**Community and Technical College System Vision and Strategic Priorities**

D R A F T 3

*Updated: September 25, 2019*

**Introduction**

To be written

**Problem Statement**

Washington Student Achievement Council educational attainment goals:

* All adults in Washington, agenda 25-44, will have a high school diploma or equivalent.
* At least 70 percent of Washington adults, ages 25-44, will have a postsecondary credential.
* Goals adopted by State Legislature

Washington Roundtable education goal:

* 70 percent of Washington students will earn a post-secondary credential by age 26.

**Educational attainment is Increasing but not fast enough**

* Just over 90 percent of Washington’s population aged 25-44 holds a high school diploma or equivalent, a one percentage point increase over the baseline year of 2011.
* 52.5 percent of adults aged 25-44 have a postsecondary degree, certificate or apprenticeship credential, and a two percentage point increase over the baseline year of 2011.
* 40 percent of young adults have completed a college credential compared to 31 percent in 2006.

**Washington’s Community and Technical College Role**

* To achieve the Washington Student Achievement Council goal, community and technical colleges would need to complete an additional 228,000 credential holders over 10 years.
* This is 60 percent of the overall Washington Student Achievement Council goal of 340,000 new credential holders based on the populations whose education attainment needs to increase and where they are likely to enroll. <https://www.sbctc.edu/colleges-staff/research/reports/socioeconomic-research.aspx>
* Serving more people, increasing completions and eliminating equity gaps are all required to close gaps in the state’s skilled labor force and maximize career pathway opportunities for all Washingtonians. <https://www.sbctc.edu/resources/documents/colleges-staff/research/socioeconomic-research/wsac-goals-access-and-completion-research-brief.pdf>

**Community and Technical College System Vision Statement 2019**

*Leading with racial equity, our colleges maximize student potential and transform lives within a culture of belonging that advances racial, social and economic justice in service to our diverse communities.*

**Principle Goals to Raise Educational Attainment and Close Skills Gaps**

**Close equity gaps.** Consistent with the values in the Board’s vision statement, we must eliminate inequities in transitions to college, retention, completion, wage and transfer outcomes for students historically underrepresented in higher education.

**Improve completion rates for all students.** The largest contribution to increasing educational attainment by community and technical colleges will come from improving completion rates for students we already enroll across all programs, associate degrees both transfer and workforce, certificates including apprenticeships, and transitions from basic skills to college level programs.

**Increase enrollment.** College enrollment can increase from populations with lower educational attainment rates, including young adults, low income adults, people of color, immigrants and single parents.

**Key Strategies**

1. **Pursue actions, policies and investments through an equity lens.**

* Disseminate new system vision statement and discuss its implications with college system stakeholders.
* Redesign and implement equity minded, college system-level leadership development programs for aspiring and senior college administrators and professional development for faculty, and staff to support retention and career advancement.
* Institutionalize applying an equity lens across all strategies.

1. **Fully implement Guided Pathways and other proven student success strategies across the college system.**

Guided pathways is a research-based framework to redesign college programs and services in order to put students on career and educational paths and support their retention through to completion. The System will need to scale up pathways from early adopters to all community and technical colleges.

* Expand technical assistance to colleges on guided pathways implementation.
* Embed equity throughout pathways implementation.
* Expand partnerships with private foundations and research organizations to scale guided pathways and evaluate outcomes.
* Identify accountability metrics for college implementation focused on increasing student completions across student demographics.

1. **Implement Strategic Enrollment Plan**

* Expand dual credit across all high school demographic groups.
* Implement an outreach campaign for low income, young adults, underemployed and working adults, and people of color, in collaboration with the launch of the new Washington College Grant.
* Implement a simplified online admissions application.
* Seek federal approval to implement a standard process for Ability to Benefit, to increase participation in I-BEST programs and basic skills transitions to college level programs.

1. **Implement Career Connect Washington**

The state is implementing a new youth apprenticeship system designed to launch young adults into careers through a combination of work based learning and classroom instruction leading to college credentials. The college system received a small appropriation to begin implementing Career Launch programs.

* Develop Career Launch endorsement process
* Award grants to colleges for Career Launch program equipment and implementation.
* Develop partnerships with industry associations and labor organizations.
* Negotiate accountability metrics and targets.

1. **Advocacy and community engagement**

* Implement long-term strategic advocacy plan including outreach, branding and marketing.
* Build relationships with new legislators and legislative leaders.
* Increase external stakeholder engagement, partnerships, and alliances with communities of color, business associations, labor organizations, K-12 and higher education, and local community leaders.
* Increase student engagement in advocacy efforts.

**Metrics**

* Use metrics identified in the Strategic Enrollment Plan to track progress towards increasing enrollments, including demographic disaggregation to analyze equity gaps.
* Use measures for the Student Achievement Initiative to track progress towards increasing completion rates, including demographic disaggregation to evaluate progress on closing equity gaps.
* Negotiate measures for Career Connect Washington to include number of Career Launch programs, number of students served, and employment outcomes.
* Establish annual targets for the college system required to achieve the state’s educational attainment goals by 2030.