Self-funded Units
Committee Meeting

Monday, May 12, 2014
11:00 am – 12:30 pm
Zia B
Self-funded Units Committee Meeting

Jim Hansen (SD), chair
Jim Johnsen (AK), vice chair
Committee vice chair (AK)
Eileen Klein (AZ)
Linda Thor (CA)
Loretta Martinez (CO)
Jude Hofschneider (CNMI)
Francisco Hernandez (HI)
Mike Rush (ID)
Dick Anderson (MT)
Joe Hardy (NV)
Mark Moores (NM)
Ray Holmberg (ND)
Camille Preus (OR)
Committee chair (SD)
Peter Knudson (UT)
Don Bennett (WA)
Frank Galey (WY)

Agenda

Presiding: Jim Hansen, chair

Staff:
Mollie McGill, interim co-executive director, WCET
Dennis Mohatt, vice president for behavioral health
Russell Poulin, interim co-executive director, WCET

Action Item
Approval of the Self-funded Units Committee meeting minutes of November 11, 2013

Information Item – Mental Health Program

Mental Health Program update:
  Current Staffing Update
  Psychology Internship Development and Consultation Update
  Veterans Administration/WICHE/Office of Rural Health – Community Level Interventions to Improve Service Member Psychological Health
  Budget Discussion

Action Item
Approval of the FY 2015 workplan sections pertaining to the Mental Health Program
Information Item – WCET

WCET Update: 6-11

- Highlights on membership, budget, and key e-learning issues facing WCET members
- Federal issues potentially impacting online/distance education, including reauthorization, the negotiated rulemaking, and combating fraud
- Major events in 2014 – summit on credentials, boot camp on analytics, 26th annual meeting
- Update on State Authorization Network (SAN)
- Update on the Predictive Analytics Reporting (PAR) Framework
- Plans for executive director search

Action Item 6-13

Approval of the FY 2015 workplan sections pertaining to WCET

Other business

Adjournment
ACTION ITEM
Self-funded Units Committee Meeting Minutes
November 11, 2013

Committee Members Present
Jim Hansen, (SD), committee chair
Chris Bustamante (AZ)
Francisco Hernandez (HI)
Dick Anderson (MT)
Joe Hardy (NV)
Mark Moores (NM)
Ray Holmberg (ND)
Camille Preus (OR)
Don Bennett (WA)

Committee Members Absent
Jim Johnsen (AK)
Jude Hofschneider (CNMI)
Loretta Martinez (CO)
Mike Rush (ID)
Peter Knudson (UT)

Staff Present
Tamara Dehay, associate director, Mental Health Program
David Longanecker, president, WICHE
Mollie McGill, deputy director, WCET
Dennis Mohatt, vice president for behavioral health
Sarah Ross, senior program and research associate, Mental Health Program
Ellen Wagner, executive director, WCET

Commissioner Hansen called the meeting to order.

ACTION ITEM
Approval of the Self-Funded Units Committee Meeting Minutes of May 20, 2013

A motion TO APPROVE THE SELF-FUNDED UNITS COMMITTEE MINUTES FROM MAY 20, 2013, was made by Commissioner Bennett and seconded by Commissioner Preus. The minutes were approved as submitted.

ACTION ITEM
Approval of the Mental Health Support Fee and Mental Health Oversight Council Representation for U.S. Pacific Territories and Freely Associated States

Commissioner Holmberg motioned TO SUPPORT THE ACTION ITEM. Commissioner Bennett seconded the motion. The action item was approved unanimously.

ACTION ITEM
Approval of an Expanded Intergovernmental Agreement with the Hawai‘i Department of Education Support Efforts to Develop Professional Behavioral Health Capacity

Commissioner Hardy motioned TO SUPPORT THE ACTION ITEM. Commissioner Hernandez seconded the motion. The action item was approved unanimously.

Mental Health Program Update
Dennis Mohatt provided the following program updates.

• WICHE is assisting several states and agencies with the recruitment and interim support for key mental health leadership positions.
• Nevada State College is working with WICHE to develop a health center that would serve both the students and the surrounding community, providing a setting for both clinical care and applied training. If successful, this could provide a new option for many smaller campuses located in places where the local area is underserved and the campus struggles to ensure services and training opportunities for students.
• Dennis introduced Tamara DeHay who is leading the psychology internship initiative, and is the newly promoted associate director of the Mental Health Program, as well as Sarah Ross who is completing a year-long post-doctoral fellowship with the Mental Health Program.

WICHE Cooperative for Educational Technologies (WCET) Update
Ellen Wagner provided the following program updates.

• Institutional and organizational memberships in WCET continue to grow and revenues from dues is at an all time high.
• WCET will celebrate its 25th Annual Meeting in November 2013. Some commissioners accepted David Longanecker’s invitation to extend their trip to be able to attend the Denver meeting. It’s a “Sold Out” event with 470 registrations.
• WCET is active on many new fronts. A few highlights include: 1) a six-week MOOC (massive open online course) on badges and alternative credentials in collaboration with Mozilla and Blackboard, 2) planning for WCET’s Leadership Summit titled, “Designing Alternative Pathways to Credentials,” and ongoing management of the successful State Authorization Network.
• The Predictive Analytics Reporting (PAR) Framework reports the addition of several new institutions that will join PAR and will cover their own costs for participation. In the coming months, PAR will develop plans to spin off of WCET to become a separate 501(c)3 organization, although keeping close connections with WICHE. Commissioner Preus asked about the impact on WICHE. David Longanecker noted that WCET has served as the incubator for other initiatives that eventually separated from WCET to become independent organizations, such as iNACOL.

Commissioner Hansen adjourned the meeting.
ACTION ITEM
Mental Health Program FY 2015 Workplan

The WICHE Mental Health Program (MHP) seeks to enhance the public systems of care and the workforce that serves 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
ONGOING

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

<table>
<thead>
<tr>
<th>Project</th>
<th>Focus</th>
<th>Geo-Scope</th>
<th>Staffing</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mental Health, General</td>
<td>Workforce &amp; society</td>
<td>Western &amp; national</td>
<td>.90 FTE</td>
<td>States</td>
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<td>States &amp; 501(c)3s</td>
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<td>Western &amp; national</td>
<td>.10 FTE</td>
<td>States &amp; 501(c)3s</td>
</tr>
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</table>

EXISTING ACTIVITIES
PROJECTS & INITIATIVES

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

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<thead>
<tr>
<th>Project</th>
<th>Focus</th>
<th>Geo-Scope</th>
<th>Funding</th>
<th>Staffing</th>
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<td>Project</td>
<td>Focus</td>
<td>Geo-Scope</td>
<td>Funding</td>
<td>Staffing</td>
<td>Timeline</td>
<td>Partners</td>
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<td>9/13-8/14</td>
<td>American Psychological Association</td>
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</table>

Arizona START Project: WICHE is supporting the pilot implementation of a risk assessment at the Arizona State Hospital. Additionally, WICHE is conducting a survey of the culture of safety at the hospital.

Arizona - Evidence Based Practices: WICHE engaged in an Inter-Governmental Agreement (IGA) with the Arizona Department of Health Services to assist with recruiting and staffing a two-year effort to support the implementation of four evidence-based practices in the Maricopa County public behavioral health system.

Alaska Internship Operations Support: WICHE receives $100,000 annually from the Alaska Department of Health and Social Services (DHSS) to support the ongoing operations of and technical assistance provided to the Alaska Psychology Internship Consortium.

University of Alaska Strategic Planning: WICHE has been supporting the UAA College of Health Strategic Planning in a two-phase project. Phase 1 was focused on conducting a competitor analysis for behavioral health research to identify research being conducted by other entities/universities as well as the extent to which the existing research in Alaska meets the current need. Phase 2 focuses on developing a joint behavioral health research grant proposal between WICHE MHP and UAA Institute for Circumpolar Health Studies.

Alaska Core Competencies: WICHE facilitated a second Train-the-Trainer Training on the Alaska Core Competencies (ACC) to increase the pool of eligible instructors of the ACC curriculum and tools. This is anticipated to be the final phase of multiyear project to build core competencies and curriculum to enhance the direct care workforce across human service settings.

Alaska Health Resources and Services Administration (HRSA) Internship Expansion Grant: This contract represents a three-year training grant from the HRSA to expand the available training slots in the Alaska Psychology Internship Consortium, developed and supported by WICHE.

Alaska Psychiatric Institute: WICHE is providing technical assistance and consultation focusing on strategic planning, staffing, and the provision of effective and efficient services.

Alaska OISSP CRS Follow-Up: A pilot project to test the feasibility of conducting follow-up inquiries to behavioral health service recipients related to quality of life. The intent is to assess if treatment gains are maintained.

Association of Psychology Postdoctoral and Internship Centers (APPIC): A two-year collaboration between WICHE and APPIC to conduct a nationwide evaluation of doctoral psychology internship programs that are currently not accredited by the
American Psychological Association, to determine the barriers to accreditation, and to develop a tool to assess accreditation readiness.

**Colorado Jail Beds Restoration:** WICHE continues to support the implementation of the Metro Denver Jail Based Restoration program being run through a contract with Geo Group.

**Hawai‘i Internship Program:** Three Hawai‘i state agencies - the Department of Education, Department of Health, and Department of Public Safety - provide funding to support WICHE’s ongoing development and operations of the Hawai‘i Psychology Internship Consortium.

**Hawai‘i Long-term Care Payment Methods Project:** WICHE is reviewing current long term care programs and services in Hawai‘i and identifying program/services and specific reimbursement strategies. WICHE is also exploring Medicaid funding options for long term care in other states and aligning opportunities with consideration for integrated community-based programs and services. Develop a report of findings and recommendations and share with Adult Mental Health Division leadership for review and comment.

**Hawai‘i Electronic Health Records Project:** WICHE developed an RFP for the Hawai‘i Developmental Disabilities Division for procurement of an electronic Health Records. WICHE will also be involved in reviewing the proposals to assist in the identification of a qualified vendor.

**South Dakota Survey:** The South Dakota Consumer is an annual mail survey of clients of the Division of Behavioral Health which is used to monitor access to care, quality of care, outcomes, and satisfaction with treatment services.

**Texas UTEP Intern Program:** The University of Texas at El Paso provides funding to support WICHE’s ongoing consultation and technical assistance to the El Paso Psychology Internship Consortium. This internship program is funded through a grant from the Hogg Foundation for Mental Health.

**Texas Harris County Internship Project:** The Harris County Juvenile Probation Department provides funding to support WICHE’s ongoing consultation and technical assistance to their psychology internship program. This internship program is funded through a grant from the Hogg Foundation for Mental Health.

**Texas Bexar County Internship Project:** The Bexar County Juvenile Probation Department provides funding to support WICHE’s consultation related to the accreditation process for their psychology internship program.

**APA Grant HI PIC:** WICHE received a grant from the American Psychological Association (APA) to support the Hawai‘i Psychology Internship Program in seeking accreditation.

### 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

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<tr>
<th>Project Title</th>
<th>Focus</th>
<th>Priority</th>
<th>Geo-scope</th>
<th>Funding</th>
<th>Staffing</th>
<th>Timeline</th>
<th>Partners</th>
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<tr>
<td>Alaska Pacific University Intern Program</td>
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<td>Alaska – Qasgip Native Program</td>
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<td>Geo-scope</td>
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<td>Timeline</td>
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Alaska Pacific University Doctoral Program: WICHE will contract with APU to provide consultation and technical assistance to support the programs process of seeking accreditation by the American Psychological Association.

Alaska – Qasgip Native Program: The contract is for external evaluation of the dissemination and implementation of a culture-based suicide and alcohol use prevention program for Alaska Native youth. The contract involves two trips per year to visit the program sites in western Alaska and conduct interviews, focus groups, and ethnographic observation, as well as to provide consultation to the research team on dissemination and implementation best practices.

Suicide Training – Wyoming and California: WICHE will provide trainings to primary care providers related to the implementation of the Suicide Prevention Toolkit developed by WICHE MHP.
Colorado HRSA Funded Internship Program: WICHE submitted a proposal to HRSA to fund the development of a rural psychology internship consortium in the state of Colorado.

Colorado Trust Grant: WICHE submitted a proposal to fund Phase 1 of a process to develop an organizational plan to develop advocacy efforts focused on health equity in Colorado.

Colorado System Study: WICHE is responding to an RFP to conduct a behavioral health systems analysis, taking into account historical, current, and projected behavioral health needs across the state of Colorado.

Hawai‘i Workforce Development: WICHE will contract with the Hawai‘i Department of Education to provide recruitment and hiring services to assist with development of behavioral health workforce in the public school system.

Hawai‘i DOE Needs Assessment: WICHE will contract with the Hawai‘i Department of Education to provide a needs assessment and associated recommendations regarding the school-community service initiative of the state.

Hawai‘i School Project: WICHE has submitted a proposal to conduct outcomes research on the school-based behavioral health services in the state of Hawai‘i.

University of North Dakota Campus Mental Health: WICHE is planning to support the implementation of several campus-based mental health initiatives that range from training endeavors to improving campus-based behavioral health service and support structure.

Nevada Access for Interns: WICHE has proposed to draft legislative bill language and an associated background report in order to facilitate the approval of state FTEs to serve as psychology intern positions within a proposed state-funded psychology internship program.

Nevada Psychology Internship Program: WICHE has proposed to assist the state of Nevada in developing and accrediting a psychology internship training program within its state-run community behavioral health clinics.

Oregon Psychology Internship Program: WICHE has proposed to assist the state of Oregon in developing and accrediting a psychology internship training program within its state hospital.

South Dakota Tribal Lakota Project: The Pine Ridge Tribe has a new phase of their Circles of Care grant, which requires the tribe to produce a financial plan for sustainable funding in the first year. Our contract would be to work with the tribe to develop this sustainable funding plan.

Veterans Administration Proposal: Proposal and negotiation is in progress. If funded, then we will be collaborating with the local MIRECC to prepare a multi-level suicide prevention and mental health promotion program for veterans in rural communities. The project will consist initially of background research, intervention model development, and adaptation of the suicide prevention toolkit, all in preparation for a community-based participatory research pilot project of a large-scale, multi-level, public health approach to suicide prevention in one or two communities.

American Suicide Prevention Program: WICHE submitted a proposal to fund the implementation of a comprehensive suicide prevention program within three primary care clinics.

**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.

**Chicago Internship:** Project to develop an APA-accredited psychology internship program in the Chicago area.

**Montana Intern Planning:** Project based on building an APA-accredited psychology internship consortium.

**Supporting Success – Saving Lives:** This project intends to support states and institutions in creating or scaling up effective policies, practices, and programs that promote behavioral health and increase college success among students with mental health and substance use issues.

Previously considered projects that we propose to remove from the workplan. None.
Work that staff finished in FY 2014.

**AK ePsych Project.** The goal of this project was to determine the feasibility of launching an ‘ePsych’ Acute Care demonstration project utilizing API psychiatrists and other behavioral health specialists to provide real-time interactive video to support around-the-clock monitoring and treatment of psychiatric inpatients in remote community hospitals. WICHE completed the report and recommendations in August of 2013.

**South Dakota Hospital Planning.** Providing evaluation and planning for the state hospital.

**Alaska Competencies.** Completion of FY 2014 train-the-trainer program in core competencies.

**South Dakota Co-Sig.** WICHE provided technical assistance to South Dakota on a variety of system improvement projects for persons with co-occurring mental health and substance abuse issues for the past eight years.

**South Dakota State Prevention Enhancement Project.** WICHE facilitated the integration of three community prevention coalitions.

**Colorado Crisis System Preparation Project.** WICHE conducted background research in preparation for a statewide initiative to increase the crisis service system in Colorado.

**Guam Workforce Development Training.** WICHE successfully submitted a grant for the Guam Behavioral Health System that supported training and workforce development efforts.
INFORMATION ITEM
WCET Update

The WICHE Cooperative for Educational Technologies (WCET) is a national, non-profit, membership-driven cooperative of colleges and universities, higher education agencies, and companies that share a commitment to improving the quality and the reach of online and hybrid education. WCET tracks emerging postsecondary learning technology trends and coordinates and enables the exchange of information, resources, and services among our members. WCET’s mission is to accelerate the adoption of effective practices and policies, advancing excellence in technology-enhanced teaching and learning in higher education. 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.

Membership Services
WCET’s membership is still on course with a strong growth trend in institutional memberships from colleges and universities across the country. As a self-supported unit of WICHE, annual membership dues from institutions, non-profit organizations, and corporate providers of educational technologies are a core component of WCET’s revenue base. (wcet.wiche.edu)

Through member-only email discussions, WCET’s popular Frontiers blog, and regular Twitter updates, educators from institutions with large as well as small online and distance education programs can readily tap into WCET’s network of e-learning experts. WCET has a strong voice in social media channels related to technology in higher education. Below are the number of subscribers and followers to WCET’s news and information:

<table>
<thead>
<tr>
<th>Email Address</th>
<th>Subscribers</th>
</tr>
</thead>
<tbody>
<tr>
<td><a href="mailto:wcetnews@wcet.wiche.edu">wcetnews@wcet.wiche.edu</a></td>
<td>2,470</td>
</tr>
<tr>
<td><a href="mailto:wcetdiscuss@wcet.wiche.edu">wcetdiscuss@wcet.wiche.edu</a></td>
<td>2,192</td>
</tr>
<tr>
<td>@wcet_info</td>
<td>2,629</td>
</tr>
<tr>
<td>Frontiers blog</td>
<td>741</td>
</tr>
<tr>
<td>Facebook</td>
<td>337</td>
</tr>
</tbody>
</table>

WCET’s Common Interest Groups (CIGs) are collections of members who have like interests and come together to share information and work cooperatively around some unifying issue. WCET is supporting the following CIGs in 2014: Academic Integrity and Student Authentication, e-Learning Consortia, Student Success in Online Learning, and the Academic Leadership Forum.

Upcoming Events
WCET Leadership Summit: Designing Alternative Pathways to Credentials, May 7-8, 2014, Salt Lake City. Assessment of competencies, personalized learning, fixed tuition models, redefinition of faculty roles, use of digital and open resources are among the exciting and challenging aspects of new competency-based programs at the associate and baccalaureate levels. Pioneers in the areas of competency-based education, badges, and modular programs for adult learners will join higher education professionals in deep dive discussions of these issues. (wcet.wiche.edu/connect/summits)

WCET Boot Camp: Building Institutional Readiness for Data Analytics, June 17-20, 2014, Vail, Colorado. WCET’s Boot Camp is designed for institutions that have some familiarity of the power of data analytics in higher education, but want to build their capacity for analytics. This includes institutional analytics for performance reporting, as well as learning analytics for student success. The intensive, multi-day format allows for valuable networking among attendees and higher education data analytics experts. Interested institutions are encouraged to send a small team of campus leaders who can drive an ongoing analytics strategy. (wcet.wiche.edu/connect/bootcamp)

Monthly Webcasts. WCET staff have developed a highly efficient and effective model for producing informative webcasts. Examples of recent webcast topics include: The Upcoming Higher Education Act Reauthorization: Why the e-Learning Community Should Pay Attention; Big Audacious Conversation About Competency-Based Education; Bringing a
Campus Experience to Online Students; and Mobile Apps Support and Services for Students with Disabilities. Archives are viewable at WCET’s YouTube channel.

26th Annual Meeting, November 19-21, 2014, Portland, Oregon. WCET’s silver anniversary annual meeting last November was a sold out event. Reviewers gave high ratings of the in-depth sessions on MOOCs, competency-based education, mobile apps, and emerging technologies, as well as the value of the overall discussions and networking. Program planning is underway for the 2014 annual meeting.

Federal Policy Watch
Russ Poulin, interim co-executive director of WCET, was appointed by the U.S. Department of Education as the distance education representative for the negotiated rulemaking sessions to review proposed regulations concerning program integrity and improvement issues for Federal Student Aid programs. Marshall Hill, executive director of SARA, is his alternate on the committee.

Also at the federal level, WCET continues to serve as a resource to Congressman Jared Polis (CO) and Congresswoman Kristi Noem (SD) who are the co-chairs of the U.S. Congressional Caucus on eLearning.

Project Updates

State Authorization Network (SAN) Year 4
SAN kicked off its fourth year of operation in April 2014, with 46 members representing systems, consortia, or individual institutions. SAN is a national 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 the state regulations, access to experts, strategies on meeting state requirements, and maintains a community of practitioners among participants to share effective practices and latest developments. Participation in SAN is an additional fee-for-service opportunity for WCET member institutions, systems, and consortia. (wcet.wiche.edu/advance/state-approval)

Predictive Analytics Reporting (PAR) Framework
The PAR Framework is a collaborative, multi-institutional effort that brings together institutions from all sectors to collaborate on identifying points of student loss. PAR is focused on using predictive analytics to improve student success for all students, with a focus on online and blended programs. Deliverables include flexible predictive models, openly published common data definitions, and a student success matrix that links predictions with interventions and student supports, making predictions actionable. Now featuring 20 WCET member institutions, over 1.8 million anonymized student records, and 13.1 million institutionally de-identified course-level records, the PAR Framework offers educational stakeholders a unique multi-institutional lens for examining dimensions of student success.

PAR’s current funding from the Gates Foundation has been augmented through a project extension that is scheduled into 2015 and additional support from the Gates Foundation is expected before the end of FY 2014. PAR is moving forward to establish itself as an independent, non-profit entity, separate from WICHE later in calendar year 2014. The state of North Carolina has approved Articles of Incorporation for PAR Framework, Inc. (wcet.wiche.edu/par)

Badges, Competencies and Alternative Certifications
WCET, Mozilla, Blackboard, and Sage Road Solutions hosted a MOOC (massive open online course), Badges: New Currency for Professional Credentials, last fall. This MOOC explored the growing interest in using badge systems to document and certify skills and knowledge for competency based learning, college completion, workplace development and employment. Over 1,800 participants enrolled in the course. MOOC partners agreed to extend the course into Spring 2014 with webcast presentations and online discussions. Access to the full library of badge-related video presentations is available from WCET’s YouTube channel.

WCET Staff Update
Mollie McGill and Russ Poulin were designated the interim co-executive directors of WCET, effective January 1, 2014, with the departure of Ellen Wagner from that role. President Longanecker will lead the search process for a permanent executive director, with input and involvement from members of the WICHE Commission, WCET’s Executive Council, and WCET’s Steering Committee. The search process is expected to begin in June 2014.
**ACTION ITEM**  
**WCET FY 2015 Workplan**

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. 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, 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 330 institutions, higher education agencies, nonprofit organizations, and corporations in North America, with over 2,000 active WCET users.

### EXISTING ACTIVITIES

**ONGOING**

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

<table>
<thead>
<tr>
<th>Project</th>
<th>Focus</th>
<th>Geo-Scope</th>
<th>Staffing</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>WCET National Membership Cooperative</td>
<td>Technology &amp; innovation, access &amp; success</td>
<td>North America</td>
<td>5.15 FTE</td>
<td>330 member institutions &amp; organizations</td>
</tr>
<tr>
<td>WCET Leadership Summit</td>
<td>Technology &amp; innovation, access &amp; success</td>
<td>North American</td>
<td>WCET staff, consultants</td>
<td>Corporate sponsors</td>
</tr>
<tr>
<td>e-Learning Policy</td>
<td>Technology &amp; innovation, access</td>
<td>North America</td>
<td>WCET staff</td>
<td>UPCEA, Sloan-C, Presidents’ Forum, Educause, other organizations</td>
</tr>
<tr>
<td>WCET Research</td>
<td>Technology &amp; innovation</td>
<td>North America</td>
<td>WCET staff</td>
<td>UPCEA, BCcampus, eCampus Alberta, CT Distance Learning</td>
</tr>
</tbody>
</table>

### EXISTING ACTIVITIES

**PROJECTS & INITIATIVES**

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

<table>
<thead>
<tr>
<th>Project</th>
<th>Focus</th>
<th>Geo-Scope</th>
<th>Funding</th>
<th>Staffing</th>
<th>Timeline</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predictive Analytics Reporting (PAR) Framework</td>
<td>Technology &amp; innovation, access &amp; success</td>
<td>National</td>
<td>Bill &amp; Melinda Gates Foundation, $3,002,482</td>
<td>.5 FTE, multiple contractors</td>
<td>August 2012 - December 2014</td>
<td>Sage Road Solutions, 16 named partner institutions</td>
</tr>
</tbody>
</table>
Predictive Analytics Reporting Framework: The PAR Framework continues to derive results from its multi-institutional data-mining project to develop data assets that member institutions are using to mitigate academic risk: 16 WCET member institutions (including two-year, four-year, public, proprietary, traditional, and progressive schools) continue to collaborate on using big data to improve student retention in U.S. higher education.

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 the state regulations, access to experts, strategies on meeting state requirements, and supports a community of practitioners to share effective practices and latest developments.

Boot Camp: Building Institutional Readiness for Data Analytics: The June 2014 boot camp is designed for institutions that are familiar with the power of analytics in higher education but who want to get more adept in building their internal capacity for data analytics, including institutional analytics for reporting as well as learning analytics to promote student success. Following WCET’s successful Managing Distance Education (MDE) institute, this intensive, multi-day format allows for valuable networking among attendees and expert consultants.

**NEW DIRECTIONS**

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

- ✭ = Urgency (mission critical)
- ★ = Opportunity (funding)
- ■ = Competence (staff/consultants)

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Focus</th>
<th>Priority</th>
<th>Geo-scope</th>
<th>Funding</th>
<th>Staffing</th>
<th>Timeline</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State Authorization Network (SAN) - Year 4</strong></td>
<td>Access &amp; success</td>
<td>National</td>
<td>Member fees, $200,000</td>
<td>.25 FTE</td>
<td>April 2014 - March 2015</td>
<td>NCHEMS &amp; 46 member systems or organizations representing more than 700 institutions</td>
<td></td>
</tr>
<tr>
<td><strong>Boot Camp: Building Institutional Readiness for Data Analytics</strong></td>
<td>Technology &amp; innovation, access &amp; success</td>
<td>North America</td>
<td>Foundation grant, corporate sponsors</td>
<td>WCET staff, consultants</td>
<td>June 2014</td>
<td>Sage Road Solutions</td>
<td></td>
</tr>
<tr>
<td><strong>PAR Framework Transition to separate 501(c)3</strong></td>
<td>Technology &amp; innovation, access &amp; success</td>
<td>National</td>
<td>Bill &amp; Melinda Gates Foundation, Purdue University, Institutional Fees</td>
<td>TBD</td>
<td>January 2014 and beyond</td>
<td>Sage Road Solutions</td>
<td></td>
</tr>
<tr>
<td><strong>Alternative Pathways to Credentials – competency-based education, badges, and credentials</strong></td>
<td>Technology &amp; innovation, access &amp; success</td>
<td>International</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
<td>National Badge Alliance and others</td>
<td></td>
</tr>
</tbody>
</table>
PAR Framework Transition: The PAR Framework team will continue to increase the number of participating schools, develop a consulting services business line, work through financial and legal steps to become a separate 501(c)3 entity in FY 2015.

Alternative Pathways to Credentials - competency-based education, badges, and credentials: WCET will be an active partner of the new national Badge Alliance and will continue to offer informative learning opportunities through webcasts and the annual meeting. Other projects for possible funding will be explored. This follows on WCET’s 2013 MOOC on “New Currency for Professional Credentials.”

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.

eContent Initiatives. In November 2013 Rhonda Epper submitted a concept paper to Lumina Foundation, at their request, describing two possible projects related to e-textbooks and open content. The concept paper recommends WCET as the best qualified organization for leading a possible e-textbook project because WCET’s community includes the e-learning campus leaders who would need to be involved. Lumina has indicated general interest, however e-content is not at the top of its 2014 strategic plan at this time.

Contingent Faculty: Cost and Quality Implications. WCET will conduct research, in partnership with the Rand Corporation, on cost and educational outcomes related to different models of using adjunct faculty. Grant funding will be sought to support this work.

At the writing of this workplan, WCET’s interim co-executive directors are focused on maintaining excellence in existing services; recruitment of institutional members and corporate support; and active tracking of federal discussions that potentially impact online, hybrid, and distance education. No new major projects will be pursued until the status of WCET’s executive director position is determined.

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

Digital Learning Content. In June 2012, WCET convened a leadership summit on digital-learning content, an important issue in higher education, but one in which other organizations have a significant presence; WCET will invest its resources in other key issues.

Rethinking the Notion of “System.” WCET is partnering with NCHEMS to build on the notion of “unbundling” the academic activities that compose the “system” we identify as a college or university, an initiative that emerged from our previous partnership in creating the Technology Costing Methodology. WCET may create some information pieces about the “unbundling” concept, e.g. through our Frontiers blog, but will not develop this as a project at this time.

Identification and Dissemination of Best Practices in Conceptualizing and Sustaining High-Quality Distributed Education Programs in Colleges of Agricultural and Food Sciences. WCET is partnering with Texas Tech University and Ohio State University in seeking U.S. Department of Agriculture funding to ascertain, codify, and disseminate best practices in successful distributed education programs.

COMPLETED PROJECTS

Work that staff finished in FY 2014.

Massive Open Online Class (MOOC) on Badges, Competencies, and Alternative Certifications. In Fall 2013, WCET, in collaboration with Mozilla, Blackboard Inc, and Sage Road Solutions, conducted a six-week MOOC titled, “New Currency for Professional Credentials.” Over 2,000 people worldwide registered for the course. Course topics included badges for military veterans, for workforce development, accreditation issues, badge design, and more.