

Strategic Plan for Racial Equity

Development of the Strategic Plan

The Strategic Plan will be developed in partnership with all the Commonwealth's key stakeholders and using the inputs outlined below:



Statewide Strategic Plan for Racial Equity

Strategic Plan Milestones (1 of 2)

The following provides more details on the critical milestones for developing the Strategic Plan, outside of the NUE Report milestones, that the Deloitte Team is supporting the DHE with:

Statewide Strategic Plan for Racial Equity		
Milestone	Description	Timing
Data Analyses	Conducting analyses on various system-wide and individual institution-level data to further explore the current state of the public higher education system as it relates to the Black and Latinx student experience	8/2 – 10/8/2021
Survey Pilot deployment	Gathering feedback on the survey in advance of system-wide deployment from stakeholders across the system, including union representatives	8/30 – 9/10/2021
Stakeholder Interviews and focus groups	Conducting 15 interviews with BHE, DHE, and NUE group members as well as six focus groups with a cross-section of campus administrators to gather feedback on the eventual Strategic Plan and to understand what individual institutions are already doing to improve equity	9/22 and 10/4 -15/2021
System-wide survey deployment	Deploying a survey to all public higher education institutions to gather student, faculty, and staff feedback	9/22 - 10/8/2021
Compiled Environmental Scanning Document	Developing a report that shares the qualitative and quantitative results of the data analyses, interviews and focus groups, and survey and makes preliminary recommendations for key areas of focus to drive the content of the Strategic Plan	11/5/2021

Strategic Plan Milestones (2 of 2)

The following provides more details on the critical milestones for developing the Strategic Plan, outside of the NUE Report milestones, that the Deloitte Team is supporting the DHE with:

Statewide Strategic Plan for Racial Equity		
Milestone	Description	Timing
Strategy Lab Sessions	Conducting an immersive Strategy Labs to validate and reflect on the Environmental Scan results, formulate a mission and vision, and define actionable solutions for the Strategic Plan	Week of 11/15/2021
Draft 2024-2034 Strategic Plan	Developing the draft Strategic Plan with focus on racial equity that includes findings, observations, and strategic priorities. It will identify goals, specific actions, and metrics in order to provide clear direction to all system stakeholders.	12/17/2021
15 Strategic Plan Review Sessions	Conducting review sessions of the draft plan with key stakeholders	12/13/2021 – 4/22/2022
Final 2023-2034 Strategic Plan and Communications Materials	Incorporating feedback from strategy plan review sessions to finalize the Strategic Plan and accompanying Communications Materials related to the Strategic Plan	4/29/2022

Environmental Scan – Draft Research Questions

Data Categories

Initial Research Questions

Relevant demographics and educational attainment with special attention to racially minoritized students

- What are Massachusetts’ Black and Latinx students’ backgrounds when it comes to family income, geographic locations, and high school academic preparation?

Educational pathways including enrollment, retention, and completion with special attention to racially minoritized students

- How many Black and Latinx students does MA’s public higher education system attract (via application); how many does the system accept?; How many does the system enroll?
- What percentage of Black and Latinx students did institutions support past their first year?
- What percentage of Black and Latinx students did institutions support to complete their programs?
- What degrees institutions award to Black and Latinx students complete?

Pathway Partnerships (transfer, prior credentials, neurodiversity)

- How many Black and Latinx students does the system transfer from on system to another each year?
- For those Black and Latinx students that the system transfers from one institution to another, how do their retention and completion rates compare to those who are not transfers?
- For those who participated in Early College and MAICEI, how do their retention and completion rates compare to those who did not come through those programs?
- How do Black and Latinx adult learners’ retention and completion rates compare to those students who come directly from high school? What degrees do adult learners complete?

Environmental Scan – Draft Research Questions

Data Categories	Initial Research Questions
<p>The Commonwealth’s economy, including workforce supply and demand with a special focus on careers and jobs that pay family-sustaining wages.</p>	<ul style="list-style-type: none"> • What will the in-demand skills and jobs in Massachusetts with family-sustaining wages be in the coming years? • Do the institutions support Black and Latinx students with gaining access to these jobs?
<p>Affordability, financing, and return on investment and other value metrics of higher education through tuition, state funding, and other sources.</p>	<ul style="list-style-type: none"> • What are the current trends with tuition prices? • How much unmet need do Black and Latinx students have? • How much debt do Black and Latinx students have upon graduation? • How much scholarship money do institutions provide Black and Latinx students compared to White students?
<p>Campus climate at public institutions and levels of belonging</p>	<ul style="list-style-type: none"> • Do institutions support Black and Latinx students in helping them feel that they belong? • Does the system provide Black and Latinx students with the support they need?
<p>Clear outreach, evidence of welcoming curricular and co-curricular experiences for racially minoritized students</p>	<ul style="list-style-type: none"> • Do institutions have programming that specifically targets Black and Latinx students? If so, what is it?
<p>Faculty Characteristics and Qualifications</p>	<ul style="list-style-type: none"> • To what extent are faculty aware of and feel they have access to equity-minded best practices? • What percentage of faculty is Black? Latinx?
<p>Participatory Governance and Organization</p>	<ul style="list-style-type: none"> • Do institutions provide Black and Latinx students with a voice in institutional decision making?

Massachusetts Public Higher Education System-Wide Survey

Input from student, faculty, and staff is critical to the development of the Strategic Plan. In order to obtain input from these groups, DHE and Deloitte plan to conduct a system-wide survey. Participation in the survey is voluntary.

Survey Details:

- The **goals** of the survey are to:
 - Assess the extent to which faculty is aware of and feels they can access and leverage equity leading practices in their pedagogical and assessment practices
 - Assess the extent to which staff is aware of and feels they can access and leverage equity leading practices in their work
 - Assess the extent to which faculty and staff of color feel that they have the resources they need to succeed
 - Understand student perceptions along critical moments of their journey in the system such as their experiences with Admissions & Enrollment, Financial Aid, Student Support Services, Student Life, and in the classroom
 - Gather ideas from all groups on how to improve equity in the system
- Questions will include **mostly Likert scale-based questions with one write-in answer question.** Demographic questions regarding sex, race, LGBTQIA+, and institution will be asked **but are not mandatory to complete.**
- The survey responses will be **completely anonymous; no PII will be collected.** Responses will be **housed on Deloitte's server,** analyzed **only by Deloitte practitioners,** and **shared with the DHE at the aggregate level only.**