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Western Interstate
Commission for
Higher Education

2013
Workplan

Western Interstate Commission
for Higher Education

www.wiche.edu

WICHE Workplan 2013

WICHE and its 15 member states work to improve access to higher education and ensure student success. Our student exchange programs, regional initiatives, and research and policy work allow us to assist constituents throughout the West and beyond.

In fiscal 2013 WICHE's four units – Programs and Services, Policy Analysis and Research, Mental Health Program, and WCET – will strive to assist the West's institutions and students, focusing on five areas: finance; access and success; workforce and society; technology and innovation; and accountability.

At the commissioners' request, we've redesigned the workplan for FY 2013, using a crisper, more accessible format that includes essential information about each project. In the workplan below, we describe existing activities, as well as initiatives that are new directions or on the horizon, by unit. Along with a brief narrative of each project, we include its focus area/s; priority in terms of WICHE's mission; funding source and amount; staffing level; timeline; organizational partners; and state institutional partners.

Programs and Services

The primary goals of the Programs and Services unit are to improve student access and success and to help to boost 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. It also oversees projects that bring together the West's higher education leaders to work toward common goals; assist in smoothing the transfer process; link students with next-generation learning opportunities; and help institutions to achieve cost savings through group purchasing.

EXISTING ACTIVITIES

*Priorities key:

★ = Urgency (mission critical) ★ = low, ★★ = medium, ★★★ = high

Western Undergraduate Exchange (www.wiche.edu/wue). WUE, WICHE's signature undergraduate tuition reciprocity program, enables almost 29,100 students to enroll in 150 public two- and four-year institutions in 15 states and save an estimated \$223.8 million by paying 150 percent of resident tuition instead of full nonresident tuition. Colleges and universities can tailor their participation, including admission requirements and available programs of study, to individual campus needs.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Western Undergraduate Exchange	Access & success	★★★	General fund for WICHE staff FTE	1.05 FTE WICHE	Ongoing since 1988	150 institutions in all WICHE states	All WICHE member states

Professional Student Exchange Program (www.wiche.edu/psep). PSEP provides affordable access to 10 professional healthcare fields for students in 12 WICHE states. In 2011-12 states invested \$14.2 million in their future healthcare providers' education; almost 700 students enrolled through PSEP.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Professional Student Exchange Program	Access & success; workforce & society	***	Support fees, funded by sending states; general fund for WICHE staff	1.05 FTE	Ongoing since 1953	12 states (supporting students) and institutions receiving students earning professional healthcare degrees	12 sending states (AK, AZ, CO, HI, ID, MT, NV, NM, ND, UT, WA, WY) 14 receiving states (AZ, CA, CO, HI, ID, MT, NV, NM, ND, OR, SD, UT, WA, WY)

Western Regional Graduate Program (www.wiche.edu/wrgp). WRGP allows master's, graduate certificate, and doctoral students who are WICHE state residents to enroll in 275 programs at 51 participating institutions on a resident tuition basis. In fall 2011 more than 850 students enrolled through WRGP and saved an estimated \$11.5 million in tuition.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Western Regional Graduate Program	Access & success; workforce & society	***	General fund for WICHE staff	.30 FTE	Ongoing since 1981	275 graduate programs in all the WICHE states	All WICHE member states

Workforce Briefs (www.wiche.edu/pub). *A Closer Look at Healthcare Workforce Needs in the West* is a series of reports informing policymakers and higher education decision makers about education and employment trends in the West. The most recent briefs focus on oral healthcare, the primary care physician workforce, health information technology, and pharmacy.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Workforce Briefs	Workforce & society	*	General fund as available for consultants or grant funding	.05 FTE WICHE & consultants	Ongoing since 2007	N/A	All WICHE member states

WICHE Internet Course Exchange (www.wiche.edu/ice). ICE enables students, through their home institutions, to seamlessly access high-quality online courses and programs offered by other four-year and two-year ICE member institutions. The collaborative model fosters faculty engagement, resource sharing, and innovation.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
WICHE Internet Course Exchange	Access & success; technology & innovation	***	Membership dues, general fund	.65 FTE	Ongoing: dues year 7/1-6/30		11 institutions & 3 systems

North American Network of Science Labs Online (www.wiche.edu/nanslo). NANSLO provides a consortium approach to the development and deployment of high-quality, modular, openly licensed courseware integrating learner-centered and immersive web-based labs, using software, video, and robotics for the study of biology, chemistry, and physics. WICHE is the coordinating partner and fiscal agent.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
North American Network of Science Labs Online	Access & success; technology & innovation	***	Next Generation Learning Challenge (NGLC) grant, (\$749,994), general fund	1.44 FTE	4/2011-7/2012		BCcampus, Colorado Community College System, & 5 other institutions

Western Academic Leadership Forum (www.wiche.edu/forum). The Forum brings together academic leaders at bachelor's, master's, and doctoral institutions and chief executives and chief academic officers for systems and state coordinating and governing boards to exchange ideas and information, share resources and expertise, and collaborate on regional initiatives. Members are involved in the Academic Leaders Toolkit and the Interstate Passport Initiative.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Western Academic Leadership Forum	Access & success; accountability	***	Membership dues (\$52,875), sponsorships (\$8,000), general fund	.40 FTE	Ongoing: dues year 7/1-6/30		40 institutions, 9 systems

Western Alliance of Community College Academic Leaders (www.wiche.edu/alliance). The Alliance convenes academic leaders at community colleges, technical schools, systems, and state governing and coordinating boards to exchange ideas and information, share resources and expertise, and collaborate on regional initiatives. Projects in which its members play key roles are the Academic Leaders Toolkit, the North American Network of Science Labs Online, and the Interstate Passport Initiative.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Western Alliance of Community College Academic Leaders	Access & success; accountability	***	Membership dues (\$35,652), sponsorships (\$3,000), general fund	.30 FTE	Ongoing: dues year 7/1-6/30		59 institutions, 6 systems

Academic Leaders Toolkit (<http://alt.wiche.edu>). A joint project of the Alliance and the Forum, the toolkit is a searchable, web-based depository and resource of useful decision-making tools, contributed by academic leaders. The toolkit highlights best practice cases on a variety of academic issues to assist in decision making and advancing institutions' missions and operations, as well as allowing for the exchange of ideas.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Academic Leaders Toolkit	Access & success	***	Forum & Alliance	Forum/ Alliance (included in above)	Ongoing	Forum & Alliance	

Gaining Online Accessible Learning through Self-study (www.wiche.edu/goals). GOALS develops tools related to web accessibility for institutions to use during the continuous improvement process for reaffirmation by the regional accrediting agencies. WICHE is a partner in this three-year collaborative project, funded by the Fund for the Improvement of Postsecondary Education (FIPSE).

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Gaining Online Accessible Learning through Self-study	Access & success	***	U.S. Dept. of Education, FIPSE (WICHE share: \$36,000)	.05 FTE	1/2011-12/13	National Center on Disability and Access to Education (lead), 3 other partners	

Interstate Passport Initiative: Focusing on Learning Outcomes to Streamline Transfer Pathways to Graduation (www.wiche.edu/passport). The Passport project is creating a new transfer framework, one based on student-learning outcomes rather than seat time or credits. In this two-year pilot project under WICHE’s direction, 28 institutions in five partner states will forge transfer agreements based on a set of essential learning outcomes.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Interstate Passport Initiative	Access & success	***	Carnegie Corporation of New York grant (\$550,000), general fund	1.15 FTE	10/2011-9/2013		28 institutions in 5 states (CA, HI, ND, OR, UT)

Master Property Program (www.wiche.edu/mpp). WICHE offers participation in the Midwestern Higher Education Compact’s (MHEC’S) MPP to colleges and universities in the West that want to benefit from comprehensive property insurance coverage at rates that are typically below industry averages, while improving their risk management and asset protection strategies. Available to two- and four-year public and private institutions of higher education, the program currently has 50 member institutions (100 campuses) with total insured values of \$80 billion; seven institutions and two systems (with 14 campuses) in the WICHE region are members.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Master Property Program	Finance	***	Member fees	.10 FTE & consultant	Ongoing	MHEC and New England Board of Higher Education	21 institutions in 7 states (AZ, CO, NV, OR, UT, WA, WY)

MHECTech (www.wiche.edu/costSavingPurchasing). WICHE partners with the Midwestern Higher Education Compact on MHECTech, a program enabling colleges and universities in the Midwest and West to buy a variety of goods off competitively bid purchasing agreements to contain or reduce their costs. WICHE region institutions are eligible to purchase computers at discounted rates under contracts with Dell, Fujitsu, Oracle (Sun), Systemax Computers; Dell and Xerox printers and peripherals; and data networking by Juniper Networks.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
MHECTech	Finance	***	Administrative fees	.10 FTE	Ongoing	MHEC & vendors	K-12, colleges, universities, government agencies in WICHE region

NEW DIRECTIONS

*Priorities key:

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|------------------------------------|----------------------------------|
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| ● = Opportunity (funding) | ● = low, ●● = medium, ●●● = high |
| ■ = Competence (staff/consultants) | ■ = low, ■■ = medium, ■■■ = high |

State Authorization Project. Staff is working with a regional steering committee of stakeholders to create reciprocity agreements among WICHE states for the authorization of distance education programs operated by colleges and universities in each state where a student is enrolled. The agreements will outline review standards and processes in order to enable institutions to be in compliance with new federal regulations, as well as state regulations regarding authorization; staff will also work with the three other regional higher education compacts, the Presidents' Forum, and the Council of State Governments to seek interregional agreements.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
State Authorization Project	Access & success	★★★ ●● ■■■	TBD	WICHE member states who agree to participate	Regional steering committee & staff are developing a draft regional agreement; options for interregional agreements

NANSLO Pedagogy and Design Research Project. Building on our current North American Network of Science Labs Online initiative, this project will identify the strengths and weaknesses of lab-based physics courses taught online and develop guidelines for instructors that will support successful applications of three lab experiment methodologies: home-based kits, remote web-based labs, and interactive simulations. The four-year project, with WICHE serving as the coordinating partner and fiscal agent, will take two physics courses through a three-iteration cycle of continuous improvement.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
NANSLO Pedagogy and Design Research Project	Access & success	★★★ ●●● ■■■	.75-.85 FTE	BCcampus, Colorado Community College System, and 5 other institutions	Proposal submitted to the National Science Foundation (NSF) for \$1,349,000 (awards to be announced 7/1/2012)

NANSLO Expansion Project. Also building on our current NANSLO work, this project will focus in three areas: developing the second semester of the introductory biology, chemistry, and physics courses as openly licensed, online courses containing remote web-based science lab (RWSL) experiments; creating and staffing a RWSL development lab for shared use by faculty of NANSLO member institutions, in order to develop and test new RWSL experiments; and expanding the use of the three NANSLO labs (North Island College, Colorado Community College System, and a new development lab) to all partner institutions.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
NANSLO Expansion Project	Access & success	★★★ ●●● ■■■	~ 1 FTE	BCcampus, Colorado Community College System, and 5 other institutions	NGLC competition TBD (anticipate fall)

Rural Healthcare Initiative. Programs and Services staff will explore partnerships with federal and state agencies and private funders (such as foundations and professional state associations), as well as working to develop a PSEP Alumni Scholarship Fund, seeking support for regional strategies to alleviate healthcare workforce shortages and to prepare more professionals to practice in rural and underserved areas of the West.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Rural Healthcare Initiative	Access & success	★★ ● ■	.20 FTE	PSEP sending states	In development

ON THE HORIZON

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

NANSLO Allied Health Project. Institutions in six WICHE states plan to submit a proposal for a collaborative project, *Building 21st Century Learning Models for Allied Health Programs in the West*, to the U.S. Department of Labor’s Trade Adjustment and Community College and Career Training Grant competition. The proposal will ask for support to: transform face-to-face courses in selected allied health programs to online or hybrid environments; expand NANSLO to support the use of remote web-based science labs, enabling students to take online lab courses for these programs; and create a regional allied healthcare portal, supporting students from when they’re in school to when they transition to jobs in their field.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
NANSLO Allied Health Project	Access & success	★★★ ●●● ■■■	~ 1 FTE	Members of the Alliance	Dept. of Labor proposals due May 24

MHECare. WICHE is exploring the feasibility of partnering with the Midwestern Higher Education Compact in offering MHECare, to help institutions in the region reduce the costs and improve the coverage of their student health insurance. MHEC has completed a competitive RFP and recently selected Mercer as the program administrator and UnitedHealthcare as the provider for the program, which will offer a national PPO network with flexible access for students and help colleges and universities to lower their administrative costs.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
MHECare	Finance	*** ●● ■■	TBD	MHEC	Staff are drafting a participation agreement with MHEC

Policy Analysis and Research

The Policy Analysis and Research unit offers a variety of policy and information resources that support better-informed decision making at the state level. The unit is involved in a number of research projects and collaborative initiatives that focus on college completion; transfer and articulation; adult learners; multistate data sharing to support educational planning and workforce development; and other critical areas. Its publication series, including *Policy Insights* and *Western Policy Exchanges*, explore a wide range of significant policy issues. It also publishes in-depth works such as *Knocking at the College Door: Projections of High School Graduates by State and Race/Ethnicity* and the *Regional Fact Book for Higher Education in the West*, which include data and analyses on fiscal, demographic, economic, and social indicators.

EXISTING ACTIVITIES

*Priorities key:

* = Urgency (mission critical) * = low, ** = medium, *** = high

Tuition and Fees (www.wiche.edu/pub/15595). This annual report shows the current-year published tuition and fees prices charged by each public higher education institution in the West, along with selected historical information.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Tuition and Fees	Finance	***	General fund	.025 FTE	Ongoing	N/A	All WICHE states respond

Legislative Advisory Committee (www.wiche.edu/lac). The LAC informs the WICHE Commission and staff about significant legislative issues related to higher education; at the same time, WICHE staff serves the LAC by informing members about emerging policy issues in the West. LAC members are appointed by the commission and meet annually.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Legislative Advisory Committee	Finance	***	General fund set-aside: \$25,000	.10 FTE	Ongoing	N/A	All WICHE states

Policy and Assessment Framework for Washington’s Opportunity Scholarship Program. In partnership with the National Center for Higher Education Management Systems (NCHEMS), staff is examining Washington’s new financial aid program and offering guidance concerning how its effectiveness can be measured and how its implementation can be integrated with the state’s existing finance and financial aid policies.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Policy and Assessment Framework for Washington’s Opportunity Scholarship Program	Finance	***	Microsoft Corporation via subcontract from NCHEMS: total revenue, \$30,000 FY13 expenditures: \$10,000	.15 FTE	3/12-9/13	NCHEMS	Washington

Adult College Completion Network (www.adultcollegecompletion.org). WICHE manages the ACC Network, a learning network that unites organizations and agencies working to increase college completion by adults with prior college credits but no degree.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Adult College Completion Network	Access & success	***	Lumina Foundation: total revenue, \$1,133,800 FY13 expenditures: \$250,000	1.65 FTE	10/10-9/14	N/A	N/A

Knocking at the College Door (www.wiche.edu/pub/11556). With support from its traditional partners, ACT and the College Board, the Policy Analysis and Research unit has been reviewing the methodology WICHE has historically used to make its widely used projections of high school graduates, *Knocking at the College Door: Projections of High School Graduates by State and Race/Ethnicity*. The project will also examine how our analyses could be extended to be of greater use to the education and policy communities that depend upon them and to prepare the next edition of the publication.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Knocking at the College Door (with methodological review and expansion)	Access & success	***	ACT/College Board: total revenue, \$441,000 FY13 expenditures, \$80,000	1.65 FTE	10/10-9/14 (release of 8th edition planned for 12/2012)	N/A	N/A

State Higher Education Policy Database (www.higheredpolicies.wiche.edu). The nation’s only online searchable database of higher education policies provides state and national policymakers, education leaders, practitioners, and education consumers with an inventory of state-level policies and resources in key policy issue areas related to access and success in higher education.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
State Higher Education Policy Database	Access & success	★ ★	General fund/Lumina Foundation: FY13 expenditures, \$40,000	.20 FTE	Ongoing	National Conference of State Legislatures	N/A

College Access Challenge Grant Consortium and Network (www.wiche.edu/cacg). CACG is a federally funded formula grant program designed to increase the number of low-income students who are prepared to enroll and succeed in postsecondary education. States can participate in WICHE’s activities through the CACG Consortium, which involves WICHE administering the state program, or through the CACG Network, which is a collaborative council composed of designated staff from each of the states.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
College Access Challenge Grant Consortium and Network	Access & success	★ ★ ★	State memoranda of agreement/U.S. Dept. of Education: FY12 revenues, \$240,000; FY13 expenditures, \$240,000	1.40 FTE	08/14/12-08/13/13 (memo-randa of agreement negotiated annually)	N/A	2 consortium states (AK, ID) & 8 network states (AK, ID, NV, ND, TX, UT, WA, WY)

State-level Articulation and Transfer Systems (www.wiche.edu/stas). Having completed the Lumina Foundation-funded project titled, *Best Practices in Statewide Articulation and Transfer Systems*, WICHE staff continue to serve as resource experts on this issue.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
State-level Articulation and Transfer Systems	Access & success	★ ★	General fund	N/A	FY13	N/A	Varies

College Completion Initiative. Within the WICHE states, at least eight major college completion initiatives are in play, and a number of Western states are actively engaged with them. To keep regional higher education leaders informed and active in these efforts, staff works closely with the different efforts.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
College Completion Initiative	Access & success	***	General fund	N/A	FY13	Complete College America, National Governors Association, Lumina Foundation, Completion by Design, Excelencia, National College Access Network	Varies

Facilitating Development of a Multistate Longitudinal Data Exchange (www.wiche.edu/longitudinalDataExchange).

The principal objective of this project is to develop a pilot data exchange among several states, allowing for more comprehensive analyses of the production, stock, and flows of human capital through a regional, multistate approach. Working initially with four member states – Idaho, Hawai’i, Oregon and Washington – WICHE is coordinating efforts to develop the necessary architecture for the exchange of data, effectively govern the exchange, produce standard reports, and ensure the protection of privacy.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Facilitating Development of a Multistate Longitudinal Data Exchange	Technology & innovation	***	Bill & Melinda Gates Foundation: total revenue, \$1,500,000; FY13 expenditures, \$500,000	.80 FTE	6/10-5/14	NCHEMS, State Higher Education Executive Officers (SHEEO), National Student Clearinghouse	Educational & workforce agencies in 4 states (HI, ID, OR, WA)

Benchmarks: WICHE Region (www.wiche.edu/pub/15325). This annual document tracks 15 indicators of progress toward improving access and success, affordability, and higher education finance from a regional perspective.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Benchmarks	Account-ability	**	General fund	.025 FTE	Ongoing	N/A	N/A

Regional Fact Book: Policy Indicators for Higher Education (www.wiche.edu/factbook). The Policy Analysis and Research unit maintains an online repository of data relevant for higher education policymaking. Data are provided at the state level for all WICHE states and may be downloaded in Excel tables.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Regional Fact Book	Account-ability	★ ★	General fund	.025 FTE	Ongoing	N/A	N/A

Policy Insights (www.wiche.edu/policy_insights). This short report series covers a wide array of timely higher education policy issues. Recent editions have focused on undocumented students and on tuition and fee prices and other finance policies.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Policy Insights	Account-ability	★ ★	General fund	.05 FTE	Ongoing	N/A	N/A

Western Policy Exchanges (www.wiche.edu/policy_exchanges). These reports cover WICHE-sponsored meetings and discussions among the West’s key leaders in higher education policy issues.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Western Policy Exchanges	Account-ability	★ ★	Various sources, depending on the project	.05 FTE	Ongoing	N/A	N/A

Policy Publications Clearinghouse (www.wiche.edu/clearinghouse). The clearinghouse is a repository of publications, reports, and briefs related to higher education.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Policy Publications Clearinghouse	Account-ability	★ ★	General fund	.025 FTE	Ongoing	N/A	N/A

Assessing the Landscape on State Policy on Student Learning Outcomes. As the focus on graduation rates and numbers continues to grow and evidence suggesting that students don't always learn much in college mounts, states and institutions must guard against a reduction in educational quality. WICHE staff is tracking major initiatives like "tuning," the National Institute for Learning Outcomes Assessment, and the Lumina Foundation's Degree Qualifications Profile to ensure that member states have a resource adequately versed in how to thoughtfully incorporate learning outcomes assessment into appropriate policy and practice.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Assessing State Policy on Student Learning Outcomes	Account-ability	★★	General fund	.025 FTE	Ongoing	N/A	N/A

NEW DIRECTIONS

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Technical Assistance with State Financial Aid Program Design and Funding. Staff has become recognized its expertise on grant aid programs funded by states. Staff occasionally receives requests to assist states with rethinking their program design; such projects are typically done on a contract basis, depending on how well they fit in with existing workload.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
State Financial Aid Programs: Technical Assistance	Finance	★★★ ● ■■■	Variable	Variable	Providing assistance as requested

Serving Student Soldiers of the West. With many veterans returning from Afghanistan and Iraq, states and postsecondary institutions are faced with how to best serve them at a time of increased demand for higher education and tight budgets. WICHE is proposing a project that will work to increase access to and success in higher education for military students and their families in the Western region.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Serving Student Soldiers of the West	Access & success	★★ ● ■■	1.35 FTE	TBD	In development

Building Capacity to Support State College Completion Plans. This proposed project will build off a prior effort supported by the Ford Foundation, in which WICHE collaborated with the Center for Urban Education at the University of Southern California to examine higher education data in Nevada to identify where along the educational pathway students from underrepresented populations were more likely to leak out and to use that information to spark conversations about policies and practices that could close such gaps. The new project aims to extend that work to additional WICHE states.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Building Capacity to Support State College Completion Plans	Access & success	★★★ ● ■ ■ ■	TBD	Center for Urban Education	Potential subcontract from CUE; negotiating WICHE's role

Race against the Clock: Preparing Our Teachers to Teach to the Common Core State Standards. WICHE is proposing a project that will work with Western states to prepare preservice and veteran teachers to teach to the Common Core State Standards (CCSS) in English/language arts and mathematics. This project will assist interested states in the WICHE region to prepare teachers at varying stages in their careers to teach to the CCSS, in an effort to prepare all students for college and careers.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Race against the Clock	Access & success	★★★ ● ● ■	.90 FTE	Smarter Balanced Assessment Consortium	In development

ON THE HORIZON

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Outcomes-based Funding Approaches: Research and Analysis. States are recognizing that enrollment-based funding formulas do not create powerful incentives for institutions to prioritize degree/certificate completion; several states are making adjustments (or considering doing so) in their financing strategies to reward institutions for retaining and graduating students, particularly those from low-income backgrounds. Staff is interested in researching how such policies have impacted educational attainment, as data allow.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Outcomes-based Funding Approaches: Research & Analysis	Finance & accountability	★★★ ● ■ ■	TBD	TBD	In development

Fostering Institutional Fidelity to State Performance Funding Policies. The success of outcomes-based performance-funding policies that states are debating and enacting will hinge in part on how well institutions act on the incentives and the intent of those policies. This project will seek to engage states and institutions on how they can work collaboratively to best ensure those policies create the desired changes in student outcomes.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Fostering Institutional Fidelity to State Performance Funding Policies	Finance & accountability	★★★ ●● ■	TBD	TBD	In development

Exploring Strategies for Improving the Delivery of Remedial and Developmental Education. Remedial education is very expensive for states and institutions, and the results are unsatisfactory. WICHE intends to develop a project that would build on current emerging practices in the field to help states more effectively and efficiently target remedial education to students, particularly adult learners.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Exploring Strategies for Improving the Delivery of Remedial and Developmental Education	Access & success	★★ ● ■	TBD	TBD	In development

Identifying Effective College Persistence and Success Projects and Working to Bring Them to Scale. Despite evidence that initiatives aimed at improving college success rates can work, higher education has been slow to adopt proven strategies. WICHE is seeking funding to launch a program that identifies the most effective – and cost-effective – college persistence and success projects and bring them to scale.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Identifying Effective College Persistence & Success Projects and Working to Bring Them to Scale	Access & success	★★ ●● ■	TBD	TBD	In development

Developing More Effective Web Portals. WICHE and WCET have examined state web portals designed to help students navigate the transfer process. Future work will build on this effort.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Developing More Effective Web Portals	Technology & innovation	★ ● ■ ■	TBD	TBD	In development

Recidivism Reduction in the Prison Population through Higher Education. In this collaboration between Policy and the Mental Health Program, WICHE would explore whether higher education can be used to reduce recidivism among prisoners. The end goal would be to develop more effective and sustainable policy that reduces pressure on state budgets and crime, as well as creating potential economic development strategies.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Recidivism Reduction in the Prison Population through Higher Education	Workforce & society	★★ ● ■ ■ ■	TBD	TBD	In development

Addressing Workforce Needs with the Emerging Majority-Minority. Staff has worked with states to strengthen the connection between the activities of their higher education institutions and their workforce development training programs. This project’s goal is to build on that work by promoting a more explicit focus on how state workforce needs can be met through better service to racial/ethnic minorities and other underrepresented populations.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Addressing Workforce Needs with the Emerging Majority-Minority	Workforce & society	★★ ● ■ ■ ■	TBD	TBD	In development

Considerations for Succession Planning in Postsecondary Leadership. State higher education executive officers occasionally are faced with turnover in key leadership positions on their own staffs or at institutions they govern; replacing these leaders is a sensitive and critical task. This project will provide a brief canvass of the best guidance for how to manage the process for a period of transition and the eventual hire.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Considerations for Succession Planning in Postsecondary Leadership	Accountability	★★ ● ■ ■	TBD	TBD	In development

Mental Health

The WICHE Mental Health Program (MHP) seeks to enhance the public systems of care and workforce that serve persons with mental health issues and their families. The program approaches this mission through partnerships with state mental health authorities, 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

*Priorities key:

★ = Urgency (mission critical) ★ = low, ★★ = medium, ★★★ = high

South Dakota Co-occurring System Improvement Grant. WICHE MHP is the lead evaluator on South Dakota’s statewide project to improve services for persons with co-occurring mental health and substance abuse issues.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
South Dakota Co-occurring System Improvement Grant	Workforce & society	★	SD, Substance Abuse and Mental Health Services Administration (SAMHSA): \$139,000	1.15 FTE	07/12-06/13		South Dakota Division of Behavioral Health

South Dakota Suicide Prevention Grant. WICHE MHP is the lead evaluator on this suicide prevention project in 10 communities across South Dakota. Through this project staff developed and tested a community-level suicide prevention assessment tool.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
South Dakota Suicide Prevention Grant	Workforce & society	★★	SD, SAMHSA: \$69,999	.45 FTE	07/12-06/13	N/A	South Dakota Division of Behavioral Health

South Dakota Consumer Survey. WICHE MHP annually supports a survey of consumers of mental health services in the South Dakota public mental health system. Staff analyzes the data and provides a summary report to the Division of Behavioral Health.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
South Dakota Consumer Survey	Workforce & society	***	SD, Western States Decision Support Group user group: \$37,000	.10 FTE WICHE; .50 FTE consultant	07/12-06/13		South Dakota Division of Behavioral Health

South Dakota Psychology Internship Project. WICHE MHP will develop a rural psychology internship program in South Dakota. The first year will focus on identifying community training site partners and developing a training philosophy and plan.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
South Dakota Psychology Internship Project	Access; workforce & society	**	Health Resources and Services Administration (HRSA), Office of Rural Health Policy: \$87,000	.40 FTE	07/12-06/13		South Dakota Division of Behavioral Health

Alaska Psychology Intern Funds. WICHE MHP coordinates all the training activities of the psychology intern training directors and the psychology interns. This gives trainers and trainees an enhanced training experience by bringing them together across vast geographic distances for learning opportunities, group supervision, and career development.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Alaska Psychology Intern Funds	Access, workforce & society	***	State of Alaska: \$100,000 (indirect only for MHP)	0 FTE (indirect only)	10/12-06/13		Alaska Division of Behavioral Health

Alaska Psychology Internship Program. WICHE MHP continues to provide technical assistance to the rural psychology internship program in Alaska; staff was instrumental in creating this unique program and supporting the training of psychologists in rural states. This program is on the path to be an American Psychological Association-accredited internship program.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Alaska Psychology Internship Program	Access, workforce & society	***	Alaska Mental Health Trust: \$40,000	.30 FTE	07/12-06/13		Alaska Division of Behavioral Health

Alaska Behavioral Health System Evaluation. WICHE MHP will provide an evaluation of the Alaska Behavioral Health System in preparation for health reform on behavioral health service delivery.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Alaska Behavioral Health System Evaluation	Workforce & society	★ ★	State of Alaska: \$100,000	.30 FTE WICHE; .50 FTE consultant	07/12-06/13		Alaska Division of Behavioral Health

Alaska Data-planning Project. WICHE MHP will continue to provide technical assistance to the Alaska Division of Behavioral Health in its movement to performance-based planning initiatives.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Alaska Data-planning Project	Workforce & society; technology	★ ★ ★	State of Alaska: \$100,000	.50 FTE	07/12-06/13		Alaska Division of Behavioral Health

Alaska Forensic Judicial Diversion Program. WICHE MHP will assist in the development of a diversion program that allows persons involved in the criminal justice system alternatives to incarceration when community treatment is warranted.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Alaska Forensic Judicial Diversion Program	Workforce & society	★	Alaska Mental Health Trust: \$100,000	.30 FTE WICHE; .25 FTE consultant	07/12-06/13		Alaska Psychiatric Institute

Center for Integrated Health Solutions. WICHE MHP will provide suicide prevention trainings in rural primary care sites across the country. Staff will also lead the national pilot of the mental health first aid program in Spanish.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Center for Integrated Health Solutions	Workforce & society	★ ★ ★	SAMHSA, HRSA: \$150,000	.75 FTE	03/12-09/12		National Council for Community Behavioral Health, SAMHSA, HRSA

Colorado Supported-employment Project. WICHE MHP will provide training and technical assistance to community

mental health centers in Colorado around fidelity to the supported-employment model for persons with serious mental illness.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Colorado Supported-employment Project	Workforce & society	★ ★	State of Colorado: \$60,000	.50 FTE	10/12-09/13		Colorado Division of Behavioral Health

Dept. of Defense Mental Health First Aid Research Study. WICHE MHP will investigate the impact of a mental health literacy program, modified for the military, across rural and urban communities in the Kansas National Guard.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Dept. of Defense Mental Health First Aid Research Study	Account-ability	★ ★ ★	Dept. of Defense Telemedicine and Advanced Technology Research: \$200,000	.50 FTE WICHE; .40 FTE consultant	10/10-09/12		Dept. of Defense Telemedicine and Advanced Technology Research

Hawai'i Psychology Internship Program. WICHE MHP will develop a rural psychology internship program in Hawai'i. This first year will focus on identifying community training site partners and developing a training philosophy and plan.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Hawai'i Psychology Internship Program	Access; workforce & society	★ ★ ★	Maui Youth and Family Services: \$47,000	.26 FTE	10/12-09/13		Maui Youth and Family Services

NEW DIRECTIONS

*Priorities key:

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

HRSA Rural Health Research Center. WICHE MHP, in a partnership with the University of New Mexico's Center for Rural and Community Behavioral Health, proposes to create a research center focused on improving services for persons with behavioral health issues in rural communities.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Rural Research Center	Workforce & society	★★★ ●●● ■■■	1.50 FTE	University of New Mexico, HRSA	Submitted

ON THE HORIZON

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

Alaska/WICHE Joint Research Center. WICHE MHP will partner with the University of Alaska to share faculty and research interests in a center focused on rural and indigenous workforce issues in behavioral health.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Alaska/WICHE Joint Research Center	Workforce & society; access	★★ ● ■■■	.50 FTE		In discussion

Forensic Evaluation Project: National Survey. WICHE MHP proposes to conduct a national survey of state forensic directors to identify similarities and differences in state-mandated criteria and training for individuals conducting competency evaluations.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Forensic Evaluation Project: National Survey	Workforce & society	★★★ ● ■	.20 FTE	Public Welfare Foundation	Letter of intent submitted

College Integrated Care Project. WICHE MHP proposes to identify best practices in integrated-care models of care on college campuses.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
College Integrated Care Project	Workforce & society; access	★★★ ●●● ■ ■ ■	.60 FTE	Aetna Foundation	Pending submission

Psychology Internship Development Center. WICHE MHP proposes to develop an administrative center for the creation of rural psychology internships across the WICHE West.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Psychology Internship Development Center	Workforce & society; access	★★★ ●● ■ ■ ■	.50 FTE	Various states	Pending appropriate funder

Quality-of-life Outcome Study. WICHE is developing a model using quality-of-life measures reported by clients receiving behavioral health treatment. The model would be built using existing data to identify outcome measures showing meaningful change; generate performance measures to equitably compare provider outcomes; and expand adult analyses to adolescent and child populations.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Quality-of-life Outcome Study	Workforce & society	★★ ● ■ ■ ■	.25 FTE WICHE, .30 FTE consultant	Centers for Disease Control	Pending appropriate funder

WCET

The WICHE Cooperative for Educational Technologies (WCET) was established by WICHE 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. It provides colleges and universities with solutions, interventions, good practices, and access to valuable resources on a wide array of important issues in higher education through working groups, special interest groups, discussion lists, social media, content curation, research activities, and its acclaimed annual meeting. The WCET community includes many leading innovators in e-learning from institutions across the United States. WCET is nationally recognized as one of the most informative, reliable, and forward-thinking organizations regarding the role of technology and innovation in higher education. Its membership includes 280 institutions, higher education agencies, nonprofit organizations, and corporations in North America, with over 1,500 active WCET users.

EXISTING ACTIVITIES

*Priorities key:

★ = Urgency (mission critical) ★ = low, ★★ = medium, ★★★ = high

National Membership Cooperative. WCET (www.wcet.wiche.edu), like any membership-based service organization, has at its core the coordination and production of relevant programs, services, support, and communications. WCET will continue to retain and grow its membership base while conducting work in a number of areas of importance to its members, the changing regulatory environment, academic integrity and identity verification, e-textbooks and digital content, and the use of data analytics to impact student success.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
WCET National Membership Cooperative	Technology & innovation; access & success	★ ★ ★	Annual dues and sponsorships	4.3 FTE	Ongoing	Sage Road Solutions	280 colleges, universities, state systems, nonprofits, corporations

Transparency By Design (wcet.wiche.edu/advance/transparency-by-design). During FY13 Transparency By Design, managed by WCET, will build on its work on a learner progress metric measuring completion and retention for part-time and transfer students, in addition to first-time, full-time students. Learning from this initiative is being utilized by Lumina Foundation to inform future directions in higher education accountability and transparency.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Transparency By Design	Accountability; access & success	★	Lumina Foundation grant (\$629,000); membership dues (varied) FY13 budget: \$134,000	.85 FTE	Lumina grant ends April 30, 2012; member dues will sustain through FY13	Presidents' Forum	18 institutional members

State Authorization Network (wcet.wiche.edu/advance/state-approval). SAN, now in its second year, is a fee-for-service opportunity for WCET member institutions, systems, and consortia. SAN members receive regular advisements from WCET staff and guest experts; share their experiences in seeking state regulators' approval of distance education programs; and create resources to help the needs of the participating SAN members. The service was deemed so valuable during its inaugural year that participants recommended continuation into a second year.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
State Authorization Network	Access & success	★★	Member dues: \$145,000	.25 FTE	Ends 3/31/13	None	15 systems or consortia and 14 institutional partners

Predictive Analytics Reporting Framework Bridge Grant (wcet.wiche.edu/advance/par-framework). In February 2012 WCET received a bridge grant from the Bill & Melinda Gates Foundation to retain the core data team and to support additional institutional analyses of the pilot project data.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
PAR Bridge Grant	Technology & Innovation; access & success	★★★	Bill & Melinda Gates Foundation: \$198,000	.5 FTE	2/1/12 - 6/30/12	Sage Road Solutions, IBM, Tableau, iData	

Digital Learning Content Summit (wcet.wiche.edu/connect/digital-content-summit). The WCET Leadership Summit: New Directions for Digital Learning Content is an invitation-only gathering of senior decision makers and forward-thinking commercial and government partners to explore the evolving digital-learning content landscape with an eye on creating action agendas for our institutions. The summit will be held on May 9-10, 2012, in Salt Lake City. From e-books and e-texts to open education resources and self-generated content produced by faculty and students, the WCET Leadership Summit is designed to help campus leaders address new opportunities and challenges that today's digital-learning content creation, publication, maintenance, and adoption bring to academic stakeholders across the higher education landscape.

Project Title	Focus Area	Priority*	Funding	Staffing	Timeline	Organizational Partners	State/ Institutional Partners
Digital Learning Content Summit	Technology & Innovation	★★	Summit sponsors: \$45,000	.10 FTE	5/10/2012	CourseSmart, Pearson, Blackboard, Flat World Knowledge	

NEW DIRECTIONS

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- = Competence (staff/consultants) ■ = low, ■■ = medium, ■■■ = high

Predictive Analytics Reporting (PAR) Framework Implementation (wcet.wiche.edu/advance/par-framework). The PAR implementation project will enable WCET and its 16 institutional partners (public and private postsecondary institutions) to refine the data models, expand the number of variables, and grow the knowledge base related to how institutions can retool their student records for participation in a federated data aggregation effort. Most importantly, the project – approved by the commission and invited to request funding from the Gates Foundation (decision pending) – will continue to look for information that identifies points of student loss and student momentum. This will be a 18-month project with a total estimated budget of over \$3 million.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
PAR Framework Implementation	Technology & innovation; access & success	★★★ ●●● ■■■	4.0 FTE	Sage Road Solutions, IBM, Tableau	Outcome of Gates Foundation grant request and proposed FY13 budget will be reported at the May commission meeting

Game-based Learning Badge Initiative. Badge programs are emerging as a new credential for documenting competency within a specified field of study. Building off a March 2012 webcast on the topic, WCET will develop a badge program to train instructional designers and others in the development of game-based learning theory and design.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Game-based Learning Badge Initiative	Technology & innovation	★ ●● ■■■	TBD	Sage Road Solutions	Scheduled for launch October 2012

ON THE HORIZON

*Priorities key:

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

Data-driven Decision Support for Student Success. One goal of the second phase of the PAR project is to develop a self-sustaining operation with which institutions can contract to improve their data-driven strategic interventions in order to minimize student loss and support student momentum in online learning.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Data-driven Decision Support for Student Success	Technology & innovation; access & success	★ ● ■	TBD	Sage Road Solutions, Gates Foundation	TBD once PAR phase 2 underway

Learning Innovations through More Broadband Applications. Opportunity exists to bridge the expertise of distance education leaders with the technology innovators of broadband to bring more authentic and resource-rich learning into the physical classroom, as well as the virtual classroom. WCET membership includes many leading universities that are active in the deployment of broadband networks.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Learning Innovations through More Broadband Apps	Technology & innovation; access & success	★ ● ■	TBD	Select WCET member institutions with broadband capability and desire to bring applications to the classroom	TBD

Progress on Digital-learning Content Adoption. The adoption, maintenance, and support of digital-learning content options will pose an enormous challenge to institutions. This work will build upon the WCET Leadership Summit: New Directions for Digital Learning Content, held on May 9-10, 2012.

Project Title	Focus Area	Priority*	Staffing	Organizational Partners	Status
Progress on Digital-learning Content Adoption	Technology & innovation; access & success	★ ● ■	TBD	Potential support from publishing and learning management system companies	TBD