$ 310,567	\$ 4,886	\$ 5,908					
	\$ 162,754	\$ 2,758	\$ 474,425					
	\$ 160		\$ 25,750					
	\$ 27,635		\$ 8,862					
	\$ 195,709		\$ 21,600					
	\$ 65,658							
	\$ 73,632							
EOY Fund Balance	\$ 907,094	\$ 182,824	\$ 658,932	\$ 245,779	\$ 480,996		\$ 215,000	\$ (20,590)

Western Interstate Commission for Higher Education

General Fund Budget

Comparing FY 2018 with FY 2019

Revenue and Expenditures

March 2017

	FY 2018				FY 2019					
	FY 2018 Budget	FY 2018 Actual	Actual Higher or (Lower) than Budget		FY 2019 Budget	FY 2019 Budget Higher or (Lower) than FY 2018 Budget		FY 2019 Budget Higher or (Lower) than FY 2018 Actual		
Revenue										
4102 Indirect Cost Reimbursements	\$600,000	\$846,106	\$246,106	41.0%	\$650,000	\$50,000	8.3%	(\$196,106)	-23.2%	
4104 Indirect Cost Sharing-WICHE	(\$160,000)	(\$250,107)	(\$90,107)	56.3%	(\$160,000)	\$0	0.0%	\$90,107	-36.0%	
4201 Members/Fees States/Institutions	a \$2,384,000	\$2,384,000	\$0	0.0%	\$2,448,000	\$64,000	2.7%	\$64,000	2.7%	
4300 Interest	\$50,000	\$152,070	\$102,070	204.1%	\$120,000	\$70,000	140.0%	(\$32,070)	-21.1%	
4550 W-SARA excess revenue	b \$0	\$34,498	\$34,498		\$185,000	\$185,000		\$150,502	436.3%	
4560 SHEPC excess rents	c \$100,000	\$95,967	(\$4,033)	-4.0%	\$100,000	\$0	0.0%	\$4,033	4.2%	
4600 Other Income	\$60,000	\$5,803	(\$54,197)	-90.3%	\$10,000	(\$50,000)	-83.3%	\$4,197	72.3%	
4850 Credit Card Transaction Rev. / Units	\$500	(\$1)	(\$501)	-100.2%	\$120	(\$380)	-76.0%	\$121	#####	
4900 Interfund Transfers	d \$0	(\$25,593)	(\$25,593)		\$0			\$25,593	-100.0%	
Total Revenue	\$3,034,500	\$3,242,744	\$208,244	6.9%	\$3,353,120	\$318,620	10.5%	\$110,376	3.4%	
Expenditures										
0102 Student Exchange Program	\$355,609	\$344,744	(\$10,865)	-3.1%	\$376,871	\$21,262	6.0%	\$32,127	9.3%	
0104 Policy Analysis & Research	\$418,542	\$457,474	\$38,932	9.3%	\$439,888	\$21,346	5.1%	(\$17,586)	-3.8%	
0105 Communications & Public Affairs	\$427,748	\$446,503	\$18,755	4.4%	\$481,661	\$53,913	12.6%	\$35,158	7.9%	
0106 Programs & Services	\$40,213	\$38,406	(\$1,807)	-4.5%	\$46,280	\$6,067	15.1%	\$7,874	20.5%	
0110 President's Office	\$577,911	\$531,611	(\$46,299)	-8.0%	\$563,483	(\$14,428)	-2.5%	\$31,871	6.0%	
0111 Commission Meeting Expense	\$209,263	\$171,266	(\$37,997)	-18.2%	\$214,934	\$5,671	2.7%	\$43,668	25.5%	
0112 Administrative Services	e \$646,398	\$682,013	\$35,616	5.5%	\$860,033	\$213,635	33.1%	\$178,019	26.1%	
0115 Miscellaneous Gen. Fund	\$185,259	\$179,919	(\$5,340)	-2.9%	\$190,817	\$5,558	3.0%	\$10,898	6.1%	
0116 Program Development	\$25,000	\$6,808	(\$18,192)	-72.8%	\$25,000	\$0	0.0%	\$18,192	267.2%	
0131 LAC Meeting	\$42,436	\$48,595	\$6,159	14.5%	\$43,709	\$1,273	3.0%	(\$4,886)	-10.1%	
Total Expenditures	\$2,928,379	\$2,907,339	(\$21,040)	-0.7%	\$3,242,676	\$314,297	10.7%	\$335,337	11.5%	
Surplus (Deficit) for the Fiscal Year	\$106,121	\$335,405	\$229,284		\$110,444	\$4,323				
Reserves at Beginning of Year										
1 Minimum Reserve	f \$351,405	\$351,405	\$0	0.0%	\$389,121	\$37,716	10.7%	\$37,716	10.7%	
2 Reserve for Facility Payments	g \$259,000	\$259,000	\$0	0.0%	\$0	(\$259,000)	-100.0%	(\$259,000)	-100.0%	
3 Reserve for Unexpected Shortfall	h \$292,838	\$292,838	\$0	0.0%	\$324,268	\$31,430	10.7%	\$31,430	10.7%	
4 Reserve to Operate Accounts Receivable	i \$850,000	\$850,000	\$0	0.0%	\$850,000	\$0	0.0%	\$0	0.0%	
5 Reserve Available for Dedication	\$999,472	\$999,472	\$0	0.0%	\$1,721,979	\$722,507	72.3%	\$722,507	72.3%	
Reserves at Beginning of Year	\$2,752,715	\$2,752,715	\$0	0.0%	\$3,285,368	\$532,653		\$532,653		
Reserves Dedicated during Year										
6 Organizational Systems Review	j \$100,000	\$100,000	\$0	0.0%	\$0	\$100,000	100.0%	\$100,000	100.0%	
7 Student Access Database	k \$225,000	\$225,000	\$0	0.0%	\$0	\$225,000	100.0%	\$225,000	100.0%	
8 Reserve from prior SHEPC/W-SARA activity	l \$0	(\$522,248)	\$522,248		\$0	\$0		(\$522,248)	100.0%	
9 Presidential Search	m \$0	\$0	\$0		\$75,000	(\$75,000)		(\$75,000)		
10 Accounting Infrastructure Updates	n \$0	\$0	\$0		\$150,000	(\$150,000)		(\$150,000)		
11 Cybersecurity Partnership seed money.	o \$0	\$0	\$0		\$50,000	(\$50,000)		(\$50,000)		
12 GDPR compliant privacy plan.	p \$0	\$0	\$0		\$40,000	(\$40,000)		(\$40,000)		
13 Salesforce utilization enhancements.	q \$0	\$0	\$0		\$100,000	(\$100,000)		(\$100,000)		
14 Deficit (Surplus) for the Fiscal Year above	(\$106,121)	(\$335,405)	\$229,284		(\$110,444)	\$4,323	-4.1%	(\$224,961)	67.1%	
Reserves Dedicated during the Fiscal Year	\$218,879	(\$532,653)	\$751,532	0.0%	\$304,556	(\$85,677)		(\$837,209)		
Reserves at End of Year	\$2,533,836	\$3,285,368	\$751,532		\$2,980,812	\$446,976				

- (a) At the May 2016 meeting the Commission set the FY 2018 dues to \$149K and the FY 2019 dues to \$153K.
- (b) Reclassification made by Executive Committee in Aug 2018.
- (c) Reclassification made by Executive Committee in Aug 2018.
- (d) Transfers to cover costs of CyberSecurity Fellow (\$7,034) and Gates unrecoverable indirect (\$18,559).
- (e) Approved by the Executive Committee in Aug 2018. Moved 10% of Abbiatti and Mohatt and 50% of Lopez. Also rent at 3000 Center Green.
- (f) Minimum reserve set by the commission is 12% of Budgeted Expenses. Set May 2000.
- (g) Facility Payments reserve set by commission at 6 months of cost. Set May 2007. Eliminated by the Executive committee in Aug 2018.
- (h) Unexpected Shortfall reserve set by commission at 10% of Budgeted Expenses. To be used only if anticipated funding does not materialize. Set May 2007.
- (i) Reserve amount needed float accounts receivable until payments are received for contracted work. Approved by Executive Committee February 2016.
- (j) Approved by Executive Committee February 2016.
- (k) Approved by the Commission at their May 2018 meeting.
- (l) Reclassification made by Executive Committee in Aug 2018.
- (m) Approved by the Executive Committee at the May 2018 regular Commission meeting.
- (n) - (q) Approved by the Executive Committee in August 2018.

ACTION ITEM

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

Background

At the November 2012 commission meeting, the WICHE Commission accepted the U.S. Pacific Territories and Freely Associated States into a new WICHE membership category to be known as the Pacific Island member. This action was held to be consistent with the language of the Western Regional Education Compact, which authorizes “the States and Territories” of the Western region to enter into a compact to work collaboratively to expand educational access and excellence for all citizens of the West. It was determined that any or all of the named territories would be eligible to join WICHE, and in so doing would enjoy, collectively as a single member, the full benefits of WICHE membership and would also share fully in the responsibilities associated with WICHE membership, including participation in the organization and its programs and supporting the organization through annual dues (per single member), as developed by the commission and reflected in the organizations bylaws, policies, and procedures.

Consistent with the Compact, any territory or freely-associated state wishing to join WICHE must first secure the support of its legislature and governor or president and provide assurances of its willingness and ability to meet the financial dues requirements of the organization. The dues for the Pacific Island member are the same as for all single state members, established as \$156,000 for FY 2020, and are to be divided equally among the Islands that join the organization. The group of

East Asia and Oceania



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territories and freely-associated states joining WICHE are required, through collaboration of the governors and presidents of the entities joining WICHE, to appoint three commissioners to WICHE, at least one of which shall be “an educator engaged in the field of higher education in the state or territory from which appointed.” Terms for WICHE commissioners are for four years, but commissioners can be reappointed for as many terms as the appointing governors or presidents prefer, so long as the commissioner rotation process outlined below is adhered to.

In November 2012, the Commission established that as long as only one territory or freely associated state joined WICHE, then that territory or freely associated state would appoint all three WICHE commissioners from the Pacific region, and for a number of years that was the case with the Commonwealth of the Northern Mariana Islands (CNMI). At the point that another territory or freely associated state joined, one of the original commissioners would be required to resign so that the new member territory or freely associated state could have representation, and this has been the case since Guam joined in 2016. Should more than three territories or freely associated states wish to join, the terms of the commissioners will rotate amongst the members, though all territories and freely associated states without a commissioner will be allowed to appoint a representative to attend the commission meetings and participate in the commission’s deliberations, albeit without vote. Commissioners serve without compensation, though all expenses associated with attending WICHE meetings or officially representing WICHE are covered by the organization. Expenses would also be paid for an appointed representative.

Upon acceptance of the Pacific Island member into WICHE, CNMI presented all required documentation for membership and was accepted into WICHE membership. Guam subsequently joined and began sharing membership in 2016. Recently, representatives of the remaining Pacific Island members—the U.S. territory of American Samoa and the U.S. freely associated states including the Federated States of Micronesia, Republic of the Marshall Islands, and Republic of Palau—have expressed an interest in joining WICHE. Specifically, at a summer meeting of the Association of Pacific Island Legislatures, whose mission is to organize a permanent association of mutual assistance by representatives of the people of the Pacific Islands, legislative leaders passed a resolution in support of participation in WICHE. Subsequently, this group of legislative leaders agreed to pass resolutions in their respective legislatures regarding WICHE membership. WICHE staff have been working with CNMI to provide support as needed.

Recommended Action

Acceptance of the remaining Pacific Island members—American Samoa, Federated States of Micronesia, Republic of the Marshall Islands, and Republic of Palau—into WICHE under the membership auspices of the U.S. Pacific Territories and Freely Associated States, contingent upon submission of all required documentation.

WICHE



Reference

[WICHE Commission roster](#)

[Commission committees](#)

[Legislative Advisory Committee roster](#)

[WICHE staff](#)

[Future commission meeting dates](#)

[2018-19 WICHE Workplan](#)

Western Interstate
Commission
for Higher Education

wiche.edu



Reference

- WICHE Commission
- Commission Committees
- Legislative Advisory Committee
- WICHE staff
- Future commission meeting dates
- 2018-19 WICHE Workplan

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SCHEDULE

EXEC CTTE

WELCOME

PLENARY I

PROGRAMS

POLICY

RECEPTION

PLENARY II

BUSINESS

REFERENCE



WICHE COMMISSION

WICHE's 48 commissioners are appointed by their governors from among state higher education executive officers, college and university presidents, legislators, and business leaders from 15 Western states and the U.S. Pacific territories and freely associated states, WICHE's newest member. This regional commission provides governance and guidance to WICHE's staff in Boulder, Colo. Clayton Christian, commissioner of higher education at the Montana University System, is the 2018 chair of the commission.

* Executive Committee member

∞ New Commissioner

ALASKA

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

***Stephanie Butler**, executive director,
Alaska Commission on Postsecondary Education
PO Box 110505, Juneau, AK 99811
Phone: 907.465.6740
Email: stephanie.butler@alaska.gov

James Johnsen, president, University of Alaska System
P.O. Box 755000, Fairbanks, AK 99775
Phone: 907.450.8000
Email: jrjohnsen@alaska.edu

ARIZONA

∞ **Rita H. Cheng**, president, Northern Arizona University
PO Box 4092, Flagstaff, AZ 86011
Phone: 928.523.3232
Email: rita.cheng@nau.edu

∞ **Kathleen H. Goepfinger**, president and CEO,
Midwestern University
19555 N. 59th Ave., Glendale, AZ 85308
Phone: 623.572.3490
Email: kgoepp@midwestern.edu

***Eileen Klein**, treasurer, State of Arizona
1700 W. Washington St., Phoenix, AZ 85007
Phone: 602.542.7888
Email: treasurerklein@aztreasury.gov

CALIFORNIA

Christopher Cabaldon, president, Linked Learning Alliance,
and mayor, City of West Sacramento
1107 Ninth St., Suite 500, Sacramento, CA 95814
Phone: 916.441.2917
Email: christopher@cityofwestsacramento.org

***Dianne Harrison**, president,
California State University–Northridge
18111 Nordhoff St., Northridge, CA 91330
Phone: 818.677.2121
Email: dianne.harrison@csun.edu

Francisco Rodriguez, chancellor,
Los Angeles Community College District
770 Wilshire Blvd., Los Angeles, CA 90017
Phone: 213.891.2201
Email: rodrigfc@email.laccd.edu

COLORADO

Antwan Jefferson, clinical assistant professor,
University of Colorado Denver
P.O. Box 173364, Denver, CO 80217
Phone: 303.594.8575
Email: antwan.jefferson@ucdenver.edu

2 Colorado appointments TBD

HAWAII

***David Lassner**, president, University of Hawai'i
2444 Dole St., Bachman 202, Honolulu, HI 96822
Phone: 808.956.8207
Email: david.lassner@hawaii.edu

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

Colleen Sathre, vice president emeritus, Policy and Planning,
University of Hawai'i
1740 S. Beretania St. #15, Honolulu, HI 96826
Phone: 808.722.0523
Email: csathre@hawaii.edu

IDAHO

***Rick Aman**, president, College of Eastern Idaho
1600 S. 25th E.
Idaho Falls, ID 83404
Phone: 208.535.5366
Email: rick.aman@cei.edu

Matt Freeman, executive director,
Idaho State Board of Education
P.O. Box 83720, Boise, ID 83720
Phone: 208.332.1570
Email: matt.freeman@osbe.idaho.gov

Julie VanOrden, representative,
Idaho House of Representatives
425 S. 1100 W., Pingree, ID 83406
Phone: 208.684.4052
Email: jvanorden@house.idaho.gov

MONTANA

∞ **Laurie Bishop**, representative,
Montana State Legislature
211 S. Yellowstone St., Livingston, MT 59047
Phone: 406.223.1122
Email: rep.laurie.bishop@mt.gov

***Clayton Christian**, WICHE chair, commissioner of
higher education, Montana University System
560 N. Park Ave., Helena, MT 59601
Phone: 406.444.0374
Email: cchristian@montana.edu

∞ **Sheila Stearns**, past president,
University of Montana
400 Benton Ave., Missoula, MT 59801
Phone: 406.461.4471
Email: sheila.stearns@umontana.edu

NEVADA

Gillian Barclay, Nevada Governor's Office of Economic
Development
555 E. Washington Ave., Suite 5400, Las Vegas, NV 89101
Phone: 702.540.1111
Email: gbarclay@diversifynevada.com

Chester (Chet) Burton, chief financial officer,
Nevada System of Higher Education
2601 Enterprise Rd., Reno, NV 89512
Phone: 775.784.3408
Email: cburton@nhse.nevada.edu

***Fred Lokken**, professor,
Truckee Meadows Community College
7000 Dandini Blvd., Reno, NV 89512
Phone: 775.673.7148
Email: flokken@tmcc.edu

NEW MEXICO

***Barbara Damron**, cabinet secretary,
New Mexico Higher Education Department
2044 Galisteo St., Suite 4, Santa Fe, NM 87505
Phone: 505.476.8404
Email: barbara.damron@state.nm.us

Mark Moores, senator, New Mexico State Senate
9641 Seligman Ave. N.E., Albuquerque, NM 87109
Phone: 505.681.1975
Email: mark.moores@nmleg.com

***Patricia Sullivan**, immediate past WICHE chair, associate
dean for outreach, College of Engineering,
New Mexico State University
1025 Steward St., MSC Eng NM, Las Cruces, NM 88003
Phone: 575.646.2913
Email: patsulli@nmsu.edu

NORTH DAKOTA

Mark Hagerott, chancellor, North Dakota University System
600 E. Boulevard Ave., Dept 215, Bismarck, ND 58505
Phone: 701.328.2963
Email: mark.hagerott@ndus.edu

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

Nick Hacker, North Dakota State Board of Higher Education,
North Dakota Guaranty & Title, Grand Forks Abstract &
Title, Consolidated Title Services
314 E. Thayer Ave., Suite 101, Bismarck, ND 58501
Phone: 240.688.2210
Email: nick@thetitleteam.com

OREGON

∞ **Ben Cannon**, executive director, Oregon Higher
Education Coordinating Commission
255 Capitol St., NE, Salem, OR 97301
Phone: 503.947.5948
Email: ben.cannon@hecc.oregon.gov

***Camille Preus**, executive director, Oregon Community
College Association
260 13th St. NE, Salem, OR 97301
Phone: 503.399.9912
Email: cam@occa17.com

Hilda Rosselli, career & college readiness and educator
advancement policy director, Chief Education Office
255 Capitol St. NE, Salem, OR 97310
Phone: 971.240.0201
Email: hilda.rosselli@state.or.us

SOUTH DAKOTA

∞ **Paul Beran**, executive director and CEO,
South Dakota Board of Regents
306 East Capitol Ave., Suite 200, Pierre, SD 57501
Phone: 605.773.3455
Email: paul.beran@sdbor.edu

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

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

U.S. PACIFIC TERRITORIES AND FREELY ASSOCIATED STATES

Carmen Fernandez, president,
Northern Marianas College
P.O. Box 501250, Saipan, MP 96950
Phone: 670.237.6700
Email: carmen.fernandez@marianas.edu

***Jude Hofschneider**, senator,
Northern Marianas Commonwealth Legislature
P.O. Box 500129, Saipan, MP 96950
Phone: 670.664.8868
Email: senator.hofschneider@gmail.com

Vincent Leon Guerrero, special assistant,
Climate Change and Education,
Office of the Governor of Guam
P.O. Box 2950, Hagatña, GU 96932
Phone: 671.688.3091
Email: vince.leonguerrero@guam.gov

UTAH

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

Patricia Jones, CEO, Women's Leadership Institute,
and member, Utah Board of Regents
175 E. University Blvd. (400 S), Suite 600,
Salt Lake City, UT 84111
Phone: 801.328.5084
Email: pjones@wliut.com

Peter Knudson, senator, Utah State Senate
1209 Michelle Dr., Brigham City, UT 84302
Phone: 435.730.4569
Email: knudortho@yahoo.com

WASHINGTON

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

Gerry Pollet, representative, Washington House of Representatives
7750 17th NE, Seattle, WA 98115
Phone: 206.819.9015
Email: gerry.pollet@leg.wa.gov

Thomas L. (Les) Purce, president emeritus,
The Evergreen State College
820 4th Ave. W., Olympia, WA 98502
Phone: 360.790.9106
Email: lespurce@yahoo.com

WYOMING

Fred Baldwin, senator, Wyoming State Senate
P.O. Box 1032, Kemmerer, WY 83101
Phone: 307.877.3687
Email: fred.baldwin@wyoleg.com

***Karla Leach**, president, Western Wyoming Community College
2500 College Dr., Rock Springs, WY 82901
Phone: 307.382.1602
Email: kleach@westernwyoming.edu

Laurie Nichols, president, University of Wyoming
1000 E. University Ave., Dept. 3434, Laramie, WY 82071
Phone: 307.766.4128
Email: laurie.nichols@uwoyo.edu

2018 COMMISSION COMMITTEES

Executive Committee

Clayton Christian (MT), WICHE chair
Ray Holmberg (ND), vice chair
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Eileen Klein (AZ)
Dianne Harrison (CA)
Antwan Jefferson (CO)
David Lassner (HI)
Rick Aman (ID)
Fred Lokken (NV)
Barbara Damron (NM)
Camille Preus (OR)
James Hansen (SD)
Jude Hofschneider (CNMI)
Dave Buhler (UT)
Don Bennett (WA)
Karla Leach (WY)

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Colleen Sathre (HI)
Matt Freeman (ID)
Chet Burton (NV)
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Mark Hagerott (ND)
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Carmen Fernandez (CNMI)
Peter Knudson (UT)
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Fred Baldwin (WY)

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Stephanie Butler (AK)
Francisco Rodriguez (CA)
Antwan Jefferson (CO)
Carol Mon Lee (HI)
Julie VanOrden (ID)
Clayton Christian (MT)
Fred Lokken (NV)
Patricia Sullivan (NM)
Nick Hacker (ND)
Hilda Rosselli (OR)
Vincent Leon Guerrero (Guam)
Patricia Jones (UT)
Gerry Pollet (WA)
Laurie Nichols (WY)

Audit Committee

Patricia Sullivan (NM), immediate past chair
Chet Burton (NV)
Don Bennett (WA)

Nominating Committee

Patricia Sullivan (NM), immediate past chair
Eileen Klein (AZ)
Christopher Cabaldon (CA)

New Commissioners

Paul Beran (SD)
Laurie Bishop (MT)
Ben Cannon (OR)
Rita H. Cheng (AZ)
Kathleen Goeppinger (AZ)
Sheila Stearns (MT)

LEGISLATIVE ADVISORY COMMITTEE

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

*WICHE commissioner

ALASKA

Rep. Harriet Drummond (appointed 2017)
Alaska House of Representatives
State Capitol, Room 108
Juneau, AK 99801
Phone: 907.465.3875
Email: harriet@harrietdrummond.com
representative.harriet.drummond@akleg.gov

Sen. Gary Stevens (appointed 2018)
Alaska State Senate
State Capitol Room 429
Juneau, AK 99801
Phone: 907.465.4925

305 Center Ave., Suite 1
Kodiak, AK 99615
Phone: 907.486.4925
Email: senator.gary.stevens@akleg.gov
Staff: *Nona Dimond*
Email: *nona.dimond@akleg.gov*

ARIZONA

Rep. Paul Boyer (appointed 2016)
Arizona House of Representatives
1700 West Washington, Room 129
Phoenix, AZ 85007
Phone: 602.926.4173
Email: pboyer@azleg.gov
Staff: *Jackie O'Donnell*
Email: *jo'donnell@azleg.gov*

Sen. Catherine Miranda (appointed 2017)
Arizona State Senate
1700 West Washington, Room 311
Phoenix, AZ 85007
Phone: 602.926.4893
Email: cmiranda@azleg.gov
Staff: *Maria Salcedo de Beechum*
Email: *msalcedodebeechum@azleg.gov*

CALIFORNIA

VACANCY

VACANCY

COLORADO

Rep. Janet Buckner (appointed 2017)
Colorado House of Representatives
200 E. Colfax Ave., Room 307
Denver, CO 80203
Phone: 303.866.2944
Email: repjanetbuckner@gmail.com
jpbuckner@msn.com

Sen. Kevin Priola (appointed 2017)
Colorado State Senate
200 E. Colfax Ave.
Denver, CO 80203
Phone: 303.866.4855
Email: kpriola@gmail.com

COMMONWEALTH OF THE NORTHERN MARIANA ISLANDS

Rep. Joseph P. Deleon Guerrero (appointed 2014)
Northern Marianas Commonwealth Legislature
PO Box 500586
Saipan, MP 96950
Phone: 670.664.8971
Email: repdlguerreroj@gmail.com

***Sen. Jude Hofschneider** (appointed 2015)
Northern Marianas Commonwealth Legislature
Saipan, MP
Phone: 670.664.8868
Email: senator.hofschneider@gmail.com

GUAM

Sen. Dennis Rodriguez, Jr. (appointed 2017)
Guam Legislature
176 Serenu Ave., Suite 107
Tamuning, Guam
Phone: 671.649.8638
Email: senatordrodriguez@gmail.com
Staff: *Ann Adams*
Email: *ann@toduguam.com*

HAWAI'I

Rep. Angus McKelvey (appointed 2017)
Hawai'i House of Representatives
Hawai'i State Capitol, Room 444
Honolulu, HI 96813
Phone: 808.586.6160
Email: repmckelvey@capitol.hawaii.gov
Staff: *Stewart Lambert*
Email: *s.lambert@capitol.hawaii.gov*

Sen. Kaiali'i Kahele (appointed 2017)
Hawai'i State Senate
Hawai'i State Capitol, Room 213
Honolulu, HI 96813
Phone: 808.586.6760
Email: senkkahele@capitol.hawaii.gov
Staff: Linda Menda
Email: l.menda@capitol.hawaii.gov

IDAHO

Sen. Dean Mortimer (appointed 2018)
Idaho Senate
7403 S. 1st E.
Idaho Falls, ID 83404
Phone: 208.524.9000
Email: dmortimer@senate.idaho.gov

Rep. Ilana Rubel (appointed 2017)
Idaho House of Representatives
2750 Migratory Dr.
Boise, ID 83706
Phone: 208.866.4776
Email: irubel@house.idaho.gov
ilana@rubelforidaho.com

***Rep. Julie VanOrden** (appointed 2017)
Idaho House of Representatives
425 S. 1100 W.
Pingree, ID 83262
Phone: 208.684.4052
Email: jvanorden@house.idaho.gov

MONTANA

Sen. JP Pomnichowski (appointed 2017)
Montana State Senate
222 Westridge Dr.
Bozeman, MT 59715-6025
Phone: 406.587.7846
Email: sen.jp@mt.gov

VACANCY

NEVADA

Sen. Joseph Hardy (appointed 2018)
Nevada State Senate
401 South Carson St., Room 2132
Carson City, NV 89701
Phone: 775.684.1462
Email: joe.hardy@sen.state.nv.us
hardybc1@gmail.com

Assembly Member Amber Joiner (appointed 2017)
Nevada State Assembly
P.O. Box 9810
Reno, NV 89507
Phone: 775.338.6733
Email: amber.joiner@asm.state.nv.us
amberjoyjoiner@gmail.com

NEW MEXICO

***Senator Mark Moores** (appointed 2013)
New Mexico Senate
9641 Seligman Ave., NE
Albuquerque, NM 87109
Phone: 505.986.4859
Email: mark.moores@nmlegis.gov

Rep. G. Andrés Romero (appointed 2018)
New Mexico House of Representatives
7716 Lamplighter NE
Albuquerque, NM 87109
Capitol Phone: 505.986.4435
Home Phone: 505.514.9574
Email: andres.romero@nmlegis.gov

Sen. John Sapien (appointed 2018)
New Mexico Senate
1600 W. Ella
Corrales, NM 87048
Phone: 505.400.3153
Capitol Phone: 505.986.4834
Home Phone: 505.765.5662
Email: john.sapien@nmlegis.gov

NORTH DAKOTA

***Sen. Ray Holmberg** (appointed 2015)
North Dakota Senate
621 High Plains Ct.
Grand Forks, ND 58201
Phone: 701.739.5334
Email: rholmberg@nd.gov

Rep. Bob Martinson (appointed 2018)
North Dakota House of Representatives
2749 Pacific Ave.
Bismarck, ND 58501
Phone: 701.527.5394
Email: bmartinson@nd.gov

Rep. Mark Sanford (appointed 2018)
North Dakota House of Representatives
675 Vineyard Dr.
Grand Forks, ND 58201
Phone: 701.772.4236
Email: masanford@nd.gov

OREGON

Rep. Teresa Alonso León (appointed 2018)
Oregon House of Representatives
900 Court St. NE, H-283, Salem, OR 97301
Phone: 503.986.1422
Email: rep.teresaalonsoleon@oregonlegislature.gov
Staff: Leann Knapp

Sen. Michael Dembrow (appointed 2018)
Oregon State Senate
900 Court St. NE
Salem, OR 97301
Capitol Phone: 503.281.0608
Email: sen.michaeldembrow@state.or.us

2104 NE 45th Ave.
Portland, OR 97213
Phone: 503.281.0608

SOUTH DAKOTA

Sen. Terri Haverly (appointed 2018)
South Dakota Senate
500 E. Capitol Ave.
Pierre, SD 57501-5070
Phone: 605.773.3821
Email: terrihaverly@me.com

Rep. Dan Ahlers (appointed 2017)
South Dakota House of Representatives
913 N. Washington Ave.
Dell Rapids, SD 57022
Home Phone: 605.428.5408
Capitol Phone 605.773.3851
Business Phone: 605.428.5800
Email: dan.ahlers@sdlegislature.gov
danahlers1973@gmail.com

UTAH

***Sen. Peter Knudson** (appointed 2006)
Utah State Senate
1209 Michelle Dr.
Brigham City, UT 84302
Phone: 435.730.2026
Fax: 435.723.6371
Email: pknudson@le.utah.gov

Sen. Evan Vickers (appointed 2017)
Utah State Senate
2166 N. Cobble Creek Dr.
Cedar City, UT 84721
Phone: 435.586.4399
Cell: 435.817.5565
Email: evickers@le.utah.gov

VACANCY

WASHINGTON

Sen. David Frockt (appointed 2016)
Washington State Senate
402 Legislative Building
PO Box 40446
Olympia, WA 98504
Phone: 360.786.7690
Email: david.frockt@leg.wa.gov

Rep. Jeff Holy (appointed 2017)
Washington House of Representatives
405 John L. O'Brien Building
P.O. Box 40600
Olympia, WA 98504-0600
Phone: 360.786.7962
Email: jeff.holy@leg.wa.gov
Legislative Assistant: Will Rasavage
Email: will.rasavage@leg.wa.gov

***Rep. Gerry Pollet** (appointed 2015)
Washington House of Representatives
132C Legislative Building
PO Box 40600
Olympia, WA 98504
Phone: 360.786.7886
Email: gerry.pollet@leg.wa.gov
155 NE 100th St., Suite 210
Seattle, WA 98125
Phone: 206.729.3242
Legislative Assistant: Kacie Masten
Email: kacie.masten@leg.wa.gov

WYOMING

***Sen. Fred Baldwin** (appointed 2017)
Wyoming Senate
P.O. Box 1032
Kemmerer, WY 83101
Phone: 307.877.3687
Email: fred.baldwin@wyoleg.gov

Rep. Mark Kinner (appointed 2018)
Wyoming House of Representatives
456 Sumner St.
Sheridan, WY 82801
Phone: 307.674.4777
Email: mark.kinner@wyoleg.gov

Rep. Sue Wilson (appointed 2018)
Wyoming House of Representatives
P.O. Box 21035
Cheyenne, WY 82003
Phone: 307.316.7497
Email: sue.wilson@wyoleg.gov

Changes to this list should be directed to:
Christina Sedney
Senior Policy Analyst
Western Interstate Commission for Higher Education
3035 Center Green Drive, Suite 200
Boulder, CO 80301-2204
Phone: 303.541.0238
Email: csedney@wiche.edu

WICHE STAFF

Names in **bold** type indicate new employees or new positions within WICHE.

President's Office

David Longanecker, president
 Elizabeth Golder, executive assistant to the president and secretary to the commission

Administrative Services

Craig Milburn, chief financial officer
 Dave Clark, chief of digital services
 Somer Aly, administrative assistant
Drew Elkshouder, accounting specialist
 Georgia Frazer, human resources assistant
 Alicia Jones, accountant
 John Lopez, director, W-SARA, and special assistant to the president
 Andy Mills, systems administrator

Behavioral Health Program

Dennis Mohatt, vice president, behavioral health
 Brittany Copithorn, project coordinator
John Gomez, director of operations
 Andie Hancock, budget coordinator
 Georgia Harris, fidelity reviewer
Rebecca Helfand, program director
 April Hendrickson, program evaluation and research associate
 Hannah Koch, research and technical assistance associate
Bethany Rigles, research and technical assistance associate
 Annette Robertson, fidelity reviewer
 Liza Tupa, director for education and research
 Karen Voyer-Caravona, fidelity reviewer
Stefanie Winfield, research and technical assistance associate
 Darlene Williams, administrative assistant

Communications

Jeremy Simon, director of strategic communications
 Candy Allen, senior graphic designer
 John Fellers, web manager
Emma Tilson, administrative coordinator

Policy Analysis and Research

Demarée Michelau, vice president
 Peace Bransberger, senior research analyst
 Laura Ewing, administrative manager
 Colleen Falkenstern, research analyst
 Patrick Lane, director of data initiatives
 Sarah Leibrandt, research analyst
 Christina Sedney, senior policy analyst

Programs and Services

Jere Mock, vice president
 Margo Colalancia, director, student access programs
 Anna Galas, project manager, Interstate Passport®
 Kay Hulstrom, manager, institution services
 Kim Nawrocki, coordinator, student access programs and events
 Ken Pepion, senior project director, NSI initiative
 Shelley Plutto, administrative assistant
 Angela Rochat, data coordinator, NSI initiative
 Pat Shea, director, academic leadership initiatives
 Kate Springsteen, member services coordinator, Interstate Passport
Emma Tilson, administrative coordinator

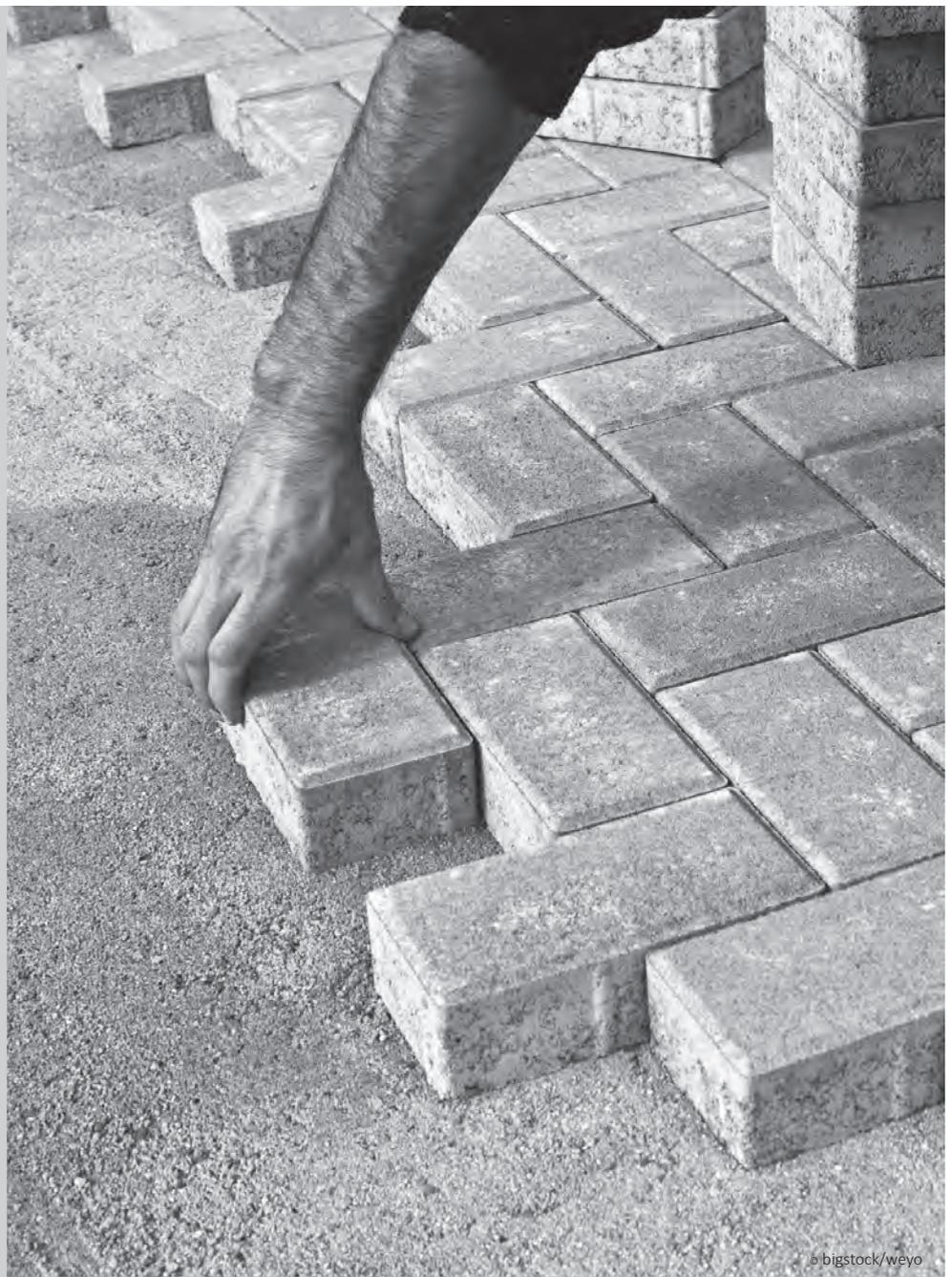
WCET

Mike Abbiatti, vice president for educational technologies, executive director of WCET
 Rosa Calabrese, manager, digital and project support services
 Cheryl Dowd, director, State Authorization Network
Laura DaVinci, program manager
 Lindsey Downs, manager, communications
 Sherri Artz Gilbert, assistant director of operations
 Stacey Güney, director, Digital Learning Solution Network
 Charles Hayward, assistant director, Digital Learning Solution Network
 Joyce Holliday, administrative assistant
 Mollie McGill, director, programs and membership
 Russell Poulin, director, policy and analysis
 Megan Raymond, director, programs and sponsorships
Daniel Silverman, assistant director, State Authorization Network
 Tanya Spilovoy, director, open policy

As of 10.1.18

Future Commission Meeting Dates

2019	2020 (tentative)	2021 (tentative)
May 20-21, 2019 - North Dakota	May 18-19, 2020 - Arizona	May 17-18, 2021 - South Dakota
November 7-8, 2019 - Colorado	November 5-6, 2020 - Colorado	November 4-5, 2021 - Colorado



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2018-19 WICHE Workplan

WICHE
Western Interstate Commission
for Higher Education

WICHE Workplan FY 2019

For 65 years, the Western Interstate Commission for Higher Education has been the leading higher education agency serving states, students, and institutions throughout and beyond the American West. By promoting innovation, cooperation, resource sharing, and sound public policy, WICHE strengthens higher education's contributions to our social, economic, and civic life.

This annual Workplan reflects the projects and priorities WICHE's 60-some staff intend to pursue this coming fiscal year beginning July 1, 2018.

The 48-member WICHE Commission, appointed by the governors of the 16 member states and territories, approves the workplan's focus areas and reviews and authorizes staff to conduct projects and initiatives in support of each area. The commissioners are surveyed to solicit their ideas for future projects.

Focus Areas: In FY 2019, WICHE's Programs and Services, Policy Analysis and Research, Mental Health Program, and WCET units focus their activities in five areas.

- **Finance:** examining appropriations, tuition, and financial-aid policy and practice at the institutional, state, and federal levels
- **Access & Success:** improving students' access to and success in higher education, especially those traditionally underserved
- **Workforce & Society:** helping to ensure that our institutions are meeting workforce and societal needs
- **Technology & Innovation:** developing innovations that improve higher education and reduce costs
- **Accountability:** working to ensure that students receive the education they've been promised, and that government is receiving a strong return on its investment

Workplan Activities: Our work for FY 2019, our proposed future projects, and our recently completed projects are organized according to the following categories:

- **Existing Activities:** our current work, divided into two types:
 - **Ongoing Activities:** continuing work that supports WICHE's mission, supported by the general fund or fees
 - **Projects & Initiatives:** Continuing (or new) work supported by grants and contracts.
- **New Directions:** commissioner-approved projects for which staff is seeking funding
- **Potential Future Projects:** work that staff is considering pursuing (and bringing to the commission for approval). Also listed are projects that staff previously considered pursuing but now proposes to remove from the workplan
- **Completed Projects:** work that staff finished in FY 2018

Priority: In the FY 2019 workplan, as per commissioners' request, **Existing Activities** are not given a priority ranking since they are initiatives that WICHE staff is committed to accomplishing. **New Directions** are prioritized by mission relevance, opportunity, and staff capacity. **Potential Future Projects** are under consideration and have not been commissioner-approved; therefore, they are not prioritized.

Programs & Services

The primary goals of the Programs and Services unit are to improve student access and success and to foster higher education collaborations that increase institutional effectiveness. Programs and Services manages WICHE’s four-pronged Student Exchange Program and a number of other initiatives that help institutions and students—undergraduate, graduate, and professional—save money and make good use of available resources. The unit also oversees projects that bring together the West’s higher education leaders to work toward common goals, streamline the student transfer process through a new nationwide network of Interstate Passport® institutions, and develop a new cadre of academic administrators. In addition, it helps institutions achieve cost savings through three purchasing programs in collaboration with the Midwestern Higher Education Compact (MHEC).

EXISTING ACTIVITIES ONGOING

Continuing work supported by the general fund or by fees. All work in this category is considered high priority.

Project	Focus	Geo Scope	Staffing	Partners
Western Undergraduate Exchange (WUE)*	Access & success; workforce & society	Western	1.05 FTE	All WICHE member states; 160 institutions
Professional Student Exchange Program (PSEP)	Access & success; workforce & society	Western	1.05 FTE	All WICHE members send and/or receive students except Guam; 130 programs at 60 institutions participate across the WICHE region
Western Regional Graduate Program (WRGP)*	Access & success; workforce & society	Western	1.05 FTE	All WICHE member states; more than 430 programs (a FY18 eligibility change will increase these numbers)
WICHE Internet Course Exchange	Access & success; technology & innovation	National	.10 FTE	2 consortia serving 28 institutions
Student Access Programs administrative database upgrades*	Access & success; workforce and society; technology	Western	.30 FTE	All WICHE member states
Western Academic Leadership Forum <ul style="list-style-type: none"> • Professional Development: 2019 Annual Meeting • Collaborative projects 	Access & success; accountability	Western	.45 FTE	All WICHE member states; 53 institutions, 10 systems
Western Alliance of Community College Academic Leaders <ul style="list-style-type: none"> • Professional Development: 2019 Annual Meeting • Collaborative projects 	Access & success; accountability	Western	.35 FTE	All WICHE member states; 77 institutions, 8 systems

Project	Focus	Geo Scope	Staffing	Partners
Academic Leaders Toolkit	Access & success	Western	(included in Forum and Alliance FTE)	Forum and Alliance members
Western Academic Leadership Academy	Workforce & society; accountability	Western	.15 FTE and consultants	Forum members
MHECcare	Access & success; finance	WICHE/MHEC/NEBHE states	.10 FTE	MHEC/United HealthCare Student Resources, 3 states (AK, CA, CO), 6 institutions
Master Property Program	Finance	WICHE/MHEC/NEBHE/SREB states	.05 FTE	MHEC/Marsh carriers, 8 states (AZ, CO, ID, NV, OR, UT, WA, WY), 22 campuses
MHECtech	Finance	WICHE/MHEC/SREB states	.15 FTE	All WICHE member states

*Note: During FY 2019, the Programs & Services unit will expand the marketing of WUE and WRGP to benefit more students and institutions through targeted state-specific publicity and activities as well as increased outreach to high school counselors and admissions advisors. With the lifting of the WRGP program-distinctiveness requirement (previously there had to be no more than five similar programs in the region excluding healthcare programs), staff anticipate a significant increase in the number of WRGP offerings and institutions, and commensurate increased enrollments. New WUE and WRGP databases will be developed to improve administrative functions and enrollment reporting along with public-facing web interfaces.

EXISTING ACTIVITIES PROJECTS & INITIATIVES

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

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
Interstate Passport[®]	Access & success; innovation	National	Bill & Melinda Gates Foundation (\$1,647,733); Lumina Foundation (\$1,199,953); U.S. Department of Education First in the World (\$2,999,482)	4.12 FTE (first 3 months) to 4.02 FTE (remaining 9 months) + consultant	10/14-9/18 for Lumina grants; 10/14-9/18 for Gates grant; 10/15-9/19 for U.S. Department of Education First in the World grant	25 institutions in 8 WICHE plus 1 other state (CA, HI, ID, ND, OR, SD, UT, WY, AR) are members; institutions in these and other states are in the exploration stage
Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice	Access & success	National	Lumina Foundation (\$990,000)	1.61 FTE	12/17-11/20	25 institutions in 7 WICHE states (AK, AZ, CO, MT, NM, UT, WA); 3 other states (MN, OK, NC)

Interstate Passport® is a nationwide network of regionally accredited, nonprofit, public and private two- and four-year institutions dedicated to the block transfer of lower division general education attainment based on multi-state, faculty-developed learning outcomes and proficiency criteria in nine knowledge and skill areas. It also provides institutions in the network with an academic progress tracking system for Passport transfer students designed by registrars and institutional researchers. The goal of Interstate Passport is to eliminate transfer students' unnecessary repetition of learning previously achieved. WICHE staff provide overall direction and support for this effort that is building an interstate transfer network for students across the country.

Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice is an initiative that over three years will focus on identifying and supporting the implementation of high-impact practices among Native American-Serving Nontribal Institutions (NASNTI) to improve American Indian and Alaska Native students' postsecondary attainment, develop common goals and strategies to influence state and federal higher education policy to help this population of students and institutions, and work toward the creation of a network of Native American-Serving Institutions (NSIs) to mobilize them to enhance their visibility in higher education and public policy arenas.

NEW DIRECTIONS

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

- ★ = Urgency (mission-critical) ★ = low, ★★ = medium, ★★★ = high
- = Opportunity (funding) ● = low, ●● = medium, ●●● = high
- = Competence (staff/consultants) ■ = low, ■■ = medium, ■■■ = high

Project Title	Focus	Priority	Geo Scope	Funding	Staffing	Timeline	Partners
Seeking additional external funding for the Reducing the Postsecondary Attainment Gap for American Indians and Alaska Natives: Linking Policy and Practice initiative to further assist NASNTIs and sustain an institutional network	Access & success	★★★ ●● ■■■	National	\$750,000	1.75 FTE	TBD	Native American-Serving Nontribal institutions
Interstate Passport	Access & success; innovation	★★★ ●● ■■■	National	TBD	4.5 FTE	TBD	Interstate Passport Network Members

Previously considered projects we propose to remove from the workplan:

North American Network of Science Labs Online (NANSLO) was established with grant funding as an international consortium of higher education institutions enabling students to conduct online lab activities in introductory biology, chemistry, and physics courses using software and robotics to control high-quality scientific equipment as they conversed in real time with geographically dispersed lab partners. Due to a lack of further funding to support NANSLO operations, WICHE and its partner institutions have ceased its operations.

POTENTIAL FUTURE PROJECTS

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

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

Policy Analysis and Research

The Policy Analysis and Research unit supports better-informed decision making, principally at the state level, by providing a variety of policy analysis and data resources. The unit leads research projects and collaborative initiatives that focus on closing postsecondary attainment gaps, college completion, and multistate data sharing to support educational planning and workforce development. WICHE staff are a useful resource on higher education issues including demographic change, equity in higher education, adult learners, state and federal financial aid, finance, articulation and transfer, federal policy, and college completion initiatives. The unit's two publication series, *WICHE Insights* and *Western Policy Exchanges*, explore a wide range of significant policy issues. The unit also undertakes major, long-term grant-funded projects, collaborates with other regional and national organizations, and provides short-term technical assistance to members.

EXISTING ACTIVITIES ONGOING

Continuing work supported by the general fund or by fees. All work in this category is considered high priority.

Project	Focus	Geo Scope	Staffing	Partners
Tuition and Fees in Public Higher Education in the West	Finance	Western	.025 FTE	All WICHE members
Legislative Advisory Committee	Finance; access & success; workforce & society; technology & innovation; accountability	Western	.10 FTE	All WICHE members
State Policy and Data Profiles*	Finance; access & success; workforce & society; technology & innovation; accountability	Western	.20 FTE	WICHE Communications
Policy Publications Clearinghouse	Finance; access & success; workforce & society; technology & innovation; accountability	National	.025 FTE	N/A
Benchmarks: WICHE Region	Accountability	Western	.025 FTE	N/A
Regional Fact Book for Higher Education in the West	Accountability	Western	.025 FTE	N/A
<i>WICHE Insights</i>	Finance; access & success; workforce & society; technology & innovation; accountability	Western	.10 FTE	N/A
<i>Western Policy Exchanges</i>	Finance; access & success; workforce & society; technology & innovation; accountability	Western	.05 FTE	N/A

Project	Focus	Geo Scope	Staffing	Partners
WICHE Policy Webinar Series	Finance; access & success; workforce & society; technology & innovation; accountability	Western	.10 FTE	Variable

Note: During FY 2019, the Policy Analysis and Research unit is planning to update its perennial products (including *Tuition and Fees*, the *Policy Publications Clearinghouse*, *Benchmarks*, and the *Regional Fact Book*), which will include synthesizing these complementary resources and making them available online in a more contemporary format, state and policy data profiles. These profiles will include on-demand data downloads and visualization, and connect them more directly to written resources such as *WICHE Insights*, *Western Policy Exchanges*, and webinars.

EXISTING ACTIVITIES PROJECTS & INITIATIVES

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

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
Multistate Longitudinal Data Exchange	Workforce & society; access & success; accountability	Western, expanding nationally	Gates Foundation, \$5,000,000	2.5 FTE in Year 4 through 2019	8/14-12/19	CO, HI, ID, ND, WA,* SAS
WICHE Task Force on Closing Postsecondary Attainment Gaps	Access & success; workforce & society; accountability	Western	Lumina Foundation, \$400,000	1.0 FTE	12/17-11/19	Lumina Foundation; States TBD
<i>Knocking at the College Door: Projections of High School Graduates</i>	Access & success	National	ACT, College Board	.50 FTE	1/16-ongoing	ACT, College Board
Analysis of University of Hawai'i Graduates	Accountability; workforce & society	Western	University of Hawai'i, \$30,000	.15 FTE	1/16-12/18	University of Hawai'i

* WICHE will conduct additional outreach to secure additional state partners in FY19.

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

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

Knocking at the College Door: Projections of High School Graduates. The Policy Analysis and Research unit has produced state-by-state forecasts for high school graduates for almost 40 years. These projections have become the nation's most widely consulted resource of its kind for a diverse audience of policymakers, enrollment managers,

college counselors, educators, researchers, and news media. The 9th edition of projections (through the Class of 2032) was released in December 2016.

University of Hawai'i Analysis of Mobility and Work Patterns. WICHE is conducting an analysis of University of Hawai'i graduates who work in other states, and an analysis of Hawai'i high school students who attend universities in other states and their work patterns.

NEW DIRECTIONS

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

- ★ = Urgency (mission-critical)
- = Opportunity (funding)
- = Competence (staff/consultants)
- ★ = low, ★★ = medium, ★★★ = high
- = low, ●● = medium, ●●● = high
- = low, ■■ = medium, ■■■ = high

Project Title	Focus	Priority	Geo Scope	Funding	Staffing	Timeline	Partners
Council for Adult and Experiential Learning (CAEL) and WICHE Research Initiative (Fueling the Race 2.0)	Access & success; accountability	★★★ ●●● ■■■	National	\$200,000	.45 FTE	2 years	CAEL
Western Postsecondary Data Users Network	Access & success; workforce & society; accountability	★★★ ●● ■■■	Western	\$50,000	.50 FTE	Six months	Western states
Regional IPEDS Partnership	Access & success; workforce & society; accountability	★★ ● ■■■	Western	Dependent upon size and scale of effort	.05 FTE	Dependent upon size and scale of effort	Western states
Exploratory Research into Programs Designed to Increase Postsecondary Attainment in Idaho	Access & success; accountability	★★★ ●● ■■■	Western	\$385,313	.0825 FTE	2 years	Idaho State Board of Education
Scaling Technology-Assisted Skill Building in Rural Areas	Access & success; workforce & society	★★★ ●● ■■■	Western	\$1 million	1.5 FTE	3 years	WCET
Evaluation and Research Partnerships	Access & success; accountability	★★★ ●● ■■■	Western	Dependent upon size and scale of effort	.05 FTE	Ongoing	Western states
Building Evidence for Scale: Policy and Practice Solutions for Adult Learners	Access & success; workforce & society	★★★ ●●● ■■■	National	\$1.5-2 million	1.75 FTE	4 years	TBD
Data with a Purpose	Accountability; workforce & society	★★★ ●●● ■■■	National	\$497,475	.50 FTE	2 years	Strada Education Network

Project Title	Focus	Priority	Geo Scope	Funding	Staffing	Timeline	Partners
A Second Chance at Success: Reducing the Fiscal and Social Impact of Recidivism Through Inmate Education and Re-entry Programs	Access & success; workforce & society	★★ ●● ■	Western	\$2.5 million	2 FTE	3 years	TBD
Serving Student Soldiers of the West	Access & success; workforce & society	★★ ● ■	Western	\$1 million	1.35 FTE	3 years	Mental Health Program

Note: The shaded initiative is of lower priority for staff in the context of their current workload than the other initiatives.

Council for Adult and Experiential Learning (CAEL) and WICHE Research Initiative (Fueling the Race 2.0). In 2010, CAEL conducted the first national, multi-institutional study examining the academic outcomes of adult students who take advantage of prior learning assessment (PLA). In *Fueling the Race to Postsecondary Success: A 48 Institution Study of Prior Learning Assessment and Adult Student Outcomes*, CAEL found that adult students with PLA credit were two and a half times more likely to complete their degrees compared to adult students without PLA credit. Much has changed in higher education since then, making another comprehensive study examining the impacts of PLA timely. As such, CAEL seeks to engage WICHE as a partner on a proposal for a second phase of the multi-part PLA research project.

Western Postsecondary Data Users Network. State education and workforce development agencies continue to make progress in improving data systems that have the potential to provide critical information to students and their families, policymakers, and institutional leaders. To take full advantage of these systems, states must have highly competent staff that can analyze the available data and convert it to usable information that can be used to improve programs and policies. Additionally, state researchers must have opportunities to explore new areas of research that can drive policy conversations. Barriers to states taking advantage of these data systems include limited opportunities for state postsecondary researchers to engage in professional development; heavy workloads managing existing reporting duties, leaving little time for exploratory analyses; and few chances to network with colleagues in other states to address common problems. WICHE hopes to address these issues by exploring the need for and, if appropriate, establishing a Western Postsecondary Data Users Network, an effort that would convene key state, system, and institutional education and workforce researchers to address common questions, provide technical assistance, and assist in professional development with the aim of ensuring that Western policymakers have access to high-quality evidence to develop, assess, and improve education and training policies and programs.

Regional IPEDS Partnership. IPEDS is a notoriously complicated, but valuable, data resource with substantial institutional-level data on student progress, enrollment, graduation rates, expenditures, and other key measures. It is difficult and time-consuming to prepare datasets for comparative analyses that are useful for reporting and policymaking purposes. WICHE understands that state agency staff spend a substantial portion of time downloading and preparing IPEDS data for analysis and that institutional researchers in the state do the same, all using similar datasets. WICHE is pursuing the development of a data resource in which the data are cleaned and prepared one time, then made available to all.

Exploratory Research into Programs Designed to Increase Postsecondary Attainment in Idaho. Western states are implementing many new innovative policies and programs to increase access to postsecondary education and improve success rates for those who enroll. Recent examples include expansion of dual and concurrent enrollment offerings, changes to state financial aid programs, and reforms in developmental education requirements. Legislators, governors, and institutional leaders (not to mention students and their families) all want assurances that these programs are both effective and a wise use of limited financial and human resources. The Institute for Education Sciences (IES) offers grants for state agencies to partner with research organizations like WICHE to carry out exploratory research leading to rigorous evaluations. WICHE staff, working with the Idaho State Board of Education, have submitted a proposal to IES to begin this work. The project would have direct and tangible benefits for Idaho but would also benefit other WICHE states. Information about the efficacy of innovative programs is valuable not only to the state or institution that enacts the policy or program, but to others in the West (and across the country) who are also looking to improve student outcomes. WICHE will carry out (if funded by IES) an evaluation of Idaho's Advanced Opportunities project or (if not funded) seek other funding opportunities.

Scaling Technology-Assisted Skill Building in Rural and Other Areas of Need. This project, which would be a joint effort of the Policy Analysis and Research unit and WCET, would leverage technology to scale work-based learning to rural and other communities of need by providing underserved students with the training they need to succeed in their local economy's high-demand fields and the ability to adapt should demand for certain careers change. Specifically, after conducting a landscape analysis of innovative program models of technology-assisted work-based learning opportunities, WICHE will utilize its robust network of state and postsecondary institutional partners across the region to identify pilot sites for project implementation that involves expanding the models. Selected pilot sites will be situated in rural, low-income areas with identified high-demand industry sectors. The project will convene pilot and mentor sites to share lessons learned and craft implementation plans for the pilot sites. The project will incorporate seed funding for small-scale testing of technology-assisted training opportunities, with the potential for scale, and will rigorously evaluate the process using longitudinal data to inform larger-scale state policy decisions over time.

Evaluation and Research Partnerships. Western states are implementing many new innovative policies and programs aimed at improving student outcomes. Examples include developmental courses, summer bridge programs, dual and concurrent enrollment, and efforts to decrease "summer melt." The Institute for Education Sciences (IES) and other funders offer grants to support partnerships between education agencies and research entities that produce usable information for states and help advance the overall knowledge of the field. WICHE is interested in bolstering state efforts to improve access and success by engaging in partnerships wherever it is useful to those states and where it fits within WICHE's mission. One immediate opportunity is an IES grant program that supports low-cost, short-duration evaluations of education interventions. Partnering with a state agency (or agencies) to carry out such an evaluation would help address state capacity issues, provide actionable information to the participating state, provide evidence for other states to consider in designing education interventions, and potentially provide opportunities to secure additional funding. WICHE will solicit partner agencies to jointly submit proposals to IES and identify other research and evaluation needs where WICHE can be of assistance.

Building Evidence for Scale: Policy and Practice Solutions for Adult Learners. Building on WICHE's *Adult College Completion Network* and other work related to adult learners, WICHE proposes to leverage its existing membership and activities to pursue new approaches to achieve the following four objectives: 1) build the evidence base for effectively serving adult learners, 2) facilitate collaboration among network members, 3) share scalable solutions across the field, and 4) link adult college completion work with the broader equity agenda. WICHE will also seek to partner with states to increase the number of adults with a postsecondary credential of value. To accomplish that goal, the project will: identify high-impact supports for adult learners that correlate with increased credential completion; develop effective and aligned policy and practice for serving adult learners in concert with states, postsecondary systems and institutions, employers, and local leaders; and measure the impact of initiatives aimed at increased postsecondary credential completion for adults to drive continuous improvement.

Data with a Purpose. Building on WICHE's *Multistate Longitudinal Data Exchange (MLDE)*, *Data with a Purpose* seeks to build a bridge between data available through the MLDE and decision makers to ensure that the data are effectively used to guide policy and improve practice. Specifically, *Data with a Purpose* will seek to accomplish two tasks: 1) facilitate state research using multistate data to analyze crucial issues related to postsecondary education and employment and 2) translate this research and analysis into actionable information that can be used to improve state and institutional policies.

A Second Chance at Success: Reducing the Fiscal and Social Impact of Recidivism Through Inmate Education and Re-entry Programs. The overall goal of this project is to reduce the fiscal and social impact of recidivism on states by helping former inmates, upon release from the correctional system, to be successful individually and to be productive, contributing members of society through effective, comprehensive prison education and re-entry programs.

Serving Student Soldiers of the West: Policy and Practice Solutions is a project whose goal is to increase access to and success in higher education for members of the military and their families in the Western region.

POTENTIAL FUTURE PROJECTS

Work that staff is considering pursuing (and bringing to the commission for review or approval):

Western Policy Forum would be an annual convening designed to advance WICHE's mission by bringing together key postsecondary state, system, and institutional leaders in the Western region to learn about successful strategies around access and success, accountability, finance, workforce, and innovation.

A Hole in State Policy: Alternative Providers in Higher Education would be a joint WICHE/WCET project that would explore states' role in the oversight of alternative providers in higher education. Activities might include conducting research on the few state efforts that are underway, convening interested key stakeholders to gather input on options for addressing issues, identifying ways to avoid duplication of efforts in establishing a regulatory environment, proposing new frameworks, and creating a model or options to help states address challenges.

Exploring Strategies for Improving the Delivery of Remedial and Developmental Education Policies and Practices is a project that would build on emerging practices in the field to help states more effectively and efficiently target remedial education to students, particularly adult learners.

Impact of Federal Policy and State Budgets and Policy. Several pieces of federal legislation, ranging from tax reform to the reauthorization of the Higher Education Act, are likely to have an impact on state budgets and higher education policy. WICHE proposes to engage in work that will keep constituents informed and help policymakers align their policy and practice to better serve students in the West.

Hitting the Ground Running: Leveraging Work-Based Learning to Improve Educational Outcomes and Meet Workforce Demands. The goal of this work is to help states (and perhaps metropolitan areas) facilitate the development of partnerships among institutions and businesses to ensure effective linkages between the workplace and the classroom through co-op/internship programs.

Safer Spaces: Aligning Policy and Practice to Reduce Sexual Violence on College Campuses in the West. WICHE hopes to conduct research examining how contemporary policy approaches to sexual-violence prevention at postsecondary institutions are being implemented, with the goal of identifying those that research suggests have the greatest potential to reduce the prevalence of sexual violence.

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

The Impact of Dual and Concurrent Enrollment on Student Success in Postsecondary Education is a project that would have assessed the postsecondary success of students who enroll in (and successfully complete) dual and concurrent enrollment courses while still in high school. Current activities on the workplan address this type of work in more detail.

Assessing the Landscape of State Policy on Student Learning Outcomes. This project would have assisted states in understanding the various efforts underway to better capture student learning outcomes, especially with respect to the Degree Qualifications Profile and its applicability to statewide and institutional curriculum design and assessment.

Addressing Workforce Needs with the Emerging Majority-Minority. This project would have built on previous work aimed at strengthening connections between higher education institutions and workforce-training programs to promote a more explicit focus on how states' workforce needs can be met through better service to racial/ethnic minorities and other underrepresented populations.

COMPLETED PROJECTS

Work that staff finished in FY 2018:

Idaho's Future: Improving the Transition from High School to College and Career. In June 2017, in partnership with the McClure Center for Public Policy Research at the University of Idaho and the Idaho State Board of Education, WICHE staff facilitated "Idaho's Future: Improving the Transition from High School to College and Career," a three-day meeting of 31 high-school career and college counselors and postsecondary academic advisors and career counselors that examined the student pipeline from 8th grade through the first year of postsecondary education, and drafted nine recommendations that were presented to the State Board of Education.

Washington State Higher Education Needs Assessment. WICHE's Policy and Mental Health units leveraged their expertise in qualitative research and education and workforce development policy to compile comprehensive regional perspectives on emerging economic trends, employer needs, and community and student demand. The project team employed a mixed-methods approach to solicit feedback from local stakeholders using in-person focus groups, supplemented by an online employer survey and key informant interviews, all informed by quantitative data about each of the regions. The final report can be found here: www.wsac.wa.gov/sites/default/files/2017.12.08.regional.education.needs.assessment.pdf.

New Mexico Statewide Higher Education Master-plan (NM SHEM) committee: WICHE assisted the New Mexico Higher Education Department (NMHED) with the work of NM SHEM, which was intended to result in the development of shared strategies and goals for efficiency in higher-education delivery as well as increased completion rates. WICHE provided planning, research, document preparation, and technical support to this effort and also assisted in the planning and implementation of the NMHED Governance Summit.

* Subject to renewal in advance of FY19, but ongoing.

Mental Health

The WICHE Mental Health Program seeks to enhance the public systems of care and the workforce that serves people with behavioral health issues and their families. The program approaches this mission through partnerships with state behavioral health agencies, federal agencies, advocacy and consumer groups, and higher education institutions. Activities focus on direct technical assistance to state and local agencies, policy analysis and research, support of state mental health agency data analysis, and liaison activities with higher education to enhance workforce development.

EXISTING ACTIVITIES PROJECTS & INITIATIVES

Active work supported by grants or contracts. All work in this category is considered high priority.

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
Alaska Psychology Internship Consortium – Interns *	Workforce & society	Western	\$600,000	.10 FTE	7/13-6/19	Alaska
Alaska Internship Consortium – Technical Assistance *	Workforce & society	Western	\$100,500	.05 FTE	10/16-6/18*	Alaska Trust
Arizona – Evidence-Based Practices Fidelity Monitoring	Workforce & society	Western	\$2,273,553	4.2 FTE	6/14-6/19	Arizona
Arizona Mercy Maricopa Evidence Based Practices	Workforce & society	Western	\$430,075		7/14-6/18*	Arizona
Arizona Mercy Maricopa Training 2017	Workforce & society	Western	\$300,000	Consultants	1/17-12/18	Arizona
Rural Veteran Suicide Prevention *	Workforce & society	Western	\$1,749,847	.10 FTE	2/15-3/19	Veterans Administration Office of Rural Health & Office of Suicide Prevention
Colorado System of Care Study Design	Workforce & Society	Western	\$19,250	.10 FTE	9/1/17-6/18*	Colorado
Colorado Suicide Prevention Toolkit	Workforce & Society	Western	\$20,935	.10 FTE	7/17-6/18*	Colorado
Hawai'i Psychology Internship Program *	Workforce & society	Western	\$2,138,026	.30 FTE	7/13-6/19	Hawai'i
Hawai'i Department of Education Recruitment	Workforce & Society	Western		.15 FTE		Hawai'i
Idaho – Southeast Needs Assessment and Planning	Workforce & Society	Western	\$57,250	.10 FTE	10/17-6/18*	Portneuf Health Trust
Idaho – Adult Mental Health Needs Assessment	Workforce & Society	Western	\$84,498	.10 FTE	3/18-2/19	Idaho
Nevada Psychology Internship Program	Workforce & society	Western	\$811,341	.50 FTE	7/14-8/18	Nevada

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
Oregon Psychology Internship Program	Workforce & society	Western	\$194,558		4/14-12/19	Oregon & APA
South Dakota IMP(ACT) Fidelity Reviews	Workforce & society	Western	\$148,000	.15 FTE	6/15-6/18	South Dakota Division of Behavioral Health
Western States Decision Support Group (WSDSG) – Annual Membership Program	Workforce & society	Western	Varies annually	.15 FTE	Ongoing	WICHE member states and territories

* WICHE expects these projects will be renewed for FY 2018-19.

Alaska Psychology Internship Consortium (AK-PIC) – Interns. WICHE supports the ongoing operations of the AK-PIC for interns and faculty.

Alaska Internship Consortium (AK-PIC) – Technical Assistance. WICHE contracted with the Alaska Mental Health Trust Authority to provide technical assistance to the AK-PIC and prepare it to successfully become reaccredited by the American Psychological Association (APA), in the wake of newly revised accreditation standards.

Arizona Evidence-Based Practices (EBPs) Fidelity Monitoring. WICHE partners with the Arizona Health Care Cost Containment System to assist with staffing to support the implementation and fidelity reviews of four EBPs in the Maricopa County public behavioral health system. WICHE supports the Project Lead and three fidelity reviewers.

Arizona Mercy Maricopa Evidence-Based Practices (EBPs). WICHE provides training, education, and guidance concerning EBPs and fidelity tools to ensure Mercy Maricopa provider staff is offering high-quality EBPs and are ensuring fidelity to identified EBPs protocols. WICHE supports training and technical assistance related to the implementation of the identified EBPs, and evaluation/quality improvement monitoring of the practices.

Arizona Mercy Maricopa Training. WICHE is collaborating with Mercy Maricopa Integrated Care (MMIC) to develop a training academy to increase workforce expertise by implementing training strategies for three evidence-based practices: Trauma-Focused Cognitive Behavioral Therapy (TF-CBT), Transition to Independence (TIP) Model, and Cognitive Behavioral Therapy for Substance Abuse (CBT-SA).

Colorado System of Care Study Design. The Colorado Department of Human Services (CDHS) has been awarded a System of Care Expansion and Sustainability Grant from the U.S. Department of Health and Human Services, Substance Abuse and Mental Health Services Administration. This grant builds on the prior planning grant and implementation grant. CDHS has asked the WICHE MHP to develop the methodology for a study to assess the community-based behavioral health service array for children, youth, and young adults with behavioral health challenges in Colorado.

Colorado Suicide Prevention Toolkit for Rural Primary Care. WICHE completed an update of the Suicide Prevention Toolkit for Rural Primary Care and associated patient management tools using funding from the Colorado Department of Public Health and Environment. WICHE will be providing toolkit trainings in Colorado over the next several months.

Hawai'i Department of Education: Recruitment, Employment, and Facilitation for School-Based Behavioral Health Professionals. The Hawai'i Department of Education continues to contract with WICHE MHP to provide marketing, recruitment, screening, and referral services for behavioral health professionals to fill public school vacancies across the Hawaiian Islands.

Hawai'i Psychology Internship Program (HI-PIC). WICHE assists the state of Hawai'i in the development and operation of an accredited psychology internship consortium. A primary goal of the internship program is the establishment of a pipeline to build Hawai'i's behavioral health workforce. Three Hawai'i state agencies—the Department of Education, the Department of Health, and the Department of Public Safety—provide funding to support HI-PIC.

Idaho Adult Mental Health Needs and Gaps Assessment. WICHE is assessing services available in Idaho for adults with serious mental health needs, identifying gaps in the continuum of services, and making recommendations to close identified gaps. The study also includes an assessment of the status of WICHE recommendations made in 2008 as part of the Idaho Behavioral Health System Redesign Study.

Idaho Southeast Behavioral Health Needs Assessment and Planning. WICHE is working with several organizations in Southeastern Idaho, including the Portneuf Health Trust, to identify community behavioral health needs and document gaps in available programs and services. As part of the project, the WICHE MHP is also assisting with the strategic and operational planning needed to launch a crisis center and a transitional housing center.

Nevada Psychology Internship Program. WICHE assists the state of Nevada in the development and operation of an ultimately accredited psychology internship consortium. A primary goal of the internship program is the establishment of a pipeline to build Nevada’s behavioral health workforce. The Nevada Division of Public and Behavioral Health and WICHE provide support and funding for WICHE’s ongoing development and operations of the Nevada Psychology Internship Consortium (NV-PIC).

Oregon Psychology Internship Program. WICHE will continue to assist the Oregon State Hospital Psychology Internship Training Program by providing support for the internship website and technical assistance to help the program comply with accreditation standards.

Rural Veterans Suicide Prevention. WICHE is collaborating with the Denver-based federal Veterans Administration/ Mental Illness Research, Education, and Clinical Center to develop and pilot-test a veterans suicide-prevention program for rural communities. The initial pilot site is the San Luis Valley of Colorado. During FY19, the program will expand to include two new pilot sites.

South Dakota IMP(ACT) Fidelity Reviews. WICHE is continuing to assist the South Dakota Division of Behavioral Health to evaluate the fidelity of the evidence-based practice Assertive Community Treatment (ACT) at community behavioral health clinics in three locations in South Dakota.

Utah Psychology Internship Program. WICHE is working with partner agencies to develop a doctoral psychology internship consortium. WICHE will facilitate program development, help ensure the program meets American Psychological Association accreditation standards, and assist with the accreditation process.

Western States Decision Support Group (WSDSG)-Annual Membership Program. Since 1985, WICHE has been managing the WSDSG, an information-sharing network for behavioral-health data and evaluation staff and managers from WICHE states and territories. WICHE manages monthly conference calls to discuss emerging issues in behavioral health data and system evaluation, and provides ongoing support to WSDSG members. WICHE also organizes an annual meeting with training and presentations for WSDSG members to stay apprised of developments and best practices in the field of behavioral health data and evaluation. Funding is based on an annual membership fee of \$6,000.

NEW DIRECTIONS

None at this time.

POTENTIAL FUTURE PROJECTS

Work that staff is considering pursuing (and bringing to the commission for review or approval). Also listed are projects that staff previously considered pursuing but now proposes to remove from the workplan.

Substance Abuse and Mental Health Services Administration (SAMHSA) Indefinite Delivery Indefinite Quantity (IDIQ). In collaboration with JBS International, WICHE was an awardee for the IDIQ-Domain III-Policy Analysis and Related Projects. Also, in collaboration with the National Association of State Mental Health Program Directors (NASMHPD), WICHE was an awardee for the IDIQ-Domain V-Technical Assistance and Training Projects. This will allow WICHE, in collaboration with JBS International and NASMHPD, to respond to Task Order requests under these domains over a five-year period.

Campus Sexual Assault Prevention—Following an exhaustive review of current best practices, WICHE is currently developing a program to support Institutes of Higher Education (IHEs) in the prevention of sexual assault.

State of Washington—Assessment of Campus Behavioral Health Care Capacity. This project, a legislative initiative, would involve contracting with the Washington Student Achievement Council (WSAC) to conduct an evaluation of mental health counseling and services for students at 34 public community and technical college campuses as well as six public four-year multi-campus institutions.

Psychology Internship Initiative—The MHP expects to expand its doctoral psychology internship initiative with Idaho and New Mexico during FY19 and FY20, pending funding decisions in each state.

Beacon Health Rural Consultation—Beacon Health Options is a leading managed behavioral health company, serving 44 million individuals across all 50 states. On behalf of employers, health plans and government agencies, it manages behavioral health insurance and EAP benefits to ensure robust individual access to mental health and addiction services. The WICHE Mental Health Program will work with Beacon to help improve behavioral healthcare for rural and frontier residents of the Western U.S.

National Institutes of Health (NIH)—WICHE MHP has been approached to provide an update (pending NIH funding decision) to its publication *Mental Health and Rural America: An Overview and Annotated Bibliography*. The revision would expand the publication's focus to include substance use and addiction, with special emphasis on opioid addiction in rural and frontier areas of the U.S.

Montana – The WICHE Mental Health Program anticipates conducting a behavioral health system study for the Montana Department of Public Health and Human Services, Addictive and Mental Disorders Division. The study will include estimates of the unmet need for behavioral health services in Montana; an analysis of behavioral health funding; and an analysis of the state's publicly funded behavioral health service system, including the current service delivery structure, integration of physical and behavioral health services, and service capacity. Recommendations for strengthening the behavioral health systems and options for restructuring the delivery and financing of services will be included.

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

COMPLETED PROJECTS

Work that staff finished in FY 2018.

Alaska Psychiatric Institute Technical Assistance. WICHE provided technical assistance and consultation focused on strategic planning, staffing, and the provision of effective and efficient services.

Alaska Review of Behavioral Health Aide (BHA) Curriculum and Competency Assessment. WICHE contracted with the Alaska Native Tribal Health Consortium (ANTHC) to complete a review of the existing BHA curriculum and associated assessment, as well as a comparison to the Alaska Core Competencies for Direct Care Workers and associated curricula/evaluations.

Colorado Division of Youth Services—Operational Program Plans. WICHE prepared Operational Program Plans for three Division of Youth Services facilities located in Greeley, Colorado Springs, and Grand Junction. An Operational Program Plan documents program needs in relation to the physical space for the program and is the first requirement for state capital-construction funding.

Colorado School-Based Behavioral Health Advocacy Toolkit. WICHE contracted with Mental Health Colorado to create a toolkit for advocates to use in improving school-based mental health and substance-use disorder services. The project also includes a literature review as well as surveys, interviews, and focus groups with key stakeholders.

Hawai'i Children's and Adolescent Mental Health Division Quality Improvement Review. The Children's and Adolescent Mental Health Division of the Hawai'i Department of Health retained WICHE to review its quality-improvement processes across four domains: program monitoring, clinical quality, billing compliance, and customer and client service. The effort included identifying best practices in five other states, and making recommendations for improving reporting, analysis, and communication to strengthen client care.

Hawai'i State Hospital Budgeting. The Hawai'i Department of Health retained WICHE to provide an external and independent evaluation and review of the Hawai'i State Hospital budgeting process and make recommendations to improve its budget and expenditure system.

Hawai'i - The Hawai'i Department of Health, Early Interventions Section (EIS), retained the WICHE MHP to analyze differences in reimbursement rates paid by other state EIS agencies across the country for various disciplines (including occupational therapy, speech therapy, etc.). The study included a comparative analysis of salaries for various positions involved in EIS services and adjusted the rates and salaries based on regional cost of living differences.

Montana State Hospital (MSH) Staffing Study. WICHE reviewed and analyzed MSH staffing, length of stay, and hospital-bed data as well as registered nursing staff duties and supervision models for direct-care staff, and a comparison of MSH to five similar hospitals on these indicators.

South Dakota Technical Assistance Systems of Care (SOC) Statewide Implementation. WICHE reviewed a community collaborative serving children and at-risk youth in Yankton to determine the feasibility of, and make recommendations for, statewide implementation.

Utah State Hospital (USH) Technical Assistance and LEAN Process Improvement for Reducing Restoration Length of Stay. WICHE provided technical assistance and held a LEAN Rapid Improvement event to assist the hospital in reducing the average length of stay for forensic patients being restored to competency to stand trial.

Washington State Data Consultation. WICHE conducted research and provided data consultation to the Washington Health Care Authority to provide recommendations on how it may best meet the federal Substance Abuse and Mental Health Administration block-grant data reporting requirements.

WCET

The WICHE Cooperative for Educational Technologies (WCET) was established in 1989 to promote collaboration and information-sharing about educational technologies in higher education. WCET’s mission is to accelerate the adoption of effective practices and policies, advancing excellence in technology-enhanced teaching and learning in higher education. Today, WCET supports over 375 colleges, universities, state higher education agencies, nonprofits and for-profit companies across the U.S. and Canada, with over 3,800 active WCET users. WCET’s strategic action plan focuses on practice, policy, and advocacy, and fulfills these core functions by leveraging the expertise within the WCET community, supporting action agendas based on member priorities, facilitating information dissemination and professional networking, and delivering responsive excellence to its higher education members.

EXISTING ACTIVITIES ONGOING

Continuing work supported by the general fund or by fees. All work in this category is considered high-priority.

Project	Focus	Geo Scope	Staffing	Partners
WCET National Membership Cooperative	Technology & innovation; access & success	North America	9 FTE	375 member institutions, organizations, and companies
WCET Leadership Summit	Technology & innovation; access & success	North America	WCET staff	Corporate sponsors
WCET Webcast Series	Technology & innovation; access & success	North America	WCET staff	
e-Learning Policy & Advocacy	Technology & innovation; access & success	North America	WCET staff	Members, UPCEA, OLC, other organizations
WCET Research	Technology & innovation	North America	WCET staff	Members, other organizations

**EXISTING ACTIVITIES
PROJECTS & INITIATIVES**

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

Project	Focus	Geo Scope	Funding	Staffing	Timeline	Partners
WCET Z Course and Z Degree Adoption Program	Technology & innovation; access & success	North America	William and Flora Hewlett Foundation	WCET staff	2017-20	Organizations active in OER
Evolving Higher Education Policy Issues	Technology & innovation; access & success	North America	Existing membership dues	WCET staff	7/18-6/19	Members, other WICHE units
Deployment of Steering Committee Priorities to Advance WCET Focus Areas	Technology & innovation; access & success	North America	Existing membership dues	WCET staff	7/18-6/19	WCET Steering Committee, WCET members
State Authorization Network (SAN) - Year 8	Access & success	National	SAN member fees	2.25 FTE	7/18-6/19	NCHEMS & more than 90 members representing more than 600 institutions

Focus areas. WCET’s focus areas for 2018-19 include emerging technologies, institutional success, policy and regulation, and student success. WCET works with its membership to produce a variety of deliverables related to each focus area, including guest blogs, interactive webinars, digital content, summits, member discussions, research, and its annual meeting.

Emerging technologies. Specific topics to be addressed include the Internet of Things (IoT), virtual reality, and artificial intelligence.

Institutional success. WCET is well known for its leadership in the area of managing online learning. As technology extends beyond distance education and online units, WCET is updating this focus area to more broadly address institutional success. This is accomplished through WCET’s live and virtual events as well as interactive discussions among 3,800 subscribers.

Policy and regulation. WCET keeps its members informed of federal developments that may have an impact on higher education and its use of instructional technologies to enhance learning and extend access. The U.S. Department of Education requested input from WCET regarding the Department’s rules about “substantive and regular interaction” vis-a-vis innovations in digital learning.

Student success. WCET continues to serve as a knowledge center on adaptive learning. Additional topics that are important to WCET’s membership include open educational resources (OER) and e-texts, developing a culture of accessibility and universal design for learning (UDL), academic integrity, and connecting credentials. WCET partnered with GlobalMindED to develop a new Digital Inclusion Award, which recognizes an individual, organization, or program for having shown significant impact on first-generation learner populations with regard to increasing involvement in global digital leadership.

WCET’s State Authorization Network (SAN) is a membership service for those seeking to comply with state authorization regulations related to the provision of online and distance courses and programs. WCET provides training on state regulations, access to experts, strategies on meeting state requirements, and support to a community of practitioners sharing effective practices and latest developments. In its seventh successful year of operation, SAN serves over 600 institutions from more than 90 members (a mix of individual institutions, partnerships, systems, and consortia).

NEW DIRECTIONS

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

- ★ = Urgency (mission-critical) ★ = low, ★★ = medium, ★★★ = high
- = Opportunity (funding) ● = low, ●● = medium, ●●● = high
- = Competence (staff/consultants) ■ = low, ■■ = medium, ■■■ = high

Project Title	Focus	Priority	Geo Scope	Funding	Staffing	Timeline	Partners
Backbone Services to the Digital Learning Solution Hub	Technology & innovation; access & success	★★ ●●● ■■	North America	Bill & Melinda Gates Foundation	3.0 FTE	2017-20	14 Gates Foundation grantees

POTENTIAL FUTURE PROJECTS

Work that staff is considering pursuing (and bringing to the commission for review or approval). In addition, at the end of this section, we list projects that staff previously considered pursuing but that staff now proposes to remove from the workplan.

Licensure programs that cross state lines. State Authorization Reciprocity Agreement (SARA) addresses degree programs that cross state lines. SARA does not apply to additional authorizations required of postsecondary programs that lead to licensure, such as teacher and nursing licensure. WCET is exploring opportunities for partners and funders to better inform students and to rationalize such requirements within a profession across state lines.

COMPLETED PROJECTS

Work that staff finished in FY 2018:

29th Annual Meeting, October 2017, Denver.

WCET Leadership Summit. June 2018, Newport Beach, Calif.

SAN Workshops and Conferences. In addition to many virtual events and communications SAN provides to its members, SAN convened several in-person workshops.



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Thank you to all the WICHE commissioners who journeyed to Colorado for the meeting, and for the efforts of WICHE staff who helped make it happen. Please join your colleagues and our staff at the May 2019 meeting in Bismarck, N.D.

– Dave Longanecker