

The Network Demonstration Project

An initiative of JFF and the Student Success Center Network

Supported by the Bill & Melinda Gates Foundation

The Student Success Center Network: A Network of Networks

The national Student Success Center Network (SSCN) includes 16 statewide Student Success Centers (SSCs) that each support a network of community colleges in their efforts to increase student completion rates, close equity gaps, and strengthen communities. Supported by JFF, our Network of 16 SSCs has worked together for more than a decade to develop, implement, and scale student success strategies. Our Network's core strengths are our unique role as a national learning community of postsecondary leaders and our collective ability to reach and impact 52 percent of all community colleges in the U.S. and promote institutional reforms that will lead to improved and equitable student outcomes. Collectively, the SSCN serves over 500 colleges that enroll 68 percent of all U.S. community college students. Importantly, these institutions serve large portions of minoritized and low-income students, including 78 percent of students of color and 58 percent of all Pell Grant recipients at U.S. community colleges.

JFF is a national nonprofit that accelerates the alignment and transformation of the American workforce and education systems to ensure access to economic advancement for all. Serving as the Network manager, JFF created the SSCN in 2012 to drive and support community college reform nationwide, and since then, has collaborated with SSCs, investors, and partners to build and expand the Network and create dynamic opportunities for engagement.

The Network Demonstration Project

The Network Demonstration Project (NDP) is a national effort to demonstrate the capacity of community colleges to implement transformative change (e.g., guided pathways) at scale with demonstrable results in equitable student outcomes.



The NDP represents a subset of community colleges and SSCs that commit to scaling institutional transformation and disseminating strong practice and learnings across the full SSCN and to others in the field. JFF is focusing efforts to support these lead institutions and SSCs to learn more, faster, about networked change, with technical assistance provided through the Bill and Melinda Gates Foundation (BMGF) ecosystem of partners. Institutions and SSCs participating in the NDP will join a network of peers across the country engaged in this transformational work, alongside peers from the larger BMGF ecosystem.

Participants will contribute to a base of knowledge and experience that will further establish the centrality of two-year institutions in fueling economic opportunity for all. As a field, postsecondary education has shifted its focus from completion to equitable completion and completion of value.

Postsecondary success reform relies on institutional transformation at scale for the benefit of upward economic mobility to be actualized for students of color and students from low-income backgrounds. The NDP plays a key role in this reform strategy by helping to demonstrate proof of scale, and by contributing to the development of public goods so that learnings can lead to broader field advancement.

The NDP presents an opportunity for cohorts of colleges, with the support of their Student Success Center (SSC or Center) and JFF, to access high-quality and innovative services and expertise through a peer-learning environment. Institutions and SSCs participating in the NDP partner with JFF and service providers to design and implement technical assistance services customized for the needs and priorities of their identified cohort of colleges. Centers work with their JFF state team to explore and identify technical assistance opportunities through identified service providers and then follow an inquiry and proposal process to begin work with the specific service provider. Cost for service engagement is covered by the NDP. (See pages 3 – 4 for details.)

Network Demonstration Project Timeline: January 2021 – July 2022

NDP-participating institutions will have access to high-quality and innovative services beginning July 1, 2021, once certain requirements, detailed below, are met. At this point, services will be offered through July of 2022, with the potential for continued delivery and collaboration beyond July 2022. The NDP institution cohort will be finalized by October 31, 2021. Peer learning opportunities and share will occur throughout the outlined time.

| Item | Deadline |
|---|--|
| Service contract and delivery can begin (<i>pending confirmation of items below</i>) | July 1, 2021 |
| NDP institutions inform JFF if administering ITA in Fall 2021 | July 31, 2021 |
| NDP institution cohort finalized | October 31, 2021 |
| All NDP institutions and SSCs signed MOU (institution + SSC) and MOA (SSC + JFF) <i>*access to services is not available until MOA/ MOUs are signed</i> | October 31, 2021 |
| All NDP institutions signed on to PDP, allowing 3rd party access to the SSC, JFF, AIR, and BMGF <i>*access to services is not available until PDP contract is in place</i> | October 31, 2021 |
| NDP institutions inform JFF if administering ITA in Spring 2022 | November 30, 2021 |
| NDP institutions that administered SOAA in Spring or Fall 2021 submit external consensus results to JFF | December 15, 2021 |
| All NDP institutions have a minimum of 3-5 years of data uploaded to PDP | December 31, 2021 or within 3 months of PDP sign-on (whichever is later) |
| NDP institutions that administered SOAA in Spring 2022 submit external consensus results to JFF | June 15, 2022 |

SERVICES OFFERED

SSCs participating in the NDP partner with JFF and service providers to design and implement technical assistance services customized for their identified cohort of colleges. Centers work with their JFF state team to explore and identify technical assistance opportunities through the below providers and then follow an inquiry and proposal process to begin work with that specific service provider. Cost for service engagement is covered by the NDP.

Requesting and receiving services – Needs Assessment Process

To receive services, Centers (in partnership with participating institutions) will enter exploration and inquiry phases to consider potential services, ultimately submitting a proposal to a specific service provider. Throughout this need assessment process, there are three types of partners who will support Centers and institutions:

1. **JFF** will be responsible for facilitating conversations, using institutional assessment and student outcome data, to identify technical assistance priorities for the Center/institutions. JFF will also support Centers throughout the request, negotiation, and service process cycle.
2. **Solutions Network Intermediaries and Capacity Partners**, detailed in the chart below, will consult with JFF to refine need, expectation, and potential outcome of services.
3. **Service Providers**, listed in the chart below, respond to the needs created through this process and then work with Centers and institutions to deliver the technical assistance.

| Service Area | Network / Provider | Description | Partners or Service Areas |
|--------------|--|--|--|
| Dev ed | Strong Start to Finish Solution Network (SSTF) | <p>SSTF focuses on those who are at the highest risk of failure, including low-income students, students of color, and returning adults-- based on the challenges that come from taking first-year developmental courses.</p> <p>SSTF has developed a highly collaborative network that serves as a responsive concierge to support the asset development, refinement and innovation of best practices around developmental education.</p> <p>See here for specifics on services available to the institution.</p> | <p><u>Core Partners</u></p> <p>Achieving the Dream Carnegie Math Pathways WestEd Charles A. Dana Center Complete College America Sova Solutions*</p> <p><u>Service Areas</u></p> <p>Alignment, Placement, Embedded Student Supports, Faculty and Staff Supports, Acceleration, Integration, Measures and Outcomes, Refinement, Scaling</p> |

| | | | |
|------------------|---|---|---|
| Advising | Advising Success Network (ASN) | <p>ASN is a network of organizational partners that collaborate to scale and improve upon advising reform efforts and practices that help institutions provide more timely, effective, and holistic advising support to students. ASN advocates for a holistic approach to advising that includes career, financial, and other student supports, putting students at the center and creating a culture of continuous improvement with student success as its objective.</p> <p>See here for specifics on services available to the institution.</p> | <p><u>Partners</u></p> <p>American Association of State Colleges and Universities Achieving the Dream EDUCAUSE NACADA: The Global Community for Academic Advising The National Resource Center for the First Year Experience and Students in Transition (The Center)</p> <p><u>Service Tracks</u></p> <ol style="list-style-type: none"> 1. Education and Awareness 2. Roles, Definitions, Competencies, and Career Track Development 3. Policies and Process Redesign |
| Digital Learning | Every Learner Everywhere Solution Network (ELE) | <p>ELE is a network of 12 partner organizations that collaborate to improve student outcomes through innovative teaching strategies, including the adoption of digital and online learning. By leveraging digital tools & incorporating effective project management, there are three broad categories that describe the possible ways ELE can help:</p> <ol style="list-style-type: none"> 1. Explore & Plan 2. Design & Implement 3. Optimize & Scale <p>ELE meets the following institutional needs: Evidence-based Teaching and Student-Centered Instruction; Equitable Digital Learning at Scale; Courseware and Tools for Digital Learning; Course-level Data for Improvement of Instruction and Student Success; Integrated Institutional Support for High-quality Digital Learning; Holistic Student Supports in Blended and Online Learning</p> <p>See here for specifics on services available to the institution.</p> | <p><u>Partners</u></p> <p>Achieving the Dream Association of Public and Land-grant Universities Association of Chief Academic Officers Digital Learning Research Network Digital Promise EdSurge EDUCAUSE Intentional Futures Network Impact Online Learning Consortium SXSW EDU Tyton Partners WCET</p> |

| | | | |
|------------------------|--|---|---|
| Institutional Research | Association for Institutional Research (AIR) | AIR is a global association that empowers higher education professionals at all levels to utilize data, analytics, information, and evidence to make decisions and take actions that benefit students and institutions and improve higher education. This is achieved through four operational focus areas. | <p>Education & Training—Provide educational opportunities to meet the current and future training and professional development needs of the community.</p> <p>Knowledge & Research—Serve as a center of knowledge and innovation for the creation and exchange of research, practice, and tools.</p> <p>Communities & Networks—Create and engage a community of professionals and organizations to learn, connect, and collaborate.</p> <p>Advocacy & Policy—Advocate for the resources, expertise, and infrastructure necessary for the effective use of evidence in higher education.</p> |
| IT | The Ada Center | <p>The Ada Center helps higher education leaders navigate technology and business process decisions in an increasingly complex environment.</p> <p>See here for specifics on services available to the institution.</p> | <p>Developing and executing a student success technology plan</p> <p>Practical research on critical technology topics</p> <p>Getting an IT project back on track</p> <p>Landscape analysis and future planning</p> |
| Strategic Finance | rpk GROUP | <p>The rpk GROUP works on maximizing Mission, Market and Margin to support higher education in researching and testing new models and methods that become best practice for institutions, systems and the field. rpk GROUP also focuses on knowledge transfer and capacity building for institutions, organizations and the entire field of higher education.</p> <p>See here for specifics on services available to the institution.</p> | <p>Business Model Design</p> <p>Sustainable Innovation Frameworks</p> <p>Strategic Partnerships and Mergers</p> <p>Academic and Administrative Reviews</p> |

DATA SHARING EXPECTATIONS

In addition to informing the needs assessment process as described above for accessing services, data will also be shared to support the NDP learning agenda. Institutions and SSCs participating in the NDP commit to sharing insights and promising practices to accelerate learning about institutional transformation along with sharing institutional assessment data (from the SOAA/ITA) and student outcome data (from the PDP).

Types of Data Shared for the NDP

1. Institutional Assessment Data

- **Source:** SOAA or ITA
 - SOAA: The Scale of Adoption Assessment (SOAA) is a free self-assessment, available in hard copy or online format, completed by college leaders and staff to identify how well a college is doing in the implementation of guided pathways efforts.
 - ITA: The Institutional Transformation Assessment (ITA) is a free web-based self-assessment completed by college leaders and staff to identify how well a college is doing in areas that are important for student success and equity. The ITA gives colleges common definitions and rubrics for discussing the status and progress of the institution across 11 topics. The SOAA will be included as a portion of the ITA.
- **Purpose:** SSCs use the SOAA and ITA to determine where each institution is in the transformation process, differentiate services, and track change across time. JFF uses the same data to assess SSC needs and the strength of the SSCN as a whole. SSCs receive support to learn how to guide the administration of the SOAA or ITA with participating institutions to identify change in institutions' implementation of institutional transformation efforts.
- **Timeline:** Administered every 12-24 months

2. Student Outcome Data

- **Source:** PDP. The National Student Clearinghouse's Postsecondary Data Partnership (PDP) includes de-identified student- and aggregate-level data on outcomes and KPIs of interest overall and by disaggregated groups of interest, reported at the college level. The PDP includes data on common metrics associated with student success, such as gateway course completion, credit accumulation and completion, retention and persistence, and transfer. Institutions must allow 3rd party access by SSC, JFF, AIR, and BMGF.
- **Purpose:** Participating institutions will gain access to insights about progress toward their goals in closing equity gaps and increasing completion. SSCs and JFF will use student outcome data to understand how institutional transformation efforts may impact early momentum and other metrics on student persistence and completion.
- **Timeline:** Initial submission of 3-5 years of prior data, then Spring and Fall data submissions going forward.

3. Data on Services and Strategies

- **Source:** SSC Design Maps. Design Maps, created at the Center level, show data on services and strategies. Design Maps capture information on areas of focus, state and SSC priorities, current services and strategies employed, service and strategy needs, and target performance metrics.
- **Purpose:** Design Maps allow Centers and JFF to review state-level and Center-level priorities in driving institutional transformation and can drive service priorities and inform the NDP learning agenda.
- **Timeline:** Submitted by the Center quarterly

NDP Data Sharing Requirements

In order to ensure transparency about what data are being collected and how data are being used, JFF is implementing a Memorandum of Agreement (MOA) and Memorandum of Understanding (MOU) process this year. The MOA is between JFF and the Center, while the MOU is between the Center and the participating institution.

Data sharing allows the set of stakeholders that engage in this BMGF ecosystem to support institutions, facilitate learning, improve practice, inspire the rest of the field, and improve the way we understand and measure transformation. Each stakeholder has a defined level of access to institutional assessment data and student outcome data submitted by institutions. **Prior to sharing data, all student-level data will be aggregated and de-identified.** These stakeholder groups include: JFF; American Institutes for Research (research partner); Solutions Network Intermediaries and other Service Partners; Bill & Melinda Gates Foundation; and Support Partners and other Intermediaries for Scale. The table below details the level of access each stakeholder will have.

| Level and Method of Data Access | | | | |
|---|--|--|--|---|
| Stakeholder Group | Institutional Assessment Data | | Student Outcome Data | |
| | (Annual Administration) | | (Spring and Fall Data Submission) | |
| | Access Level | Access Method | Access Level | Access Method |
| Student Success Center | De-identified respondent-level data; Identified at the institution level | Data accessed through the Qualtrics dashboard (ITA and Online SOAA) or direct submissions from institutions (SOAA) | Identified institutional metrics, de-identified student-level data | Institutions add Center as an authorized third-party; Center accesses analysis-ready file through secure transfer from the NSC. |
| JFF | De-identified respondent-level data; Identified at the institution level | Data accessed through the Qualtrics dashboard (ITA and Online SOAA) or direct submissions from institutions (SOAA) | Identified institutional metrics, de-identified student-level data | Institutions add JFF as an authorized third-party; JFF accesses analysis-ready file through secure transfer from the NSC. |
| Solutions Network Intermediaries/ Service Providers | Identified institution-level data | Data provided through JFF as part of a specific service request | Identified institutional metrics | Data provided through JFF as part of a specific service request |
| Research Partner (American Institutes for Research) | De-identified respondent-level data; Identified at the institution level | Data accessed through the Qualtrics dashboard (ITA and Online SOAA) | Identified institutional metrics, de-identified student-level data | Institutions add AIR as an authorized third-party; AIR accesses analysis-ready file through secure transfer from the NSC. |
| Bill & Melinda Gates Foundation | De-identified respondent-level data; Identified at the institution level | Data accessed through the Qualtrics dashboard (ITA and Online SOAA) | Identified institutional metrics | Institutions add BMGF as an authorized third-party; BMGF accesses aggregate data through secure transfer from the NSC. |
| Support Partners and other Intermediaries for Scale | De-identified institutional level data | Data provided through JFF or AIR | De-identified institutional metrics | Data provided through JFF or AIR |