

COUNCIL MEETING AGENDA

WEDNESDAY, NOVEMBER 19, 2014

- 8:30 a.m. Call to Order and Introductions**
- Approval of Agenda
 - Approval of August, September, and October Meeting Minutes
 - Introductions of Council and Audience Members
 - Maud Daudon
- 8:45 a.m. Executive Update**
- Gene Sharratt, Executive Director
- 9:30 a.m. Adoption of the Strategic Action Plan (Action Item)**
- Roadmap Team
- 10:00 a.m. Break**
- 10:15 a.m. Strategic Action Plan Communications and Media Outreach**
- Aaron Wyatt, Director of Communications
- 10:30 a.m. Affordability Interactive Model**
- Rachelle Sharpe, Sr. Director of Student Financial Assistance and Support Services
 - Jim Fridley, Professor, University of Washington
- 11:30 p.m. Public Comment**
- 11:45 p.m. Lunch – Special Recognitions**
- 12:30 p.m. College Success Foundation**
- Yolanda Spiva, CEO and President of the College Success Foundation
- 1:15 p.m. 2015 Legislative Session**
- Advancing the Strategic Action Plan
 - Dual Credit Update
 - Residency and GI Bill (Action Item)
 - Maddy Thompson, Director of Policy and Government Relations
- 1:45 p.m. Puget Sound Coalition for College and Career Readiness Compact and its Alignment with the WSAC Roadmap**
- Hilary Loeb, Director of Puget Sound Coalition for College and Career Readiness
- 2:30 p.m. Public Comment**
- 2:45 p.m. Adjourn**

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

MINUTES

Members attending:

Jeff Charbonneau, Karen Lee, Maud Daudon, Paul Francis, Rai Nauman Mumtaz, Ray Lawton, Scott Brittain.

Staff attending:

Gene Sharratt, Aaron Wyatt, Becca Kenna-Schenk, Betty Lochner, Crystal Vaughan, Don Bennett, Emily Persky, Karen Moton-Tate, Kristin Ritter, Marc Webster, Noreen Light, Rachelle Sharpe, and Randy Spaulding.

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:

Jeff Charbonneau, Maud Daudon, Paul Francis, Rai Nauman Mumtaz, Ray Lawton, Scott Brittain.

Staff attending:

Gene Sharratt, Aaron Wyatt, Becca Kenna-Schenk, Becky Thompson, Crystal Vaughan, Don Bennett, Emily Persky, Kristin Ritter, Marc Webster, Noreen Light, Rachelle Sharpe, and Randy Spaulding.

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.

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.

The decision to defer was revisited. The following items were separated out for vote to determine consensus.

A vote was taken on the following items: **Unanimously passed.**

Expand high school-based college courses to 9th and 10th grade students.

Develop quality standards for high school-based college courses informed by National Alliance of Concurrent Enrollment Partnerships (NACEP) criteria.

A vote was taken on the following two items under funding through Basic Education Allocation:
Unanimously passed:

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

Recommend an enhancement to 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. (\$15M)

A vote was taken on the following item: **Maud voted to defer, all others voted to approve.**

Enhancements may also be used to help Running Start students defer expenses for fees, books, and transportation. (\$20-35M)

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

September 9, 2014
Conference Call

MINUTES

Members on the call:

Jeff Charbonneau, Maud Daudon, Marty Brown (joined the call at 4:30 p.m.), Paul Francis, Rai Nauman Mumtaz, Ray Lawton, Scott Brittain, and Susana Reyes.

Attendees:

Gene Sharratt, Aaron Wyatt, Alison Grazzini, Ann Anderson, Becca Kenna-Schenk, Don Bennett, Emily Persky, Garrett Havens, James Crandall, Justin Montermini, Marc Webster, Noreen Light, Rachelle Sharpe, Randy Spaulding, Tom Fitzsimmons, and Kristin Ritter.

The meeting was called to order at 3:30 p.m. by Chair Maud Daudon.

Next Steps on Strategic Action Plan Development

- Roadmap Team

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

During the August retreat, Council 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 September 9, members continued to discuss 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.

Dual Credit Legislation

- Randy Spaulding

Members considered proposed draft legislation to streamline and expand dual credit opportunities for Washington high school students.

I thought this was on August 21

Members were asked to state their position on the Dual Credit subject.

Jeff Charbonneau – In favor

Maud Daudon – In favor

Marty Brown – Has reservations

Paul Francis – In favor

Rai Nauman Mumtaz – In favor

Ray Lawton – Abstained. (As ICW's representative, Ray recused himself from matters pertaining primarily to public institutions of higher education.)

Scott Brittain – In favor

Susana Reyes – In favor

An extension from OFM was discussed and will be initially requested by Marty Brown and followed up by council staff.

Meeting Adjourned at 5:00 p.m.

October 8, 2014
Pacific Lutheran University
Tacoma, Washington

MINUTES

Members attending:

Marty Brown, Jeff Charbonneau, Maud Daudon (until noon), Paul Francis, Ray Lawton, Karen Lee, Gil Mendoza, Rai Nauman Mumtaz, and Susana Reyes.

Staff attending:

Gene Sharratt, Aaron Wyatt, Becky Thompson, Crystal Vaughan, Don Bennett, Emily Persky, Erin Peck, Marc Webster, Noreen Light, Rachelle Sharpe, Randy Spaulding, Steve Thorndill, Weiya Liang, and Kristin Ritter.

The meeting was called to order at 9:06 a.m. by Chair Maud Daudon.

Welcome

– Dr. Thomas Krise, President of Pacific Lutheran University

Dr. Krise welcomed the Council, staff, and attendees to the Pacific Lutheran University (PLU) campus. He shared the history of PLU, its diversity, and heritage. The University is proud to say that although they are located in a high-poverty community (Franklin-Pierce School District has about 72 percent of its student population eligible for free and reduced lunch), the local high schools boast 83 percent and 91 percent graduation rates. The current state average graduation rate is 76 percent and the national average is 81 percent.

PLU is also excited to announce their new continuing education focus. They aim to increase applied and professional degrees in the graduate realm. They are also committed to international education. This year marks a thirty-year relationship with Sichuan University of Shaungliu, China, one of five gateway programs around the world, which also include: Oaxaca, Mexico; Trinidad and Tobago; Namibia; and Norway.

Students at PLU represent 26 countries and 45 states. One third of PLU students are the first in their families to go to college. Half of PLU students study abroad.

Consent Agenda

Motion was made to approve the Consent Agenda as presented.

Motion seconded.

Motion carried.

August 20-21, Meeting Minutes

Motion was made to approve the minutes with the noted changes.

Motion seconded.

Motion carried.

- Jeff Charbonneau added to Members attending section of the notes.
- Future meetings will capture motions made and final vote count, including abstentions.
- It will also be noted when members arrive or leave a meeting to make clear who is present at the time of each vote. The draft minutes will be completed within five working days after a meeting and sent to Maud Daudon, Karen Lee, and Ray Lawton for their approval, edits, or clarifications. Once agreed upon by this initial group, the draft will be sent to the remaining members for approval at the next Council meeting.

September 9, Meeting Minutes

Motion was made to approve the minutes with the noted changes.

- Jeff Charbonneau and Marty Brown were added as call-in members.
- A note will be added regarding the WSAC legislation submission extension request.
- Ray's abstention will be noted on the vote regarding dual credit legislation. (As ICW's representative, Ray must recuse himself from matters pertaining primarily to public institutions of higher education.)

Motion seconded.

Motion carried. Gil Mendoza abstained because the meeting was prior to his appointment to WSAC.

Executive Update

- **Gene Sharratt, Executive Director of the Washington Student Achievement Council**

Gene introduced the newest member of the Washington Student Achievement Council, Dr. Gil Mendoza. He also introduced the agency's newest staff member, Madeleine Thompson (Maddy), WSAC Director of Policy and Government Relations, starting October 16. Maddy shared that she is very excited to start with the Council and will begin by meeting with each member to discuss their legislative priorities for the council. Maddy also expressed her commitment to the continued development of partnerships and advocacy for education in Washington State.

Meeting dates for 2015 were presented.

- February 11 will take place in Olympia due to the legislative session.
- April 8 in Olympia, again because of the legislative session.
- June 10 in Eastern Washington.
- August 13 in Eastern Washington.
- October 15 in Western Washington.
- November 18 in Western Washington.

Members were asked to provide their availability within the next two or three working days. Once dates are confirmed, venues will be secured.

The National Governors Association awarded the Student Achievement Council a \$170K grant to provide Washington with funding for a two-year effort to coordinate STEM work across the state. The first meeting of the core group was September 22, 2014, and went very well. Next, all fourteen awarded states will meet October 9-10 in Seattle to learn how each is implementing STEM education in their states. With this grant, Washington will align educational workforce training opportunities with identified workforce needs. Maud and Jeff will join Gene at the two day STEM meeting.

Future efforts involved with outreach and advocacy include an Independent Colleges of Washington panel presentation on agency communications, Commission on Hispanic Affairs radio spots, and initiation of the "Office Hours" blog.

In the area of policy and research, one-page documents were developed for the 2014 Strategic Action Plan. Smarter Balanced Assessment scores will now be used to influence course placement in Washington colleges, and an Improving Student Learning at Scale (ISLS) meeting was held in Chicago on September 22-23.

Other highlights include: the agency internal plan teams and metrics were identified; an affordability symposium was conducted at a recent SHEEO conference; over 2000 Dreamers applicants; a ten-site high school counselor's tour was conducted; and College Bound Scholarship achieved 89 percent sign-up completion.

Finally, continued effort is being made to outreach and meet with legislators and legislative staff.

Strategic Action Plan Draft Review and Discussion

– **Marc Webster, Randy Spaulding, and Rachelle Sharpe**

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

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

The Council reviewed the content of the maintenance and policy recommendations for the SAP. Marc explained that there are four parts to the SAP: the transmittal letter, the introduction, a summary of the action items, and a brief on each of those action items.

The transmittal letter or executive summary is a letter to the Legislature and Governor directly from the Council. The executive summary was the topic of discussion during October's meeting. In reviewing previous Council discussions on this topic, three general themes emerged which include: Affordability, Predictability, and Alignment.

With just eight years left before 2023, the Council needs to address the achievement gap. The draft list of recommendations were discussed, prioritized, and unanimously approved by individual motion. Maintenance level priorities include fulfilling caseload requirements for College Bound Scholarship and protecting maintenance level funding for public two-and four-year institutions. The priority order for SAP policy recommendations is:

- 1) Enhance service in State Need Grant;
- 2) Expand the reach of dual-credit opportunities;
- 3) Support underrepresented students;
- 4) Reinvest in State Work Study;
- 5) Develop affordability framework.

The State Need Grant recommendation is \$16 million per fiscal year, which would increase as tuition increases. The \$16 million is the first installment of eight steps to fully fund the almost \$125 million needed to serve the current 33,500 unserved students in Washington state. The recommendation is evidence-based, data-driven, and evaluated by the Washington State Institute for Public Policy (WSIPP). It was noted that the unserved population has outlasted the recession and Council members were encouraged to help educate lawmakers by attending hearings and talking to their own district legislators to explain that these are the attainment goals they approved.

The Student Support services recommendation is \$5 million per year and would fund three activities. First, about \$3 million would provide support services to College Bound students in schools other than where services currently exist using a GEAR-UP-like model. Second, about \$1 million would provide seed funding to communities to develop regional collective impact networks to engage the business community and municipalities and third, funding to institutions to expand support services similar to the federal TRiO programs that exist on 22 campuses. The majority of funding would be “pass through” and a small amount would be retained to develop a call center at the agency and administer grants. Paul suggested that services need to be well coordinated to avoid duplication and that a graphic be included to clarify the three areas.

Access to Work-Based Learning Opportunities is a \$5 million ask of the \$20 million it would take to restore work study to its previous level. Paul Francis suggests including a quote from a student as well as adding a STEM language component, as that would resonate with legislators. The work study program has been cut by 66 percent in past years. Financial aid administrators are confident there would be more than enough student workers to fill the newly available positions, especially with this stair-step approach.

Marty Brown started the Dual Credit discussion, explaining that the State Board for Community and Technical Colleges is fine with this recommendation now with the changes in the draft legislation discussed at previous meetings.

The main concern with this recommendation is to not harm the Running Start in the high school programs currently functioning around the state. The intent of the “null and void” clause is to avoid a situation where the current model of Running Start in the high school would be eliminated without new funding for college in the high school. Marty expressed his concerns and opposition to including the null and void language in the legislation.

Ann Anderson from Central Washington University (CWU) addressed the Council and said that CWU and Eastern Washington University (EWU) each have a currently functioning Running Start program which is one of the fastest growing models for Dual Credit. CWU alone has over 100 schools across the state with programs that meet all the objectives of the Council such as being located in low-income areas where students live, and where they do not pay for extra fees, books, etc. If the current bill is passed as written it would be fine, but if the null and void clause is not included and new funding for college in the high school is not provided in the budget, current Running Start in the high school programs could no longer be offered because the law would say these programs must be offered on a college campus.

CWU and EWU requested the “null and void” clause be included to avoid the above stated concern.

Paul suggested the word “minority” be changed to the word “underrepresented” and further suggested the report due dates be pushed back due to time constraints. Staff will take these suggestions as well as some from the Attorney General into consideration when drafting the final version of the bill to submit as agency request legislation this week.

Marty Brown suggested that the “null and void” clause be removed, stating this could send a message to the legislature that this is not a vital ask. Paul Francis agreed that we need to send a message to the lawmakers that policy and budget are integrally linked.

Eastern Washington University was represented by Dr. Melinda Ackerman who reiterated the concerns raised earlier by Ann Anderson from CWU.

Prior to the public comment period, Gene Sharratt introduced Dr. Alan Hardcastle, candidate for WSAC’s director of research position.

Public Comment

Marcus Morgan, Superintendent Reardon-Edwall School District, statement attached.

Jim Huckabay, Faculty Legislative Representative, statement attached.

Dr. Melinda Ackerman, EWU, no written statement provided.

Barbara Peterson, Executive Director Northwest Learning and Achievement in Wapato, WA, no written statement provided.

Agency Budget Request Submitted to OFM

– Don Bennett, Deputy Director of the WSAC

At its August meeting, Council members reviewed the Office of Financial Management (OFM) instructions for submission of state agencies' biennial budget request and a presentation on the recommended approach to the WSAC budget request.

As required by the budget instructions, the agency request completed on September 12, 2014, includes prioritized budget reductions equal to 15 percent of unprotected Near-General Fund Maintenance Level.

Requests for new funding align with three of the SAP recommendations:

- Increase State Need Grant to serve more of the unserved students
- Coordinated support for underrepresented students
- Reinvest in State Work Study

Don provided copies of key components of the budget request submitted to OFM, including the transmittal letter, recommendation summary, and a summary of decision packages for reductions, restorations, and enhanced funding.

Gene acknowledged Don for his work. Don thanked his co-workers for their work on the budget request.

Public Comment

Phil Venditti, Clover Park Technical College, no written statement was provided. Taylor Pilcher, Computer and Technology Program from Clover Park Technical College. Taylor said that Clover Park Technical College is an amazing college and he is grateful for financial aid as it made it possible for him to attend college. He further stated that financial aid inspires students who would otherwise not attend to attend college. Rachel Arteaga, UW, No written statement provided.

Noon Lunch

Vice Chair, Karen Lee reconvened the meeting at 1:08 p.m.

Strategic Action Plan Follow Up, Next Steps, and Timeline

– Marc Webster, Senior Fiscal Advisor

Marc Webster reminded Council that the Strategic Action Plan items have been approved and now the document needs to be finalized. The current document will be finalized with graphics recommended earlier in the meeting. If there are additional thoughts and comments, they should be submitted by October 25. Once these changes have been made to the document it will be presented to Council for final approval at the November meeting and submitted to the Legislature.

State Need Grant Review

– Rachelle Sharpe, Senior Director for Financial Aid and Support Services

Rachelle introduced Becky Thompson and Steve Thorndill, Associate Directors of Student Financial Aid. The financial aid division is responsible for administering state financial aid of over \$350 million to 68 institutions and about 80,000 students, fund management, policy work, training, and compliance.

Rachelle Sharpe provided the Council with an overview of the highlights of a draft State Need Grant (SNG) report due to the Legislature by December 2014. This review evaluates the effectiveness of SNG, student outcomes, how the programs helps the state achieve its attainment goals, and also includes policy options.

The report includes findings from a national expert, Nate Johnson from HCM Strategists. HCM conclusions will be included as an appendix to the report.

A few highlights of recent trends are also addressed, such as eligible enrollments, service levels by sector, prioritization by income level, and other aid received.

Proposed recommendations included in the report are as follows:

- Close the funding gap to serve more students.
- Establish the state policy goal and improved predictability.
- Develop statewide messaging for students and families.
- Explore the “shared responsibility” formula used by Minnesota and variations to evaluate the impact of students by income level and sector.
- Evaluate methods to incent student progress.

The report includes a summary of the WSIPP findings, a summary of student survey results, an analysis of loan amounts for SNG recipients versus those who did not receive an award, and institutional participation and WSAC’s annual oversight and compliance. WSAC’s update on the Washington Application for State Financial Aid (WASFA) with 2,000 applications from undocumented students will also be included.

Next steps are to route the report to the Funding and Affordability and Financial Aid Workgroups next week. Feedback from the workgroups will be incorporated into the report and a draft will be made available to the Council at the next council meeting on November 19.

Paul Francis suggested Results Washington be mentioned in the SNG report, as well.

Paul recommended to his fellow-members the Less-than-Halftime (LTHT) program discussion. He would appreciate discussion around access and success to determine its future as a pilot program, whether it should continue as a pilot program or be taken out of pilot status. Rachelle will forward information to the Council to determine if this recommendation should be incorporated into the SNG report.

Paul asked how much State Need Grant was given to WGU this biennium. Rachelle indicated that WGU’s allocation was \$100,000 in 2013-14 and WGU students are projected to receive \$5 million in 2014-15.

Jeff Charbonneau asked how Washington compares to other states in terms of state funding per student and whether aid is included in the metric.

Closing Remarks

Ray Lawton reminded the Council to get on the National Governors Association website and look around. There are some fascinating articles which can help Council members understand their role for the upcoming legislative session. The articles provide an overview of what members are expected to do in their communities as they get closer to the legislative session.

Vice Chair Karen Lee thanked the Council members for having an opinion, voicing it, and researching it. Each opinion is vital to the process. Every member has different purposes. We have worked through some difficult systemic issues in a healthy way. We have made a good start moving the agenda forward.

She thanked the Council Members for coming to the meetings and always being willing to listen to the public input. She suggested everyone get some sleep because it's going to be a long session.

The meeting was adjourned at 2:10 p.m. by Vice Chair Karen Lee.