

December 14, 2021

Advancing the Equity Agenda: Strategies to Support Student Success

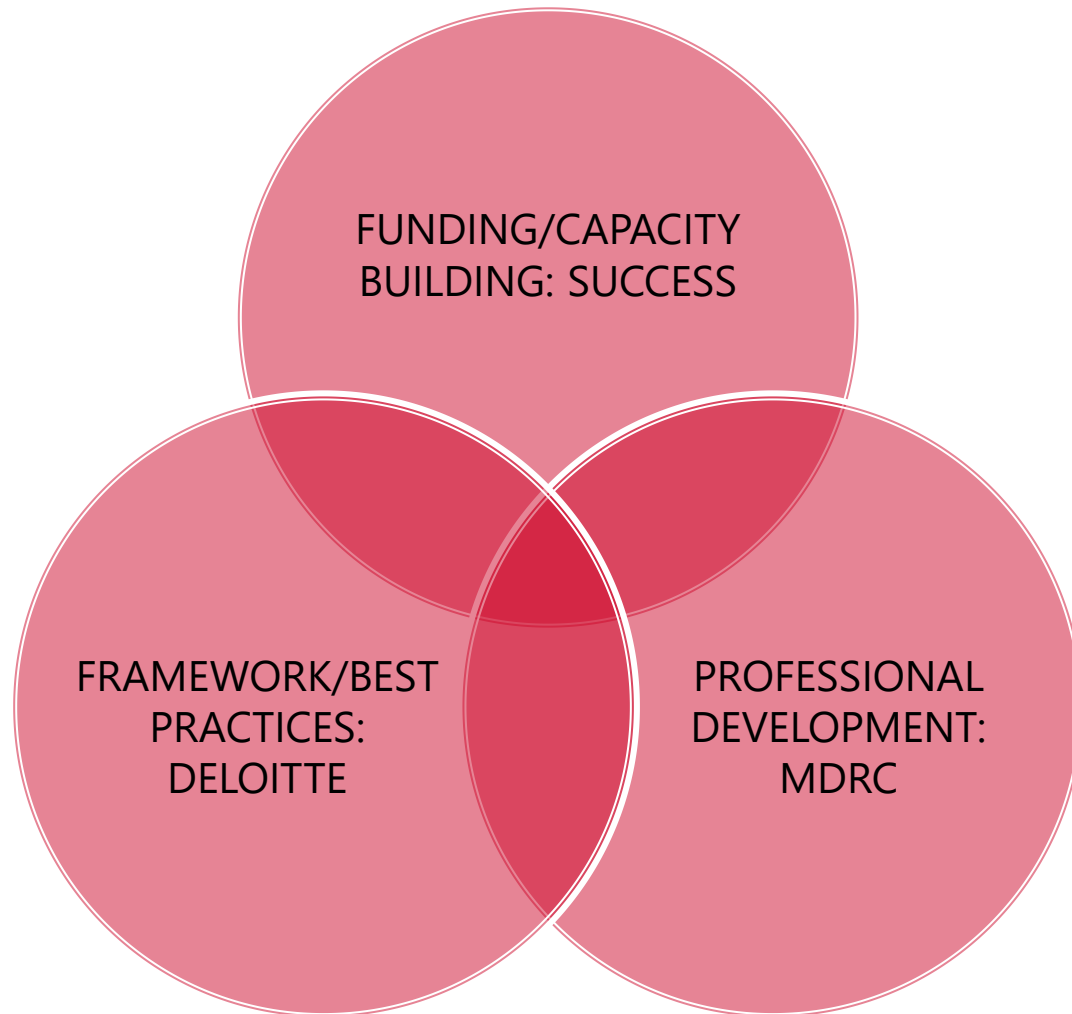


MASSACHUSETTS
Department of
Higher Education

Objective

- Provide an overview of three major student success initiatives designed to support the Equity Agenda
 - Supporting Urgent Community College Equity through Student Services (SUCCESS Program)
 - Student Success Framework Project (Deloitte)
 - Tools for Postsecondary Schools (MDRC)

The Model

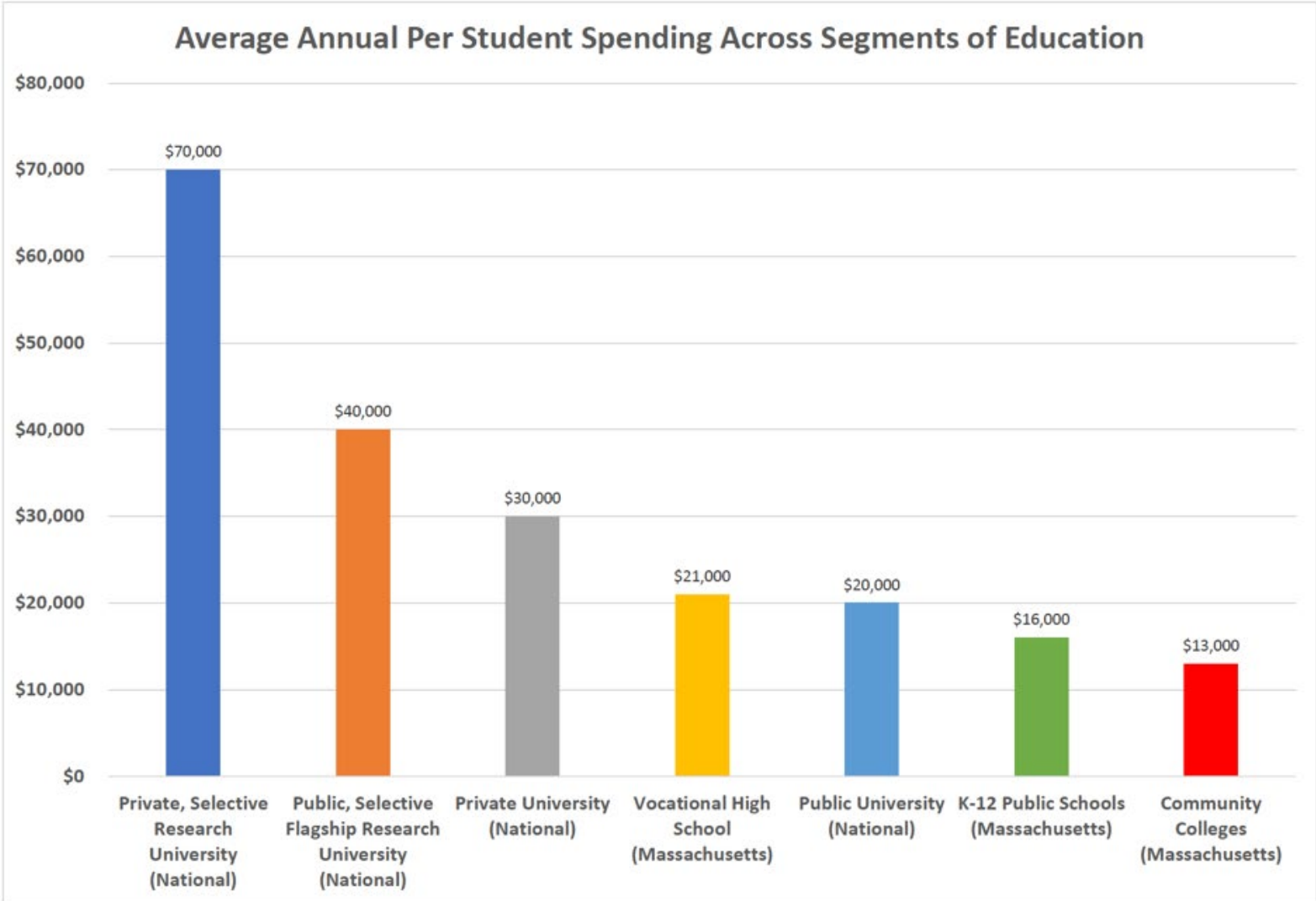


Funding/Capacity Building: SUCCESS Fund

The Higher Ed Resource Equity Gap

1. Across America, according to the National Student Clearinghouse, just over half of the students who begin a college degree end up graduating.
2. Graduation rates are higher at selective private and public flagship universities, and lower at state universities and community colleges.
3. Students at selective institutions are wealthier, better prepared, and more generously supported; while students at “open door” colleges are poorer, less academically prepared, and far less supported.

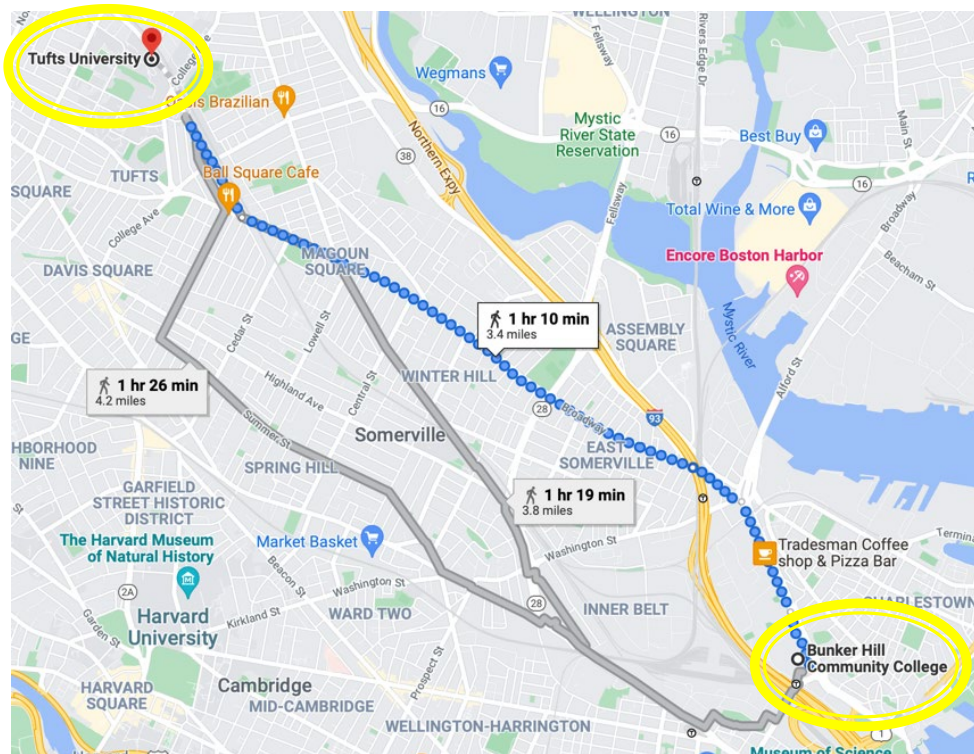
The students who need the least get the most; and the students who need the most get the least.



A 3-Mile Walk from Tufts to Bunker Hill

Tufts

- Median family income: \$225,000
- 77% of students from top 20% of wealthy families
- \$70,000 spent annually per full-time equivalent student



BHCC

- Median family income: \$37,000
- 8% of students from top 20% of wealthy families
- \$13,000 spent annually per full-time equivalent student

The Question We Asked:

Q: How much would it cost to turn these trends around, and radically improve student success rates at “open door” community colleges in Massachusetts?

A: Not much: About \$1,561 per student.

NECC's Pathways to Academic and Career Excellence (PACE) Program

- Federally funded TRIO Student Support Services Grant
- In 2019, \$402,782 served 258 students (**\$1,561 per student**)
- 94% of students persisted (remained enrolled at either at NECC or a transfer college)
- 94% of students were in good academic standing (had a GPA of 2.5 or higher)
- 72% of students graduated with a certificate or degree within 8 semesters of entering PACE
- These success rates are 20 to 30 percent higher than our overall student population

HCC's STRIVE Program

- Federally funded TRIO Student Support Services Grant
- In 2019, \$360,885 served 224 students (\$1,611 per student)
- 80 percent of students persisted (remained enrolled at either at HCC or a transfer college)
- 98 percent of students were in good academic standing (had a GPA of 2.5 or higher)
- 46 percent of students graduated with a certificate or degree within 8 semesters of entering STRIVE
- These success rates are also 20 to 30 percent higher than HCC's overall student population

What Does \$1,561 Provide?

- College navigators
- Learning coaches
- Peer mentors
- Academic skills workshops
- Financial aid and career advising
- Field trips to four-year colleges

\$1,561 provides people—and people make the difference

Supporting Urgent Community College Equity through Student Services (SUCCESS)

- **7100-4002** For Supporting Urgent Community College Equity through Student Services (SUCCESS) grants to community colleges to provide wraparound supports and services to improve outcomes for their most vulnerable populations including, but not limited to, low-income, first-generation, minority, and disabled students and lesbian, gay, bisexual, transgender, queer and questioning students...
- \$7M in FY21
- \$10.5M in FY22

Three Questions to Guide Us:

- 1. What existing successful practice(s) at your college will you scale up through this initiative?**
- 2. What *specific* cohort(s) of students will be served?**
- 3. How will you measure success?**

SUCCESS: January – September 2021

- DHE/MACC Collaboration
- SUCCESS Funding Formula
- SUCCESS Leadership Team
- SUCCESS Coordinating Committee
- Campus Projects
- Campus Staffing

Campus SUCCESS Projects



Student Success Starts Here

MIDDLESEX
COMMUNITY COLLEGE

www.middlesex.mass.edu/successscholars

Middlesex Community College SUCCESS Scholars program is designed to provide guidance and resources for students to be

successful in college. The purpose of this innovative program is to ensure that students have the support they need to earn a degree, and focuses on academic support, career development, and financial wellness programming. The program serves full-time and part-time Black, African American, Latinx, and LGBTQ+ students and aims to increase persistence, retention, course completion, graduation and transfer for 550 students.



NORTHERN ESSEX
COMMUNITY COLLEGE

necc.mass.edu/SOAR

Northern Essex Community College's SOAR

(Seize Opportunities, Aspire to Rise) Program builds on the success of their decades-long TRIO program, and primarily serves low-income, first-generation, Latinx students who have earned at least six credits at the college with a 2.0-3.0 GPA. By providing intensive advising, peer-to-peer mentoring, professional academic support, and other proven services, SOAR aims to significantly increase success rates (course completion rates, grade point average, retention, graduation, and transfer) for the cohort of more than 500 students.

Campus SUCCESS Projects



NORTH SHORE COMMUNITY COLLEGE

NORTH SHORE COMMUNITY COLLEGE

North Shore Community College's R.A.P Experience (rise. achieve. persist) provides wrap around support services to Black, Latinx, and ESL students. By providing peer-to-peer mentoring, career exploration opportunities,

financial literacy, tutoring services, success workshops and co-curricular programming, the R.A.P Experience aims to significantly increase success rates (course completion rates, grade point average, retention, graduation and transfer) for the cohort of more than 500 students.



QUINSIGAMOND Community College

QUINSIGAMOND COMMUNITY COLLEGE

Quinsigamond Community College's SUCCESS Scholar program seeks to expand successful case management models, such as TRIO, to drive greater student success.

The QCC program supports its at-promise students through an integrated and intentional network of high-touch, high-impact services. At the heart of the system is a reimagined developmental advising model that seeks to develop the whole student by deploying and connecting services to each student based upon their unique strengths and individual needs. After Spring 2022 registration, the QCC SUCCESS cohort will include 90 students with disabilities, as well as more than 700 part-time, first-time students with one or more of the following characteristics: Latinx, Black, first-generation college student, low-income, disability, homelessness, limited English proficiency, displaced homemakers, developmental education students, non-traditional age (25 or above). The evaluative metrics include cumulative credit hours earned, grade point average, term-to-term retention, graduation, and transfer.

SUCCESS Student Voices



Mariangel Dus

SUCCESS Coaching Program



Michael Mesfin and Abdifitah A. Mohamud

HOPE Initiative



Michael Mittchell

ALANA Men in Motion

Framework/Best Practices: Student Success Framework



Project Scope

MA DHE seeks to develop a holistic Student Success Framework and evaluation tool, which is aligned with its Equity Agenda, resulting in a set of options and recommendations to improve student outcomes among its state universities and community colleges.

Objectives and Scope

Investigate

- Conduct an in-depth review of current student success support services and initiatives across the 9 state universities and 15 community colleges

Compare

- Review national models and best practices related to student success and support services and compare those to the current state

Construct

- Create a strategic framework to align and strengthen services to meet the goals of the Department of Higher Education's Equity Agenda

Recommend

- Develop recommendations related to student support services to help to meet the goals of the MASSGrant Plus program

Governance Structure

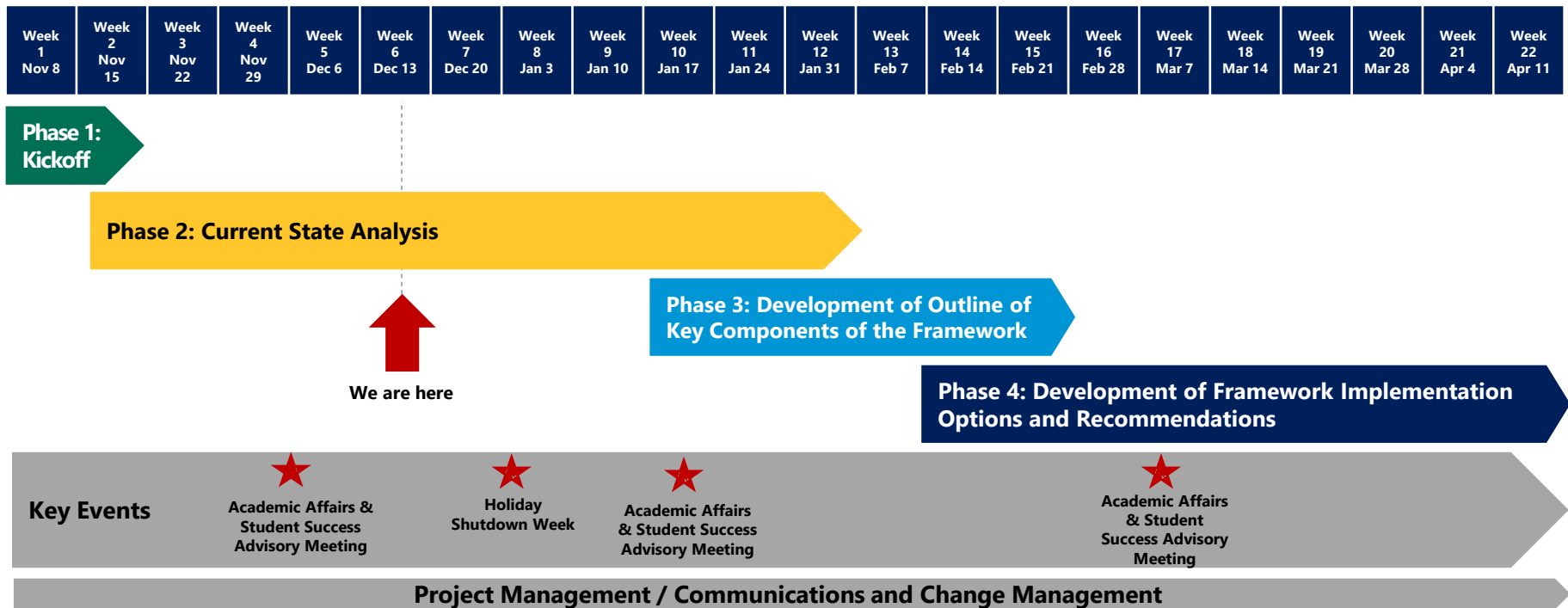
MA DHE leadership/sponsors and Deloitte Team executing the deliverable are listed in the table below.

| DHE Leadership Roles | Deloitte Team Roles |
|--|---|
| Executive Sponsors Carlos Santiago, Commissioner of Higher Education for Massachusetts | Deloitte Engagement Principal Pete Fritz, Engagement Principal, Higher Education |
| MA DHE Project Manager Clantha McCurdy, Senior Deputy Commissioner, Access & Student Financial Assistance | Deloitte Project Manager (Primary Contact) Bob Caron, Specialist Master in Higher Education |
| Project Sponsors (Student Success Committee) Ann Reale, Undersecretary of Education Clantha McCurdy, Senior Deputy Commissioner, Access & Student Financial Assistance Elena Quiroz-Livanis, Chief of Staff and Director of Academic Policy and Student Success Joe Wallerstein, Assistant Commissioner for Administration and Finance Mario Delci (Data Contact), Associate Commissioner for Research & Planning Patricia Marshall, Deputy Commissioner for Academic Affairs & Student Success Lutful Khan, SUCCESS Senior Project Director (CC Representative) Gina Puc, Vice President for Strategic Initiatives, MCLA (SU Representative) | Project Team Bob Caron, Specialist Master in Higher Education Jen Tutak, Senior Manager, Higher Education Stacey Davis, Consultant, Higher Education Specialist Mike Vermeland, Consultant, Data Analyst |
| | Equity Project Liaison Andrea Mazzocco, Manager and Deloitte Team Lead for MA DHE Equity Project |

Timeline

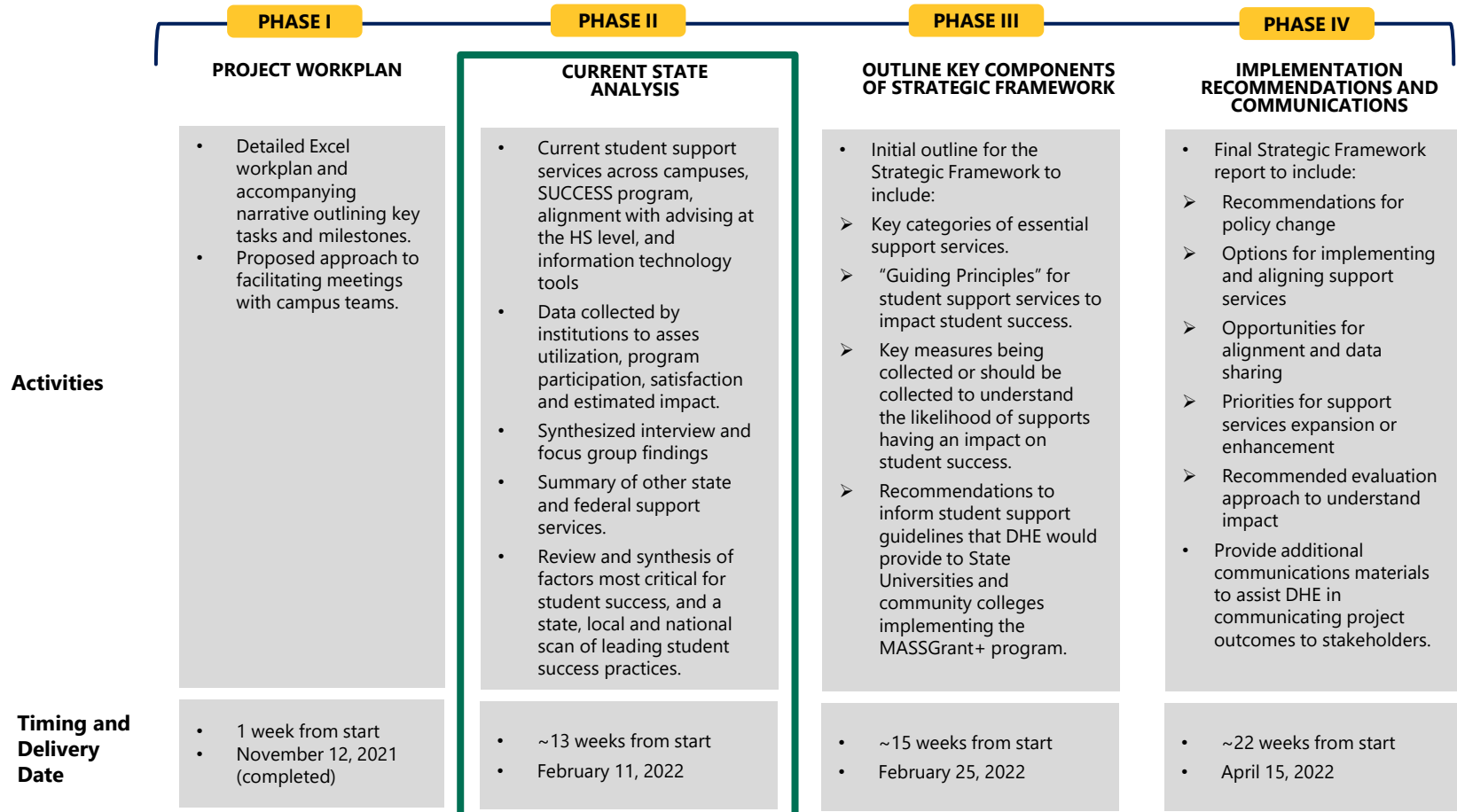
The project objectives will be achieved through a 22-week, four-phase approach culminating in the development of a strategic framework to align with the goals of the Department of Education's Equity Agenda.

Timeline



Deliverable Overview

The four phases will culminate in a strategic framework for student success with an evaluation tool, with clear stakeholder engagement and communications materials throughout the project.



Aligning the Equity Agenda with the Student Success Framework

The DHE has concentrated its recent efforts on fulfilling its Equity Agenda. Support Services for Student Success is intended to align with the DHE Equity Agenda goal of creating opportunities for racially minoritized students to have an integrated, inclusive college experience resulting in graduation.

Equity Agenda

Focused Goals Aligned with Student Success Project

1. Sixty percent of working-age MA residents ages 25-64 will hold an associate degree or higher and an additional 10% of the population will hold a high-quality credential by 2030.
2. Forty-three percent of African American and 32% of Latinx MA residents ages 25-64 will hold an associate degree or higher by 2024
3. By 2030, the rate at which MA public higher education system graduates African American and Latinx students will increase to 51% and 50% respectively, outpacing the current rate of increase by 10%.
4. DHE will track and report on racial gaps in first-year success metrics incorporated into PMRS, including completion of college-level math and English in the first year, on-time credit accumulation, and persistence to a second year of postsecondary education.

Student Success Framework



DHE supports the enhancement and implementation of services proven to positively impact the college experience of all students, including low-income students and students of color

Through innovative and inclusive support services, DHE aims explicitly to assist community colleges and state universities in executing comprehensive, evidence-based services and programs with proven effectiveness in promoting student success, that are also scalable and sustainable.

Progress to Date and Next Steps

The project is in Phase 2, focused on completing current state analysis. We are in week six of 22 and all components of the analysis are under way.

PROGRESS TO DATE



Interviews

Deloitte interviewed the Student Success Committee members, individually, and meets with the committee bi-weekly as well as Dr. McCurdy, the DHE project manager, weekly. Campus presidents have been informed by Commissioner Santiago about the project and are sending Deloitte their nominees for interviews and focus groups.



Data Analysis

Data requests are being fulfilled by Dr. Mario Delci and his team. Data will be analyzed by the Deloitte team as it comes in from the DHE and the respective campuses.



Environmental Scan

The Committee has identified five peer states for a comparative scan, and Deloitte has begun gathering data and analyzing key initiatives and priorities for those state systems. Comparison of key metrics is underway and will continue for the coming weeks.

NEXT STEPS



Current State Analysis (CSA)

The team's focus will be on completing the current state analysis with an expected delivery date of February 12th. The following are the three critical components of the CSA:



Interviews and Focus Groups

The Deloitte team will be conducting individual interviews with VP-level leaders in Academic and Student Affairs at all 24 campuses and will conduct 24 staff and faculty focus groups: one with each respective campus. An expanded focus group strategy will be used to reach students and polling data will be collected during student focus groups.



Data Analysis

Data received from DHE and campuses will be used to assess key metrics related to student success and provide a baseline for future state goals. Data from individual campuses may not be received until early-mid January of 2022, pushing completion of this component of the analysis out to early February.



Environmental Scan

The Deloitte team will continue to gather information from state and federal resources and complete the comparative analysis.

Professional Development: Collaboration with MDRC

Professional Development: MDRC



Tools for Postsecondary Schools

Putting Evidence to Work for Student Supports @MDRC

A New Workshop Series by MDRC

DECEMBER 2021

Professional Development: MDRC



Who is MDRC?

- MDRC is a nonprofit, nonpartisan organization known for random assignment evaluations, qualitative studies, and providing technical assistance for putting research into practice
- Over the years, MDRC has completed numerous research studies in postsecondary education, building evidence for what works to improve student outcomes

Professional Development: MDRC

What is Tools for Postsecondary Schools?

- Through a free series of six workshops and individualized coaching, MDRC researchers and practitioners will discuss the **core components of evidence-based comprehensive student supports strategies** to help close the success gap for students from low-income families and students of color.
- There will be one 90-minute workshop each month from **February 2022 – July 2022**.

Professional Development: MDRC

What are the six topics?



Student-Centered
Program Design



Behavioral Science
Principles for Effective
Communications



Core Components of
High-Impact Coaching



Encouraging Academic
Momentum



Data Management for
Continuous
Program Improvement



Return on Investment &
Financial Sustainability

Professional Development: MDRC

What is the time & staff commitment?

College teams can expect to spend approximately **3-4 hours per month** on program activities.

- Participating in a monthly 90-minute workshop;
- Completing a brief internal reflection and planning worksheet after each workshop; and
- Participating in optional one-on-one coaching/consulting sessions with MDRC staff and practitioners

College teams will be made up of:

- A "core team" of ~3 staff members from student success, student affairs, advising or similar departments
- One VP-level student affairs liaison
(Does not need to attend the workshops, but should check in with the "core team" ~3 times throughout the 6-month initiative)

Professional Development: MDRC

What are the workshop sessions like?

- The workshops are designed to be **interactive** and focused on empowering participating college teams to **put research into practice** in ways that make sense for their context. It is **not a one-size-fits-all approach**.
- The workshops will include 2- and 4-year college teams from **Texas, Hawaii, Montana, Minnesota, Louisiana, and Massachusetts**.
- Participating colleges will have **access to optional individualized coaching sessions** with the research team to talk in more detail about how these concepts can be applied to their unique circumstances.

Professional Development: MDRC

Questions?

Please email Elena Serna-Wallender, Project Manager, at
Elena.Serna-Wallender@mdrc.org.