



# **PROGRESS REPORT FALL 2020**

***WACTC STRATEGIC ENROLLMENT PLAN***



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# Context

Washington state set a goal through the Washington Student Achievement Council (WSAC) 2013 Road Map to achieve a 70 percent postsecondary attainment rate for adults.<sup>1</sup> To meet this goal requires 380,000 new credential holders by 2023.<sup>2</sup> The key strategies to accomplish this goal include closing the achievement gap for underserved students, improving postsecondary recruitment, retention, and completion, and addressing affordability issues. Washington's community and technical college system is well-positioned to play a major role in meeting this goal.

In fall 2017, the Washington Association of Community and Technical Colleges (WACTC) authorized the formation of the WACTC Strategic Enrollment Task Force to build a stronger enrollment base for community and technical colleges. Over a two-year period, the Task Force worked to identify state-level and institutional strategies to improve access and retention system-wide and to incorporate those strategies into an adopted Strategic Enrollment Work Plan. Participants in the Task Force included presidents from the Washington Association of Community and Technical Colleges (WACTC) and representation from WACTC commissions and other key system groups including instruction, student services, Chief Diversity and Equity Officers (CDEO), research and planning, public information, business affairs, information technology; faculty leadership (AFT, AHE, FACTC), and student groups. Additional college personnel and partner stakeholders (K-12, community organizations, and workforce) were consulted in this work as needed. SBCTC Education Division staff also contributed their time and perspectives.

As the Strategic Enrollment Task Force developed and implemented the work plan, the following guiding principles were adopted:

- Equity – increasing enrollment and completion of students from underserved populations – is integral to the work of the Task Force.
- The number of students pursuing and completing a postsecondary credential needs to be increased while minimizing competition between colleges in our system.
- Outreach, onboarding, retention, and completion are key considerations.
- The Task Force work will strengthen partnerships with K12, universities, employers, and community organizations.
- The work plan will include system-level and college-level strategies, and have clear prioritization.

In year two of the project, the Task Force reviewed data metrics, identified focus areas, determined goals/outcomes, and finalized strategies to be implemented in the community and technical college system beginning in the 2018-2019 academic year. The four focus areas - K-12 alignment, adult reengagement, onboarding/entry, and retention/persistence - were assigned objectives that focused on measurable goals that support the overarching project goals of increasing overall system enrollments and eliminating retention and completion gaps among all student groups, including

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<sup>1</sup> <http://www.wsac.wa.gov/strategic-action-plan>

<sup>2</sup> DuPree, D. (2015). CTC role in WSAC roadmap goals: Issue brief. Retrieved from <https://www.sbctc.edu/colleges-staff/research/reports/socioeconomic-research.aspx>

underserved students.

The SBCTC research director and research analysts supported the work plan goals by developing enrollment dashboards available on the SBCTC website ([Enrollment Dashboard](#)<sup>3</sup>; [Strategic Enrollment Dashboard](#)<sup>4</sup> and [First-Time Entering Student Outcomes Dashboard](#)<sup>5</sup>). An exhaustive literature review and [issue brief](#)<sup>6</sup> provided researched examples of exemplary work conducted around strategic enrollment nationwide. The Task Force recommended to WACTC that data-informed statewide targets be adopted as a guideline for measuring work plan objectives. These targets were approved at the July 27, 2018, WACTC meeting.

During the 2018-2019 academic year, the Strategic Enrollment Task Force formed workgroups around each focus area (K-12 alignment, adult reengagement, onboarding/entry, and retention/persistence) and monitored the various strategies, many of which were being carried out through WACTC councils and commission work plans. Outside of the two-year sector entities, such as the Office of the Superintendent of Instruction (OSPI) and the Washington Student Achievement Council (WSAC) were also engaged in this work. The outcomes of the Strategic Enrollment Task Force's work, including detailed strategies for each Focus Area, can be found in the [Final Recommendations](#).

In January 2020 Washington State experienced its first case of COVID-19, leading to ongoing pandemic control measures that moved higher education almost exclusively on line. Most higher education sectors in Washington experienced enrollment drops in spring of 2019-20 and fall of 2020-21, reflecting current and prospective students' concern about economic stability and the online learning environment. Washington Community and Technical colleges were no exception, with enrollment drops of 12% State-funded FTE in spring 2020 (compared to spring 2019) and a drop of 16% in fall of 2020 compared to fall 2019.

The following sections provide the first progress report for each of the Strategic Enrollment task Force metrics, utilizing data from the 2019-2020 year. Ongoing evaluations and review of these metrics will be undertaken and published annually, and strategies strengthened as required to ensure that Washington's community and technical colleges continue to support and enable all students to earn a postsecondary credential. It is important to note that the spring quarter of 2019-2020 was the first quarter to show impacts from the COVID-19 pandemic.

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<sup>3</sup> <https://www.sbctc.edu/colleges-staff/research/data-public/enrollment-data-dashboard.aspx>

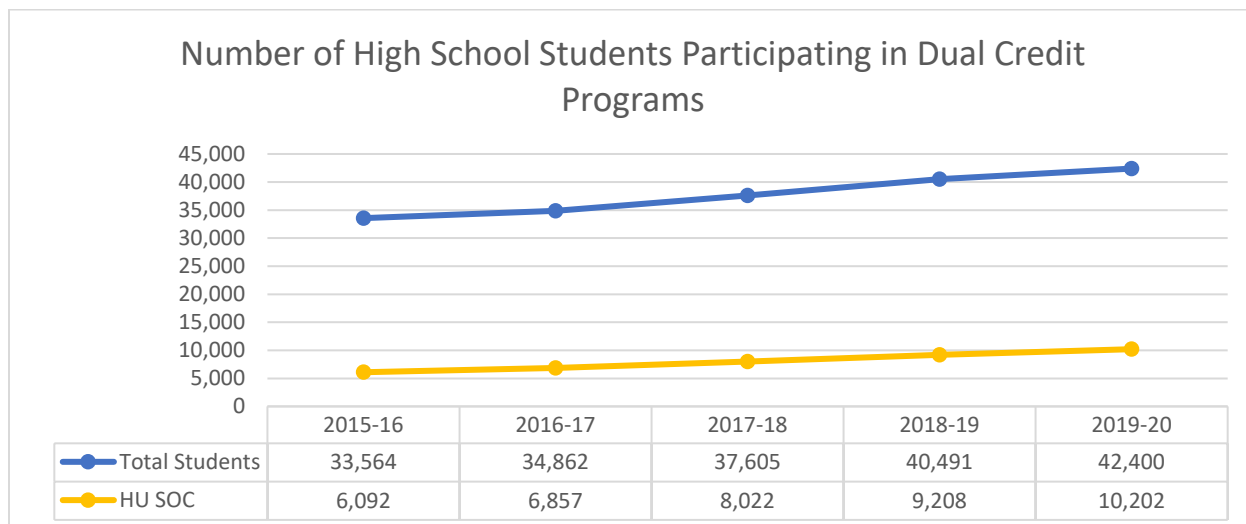
<sup>4</sup> <https://www.sbctc.edu/colleges-staff/research/data-public/strategic-enrollment-dashboard.aspx>

<sup>5</sup> <https://www.sbctc.edu/colleges-staff/collegeaccess/research-data/first-time-entering-student-outcomes-dashboard.aspx>

<sup>6</sup> <https://www.sbctc.edu/resources/documents/colleges-staff/research/research-briefs/strategic-enrollment-management-for-community-and-technical-colleges.pdf>

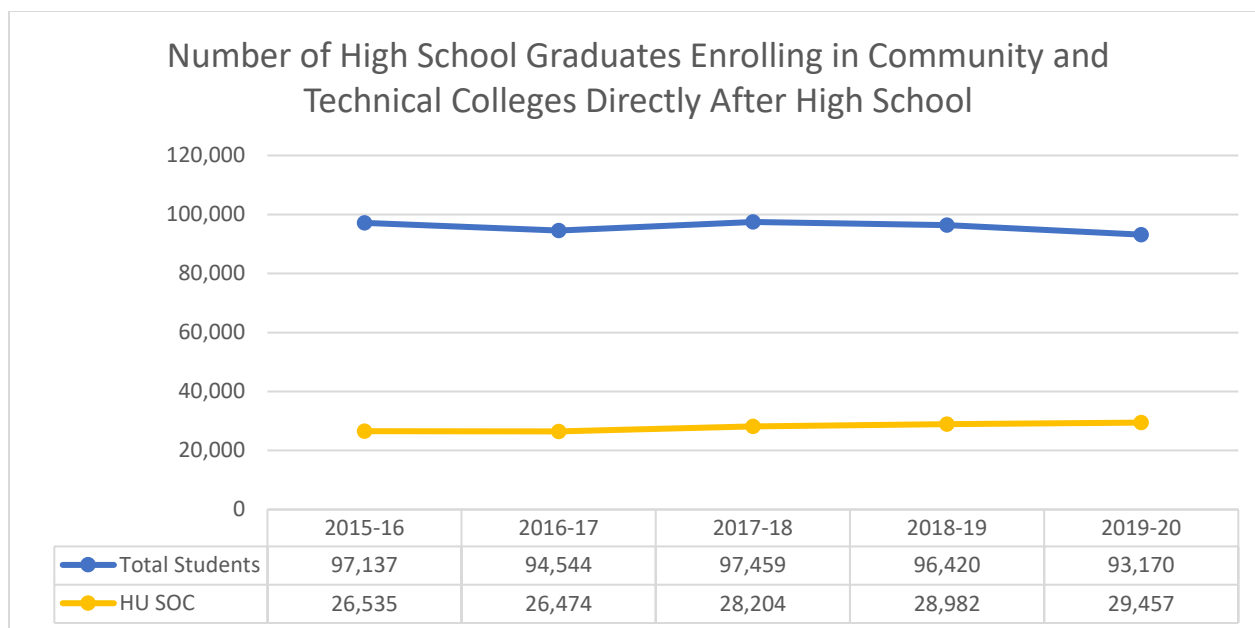
## Focus Area: K-12 Alignment

Number of award-seeking dual credit high school students (age 24 or under), total population and population of historically underserved students of color (HU SOC).



Source: Strategic Enrollment Dashboard

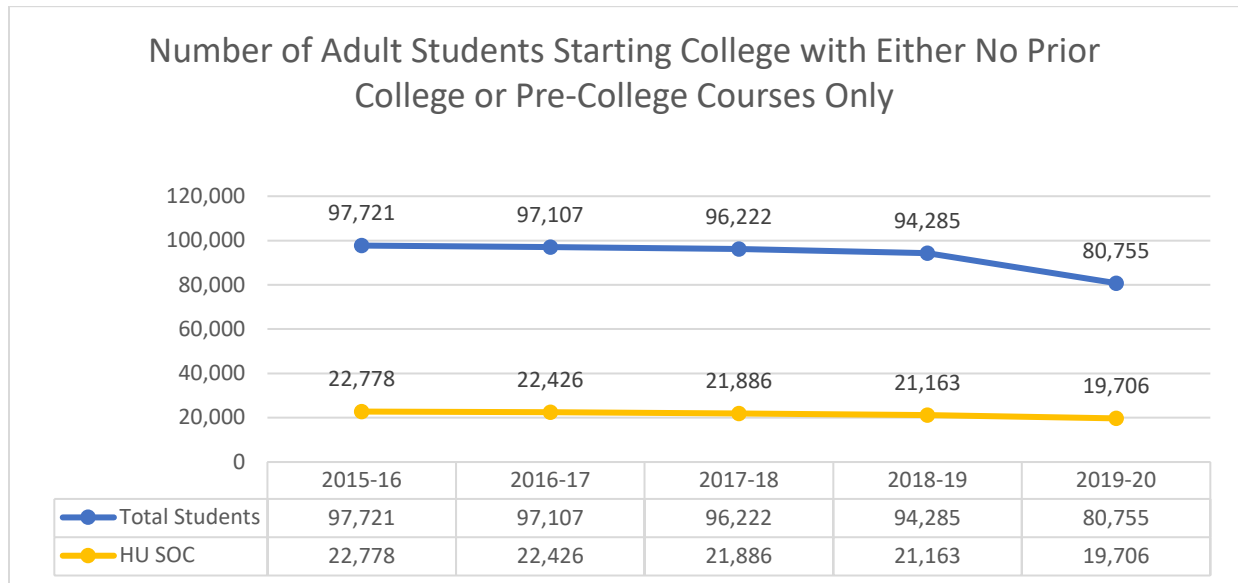
Number of award-seeking recent high school graduate students (age 24 or under), total population and population of historically underserved students of color (HU SOC).



Source: Strategic Enrollment Dashboard

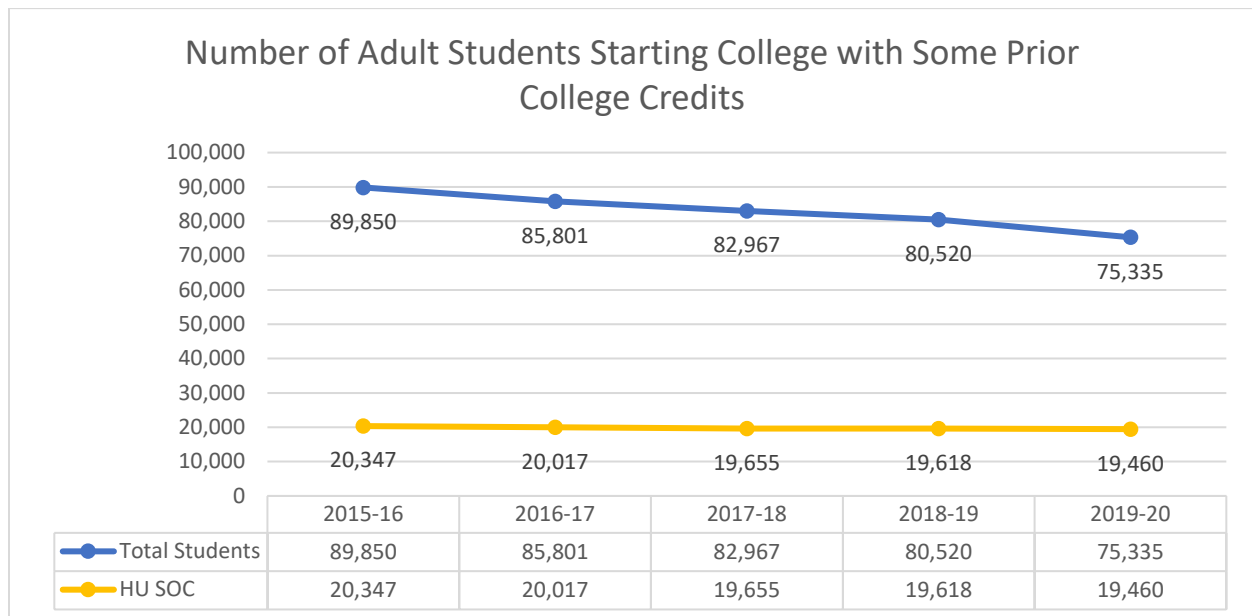
## Focus Area: Adult Reengagement

Number of award-seeking students: current or prior basic education for adults, adults with no prior college (age 25 or over), all students and historically underserved students of color (HU SOC).



Source: Strategic Enrollment Dashboard

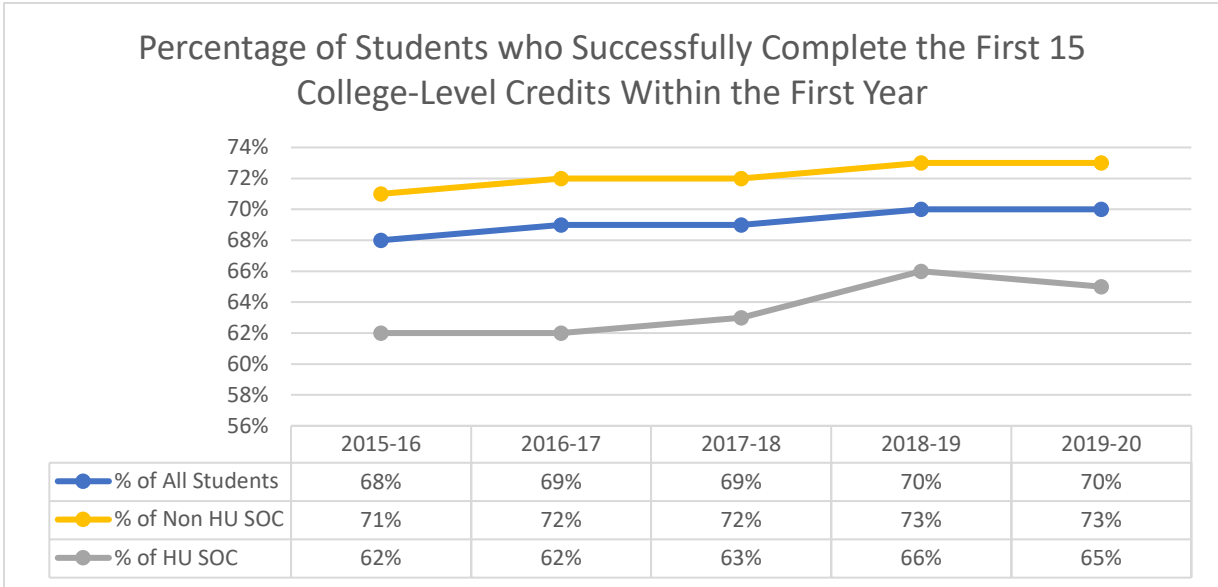
Number of award-seeking students: adult students with some prior college (age 25 or over): all students and historically underserved students of color (HU SOC).



Source: Strategic Enrollment Dashboard

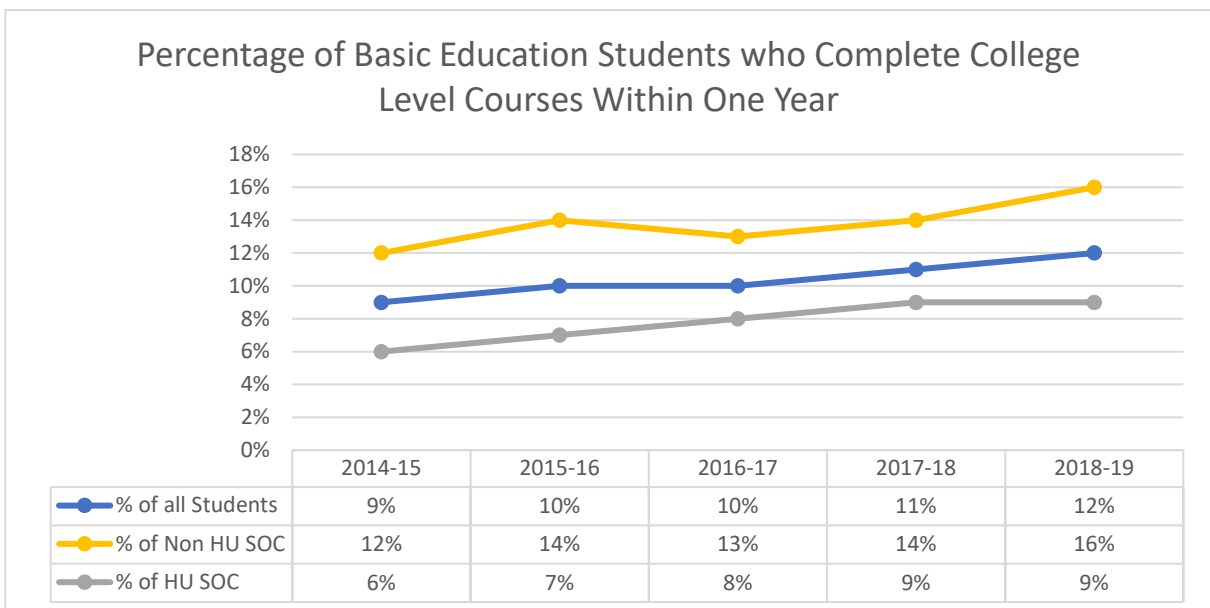
# Focus Area: Onboarding and Entry

Percent of new award-seeking students completing 15 college level credits in their first year: historically underserved students of color (HU SOC) and other students (fall quarter data).



Source: *First-Time Entering Students Outcomes Dashboard*

Percent of new basic education for adult students attempting a college level course within two years: historically underserved students of color (HU SOC) and other students.

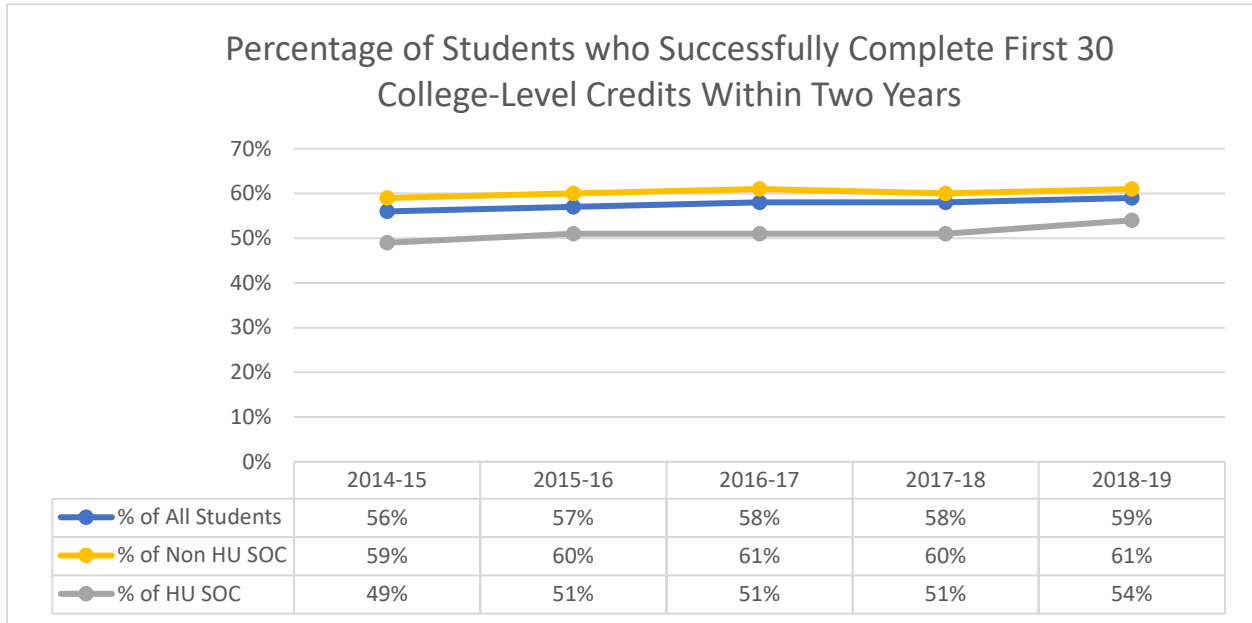


Source: *Basic Education for Adults Outcomes (BEa) Dashboard*



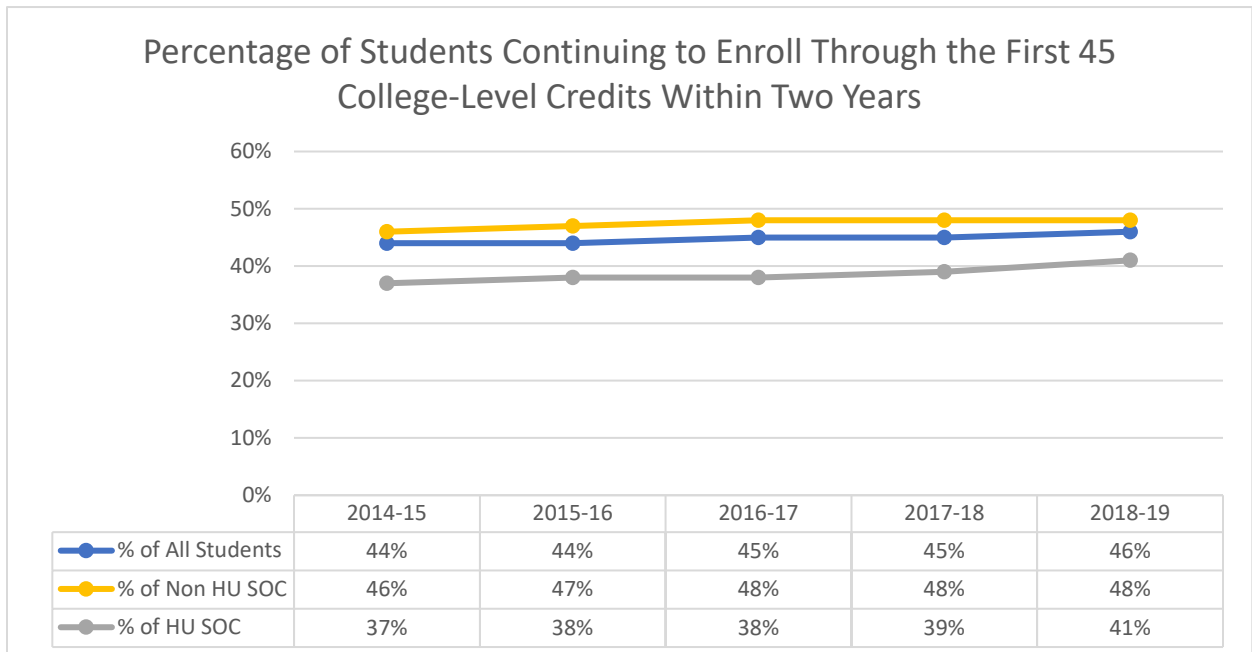
# Focus Area: Retention and Persistence

Percent of new award-seeking students completing 30 college level credits within two years: historically underserved students of color (HU SOC) and other students (fall quarter data).



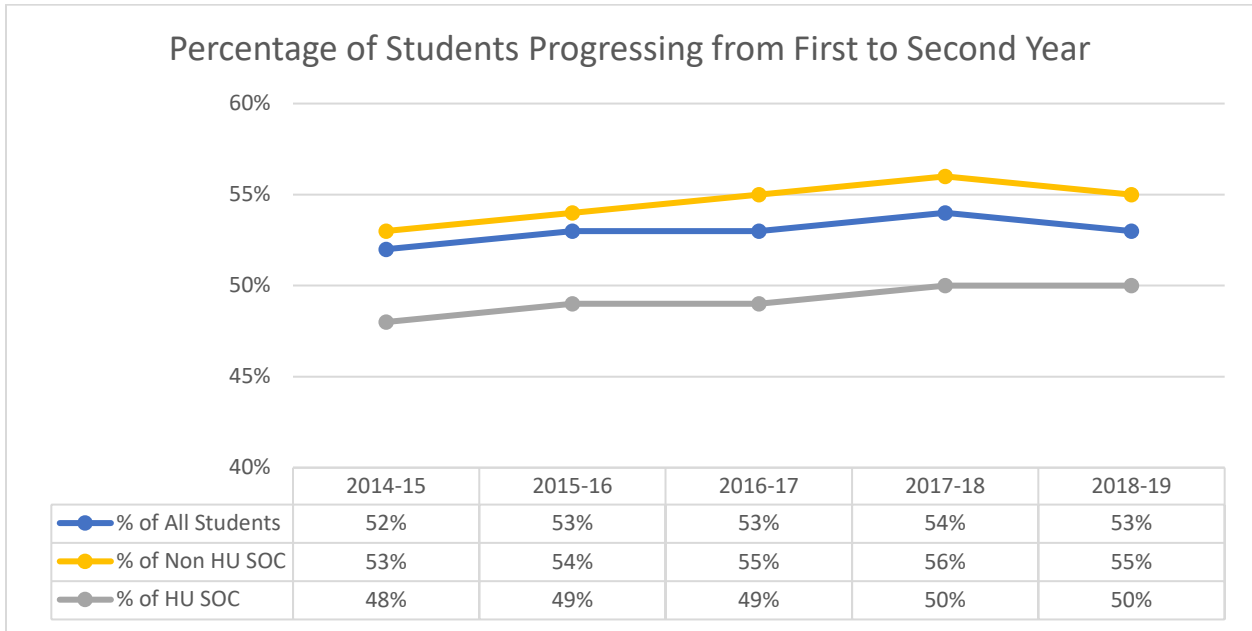
Source: First-Time Entering Students Outcomes Dashboard

Percent of new award-seeking students completing 45 college level credits within two years: historically underserved students of color (HU SOC) and other students (fall quarter data).



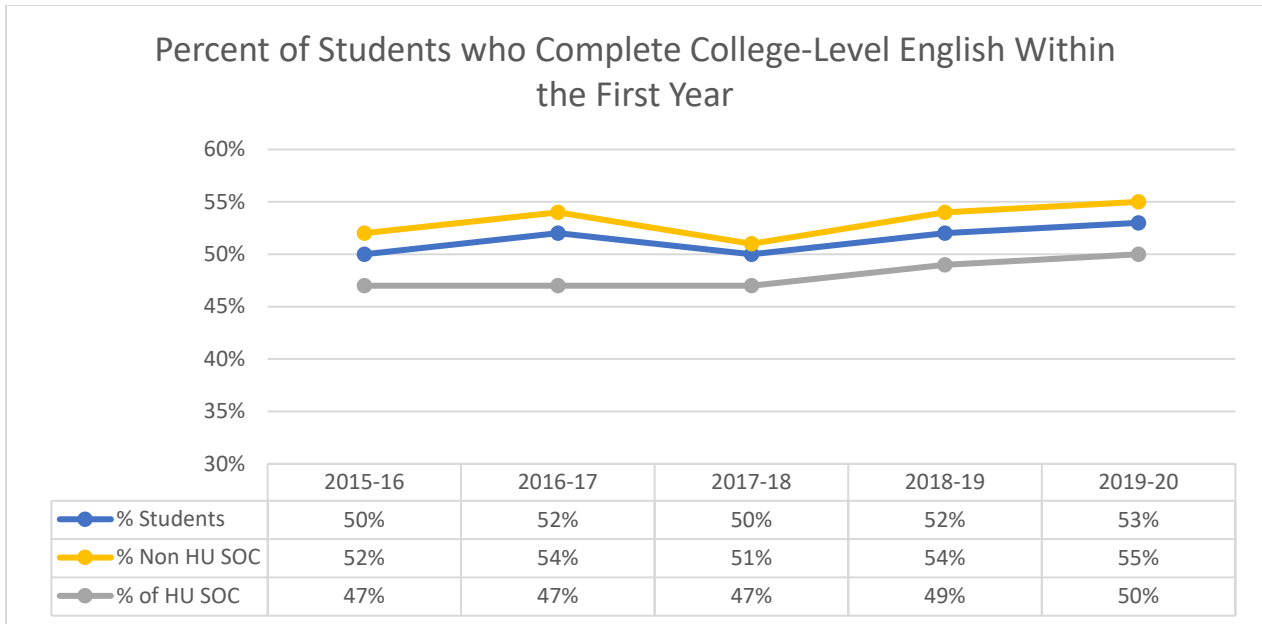
Source: First-Time Entering Students Outcomes Dashboard

**Percent of new award-seeking students still enrolled after one year: historically underserved students of color (HU SOC) and other students (fall quarter data).**



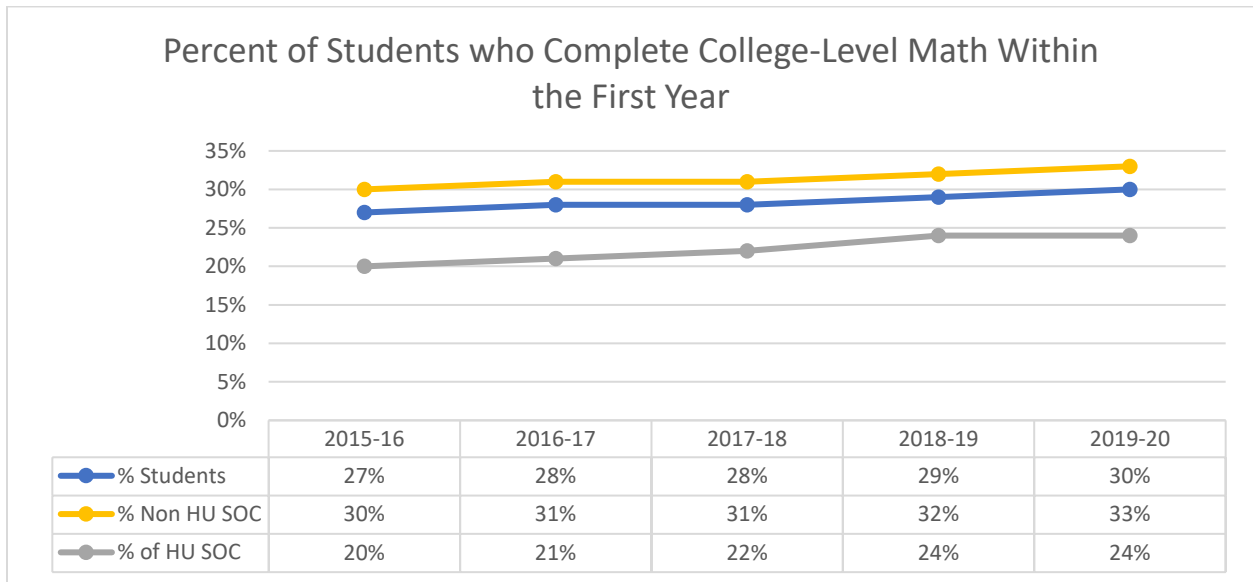
*Source: First-Time Entering Students Outcomes Dashboard*

**Percent of new award-seeking students completing a college level English course in their first year: historically underserved students of color (HU SOC) and other students (fall quarter data).**



*Source: First-Time Entering Students Outcomes Dashboard*

**Percent of new award-seeking students completing a college level math course in their first year: historically underserved students of color (HU SOC) and other students (fall quarter data).**



*Source: First-Time Entering Students Outcomes Dashboard*

For information and questions relating to the monitoring and evaluation metrics included here, please direct enquiries to:

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Washington State Board for Community and Technical Colleges