

Update on Strategic Plan for Racial Equity Goals



Statewide Strategic Plan for Racial Equity

BHE Approval June 21, 2022

NO.: BHE 22-68 BOARD

DATE: June 21, 2022

RECEIPT OF THE STATEWIDE STRATEGIC PLAN FOR RACIAL EQUITY

MOVED: The Board of Higher Education (BHE) receives the Statewide Strategic Plan for Racial Equity from the Strategic Plan for Racial Equity Steering Committee, which was comprised of a group of more than 25 diverse higher education practitioners, BHE members, and civic, community, and industry leaders from across Massachusetts and the United States.

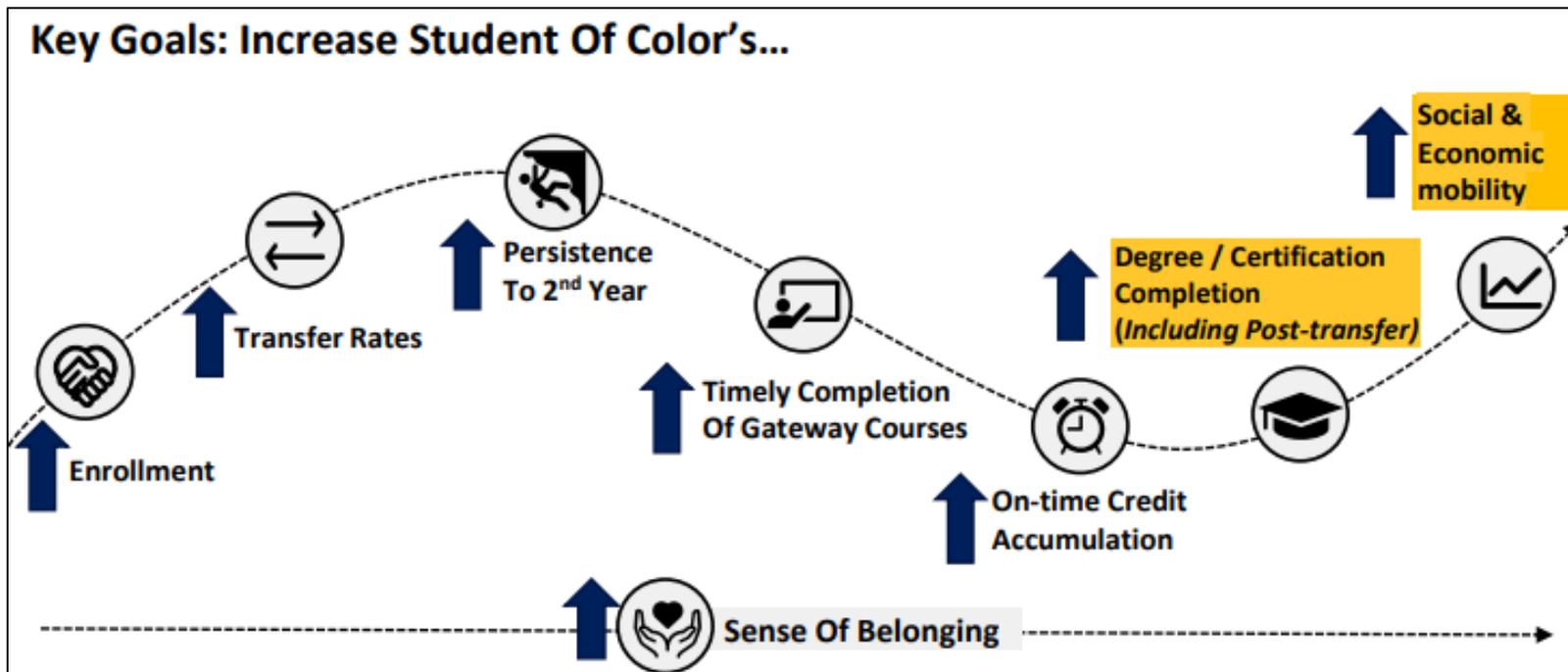
The Board thanks the members of the Steering Committee, public higher education stakeholders, and Department of Higher Education (DHE) staff who worked collaboratively and intentionally to develop Strategic Plan for Racial Equity.

The Board endorses the goals and objectives of the Strategic Plan for Racial Equity and directs the Commissioner to: support the institutions of public higher education in developing their own plans and priorities for implementation; make specific systemwide policy recommendations to the BHE; and provide periodic updates to the BHE, with an initial update no later than June 2023. **Further, the Board directs the Commissioner to recommend systemwide or sector-specific goals and targets to the BHE, in partnership with the institutions of public higher education, by June 2023.**

VOTED: Motion adopted by BHE 6/21/2022

Goals of the Strategic Plan for Racial Equity

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



Strategies for Achieving the Goals:

- Establish the infrastructure to drive racial equity
- Transform institutional cultures to be equity-minded
- Increase access to higher education for Students of Color
- Build a culturally relevant and civically engaged educational experience for Students of Color
- Prepare Students of Color to thrive beyond their time in higher education

Work on Metrics, Detailed Goals to Date

- Defined, operationalized goals of the Strategic Plan for Racial Equity
- Set 2033 targets for goals
 - Researched, applied appropriate forecasting models to determine best fit for goals
 - Used forecasting models to project 2033 progress and propose system and segment-level targets
- Convened working groups to better measure, review research and methodologies on **three** goals:
 - Enrollment
 - Sense of Belonging
 - Social & Economic Mobility

All work has been done in consultation and collaboration with our campuses through our Data Governance bodies

Data Council: Includes an IR representative from each campus

Data Governance Steering Committee: Includes a representative group of 12 executive leaders from across the system

Defining and Measuring the Goals

	Goal Definition	Cohort
Timely Completion of Gateway Courses	% of students completing college-level Math and English in their first year	New first-time, degree-seeking students
On-Time Credit Accumulation	% of FT students completing 24+ credits + % of PT students completing 12+ credits in their first year	New first-time, degree-seeking students
Persistence	% of students still enrolled anywhere in the next fall term/total cohort of new students in Fall term	New first-time, new transfer degree-seeking students
Transfer Rates	% of students at Community Colleges transferring to any 4-year institution within 4 years	New first-time, new transfer degree-seeking students
Degree Completion After Transfer	% of students transferring to a State University or UMass from a MA Community College who graduate within 4 years of transfer	New, Transfer Cohort at State Universities and UMass who transferred from a MA Community College
Degree/Certificate Completion	% students completing a degree or certificate (in NSC or HEIRS) in six years/total cohort of new students in Fall term	New first-time, new transfer degree-seeking students

Defining and Measuring the Goals

Goal

Enrollment



Considerations

- Important to look at enrollment relative to the population
- Need enrollment projections that are actionable, with attention to different groups

Sense of Belonging



- Campuses gather this information in different ways, with different definitions, at different timelines that make sense for their campuses
- Reviewing and applying results to enact meaningful change is important, but can be difficult

Social & Economic Mobility



- Existing methodologies measure this differently for 2 and 4-year campuses
- Existing methodologies take proportionality of low-income students into account, but not race/ethnicity

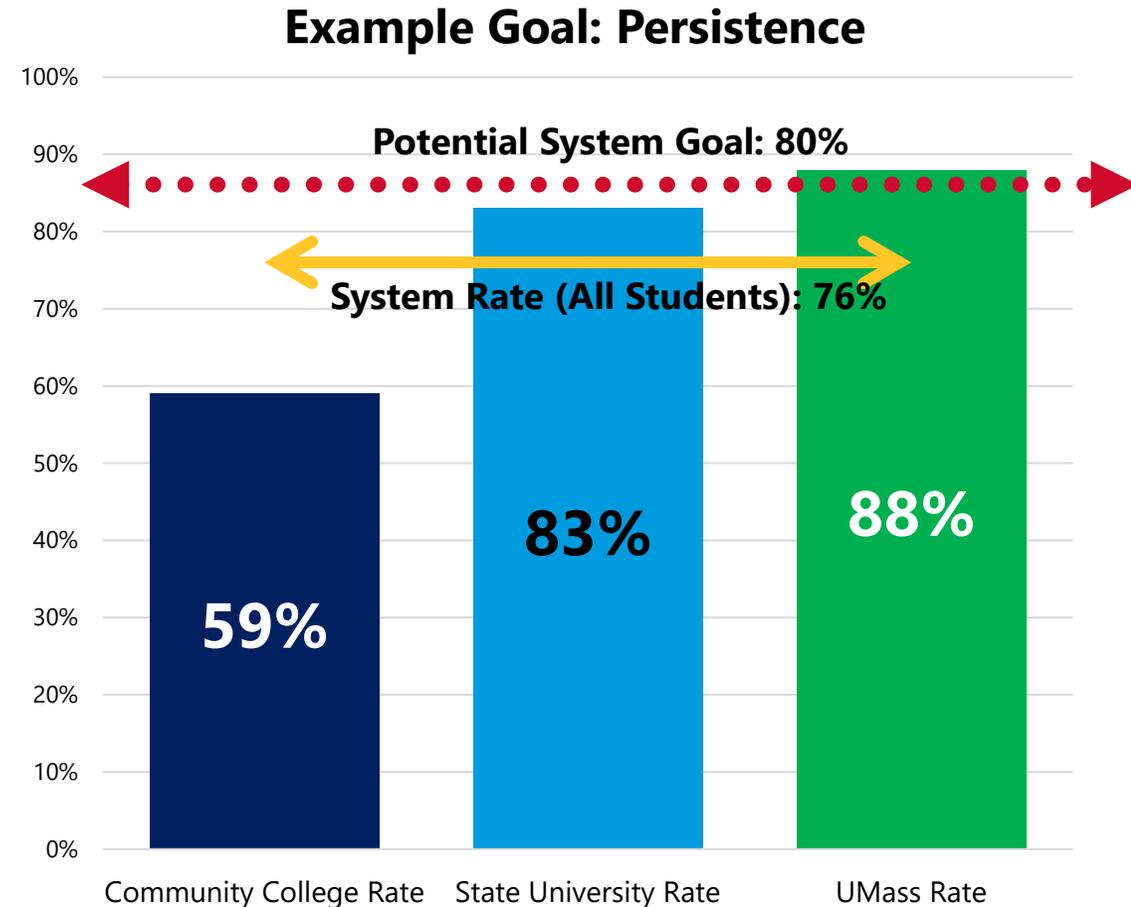
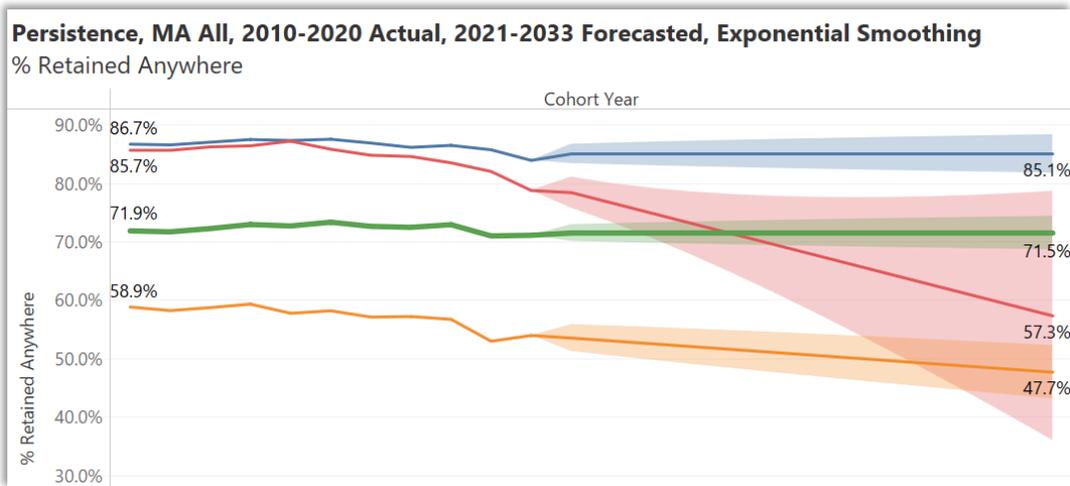
Target-Setting: Design and Implementation

- Each quantifiable goal is **disaggregated by race/ethnicity** and is designed at the system-level, with segment-level goals in some cases
- Specific targets informed through **forecasting of historical data**, intended to be reached or surpassed by 2033
- Historical data serve as a **baseline**
- Gap between the baseline rate and the target reflects the **disparate levels of effort and investment needed**

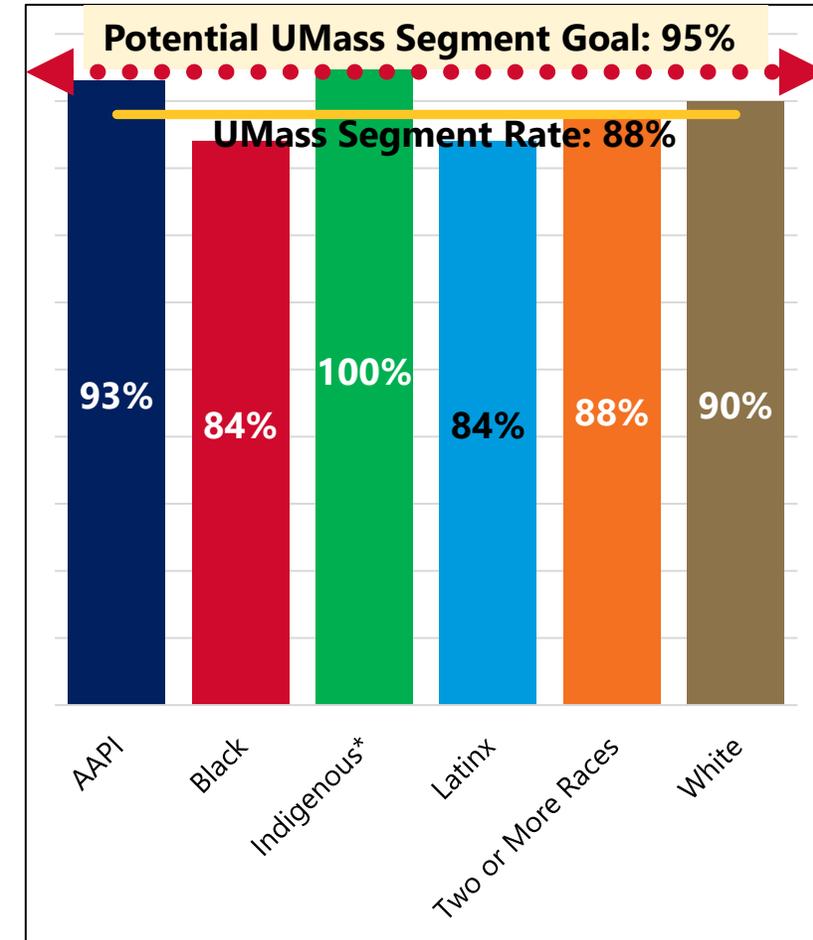
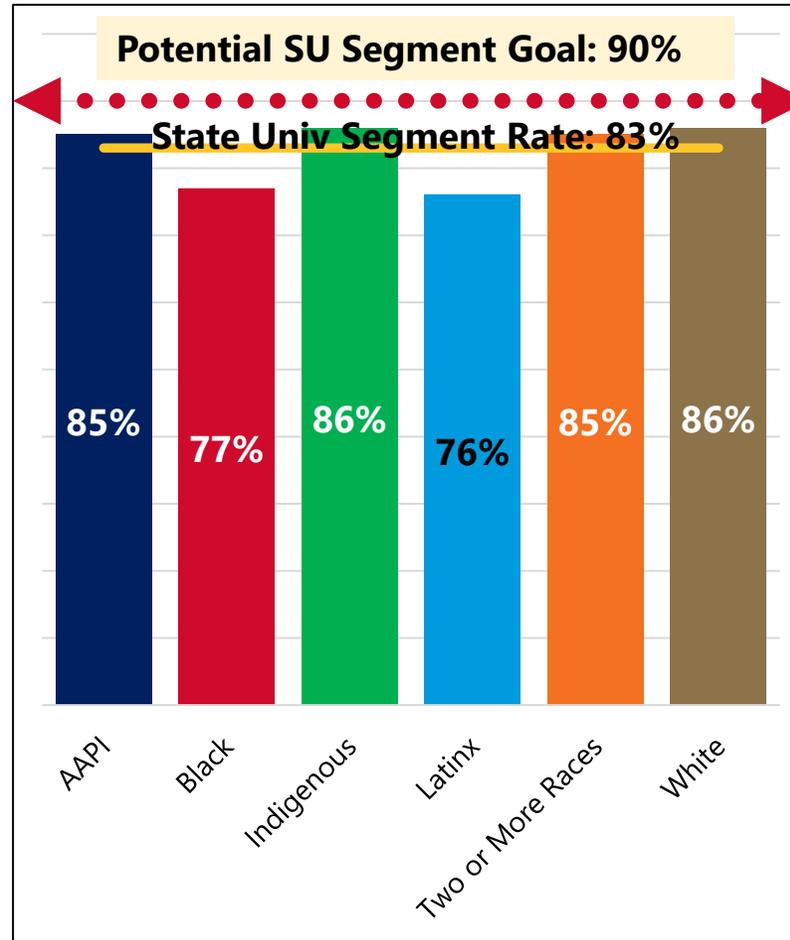
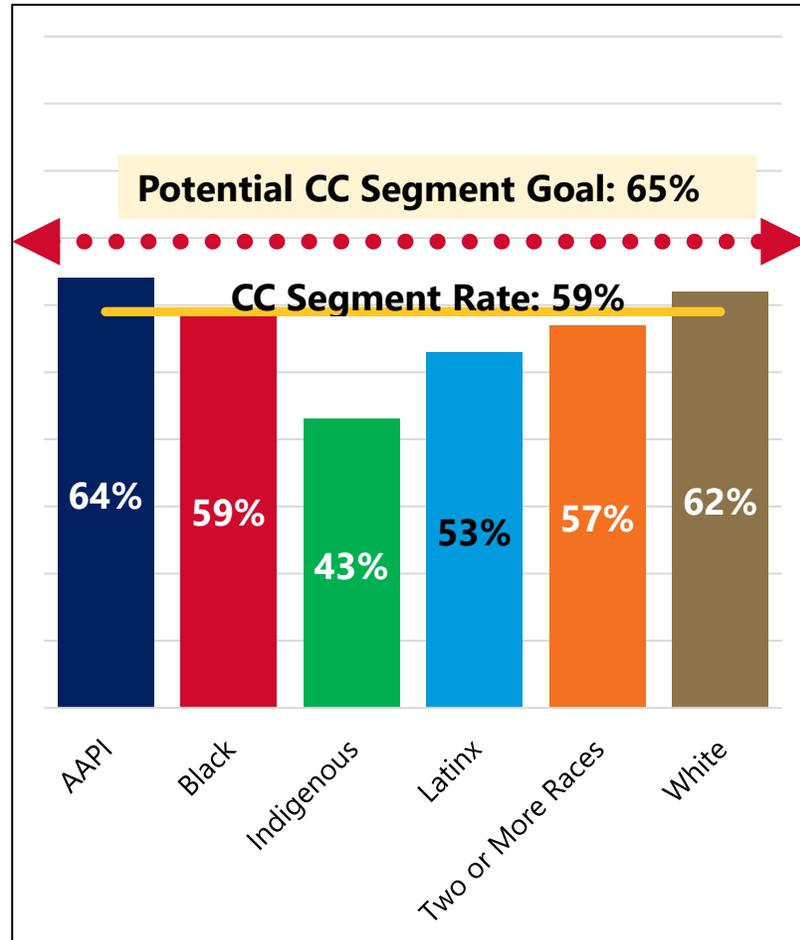
Setting System-Level Targets

Setting Targets for Goals

- Where have we been? Review at least 10 years of data
- Where are we now?
- Where will we be in 2033? Use historical data, forecasting methodologies to project 2033
- Use forecasts as a guide to set aspirational goals



Setting Segment-Level Targets



*Note: Number of students < 10

Setting System Targets

Things we considered when setting our targets:

- This is an aspirational call to action!
- Motivation is important, but so is manageability
- Targets should help us organize efforts and actions, provides a focus
- Remember that the ambitious goal of the SPRE is that **all students** meet or exceed this target

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	Where are we now?	What is the projection for 2033?	Upper Limit of projection	Proposed Target
Timely Completion of Gateway Courses	35%	35%	38%	40% (+5%)
On-Time Credit Accumulation	38%	43%	47%	55% (+17%)
Persistence	76%	75%	76%	80% (+4%)
Transfer Rates	22%	22%	23%	25% (+3%)
Completion After Transfer	60%	59%	62%	65% (+5%)
Degree/Certificate Completion	56%	55%	57%	60% (+4%)

Setting Segmental Targets: Timely Completion of Gateway Courses

Using the **same methodologies** as we used to set **system targets**, we have **proposed segmental targets**.

Please note that we have verified that meeting these segment targets ensures that we can meet or exceed the system target.

	Where are we now?	What is the forecast for 2033?	Upper limit of forecast	What do we want target to be?
Timely Gateway – SYSTEM	35%	35%	38%	40%
Community Colleges	25%	25%	27%	30%
State Universities	57%	60%	63%	65%

	System	Community College	State University	
Overall Target (for 2033)	40%	30%	65%	
Current rates by race/ethnicity <i>All should reach or exceed target by 2033</i> <i>*Note: Rates by race/ethnicity reflect actual rates for most recent cohort available (2019)</i>	AAPI students	46%	39%	70%
	Black students	26%	20%	48%
	Indigenous students	36%	22%	73%*
	Latinx students	27%	22%	52%
	Students of two or more races	35%	24%	60%
	White students	46%	34%	65%
	Non-resident students	46%	37%	86%
	Students of unknown race	32%	25%	75%

Remember that the ambitious goal of the SPRE is that **all students will meet or exceed this target**.

As you can see from [where we are currently](#), that will require disparate efforts for different groups of students.

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Setting Segmental Targets: On-Time Credit Accumulation

Using the **same methodologies** as we used to set **system targets**, we have **proposed segmental targets**.

Please note that we have verified that meeting these segment targets ensures that we can meet or exceed the system target.

	Where are we now?	What is the forecast for 2033?	Upper limit of forecast	What do we want target to be?
On-Time Credit Accum – SYSTEM	44%	43%	47%	55%
Community Colleges	30%	29%	32%	40%
State Universities	67%	71%	73%	80%

	System	Community College	State University	
Overall Target (for 2033)	55%	40%	80%	
Current rates by race/ethnicity <i>All should reach or exceed target by 2033</i> <i>*Note: Rates by race/ethnicity reflect actual rates for most recent cohort available (2020)</i>	AAPI students	46%	37%	69%
	Black students	29%	22%	47%
	Indigenous students	41%	23%	80%
	Latinx students	29%	21%	50%
	Students of two or more races	40%	28%	60%
	White students	53%	37%	74%
	Non-resident students	54%	42%	81%
	Students of unknown race	33%	31%	49%

Remember that the ambitious goal of the SPRE is that **all students will meet or exceed this target**. As you can see from [where we are currently](#), that will require disparate efforts for different groups of students.

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Setting Segmental Targets – Persistence

Using the **same methodologies** as we used to set **system targets**, we have **proposed segmental targets**

Please note that we have verified that meeting these segment targets ensures that we can meet or exceed the system target.

	Where are we now?	What is the forecast for 2033?	Upper limit of forecast	What do we want target to be?
Persistence – SYSTEM	76%	75%	76%	80%
Persistence – CCs	59%	59%	60%	65%
Persistence – State Univ	83%	85%	87%	90%
Persistence - UMass	88%	89%	90%	95%

		System	Community College	State University	UMass
Overall Target (for 2033)		80%	65%	90%	95%
Current rates by race/ethnicity <i>All should reach or exceed target by 2033</i> <i>*Note: Rates by race/ethnicity reflect actual rates for most recent cohort available (2020)</i>	AAPI students	84%	64%	85%	93%
	Black students	71%	59%	77%	84%
	Indigenous students	58%	43%	86%	100%*
	Latinx students	67%	53%	76%	84%
	Students of two or more races	75%	57%	85%	88%
	White students	79%	62%	86%	90%
	Non-resident students	80%	61%	84%	82%
	Students of unknown race	65%	55%	74%	82%

Remember that the ambitious goal of the SPRE is that **all students will meet or exceed this target**. As you can see from [where we are currently](#), that will require disparate efforts for different groups of students.

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Setting Segmental Targets: Transfer Rates

Because transfer only applies to community college students, the **segment target** is the same as the **system target**.

	Where are we now?	What is the forecast for 2033?	Upper limit of forecast	What do we want target to be?
Transfer Rates	22%	22%	23%	25%

		System (Community College)
Overall Target (for 2033)		25%
Current rates by race/ethnicity <i>All should reach or exceed target by 2033</i> <i>*Note: Rates by race/ethnicity reflect actual rates for most recent cohort available (2016)</i>	AAPI students	31%
	Black students	20%
	Indigenous students	16%
	Latinx students	17%
	Students of two or more races	23%
	White students	24%
	Non-resident students	17%
	Students of unknown race	13%

Remember that the ambitious goal of the SPRE is that **all students will meet or exceed this target**. As you can see from [where we are currently](#), that will require disparate efforts for different groups of students.

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Setting Segmental Targets: Degree After Transfer

Using the **same methodologies** as we used to set **system targets**, we have **suggested segmental targets**.

Please note that we have verified that meeting these segment targets ensures that we can meet or exceed the system target.

	Where are we now?	What is the forecast for 2033?	Upper limit of forecast	What do we want target to be?
Degree After Transfer – SYSTEM	60%	59%	62%	65%
State Universities	60%	59%	62%	65%
UMass	59%	59%	62%	65%

		System	State University	UMass
Overall Target (for 2033)		65%	65%	65%
Current rates by race/ethnicity <i>All should reach or exceed target by 2033</i> <i>*Note: Rates by race/ethnicity reflect actual rates for most recent cohort available (2017)</i>	AAPI students	59%	62%	58%
	Black students	53%	53%	52%
	Indigenous students	50%	60%	44%
	Latinx students	52%	56%	49%
	Students of two or more races	54%	56%	52%
	White students	63%	62%	64%
	Non-resident students	63%	64%	63%
	Students of unknown race	60%	80%	53%

Remember that the ambitious goal of the SPRE is that **all students will meet or exceed this target**. As you can see from [where we are currently](#), that will require disparate efforts for different groups of students.

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Setting Segmental Targets: Completion

Using the **same methodologies** as we used to set **system targets**, we have **suggested segmental targets**.

Please note that we have verified that meeting these segment targets ensures that we can meet or exceed the system target.

	Where are we now?	What is the forecast for 2033?	Upper limit of forecast	What do we want target to be?
Deg/Cert Completion – SYSTEM	56%	54%	57%	60%
Community Colleges	35%	34%	35%	40%
State Universities	72%	73%	74%	80%
UMass	78%	78%	80%	85%

	System	Community College	State University	UMass	
Overall Target (for 2033)	60%	40%	80%	85%	
Current rates by race/ethnicity <i>All should reach or exceed target by 2033</i> <i>*Note: Rates by race/ethnicity reflect actual rates for most recent cohort available (2015)</i>	AAPI students	63%	39%	73%	81%
	Black students	44%	29%	66%	65%
	Indigenous students	35%	21%	52%	67%
	Latinx students	39%	26%	66%	70%
	Students of two or more races	52%	31%	64%	74%
	White students	62%	40%	75%	83%
	Non-resident students	59%	38%	68%	68%
	Students of unknown race	53%	24%	77%	77%

Remember that the ambitious goal of the SPRE is that **all students will meet or exceed this target**. As you can see from [where we are currently](#), that will require disparate efforts for different groups of students.

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Next Steps for Target-Setting

We aren't done yet ...

- **Many audiences still to weigh in** on our proposed targets and plans:
 - Campus constituencies (CAOs, Presidents)
 - Board of Higher Education
- **Continued discussion** on Enrollment, Sense of Belonging, and Social & Economic Mobility metrics
 - Additional Working Group meetings with Data Council representatives

Target-Setting

- Questions or Comments?

Appendix

DHE Data Governance Structure



Formed in January 2022, a significant priority for our Data Governance groups so far has been the Strategic Plan for Racial Equity.

Data Governance Steering Committee Membership

Steering Committee Responsibilities

- Create and communicate a shared understanding of data priorities across the system.
- Prioritize an equity framework and communicate how it will explicitly play a role in data strategy.
- Share this vision of data gathering, analysis, and informed decision-making with their campus constituencies.
- Advise DHE on data governance policies, priorities.

Steering Committee Membership

Name	Job Title	Institution
Courtney Jackson	VPAA and Provost	MassBay CC
James Canniff	Provost	Bunker Hill CC
Janice Forsstrom	VP of Admin & Finance	North Shore CC
Jo-Ann Pelletier	CIO	Bristol CC
Renee Tastad	Asst VP of Stud Affairs, & Dean of Enr Mgt	Holyoke CC
Karen House	VP for Finance & Facilities	Salem State Univ
Linda Thompson	President	Westfield State Univ
Michael Young	Sen Assoc Provost & Chief Data Officer	Bridgewater State Univ
Patrick Laughran	CIO	Framingham State Univ
Chris Misra	CIO & Vice Chancellor for IT	UMass Amherst
Joseph Hartman	Provost & Vice Chancellor of Acad & Stud Affairs	UMass Lowell
Michael Milligan	VP and CIO	UMass President's Office

Data Council Membership

Chair:
Mario Delci

DATA COUNCIL

COORDINATES, REVIEWS, ADVISES ON DATA STRATEGY

- Meets five times/year
- **30 members:** All campuses + UMass President's Office
- Data Owners, usually Institutional Research

Community Colleges

Margaret Stephenson	Berkshire Community College
Angelina Medeiros	Bristol Community College
Arlene Vallie	Bunker Hill Community College
Shuqi Wu	Cape Cod Community College
Marie Breheny	Greenfield Community College
Veena Dhanker	Holyoke Community College
Mary Goodhue Lynch	Massasoit Community College
Ming Ju	MassBay Community College
Ryan Johnson	Middlesex Community College
Tiffany Parker	Mount Wachusett Community College
Laurie LaChapelle	North Shore Community College
Audrey Ellis	Northern Essex Community College
Ingrid Skadberg	Quinsigamond Community College
Scott Zhang	Roxbury Community College
Matthew Gravel	Springfield Technical Community College

State Universities

Rebecca Mushet	Bridgewater State University
Pam McCafferty	Fitchburg State University
Ann Caso	Framingham State University
Hui-Ling Chen	Massachusetts College of Art and Design
Jason Canales	Massachusetts College of Liberal Arts
Megan Cunniff	Massachusetts Maritime Academy
Chunju Chen	Salem State University
Brian Jennings	Westfield State University
Sarah Strout	Worcester State University

UMass Campuses, President's Office

Barb Chalfonte	UMass Amherst
Andrew Perumal	UMass Boston
Tammy Silva	UMass Dartmouth
Christine Lewis-Horton	UMass Lowell
Shahriar Panahi	UMass President's Office
Ismael Carreras	UMass President's Office

Working Groups

Membership

- Chair: Existing member of the DHE Data Council (usually DHE staff)
- Likely other Data Council members
- As available and as necessary, cross-segment campus/agency representatives who are 'closer' to the decision, data at hand.

Responsibilities

- Gather appropriate data owners, data consumers, power-users in a representative, cross-segment group to advise on, recommend, or discuss specific goals identified by the DHE Data Council.