WASHINGTON STUDENT
ACHIEVEMENT COUNCIL
EDUCATION · OPPORTUNITY · RESULTS

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August 20, 2014
University of Washington – Tacoma
Tacoma, Washington

MINUTES

Members attending:
Scott Brittain, Karen Lee, Maud Daudon, Ray Lawton, Paul Francis, Rai Nauman Mumtaz.

Staff attending:
Gene Sharratt, Aaron Wyatt, Becca Kenna-Schenk, Becky Thompson, Betty Lochner, Crystal Vaughan, Don Bennett, Emily Persky, Karen Moton-Tate, Noreen Light, and Kristin Ritter,

The meeting was called to order at 11:00 a.m. by Vice Chair Karen Lee.

Consent Agenda

Motion was made to approve the Consent Agenda as presented.
Motion seconded.
Motion carried.

June 23, 2014 Meeting Minutes

Motion was made to approve the minutes as presented.
Motion seconded.
Motion carried.

Internal Agency Strategic Plan
Gene Sharratt, Executive Director, WSAC

Gene Sharratt provided a review of the internal agency strategic plan which included the three goals identified by the Washington Student Achievement Council staff.

Goal 1: Serve as a collaborative, educational advocate by:
     a. Engaging partners and expanding networks.
     b. Informing external audiences of our work.
     c. Advocating for legislation & resources that strengthen the education system.

Goal 2: Strive for exceptional work and continuous improvement by:
     a. Committing to ongoing staff development.

    b. Ensuring high-quality work.
    c. Utilize Lean or similar process improvement principles to continuously improve work.

Goal 3: Create a culture of one agency by:
    a. Improving and expanding agency-wide communication
    b. Utilizing cross-division teams.
    c. Providing inter-division cross-training opportunities.

Communications Protocols
Aaron Wyatt, Communications Director, WSAC

Aaron Wyatt provided an overview of recently developed communications protocols and compared them to fly fishing.

1. Strategic Design: Match the "Hatch." You've got to know your audience and know what they are looking for. What is the deliverable? What is the convergence of audience and purpose?

2. Efficient implementation: Choose the right "materials." How do we do it? Who needs to be involved? What is the process by which we go from design to development to review to production?

3. Effective execution: Tie and "present" the fly. Must be delivered in the right way or will fall on deaf ears. How do we present it? What does the key public need and how do we implement it?

Personnel Overview
Karen Moton-Tate, Associate Director of HR, WSAC

Karen Moton-Tate gave an agency personnel update for 2014.

The Washington Student Achievement Council currently has 99 employees with four positions open and available. Historically the agency has maintained seventy percent female employees and thirty percent male employees. Fifteen percent of employees are of color and five percent are people with disabilities. The current age breakdown is as follows:

    40% are 50 years old and up
    20% are 40 years old and up
    30% are 30 years old and up
    10% are 20 years old and up

This breakdown does create some unavoidable generational tension. We are working toward being more intentional about providing expectations and evaluating on performance. Currently, the agency is providing tuition assistance for several staff to receive Associate's degrees, Bachelor's degrees, and five staff are working toward their Master's degrees. We also have a robust wellness program which provides ways to get people moving and having active and productive lives.

Recently the agency has hired a consultant to complete a compensation and classification survey. They will be looking at all our positions and comparing them internally, within the state, and nation-wide to be sure we are paying our staff fairly.

Finally, as our internal plan Goal 3 states, we are looking for ways to make our agency a culture of "one." We are creating a diversity team because we realize diversity impacts every segment of everything we do.

Delegation of Authority
Don Bennett, Randy Spaulding, Rachelle Sharpe, Weiya Liang

The Council was given an overview of the current rules-making processes. (Degree Authorization, Financial Aid, and College Access and Support)

The name "Washington Student Achievement Council" describes both the nine-member Council with its broad strategic responsibilities, as well as the agency that supports the Council and carries out various specific statutory duties, including program administration, grants management, and consumer protection functions.

The staff wants to ensure that Council members are comfortable with delegations of authority for rule-making and other actions necessary for efficient and effective program administration.

Sector Budget Priorities
Council of Presidents, the Independent Colleges of Washington, the Office of Superintendent of Public Instruction, and the State Board for Community and Technical Colleges

Representatives from the Council of Presidents, the Independent Colleges of Washington, the Office of Superintendent of Public Instruction, and the State Board for Community and Technical Colleges each provided a brief overview of their sector's budget priorities for the 2015 legislative session.

> **Council of Presidents (COP)** - Paul Francis from the Council of Presidents stated that the COP is still in the budget process and plans to be finalized in September.
>
> The COP's areas of investment include:
>
> Fully funding maintenance level budgets is a high priority. Paul noted the 15% reduction would be devastating to operations and reduce students' ability to succeed and impair the ability to meet state needs.
>
> To increase faculty and staff compensation which would help maintain the high quality of COP's colleges and universities by attracting and retaining talented faculty and staff.
>
> Funding maintenance and operations such as routine and maintenance work that is required to keep the building, utilities, and grounds acceptable and in safe operating condition for students and staff.

Increasing STEM/high demand programs for the 70 percent of all Washington jobs in 2018 which will require postsecondary education. An additional priority is to help ensure student success through mentoring, advising, and counseling, etc.

State Board for Community and Technical Colleges (SBCTC), Alison Grazzini, in Marty Brown's absence, stated that the SBCTC is excited about partnering with the Council and others as an advocate for higher education. She stated that education needs to be more in the forefront of discussions with decision-makers.

The SBCTC is finalizing the annual request and will submit to OFM next month. Many of the priorities are similar to the public baccalaureates.

Alison further notes the need to increase resources and services that directly support students and that now is the time to reinvest. Research from 2010 census data will show that high school graduation rates will start to flatten out. Average age of students at CTCs is 26 and most are on some sort of fund-based aid.

Basic education and skills is a high priority. About 23 percent of students in the CTCs are in pre-college. Considering linking basic education for adults to caseload. This would require a statutory change. The SBCTC places a high priority on SNG and the Opportunity Grant (low-income adults train for high-demand fields for high-demand careers).

The SBCTC values increased compensation for high quality faculty providing high quality knowledge. They look forward to meeting workforce needs. They are looking to ask for dollars to create a workforce pool where a local business will partner with a college to provide a training for staff.

Office of Superintendent of Public Instruction (OSPI), Ken Kanikeberg and Andrea Cobb shared the goals of OSPI which include:

- The McCleary decision which is fully funding basic education surrounding compensation, staff units, professional development, levy reduction, and capital facilities.
- Drop out and High School graduation, which includes lowering drop-out rates, implementing comprehensive guidance and counseling programs, and increasing participation in the "Jobs for Washington Graduates" program (JWG).
- Career and technical education by revising the funding formula to reflect how districts are currently spending their allocations, funding lower classes for career and technical education and skills centers, and funding a community and technical education director position at middle and high schools.
- Teacher evaluation waivers.
- Student assessments.

Independent Colleges of Washington (ICW), Vi Boyer and Tom Fitzsimmons shared that the priorities of ICW include helping to advocate for the WSAC strategic plan, quality higher education, the value of the student voice and the need to help provide work experiential opportunities for students.

They noted tuition has gone up creating a gap. They hope to advocate for an increase in State Need Grant, create opportunities for students to enter the workforce.
ICW believes the potential is huge if the sectors and WSAC work together. They will be engaged in legislature on a number of fronts which will be in the strategic plan. They will be active in the SNG conversation.

Agency Budget Overview and 2015-17 Budget Request
Don Bennett, Deputy Director, WSAC

The Office of Financial Management issued instructions for submission of biennial budget requests, which are summarized in a memo from OFM Director David Schumacher. WSAC's agency budget request is due on Sept. 12, 2014.

Decision packages comprising the 2015-17 biennial budget request will fall into three categories, as directed:

> Fifteen percent reduction of near general fund-state maintenance level
> Proposals to restore identified reductions
> Proposals for new or enhanced funding

Reduction proposals must be prioritized based on impacts or consequences, ascending from simplest to implement with least impact on clients to the more difficult with greater impact. Proposals for new or enhanced funding and buybacks of reduction items must be prioritized in the one sequence, descending from the first and highest priority.

Council members reviewed a summary of decision packages under development and discuss prioritization in the context of the Strategic Action Plan recommendations.

WSAC Total reduction is $101,487,000, which includes:

Program suspensions of almost $20,000,000. (Foster Care, CSMG, WICHE, Scholars, WAVE, Future Teachers, and Health)
> Agency Administrative reductions $1,000,000. (5 position reductions)
> Reduce Aerospace Loans by $2,000,000.
> Reduce State Need Grant by $79,471,000.

The agency administrative reductions and SNG reductions are recommended as a "buy-back" for restoration.

Ninety seven hundred more students would be unserved (currently 32,000 unserved) if there is a State Need Grant reduction.

Strategic Action Plan
Roadmap Team (Becca Kenna-Schenk, Marc Webster, Randy Spaulding, Rachelle Sharpe, Weiya Liang, and Aaron Wyatt)

The Ten-Year Roadmap plan is complemented with a short-term Strategic Action Plan, submitted in December of even-numbered years, establishing budget and legislative priorities necessary to implement the strategies identified in the Ten-Year Roadmap.

The Strategic Action Plan addressed the needs of high-priority Roadmap action items as well as needs related to other action items expected to emerge during the next biennium.

Members considered program, policy, and budget recommendations for the 2014 Strategic Action Plan. The proposed recommendations stem from the work of three Council committees and stakeholder input.

On August 21, members are poised to approve selected recommendations for inclusion into the plan. The Council will adopt the final 2014 Strategic Action Plan at the November Council meeting. The Strategic Action Plan is due to the Governor and Legislature by December 2014.

Staff will facilitate a Council discussion on the Council's legislative priorities beyond those identified in the Strategic Action Plan.

Given the major fiscal challenges facing the state in the upcoming biennium, the Council discussed how they can be most effective in its legislative advocacy efforts. They considered staff work that can be done prior to next session that would support these efforts. And discussed whether the Council wants to respond to legislative proposals that would decrease state support for higher education or increase state revenue.

Marc Webster presented the Roadmap-related strategies such as:

Ensuring cost is not a barrier for low-income students. The Council will ask for a partial funding of the State Need Grant program. The amount will be determined by the number of eligible enrollments of the most recent (2013-14) academic year and determine what it would cost to fully fund and divide it by eight years.

Making college affordable. This can be done by identifying and recommending state funding policy options for postsecondary education to guide legislative appropriations to institutions, financial aid programs and tuition.

Rachelle Sharpe discussed providing greater access to work-based learning opportunities. To accomplish this, there must be an increase in investments to the State Work Study program by requesting a restoration of funding.

Employers miss the fully-funded program. Campuses have been affected by the low-funded program.

Randy Spaulding discussed streamlining and expanding dual-credit and dual-enrollment programs to create a statewide dual-credit system available to all high school students.

Statutory recommendations are to expand high school based college courses to 9th and 10th grade students and/or to develop quality standards for high school-based college courses informed by National Alliance of Concurrent Enrollment Partnerships (NACEP) criteria.

Funding options include:

Funding high school-based college courses using an appropriate split of K-12 basic education appropriation between the high school and the college.

Recommending an enhancement to K-12 basic education appropriation for the K-12 basic education appropriation to ensure K-12 and postsecondary costs are recognized and eliminate or reduce tuition and fees for high school-based college courses. Enhancement may also be used to help Running Start students defer expenses for fees, books, and transportation.

Funding high school-based college courses through higher education appropriation and eliminate or reduce tuition and fees. Clarify Running Start is a college-based model.

Randy Spaulding also discussed the recommendation of a funding request for a capacity study to respond to student employer, and community needs - Align system-wide programmatic, physical, and technological capacity with student, employer, and community needs.

There was some discussion about whether this is the right time to request the funding for this study.

Rachelle Sharpe and Weiya Liang shared options identified by the Committee of Student Support to increase support and resources which would ensure the success of current and prospective students at all levels. Each of these options meet the following criteria: statewide influence, evidence-based, and greatest impact.

Postsecondary support:
a.) Provide proved retention support to students most at-risk for completion by expanding or enhancing campus support services on campuses.
b.) Use statewide data sets to target adult students near completion and re-engage with the institution.

Collective Impact:
a.) Provide state seed funding to develop regional approaches to forge and nourish local partnerships to leverage existing collaborative efforts and nurture the growth of new "collective impact zones" to include education, non-profits/business and civic/municipality partnerships.
b.) Convene statewide equity and diversity collaborative and assist with the development of regional collaborative. The task force would consist of K-12, higher education, state agency, and non-profit organizations working at the state of local level on equity and diversity issues.

K-12 Support
a.) Provide systematic College Bound support from 8th grade through degree completion.
b.) Create opportunities for college students to serve as mentors in middle and high schools not served by support programs targeting services to students most at-risk of academic success.
c.) Offer professional development opportunities statewide to engage and equip all school staff (counselors, school administrators, teachers, graduation specialist, graduation coaches, and access providers) with evidence-based practices regarding student support services, postsecondary options, and requirement,

A refined list will be presented to the council tomorrow, August 21.

Legislative Priorities Beyond Strategic Action Plan
Becca Kenna-Schenk, Marc Webster

Becca Kenna-Schenk and Marc Webster facilitated a Council discussion on the Council's legislative priorities beyond those identified in the Strategic Action Plan.

Given the major fiscal challenges facing the state in the upcoming biennium, the Council discussed how they can be most effective in its legislative advocacy efforts.

The Attainment and Advocacy Talking Points document was discussed by Council and the Roadmap Team.

Washington is in a global race for jobs and talent and our state's educational attainment goals set the pace.
Postsecondary education is vital for Washington's current and future prosperity.
Commitment is the key to achieving our goals - it takes a state.
A high school diploma is a crucial first step.
Everyone benefits from the high returns on investment in education.
We must commit to reinvesting in postsecondary education.

6:00 p.m. Executive Session – Executive Director Evaluation

August 21, 2014
University of Washington – Tacoma
Tacoma, Washington

MINUTES

Members attending:
Scott Brittain, Karen Lee, Maud Daudon, Ray Lawton, Paul Francis, Rai Nauman Mumtaz.

Staff attending:
Gene Sharratt, Aaron Wyatt, Becca Kenna-Schenk, Becky Thompson, Betty Lochner, Crystal Vaughan, Don Bennett, Emily Persky, Karen Moton-Tate, Kristin Ritter,

The meeting was called to order at 9:15 a.m. by Chair Maud Daudon.

Consent Agenda

Motion was made to approve the Consent Agenda as presented.
Motion seconded.
Motion carried.

Welcome – Dr. Kenyon S. Chan, Chancellor, UW – Tacoma

Introductions were made around the room.

Executive Update, Gene Sharratt

The Executive Update provided members with a review of current agency work-related to program administration and policy. Some of the highlights included:

> Record number of College Bound Scholarship enrollments
> ReadySetGrad improvements
> PAVE the Way Conference, Aug 12
> Finalization of agency internal plan
> Development of 2014 Strategic Action Plan
> Initiation of Roadmap measures
> GEAR UP Camus experiences
> GET payout value set for 2014-15
> GET's new website and mascot
> Continued meetings with and outreach to legislators and legislative staff.

HCM Strategists
Kristin Conklin, Founding Partner

HCM Strategists is a national consultant assisting WSAC with the Strategic Action Plan and State Need Grant. HCM is developing higher education funding options and recommendations. MS Conklin will present HCM's recommendations for Strategic Action Plan and the design of the SNG program.

Strategic Action Plan: Affordability

Affordability Option 1: Clarify the policy and funding framework.
>   Estimate full costs.
>   What costs are part of the affordability equation?
>   What resources are available to pay the costs?
>>   State support.
>>   Parent and Families.
>>   Federal subsidies.
>>   State financial aid programs
>>   Institutions/private financial aid.
>>   Student self-help through work or loans.

Affordability Option 2: Establish and communicate key concepts and messages.
>   Example: "Every student paying in-state tuition is getting financial aid from the state. Tuition could be lowered for state residents and entitled to a public higher education in which the state shares part of the costs."

Affordability Option 3: Use budget to drive institutional affordability.
>   Focus on Institutions: state determines WHAT the public policies are; institutions figure out HOW to get there.

Affordability Option 4: Use budget to drive student affordability.

Focus on students: state establishes what the students' share of cost should be (could be dollars, percentage, or differentiated amounts by family income.)

Affordability Option 5: Focus on timing of payments/resources.

Promote long-term savings plans, such as GET for all income levels; ensure that middle class families know that these are the primary affordability policies intended for them (And they are unlikely to qualify for need-based financial aid.)

State Need Grant: Affordability

Option 1: Serve more students.
Increase funding to level set by policy;
Use existing budget to cover all students at 50% or less MFI
Use shared responsibility model to coordinate benefits.

Option 2: Partially Centralize Award Responsibility.
Assign responsibility for communicating statewide message.
Establish award levels and eligibility parameters that can be fully funded
Use very conservative estimates of demand
Reserve remaining 15-35% for institutions to allocate.

Option 3: Change use of Median Family Income (MFI).
Use clear income benchmarks to set minimum eligibility.
Establish a meaningful but limited minimum award for all students below cutoff.
Use additional asset information to guide allocation up to maximum.
Coordinate total award size with Pell benefits.

Option 4: Expand early notification / commitment opportunities.
Build on College Bound Scholarship as early commitment of SNG.
Identify groups likely to qualify if they apply and establish firm commitments to them.
Combine estimates of state and federal benefits in communication with students.

Option 5: Support Incentivize progress.
Prorate awards based on 30 semester hours per year.
National Association of Financial Aid Administrators (NASFAA) model proposal.
Fill in gaps in Pell program.
Adjust max in each sector if needed to retain approximate current levels per credit.

Public Comment

Strategic Action Plan, Roadmap
Becca Kenna-Scheck, Marc Webster, Rachelle Sharpe

Continued discussion:

A modified version of the Strategic Action Plan with a more prioritized list was provided to Council members after first discussion yesterday. This new version reflects a bolder approach recommended by the Council.

- Ensure cost is not a barrier for low-income students by fully funding State Need Grant and College Bound over the next eight years. College Bound can be profoundly effective at reaching students in the K-12 system and dramatically impacts K-12 graduation rates.

- Advocate for post-secondary education investments that advance the state's attainment goals by fully funding maintenance level institution budgets and support proven strategies in postsecondary education that promotes student success.

- Provide greater access to work-based learning opportunities by increasing and reinvesting $5 million in the state work study program. Giving students the opportunity to work in their field of study and reduce their debt load.

- Provide increased support and resources of $5 million to ensure the success of the College Bound Scholarship and other under-represented students. This can be done by engaging schools and partners to provide individualized support and mentoring to K-12 College Bound students, by developing a collective impact networks to involve communities to improve educational attainment, and by ensuring College Bound students receive individualized support services at the postsecondary level.

- Increase opportunities for adults with some postsecondary education by using statewide data systems to identify adults with some college and no degree who are near completion and re-engage students with an institution.

Discussion for October meeting:
Make college affordable - identify and recommend state funding policy options for postsecondary options for postsecondary education to guide legislative appropriations to institutions, financial aid programs, and tuition.

Deferred discussion:
Streamline and expand dual-credit and dual-enrollment programs to create a state-wide dual-credit system available to all high school students.

Respond to student, employer, and community needs - Align system-wide programmatic, physical and technical capacity with student, employer, and community needs.

Results Washington
Paul Francis, Gene Sharratt

Paul and Gene provided a quick overview of Results Washington's five goal areas and brief focus on Goal 1, World Class Education.

Goal 1   World Class Education
Goal 2   Prosperous Economy
Goal 3   Sustainable Energy and a Clean Environment
Goal 4   Healthy and Safe Communities
Goal 5   Efficient, Effective, and Accountable Government

Out-Going Student Representative Report,
Rai Nauman Mumtaz, Kaylee Galloway

An article, "Washington Aims for More Higher Ed Completion," co-written by Rai Nauman Mumtaz and Kaylee Galloway was presented to the Council. The article is written on sustainable measures to increase educational attainment in Washington State. This piece will be published in the Washington Business Alliance.

3:45 p.m.   Adjourn