WICHE Behavioral Health Program Annual Report
Fiscal Year 2019
The WICHE Behavioral Health Program’s mission is very simple, focusing on improving services and building a qualified workforce responsive to, and informed by, persons with behavioral health challenges and their families. In the past 65 years much has changed, but our mission has remained consistent. Our job is to support our member states and territories in a manner that extends capacities and informs action.
Dear WICHE Behavioral Health Program Partners:

Since 1955, the WICHE Behavioral Health Program (BHP) has engaged with our partners to improve the quality of behavioral health care throughout the West and beyond.

The past year has seen significant positive change and program growth. Our Oversight Council voted unanimously, in November, to change our name from the Mental Health to the Behavioral Health Program. After 65 years, the change reflected our growing work across the spectrum of mental health, substance use, addiction, and integration with primary care.

Our efforts support improvements in care and help build and sustain a quality behavioral health workforce. Like other programs in WICHE’s broad and deep portfolio of work, we accomplish this by promoting innovation, cooperation, resource-sharing, and sound public policy. The WICHE BHP extends the capabilities of our partners, whom we support through technical assistance, research and evaluation, and professional development. Across our 16 member states and territories, the WICHE BHP seeks to add value through collaborative effort.

Our dedicated staff have been busy in fiscal year 2019. This annual report provides you with a snapshot of our efforts across the West. Highlights include:

- **With our partners, we support doctoral clinical psychology internship programs** in Alaska, Hawai‘i, Nevada, and Oregon, and launched new program development in Idaho, New Mexico, and Utah. We are proud to report that more than 60 percent of graduates from the internships continue their professional work in the states in which they completed their internship.

- In partnership with the University of North Dakota, one of our region’s flagship institutions, we were chosen to launch one of the 10 regional Mental Health Technology Transfer Centers (MHTTC), funded by the Substance Abuse and Mental Health Services Administration (SAMHSA). Our **Mountain Plains MHTTC** serves HHS Region 8 (CO, UT, WY, MT, SD, ND).

- Our **Together With Veterans** rural veteran suicide prevention pilot project with the Rocky Mountain Veterans Administration Mental Illness Research, Education and Clinical Centers (MIRECC), continues with a new community-based effort launching in Montana, North Carolina, and Texas in fiscal year 2019.

I hope you find the work described within this annual report illustrative of both our breadth of work and our capabilities. As you receive this report, we’re already engaged in another busy year supporting our partners throughout and beyond the WICHE region.

Sincerely yours,

Dennis F. Mohatt
Vice President for Behavioral Health

In November 2018, the WICHE Commission selected Dr. Demarée Michelau as our eighth president. Demi has been a WICHE staff member and senior leader for over 16 years, and also happens to be the first woman to serve as WICHE president. Her leadership over the past year has significantly contributed to the positive gains outlined in this report.

This report covers the work done between July 1, 2018–June 30, 2019.
The Annapolis Coalition on the Behavioral Health Workforce

The WICHE BHP assisted the Annapolis Coalition in developing a Behavioral Health Workforce Development Strategic Plan for the University of Alaska. Initiatives included identifying best practices in universities relevant to behavioral health workforce development that would pertain to universities in rural states, and assisting in drafting and editing the strategic plan.

**Project Period**
9/2018 – 1/2019

**FY 2019 Contract Amount**
$14,000

**Project Lead**
Dennis Mohatt

---

**Alaska Psychology Internship Consortium**

The WICHE BHP contracted with the Alaska Department of Health and Social Services (DHSS), Division of Behavioral Health and the Alaska Mental Health Trust Authority, to support the Alaska Psychology Internship Consortium. The program ensures Alaska internship options for students from the University of Alaska’s Ph.D. program in Clinical-Community Psychology, as well as other psychology doctoral students who chose to complete their training with an APA-accredited internship in Alaska.

**Project Period**
7/2018 – 6/2019

**FY 2019 Contract Amount**
$159,000

**Project Lead**
Deb Kupfer

ak-pic.org

---

**Alaska Psychiatric Institute Technical Assistance**

The WICHE BHP contracted with the Alaska DHSS, Division of Behavioral Health, to provide technical assistance and consultation to the Alaska Psychiatric Institute.

**Project Period**
1/2018 – 1/2020

**FY 2019 Contract Amount**
$75,000

**Project Lead**
Deb Kupfer
Fort McDowell Yavapai Nation

Fort McDowell Yavapai Nation: Wassaja Family Services program evaluation

The Fort McDowell Yavapai Nation leadership contracted with the WICHE BHP to evaluate the organizational structure and effectiveness of their Wassaja Family Services agency, to assess whether gaps existed between services offered and services needed within the community, and to assess the readiness of the agency to pursue accreditation from the Commission on Accreditation for Rehabilitation Facilities (CARF). The WICHE BHP employed a combination of literature review, document review, community surveys, and key informant interviews to address these questions and provide recommendations for agency improvement.

Project Period
4/2018 – 10/2018

FY 2019 Contract Amount
$35,000

Project Lead
Liza Tupa

Arizona Mercy Maricopa Training

The WICHE BHP collaborated with Mercy Care Arizona to develop and conduct a training academy to increase workforce expertise through implementation of training strategies for three evidence-based practices: Trauma-Focused Cognitive Behavioral Therapy, Transition to Independence Model, Infant-Toddler Mental Health Coalition of Arizona 0-5 Training, and Cognitive Behavioral Therapy for Substance Use Disorders, including Opioids.

Project Period
1/2017 – 12/2018

FY 2019 Contract Amount
$348,500

Project Lead
Deb Kupfer

Arizona Evidence-Based Practices Fidelity Monitoring

The WICHE BHP partnered with the Arizona Health Care Cost Containment System to support fidelity reviews of four evidence-based practices in the Maricopa County public behavioral health system. In addition, beginning in FY 2019, two evidence-based practices were reviewed in the northern and southern regions of the state. The WICHE BHP employed and supported the project lead and two fidelity reviewers.

Project Period
7/2018 – 6/2019

FY 2019 Contract Amount
$419,437

Project Lead
Rebecca Helfand
Beacon Rural

The WICHE BHP provided technical assistance to Beacon Health to enhance their effectiveness in serving rural and frontier populations.

Project Period:
3/2018 – 12/2018

FY 2019 Contract Amount
$63,000

Project Lead
Dennis Mohatt

Hawai‘i Adult Mental Health Services Division (AMDH) Rate Study

The WICHE BHP assisted AMDH in analyzing their Medicaid reimbursement rates for various levels of residential adult behavioral health care. The WICHE BHP provided AMDH with comparison rates for multiple care models across numerous states with similar demographic challenges.

Project Period
6/2015 – 9/2018

FY 2019 Contract Amount
$25,000

Project Lead
Hannah Koch

“...appreciated WICHE’s timely responses to our needs, especially related to adult mental health and the Hawaii State Hospital. Their flexibility on emergent needs to improve rates, quality, and monitoring have been invaluable.”

LYNN FALLIN
Retired Deputy Director, Behavioral Health Administration, State of Hawai‘i
Hawai‘i Psychology Internship Consortium

The WICHE BHP continues to assist the state of Hawai‘i in the operation and continuous accreditation of their Psychology Internship Consortium. A primary goal of the Hawai‘i Psychology Internship Consortium is to increase the number of psychologists in Hawai‘i and build the state's behavioral health workforce. Three Hawai‘i state agencies (the Department of Education, Department of Health, and Department of Public Safety) provide funding to support the WICHE BHP’s ongoing support, development, and operations of the fully accredited Hawai‘i Internship Program.

Project Period
7/2018 – 6/2019

FY 2019 Contract Amount
$637,357

Project Lead
Liza Tupa

hi-pic.org

Hawai‘i Department of Education: Recruitment, Employment, and Facilitation for School-Based Behavioral Health Professionals

The Hawai‘i Department of Education continues to contract with the WICHE BHP to provide marketing, recruitment, screening, and referral services for behavioral health professionals to fill public school vacancies across the Hawai‘ian Islands.

Project Period
7/2018 – 6/2019

FY 2019 Contract Amount
$64,000

Project Lead
Brittany Copithorn

Hawai‘i State Hospital Review

The WICHE BHP provided a review of the Hawai‘i State Hospital’s new staffing estimates, the methodology/metrics for estimating and funding patient growth, and a review of a phased-in timeline for moving patients into a new forensics building.

Project Period
7/2018 – 12/2018

FY 2019 Contract Amount
$49,700

Project Lead
Deb Kupfer
Idaho Psychology Internship Consortium

The WICHE BHP worked with partner agencies to develop a broad and culturally-relevant training program to support the preparation and retention of doctoral-level psychologists in Idaho. The WICHE BHP facilitated program development, ensured the program met American Psychological Association accreditation standards, and assisted in preparation for the accreditation process. This project will continue in the 2020 fiscal year.

Project Period
10/2018 – 10/2020

FY 2019 Contract Amount
$75,000

Project Lead
Bethany Rigles

idaho-pic.org

Nevada Behavioral Health Community Integration Strategic Plan

The WICHE BHP provided consultation to support the operationalization of the Nevada Behavioral Health Community Integration Strategic Plan. Specifically, the WICHE BHP identified approaches/considerations for implementing the SAMHSA Assertive Community Treatment and Permanent Supportive Housing models in urban and rural regions based on the practices and lessons learned in other states and identified considerations for and rural adaptations to the SAMHSA fidelity tools and any lessons learned. Two experts conducted on-site training for community providers for the evidence-based practices of Assertive Community Treatment (ACT) and Permanent Supportive Housing (PSH) based on the SAMHSA Toolkit models, including an overview of the fidelity to these practices.

Project Period
7/2018 – 9/2018

FY 2019 Contract Amount
$18,000

Project Lead
Deb Kupfer
Community Integration Strategic Planning and EBP Support

The WICHE BHP provided the Nevada Department of Health and Human Services (DHHS), Division of Public and Behavioral Health (DPBH) consultation regarding the development of a framework for further Olmstead Plan development and informed the development of a draft Nevada Behavioral Health Community Integration Strategic Plan. The WICHE BHP focused on Nevada’s Prioritized Key Categories for Planning identified for both adults and children. Examples of strategies used by other states were shared with the participants, with discussion about which strategies may be a good fit for Nevada, with consideration to both the urban and rural parts of the state.

Project Period
7/2018 – 8/2018

FY 2019 Contract Amount
$5,000

Project Lead
Deb Kupfer

Nevada Psychology Internship Consortium

The WICHE BHP continued to provide support to the Nevada Division of Public and Behavioral Health for the ongoing operations and accreditation of the Nevada Psychology Internship Consortium, which aims to increase the number of psychologists in Nevada and build the state’s behavioral health workforce. This fully accredited internship welcomes three to four interns per year to train and provide services to rural and underserved residents of Nevada.

Project Period
8/2018 – 8/2019

FY 2019 Contract Amount
$220,000

Project Leads
Hannah Koch, Liza Tupa

nv-pic.org
New Mexico Psychology Internship Consortium

The WICHE BHP contracted with the State of New Mexico to provide consultation and technical assistance focused on the development and implementation of a Doctoral Psychology Internship Consortium. The New Mexico Psychology Internship Consortium will help build quality behavioral health resources in rural areas of the state. The focus of this continuing work is facilitating the development of the program, ensuring that the internship program meets the accreditation requirements of the APA, and supporting and assisting the internship program from initial planning through the accreditation process.

*Project Period*
3/2019 – 12/2021

*FY 2019 Contract Amount*
$25,000

*Project Lead*
Liza Tupa

State Psychology Internship Program

The WICHE BHP continued to assist the Oregon State Hospital Psychology Internship Training Program by providing support for the internship website.

*Project Period*
12/2018 – 12/2019

*FY 2019 Contract Amount*
$2,400

*Project Lead*
Dennis Mohatt

oshpip.org
“WICHE has been incredibly helpful by providing us both an assessment about workflow at our State Hospital and helping us recruit additional psychologists to Utah through Accredited Psychology Internship Consortium Placements. We really enjoy working with them and appreciate their technical expertise.”

DOUGLAS THOMAS, LCSW
Director, Division of Substance Abuse & Mental Health, Utah State Department of Human Services; Behavioral Health Oversight Council Chair (2019–2021)
Utah Psychology Internship Consortium

With support from the Utah Medical Education Council, the WICHE BHP worked with partner agencies to develop the Utah Psychology Internship Consortium, a broad and culturally relevant training program to support the preparation and retention of doctoral-level psychologists in Utah. The WICHE BHP facilitated program development, helping ensure the program meets American Psychological Association accreditation standards, and continues to consult and assist with the accreditation process. UT-PIC welcomed its first cohort of two psychology interns in the summer of 2019.

Project Period
2/2018 – 6/2020

FY 2019 Contract Amount
$60,000

Project Leads
Hannah Koch and Daria Redmon

ut-pic.org

Washington Student Achievement Council

The WICHE BHP provided consultation and technical assistance on evidence-based and/or best practices for the WA Student Achievement Council grant program on suicide prevention for postsecondary students.

Project Period
6/2018 – 6/2019

FY 2019 Contract Amount
$37,475

Project Lead
April Hendrickson
Statewide Needs Assessment

The Wyoming Department of Health, Behavioral Health Division, contracted with the WICHE BHP to conduct a statewide needs assessment. This project included an assessment of the strengths and weaknesses of the public behavioral health care system as well as assessing the existing State of Wyoming data infrastructure. WICHE’s final reports included recommendations for programmatic and data system changes that the state can make to improve service delivery and data storage.

Project Period
2/2019 – 10/2019

FY 2019 Contract Amount
$75,000

Project Lead
Rebecca Helfand

“The challenge is to help local communities create a safe space and build the trust that enables people to talk about things that are difficult to talk about. It’s not something that happens quickly. If you want to fail, you roll into a community and start with the hard conversations. They just won’t want to work with you anymore.”

DENNIS MOHATT
WICHE Vice President for Behavioral Health, in an interview with the Hogg Foundation for Mental Health on rural mental health
The Western States Decision Support Group (WSDSG) is an information-sharing network for state government behavioral health data and evaluation staff and managers from the WICHE states and territories. Since 1985, the WICHE BHP has managed initiatives, including information-sharing platforms and support to stay apprised of developments and best practices in the field of behavioral health data and evaluation.

**Project Lead**

Bethany Rigles

---

“Information comes so fast, and having a center that can sort through information and get that information out to service providers to advance their use of what we know is the best science—that makes the whole system better.”

**THOMASINE HEITKAMP**

professor of graduate nursing at the University of North Dakota and co-director, with WICHE’s Dennis Mohatt, of the new Mountain Plains Mental Health Technology Transfer Center
The WICHE BHP, in partnership with the University of North Dakota College of Nursing and Professional Disciplines was selected by the Substance Abuse and Mental Health Services Administration (SAMHSA) to co-administer a newly created MP-MHTTC.

The mission of the MP-MHTTC is to provide comprehensive training, resources, and technical assistance to rural and frontier mental health providers and other practitioners in SAMHSA’s Region 8, resulting in a stronger, more robust mental health workforce, in historically underserved areas. The MP-MHTTC team identifies existing and develops new resources that are shared across Region 8, and the larger TTC network. Region 8 is comprised of the following states; Colorado, Utah, North Dakota, South Dakota, Montana, and Wyoming. The TTC program is comprised of three networks: Addiction (A-TTC), Mental Health (MH-TTC), and Prevention (P-TTC). The networks provide free technical assistance and training in each of the focus areas.

Each region's MHTTC network has an assigned area of interest/need. The MP-MHTTC's assigned area of interest/need is rural and frontier mental health. During the first year of this five-year project, the co-directors traveled across the region to meet with the Directors of Mental Health services in each state. In these meetings, the co-directors introduced the MP-MHTTC project and gave the mental health directors an opportunity to share their concerns and areas of need for which they would like to receive technical assistance. This work ensures that the work of the MP-MHTTC continues to meet the needs of our stakeholder states.

Year 1 activities included the creation and dissemination of, in conjunction with the visits, a needs assessment survey to the behavioral health offices in each of the Region 8 states. Summary and state-specific results of this survey were distributed throughout the region. The WICHE BHP conducted webinar training sessions throughout Year 1 on the following topics: Housing for All in Rural Communities, Rural Assertive Community Treatment, Farm Crisis, Suicide Prevention in Primary Care, and Rural Veterans Suicide Prevention.

The MP-MHTTC advisory board, comprised of representatives from each Region 8 state's mental health authority, persons with lived experience, and other stakeholders from the states, was established during the first year. This diverse group had an in-person meeting in Denver, in February 2019. The group provided detailed analysis of the strengths, weaknesses, and opportunities for growth within each state's mental health system. This feedback encompassed issues faced in rural and frontier areas, workforce challenges, and ways that the project can positively impact the state's mental health efforts. The advisory board met for a second time, virtually, in August 2019. During this meeting, the MP-MHTTC team shared the work that has been done and solicited feedback on areas of concern from the board.

An additional grant was awarded to the MP-MHTTC to provide school-based mental health training and technical assistance. As part of this supplemental grant, the WICHE BHP did targeted outreach to two schools, one in Livingston, Montana, and one in Salina, Utah. This technical assistance was provided to school leadership, including superintendents, principals, and administrators. Each school was given the opportunity to select an area of need, and the technical assistance was then built specifically for each school. The schools received evidence-based practices for mental health promotion, prevention, and the identification of at-risk youth. In general, the technical assistance provided training on suicide prevention and awareness.

The main MP-MHTTC project will continue for an additional four years, while the school-based supplemental will be funded on a year-to-year basis.

Project Period
9/2018 – 9/2023

FY 2019 Contract Amount
$500,167

Project Lead
Dennis Mohatt
mhttcnetwork.org/centers/mountainplains-mhttc/home
Together With Veterans (TWV) is funded by the US Department of Veterans Affairs Office of Rural Health. It is a partnership of the VA Rocky Mountain Mental Illness Research, Education and Clinical Center (MIRECC), the WICHE BHP, and local organizations that are run by or serve veterans. The WICHE BHP engages rural communities via local veterans and their community partners, including health care, behavioral health, law enforcement, gun shops, faith community, and others as identified locally to implement evidence-informed suicide prevention strategies.

WICHE has been an integral partner since the inception of this program in 2015, developing the program design, launching an inaugural site, and creating a website to provide information about veteran suicide prevention strategies. Three additional sites were launched prior to October 2018.

During fiscal year 2019, the WICHE BHP provided support to existing communities, created infrastructure to expand the program up to 22 new sites in coming years, and supported the development of a veteran digital health application, Operation Veteran Strong. Activities included:

**Site Support and TWV Summit**
- WICHE traveled to three sites (in Montana, North Carolina, and northeastern Colorado) regularly to facilitate program planning and implementation efforts. Implementation highlights include 26 trained suicide prevention trainers who then trained over 100 individuals in Question, Persuade, Refer (QPR) suicide prevention.
- WICHE hosted the TWV Summit in February 2019. Representatives of each of the four demonstration sites met at WICHE to share lessons learned, successful implementation strategies, and provide input regarding program development.

**Toolkit Development**
- WICHE drafted a toolkit to support TWV community programs. The toolkit was approved by the VA Office of Rural Health in July 2019. WICHE then developed an online, interactive website to guide communities through implementing TWV with fidelity.

**Recruiting Four New TWV Sites**
- WICHE traveled to rural communities in New Hampshire, Virginia, North Carolina, and Texas to present information about TWV and gauge interest in the program. All of these communities agreed to be trained to become new sites for the program.

**Operation Veteran Strong**
- WICHE worked with Cactus and Grit Digital Health and created TWV websites to establish an online suicide prevention tool that enables veterans to privately assess their needs and connect with local, regional, and national resources.

**Project Period**
2/2015 – 2/2020

**FY 2019 Contract Amount**
$942,360

**Project Lead**
Gina Brimner

[togetherwithveterans.org](http://togetherwithveterans.org)
The WICHE Behavioral Health Program (BHP) is one of two self-funded units within WICHE, and as such, must earn sufficient revenue to cover all expenses. Additionally, the BHP is required to maintain a reserve to ensure stable operations in lean economic times. In FY 2019, The BHP generated more than $300,000 of revenue in excess of expenses, allowing the unit to contribute to its reserve fund.

As shown in Figure 1, the BHP is projecting that revenue will increase from $4.4 million in FY 2019 to $5.1 million in FY 2020. Similarly, expenditures are projected to increase from $4.1 million in FY 2019 to $4.7 million in FY 2020.

In FY 2019, the significant growth in revenues was largely attributable to three new federally funded contracts. In addition to the VA-funded Together With Veterans Program, the BHP has partnered with the University of North Dakota to co-facilitate the federally-funded Mental Health Technology Transfer Center (MHTTC) and partnered with JBS International on the federally-funded Rural Communities Opioid Response Program. As a result, federal revenue accounted for just over 46% of all FY 2019 BHP revenue, as shown in Figure 2. The next largest source of FY 2019 revenue was from contracts with state and not-for-profit agencies at just over 45%. Revenues from WICHE state and territories support fees and revenues from required indirect costs each accounted for approximately 4% of revenues in FY 2019.

Similar to previous years, the largest portion of estimated FY 2020 expenditures is for staff salaries and benefits at 42.6%, followed by consulting fees at 31.5%. Charges for rent, IT services, indirect costs and other expenses are estimated to comprise 16.3% of FY 2020 expenses, and travel costs are estimated at 9.7% of all expenses.
Founded in 1955, the mission of the WICHE Behavioral Health program is twofold: 1) to assist states in improving systems of care for behavioral health consumers and their families; and 2) to advance the preparation of a qualified behavioral health workforce in the West. The program collaborates with states to meet the challenges of changing environments through regional research and evaluation, policy analysis, program development, technical assistance, and information sharing.

The Behavioral Health Oversight Council is the WICHE's Behavioral Health Program's advisory board. The Behavioral Health Oversight Council is composed of the chief state behavioral health official from each WICHE state and two representatives of the WICHE Commission.

The purpose of the Behavioral Health Oversight Council is to advise in establishing the programmatic and fiscal direction of the program; to provide active representation of the public behavioral health service system in the program's formulation of its policies, objectives, and priorities; and to advocate for financial and participatory support of the program.

2018–19 MEMBERS

Wayne Lindstrom—New Mexico
  (Chair)
Ross Edmunds—Idaho
  (Past Chair)
Zoe Barnard—Montana
Thomas Betlach—Arizona
Lynn N. Fallin—Hawaii
Nadine Hamilton Sablan—CNMI

Dina Kokkos-Gonzales—California
Michael Langer—Washington
Monique Martin—Alaska
Michael N. Morris—Oregon
Chris Newman—Wyoming
Pam Sagness—North Dakota
Doug Thomas—Utah
Rey Vega—Guam

Robert Werthwein—Colorado
Tiffany Wolfgang—South Dakota
Stephanie Woodard—Nevada
Jude Hofschneider—CNMI
  (WICHE Commissioner)
Ray Holmberg—North Dakota
  (WICHE Commissioner)
Dennis Mohatt, WICHE vice president for behavioral health, was nominated and selected for the 2019 Distinguished Contributions to Practice in Community Psychology Award by the Society for Community Research and Action (SCRA), American Psychological Association Division 27 representing the field of community psychology.

Mohatt has served WICHE since 2001, leading collaborative work across the WICHE region. He received his undergraduate training at the University of Oregon, and an NIMH training fellowship in rural mental health at Mansfield University in Pennsylvania, where he earned a master’s degree in rural community-clinical psychology. As a discipline, community psychology focuses on efforts for which collaboration is key to action. "It's why I have this job," he says. "I use those skills every day."
ABOUT WICHE

For 65 years, the Western Interstate Commission for Higher Education (WICHE) has been one of the leading higher education agencies serving states, students, and institutions throughout the West. WICHE is one of four regional interstate higher education compacts, with a diverse portfolio of programs and priorities that:

• Accelerate regionwide sharing of ideas and resources to help states and institutions improve their educational systems, services, and workforce

• Provide expert research and policy guidance for legislators and educational leaders in diverse niches including data-sharing, governance, behavioral health, and demography

• Prepare universities, colleges, and communities for social, economic, and technological change

WICHE’s Behavioral Health Program is one of numerous programs (some of whose scope and impact is national) that provide direct value to its 16 member states and territories. Others include:

• Student Access Programs that offer a broad range of affordable higher education options for more than 42,500 students each year at undergraduate, graduate, and professional levels.

• Policy and research work on myriad topics, including Knocking at the College Door, the nation's most authoritative report on high school graduate demographics, and a Multistate Longitudinal Data Exchange that will help answer key questions about the development and mobility of human capital by linking education and occupational outcomes across state lines.

• WCET (WICHE Cooperative for Educational Technologies), the leader in the practice, policy, and advocacy of technology-enhanced learning in higher education. Its growing membership includes 398 institutions, higher education agencies and systems, nonprofit organizations, government agencies, and corporations in all U.S. states and several Canadian provinces. WCET is widely recognized as one of the most informative, reliable, and forward-thinking organizations focused on the role of technology and innovation in higher education.

• W-SARA (WICHE - State Authorization Reciprocity Agreement), a voluntary initiative that increases student access to distance education courses across state lines while also providing needed quality assurance and making it more efficient for states to oversee, and for institutions to participate in, interstate distance education.