

MHW Evaluation Deliverables and Status Update May 7, 2014

Item	Evaluation Activity	Status	Results & Findings To Date	Scope of Work Comment
1	Evaluation of grant processes, organizational structure and overall management	Completed & Ongoing Semi-annually	Results to-date reveal a strong consortium management approach, with designated processes and procedures. Organization by campus varies. This evaluation component is a result of extensive data collection acquired through participation in all leads meetings, campus site visits, and full participation as a member of the grant team. Grant leadership uses evaluation tools and results on a routine basis to improve the overall functionality of the Consortium	By serving as full grant team member while evaluating grant processes, structure and management, C&A has surpassed the original scope of work outlined in the evaluation plan.
2	Evaluation of program and strategy implementation	Completed & Ongoing Semi-annually	Colleges were slow to start programs and strategies, but were able to catch up by year two. The extent to which strategies are being implemented with fidelity varies by program and by campus. It should be noted some colleges have employed evaluation results to modify original strategies and build upon emerging trends.	Designed Implementation Evaluation Rubric (external and college-self assessment versions) that has been employed by consortium leadership and TPE to conduct multiple sites visits at each college. Through the development of appropriate implementation evaluation tools, C&A assisted consortium as well as individual college leadership in monitoring progress and more fully develop designated and emerging strategies
3	Work with colleges to design and implement a new statewide data collection system for more than 40 non-credit and credit programs	Completed	Colleges used the system to collect & maintain student level data for non-credit course work. This effort was a first for many colleges and the system is the first of its kind in MO. Through the DATF a mutually agreed upon data dictionary was developed. Colleges (with few exceptions) have delivered data needs on schedule. This has occurred despite varying SIS systems, the disconnect between academic calendars and DOL reporting, and the non-traditional scheduling of POS. This system is a significant accomplishment. Colleges have successfully integrated the innovative strategies into a unified data system. The new system has created the foundation to move forward with additional non-credit statewide data collection while recognizing the independence of the MO model.	System was successfully developed and has been used to systematically gather participant and outcome data related to DOL reporting guidelines and campus evaluation research needs. This effort required C&A to balance college data collection capacity with DOL and consortium data needs, while also providing data necessary for TPE. To support this balance and ensure all data needs were met, extensive work associated with a Statewide Data Advisory group, development of a data dictionary, secure data sharing protocols, and extensive data sharing agreements with all colleges were required. Such efforts required C&A to surpass the original scope of work outlined in the evaluation plan
4	Train campus users on data collection system	Completed & Ongoing	C&A develop additional training materials to support grant data collection/reporting, while helping build research & evaluation capacity at colleges across the State. Training has been far more extensive than originally anticipated.	This item has required additional time as a result of campus staff turnover and at several colleges a lack of appropriate connection between the grant and existing college processes/practices. As a result of the lack of progress on a State-sponsored integrated data system, C&A was required to surpass the original scope of the work outlined in the evaluation plan
5	Work with State agencies to effectively track and record employment and wage data for participants, program completers, and NON-Grant control group.	Completed	Partnership was successfully developed to use "official" employment and wage data to measure employment outcomes. Secure data protocols and data sharing agreements were designed to ensure that employment outcomes by program could be evaluated on a quarterly basis	As a result of the lack of progress on a State-sponsored integrated data system, C&A was required to surpass the original scope of the work outlined in the evaluation plan

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6	Evaluation of participant enrollment and relationship of enrollment to target population	Completed & Ongoing Semi-annually	Current data suggest that the final participant number is within reach. Current enrollment of 2,937 is 82% of final target. Colleges are effectively serving the target populations in the following categories: academically low-skilled; unemployed; and under employed.	As a result of a disconnect between grant writers interpretation of target outcomes and DOL definitions of required outcomes, this area has required C&A to surpass the original scope of the work outlined in the evaluation plan. To appropriately balance DOL reporting guidelines, accelerated/modified program structure, and campus data collection capacity new participant data are collected on a quarterly basis. The extensive MHW data system is well suited for addressing compliance and evaluation questions.
7	Evaluation retention and program completion	Completed & Ongoing: Academic term basis	Term to term retention for NON-Completers currently stands at more than 80%. 39% of current participants have completed at least one program of study and the employment rate for program completers is approximately 63%. Alternative instructional and non-term based modes of instruction have challenged the colleges' existing information systems. Despite such challenges, the MHW integrated data system (see item 3) has allowed for the tracking of term to term retention and program completion at the conclusion of each academic term.	As a result of a disconnect between grant writers interpretation of target outcomes and DOL definitions of required outcomes, this area has required C&A to surpass the original scope of the work outlined in the evaluation plan. As the grant has progressed the attention to building a data system that can address both standard and emerging compliance and evaluation questions has been especially valuable.
8	Evaluation of low-skilled improvement	Completed & Ongoing: Academic term basis	Completion rates for low-skilled participants are similar to college ready students (completion rate for LS = 38% and completion rate for CR = 44%). The MHW integrated data system collects information related to developmental needs of all new participants. Program success is tracked each term and comparisons between "low-skilled students" and "college-ready students" are examined. Current data suggests that "low-skilled students" are progressing through their program of study	As the grant has progressed the attention to building a data system that can address both standard and emerging compliance and evaluation questions has been especially valuable.
9	Partner with colleges to develop grant participant cohorts and NON-Grant participant cohorts to meet DOL/SOW requirement for quasi-experimental evaluation	Completed	MHW quasi-experimental design and comparison cohort plan received DOL approval, while at the same time ensured that the Consortium would have meaningful evaluation data to assist with Statewide scaling efforts	Because colleges were slow to start grant programs and the number of participants in year one was too small to generate appropriate sample size, C&A was required to negotiate with DOL. Such efforts surpass the original scope of the work outlined in the evaluation plan
10	Employ Control and Treatment cohorts to evaluate differences in program retention, program completion and completer employment between grant and NON-Grant participants	Completed & Ongoing	Appropriate comparison data were provided in MHW Year 2 APR. Given the late start of many programs, the data for the Year 2 APR were somewhat limited. With a growing number of program completers expected at the end of Spring 2014, the comparison analysis/evaluation will be updated in Summer 2014.	Because colleges were slow to start grant programs and the number of participants in year one was too small to generate appropriate sample sizing, C&A was required to negotiate with DOL. Such efforts surpass the original scope of the work outlined in the evaluation plan

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11	Evaluation of college capacity to use performance & evaluation data for continuous improvement	Ongoing	Capacity varies by college. Use of evaluation data for continuous improvement and further development of emerging strategies has been observed and documented at 8 partner colleges. Each of these colleges is undertaking significant efforts to scale grant innovations into mainstream college practices. Although there is still time, the remaining colleges seem more interested in just complying with grant requirements and have little or no plans for program sustainability and/or continuous improvement. TPE plans to direct additional attention to this deliverable during the next six months.	The use of data for compliance and continuous improvement has been especially valuable in this area. In Round 1 colleges were not prepared for DOL reporting requirements, and only a few had significant experience in the systematic use of data for continuous improvement. As a result of this situation, C&A was required to surpass the original scope or work outlined in the evaluation plan. Additional efforts to help colleges understand DOL requirements, as well as develop capacity for colleges to use evaluation data for continuous improvements have been required.
12	Evaluation student satisfaction with program of study, as well as program impact	Completed & Ongoing	Current survey and student feedback reveals a high degree of satisfaction with instructional programs and student support strategies. Such feedback has been especially positive in regard to "proactive" student support efforts. Student feedback is being used to scale proactive & intrusive support strategies at a number of partner colleges	C&A has worked closely with partner colleges to encourage and help guide the development of evaluation questions needed to support continuous improvement. The development of the Retention Specialist Community of Practice and C&A's support of this group has been especially valuable. C&A partnered with colleges to develop "Completer" and "Non-Completer" on-line surveys. Surveys were customized for each program and each college. As grant nears completion we expect the number of students completing such surveys to increase.
13	Evaluation of employer engagement and satisfaction with programs and completers	Completed & Ongoing	This is an emphasis area for the TPE. Initial data suggests that colleges and employers have differing definitions of "engagement". As the number of program completers who are hired increases additional emphasis on employer satisfaction with completers will occur. We urged creation of the employer engagement taskforce.	C&A has worked closely with partner colleges to help guide the development of evaluation questions needed to support continuous improvement in this area. The development of the Employer Engagement Community of Practice and C&A's support of this group is beginning to produce results.
14	Completion of DOL quarterly and annual reporting processes	Completed & Ongoing	All quarterly and annual reporting have been completed on-time. C&A created tools and analysis to assist consortium leadership in completing, analyzing and reporting data to allow for more efficient determination of the consortium's compliance with DOL measures. Tools have also allowed colleges to see their progress toward DOL measures, goals and to understand definitions of the DOL terms. C&A has directed significant time to participating in DOL sponsored Webinars, and has also actively participated in the DOL-sponsored "national evaluation" project. C&A is also playing a national leadership role in the TCI Evaluation Collaborative effort to assist DOL in gaining a more complete understanding of community college students and appropriate performance & evaluation metrics	The lack of clear and consistent DOL metrics and reporting guidelines, as well as DOL-related technology problems and DOL slow response time to questions have created challenges related to both quarterly and annual reporting. C&A has spent a significant amount of time developing customized quarterly reporting tools to aid the colleges and the consortium respond to DOL compliance questions and reporting DOL/grant quarterly requirements, as well as ensuring that such information was collected in a manner that would allow the colleges to recognize emerging strategies and help with continuously improve grant programs and strategies. Efforts to complete this item have required C&A to surpass the original scope of work outlined in the evaluation plan.

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15	Partner with colleges and consortium leadership to develop additional research/evaluation/compliance data questions and reporting needs	Completed & Ongoing	As a result of lessons learned (DOL, Colleges, and Consortium) this deliverable has been especially important. We continue to stress the value of "two-sides of the data" and have incorporated the new data reporting needs into our standard reports.	The call for additional compliance data and additional reporting timelines have been somewhat common through the course of the grant. This situation has required C&A to modify original data collection processes/schedules and required C&A to surpass the original scope of the work outlined in the evaluation plan.
16	Provide evaluation updates on a regular basis	Completed & Ongoing	We provide two Evaluation Progress Reports (EPRs) each year (every six months), as well as quarterly evaluation progress updates. EPRs are provided to Consortium director for distribution to the Executive Team. In addition, we provide evaluation updates to MCCA Presidents and Chancellors several times a year. We also have produced progress updates for key outcomes variables for each college, as well as the Consortium and assisted the Grant Team in linking such outcomes to key statewide, public policy questions	C&A continues to assist partner colleges and the Consortium to build capacity for scaling of grant innovations. Such efforts are paying dividends at those colleges who have made a commitment to the use of data for continuous improvement,
17	Develop and coordinate the statewide curriculum review process for all POS	Stage 1 Completed & Stage 2, Analysis Underway	Partnered with consortium leadership to develop curriculum review model, rubric and reporting process. To-date colleges have completed the majority of POS curriculum reviews and Subject Matter Experts have analyzed such reviews.	Curriculum review process was not included in the original research & evaluation plan/budget. Additional funds for this process were provided by the consortium and additional staff were employed to complete this DOL requirement. Results of the CR process are being used to assist in the evaluation of POS outcomes.
18	Partner with colleges and Consortium to assist with program sustainability	Completed & Ongoing	Created the MHW Thought Partner Group to assist in examining programs and strategies which hold the most promise for significant impact and longer term sustainability. In addition, we routinely work with individual colleges to support additional evaluation/research needs beyond the original scope of the stated SOW. In addition, C&A involvement with the Gates-funded Transformative Initiative has helped build Statewide and individual campus capacity to examine potential scaling opportunities related to successful grant innovations.	Developed Thought Partner Group C&A and statewide Communities of Practice. C&A continues to reach out to individual colleges and assist partner colleges and the Consortium in building capacity for scaling of grant innovations. Such efforts have required C&A to surpass the original scope of work outlined in the evaluation plan

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TPE Evaluation Update: May 7, 2014				
TPE 1	Partner with C&A to develop appropriate data security and FERPA compliance processes/procedures	Completed		
TPE 2	Partner with C&A to examine DWD data sharing agreements to ensure that appropriate data are collected to address DOL reporting issues.	Completed		
TPE 3	Partner with C&A to examine participant and outcome data reporting to ensure DOL compliance	Completed		
TPE 4	Partner with C&A to develop appropriate student samples for DOL required Treatment and Control Groups	Completed		
TPE 5	Partner with C&A to evaluate program and strategy implementation, with a particular emphasis related to career pathways and stackable credentials	Completed & Ongoing	Additional site visits are scheduled for Fall 2014. Such visits will focus on campuses and programs that hold promise for sustainability	
TPE 6	Partner with C&A to evaluate impact of grant strategies on student outcomes/success	Completed & Ongoing	Additional work is planned for Summer and Fall 2014. Given the number of strategies being attempted by all colleges and the ever-changing nature of many of the strategies, the identification of specific impacts related to specific strategies is a challenges. TPE is working with C&A to identify a small number of strategies for additional impact analysis.	

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TPE 7	Partner with C&A to evaluate program retention, completion and employment rates, as well as examine the relationship between such outcomes and grant strategies	Completed & Ongoing	With the late start by all colleges, this work was delayed until Spring 2014. With additional program completers expected for Spring 2014, this area will receive additional emphasis this summer.	
TPE 8	Partner with C&A to evaluate if colleges and the Consortium are using evaluation data for continuous improvement and planned program sustainability	Ongoing	This area has been explored during TPE campus site visits and baseline measures were acquired. As the grant nears completion, the TPE will conduct additional evaluate of this area during the Fall 2014 term.	
TPE 9	Partner with C&A to evaluate employer satisfaction with program design, implementation, and program completers	Ongoing	TPE is using initial feedback from employer interviews to refine additional areas of inquiry. In addition, TPE is partnering with C&A to develop student focus group and survey questions to examine program and strategy impact	
TPE 10	Partner with C&A in sharing and publishing research and evaluation results	Completed & Ongoing	TPE has been instrumental in helping MHW share evaluation results on the national stage, including the nationally recognized Transformative Change Initiative.	
TPE 11	Partner with C&A to evaluate the extent to which the consortium has undertake grant programs/strategies promised in SOW	Completed & Ongoing	TPE has conducted site visits to determine the extent to which programs and strategies have been implemented with fidelity. Initial results reveal that despite a slow start, partner colleges are developing program and strategies promised in the SOW. Final site visits will be conducted during the fall 2014 term.	TPE has provided additional assistance in this area to assist colleges in documenting program/strategy implementation, as well as helping colleges document emerging strategies and program modifications consistent with the use of data for continuous improvement.
TPE 12	Partner with C&A to produce the final evaluation report	Ongoing	TPE has played a significant role in helping C&A and the Consortium review and evaluate programs and strategies which appear to hold promise for impacting statewide policy. TPE is an active member of the MHW Thought Partner Group and is currently interviewing members of the Executive Team to explore evaluation needs/interests. A schedule for the final steps in this process have been placed on hold pending DOL's decision on the MHW No Cost Extension.	

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“This workforce solution was funded by a grant awarded by the U.S. Department of Labor’s Employment and Training Administration. The solution was created by the grantee and does not necessarily reflect the official position of the U.S. Department of Labor. The Department of Labor makes no guarantees, warranties, or assurances of any kind, express or implied, with respect to such information, including any information on linked sites and including, but not limited to, accuracy of the information or its completeness, timeliness, usefulness, adequacy, continued availability, or ownership.”



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