

<b>Title</b>	2016 Strategic Action Plan Development
<b>Staff lead</b>	Maddy Thompson
<b>Position</b>	Director of Policy and Government Relations
<b>Email</b>	<a href="mailto:maddyt@wsac.wa.gov">maddyt@wsac.wa.gov</a>
<b>Phone</b>	360.753.7635
<b>Synopsis</b>	One of WSAC's key statutory charges is to conduct goal setting and strategic action planning each year to increase Washington's educational attainment. In 2016, WSAC must update the Strategic Action Plan to make progress towards meeting our state's educational attainment contained in the Roadmap. This plan is due in December 2016 in time to align policy and budget proposals with the biennial budget. At this meeting, staff will propose a process for completing this 2016 work.
<b>Guiding questions</b>	Does the Council approve the process for completing the 2016 Strategic Action Plan?
<b>Possible council action</b>	<input type="checkbox"/> Information/Discussion <input checked="" type="checkbox"/> Approve/Adopt <input type="checkbox"/> Other
<b>Documents and attachments</b>	<input checked="" type="checkbox"/> Brief/Report <input checked="" type="checkbox"/> PowerPoint <input type="checkbox"/> Third-party materials <input checked="" type="checkbox"/> Other

## Developing the Strategic Action Plan

### Council Action

Discussion / Process Approval

### Description

Council members will review the process for developing the two-year Strategic Action Plan to make progress towards increasing Washington's Roadmap goals. Agency staff will provide background and an overview of the proposed process.

### Statutory Charge to Set Education Attainment Goals and Strategies

State statute (RCW28B.77.020) directs WSAC to conduct goal setting and strategic action planning to increase Washington's educational attainment each year. The 2013 Roadmap proposed long-term attainment goals and identified long-term policies and strategies for making progress towards meeting those goals. Every other year WSAC must provide a short term Strategic Action Plan, outlining strategies the state can implement within the next two years to meet the state's attainment goals..

The due date for the Strategic Action Plan is intentionally designed to coincide with policy and budget requests submitted for the biennial budget cycle.

### 2016 Strategic Action Plan Content

In developing the plan, staff will ask Council committees and stakeholders to answer the following key questions:

- What actions will increase Washington's educational attainment?
- What actions will have the most *significant impact* on increasing Washington's educational attainment?
- What actions of other agencies, higher education institutions and partner organizations will increase educational attainment that WSAC could endorse as part of the 2016 Strategic Action Plan?

Acknowledging the limited resource environment, it will be necessary for the Council to prioritize strategies.

### Proposed Process for Developing the Strategic Action Plan

The key elements of the process for developing the 2016 Strategic Action Plan include:

- A. Research.
- B. Seeking input for strategy development.
- C. Developing the plan and recommendations.

### A. Research

The 2015 Roadmap Update report included data analysis on three core measures:

1. High school completion
2. Postsecondary enrollment
3. Postsecondary completion.

In addition, the report provided results for leading indicators that impact the core measures. The leading indicators represent key metrics, in which WSAC and Council partners have a direct and influential impact. Policy changes and investment can move these leading indicators and impact educational attainment.

The 2015 Roadmap Update reported modest increases in attainment:

- From 89 to 90 percent for high school graduation or equivalent— the 2023 goal is 100 percent.
- From 50 to 51 percent for postsecondary attainment—the goal is 70 percent.

The overall attainment gain is too low to meet the state's goals by 2023. In addition, due to changes in the economy and population, enrollment levels dropped. The Roadmap Update made it clear that the attainment goals will be beyond reach without substantially higher levels of postsecondary enrollment and completion.

The results signaled the need for targeted strategies to accelerate educational attainment in Washington and highlighted two areas needing particular attention:

1. High school completion as well as postsecondary access and completion for historically underserved and underrepresented populations.
2. Postsecondary recruitment, retention, and completion for working-age adults.

In addition to the Roadmap update, WSAC developed an Affordability Framework. The Framework illustrates how variations in postsecondary pricing and support (federal, state, institutional, private and familial) affect affordability from the perspective of students and families. It is a tool to define and measure affordability in order to coordinate state appropriations with other sources, understand the impact of policy decisions on students, and evaluate new proposals.

As fluctuations occur in the state budget, economic cycles, and federal policies, the framework provides a yardstick to measure whether various educational pathways are more or less affordable for students. This tool will be pivotal in creating recommendations related to access and affordability for the 2016 Strategic Action Plan.

The 2015 Roadmap Update and the Affordability Framework provide the essential information needed to understand our progress. They also help identify the key policy areas that need attention in order to reach Roadmap goals. Additional work completed for the 2015 Roadmap Update included three research briefs:

1. High School Completion
2. Postsecondary Success
3. Some College No Degree

WSAC also created the Asset Map, a compilation of local and statewide strategies that was completed to support the 2015 Roadmap work. The Asset Map provides a rich source of information to develop strategies that will impact attainment.

**B. Seeking Input for Strategy Development**

Input provided at Council committee meetings will guide the development of the 2016 Strategic Action Plan. Council committees include Council members and other partners. In addition, WSAC staff will seek input from policymakers, student groups, faculty, and industry partners, among others.

**C. Developing the Plan and Recommendations**

WSAC staff will synthesize research and stakeholder input to complete a first draft that includes strategies and recommendations to policymakers for the next two years. WSAC Council members will review recommendations to include in time for agency budget submittal to OFM. Finally, the WSAC Council will approve and adopt the final plan for dissemination to the Legislature and all stakeholders.

**Recommendations for the Governor and Legislature**

Finally, the 2016 Strategic Action plan will include policy and budget recommendations that will be submitted in time for the next biennial budget cycle.

**2016 Strategic Action Plan Timeline**

Council Committee Meetings	Council Meeting	Action to Develop 2016 Strategic Action Plan
March 30		<ul style="list-style-type: none"> <li>Identify broad strategies</li> </ul>
	April 13 (Renton)	<ul style="list-style-type: none"> <li>Reviews process for developing the 2016 Strategic Action Plan</li> </ul>
May		<ul style="list-style-type: none"> <li>Develop menu of specific recommendations</li> </ul>
	June 15 (Tacoma)	<ul style="list-style-type: none"> <li>Assesses recommendations and provides feedback</li> </ul>
July		<ul style="list-style-type: none"> <li>Refine recommendations for prioritization</li> </ul>
	August 17 (Cheney)	<ul style="list-style-type: none"> <li>Prioritizes items for inclusion in the Strategic Action Plan</li> <li>Agency request legislation and budget proposal reviewed</li> </ul>
September		<ul style="list-style-type: none"> <li>Review Draft Strategic Action Plan and provide feedback</li> <li>Incorporate other Roadmap related proposals for Council endorsement</li> </ul>
	October 12 (Olympia)	<ul style="list-style-type: none"> <li>Draft Strategic Action Plan presented for approval and members provide guidance on adjustments for final</li> </ul>
	November 9 (TBA)	<ul style="list-style-type: none"> <li>Council members adopt Strategic Action Plan</li> </ul>