

Title	Roadmap Preparation		
Challenge area:	<input checked="" type="checkbox"/> Student Readiness <input checked="" type="checkbox"/> Affordability <input checked="" type="checkbox"/> Institutional Capacity & Student Success <input checked="" type="checkbox"/> Capturing the Potential of Technology <input checked="" type="checkbox"/> Stable and Accountable Funding	Staff lead:	Jim Reed
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Synopsis:	The results of the Council survey of Roadmap Actions Priority and the Matrix of preliminary Roadmap Actions will be reviewed by the Council		
Guiding questions:			
Possible council action:	<input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Approve/Adopt <input type="checkbox"/> Other: _____		
Documents and attachments:	<input type="checkbox"/> Brief/Report <input checked="" type="checkbox"/> PowerPoint <input type="checkbox"/> Third-party materials <input type="checkbox"/> Other		

Roadmap Action Priorities by Challenge Areas

Affordability

Action:

Identify and recommend a state and student cost-sharing policy to guide legislative appropriations and institutional tuition decisions, including the development of a cost standard. Intended results: Limit tuition increases for all students, leading to improved access and affordability. Cost estimate: \$0

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
7	1	0	0	Very Strong	Immediate

Action:

Seek legislative support for a six- to nine-year plan to provide State Need Grant (SNG) funding for the current number of students who are eligible for SNG under current financial aid policy but are not receiving the grant due to limited state funding. Intended results: A funding trajectory to accommodate service to future eligible enrollments ensures each eligible enrolled student receives SNG funding. Cost estimate: \$27 million to \$40 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
7	1	0	0	Very Strong	Immediate

Action:

Increase investments in State Work Study and internship opportunities for both undergraduate and graduate students. Intended results: Additional students gain work experience and reduce student loan debt. Additional employers participate in the program and subsidize student wages. Cost estimate: \$200,000 to \$10 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
3	4	0	1	Mixed	Pending

Action:

Identify a savings incentive matching program. Intended results: Increase the amount families and individuals are saving and, as a result, increase postsecondary participation rates. Cost estimate: \$0 to \$2 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
2	4	1	1	Mixed	Pending

Action:

Encourage flexible payment methods for students/parents at all institutions, and evaluate disbursing student financial aid every two weeks throughout the term ("aid like a paycheck"). Intended results: Additional institutions offer flexible payment options to allow students to cover their tuition throughout the term. Cost estimate: \$0

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
2	4	1	1	Mixed	Pending

Roadmap Action Priorities by Challenge Areas

Alignment

Action:

Inform 12th grade course design and selection using the Smarter Balanced 11th grade assessments. Specifically, provide opportunities for more college-ready seniors to earn college credits through dual-credit courses, identify or create transition courses for seniors who are on track for college and careers, and offer intentionally designed senior-year coursework, focused on identified problem areas, to ensure college and career readiness. Intended results: Students use the 12th grade to transition to college and careers. Fewer students require remedial coursework upon college enrollment. More students complete high school with college credit. Cost estimate: \$0 to \$2 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
5	2	0	1	General	Immediate

Action:

Use the Smarter Balanced 11th grade assessment to exempt students at colleges and universities from below-college-level coursework. Intended results: More high school graduates take courses to prepare for college-level coursework. Fewer students require remediation. Unnecessary placement assessments are eliminated. Cost estimate: \$0 to \$200,000 per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
5	2	0	1	General	Immediate

Action:

Streamline dual-credit programs to create a dual-credit system. The Council, in collaboration with sector partners, would align funding incentives, remove cost barriers for students, create a consistent process to certify faculty to teach college-level courses, simplify the process for students to receive credit, provide students with various options for dual credit when they are placed in college-level courses, improve transferability of credit, and consider changes in restrictions on class level. Intended results: More students transition into college-level courses, spend less time in pre-college-level courses, and succeed in completing degrees and certificates. Cost estimate: \$0 to \$2 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
5	3	0	0	General	Immediate

Roadmap Action Priorities by Challenge Areas					
Capacity and Demand					
Action: <i>Monitor and report on system-wide programmatic, physical, and technological capacity. Intended results: Institutional programmatic, physical, and technological capacity data will be provided for use in developing Strategic Action Plans that implement policy and procedure improvements leading to increased educational attainment in Washington. Cost estimate: \$0 to \$200,000 per fiscal year.</i>					
Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
4	3	0	1	Mixed	Pending

Roadmap Action Priorities by Challenge Areas					
College Transitional Studies					
Action: <i>Scale up research and implementation by postsecondary agencies and institutions of instructional models that accelerate student progress and increase retention. For example: offer innovation funds; continue research on effective practices; adopt competency-based models; implement cohort-based, first-year college seminars and experiences. Intended results: More students begin earning college credit sooner, increasing retention rates and reducing time to certificates and degrees. Retention and student success are improved. Effective practices are identified and scaled up to improve results for more students. Cost estimate: \$0 to \$2 million per fiscal year.</i>					
Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
2	3	1	2	Mixed	Pending
Action: <i>Increase placement of students directly into college-level courses and provide necessary support. Specifically: require pre-placement advising; offer pre-placement assessment brush-up sessions; use diagnostic and formative assessments; utilize multiple measures and indicators of college readiness, including high school and military transcripts; and integrate additional academic support with college-level course content as a co-requisite, not as a prerequisite. Intended results: Students perform at their best and are more often accurately placed into college-level coursework. Proper placement, targeted instruction, and support reduce time to certificate and degree completion. Cost estimate: \$0 to \$2 million per fiscal year.</i>					
Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
3	3	1	1	Mixed	Pending

Roadmap Action Priorities by Challenge Areas

College Transitional Studies *(continued)*

Action:

Provide early, ongoing college and career guidance in middle and high schools. Specifically: begin comprehensive career guidance in the 8th grade, develop model career pathways for secondary students, and enhance the High School and Beyond plan; provide parent education on postsecondary pathways, opportunities, and expectations; and employ graduation specialists. Intended results: More students work with parents, counselors, teachers, and staff to develop a meaningful pathway to college and careers, which guides their choices in secondary school and prepares them to be college ready at high school graduation. Cost estimate: \$0 to \$50 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
5	2	1	1	General	Immediate

Action:

Adopt statewide teaching and resource technology tools at secondary and postsecondary institutions. For example: use similar technology tools across sectors (learning management systems, digital libraries, online learning portfolios) to increase student familiarity with technology that will be used in postsecondary institutions and in the workplace. Intended results: Reduce the digital gap between secondary and postsecondary learning environments to increase student access and student success. Reduce the number of different technologies necessary for students to access resources. Cost estimate: \$200,000 to \$50 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
0	7	0	1	Very Strong	Intermediate

Roadmap Action Priorities by Challenge Areas

Outreach and Support

Action:

Increase and support academic advising and mentoring for all students, both secondary and postsecondary. Intended results: Extend and enhance the capacity of K-12 counseling staff. Increase postsecondary retention rates through expanded mentoring programs. Cost estimate: \$200,000 to over \$50 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
6	2	0	0	Strong	Immediate

Action:

Target information and support to adults regarding continuing their education, especially those with some postsecondary credits earned. Intended results: Increase the certificate and degree attainment for over 440,000 adults who have earned some credits and no credential. Cost estimate: \$200,000 to \$10 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
6	2	0	0	Strong	Immediate

Action:

Support students as they go through critical academic transition points (elementary to middle school, middle school to high school, high school to postsecondary, two- to four-year transfer, and returning adults). Intended results: Improve high school graduation rates, especially for underrepresented populations. Increase postsecondary participation rates, especially for underrepresented populations. Increase the number of transfer students who attain a baccalaureate degree. Increase certificate and degree attainment for returning adults. Cost estimate: \$0 to \$2 million per fiscal year

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
6	1	0	0	Strong	Immediate

Action:

Ensure all Washingtonians have quality and coordinated information and support to pursue all types of postsecondary credentials. Intended results: Increase usage of existing postsecondary information systems to raise postsecondary participation rates. More elementary students and families will have age-appropriate postsecondary information. Cost estimate: \$200,000 to \$2 million.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
3	3	0	2	Mixed	Pending

Roadmap Action Priorities by Challenge Areas

Skills and Knowledge

Action:

Expand employer feedback mechanisms to better align postsecondary education programs with employment opportunities. This would include expanded and refined employer surveys incorporated in a comprehensive feedback system that would draw on existing resources such as skills centers, centers of excellence, and college career centers. Intended results: Improved feedback transparency through Council coordination for more effective statewide decision-making. Improved alignment between academic programs and employer needs. More graduates with the skills employers are seeking. Cost estimate: \$0 to \$2 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
5	3	0	0	General	Immediate

Action:

Expand student opportunities for work-integrated learning and create a web-based clearinghouse for efficient coordination. Intended results: More students gain relevant job experience while in college, important insights into key skills they need to succeed after graduation, and opportunities to integrate this experience into their academic programs. Cost estimate: \$200,000 to \$10 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
2	6	0	0	Strong	Intermediate

Action:

Develop a grant program that would support innovative pilot initiatives to advance student learning associated with foundational intellectual and career skills. Intended results: Increased student success in postsecondary education and careers. Cost estimate: \$200,000 to \$10 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
0	6	0	2	Strong	Intermediate

Roadmap Action Priorities by Challenge Areas

Technology

Action:

Create a statewide P-20 educational technology consortium that includes educators, instructional technology specialists, librarians, and administrators from early learning, K-12, and postsecondary education, along with employers and businesses. Intended results: Increase effective use of educational technology. Increase collaboration among institutions and meet the needs of businesses. Reduce instructional costs for institutions. Reduce students' costs. Cost estimate: \$0 to \$2 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
6	1	1	0	Strong	Immediate

Action:

Establish a grant program to encourage innovation and adoption of educational technology. Intended results: Increase effective use of educational technology. Increase in innovative uses of educational technology. Cost estimate: \$0 to \$2 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
0	7	1	0	Very Strong	Intermediate

Action:

Establish an award program to recognize the development of innovative educational technologies and the effective use of educational technology in Washington. Intended results: Recognize leaders in the development and use of educational technology. Increase innovations in educational technology. Increase adoption of educational technology. Cost estimate: \$0 to \$2 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
2	5	0	1	General	Intermediate

Action:

Partner with institutions, businesses, or other organizations that are successfully analyzing "big data" to develop a national model for using learning analytics to improve teaching and learning. Intended results: Ensure teaching practices become more effective. Improve student learning. Improve and increase the use of data. Cost estimate: \$0 to \$2 million per fiscal year.

Immediate	Intermediate	Longer-Term	Defer	Consensus	Priority
1	4	0	3	Mixed	Pending

Roadmap Actions by Plan Priority and Level of Consensus

Immediate Roadmap Priority

Action	Consensus
<i>Identify and recommend a state and student cost-sharing policy to guide legislative appropriations and institutional tuition decisions, including the development of a cost standard. Intended results: Limit tuition increases for all students, leading to improved access and affordability. Cost estimate: \$0</i>	Very Strong
<i>Seek legislative support for a six- to nine-year plan to provide State Need Grant (SNG) funding for the current number of students who are eligible for SNG under current financial aid policy but are not receiving the grant due to limited state funding. Intended results: A funding trajectory to accommodate service to future eligible enrollments ensures each eligible enrolled student receives SNG funding. Cost estimate: \$27 million to \$40 million per fiscal year.</i>	Very Strong
<i>Increase and support academic advising and mentoring for all students, both secondary and postsecondary. Intended results: Extend and enhance the capacity of K-12 counseling staff. Increase postsecondary retention rates through expanded mentoring programs. Cost estimate: \$200,000 to over \$50 million per fiscal year.</i>	Strong
<i>Target information and support to adults regarding continuing their education, especially those with some postsecondary credits earned. Intended results: Increase the certificate and degree attainment for over 440,000 adults who have earned some credits and no credential. Cost estimate: \$200,000 to \$10 million per fiscal year.</i>	Strong
<i>Support students as they go through critical academic transition points (elementary to middle school, middle school to high school, high school to postsecondary, two- to four-year transfer, and returning adults). Intended results: Improve high school graduation rates, especially for underrepresented populations. Increase postsecondary participation rates, especially for underrepresented populations. Increase the number of transfer students who attain a baccalaureate degree. Increase certificate and degree attainment for returning adults. Cost estimate: \$0 to \$2 million per fiscal year</i>	Strong
<i>Create a statewide P-20 educational technology consortium that includes educators, instructional technology specialists, librarians, and administrators from early learning, K-12, and postsecondary education, along with employers and businesses. Intended results: Increase effective use of educational technology. Increase collaboration among institutions and meet the needs of businesses. Reduce instructional costs for institutions. Reduce students' costs. Cost estimate: \$0 to \$2 million per fiscal year.</i>	Strong

Roadmap Actions by Plan Priority and Level of Consensus

Immediate Roadmap Priority *(continued)*

<p><i>Inform 12th grade course design and selection using the Smarter Balanced 11th grade assessments. Specifically, provide opportunities for more college-ready seniors to earn college credits through dual-credit courses, identify or create transition courses for seniors who are on track for college and careers, and offer intentionally designed senior-year coursework, focused on identified problem areas, to ensure college and career readiness. Intended results: Students use the 12th grade to transition to college and careers. Fewer students require remedial coursework upon college enrollment. More students complete high school with college credit. Cost estimate: \$0 to \$2 million per fiscal year.</i></p>	<p>General</p>
<p><i>Use the Smarter Balanced 11th grade assessment to exempt students at colleges and universities from below-college-level coursework. Intended results: More high school graduates take courses to prepare for college-level coursework. Fewer students require remediation. Unnecessary placement assessments are eliminated. Cost estimate: \$0 to \$200,000 per fiscal year.</i></p>	<p>General</p>
<p><i>Streamline dual-credit programs to create a dual-credit system. The Council, in collaboration with sector partners, would align funding incentives, remove cost barriers for students, create a consistent process to certify faculty to teach college-level courses, simplify the process for students to receive credit, provide students with various options for dual credit when they are placed in college-level courses, improve transferability of credit, and consider changes in restrictions on class level. Intended results: More students transition into college-level courses, spend less time in pre-college-level courses, and succeed in completing degrees and certificates. Cost estimate: \$0 to \$2 million per fiscal year.</i></p>	<p>General</p>
<p><i>Provide early, ongoing college and career guidance in middle and high schools. Specifically: begin comprehensive career guidance in the 8th grade, develop model career pathways for secondary students, and enhance the High School and Beyond plan; provide parent education on postsecondary pathways, opportunities, and expectations; and employ graduation specialists. Intended results: More students work with parents, counselors, teachers, and staff to develop a meaningful pathway to college and careers, which guides their choices in secondary school and prepares them to be college ready at high school graduation. Cost estimate: \$0 to \$50 million per fiscal year.</i></p>	<p>General</p>
<p><i>Expand employer feedback mechanisms to better align postsecondary education programs with employment opportunities. This would include expanded and refined employer surveys incorporated in a comprehensive feedback system that would draw on existing resources such as skills centers, centers of excellence, and college career centers. Intended results: Improved feedback transparency through Council coordination for more effective statewide decision-making. Improved alignment between academic programs and employer needs. More graduates with the skills employers are seeking. Cost estimate: \$0 to \$2 million per fiscal year.</i></p>	<p>General</p>

Roadmap Actions by Plan Priority and Level of Consensus	
Intermediate Roadmap Priority	
<i>Adopt statewide teaching and resource technology tools at secondary and postsecondary institutions. For example: use similar technology tools across sectors (learning management systems, digital libraries, online learning portfolios) to increase student familiarity with technology that will be used in postsecondary institutions and in the workplace. Intended results: Reduce the digital gap between secondary and postsecondary learning environments to increase student access and student success. Reduce the number of different technologies necessary for students to access resources. Cost estimate: \$200,000 to \$50 million per fiscal year.</i>	Very Strong
<i>Establish a grant program to encourage innovation and adoption of educational technology. Intended results: Increase effective use of educational technology. Increase in innovative uses of educational technology. Cost estimate: \$0 to \$2 million per fiscal year.</i>	Very Strong
<i>Expand student opportunities for work-integrated learning and create a web-based clearinghouse for efficient coordination. Intended results: More students gain relevant job experience while in college, important insights into key skills they need to succeed after graduation, and opportunities to integrate this experience into their academic programs. Cost estimate: \$200,000 to \$10 million per fiscal year.</i>	Strong
<i>Develop a grant program that would support innovative pilot initiatives to advance student learning associated with foundational intellectual and career skills. Intended results: Increased student success in postsecondary education and careers. Cost estimate: \$200,000 to \$10 million per fiscal year.</i>	Strong
<i>Establish an award program to recognize the development of innovative educational technologies and the effective use of educational technology in Washington. Intended results: Recognize leaders in the development and use of educational technology. Increase innovations in educational technology. Increase adoption of educational technology. Cost estimate: \$0 to \$2 million per fiscal year.</i>	General

Roadmap Actions by Plan Priority and Level of Consensus
Longer-Term Roadmap Priority
No Roadmap Actions had a consensus for being a longer-term priority.

Roadmap Actions by Plan Priority and Level of Consensus

Actions with Mixed Consensus and No Plan Priority Established

Increase investments in State Work Study and internship opportunities for both undergraduate and graduate students. Intended results: Additional students gain work experience and reduce student loan debt. Additional employers participate in the program and subsidize student wages. Cost estimate: \$200,000 to \$10 million per fiscal year.

Identify a savings incentive matching program. Intended results: Increase the amount families and individuals are saving and, as a result, increase postsecondary participation rates. Cost estimate: \$0 to \$2 million per fiscal year.

Encourage flexible payment methods for students/parents at all institutions, and evaluate disbursing student financial aid every two weeks throughout the term ("aid like a paycheck"). Intended results: Additional institutions offer flexible payment options to allow students to cover their tuition throughout the term. Cost estimate: \$0

Monitor and report on system-wide programmatic, physical, and technological capacity. Intended results: Institutional programmatic, physical, and technological capacity data will be provided for use in developing Strategic Action Plans that implement policy and procedure improvements leading to increased educational attainment in Washington. Cost estimate: \$0 to \$200,000 per fiscal year.

Scale up research and implementation by postsecondary agencies and institutions of instructional models that accelerate student progress and increase retention. For example: offer innovation funds; continue research on effective practices; adopt competency-based models; implement cohort-based, first-year college seminars and experiences. Intended results: More students begin earning college credit sooner, increasing retention rates and reducing time to certificates and degrees. Retention and student success are improved. Effective practices are identified and scaled up to improve results for more students. Cost estimate: \$0 to \$2 million per fiscal year.











Increase placement of students directly into college-level courses and provide necessary support. Specifically: require pre-placement advising; offer pre-placement assessment brush-up sessions; use diagnostic and formative assessments; utilize multiple measures and indicators of college readiness, including high school and military transcripts; and integrate additional academic support with college-level course content as a co-requisite, not as a prerequisite. Intended results: Students perform at their best and are more often accurately placed into college-level coursework. Proper placement, targeted instruction, and support reduce time to certificate and degree completion. Cost estimate: \$0 to \$2 million per fiscal year.

Ensure all Washingtonians have quality and coordinated information and support to pursue all types of postsecondary credentials. Intended results: Increase usage of existing postsecondary information systems to raise postsecondary participation rates. More elementary students and families will have age-appropriate postsecondary information. Cost estimate: \$200,000 to \$2 million.








Partner with institutions, businesses, or other organizations that are successfully analyzing "big data" to develop a national model for using learning analytics to improve teaching and learning. Intended results: Ensure teaching practices become more effective. Improve student learning. Improve and increase the use of data. Cost estimate: \$0 to \$2 million per fiscal year.

Roadmap Actions by Goals and Priorities

State Policy Goal: Increase Educational Attainment

Priorities	Roadmap Goals		
	Provide Equitable Access	Improve Student Preparation	Expand Learning Pathways
Tier 1 <i>Eliminate Existing Barriers to Participation and Achievement</i> (FY Years 2015-2017)	Ensure cost will not be a barrier for low income students <ul style="list-style-type: none"> Seek legislative support for a six- to nine-year plan to provide full State Need Grant (SNG) funding  \$27 to \$40 million annually	Increase and support academic advising and mentoring for all current and prospective students <ul style="list-style-type: none"> Increase and support academic advising and mentoring for all students, both secondary and postsecondary. Provide early, ongoing college and career guidance in middle and high schools.  Legislation may be recommended or required  \$200,000 to \$50 million annually	
	Keep college affordable for all students and their families <ul style="list-style-type: none"> Recommend a state and student cost-sharing policy, including the development of a cost standard. 	Ensure all high school graduates are career and college ready <ul style="list-style-type: none"> Inform 12th grade course design and selection using the Smarter Balanced 11th grade assessments. Use the Smarter Balanced 11th grade assessment to exempt students at colleges and universities from below-college-level coursework.  \$0 to \$2 million annually	
Tier 2 <i>Enhance Learning Quality and Excellence</i> (FY Years 2018-2020)		Support students during critical transition points <ul style="list-style-type: none"> Support students as they go through critical academic transition points (elementary to middle school, middle school to high school, high school to postsecondary, two to four year transfer, and returning adults).  \$0 to \$2 million annually	Streamline dual credit programs <ul style="list-style-type: none"> Align funding incentives, remove cost barriers for students, create a consistent process to certify faculty to teach college level courses, simplify the process for students to receive credit, provide students with various options for dual credit when they are placed in college level courses, improve transferability of credit, and consider changes in restrictions on class level.  Legislation may be recommended or required  \$0 to \$2 million annually
		Align postsecondary programs with employment opportunities <ul style="list-style-type: none"> Expand employer feedback mechanisms to better align postsecondary education programs with employment opportunities.  \$0 to \$2 million annually	Encourage adults to earn a postsecondary credential <ul style="list-style-type: none"> Target information and support to adults regarding continuing their education, especially those with some postsecondary credits earned.  Legislation may be recommended or required  \$200,000 to \$10 million annually

State Policy Goal: Increase Educational Attainment

Priorities	Roadmap Goals		
	Provide Equitable Access	Improve Student Preparation	Expand Learning Pathways
Tier 2 (cont'd) Enhance Learning Quality and Excellence (FY Years 2018-2020)		Support initiatives that improve student learning <ul style="list-style-type: none"> Develop a grant program that would support innovative pilot initiatives to advance foundational intellectual and career skills.  \$200,000 to \$10 million annually	Leverage technology to improve student outcomes <ul style="list-style-type: none"> Create a statewide P-20 educational technology consortium that includes educators, instructional technology specialists, librarians, and administrators from early learning, K-12, and postsecondary education, along with employers and businesses. Adopt statewide teaching and resource technology tools at secondary and postsecondary institutions. Establish a grant program to encourage innovation and adoption of educational technology. Establish an award program to recognize the development of innovative educational technologies and the effective use of educational technology in Washington.  \$100,000 to \$50 million annually
			Provide greater access to work-based learning opportunities <ul style="list-style-type: none"> Increase investments in State Work Study and internship opportunities for both undergraduate and graduate students. Expand student opportunities for work-integrated learning and create a web-based clearinghouse for efficient coordination.  \$200,000 to \$10 million annually
Tier 3 Prepare and Plan for Future Demands, Needs, and Sustaining Success (FY Years 2021-2024)	Provide flexible payment options for students and their families <ul style="list-style-type: none"> Encourage flexible payment methods for students/parents at all institutions, and evaluate disbursing student financial aid every two weeks throughout the term. 	Assess system capacity <ul style="list-style-type: none"> Monitor and report on system-wide programmatic, physical, and technological capacity.  \$0 to \$200,000 annually	Increase awareness of postsecondary opportunities <ul style="list-style-type: none"> Ensure all Washingtonians have quality and coordinated information and support to pursue all types of postsecondary credentials.  \$200,000 to \$2 million annually
	Help families save for college <ul style="list-style-type: none"> Identify a savings incentive matching program.  Legislation may be recommended or required	Reduce time students spend in pre-college courses <ul style="list-style-type: none"> Scale up research and implementation by postsecondary agencies and institutions of instructional models that accelerate student progress and increase retention. Increase placement of students directly into college-level courses and provide necessary support.  \$0 to \$4 million annually	