

# Washington Student Achievement Council

## August 22, 2013 Agenda

**August 22, 2013**  
**9 a.m. – 3 p.m.**

**Whitworth University**  
Hixson Union Building

### Future Council Meetings:

**September 23-24, 2013**

*Western Washington University*

**October 8-9, 2013 (retreat)**

*ESD #113, Olympia*

**November 19-20, 2013**

*The Evergreen State College*

**December 16, 2013**

*Apprenticeship Center in  
Georgetown (South Seattle)*

**January 15-16, 2014**

*TBD/Olympia*

**February 3, 2014**

*TBD/Olympia*

**March 24-25, 2014**

*TBD/Spokane*

**April 24-25, 2014**

*TBD*

**May 19, 2014**

*TBD*

9:00 Call to Order and Introductions

- Welcome from Whitworth President Beck Taylor
- Review and Approval of August 22 Meeting Agenda
- Review and Approval of July 16-17 Meeting Minutes

9:30 Communications Plan – *Aaron Wyatt*

9:45 Roadmap

- Summary of Survey Results
- Discussion of Implications of Survey Results
- Review of Earlier Issue Area Action Recommendations
  - Early Learning
  - Remedial Postsecondary Education
  - Student Learning
  - Capacity and Demand

11:45 Public Comment

Noon Lunch (*Council members will join with area legislators for an informal lunch discussion*)

1:00 Discussion of Upcoming Roadmap Activities and Priorities

2:30 Public Comment

3:00 Adjourn

**July 16 - 17, 2013**  
**Council Meeting**

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**Tuesday, July 16, 2013**

**Participants**

Council Members: Ray Lawton, Scott Brittain, Marty Brown, Paul Francis, Maud Daudon, Karen Lee, Susana Reyes, and Rai Nauman Mumtaz

Council Staff: Gene Sharratt, Don Bennett, Jim Reed, Aaron Wyatt, Blake Chard, Rachelle Sharpe, Randy Spaulding, Christy England-Siegerdt, Marc Webster, Daryl Monear, Noreen Light, Jim West, Weiya Liang, Vicki Merkel, Steve Thorndill, Alison Eldridge, and Coke Putnam

Legislative Guests: Senator David Frockt, Senator Jeanne Kohl-Welles, Representative Larry Seaquist, and Representative Gerry Pollet

Guests Invited to Speak Regarding Roadmap Discussions: Michelle Asha Cooper, President, Institute for Higher Education Policy; Karen DeVilla, Executive Director, NW Education Loan Association; Christine McCabe, Executive Director, College Spark Washington; Philip Ballinger, Assistant Vice President for Enrollment, University of Washington; Lorrie Brown, Senior Forecast Analyst.

**Greetings, Introductions, and Action Items**

Ray Lawton called to order the meeting of the Washington Student Achievement Council at 1:30 p.m. After welcoming Council members, Council staff, and guests, Ray asked Council members to introduce themselves. Ray followed with an overview of the agenda for the first day of the two-day Council meeting.

**Action:** Marty Brown made a motion to approve the preliminary meeting agenda, and Paul Francis seconded the motion; motion carried to accept the meeting agenda.

**Action:** Karen Lee made a motion to approve the minutes of the May 23, 2013 Council meeting, and Susana Reyes seconded the motion; motion carried to accept the minutes as presented.

## **Welcome by UW Provost**

Dr. Ana Mari Cauce, Provost and Executive Vice President welcomed the Council to the University of Washington. Dr. Cauce expressed her support for the work of the Council and her support for the Council's approach to preparing a collaborative plan for raising educational attainment.

## **Legislative Update**

Blake Chard, the Council's Director of Government Relations, provided an overview of legislation that passed in the 2013 legislative session that impacted the Washington Student Achievement Council.

Blake also reviewed each of the budget provisos in the portion of the budget bill funding WSAC.

## **Roadmap Policy Options – Affordability**

Rachelle Sharpe summarized the preliminary Roadmap Action Items for the Affordability area.

Primarily, as a result of rising tuition, the ability to cover the total cost of attending college has become increasingly unaffordable for more Washington families. This has worsened in the past five years as the economy has led not only to increased costs but also to stagnant incomes. The affordability workgroup developed several policy options for the Council's consideration:

- Increase State Investments in Public Institutions
- Recommend Full Funding for the State Need Grant
- Target State Need Grant Most Efficiently
- Evaluate the Effectiveness of State Student Financial Aid Programs
- Invest in State Work Study
- Restructure the Former Educational Opportunity Grant
- Identify a Savings Incentive Program
- Promote Flexible Payment Methods

Michelle Asha Cooper, President, Institute for Higher Education Policy provided a presentation to the Council regarding academic planning and key issues that need to be addressed.

The Council reviewed key issues concerning its Roadmap recommendations for Affordability.

### **Roadmap Policy Options – Technology**

Christy England-Siegerdt discussed how the Technology report reflected a diversity of input, providing the Council with policy options that encouraged and supported the use of technology to advance teaching and learning in the classroom. The following three policy options for the Council's consideration were discussed:

- Develop a statewide P20 educational technology consortium.
- Provide incentives to support adoption and innovation.
- Develop and scale up successful innovations to create national assessment models.

### **Roadmap Policy Options – Alignment**

Randy Spaulding reviewed the following Policy Options for the area of Alignment.

Randy noted that a key problem found in Washington and in other states, is that a gap exists between the high school curriculum and graduation requirements and the skills and knowledge required for postsecondary success. Washington must develop a systematic approach to facilitate alignment of expectations and requirements across sectors.

### **Lunch for Legislators**

#### **Council and Stakeholder Engagement Process Activity**

**Public Comment:** Audience members asked for clarification around “next steps” for WSAC staff on Roadmap Action Recommendations. Also noted: if WSAC decides to recommend that the State Need Grant be fully funded, WSAC needs to ensure this recommendation does not interfere with the recommendation to target the State Need Grant more efficiently. If not thoroughly thought out, these two recommendations may be contradictory.

Speakers commended the Council and staff for their openness to the process and for stakeholder engagement in the process.

**Council and Executive Director Meeting:** 5 to 8 p.m. Work session – public meeting – discussion of expectations of Executive Director, Council members, communication strategies, alignment of Council meeting dates in 2013-2014.

## Wednesday, July 17, 2013

Council Members: Ray Lawton, Marty Brown, Paul Francis, Maud Daudon, Karen Lee, Susana Reyes, and Rai Nauman Mumtaz

### Greetings

Ray Lawton welcomed Council members and guests. Ray announced the Council would begin the meeting with election of Council members to the positions of Chair, Vice-Chair, and Secretary.

### Council Elections

Election of Maud Daudon as chair for the Council: The motion was made by Marty Brown and seconded by Susana Reyes; the motion carried to elect Maud Daudon to serve as chair to the Washington Student Achievement Council. This is a one-year term of office, with the ability of the chair to serve a second one-year term.

Election of Karen Lee as vice chair for the Council: The motion was made by Maud Daudon and seconded by Paul Francis; the motion carried to elect Karen Lee to serve as vice chair to the Washington Student Achievement Council. This is a one-year term of office, with the ability of the vice-chair to serve a second one-year term.

Election of Ray Lawton as secretary to the Council: Motion was made by Maud Daudon and seconded by Marty Brown; the motion carried to elect Ray Lawton to serve as the secretary for the Washington Student Achievement Council. This is a one-year term, with the ability of the secretary to serve a second one-year term.

### Roadmap Issue Briefings – Funding

Marc Webster discussed state funding for education. He delineated how K-12 and higher education funding differ, recent trends in how the state and other entities fund education, and the changes wrought by the recession. In addition, he provided examples of budget options including public/private partnerships and incentive or performance funding.

**The Council discussed key questions concerning funding including:** What is the ideal balance between funding students and funding institutions? To what degree should funding be based on measurable results? Which results? How should we react to changing demographics? What are we buying with higher education funding?

### **Roadmap Issue Briefings – Outreach and Support**

Weiya Liang briefed the Council on Outreach and Support. He discussed how removing barriers to academic preparation, social skills development, and financial aid through conscious outreach efforts and targeted support is crucial for educational attainment, benefitting both traditional and non-traditional students. These supports are most successful when there is a commonly held belief and expectation that all students can achieve postsecondary education and training goals.

**The Council discussed the following key questions:** What are the persistent gaps in service availability and delivery that prevent us from offering meaningful outreach and support services to all? What services can be expanded and sustained to support student achievement and educational attainment?

### **Roadmap Issue Briefings – Increased Demand**

Jim West briefed the Council on Increased Demand. He noted that to raise educational attainment in Washington on an order of magnitude necessary to meet the needs of our residents and our economy, we will need to add capacity to our system.

Improvements in student readiness, high school graduation rates, and success in ensuring the affordability of postsecondary education will result in increased numbers of students seeking enrollment to colleges, universities, and other postsecondary opportunities.

To better understand the possible demands, a comprehensive assessment of the programmatic, physical, and technological capacity of our system will be needed. A model is being developed that will allow the Council to see the impact on demand for education services in respect to policy alternatives and in the context of improvements in K-12 milestones.

A key question discussed by the Council was, “If everything else we are doing to prepare and encourage students to continue on (or return) to postsecondary education and complete a degree or certificate is successful, what programmatic, physical, and technological capacity will be necessary to meet student demand?”

## **Roadmap Action Recommendations and Priorities – Council Discussion Breakout Sessions**

Council members, Council staff, and guest participants broke into groups to discuss Roadmap Policy Actions for the following areas:

- Affordability
- Alignment
- Outreach and Support

Following the breakout sessions, the Council discussed the results of the breakout sessions. The Council agreed that a survey of Council members on the Action Items would be helpful to gauge the priority of, and degree of consensus on, the Action Items.

## **Public Comment**

Several participants addressed the Council expressing their appreciation and support for the opportunity to engage in the discussions around the Roadmap work. Council staff were commended for their leadership and facilitation skills.

## **Adjournment**

The July meeting of the Washington Student Achievement Council was adjourned at 4:30 p.m.

<b>Title</b>	The Roadmap – Communications Plan		
<b>Challenge area:</b>	<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	<b>Staff lead:</b>	Aaron Wyatt
		<b>Position</b>	Communications Director
		<b>Email:</b>	<a href="mailto:aaronw@wsac.wa.gov">aaronw@wsac.wa.gov</a>
		<b>Phone:</b>	360.704.4169
<b>Synopsis:</b>	Aaron Wyatt, Communications Director for the Council, will highlight the primary objectives, strategies, and tactics of the 2013 Roadmap Communications Plan.		
<b>Guiding questions:</b>			
<b>Possible council action:</b>	<input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Approve/Adopt <input type="checkbox"/> Other: _____		
<b>Documents and attachments:</b>	<input type="checkbox"/> Brief/Report <input checked="" type="checkbox"/> PowerPoint <input type="checkbox"/> Third-party materials <input checked="" type="checkbox"/> Other		

# **Ten-Year Roadmap**

## **- Communications Plan -**

Aaron Wyatt  
Communications Director

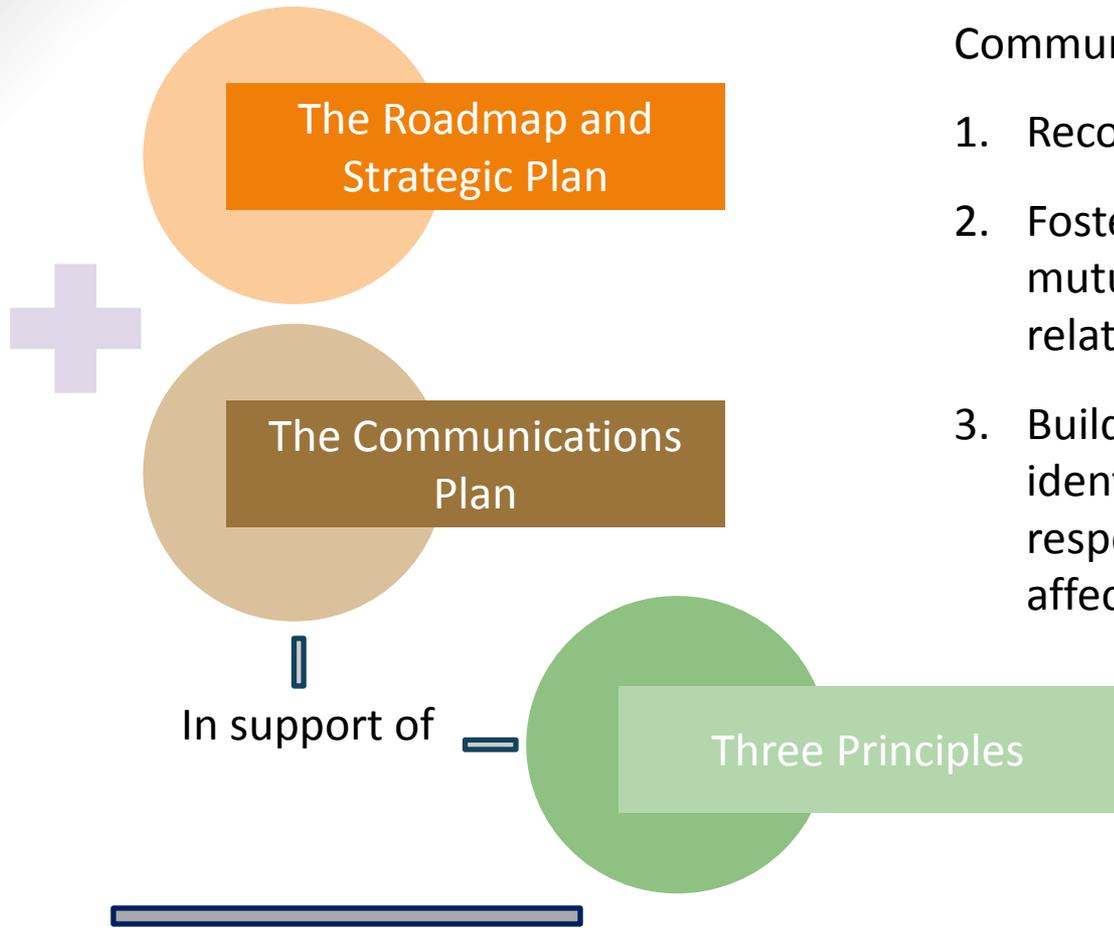
### III. Tasks Timeline

	2013						2014					
Strategies	July	August	September	October	November	December	January	February	March	April	May	June
Develop a Roadmap production process		Develop Roadmap outline Identify printing options		Selection of final printing contract								
Produce and deliver the final Roadmap report	Finalize background sections for the final Roadmap report	Create Roadmap template for final report Identify pictures for final report	Finalize background sections for final Roadmap report Finalize Action recommendations for Roadmap report Identify charts and graphs for final report	Finalize executive summary and introductions to remaining sections Identify data/charts needed for final report Migrate content into template	Finalize Roadmap report	Printed copies of the report ready for distribution						
Identify and monitor the communications of key publics	Develop and maintain stakeholder database and calendar		Develop and maintain media analysis database (Evernote)			Develop and maintain relationships with new stakeholder groups and Council liaisons		Coordinate communications between stakeholders and Council liaisons		Create a clearinghouse of third-party materials pertinent to the work of the Roadmap, via Evernote		
Ensure access to accurate and timely information			Utilize recurring social media messaging consistent with Council and Roadmap branding				Respond to stakeholder inquiries relative to the Roadmap promptly		Review Roadmap materials on web for accuracy			
						Transfer final Roadmap report to website						

	2013						2014					
Strategies	July	August	September	October	November	December	January	February	March	April	May	June
Create communications specific to the Legislature		Implement Roadmap-focused social media campaign targeted to stakeholders	Identify and implement Legislative support team	Produce a Roadmap overview and introduction presentation for the Legislature Roadmap piece in newsletter Produce a Roadmap Blog Entry		Send the report to Legislature and Governor Produce a Roadmap blog entry Social media chart/plan Utilize video of the Council members talking about the Roadmap Create a Roadmap overview Prezi Roadmap piece in newsletter	Distribute infographics /handouts in support of recommended actions Draft letters to key leaders to advance policy related to Roadmap action Session begins January 13	Roadmap piece in newsletter	Session ends March 13	Roadmap piece in newsletter		Roadmap piece in newsletter
		Government affairs tracking document / testimony archive meetings and implementation begins.	Update distribution lists for Legislature									
Engage with multiple key publics		Assign Council members and staff liaisons to key publics	Modify Roadmap communications materials as necessary to suit key publics.		Alert staff to opportunities for engagement	Look for opportunities to share Roadmap information through key publics existing communications channels	Utilize QR codes in materials to link readers to further information on Roadmap. Create 3 infographic on a selected Roadmap recommended action Arrange for editorial boards	Create infographic on a selected Roadmap recommended action Develop an op-ed supporting the recommendations of the Roadmap Optional: Roadmap video	Create infographic on a selected Roadmap recommended action Develop an op-ed supporting the recommendations of the Roadmap			
			Develop Roadmap overview powerpoint		Draft media advisory Develop a one page handout that provides an overview of Roadmap recommendations Arrange for two editorial board discussions with Council Leads on the Roadmap recommendations							

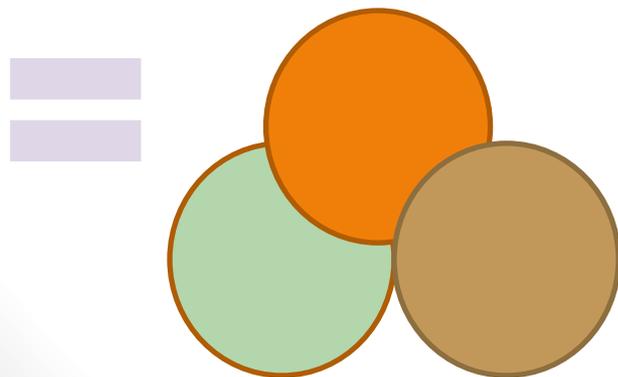
Aaron Wyatt  
Communications Director

# The Roadmap Communications Plan



## Communications Plan Principles:

1. Recognizes interdependence
2. Fosters and maintains mutually beneficial relationships
3. Builds a system to anticipate, identify, evaluate, and respond to issues that may affect those relationships



Advancement of Roadmap and Strategic Plan Goals

# Key Publics

## Key Publics (Not Just Colleges!)

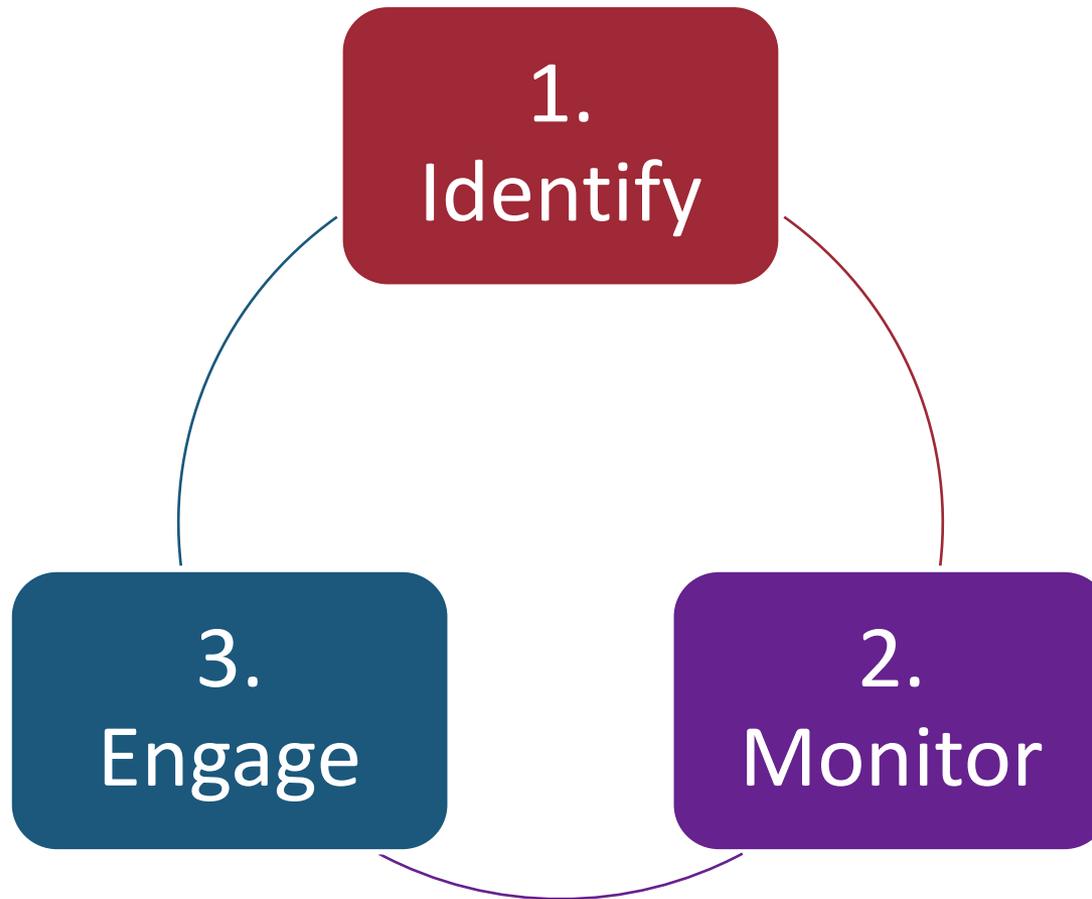
1. Crucial for Success
2. Those who need to be involved, need to know, will be affected, should know



Example Key Publics



# Publics - Engagement



# Publics - Outreach

## Examples

1 Create Roadmap Materials

Powerpoints, Infographics, Social Media Content

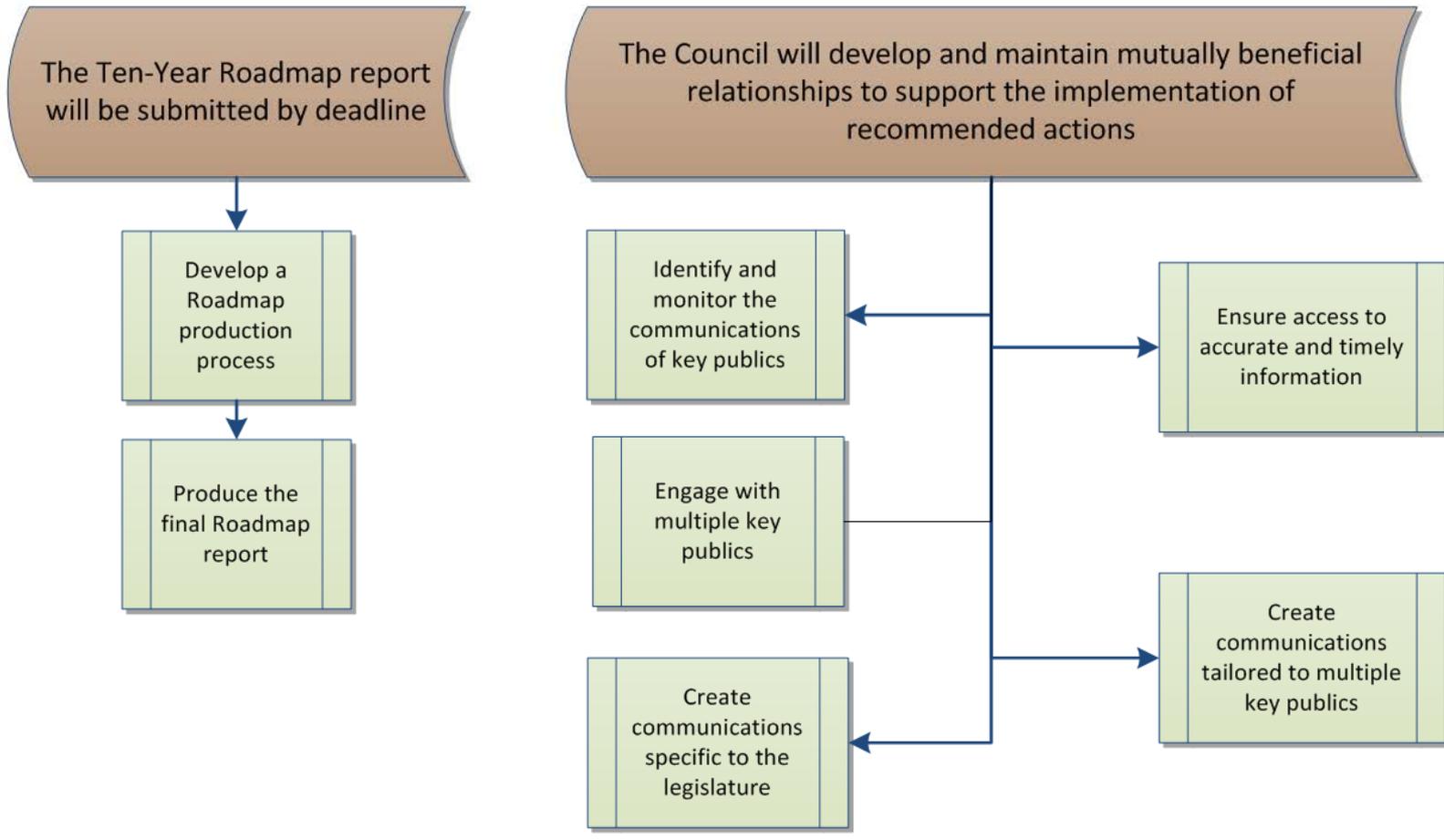
2 Tailor Message to Key Publics

One-page infographic on recommended action for Legislature

3 Conduct Outreach

External meeting attendance, social media engagement, press advisories and op-eds.

# Roadmap Communications – Objectives and Strategies



# Roadmap Communications – Timeline

	2013			
Strategies	July	August	September	October
Develop a Roadmap production process		Develop Roadmap outline  Identify printing options		Selection of final printing contract
Produce and deliver the final Roadmap report	Finalize background sections for the final Roadmap report	Create Roadmap template for final report  Identify pictures for final report	Finalize background sections for final Roadmap report  Finalize Action recommendations for Roadmap report  Identify charts and graphs for final report	Finalize executive summary and introductions to remaining sections  Identify data/charts needed for final report  Migrate content into template
Identify and monitor the communications of key publics	Develop and maintain stakeholder database and calendar		Develop and maintain media analysis database (Evernote)	

# For a plan copy or questions

Contact:

**Aaron Wyatt, Communications Director**

**[aaronw@wsac.wa.gov](mailto:aaronw@wsac.wa.gov)**

<b>Title</b>	Results of Preliminary Roadmap Action Items Council Survey		
<b>Challenge area:</b>	<input checked="" type="checkbox"/> Student Readiness <input checked="" type="checkbox"/> Affordability <input type="checkbox"/> Institutional Capacity & Student Success <input checked="" type="checkbox"/> Capturing the Potential of Technology <input type="checkbox"/> Stable and Accountable Funding	<b>Staff lead:</b>	Jim Reed
		<b>Position</b>	Senior Policy Advisor
		<b>Email:</b>	jimr@wsac.wa.gov
		<b>Phone:</b>	360.753.7865
<b>Synopsis:</b>	This report provides the survey results of Roadmap Action Item rankings and Priorities within the Challenge Areas of Affordability, Technology, Alignment, and Outreach and Support.		
<b>Guiding questions:</b>	How do Council members view the relative importance of the preliminary Action Items within their respective Challenge Area categories, and assess the Roadmap Priority for those Action Items?		
<b>Possible council action:</b>	<input checked="" type="checkbox"/> Information Only <input 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 type="checkbox"/> Other		

**Summary of Preliminary Survey Results:  
Affordability, Technology, Alignment,  
and Outreach and Support Challenge Areas**

***DRAFT***

***This draft document does not reflect  
any conclusions of, nor actions taken  
by, the Student Achievement Council.***

**August 22, 2013**

# Summary of Preliminary Survey Results: Affordability, Technology, Alignment, and Outreach and Support Challenge Areas

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# Summary of Preliminary Survey Results

## Overview

The purpose of the survey was to obtain an **initial** assessment of each Council member’s relative priority of preliminary Roadmap Action Items in the areas of Affordability, Technology, Alignment, and Outreach and Support. Accordingly, the survey results being reported in this summary do not reflect preliminary conclusions or recommendations of the Council.

Rather, the information from the preliminary survey will be used as a “platform” for members to further discuss and refine their perspectives on the Roadmap Action Items. This type of process for arriving at a group consensus is often referred to as the “Delphi Technique.”

The Delphi method is a structured communication technique—originally developed as a systematic, interactive forecasting method, which relies on a panel of experts. The experts answer questionnaires in two or more rounds. After each round, a facilitator provides an anonymous summary of the experts’ responses from the previous round. Thus, experts are encouraged to revise their earlier responses in light of the replies of other members of their panel. It is believed that during this process the range of the responses will decrease and the group will converge towards a consensus.

## Methods<sup>1</sup>

In the Roadmap Action Item Survey, Council members were asked to: (1) rank the Action Items within the Items Challenge Area Category (Affordability, Technology, Alignment, and Outreach and Support) and to assign the Action Items a Roadmap Priority (Urgent, Intermediate, and Longer-Term).

The ranking of the Action Items within their respective categories was arrived at by using the sum of the ranks as assigned by the Council members. As discussed in Appendix A, this is a more appropriate method than using the arithmetic average of the assigned ranks.

The Assessment of Consensus describes the relative level of agreement or dispersity among the Council members on the ranking of an Action Item, by the use of four categories: Very Strong, Strong, Moderate, and Weak. The assessment of consensus is based on the review of multiple indices of disparity/variance by four senior Council staff members with expertise in survey research and quantitative methods. Based on their review of these indices, the staff members unanimously agreed on a level of consensus.

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<sup>1</sup> Appendix A (page 19) provides a description of the methods used to determine the rankings, level of consensus, and Roadmap Priority of the Action Items.

The Roadmap Priority of the Action Items reflects each Council member’s choice of the time-period for implementing the Action Item within the ten-year planning period (Immediate, Intermediate, or Longer-Term).

When reviewing the survey results, it is important to keep the following in mind:

- The rank of the Action Items within their Challenge Area is not comparable between the different Challenge Areas because the range of ranking is a function of the number of items in the category. For example an Action Item with a rank of three within a Challenge Area category having three Action Items has a different meaning than another Action Item with a rank of three in a category with seven Action Items.
- While Action Items with a “Weak” Consensus ranking may, in fact, be demonstrating an actual divergence of opinion between the members, “Weak” consensus may also be an indication that the Action Item, as stated, is confusing, vague or ambiguous. The same can be true of low-ranked Action Items.

### **Survey Results by Challenge Area Categories**

A description and summary of the Council member’s preliminary survey responses is provided below—by the four Challenge Area categories of the survey. This summary only highlights the survey results, and suggests Action Items that the Council members may wish to further discuss and assess. In this summary, comments provided by Council members on the survey items are included to suggest specific views of members for further discussion.

### **Affordability**

The survey results for Affordability Action Items are presented on pages 5-6. The Council members ranking of the Action Items within this category demonstrate Moderate to Strong/Very Strong consensus on most (five) of the category’s seven items. Two of the Action Items demonstrate Weak consensus (Promote Flexible Tuition Payment Methods, and Evaluate the Effectiveness of State Student Financial Aid Programs).

A majority or more of the Council members agreed on the Roadmap Priority for five of the seven Action Items. Less than a majority of Council members agreed on the Roadmap Priority for “Promote Flexible Tuition Payment Methods” and “Evaluate the Effectiveness of State Student Financial Aid Programs.”

Council members offered the following comments on the Affordability Action Items:

- *We believe the first item should be listed as "Identify and recommend a state and student cost-sharing policy..." as that is most appropriately determined by policymakers. Also, how is the item labeled "Identify a savings incentive program" not duplicative of the GET program? Finally, I question the utility of including the item on "Promoting flexible tuition payment methods" if there is no statutory barrier to doing so.*
- *Full funding of State Need Grant should start immediately, but could be phased in over time to make it more palatable.*

These comments should be discussed by the Council to help refine the Council's position on the Roadmap Action Items for Affordability.

## **Technology**

The survey results for Technology Action Items are presented on page 7.

The Council members ranking of the Action Items within this category demonstrate Moderate to Strong consensus. With respect to Roadmap Priority, there is substantial agreement among the members on the three Action Items contained in this category.

Council members offered the following comment on the Technology Action Items:

- *The item on successful innovations has merit, but should be deemed longer term due to the need to accurately identify and assess "successful innovations."*

## **Alignment**

The survey results for Alignment Action Items are presented on pages 8-9.

The Council members ranking of the Action Items within this category suggest Moderate to Very Strong consensus on all Action Items in this category. And, a majority, or more, of the Council members agreed on the Roadmap Priority for all items in this category.

In addition, a Council member provided the following comment on the Alignment Action Items:

- *I very much support the dual credit recommendation but believe that should include the establishment of a cross-sector work group. The items on Common Core should be combined into one recommendation. Finally, the policy option on measuring progress and celebrating success is too ambiguous and seems to contain a myriad of ideas combined into one statement. That needs to be better flushed out before advancing forward.*

The Council should discuss the above comment. It suggests that two Action Items in this category should be combined, and that another is vague and lacks clarity.

## Outreach and Support

The survey results for Alignment Action Items are presented on pages 10-11.

The Council members' rankings of the Action Items within this category indicate that while there is moderate to strong consensus on four of the seven Action Items, there is weak consensus on three of the Action Item Rankings. The Council should discuss possible reasons for their different views on these three items with Weak consensus.

Only one of the Action Items in this category ("Create multiple pathways for students to access information utilizing the "ReadySetGrad" website . . .") did not receive at a least a majority of agreement on Roadmap Priority. This item also should be discussed by the Council.

The Action Items in this category also generated the following comments from Council members.

- *I didn't really agree with the lower priority items. The most important thing is funding for counselors, teachers, advisors, and navigators for low income students.*
- *Increase funding for K 12... I don't think it belongs in our thinking, this specifically. With the state allocation method of funding...the school district has the choice of where they put the money... As an infant, the council does not have the clout to really get this done. Grant funding... belongs in affordability possibly.*
- *The policy option on funding navigators to provide information to returning students needs additional discussion but has incredible potential to serve students with some college and no degree. I love the idea of rebranding outreach programs without changing their administrative structures due to differing funding streams, populations served, etc. I believe higher ed staff should be included in the recommendation on increased funding for K-12 advising and counseling staff given their important roles at our institutions. The policy option on multiple pathways seems like two different recommendations fused together: One on workplace-based learning for credit, and one on ensuring students receive information on postsecondary education. In this context, the word "pathways" is being used in two different ways. I would separate them into two recommendations.*

The Council should discuss these comments. They pertain to the appropriate scope of the Council's Roadmap, as well as the possible synthesis of Action Items in this category.

## Affordability - Item Ranking Within Category

Item Rank (within category)	Action Item	Member Rankings									Sum of Ranks	Consensus Assessment
		A	B	C	D	E	F	G	H	I		
1	Fully Fund the State Need Grant and College Bound Scholarship	1	1	2	1	1	3	1	1	2	13	Very Strong
2	Establish a state and student cost sharing policy to guide legislative appropriations and institutional tuition decisions	3	2	1	5	2	1	2	3	1	20	Strong
3	Promote Flexible Tuition Payment Methods	2	3	7	2	3	5	4	7	5	38	Weak
4	Evaluate the Effectiveness of State Student Financial Aid Programs	4	4	3	7	5	7	3	2	4	39	Weak
5	Invest in State Work Study	7	6	4	3	4	4	7	6	3	44	Moderate
6	Identify a Savings Incentive Program	6	5	6	4	6	2	5	4	7	45	Moderate
7	Incent Transfer Students with Financial Aid	5	7	5	6	7	6	6	5	6	53	Very Strong

## Affordability - Roadmap Priority

1= Immediate Priority 2= Intermediate Priority 3= Longer-Term Priority

Action Item	Member Priority									Response Frequency		
	A	B	C	D	E	F	G	H	I	Immediate	Intermediate	Longer-Term
Fully Fund the State Need Grant and College Bound Scholarship	1	1	1	1	1	1	1	1	1	9	0	0
Establish a state and student cost sharing policy to guide legislative appropriations and institutional tuition decisions	2	1	1	2	1	1	1	1	2	6	3	0
Promote Flexible Tuition Payment Methods	1	1	3	1	2	3	2	3	1	4	2	3
Evaluate the Effectiveness of State Student Financial Aid Programs	2	2	1	3	2	3	1	1	3	3	3	3
Invest in State Work Study	3	2	2	2	2	2	2	2	1	1	7	1
Identify a Savings Incentive Program	1	2	3	2	2	3	2	2	3	1	5	3
Incent Transfer Students with Financial Aid	2	2	3	3	2	3	2	2	2	0	6	3

## Technology - Item Ranking Within Category

Item Rank (within category)	Action Item	Member Rankings									Sum of Ranks	Consensus Assessment
		A	B	C	D	E	F	G	H	I		
1	Develop a statewide P-20 educational technology consortium	2	1	1	1	2	3	3	1	1	15	Strong
2	Provide incentives to support adoption and innovation of	1	2	2	3	3	2	2	2	2	19	Strong
3	Scale up successful technology innovations to create national	3	3	3	2	1	1	1	3	3	20	Moderate

## Technology - Roadmap Priority

1= Immediate Priority 2= Intermediate Priority 3= Longer-Term Priority

Item Rank (within category)	Action Item	Member Priority									Response Frequency		
		A	B	C	D	E	F	G	H	I	Immediate	Intermediate	Longer-Term
1	Develop a statewide P-20 educational technology consortium	1	1	1	1	3	3	2	1	1	6	1	2
2	Provide incentives to support adoption and innovation of	2	2	2	3	2	2	1	1	2	2	6	1
3	Scale up successful technology innovations to create national	2	2	3	2	1	1	1	2	2	3	5	1

### Alignment - Item Ranking Within Category

Item Rank (within category)	Action Item	Member Rankings									Sum of Ranks	Consensus Assessment
		A	B	C	D	E	F	G	H	I		
1	Fully implement Common Core State Standards (CCSS) and Smarter Balanced Assessment (SBAC).....	1	4	3	1	1	1	1	3	1	16	Strong
2	Simplify Dual Credit processes, and align funding, student fees and incentives across dual-enrollment programs....	2	1	1	4	3	3	4	1	3	22	Moderate
3	Establish an on-going cross-sector workgroup to enhance student planning resources and improve alignment of coursework requirements.....	3	3	2	3	5	2	2	4	2	26	Moderate
4	Align professional development efforts and provide curricular materials and support for implementation of Common Core State Standards (CCSS)	4	5	4	2	2	4	3	2	4	30	Moderate
5	Measure progress and celebrate success: Ensure students, parents, teachers, and school and district leaders know what students need to close achievement gaps.....	5	2	5	5	4	5	5	5	5	41	Very Strong

## Alignment - Roadmap Priority

1= Immediate Priority 2= Intermediate Priority 3= Longer-Term Priority

Item Rank (within category)	Action Item	Member Priority									Response Frequency		
		A	B	C	D	E	F	G	H	I	Immediate	Intermediate	Longer-Term
1	Fully implement Common Core State Standards (CCSS) and Smarter Balanced Assessment (SBAC).....	1	2	3	1	1	1	1	2	1	6	2	1
2	Simplify Dual Credit processes, and align funding, student fees and incentives across dual-enrollment programs....	1	1	1	2	1	2	1	1	2	6	3	0
3	Establish an on-going cross-sector workgroup to enhance student planning resources and improve alignment of coursework requirements.....	2	1	2	2	3	2	2	2	1	2	6	1
4	Align professional development efforts and provide curricular materials and support for implementation of Common Core State Standards (CCSS)	2	2	3	2	1	2	1	1	2	3	5	1
5	Measure progress and celebrate success: Ensure students, parents, teachers, and school and district leaders know what students need to close achievement gaps.....	2	1	3	2	2	1	2	2	2	2	6	1

## Outreach and Support - Item Ranking Within Category

Item Rank (within category)	Action Item	Member Rankings									Sum of Ranks	Consensus Assessment
		A	B	C	D	E	F	G	H	I		
1	Consolidate High School focused programs into one College Bound outreach and information program for all students	1	4	2	3	3	5	1	1	5	25	Moderate
1	Increase funding for K-12 advising & counseling staff. Utilize mentors to extend and enhance the work of advising and counseling staff	6	3	3	1	2	2	3	3	2	25	Strong
2	Create a Common Launchpad to postsecondary applications and information for younger students	3	1	5	5	4	1	4	4	4	31	Moderate
3	Create multiple pathways for students to access information utilizing the "ReadySetGrad" website and create new pathways such as work integrated learning for credit	2	2	6	6	1	6	2	6	6	37	Weak
4	Fund NAVIGATORS (staff) who will provide one-on-one information including transcript review, financial aid and application information to returning adult students	4	5	1	7	5	3	7	7	1	40	Weak
5	Provide ongoing access and financial aid training for those that help students including CEUs for counselors, teachers	5	7	4	2	6	4	6	5	3	42	Weak
6	Create a new grant funded financial aid program that uses common core assessment achievement as a basis for the award	7	6	7	4	7	7	5	2	7	52	Strong

## Outreach and Support - Roadmap Priority

1= Immediate Priority 2= Intermediate Priority 3= Longer-Term Priority

Item Rank (within category)	Action Item	Member Priority									Response Frequency		
		A	B	C	D	E	F	G	H	I	Immediate	Intermediate	Longer-Term
1	Consolidate High School focused programs into one College Bound outreach and information program for all students	1	1	2	1	2	2	1	1	3	5	3	1
1	Increase funding for K-12 advising & counseling staff. Utilize mentors to extend and enhance the work of advising and counseling staff	3	1	2	2	1	1	1	1	1	6	2	1
2	Create a Common Launchpad to postsecondary applications and information for younger students	2	1	3	2	2	1	2	2	3	2	5	2
3	Create multiple pathways for students to access information utilizing the "ReadySetGrad" website....	1	1	3	2	1	2	1	2	3	4	3	2
4	Fund NAVIGATORS (staff) who will provide one-on-one information including transcript review, financial aid and application information to returning adult students	2	1	2	3	2	1	2	2	2	2	6	1
5	Provide ongoing access and financial aid training for those that help students including CEUs for counselors, teachers...	2	2	2	1	2	3	1	2	1	3	5	1
6	Create a new grant funded financial aid program that uses common core assessment achievement as a basis for the award	3	2	3	2	3	3	2	1	3	1	3	5

## **Survey Results by Consensus Level and Roadmap Priority**

The Consensus Level of the Roadmap Action Items, by Challenge Area category and Category Rank, are displayed in the tables on pages 13-15. The Council may wish to consider discussing those Action Items with a “Moderate” or “Weak” consensus assessment to determine if greater consensus can be reached, or if the Action Item needs more clarification.

The tables on pages 16-18 summarize the Action Items by the Council member’s rating of the Priority of the Action Items relative to the ten-year planning period of the Roadmap. These tables display the Action Items, by their Challenge Area category, where a majority or more Council members agreed on the priority (Immediate, Intermediate, or Longer-Term) and, by those Action Items where there was less than majority agreement. The Council may wish to consider discussing these latter items to determine if greater consensus can be reached, or if the Action Item needs more clarification.

**Roadmap Action Items by Level of Consensus, Challenge Area Category, and Category Rank**

<b>Strong to Very Strong Consensus</b>		
<b>Challenge Area Category</b>	<b>Action Item</b>	<b>Category Rank</b>
<b>Affordability</b>	Fully Fund the State Need Grant and College Bound Scholarship	1
	Establish a state and student cost sharing policy to guide legislative appropriations and institutional tuition decisions	2
	Incent Transfer Students with Financial Aid	7
<b>Technology</b>	Develop a statewide P-20 educational technology consortium	1
	Provide incentives to support adoption and innovation of instructional technology	2
<b>Alignment</b>	Fully implement Common Core State Standards (CCSS) and Smarter Balanced Assessment (SBAC)....	1
	Measure progress and celebrate success...	5
<b>Outreach and Support</b>	Increase funding for K-12 advising & counseling staff.	1
	Create a new grant funded financial aid program that use common core assessment achievement as a basis for the award	6

**Roadmap Action Items by Level of Consensus, Challenge Area Category, and Category Rank**

<b>Moderate Consensus</b>		
<b>Challenge Area Category</b>	<b>Action Item</b>	<b>Category Rank</b>
<b>Affordability</b>	Invest in State Work Study	5
	Identify a Savings Incentive Program	6
<b>Technology</b>	Scale up successful technology innovations to create national assessment models	3
<b>Alignment</b>	Simplify Dual Credit processes, and align funding, student fees and incentives across dual-enrollment programs....	2
	Establish an on-going cross-sector workgroup to enhance student planning resources and improve alignment of coursework requirements.....	3
	Align professional development efforts and provide curricular materials and support for implementation of Common Core State Standards (CCSS)	4
<b>Outreach and Support</b>	Consolidate High School focused programs into one College Bound outreach and information program for all students	1
	Create a Common Launchpad to postsecondary applications and information for younger students	2

**Roadmap Action Items by Level of Consensus, Challenge Area Category, and Category Rank**

<b>Weak Consensus</b>		
<b>Challenge Category</b>	<b>Action Item</b>	<b>Category Rank</b>
Affordability	Promote Flexible Tuition Payment Methods	3
	Evaluate the Effectiveness of State Student Financial Aid Programs	4
Outreach and Support	Create multiple pathways for students to access information utilizing the "ReadySetGrad" website and,,,	3
	Fund NAVIGATORS (staff) who will provide one-on-one information including transcript review, financial aid and application information to returning adult students	4
	Provide ongoing access and financial aid training for those that help students including CEUs for counselors, teachers	5

<b>Action Items with a Majority or More Members Agreeing on Immediate Priority</b>		
<b>Challenge Area Category</b>	<b>Action Item</b>	<b>Number of Agreements</b>
<b>Affordability</b>	Fully Fund the State Need Grant and College Bound Scholarship	9
	Establish a state and student cost sharing policy to guide legislative appropriations and institutional tuition decisions	6
<b>Technology</b>	Develop a statewide P-20 educational technology consortium	6
<b>Alignment</b>	Fully implement Common Core State Standards (CCSS) and Smarter Balanced Assessment (SBAC).....	6
	Simplify Dual Credit processes, and align funding, student fees and incentives across dual-enrollment programs....	6
<b>Outreach and Support</b>	Consolidate High School focused programs into one College Bound outreach and information program for all students	5
	Increase funding for K-12 advising & counseling staff. Utilize mentors to extend and enhance the work of advising and counseling staff	6

<b>Action Items with a Majority or More Members Agreeing on Intermediate Priority</b>		
<b>Affordability</b>	Invest in State Work Study	7
	Identify a Savings Incentive Program	5
	Incent Transfer Students with Financial Aid	6
<b>Technology</b>	Provide incentives to support adoption and innovation of instructional technology	6
	Scale up successful technology innovations to create national assessment models	5
<b>Alignment</b>	Establish an on-going cross-sector workgroup to enhance student planning resources and.....	6
	Align professional development efforts and provide curricular materials and support for implementation of Common Core State Standards (CCSS)	5
	Measure progress and celebrate success: Ensure students, parents, teachers, and school and district leaders know what students need to close achievement gaps.....	6
<b>Outreach and Support</b>	Create a Common Launchpad to postsecondary applications and information for younger students	5
	Fund NAVIGATORS (staff) who will provide one-on-one information including transcript review, financial aid and application information to returning adult students	6
	Provide ongoing access and financial aid training for those that help students including CEUs for counselors, teachers...	5

<b>Action Items with a Majority or More Members Agreeing on Long-Term Priority</b>		
<b>Outreach and Support</b>	Create a new grant funded financial aid program that uses common core assessment achievement as a basis for the award	5

<b>Action Items with Less Than a Majority of Members Agreeing on A Roadmap Priority</b>		
<b>Challenge Area Category</b>	<b>Action Item</b>	<b>Greatest Number of Agreements</b>
<b>Affordability</b>	Promote Flexible Tuition Payment Methods	4
	Evaluate the Effectiveness of State Student Financial Aid Programs	3
<b>Outreach and Support</b>	Create multiple pathways for students to access information utilizing the "ReadySetGrad" website....	4

## **Technical Appendix A**

### **Survey Measures and Methods**

#### **Action Item Ranking**

The *Sum of the Ranks* as assigned by the Council members is used to establish the rank ordering of the Action Items within their respective Challenge Area categories. The lower the sum of the ranks, the higher the relative ranking of the Action Item.

The use of a measure of Central Tendency (mean, median, or mode) is not appropriate in view of the categorical (nominal) nature of the survey data. Specifically, the mean or median could mask substantial variation among the nine members and reflect a value that none or only 1 of the members actually chose. The mode is also not appropriate because the member's rankings of a single item can reflect as little as only 2 members agreeing on a rank, or the rankings could be bimodal or multimodal, reflecting multiple ties.

#### **Assessment of Ranking Consensus**

Since in the Delphi technique, our interest is in *assessing the degree of consensus* for all the rankings of Action Items, a method for measuring the level of consensus which is comparable among all ranked Action Items is needed. Due to the categorical (nominal) nature of the variables being ranked (the Action Items), and the different ranges of their categories, a simple measure of dispersity or variance, the Standard Deviation, cannot be used as the only way to gauge dispersity . Consequently the following measures were also used as a basis to assess the level of ranking consensus.

- Coefficient of Variation
- Single Item Agreement Index
- Variance to Mean
- Mean Absolute Deviation

Each of these methods of gauging Item Ranking consensus were found to be highly inter-associated. A panel of four Council staff with extensive expertise in survey research and analytic methods reviewed these indices and arrived at a unanimous agreement on their assessment of the level of the Council's Action Item ranking consensus.

#### **Roadmap Prioritization**

The display of the member's perspectives on the Roadmap Priority of the Action Items is straight-forward. Specifically, the frequencies of the choices (Urgent, Intermediate, Longer-Term) are displayed for each Action Item. This provides the Council members with a quick look at the degree of consensus on the priority rankings of the Action Items.

<b>Title</b>	<b>Preliminary Action Items</b> <b>Early Learning, College Transitional Studies (Remedial Education), Student Learning and Capacity and Demand</b>		
<b>Challenge area:</b>	<input checked="" type="checkbox"/> Student Readiness <input type="checkbox"/> Affordability <input checked="" type="checkbox"/> Institutional Capacity & Student Success <input type="checkbox"/> Capturing the Potential of Technology <input type="checkbox"/> Stable and Accountable Funding	<b>Staff lead:</b>	Jim Reed
		<b>Position</b>	Policy and Planning Coordinator
		<b>Email:</b>	<a href="mailto:JimR@wsac.wa.gov">JimR@wsac.wa.gov</a>
		<b>Phone:</b>	360.753.7865
<b>Synopsis:</b>	<p>The Council recently completed a survey where the preliminary Roadmap Action Items for the Challenge Areas of Affordability, Technology, Alignment, and Outreach and Support were ranked and prioritized.</p> <p>Preliminary Action Items for the Challenge Areas of Early Learning, College Transitional Studies (Remedial Education), Student Learning, and Capacity and Demand have now been identified. These Action Items, attached, reflect refinements and the condensing of policy options identified by Roadmap Workgroups.</p> <p>Council staff will summarize these Action Items and also discuss their underlying related strategies at the Council's August 22, 2013 meeting. It is recommended that these Roadmap Action Items also be ranked and prioritized through a survey of Council members.</p>		
<b>Guiding questions:</b>	Not Applicable to this item.		
<b>Possible council action:</b>	<input type="checkbox"/> Information Only <input type="checkbox"/> Approve/Adopt <input checked="" type="checkbox"/> Other: <u>Provide direction to staff</u>		
<b>Documents and attachments:</b>	<input type="checkbox"/> Brief/Report <input type="checkbox"/> PowerPoint <input type="checkbox"/> Third-party materials <input checked="" type="checkbox"/> Other		

## Preliminary Action Items

<b>Early Learning</b>
Fully Support the implementation and funding of the Department of Early Learning's "Early Learning Plan."
Improve Training and Professional Development to support Career Pathways.
Improve Data and Accountability to track system performance and student success.

<b>College Transitional Studies (Remedial Education)</b>
Redefine and identify remedial coursework as College Transitional Studies (Specifically: clearly identify and focus Remedial education on supporting and transitioning students into college-level courses)
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 a prerequisite.)
Identify and implement instructional models which accelerate student progress and increase retention. (Such as: offer innovation funds; continue research on effective practices; adopt competency-based models; and implement cohort-based, first-year college seminars and experiences.)
Scale up professional development and incentives for teachers, faculty, advisors and support staff to participate in cross-sector exchanges of good processes and practices.
Create incentives for the development and implementation of longitudinal data systems to track student progress from early learning through postsecondary education and career paths

## Preliminary Action Items

<b>Student Learning</b>
Expand employer feedback mechanisms to better align postsecondary education programs with employment opportunities, including expanded use of employer surveys and workforce education data.
Develop an annual statewide Career Pathways Conference with extensive business community involvement, focused on academic alignment with employment opportunities.
Adopt an established inter-institutional coordination system, such as Tuning USA, Job Ready, or Jobs for the Future
Increase funding, including work-study, to expand student opportunities for Work-Integrated Learning
Create a web-based clearinghouse for coordinating Work-Integrated Learning opportunities.
Develop a grant program that would support innovative pilot initiatives to advance student learning associated with foundational intellectual and career skills

<b>Capacity and Demand</b>
Implement a forecasting model that will allow the Council to see impacts on demand for educational services in respect to policy alternatives in other Roadmap areas.
Update and implement System Design Plan, including incentives for increased capacity in all sectors of higher education - grow as demand shows we need it.
Undertake biennial Enrollment and Technology Capacity Reviews
Implement a statewide online Postsecondary Navigator/Advising System to provide transparent information for students, parents, education professionals, and employers.
Develop data tools to analyze transcript information for students who leave Washington institutions with some college and no degree and encourage those students to return to complete their studies.