

Commissioner's Spotlight

June 11, 2024



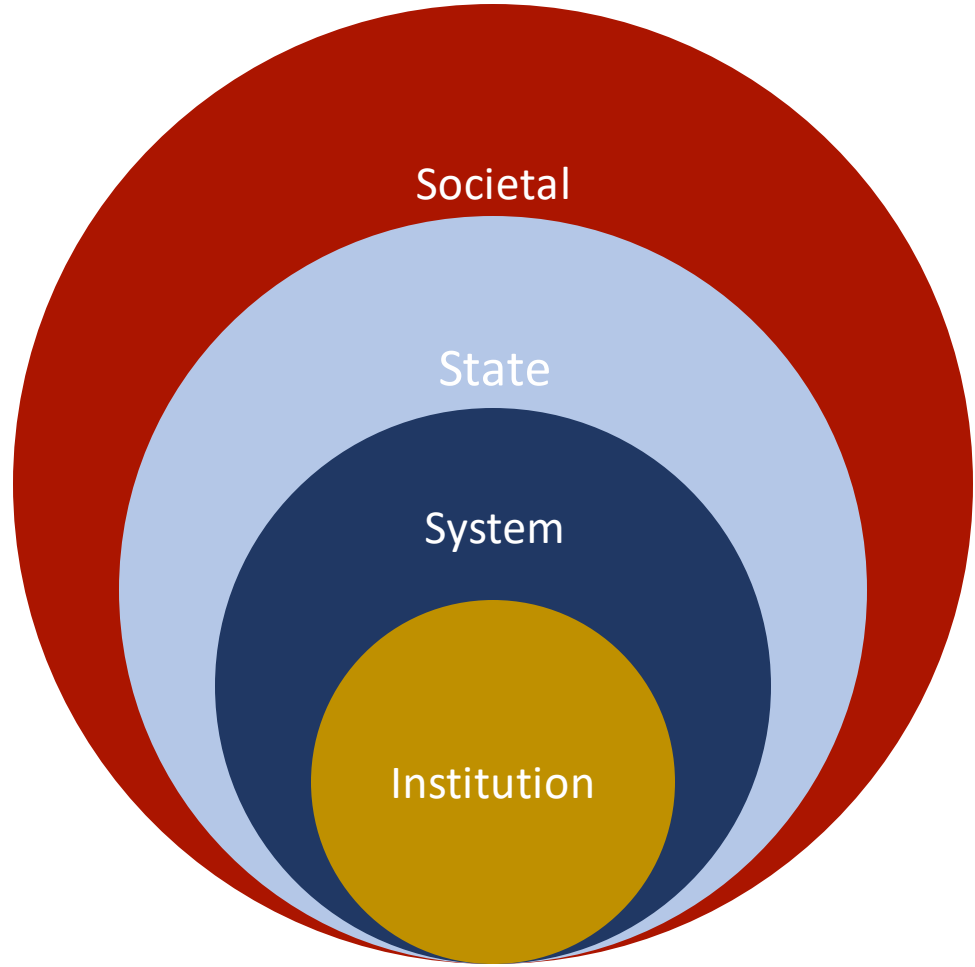
“The Team, The Team, The Team.”



Carey Davis
Policy Fellow



Elena Quiroz-Livanis
Assistant Commissioner



System-level BHE Priority

Create conditions for greater and more equitable learner success.

System-level BHE Priority

By January 2025, BHE and DHE will develop a strategic plan for the priorities outlined in the January “Roadmap for Success” from the BHE Retreat.

We aim to create conditions for greater and more equitable learner success by strategic prioritization

By January 2025, BHE and DHE (together “MA PHE”) will flesh out a strategic plan for the priorities outlined in the January Roadmap for Success:

1

Become the leading state for investments made in need-based financial aid

2

Align postsecondary education approval with the job and democratic participant skill needs of working residents

3

Emergence as a top state in the nation where postsecondary success is measured as a vehicle for upward socioeconomic mobility

4

Expand the role of BHE and DHE in facilitating and fostering innovation and collaboration among IHEs that advance new approaches to provision of postsecondary opportunity and success for all learners

Reduce by at least half the racial, ethnic, and economic disparities that persist in the provision of postsecondary opportunity and success

The innovation strategic priority will be the starting point for the overall strategic plan development

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MA PHE (BHE + DHE) has an existing track record of success in innovation

MA HE is well-positioned to drive improvements in learner access and success that benefit from system-level coordination and policy change

Early College



- Co-convened groups to understand the potential value of Early College in MA
- Helped set policy conditions for interested individual institutions to participate in scaling EC and ensured evaluation was a core feature of the initiative
- Scaled to >8,000 learners at 13/15 community colleges, 7/9 state universities, all 4 UMass campuses, and 8 private colleges

OER



- Convened stakeholders through a working group to understand the opportunity
- Provided resources to build OER capacity and to assess the OER landscape at all public IHEs in MA
- Adopted OER indicators and guidelines

Corequisites



- Analyzed remediation outcomes and identified the need for a new approach to supporting learners entering college behind
- Led policy change to enable interested institutions to implement corequisites instead of remediation

The development of the strategic plan will include multiple opportunities for Board input

Process

June

Conduct landscape research and initial board engagement

July- August

Conduct additional Board and key stakeholder engagement

September

Share draft innovation strategic priority plan with Board for discussion

January

Ratify full plan (inclusive of all strategic priorities) with Board

The higher education landscape is shifting, revealing new needs to address with innovation

Example Current Challenges the Innovation Strategic Priority *Could* Address

Affordability and Financial Aid



How can we improve learner awareness of, and access to, available resources for interested learners to attend college?

Learner Enrollment and Completion



How can we dramatically expand enrollment and re-enrollment of traditional and non-traditional learners?

Learner Workforce Success



How do we better support learners to enter career pathways and secure well-paying first jobs?

We envision prioritizing technology-enabled innovation

Why technology-enabled innovation?



Rapidly-emerging: incorporate resources and approaches informed by cutting edge software and technology



Cost-efficient: enhance MA HE's ability to serve learners well



Potential for scale and impact: reach more learners more effectively; leverage integrated data capability



Systemic approach: technology-enabled innovation is best suited to a systems-level approach

The strategic plan will span a 5-year period, with an 18-month action plan for each priority

We will begin with the innovation strategic priority plan which will include the following components:

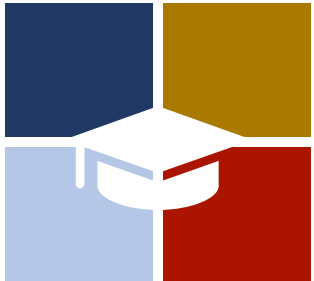
- **Context and framing:** linking the prioritization to previous Board priorities and the broader context of the current Massachusetts higher education landscape
- **Approach:** clearly articulating how MA HE will approach innovation and collaboration, including the role of data analysis and data-informed decision making
- **Resources:** identifying necessary resources and capacity
- **Measurable targets:** setting specific outcomes to evaluate success
- **Action plan, timeline, and deliverables:** outlining the anticipated associated initiatives and work across the plan's duration, with specific detail for the first ~18 months of execution and the development of key deliverables

Next Steps

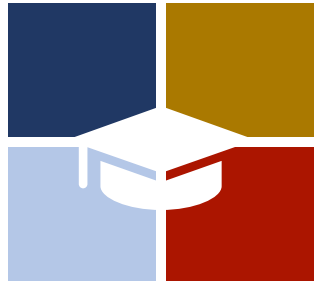
Next Steps

You have received an email with Carey's information and an invitation to schedule your initial conversation to provide input on the innovation strategic priority.

We look forward to engaging with you about BHE and DHE's role in creating the conditions to facilitate and foster innovation and collaboration to improve learner access and success.



Questions or Comments?



Thank You.
