WASHINGTON STUDENT
ACHIEVEMENT COUNCIL
EDUCATION · OPPORTUNITY · RESULTS

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Title	How do we achieve our attainment goals?
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Synopsis	The Council's retreat will explore the use of a Theory of Action that includes six policy lenses to guide the development and execution of policies, programs and services in support of our goals. This model would help inform how we advance educational levels in our state. With facilitation by Marc Casale, the Council will discuss six policy lenses and determine what elements need to be refined, added or discarded. We anticipate this frame will continue to evolve and the Council will explore its effectiveness throughout 2018.
Guiding questions	1. How would using the six policy lenses affect progress toward our goals? 2. How do we anticipate using these lenses to affect our work? 3. How should our *organizational behavior* respond to this Theory of Action to have greater influence in reaching our goals? 4. Does this frame change how we approach our Adult Reengagement Framework?
Possible Council Action	☒ Information/Discussion ☐ Approve/Adopt ☐ Other
Documents and Attachments	☒ Brief/Report (Adult Reengagement) ☐ PowerPoint ☐ Third-party materials ☐ Other

Background

Our Challenge
This next year marks the halfway point for the ten-year Roadmap to increase educational attainment. To achieve the state's attainment goals requires a thoughtful systems approach to our work together. The Council's retreat provides an opportunity explore the development of a refined strategic, coordinated, and intentional Theory of Action to guide the latter half of the Roadmap timeline.

Meeting Purpose
The Council's retreat will explore the use of a Theory of Action that includes six policy lenses to guide the development and execution of policies, programs and services in support of our goals. This model would help inform how we advance educational levels in our state. With facilitation by Marc Casale, the Council will discuss six policy lenses and determine what elements need to be refined, added or discarded. We anticipate this frame will continue to evolve and the Council will explore its effectiveness throughout 2018.

Discussion of Six Lenses
The six policy lenses can be used to test our current activities, evaluate new ideas, and align our resources. The Theory of Action presumes when we intentionally and collaboratively respond to all of the lenses, we will increase our chances of achieving our goals. The approach should support a broad array of educational initiatives in collaboration with partners. Examples include the 2019 Strategic Action Plan, the Adult Reengagement initiative, development of regional convenings, and any significant new efforts to achieve our shared goals. A team member will provide a short introduction to each lens, followed by a facilitated discussion. Specifically, Martin Scaglione of Hope Street Group will share the importance of career relevance. As a "case study" for the Theory of Action, we will examine the possible impact on the Council's Adult Reengagement Framework underway.

1. Equity
There are significant gaps in enrollment and student success across sub-populations defined by income, race, ethnicity, gender and level of parents' education. Success requires us to close these gaps both in terms of numbers to get to our goals and our commitment to the role that education plays in furthering social justice.

2. Regional Impact
The majority of Washington residents enroll in postsecondary programs in the community where they live—especially the population that is currently not enrolled or succeeding in these programs. While there are common elements across the state, each region has its own characteristics and needs. This lens examines the regional impact of initiatives including expanding connections with regional leaders.

3. Network Partners
The Roadmap goals demand that we increase both enrollment and student success at much greater scale than in the past. A network partner brings the possibility of scale. In addition to K-12 schools and organizations, we need to explore and expand partnerships that may be less common in educational endeavors. This lens examines meaningful engagement of employers, community-based organizations, local governments and others with shared goals to both learn from them and support their work.

4. Career Relevance

Student success is ultimately determined by how their educational experience relates to their life and career goals. Many of our potential stakeholders have a specific interest in career goals, including both employers and those concerned about growing income inequality. This lens focuses on how well the pathways in a region meet the needs of students and network partners while improving outcomes seen through the equity lens.

5. Pathways to Progress

There are barriers to enrollment and success that stand in the way of the individuals we believe should have a chance to be competitive for Washington's jobs. These barriers include awareness, career planning, ability to determine if educational programs fit their goals, affordability and more. The educational or training experience alone will not be able to increase success rates to the very high levels we need without support systems in place. This lens helps draw attention to the longer developmental journeys that most students travel both before, during and after their formal educational or training experience.

6. Innovation

To dramatically increase attainment levels requires a shift from "status quo". Considering innovative practices can include testing new models, as well as implementing and improving an initiative used by a region, an institution or another state. This innovation lens uses research, data, and testimonies to determine what should be altered to achieve our goals. This lens intersects with the other lenses as we explore models in regional collaboration, expand network partners, and develop pathways to progress through the equity lens.

Plan for Theory of Action discussion (8:45 – 11:45)

Discussion Topics	Timing
Introduction and Framing the Conversation	8:45 – 9:00
Equity (Lead presenter: Rachelle Sharpe)	9:00 – 9:20
Regional (Lead presenter: Randy Spaulding)	9:20 – 9:40
Alignment (Lead presenter: Martin Scaglione)	9:40 – 10:20
Break	10:20 – 10:30
Partners (Lead presenter: Aaron Wyatt)	10:30 – 10:50
Pathways (Lead presenter: Maddy Thompson)	10:50 – 11:10
Innovation (Lead presenter: Marc Webster)	11:10 – 11:30
Overall Discussion of Theory of Action	11:30 – 11:45

Rules of the Road

This is the **beginning of a conversation,** not a request for approval

Our goal is to **explore** each lens and **not to evaluate**

We are considering **how we work** and not what we work on (e.g. policy)

We are discussing the actions of **all partners in the state, not just WSAC**

We will spend roughly **equal time on each lens**, though each conversation may be different based on our collective starting places

We will use **Reengaging Adults work as a case study** to make the lenses concrete but we can (and should) discuss other case studies as relevant

How will we manage the discussion

Flow of the Discussion	Discussion Questions
Presenter introduces lens (2-3 mins)	**What clarifying questions do we have on this lens?**
	How will this lens drive impact on our state goals?
Rachelle examines the lens using Adult Reengagement case (1-2 mins)	**How will this lens change the way that we work? Our partners?**
Clarifying questions and discussion led by Marc (~15 mins)	**What new capabilities, resources, processes are required to implement this lens?**
	Open questions and next steps?

Theory of Action – Holistic Discussion

What are observations and reactions to theory of action holistically?

Are there any lens where we think more work is required?

Are there any lens missing?

What are the right next steps for this discussion?