



Strategic Framework for Council Meeting

April 17, 2019

Agenda for strategic framework discussion

Setting the context – 15 min. (Marc)

Framing strategies and indicators – 15 min. (Mike)

Strategic clusters – 30 min./each (WSAC leads, Mike)

- Affordability
- Student Support
- Enrollment
 - K-12 path
 - Adult path
- Completion

What's next – 15 min. (Mike)

- Check-in cadence and meeting format
- Performance review connection

Setting the context

At the end of our Council retreat we are aligned on four priority areas:

Affordability, Student Support, Enrollment (K-12 & Adult), Completion

Our charge to the WSAC team was to dig into each priority and come back with:

Metrics for success

2019–20 priorities

Role of Council including

- Council leads for each strategic cluster
- How council members can contribute beyond strategy and oversight (i.e. how do we activate the Council members?)

In addition to reviewing each strategic priority, we should align on

- How we check in on these strategies every meeting

Strategic clusters

Equity across all of our work			
Affordability	Student Supports	Enrollment <ul style="list-style-type: none">• K-12 path• Adult path	Completions

If we build an **affordable** and **supportive** educational environment, more Washington residents will **enroll** in and **complete** a credential-bearing program at a higher education institution.

Why do we have indicators?

- The indicators show if we are making progress on the intermediate steps that build to our 100% and 70% goals.
- Each strategic cluster should have indicators
 - The data for indicators should be currently available and broadly understood
 - A limited number of new indicators may lack currently available data or not be generally recognized, which will require us to:
 - Develop data availability to provide a reliable indicator
 - Collaborate with stakeholders to build recognition as a powerful indicator

Why do we identify priority work?

- Enable the Council to:
 - Provide direction to the agency
 - Connect a designated individual member with each strategic cluster to work with senior staff between meetings
 - Support the executive committee's role in shaping Council meeting agendas with executive director
 - Evaluate the Executive Director
- Provide a framework for all stakeholders to understand WSAC's role and specific work.

Affordability

Indicators

- College Bound sign up rate: 70%
- FAFSA completion rate in 12th grade: 56.1%
- Adult-specific financial aid metrics: TBD
- Financial aid application error rate: 4.4%
- Verification melt: TBD
- Financial aid utilization rate: TBD

Priority work

- Launch statewide initiative to increase financial aid applications in 12th grade
- Increase College Bound sign up rate
- Partner with college financial aid offices to minimize loss of financial aid after application is filed

Enrollment (K-12)

Indicators

- Direct enrollment rate from high school: 62%
- Free & reduced priced lunch (FRL) students in dual enrollment courses: 50%
- FRL students in career launch programs: TBD

Priority work

- Identify and share practices of high performing high schools and communities to increase direct enrollment
- Expand 12th Year Campaign to include CCW/Career Launch options
- Collaborate with OSPI on increasing FRL students in dual enrollment courses

Enrollment—Adults

Indicators

- Rate of returning adults (25+): 8.0%
- First time adult enrollment (25+): 1.7%

Priority work

- Build partnerships with institutions to support returning adults initiative
- Launch web-based portal to connect adults to programs
- Pilot micro-grant program to remove barriers to re-enrollment

Student Supports

Indicators

- Cross-enrollment between financial aid and public assistance programs (TBD)
 - % of financial aid recipients receiving childcare subsidy, Medicaid, etc.
 - E.g., SNAP eligible students estimated at 63,000 but only 13,000 enrolled in SNAP

Priority Work

- Launch digital tools to connect CCW & PSE students to social and human services
- Identify and share promising practices across campuses
- Test partnership with at least one high volume public assistance program (e.g., Medicaid)
- Develop partnerships with institutions, community-based organizations and school districts to understand and expand this work

Completion

Indicators

- Completions within 8 years of HS graduation: 46%
- Completions by equity populations:
 - African-American 36%, Latinx 32%, white 47%, Asian 62%, American Indian 25%
 - FRL 30%, bilingual 28%, special education 12%
- Adult completions: 36,324 awards (25-39) and TBD
- Transfer of Career Launch credentials & contribution to completion: TBD

Priority Work

- Use Pave the Way to support learning across campuses on completion
- Highlight promising practices at institutions, employers and community-based organizations