Strategic Plan for Racial Equity Target-Setting

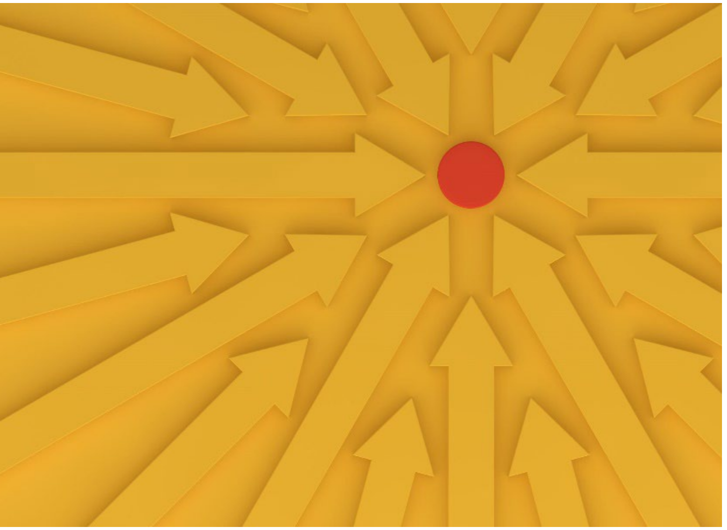
Office of Research and Planning

Board of Higher Education Executive Committee Meeting
June 12, 2023

MASSACHUSETTS
Department of
Higher Education

Strategic Plan for Racial Equity

June 2023 BHE Vote: Metric Targets



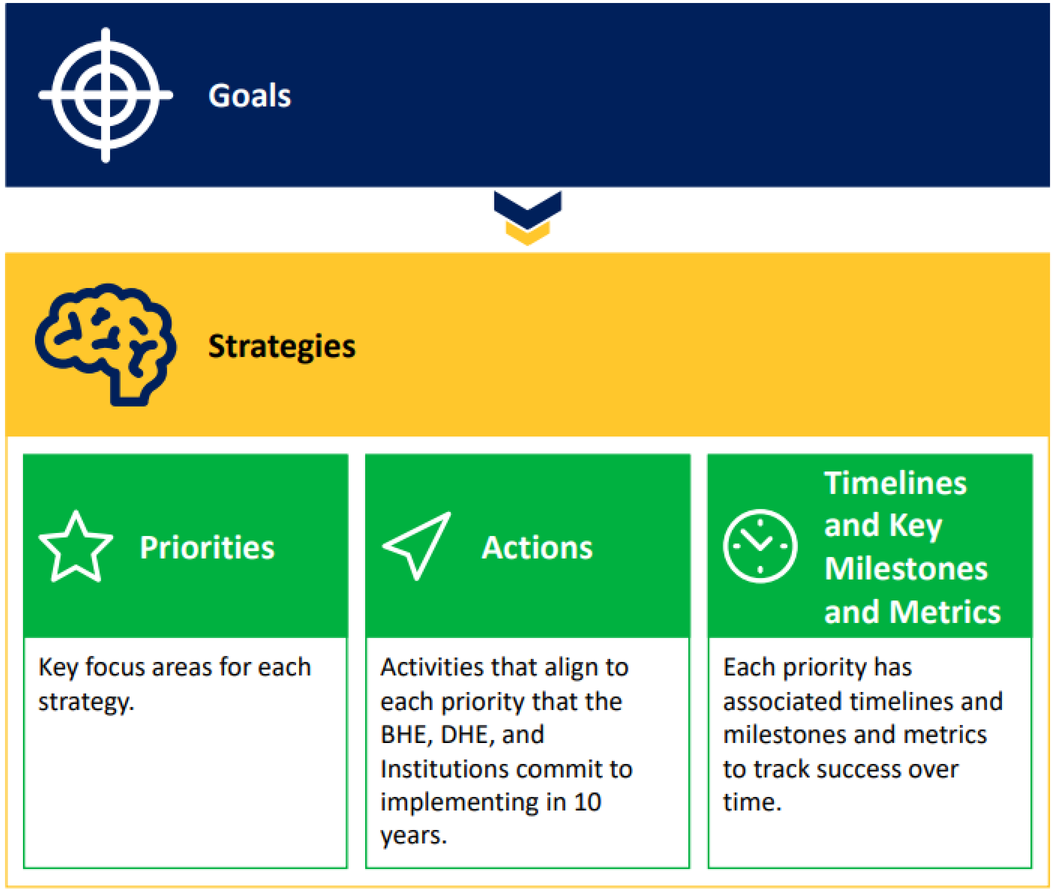
- Commissioner directed by the BHE to **recommend systemwide or segment-specific goals and targets** to the BHE, in partnership with the institutions of public higher education, **by June 2023**. Targets for six of the nine metrics have been completed in partnership with the public higher education institutions.
  - ✓ **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



Goals

Strategies

Priorities

Key focus areas for each strategy.

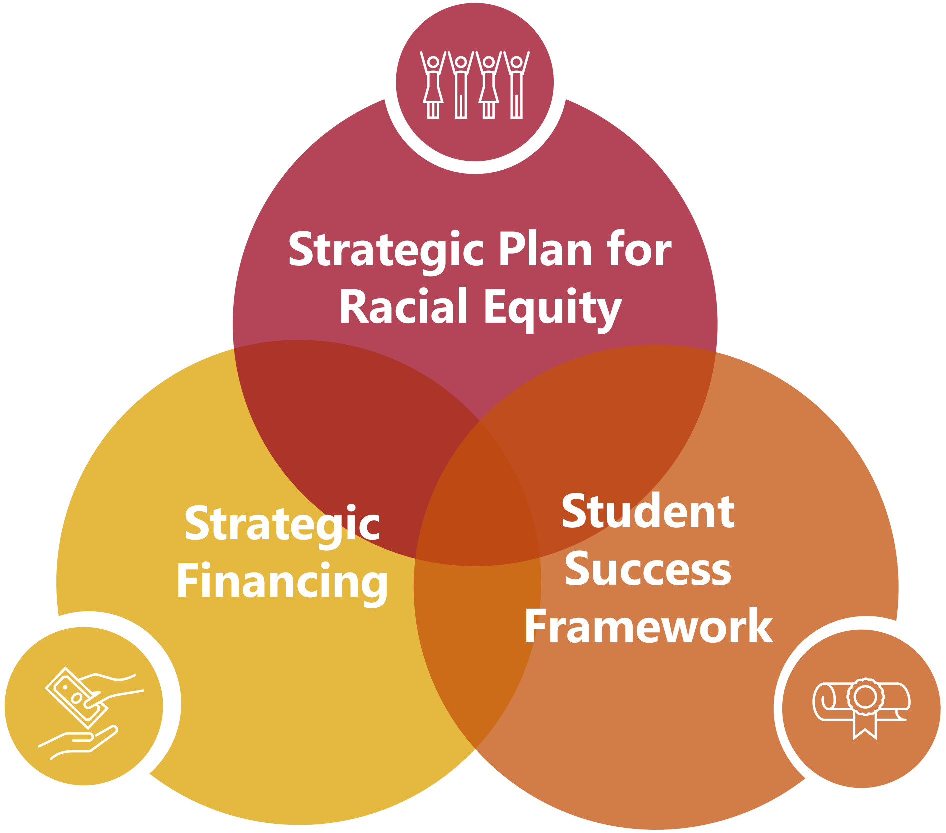
Actions

Activities that align to each priority that the BHE, DHE, and Institutions commit to implementing in 10 years.

Timelines and Key Milestones and Metrics

Each priority has associated timelines and milestones and metrics to track success over time.

Overlap with the Framework and Strategic Finance


Strategic Plan for Racial Equity
Strategic Financing
Student Success Framework

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

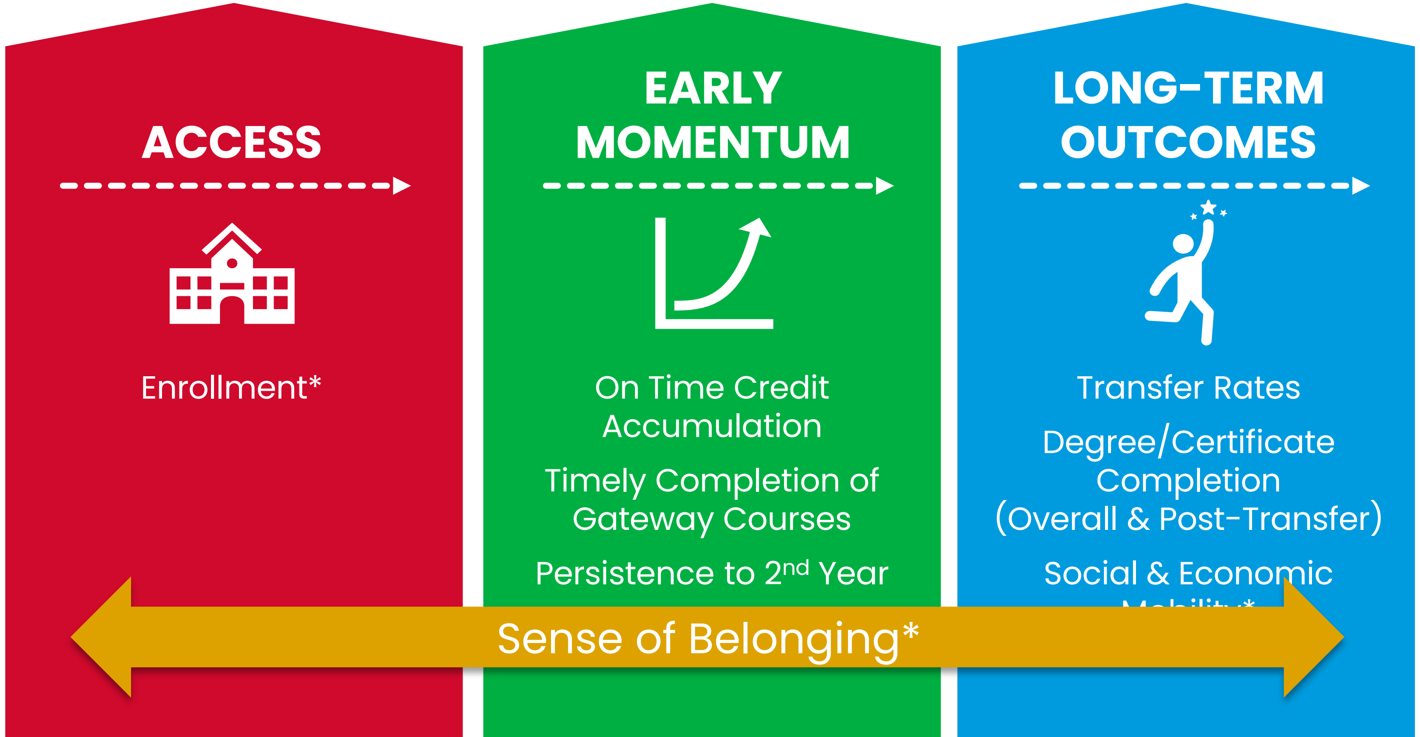
- Strategic Plan for Racial Equity
- Framework for Strategic Public Higher Education Financing
- Strategic Framework for Support Services for Student Success

Strategic Plan for Racial Equity

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:



ACCESS

Enrollment*

EARLY MOMENTUM

On Time Credit Accumulation

Timely Completion of Gateway Courses

Persistence to 2nd Year

LONG-TERM OUTCOMES

Transfer Rates

Degree/Certificate Completion (Overall & Post-Transfer)

Social & Economic Mobility*

Sense of Belonging*

** 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

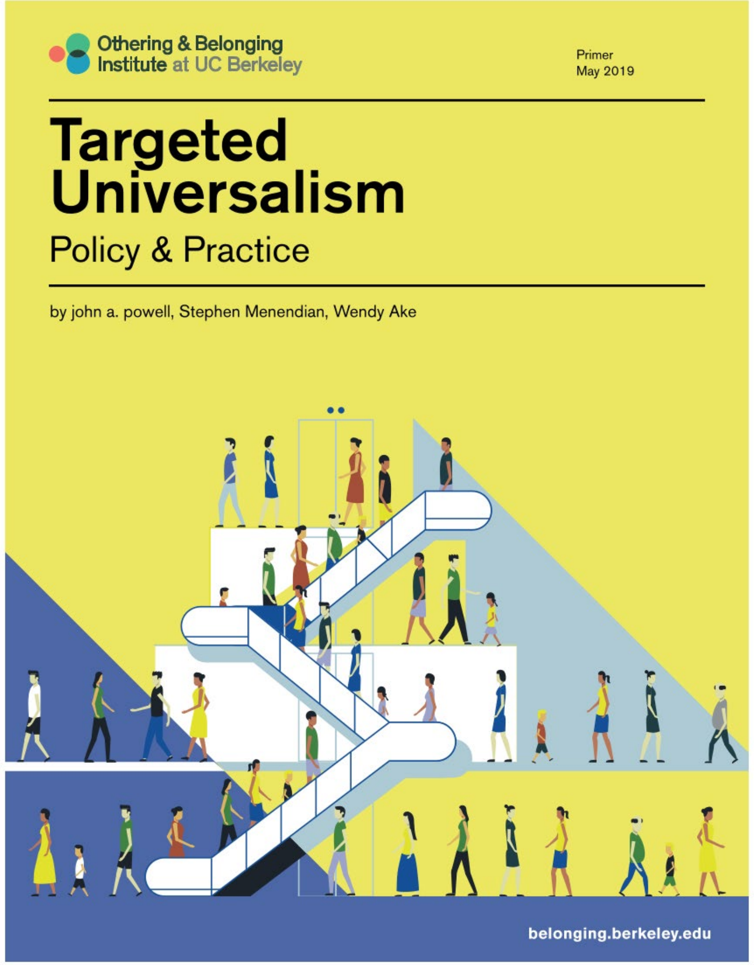
Defining Metrics

	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 anywhere in their second fall term	All new first-time and new transfer degree-seeking students
Transfer Rates	% of students at Community Colleges transferring to any 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 anywhere 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**



Othering & Belonging Institute at UC Berkeley

Primer
May 2019

Targeted Universalism

Policy & Practice

by john a. powell, Stephen Menendian, Wendy Ake

belonging.berkeley.edu

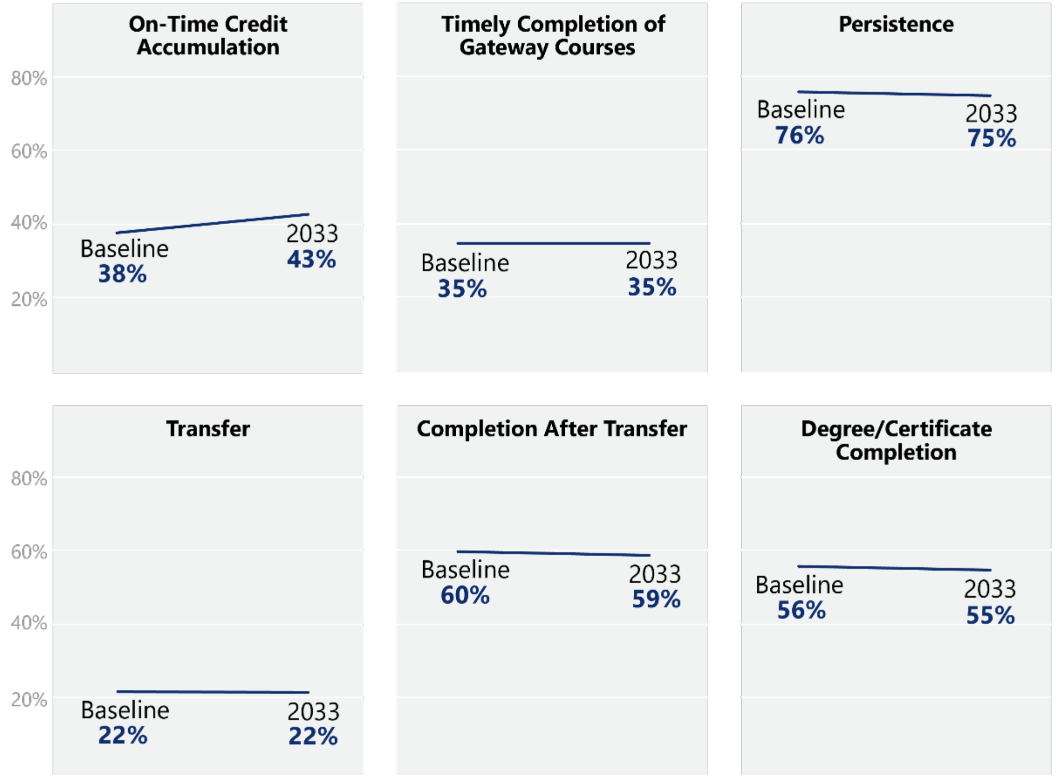
Setting Targets

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. These **projections** were largely flat.

System-Level Illustration



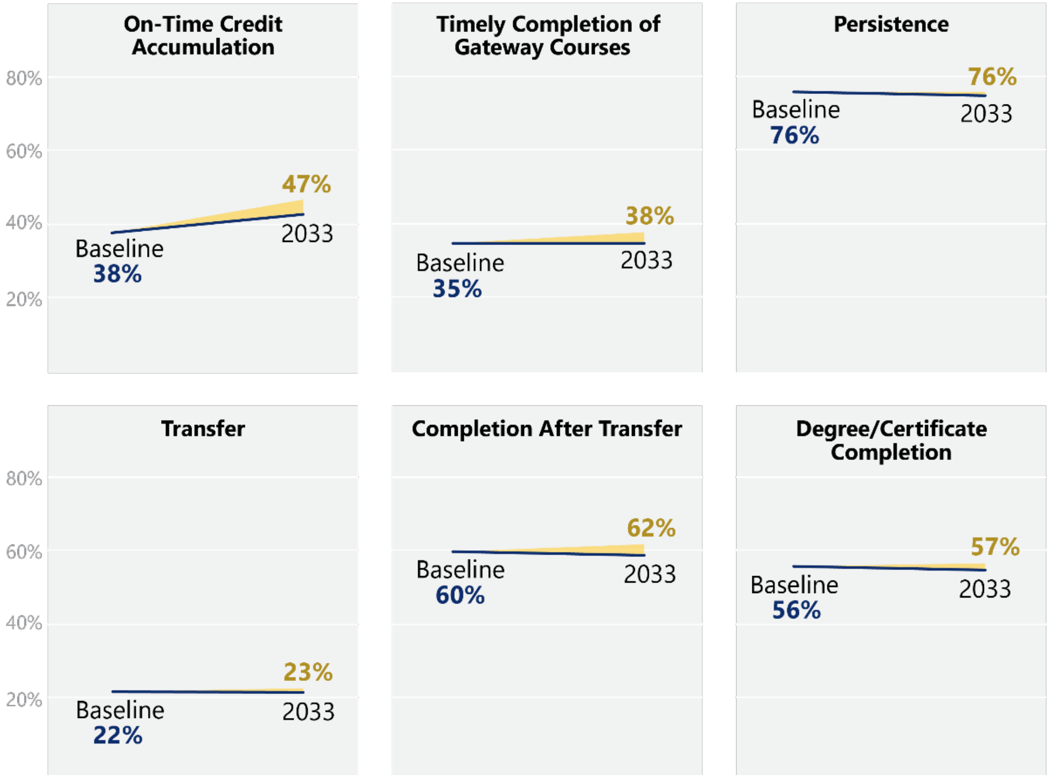
Setting Targets

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

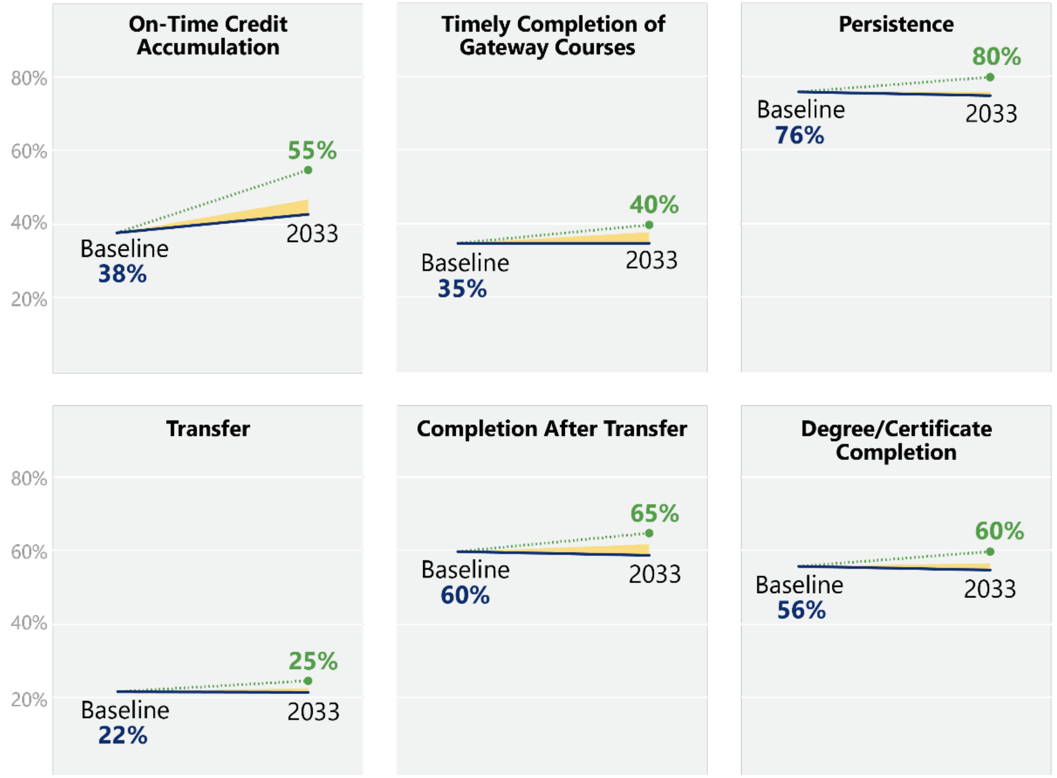
Process for setting targets for metrics

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

		System		Community Colleges		State Universities		UMass Campuses	
		Baseline	Target	Baseline	Target	Baseline	Target	Baseline	Target
Early Momentum	On-Time Credit Accumulation	44%	55%	30%	40%	67%	80%	N/A	N/A
	Timely Completion of Gateway Courses	35%	40%	25%	30%	57%	65%	N/A	N/A
	Persistence	76%	80%	59%	65%	83%	90%	88%	95%
Long-Term Outcomes	Transfer Rates	22%	25%	22%	25%	N/A	N/A	N/A	N/A
	Completion After Transfer	60%	65%	N/A	N/A	60%	65%	59%	65%
	Degree/Certificate Completion	56%	60%	35%	40%	72%	80%	78%	85%

Disaggregating by Racial/Ethnic Subgroup

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:
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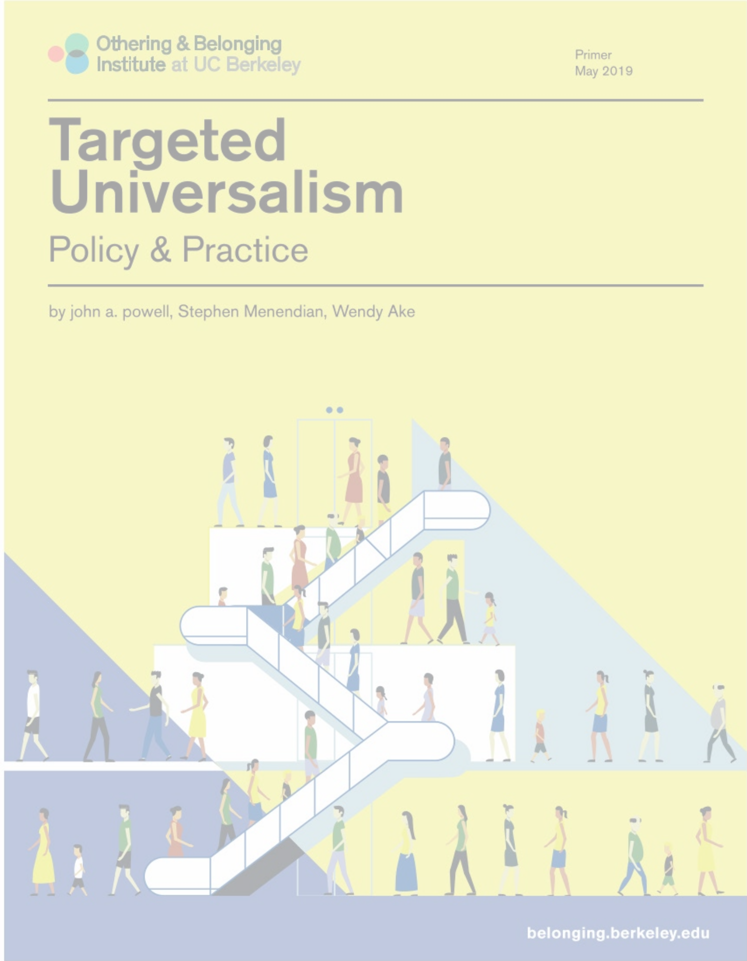

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Disaggregating by Racial/Ethnic Subgroup

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

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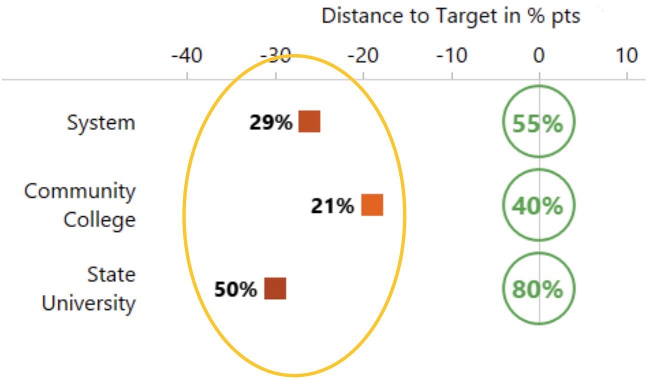
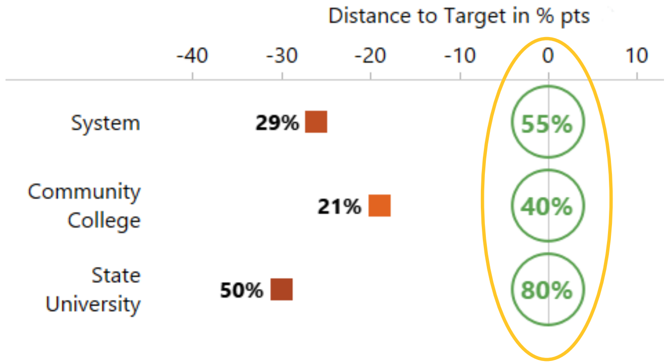
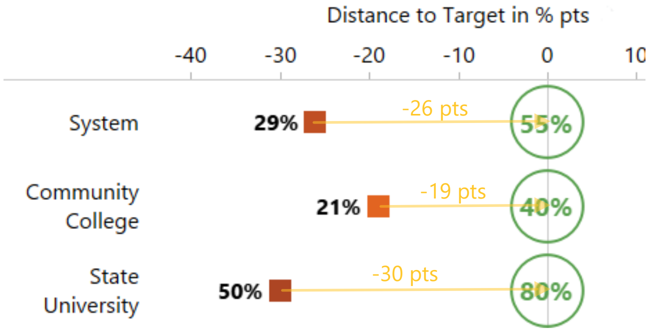
How to read the charts in this section:



What is our baseline for the subgroup?
The square marks are labeled with the most recent outcome for the population on each metric



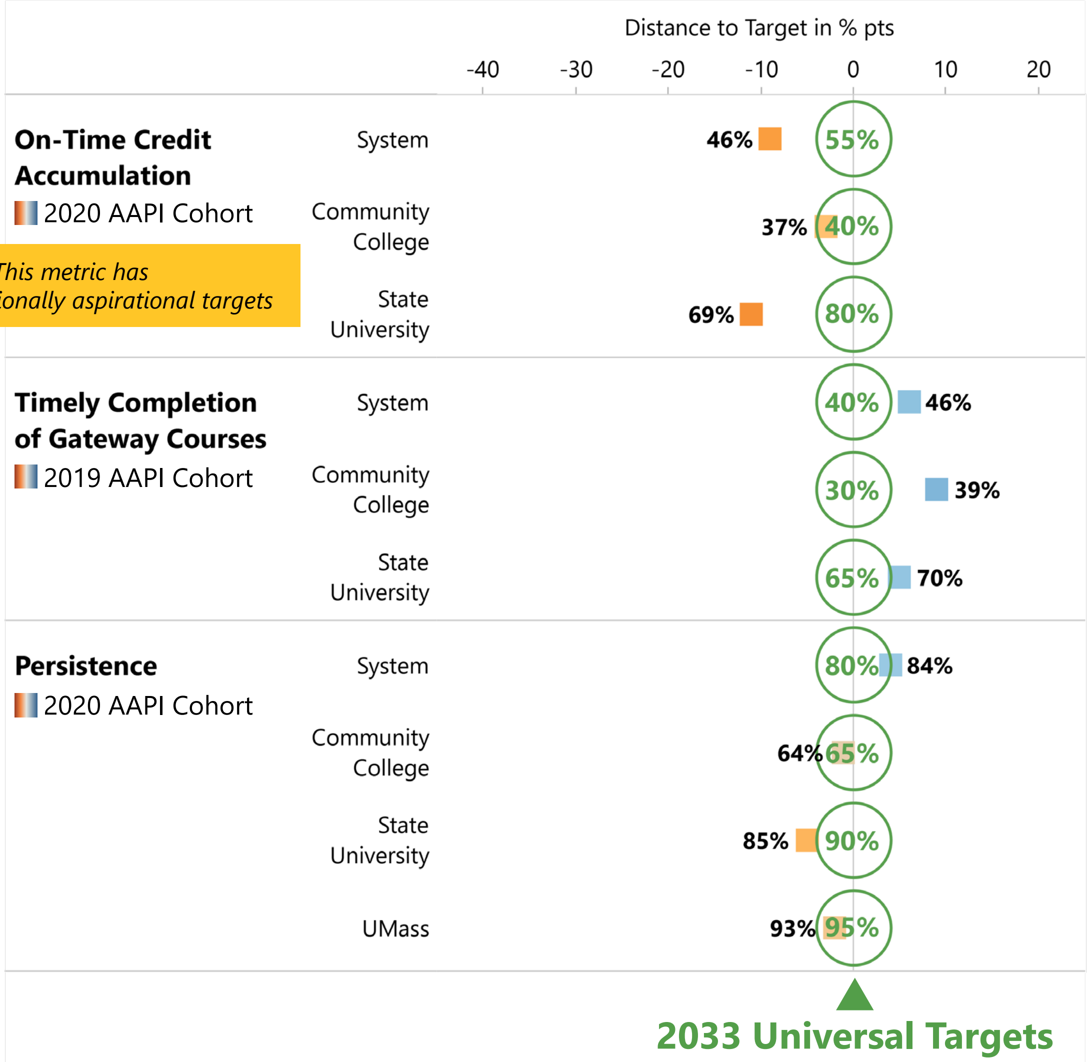
What is our universal target?
The green circles are labeled with the targets and sit on the center/zero line of the x-axis



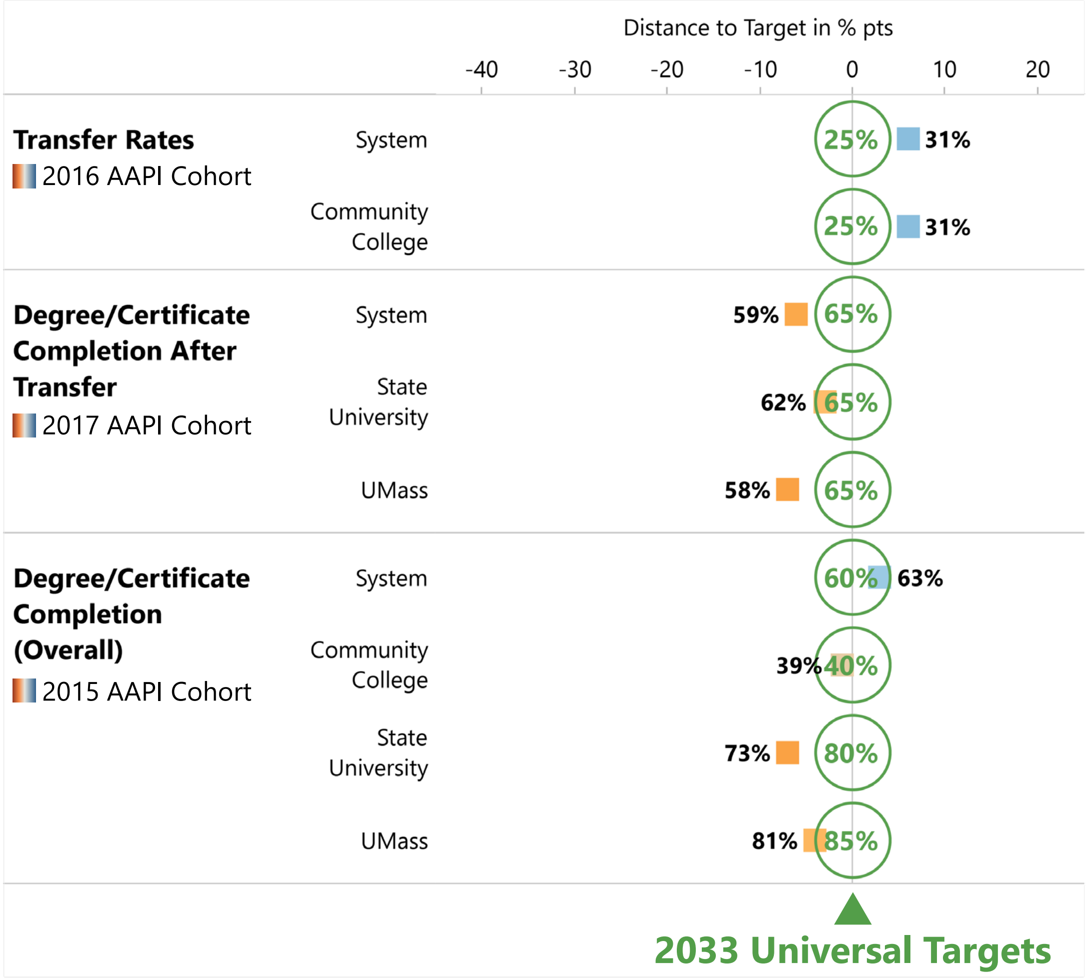
How far do we have to go?
The square marks are placed on the x-axis according to their distance from the target

Disaggregating by Racial/Ethnic Subgroup

AAPI Subgroup Baseline vs. Universal Targets

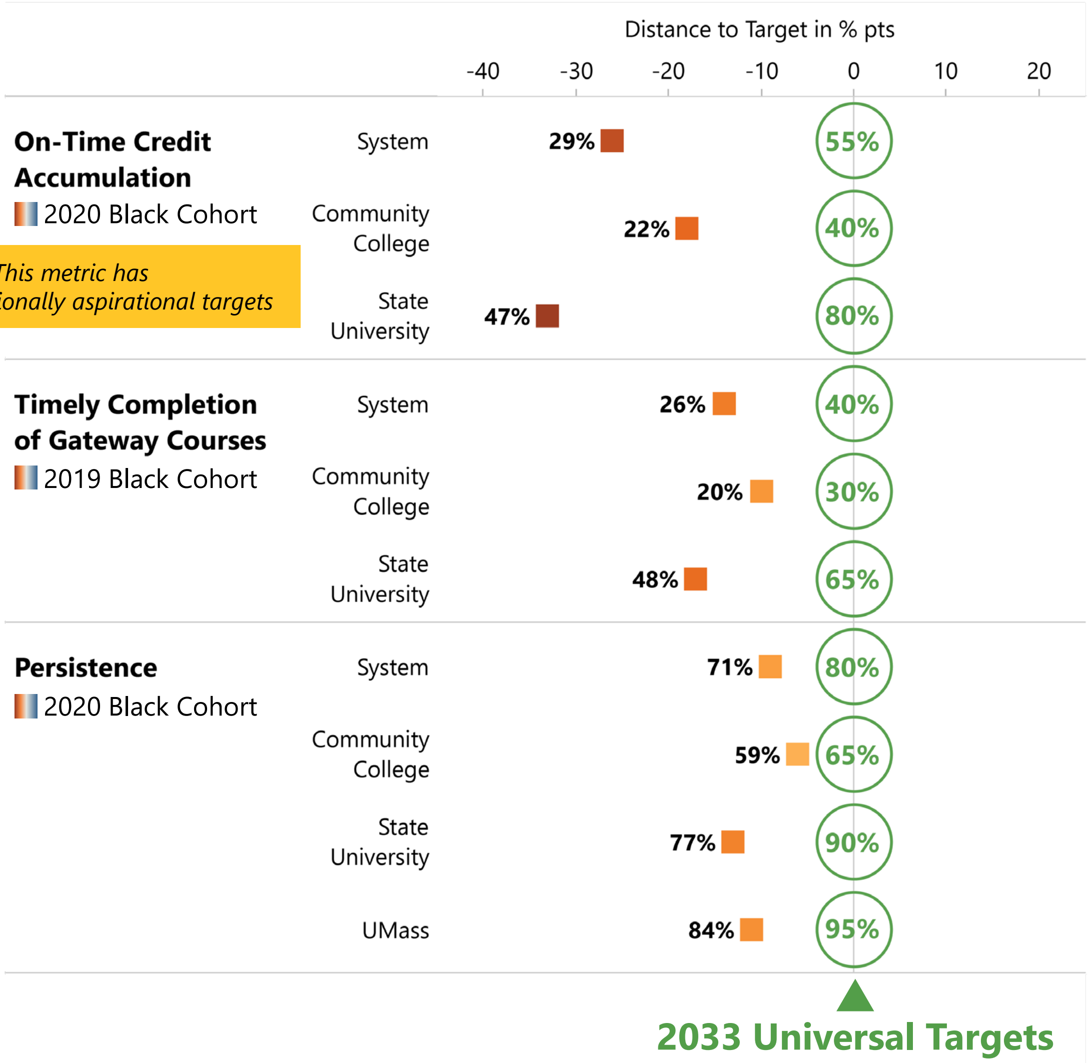


Note: This metric has exceptionally aspirational targets



Disaggregating by Racial/Ethnic Subgroup

Black Subgroup Baseline vs. Universal Targets



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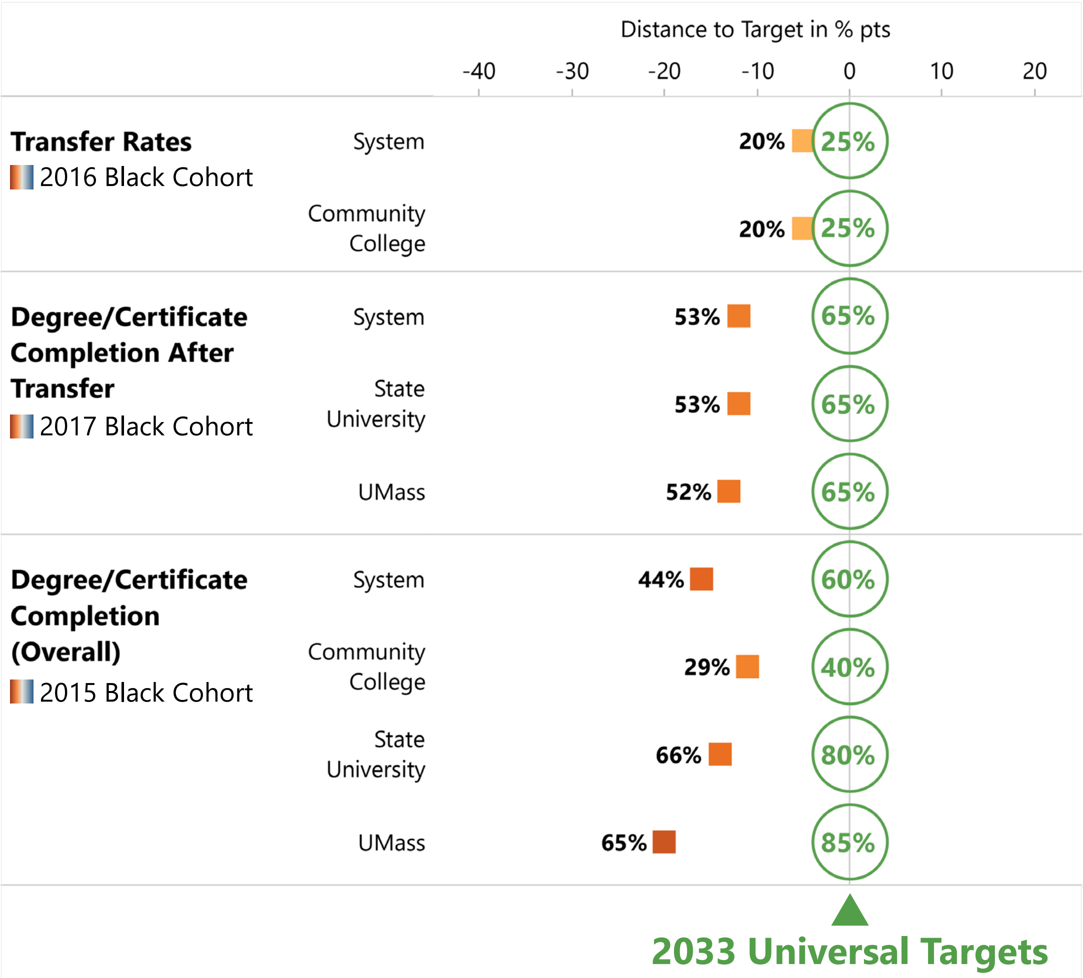
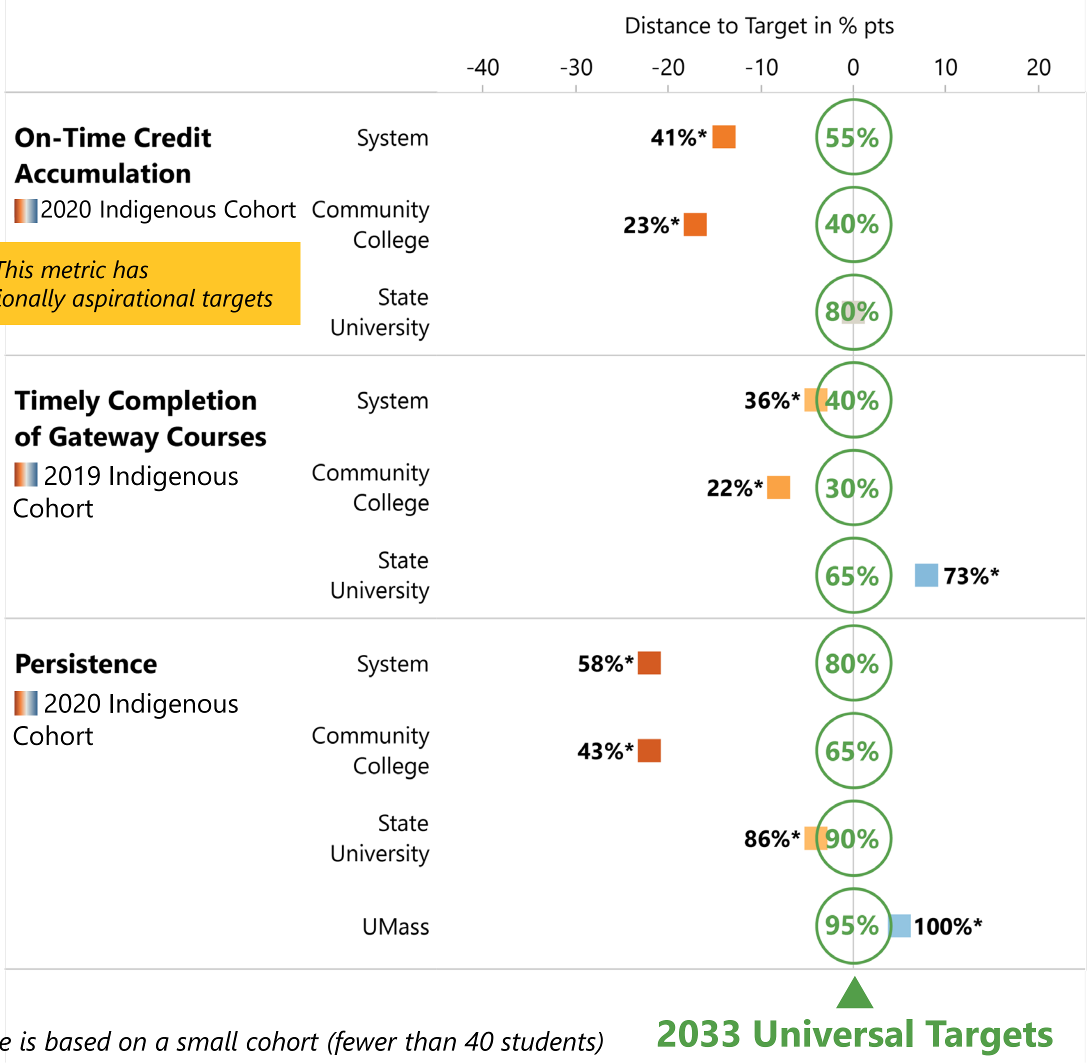
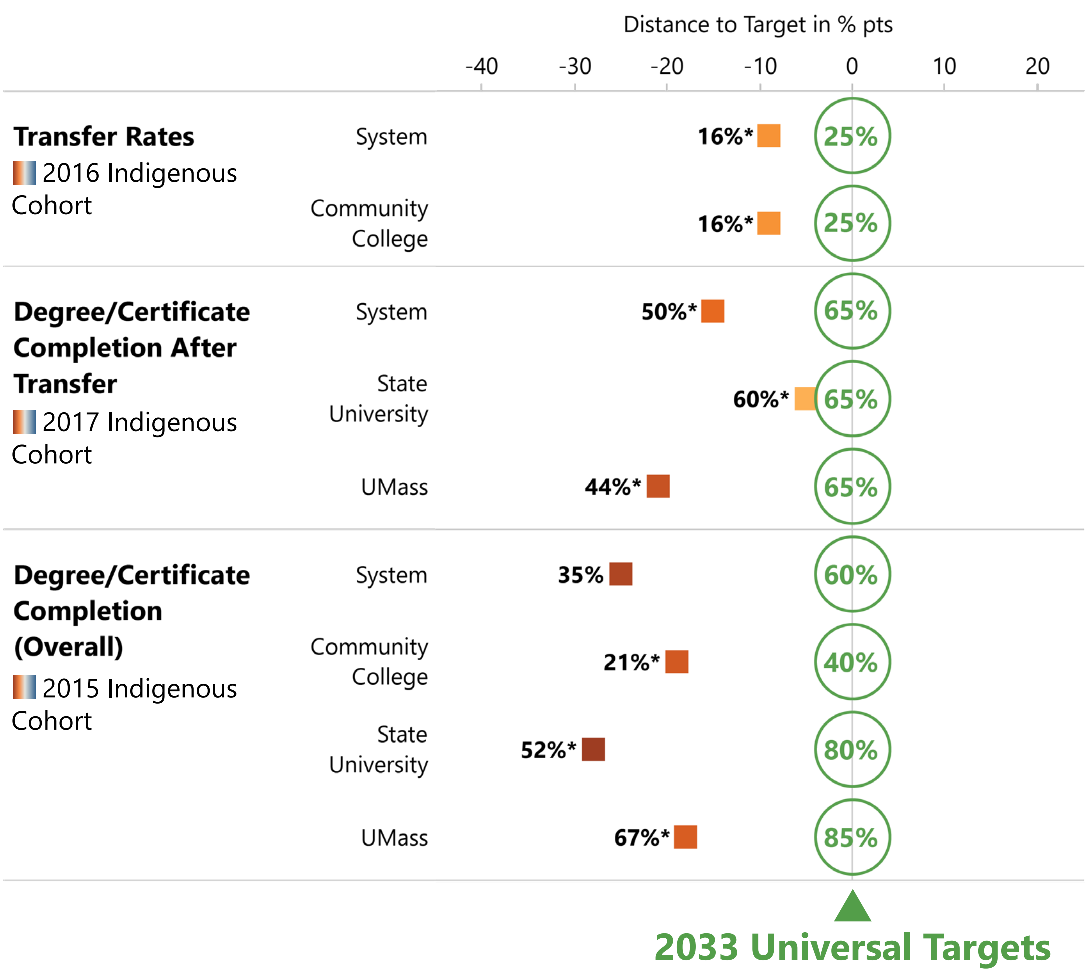


Disaggregating by Racial/Ethnic Subgroup

Indigenous Subgroup Baseline vs. Universal Targets



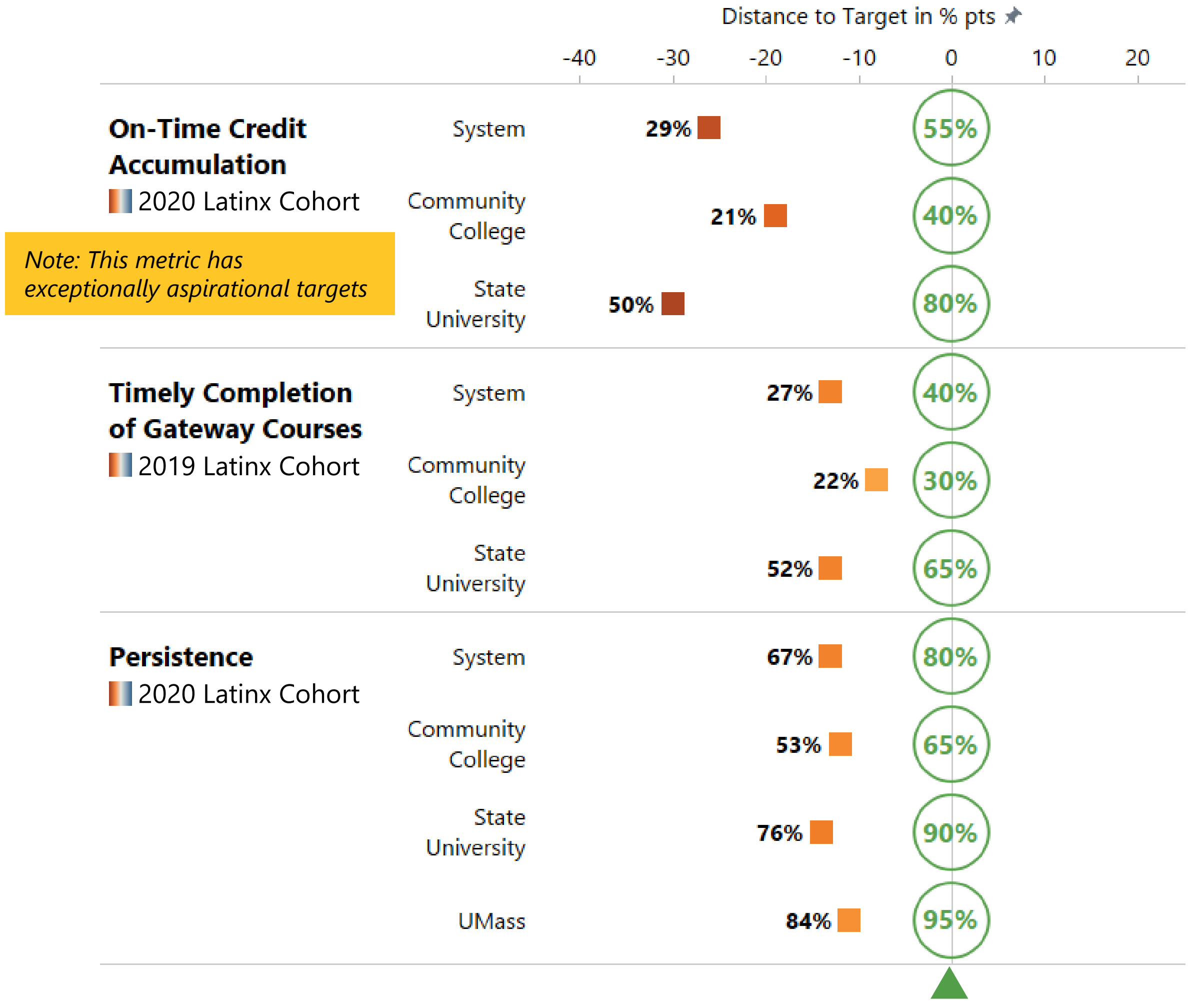
Note: This metric has exceptionally aspirational targets



** Rate is based on a small cohort (fewer than 40 students)*

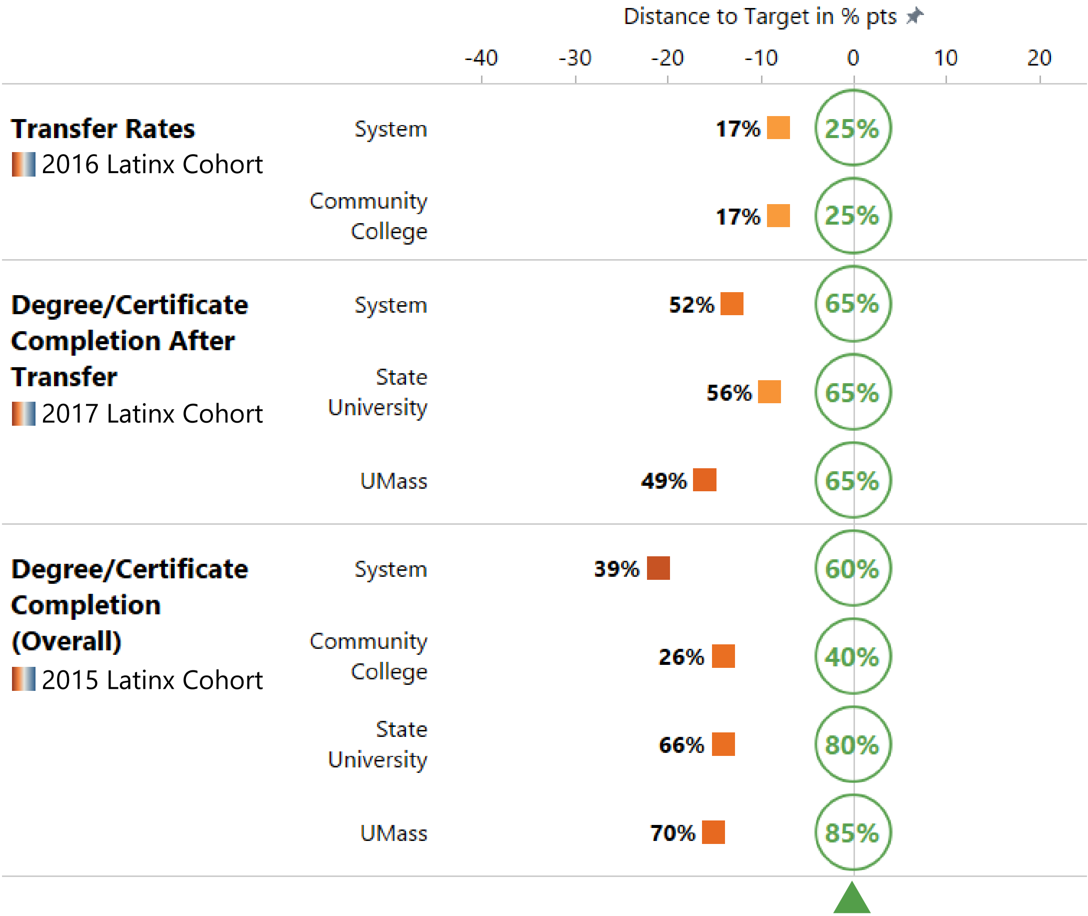
Disaggregating by Racial/Ethnic Subgroup

Latinx Subgroup Baseline vs. Universal Targets



Note: This metric has exceptionally aspirational targets

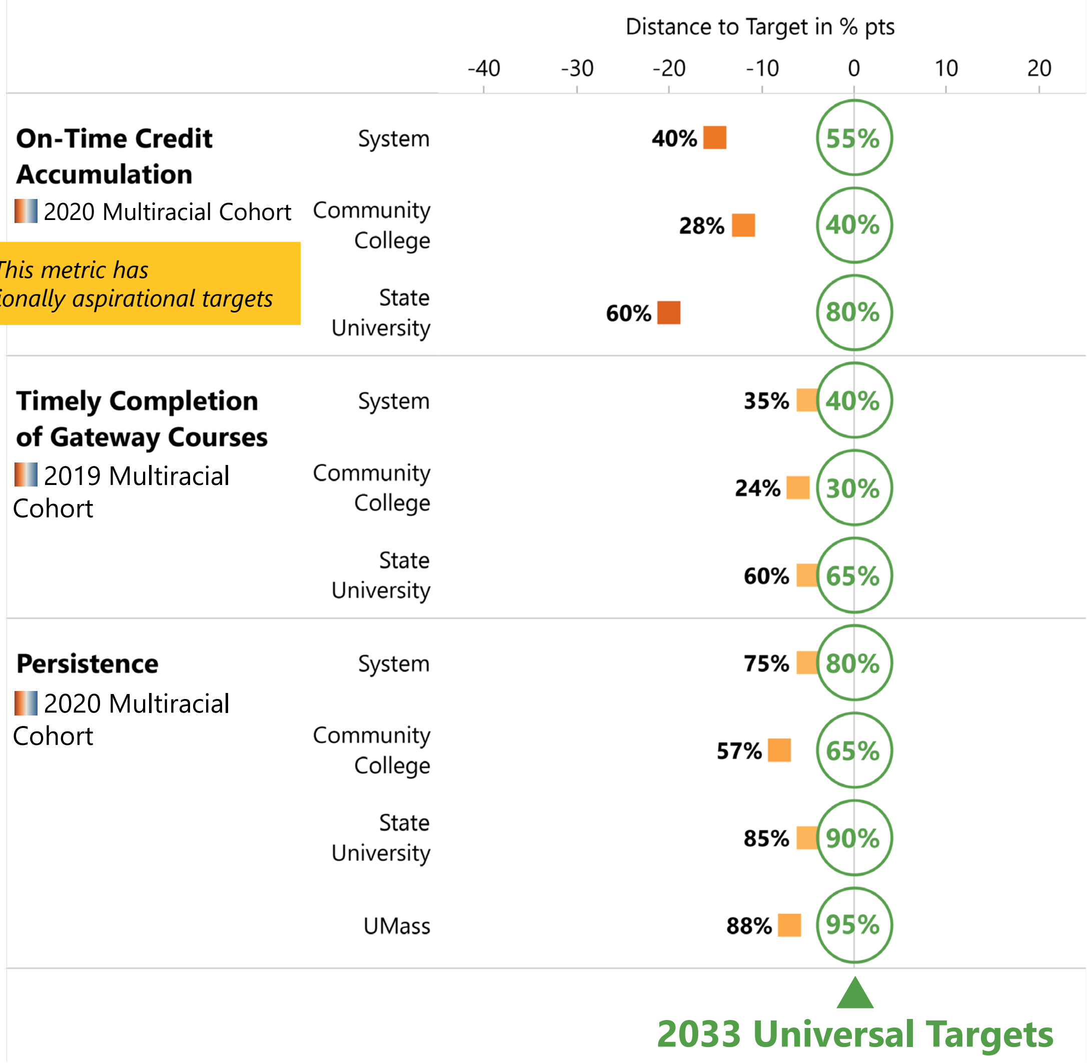
2033 Universal Targets



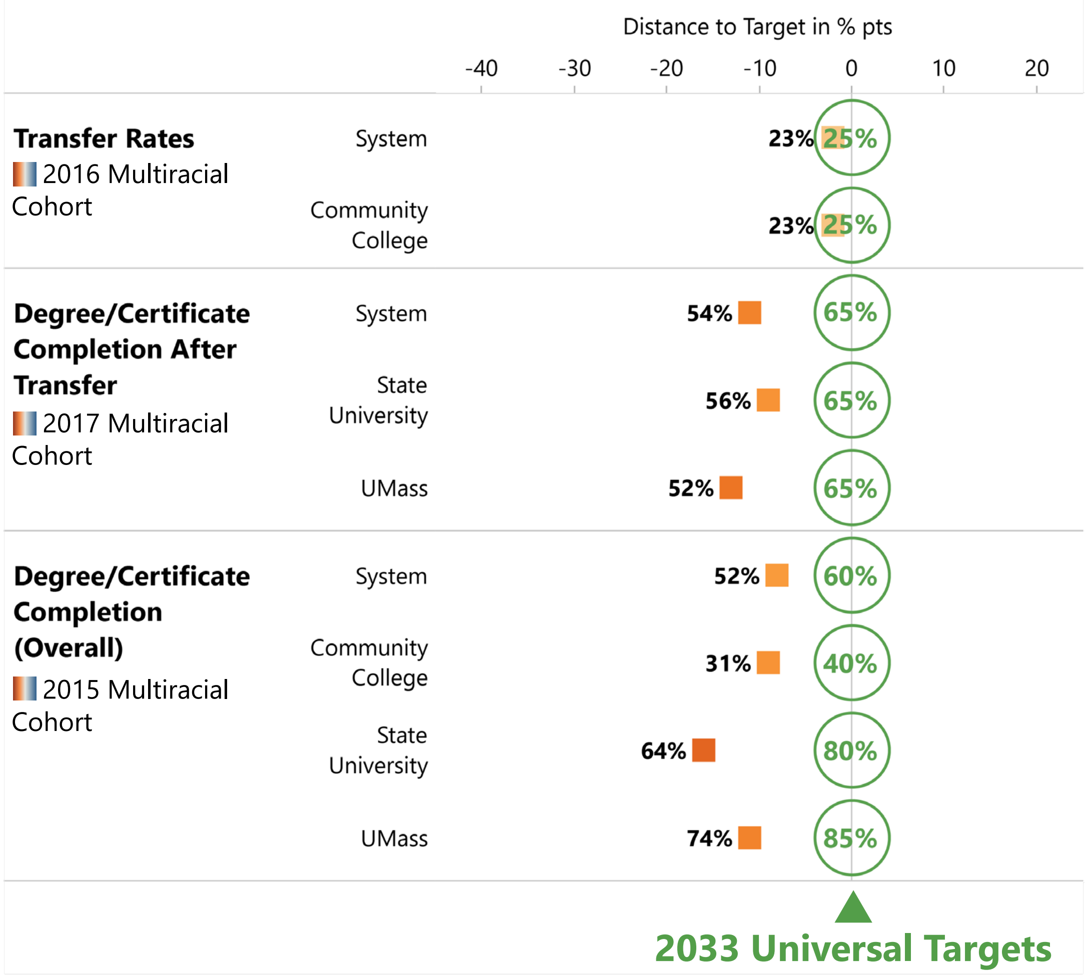
2033 Universal Targets

Disaggregating by Racial/Ethnic Subgroup

Multiracial Subgroup Baseline vs. Universal Targets

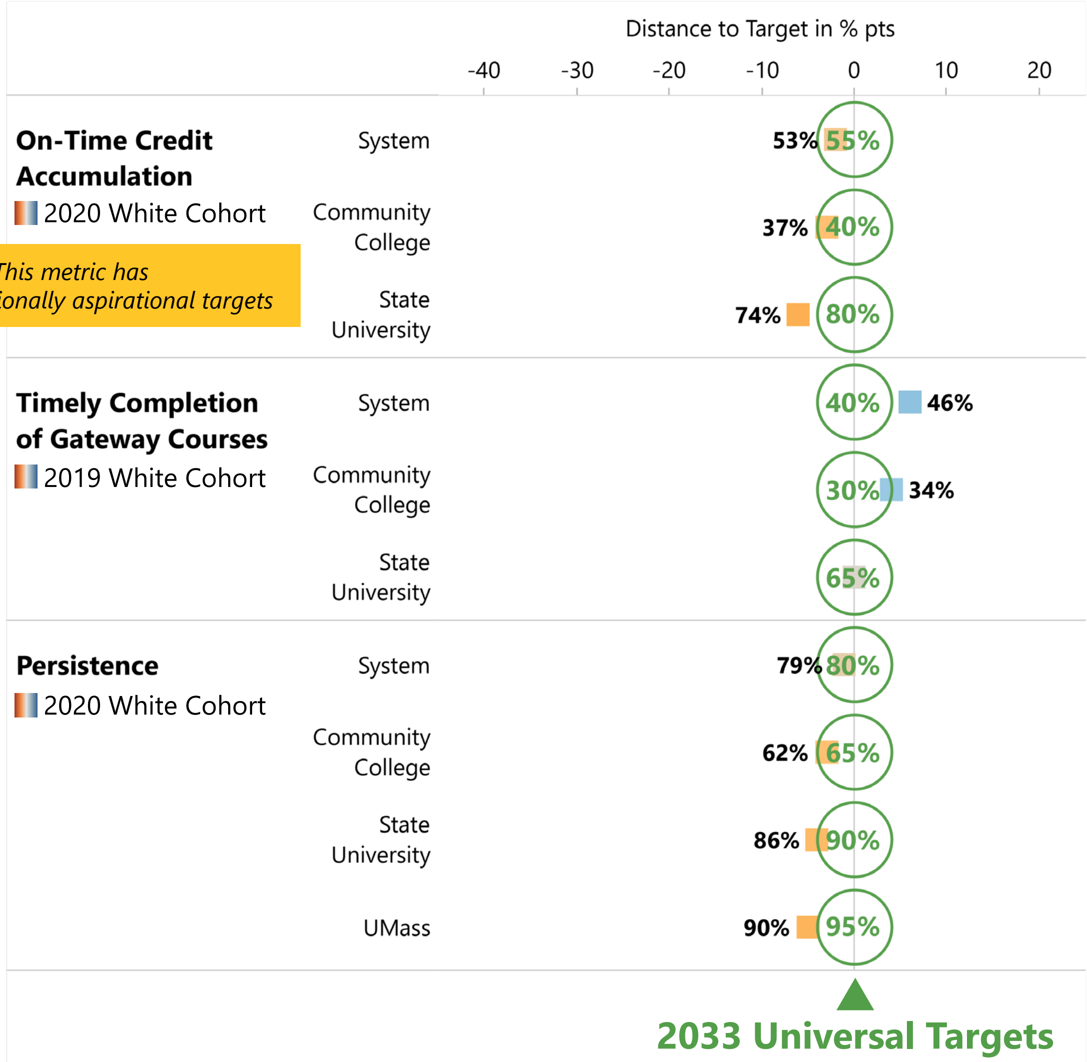


Note: This metric has exceptionally aspirational targets

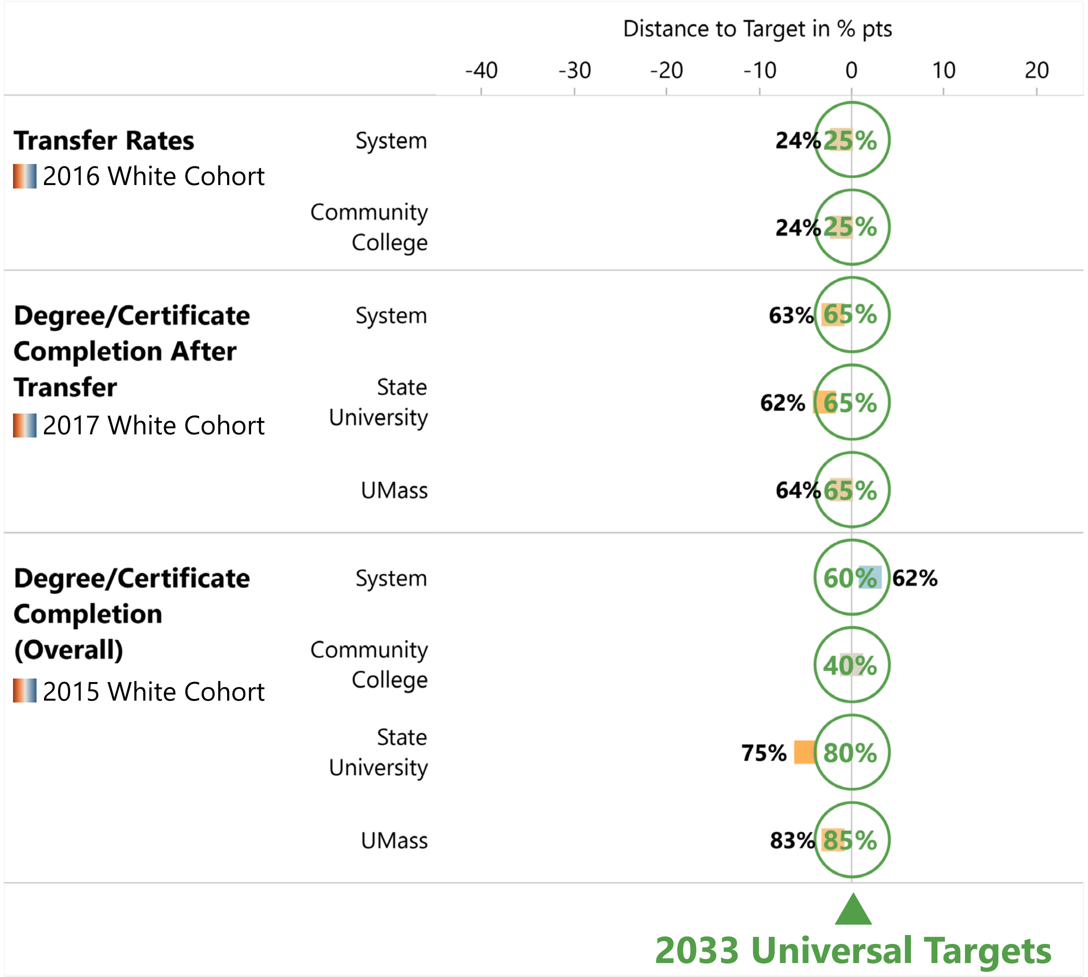


Disaggregating by Racial/Ethnic Subgroup

White Subgroup Baseline vs. Universal Targets



Note: This metric has exceptionally aspirational targets



Next Steps

Next Steps

Defining Remaining Metrics

Metric	Considerations
Enrollment	• 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
Sense of Belonging	• 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
Social & Economic Mobility	• 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

- Engaged UMDI for a new set of projections to inform target-setting, allow **disaggregation**, and calculate **participation rates**
- New projections, expected by July 2023, will be shared with Enrollment Working Group to review and begin drafting targets

Sense of Belonging

- Sense of Belonging Working Group has reviewed various definitions, survey questions and instruments
- Next step: create agreed-upon **belonging** questions for campuses just getting started to use with existing climate surveys (CCSSE, HEDS, etc.)
- Given variety of tools in use, develop system-level method to track sense of belonging measurement across system

Social & Economic Mobility

- Continue to meet with social and economic mobility experts to discuss different methodologies
- Plan to convene Working Group later this year after additional discussion
- Explore racial/ethnic dimensions of social and economic mobility

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