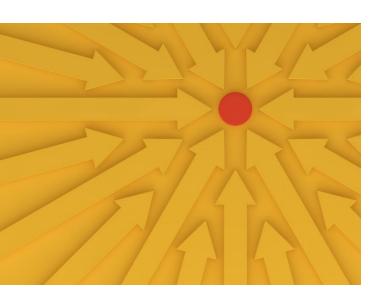
**Strategic Plan for Racial Equity Target-Setting** Office of Research and Planning

Board of Higher Education Executive Committee Meeting June 12, 2023



IASSACHUSETTS Department of Higher Education

# Strategic Plan for Racial Equity June 2023 BHE Vote: Metric Targets



- Commissioner directed by the BHE to recommend systemwide or segment-specific goals and targets to the BHE, in partnership with the institutions of public higher education, by June 2023. Targets for six of the nine metrics have been completed in partnership with the public higher education institutions.
  - Completing the Plan: This is the next step in filling in the blanks. By setting targets to achieve by 2033, the BHE provides a system for benchmarking progress going forward. Furthermore, setting ambitious targets makes it clear that higher performance and the elimination of racial/equity gaps are essential outcomes of the Plan.
  - Acceptance: The proposed targets were developed in collaboration with representatives from every public higher education institution, and the final targets were reviewed by Presidents.
  - Common Language of Accountability: Adoption of the targets elevates the goals and metrics embedded in the Plan. In addition to measuring progress on the Plan, the measures of short-term and long-term student success will inform and enhance existing and new accountability and evaluation efforts.

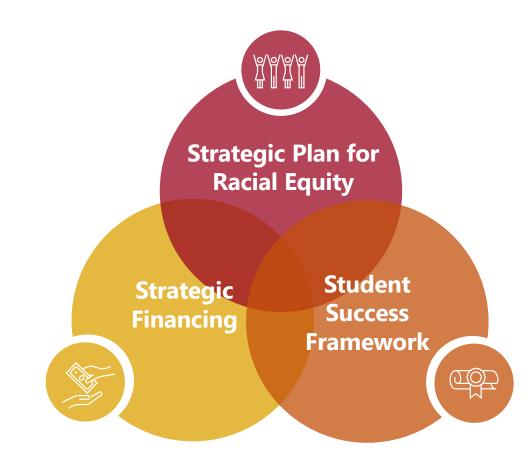
### Strategic Plan for Racial Equity Overview of the Plan

**Overarching Goal:** The elimination of racial disparities in the Massachusetts public higher education system

- Detailed Metrics include system and/or segment-level targets to be reached or surpassed by 2033
- Strategies work together to achieve the goals
  - Each strategy includes 2-3 priorities and associated actions, owners, timelines, and milestones for tracking progress



### **Overlap with the Framework and Strategic Finance**



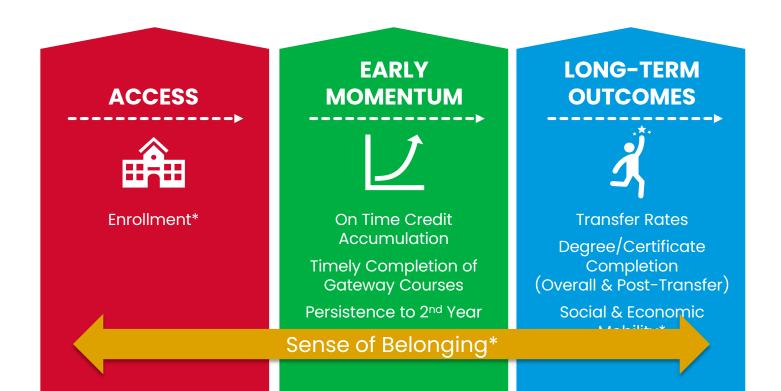
### Three major plans received by the BHE can help achieve the goals:

- Strategic Plan for Racial Equity
- Framework for Strategic Public Higher Education Financing
- Strategic Framework for Support Services for Student Success

# **Goals, Metrics & Strategies**

# **Overarching Goal:** The **elimination of racial disparities** in the Massachusetts public higher education system

To reach the Goal, we must improve these **key metrics** for Students of Color:



\* Three metrics are still in the target-setting process. The June 2023 vote will not include targets for them but will charge DHE to complete target-setting by Fall 2024. See slides 21–24 for more information on these metrics.

# Strategic Plan for Racial Equity Defining Metrics

	Metric Definition	Cohort
On-Time Credit Accumulation	% of students completing their target number of credits in their first year (24 or more for full-time students; 12 or more for part-time students)	All new first-time, degree-seeking students
Timely Completion of Gateway Courses	% of students completing college-level Math and English in their first year (full-time students) or within their first 24 credits (part-time students)	All new first-time, degree-seeking students
Persistence	% of students still enrolled <u>anywhere</u> in their second fall term	All new first-time and new transfer degree-seeking students
Transfer Rates	% of students at Community Colleges transferring to <u>any</u> four- year institution within four years	All new first-time and new transfer degree-seeking students
Degree Completion After Transfer	% of students who graduate from a State University or UMass within four years after transferring from a MA Community College	All new, transfer students at State Universities and UMass who transferred from a MA Community College
Degree/Certificate Completion	% of students completing a degree or certificate <u>anywhere</u> within six years	All new first-time and new transfer degree-seeking students

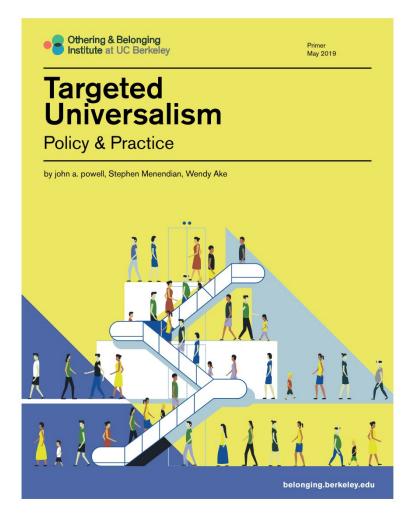
Note: See Slides 21–24 for information about three other metrics that are still in the target-setting process.

# **Applying Targeted Universalism**

 Targeted Universalism—introduced by Berkeley professor john a. powell of the Othering and Belonging Institute—sets **universal goals** for the general population that are accomplished through **targeted approaches** based on the needs of different groups

• We:

- Are not setting a target to increase each subgroup's outcome rate by X percentage points
- Are not setting a target equal to the highest subgroup rate
- Are setting the same aspirational target for all subgroups



# **Setting Targets**

### **Process for setting targets for metrics**

Completed in consultation with the DHE Data Council at both the system and segment levels

- Where are we now? Data for the most current cohorts available (data available in 2022) served as a baseline for the Plan.
- Where will we be in 2033 if we stick with the status quo? At least 10 years of historical data informed the 'best fit' forecasting method. Both Moving Average and Exponential smoothing models were used to project where each metric will be in 2033, at both the segment and system levels. <u>These projections were largely flat.</u>

#### **On-Time Credit** Timely Completion of Persistence Accumulation **Gateway Courses** 80% Baseline 2033 76% 75% 60% 40% 2033 Baseline 2033 43% Baseline 38% 35% 35% 20% Transfer **Completion After Transfer** Degree/Certificate Completion 80% 60% Baseline 2033 Baseline 2033 60% 59% 56% 55% 40% 2033 Baseline 22% 22%

#### **System-Level Illustration**

# **Setting Targets**

### **Process for setting targets for metrics**

Completed in consultation with the DHE Data Council at both the system and segment levels

Where will we be in 2033 if we stick with the status quo? With the exception of On-Time Credit Accumulation, even the upper limits of the projections indicate that the status quo will lead to little improvement in these metrics.



#### **System-Level Illustration**

# **Setting Targets**

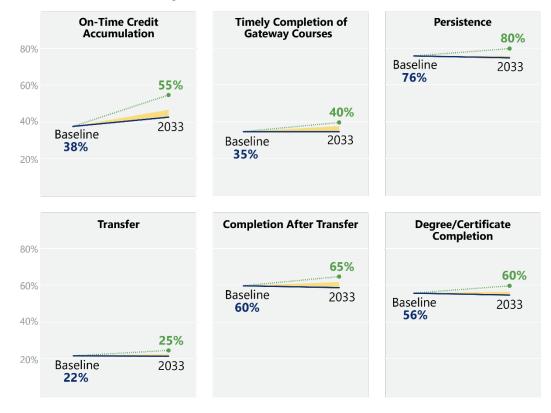
### **Process for setting targets for metrics**

Completed in consultation with the DHE Data Council at both the system and segment levels

### What should our target be to ensure continued student success, meet the Overarching Goal of the Plan?

Using the projections, upper limit/error of those projections, and research on the interdependency of these metrics, DHE and Data Council members proposed **aspirational targets** for each metric. Note that research demonstrates that on-time credit accumulation is an especially impactful metric in determining long-term success.

#### **System-Level Illustration**



# Strategic Plan for Racial Equity Proposed Targets

# The targets proposed are to be met or exceeded by 2033:

**Differing targets are proposed for each segment;** meeting the targets at the segment level will ensure that system-level targets are met

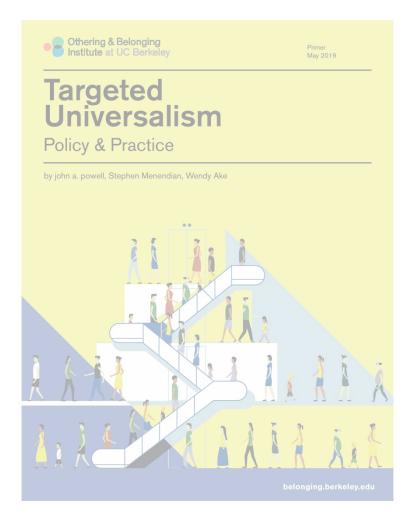
		Syste	em	Comm Colle		State Un	iversities	UMass Ca	ampuses
		Baseline	Target	Baseline	Target	Baseline	Target	Baseline	Target
tu	On-Time Credit Accumulation	44%	55%	30%	40%	67%	80%	N/A	N/A
Early Momentum	Timely Completion of Gateway Courses	35%	40%	25%	30%	57%	65%	N/A	N/A
Σ	Persistence	76%	80%	59%	65%	83%	90%	88%	95%
с s	Transfer Rates	22%	25%	22%	25%	N/A	N/A	N/A	N/A
Long-Term Outcomes	Completion After Transfer	60%	65%	N/A	N/A	60%	65%	59%	65%
Lon Ou	Degree/Certificate Completion	56%	60%	35%	40%	72%	80%	78%	85%

# Strategic Plan for Racial Equity Applying Targeted Universalism

 Targeted Universalism—introduced by Berkeley professor john a. powell of the Othering and Belonging Institute—sets **universal goals** for the general population that are accomplished through **targeted approaches** based on the needs of different groups

### • We:

- Are not setting a target to increase each subgroup's outcome rate by X percentage points
- Are not setting a target equal to the highest subgroup rate
- Are setting the same aspirational target for all subgroups



### **Distance Between Baseline & Proposed Targets**

Though some targets may not seem ambitious, the Overarching Goal of the Plan is that **all groups of students will meet or exceed the targets for each metric** 

### The proposed targets:

- Illustrate that disparate efforts are needed to equitably support different groups of students
- Help organize our efforts, resource allocation to address structural barriers and improve outcomes

#### How to read the charts in this section:



#### What is our baseline for the subgroup?

The square marks are labeled with the most recent outcome for the population on each metric



#### What is our universal target?

The green circles are labeled with the targets and sit on the center/zero line of the x-axis

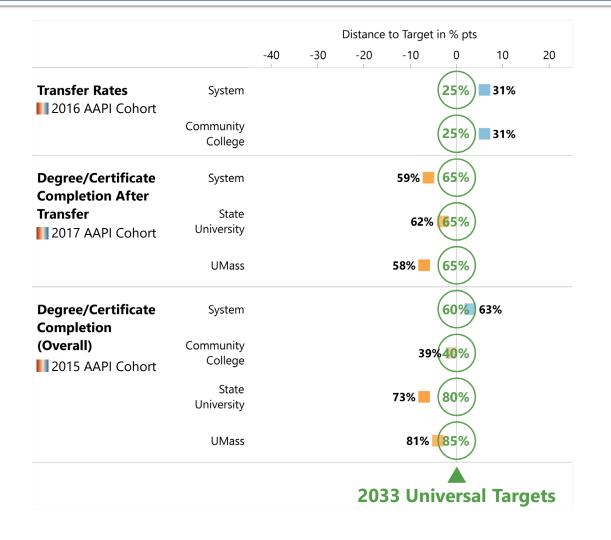


#### How far do we have to go?

The square marks are placed on the x-axis according to their distance from the target

# **AAPI Subgroup Baseline vs. Universal Targets**

				Distance t	o Target	t in % pts		
		-40	-30	-20	-10	0	10	20
On-Time Credit Accumulation	System			4	6% 📕	55%		
2020 AAPI Cohort	Community College				37%	40%		
Note: This metric has exceptionally aspirational targets	State University			69%	6	80%		
Timely Completion of Gateway Courses	System					40%	46%	
2019 AAPI Cohort	Community College					30%	39%	
	State University					65%	70%	
Persistence	System					80%	84%	
	Community College				64	%65%		
	State University				85%	90%		
	UMass				939	<b>%</b> 95%		
				203	3 I In	iversa	l Targ	otc



# **Black Subgroup Baseline vs. Universal Targets**

			Distance	to Target	in % pts		
		-40 -30		-10	0	10	20
On-Time Credit Accumulation	System	29%			55%		
2020 Black Cohort	Community College		22%		(40%)		
ote: This metric has cceptionally aspirational targets	State University	47%			80%		
Timely Completion of Gateway Courses	System		26%		40%		
2019 Black Cohort	Community College		20	0% 📕	30%		
	State University		48%		65%		
Persistence	System		7	71%	80%		
	Community College			59%	65%		
	State University		77%		90%		
	UMass		84	%	(95%)		

				Distance	to Targ	et in % pts		
		-40	-30	-20	-10	0	10	20
Transfer Rates 2016 Black Cohort	System				20%	25%		
	Community College				20%	25%		
Degree/Certificate Completion After	System			53%	6 📕	65%		
Transfer 2017 Black Cohort	State University			53%	6	65%		
	UMass			52%		65%		
Degree/Certificate Completion	System			44%		60%		
(Overall) 2015 Black Cohort	Community College			29	% 📕	40%		
	State University			66%		80%		
	UMass		6	5%		85%		
				203	3 Ur	▲ niversa	l Targ	yets

### Indigenous Subgroup Baseline vs. Universal Targets

			Distance	to Target	in % pts		
	-40	-30	-20	-10	0	10	20
On-Time Credit Syste Accumulation	em		41%*	•	55%		
2020 Indigenous Cohort Commun Colleg			23%*		(40%)		
<mark>e: This metric has perionally aspirational targets stars stars stars stars stars univers stars star </mark>					80%		
Timely CompletionSystemof Gateway Courses	em			36%*	40%		
2019 Indigenous Commun Cohort Colleg			2	22%*	30%		
Sta Univers					65%	73%	*
PersistenceSystem2020 Indigenous	em	58%	<b>5</b> *		80%		
Cohort Commun Colle		43%	<b>5</b> *		65%		
Sta Univers				86%*	90%		
UMa	iss				95%	100%*	



## Latinx Subgroup Baseline vs. Universal Targets

				Distance	to Target	in % pts		
		-40	-30	-20	-10	0	10	20
On-Time Credit Accumulation	System	2	29%			55%		
2020 Latinx Cohort	Community College			22%		(40%)		
ote: This metric has cceptionally aspirational targets	State University	47%	I			80%		
Timely Completion of Gateway Courses	System			26%		40%		
2019 Latinx Cohort	Community College			20	)% 📕	30%		
	State University			48%		65%		
Persistence 2020 Latinx Cohort	System			7	1%	80%		
	Community College				59%	65%		
	State University			77%	•	90%		
	UMass			84	%	(95%)		

				Distance	to Targ	et in % pts		
		-40	-30	-20	-10	0	10	20
Transfer Rates 2016 Latinx Cohort	System				20%	25%		
	Community College				20%	25%		
Degree/Certificate Completion After	System			53%	%	65%		
Transfer 2017 Latinx Cohort	State University			53%	%	65%		
	UMass			52%		65%		
Degree/Certificate Completion	System			44%		60%		
(Overall) 2015 Latinx Cohort	Community College			29	%	40%		
	State University			66%		80%		
	UMass		6	5%		85%		
				203	83 Ui	▲ niversa	l Targ	gets

### **Multiracial Subgroup Baseline vs. Universal Targets**

				Distance	to Target	in % pts		
		-40	-30	-20	-10	0	10	20
On-Time Credit Accumulation	System			40%	•	55%		
2020 Multiracial Cohort	Community College			28%	6 📕	(40%)		
Note: This metric has exceptionally aspirational targets	State University		6	0%		80%		
Timely Completion of Gateway Courses	System				35%	40%		
2019 Multiracial Cohort	Community College				24%	30%		
	State University				60%	65%		
Persistence	System				75%	80%		
Cohort	Community College				57%	65%		
	State University				85%	90%		
	UMass				88% 📒	95%		
				202	2 11-		Terre	
				205	5 UNI	versa	i iarg	jets

				Distance	to Target	in % pts		
		-40	-30	-20	-10	0	10	20
Transfer Rates	System				23%	<b>(25%</b> )		
Cohort	Community College				23%	<b>(25%</b> )		
Degree/Certificate Completion After	System			54	%	65%		
<b>Transfer</b> 2017 Multiracial Cohort	State University			5	56%	65%		
conort	UMass			52%		(65%)		
Degree/Certificate Completion	System				52%	60%		
(Overall) 2015 Multiracial	Community College			3	81%	40%		
Cohort	State University			64%		80%		
	UMass			74	%	85%		
				203	3 Uni	<b>iversa</b>	l Taro	aets

# White Subgroup Baseline vs. Universal Targets

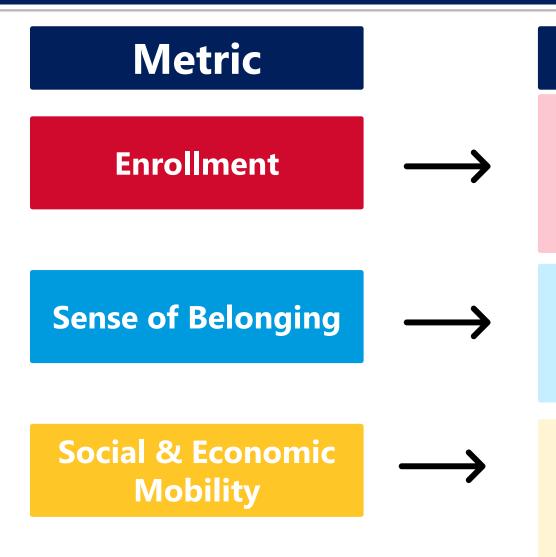
				Distance	to Target	in % pts		
		-40	-30	-20	-10	0	10	20
On-Time Credit Accumulation	System				53%	55%		
2020 White Cohort	Community College				37%	40%		
Note: This metric has exceptionally aspirational targets	State University				74%	80%		
Timely Completion of Gateway Courses	System					40%	46%	
2019 White Cohort	Community College					30%	34%	
	State University					65%		
Persistence	System				79%	80%		
	Community College				62%	65%		
	State University				86%	90%		
	UMass				90%	95%		
				203	3 Uni	▲ versa	l Targ	ets

				Distance	to Target	in % pts		
		-40	-30	-20	-10	0	10	20
Transfer Rates	System				249	25%		
	Community College				249	25%		
Degree/Certificate Completion After	System				63%	65%		
Transfer	State				62%	65%		
2017 White Cohort	University				02 /0			
	UMass				64%	65%		
Degree/Certificate Completion	System					60%	2%	
(Overall)	Community					(40%)		
2015 White Cohort	College					40 /0		
	State							
	University				75%	80%		
	UMass				83%	85%		
				203	33 Uni	versa	l Tarc	jets

# **Next Steps**

#### **Next Steps**

# **Defining Remaining Metrics**



### Considerations

- Track **participation rates** in MA public higher ed by race and ethnicity, in addition to **enrollment shares**
- Disaggregate enrollment by subgroups, such as adult learners and recent high school graduates, to better inform campuses on progress
- Campuses use a variety of survey instruments and definitions; surveys are administered on timelines that make sense for each institution
- Campuses need time to review and act upon survey results to enact meaningful change
- Increase Students of Color's social and economic mobility as measured against an accepted nation-wide measure of social and economic mobility –Strategic Plan for Racial Equity, 2022
- Potential definitions and methods gathered from Carnegie, Chetty, Third Way, and Dallas College
- Racial and ethnic considerations still in process

#### **Next Steps**

# **Engaging Metric Working Groups**

Enrollment	Sense of Belonging	Social & Economic Mobility
<ul> <li>Engaged UMDI for a new set of projections to inform target-setting, allow disaggregation, and calculate participation rates</li> <li>New projections, expected by July 2023, will be shared with Enrollment Working Group to review and begin drafting targets</li> </ul>	<ul> <li>Sense of Belonging Working Group has reviewed various definitions, survey questions and instruments</li> <li>Next step: create agreed-upon <b>belonging</b> questions for campuses just getting started to use with existing climate surveys (CCSSE, HEDS, etc.)</li> <li>Given variety of tools in use, develop system-level method to track sense of belonging measurement across system</li> </ul>	<ul> <li>Continue to meet with social and economic mobility experts to discuss different methodologies</li> <li>Plan to convene Working Group later this year after additional discussion</li> <li>Explore racial/ethnic dimensions of social and economic mobility</li> </ul>

### Next Steps FY24 Work



- Continue to convene Enrollment, Sense of Belonging, and Social and Economic Mobility Working Groups through FY24 to develop and finalize metrics and targets
- Seek BHE approval of additional metric and target definitions in Fall 2024
- Align PMRS and other accountability processes with system- and segment-level metrics and targets

## Discussion