

Title	Results of Preliminary Roadmap Action Items Council Survey		
Challenge area:	<input checked="" type="checkbox"/> Student Readiness <input checked="" type="checkbox"/> Affordability <input type="checkbox"/> Institutional Capacity & Student Success <input checked="" type="checkbox"/> Capturing the Potential of Technology <input type="checkbox"/> Stable and Accountable Funding	Staff lead:	Jim Reed
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Synopsis:	This report provides the survey results of Roadmap Action Item rankings and Priorities within the Challenge Areas of Affordability, Technology, Alignment, and Outreach and Support.		
Guiding questions:	How do Council members view the relative importance of the preliminary Action Items within their respective Challenge Area categories, and assess the Roadmap Priority for those Action Items?		
Possible council action:	<input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Approve/Adopt <input type="checkbox"/> Other: _____		
Documents and attachments:	<input checked="" type="checkbox"/> Brief/Report <input checked="" type="checkbox"/> PowerPoint <input type="checkbox"/> Third-party materials <input type="checkbox"/> Other		

**Summary of Preliminary Survey Results:
Affordability, Technology, Alignment,
and Outreach and Support Challenge Areas**

DRAFT

***This draft document does not reflect
any conclusions of, nor actions taken
by, the Student Achievement Council.***

August 22, 2013

Summary of Preliminary Survey Results: Affordability, Technology, Alignment, and Outreach and Support Challenge Areas

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Summary of Preliminary Survey Results

Overview

The purpose of the survey was to obtain an **initial** assessment of each Council member’s relative priority of preliminary Roadmap Action Items in the areas of Affordability, Technology, Alignment, and Outreach and Support. Accordingly, the survey results being reported in this summary do not reflect preliminary conclusions or recommendations of the Council.

Rather, the information from the preliminary survey will be used as a “platform” for members to further discuss and refine their perspectives on the Roadmap Action Items. This type of process for arriving at a group consensus is often referred to as the “Delphi Technique.”

The Delphi method is a structured communication technique—originally developed as a systematic, interactive forecasting method, which relies on a panel of experts. The experts answer questionnaires in two or more rounds. After each round, a facilitator provides an anonymous summary of the experts’ responses from the previous round. Thus, experts are encouraged to revise their earlier responses in light of the replies of other members of their panel. It is believed that during this process the range of the responses will decrease and the group will converge towards a consensus.

Methods¹

In the Roadmap Action Item Survey, Council members were asked to: (1) rank the Action Items within the Items Challenge Area Category (Affordability, Technology, Alignment, and Outreach and Support) and to assign the Action Items a Roadmap Priority (Urgent, Intermediate, and Longer-Term).

The ranking of the Action Items within their respective categories was arrived at by using the sum of the ranks as assigned by the Council members. As discussed in Appendix A, this is a more appropriate method than using the arithmetic average of the assigned ranks.

The Assessment of Consensus describes the relative level of agreement or dispersity among the Council members on the ranking of an Action Item, by the use of four categories: Very Strong, Strong, Moderate, and Weak. The assessment of consensus is based on the review of multiple indices of disparity/variance by four senior Council staff members with expertise in survey research and quantitative methods. Based on their review of these indices, the staff members unanimously agreed on a level of consensus.

¹ Appendix A (page 19) provides a description of the methods used to determine the rankings, level of consensus, and Roadmap Priority of the Action Items.

The Roadmap Priority of the Action Items reflects each Council member’s choice of the time-period for implementing the Action Item within the ten-year planning period (Immediate, Intermediate, or Longer-Term).

When reviewing the survey results, it is important to keep the following in mind:

- The rank of the Action Items within their Challenge Area is not comparable between the different Challenge Areas because the range of ranking is a function of the number of items in the category. For example an Action Item with a rank of three within a Challenge Area category having three Action Items has a different meaning than another Action Item with a rank of three in a category with seven Action Items.
- While Action Items with a “Weak” Consensus ranking may, in fact, be demonstrating an actual divergence of opinion between the members, “Weak” consensus may also be an indication that the Action Item, as stated, is confusing, vague or ambiguous. The same can be true of low-ranked Action Items.

Survey Results by Challenge Area Categories

A description and summary of the Council member’s preliminary survey responses is provided below—by the four Challenge Area categories of the survey. This summary only highlights the survey results, and suggests Action Items that the Council members may wish to further discuss and assess. In this summary, comments provided by Council members on the survey items are included to suggest specific views of members for further discussion.

Affordability

The survey results for Affordability Action Items are presented on pages 5-6. The Council members ranking of the Action Items within this category demonstrate Moderate to Strong/Very Strong consensus on most (five) of the category’s seven items. Two of the Action Items demonstrate Weak consensus (Promote Flexible Tuition Payment Methods, and Evaluate the Effectiveness of State Student Financial Aid Programs).

A majority or more of the Council members agreed on the Roadmap Priority for five of the seven Action Items. Less than a majority of Council members agreed on the Roadmap Priority for “Promote Flexible Tuition Payment Methods” and “Evaluate the Effectiveness of State Student Financial Aid Programs.”

Council members offered the following comments on the Affordability Action Items:

- *We believe the first item should be listed as "Identify and recommend a state and student cost-sharing policy..." as that is most appropriately determined by policymakers. Also, how is the item labeled "Identify a savings incentive program" not duplicative of the GET program? Finally, I question the utility of including the item on "Promoting flexible tuition payment methods" if there is no statutory barrier to doing so.*
- *Full funding of State Need Grant should start immediately, but could be phased in over time to make it more palatable.*

These comments should be discussed by the Council to help refine the Council's position on the Roadmap Action Items for Affordability.

Technology

The survey results for Technology Action Items are presented on page 7.

The Council members ranking of the Action Items within this category demonstrate Moderate to Strong consensus. With respect to Roadmap Priority, there is substantial agreement among the members on the three Action Items contained in this category.

Council members offered the following comment on the Technology Action Items:

- *The item on successful innovations has merit, but should be deemed longer term due to the need to accurately identify and assess "successful innovations."*

Alignment

The survey results for Alignment Action Items are presented on pages 8-9.

The Council members ranking of the Action Items within this category suggest Moderate to Very Strong consensus on all Action Items in this category. And, a majority, or more, of the Council members agreed on the Roadmap Priority for all items in this category.

In addition, a Council member provided the following comment on the Alignment Action Items:

- *I very much support the dual credit recommendation but believe that should include the establishment of a cross-sector work group. The items on Common Core should be combined into one recommendation. Finally, the policy option on measuring progress and celebrating success is too ambiguous and seems to contain a myriad of ideas combined into one statement. That needs to be better flushed out before advancing forward.*

The Council should discuss the above comment. It suggests that two Action Items in this category should be combined, and that another is vague and lacks clarity.

Outreach and Support

The survey results for Alignment Action Items are presented on pages 10-11.

The Council members' rankings of the Action Items within this category indicate that while there is moderate to strong consensus on four of the seven Action Items, there is weak consensus on three of the Action Item Rankings. The Council should discuss possible reasons for their different views on these three items with Weak consensus.

Only one of the Action Items in this category ("Create multiple pathways for students to access information utilizing the "ReadySetGrad" website . . .") did not receive at a least a majority of agreement on Roadmap Priority. This item also should be discussed by the Council.

The Action Items in this category also generated the following comments from Council members.

- *I didn't really agree with the lower priority items. The most important thing is funding for counselors, teachers, advisors, and navigators for low income students.*
- *Increase funding for K 12... I don't think it belongs in our thinking, this specifically. With the state allocation method of funding...the school district has the choice of where they put the money... As an infant, the council does not have the clout to really get this done. Grant funding... belongs in affordability possibly.*
- *The policy option on funding navigators to provide information to returning students needs additional discussion but has incredible potential to serve students with some college and no degree. I love the idea of rebranding outreach programs without changing their administrative structures due to differing funding streams, populations served, etc. I believe higher ed staff should be included in the recommendation on increased funding for K-12 advising and counseling staff given their important roles at our institutions. The policy option on multiple pathways seems like two different recommendations fused together: One on workplace-based learning for credit, and one on ensuring students receive information on postsecondary education. In this context, the word "pathways" is being used in two different ways. I would separate them into two recommendations.*

The Council should discuss these comments. They pertain to the appropriate scope of the Council's Roadmap, as well as the possible synthesis of Action Items in this category.

Affordability - Item Ranking Within Category

Item Rank (within category)	Action Item	Member Rankings									Sum of Ranks	Consensus Assessment
		A	B	C	D	E	F	G	H	I		
1	Fully Fund the State Need Grant and College Bound Scholarship	1	1	2	1	1	3	1	1	2	13	Very Strong
2	Establish a state and student cost sharing policy to guide legislative appropriations and institutional tuition decisions	3	2	1	5	2	1	2	3	1	20	Strong
3	Promote Flexible Tuition Payment Methods	2	3	7	2	3	5	4	7	5	38	Weak
4	Evaluate the Effectiveness of State Student Financial Aid Programs	4	4	3	7	5	7	3	2	4	39	Weak
5	Invest in State Work Study	7	6	4	3	4	4	7	6	3	44	Moderate
6	Identify a Savings Incentive Program	6	5	6	4	6	2	5	4	7	45	Moderate
7	Incent Transfer Students with Financial Aid	5	7	5	6	7	6	6	5	6	53	Very Strong

Affordability - Roadmap Priority

1= Immediate Priority 2= Intermediate Priority 3= Longer-Term Priority

Action Item	Member Priority									Response Frequency		
	A	B	C	D	E	F	G	H	I	Immediate	Intermediate	Longer-Term
Fully Fund the State Need Grant and College Bound Scholarship	1	1	1	1	1	1	1	1	1	9	0	0
Establish a state and student cost sharing policy to guide legislative appropriations and institutional tuition decisions	2	1	1	2	1	1	1	1	2	6	3	0
Promote Flexible Tuition Payment Methods	1	1	3	1	2	3	2	3	1	4	2	3
Evaluate the Effectiveness of State Student Financial Aid Programs	2	2	1	3	2	3	1	1	3	3	3	3
Invest in State Work Study	3	2	2	2	2	2	2	2	1	1	7	1
Identify a Savings Incentive Program	1	2	3	2	2	3	2	2	3	1	5	3
Incent Transfer Students with Financial Aid	2	2	3	3	2	3	2	2	2	0	6	3

Technology - Item Ranking Within Category

Item Rank (within category)	Action Item	Member Rankings									Sum of Ranks	Consensus Assessment
		A	B	C	D	E	F	G	H	I		
1	Develop a statewide P-20 educational technology consortium	2	1	1	1	2	3	3	1	1	15	Strong
2	Provide incentives to support adoption and innovation of	1	2	2	3	3	2	2	2	2	19	Strong
3	Scale up successful technology innovations to create national	3	3	3	2	1	1	1	3	3	20	Moderate

Technology - Roadmap Priority

1= Immediate Priority 2= Intermediate Priority 3= Longer-Term Priority

Item Rank (within category)	Action Item	Member Priority									Response Frequency		
		A	B	C	D	E	F	G	H	I	Immediate	Intermediate	Longer-Term
1	Develop a statewide P-20 educational technology consortium	1	1	1	1	3	3	2	1	1	6	1	2
2	Provide incentives to support adoption and innovation of	2	2	2	3	2	2	1	1	2	2	6	1
3	Scale up successful technology innovations to create national	2	2	3	2	1	1	1	2	2	3	5	1

Alignment - Item Ranking Within Category

Item Rank (within category)	Action Item	Member Rankings									Sum of Ranks	Consensus Assessment
		A	B	C	D	E	F	G	H	I		
1	Fully implement Common Core State Standards (CCSS) and Smarter Balanced Assessment (SBAC).....	1	4	3	1	1	1	1	3	1	16	Strong
2	Simplify Dual Credit processes, and align funding, student fees and incentives across dual-enrollment programs....	2	1	1	4	3	3	4	1	3	22	Moderate
3	Establish an on-going cross-sector workgroup to enhance student planning resources and improve alignment of coursework requirements.....	3	3	2	3	5	2	2	4	2	26	Moderate
4	Align professional development efforts and provide curricular materials and support for implementation of Common Core State Standards (CCSS)	4	5	4	2	2	4	3	2	4	30	Moderate
5	Measure progress and celebrate success: Ensure students, parents, teachers, and school and district leaders know what students need to close achievement gaps.....	5	2	5	5	4	5	5	5	5	41	Very Strong

Alignment - Roadmap Priority

1= Immediate Priority 2= Intermediate Priority 3= Longer-Term Priority

Item Rank (within category)	Action Item	Member Priority									Response Frequency		
		A	B	C	D	E	F	G	H	I	Immediate	Intermediate	Longer-Term
1	Fully implement Common Core State Standards (CCSS) and Smarter Balanced Assessment (SBAC)....	1	2	3	1	1	1	1	2	1	6	2	1
2	Simplify Dual Credit processes, and align funding, student fees and incentives across dual-enrollment programs....	1	1	1	2	1	2	1	1	2	6	3	0
3	Establish an on-going cross-sector workgroup to enhance student planning resources and improve alignment of coursework requirements.....	2	1	2	2	3	2	2	2	1	2	6	1
4	Align professional development efforts and provide curricular materials and support for implementation of Common Core State Standards (CCSS)	2	2	3	2	1	2	1	1	2	3	5	1
5	Measure progress and celebrate success: Ensure students, parents, teachers, and school and district leaders know what students need to close achievement gaps.....	2	1	3	2	2	1	2	2	2	2	6	1

Outreach and Support - Item Ranking Within Category

Item Rank (within category)	Action Item	Member Rankings									Sum of Ranks	Consensus Assessment
		A	B	C	D	E	F	G	H	I		
1	Consolidate High School focused programs into one College Bound outreach and information program for all students	1	4	2	3	3	5	1	1	5	25	Moderate
1	Increase funding for K-12 advising & counseling staff. Utilize mentors to extend and enhance the work of advising and counseling staff	6	3	3	1	2	2	3	3	2	25	Strong
2	Create a Common Launchpad to postsecondary applications and information for younger students	3	1	5	5	4	1	4	4	4	31	Moderate
3	Create multiple pathways for students to access information utilizing the "ReadySetGrad" website and create new pathways such as work integrated learning for credit	2	2	6	6	1	6	2	6	6	37	Weak
4	Fund NAVIGATORS (staff) who will provide one-on-one information including transcript review, financial aid and application information to returning adult students	4	5	1	7	5	3	7	7	1	40	Weak
5	Provide ongoing access and financial aid training for those that help students including CEUs for counselors, teachers	5	7	4	2	6	4	6	5	3	42	Weak
6	Create a new grant funded financial aid program that uses common core assessment achievement as a basis for the award	7	6	7	4	7	7	5	2	7	52	Strong

Outreach and Support - Roadmap Priority

1= Immediate Priority 2= Intermediate Priority 3= Longer-Term Priority

Item Rank (within category)	Action Item	Member Priority									Response Frequency		
		A	B	C	D	E	F	G	H	I	Immediate	Intermediate	Longer-Term
1	Consolidate High School focused programs into one College Bound outreach and information program for all students	1	1	2	1	2	2	1	1	3	5	3	1
1	Increase funding for K-12 advising & counseling staff. Utilize mentors to extend and enhance the work of advising and counseling staff	3	1	2	2	1	1	1	1	1	6	2	1
2	Create a Common Launchpad to postsecondary applications and information for younger students	2	1	3	2	2	1	2	2	3	2	5	2
3	Create multiple pathways for students to access information utilizing the "ReadySetGrad" website....	1	1	3	2	1	2	1	2	3	4	3	2
4	Fund NAVIGATORS (staff) who will provide one-on-one information including transcript review, financial aid and application information to returning adult students	2	1	2	3	2	1	2	2	2	2	6	1
5	Provide ongoing access and financial aid training for those that help students including CEUs for counselors, teachers...	2	2	2	1	2	3	1	2	1	3	5	1
6	Create a new grant funded financial aid program that uses common core assessment achievement as a basis for the award	3	2	3	2	3	3	2	1	3	1	3	5

Survey Results by Consensus Level and Roadmap Priority

The Consensus Level of the Roadmap Action Items, by Challenge Area category and Category Rank, are displayed in the tables on pages 13-15. The Council may wish to consider discussing those Action Items with a “Moderate” or “Weak” consensus assessment to determine if greater consensus can be reached, or if the Action Item needs more clarification.

The tables on pages 16-18 summarize the Action Items by the Council member’s rating of the Priority of the Action Items relative to the ten-year planning period of the Roadmap. These tables display the Action Items, by their Challenge Area category, where a majority or more Council members agreed on the priority (Immediate, Intermediate, or Longer-Term) and, by those Action Items where there was less than majority agreement. The Council may wish to consider discussing these latter items to determine if greater consensus can be reached, or if the Action Item needs more clarification.

Roadmap Action Items by Level of Consensus, Challenge Area Category, and Category Rank

Strong to Very Strong Consensus		
Challenge Area Category	Action Item	Category Rank
Affordability	Fully Fund the State Need Grant and College Bound Scholarship	1
	Establish a state and student cost sharing policy to guide legislative appropriations and institutional tuition decisions	2
	Incent Transfer Students with Financial Aid	7
Technology	Develop a statewide P-20 educational technology consortium	1
	Provide incentives to support adoption and innovation of instructional technology	2
Alignment	Fully implement Common Core State Standards (CCSS) and Smarter Balanced Assessment (SBAC)....	1
	Measure progress and celebrate success...	5
Outreach and Support	Increase funding for K-12 advising & counseling staff.	1
	Create a new grant funded financial aid program that use common core assessment achievement as a basis for the award	6

Roadmap Action Items by Level of Consensus, Challenge Area Category, and Category Rank

Moderate Consensus		
Challenge Area Category	Action Item	Category Rank
Affordability	Invest in State Work Study	5
	Identify a Savings Incentive Program	6
Technology	Scale up successful technology innovations to create national assessment models	3
Alignment	Simplify Dual Credit processes, and align funding, student fees and incentives across dual-enrollment programs....	2
	Establish an on-going cross-sector workgroup to enhance student planning resources and improve alignment of coursework requirements.....	3
	Align professional development efforts and provide curricular materials and support for implementation of Common Core State Standards (CCSS)	4
Outreach and Support	Consolidate High School focused programs into one College Bound outreach and information program for all students	1
	Create a Common Launchpad to postsecondary applications and information for younger students	2

Roadmap Action Items by Level of Consensus, Challenge Area Category, and Category Rank

Weak Consensus		
Challenge Category	Action Item	Category Rank
Affordability	Promote Flexible Tuition Payment Methods	3
	Evaluate the Effectiveness of State Student Financial Aid Programs	4
Outreach and Support	Create multiple pathways for students to access information utilizing the "ReadySetGrad" website and,,,	3
	Fund NAVIGATORS (staff) who will provide one-on-one information including transcript review, financial aid and application information to returning adult students	4
	Provide ongoing access and financial aid training for those that help students including CEUs for counselors, teachers	5

Action Items with a Majority or More Members Agreeing on Immediate Priority		
Challenge Area Category	Action Item	Number of Agreements
Affordability	Fully Fund the State Need Grant and College Bound Scholarship	9
	Establish a state and student cost sharing policy to guide legislative appropriations and institutional tuition decisions	6
Technology	Develop a statewide P-20 educational technology consortium	6
Alignment	Fully implement Common Core State Standards (CCSS) and Smarter Balanced Assessment (SBAC).....	6
	Simplify Dual Credit processes, and align funding, student fees and incentives across dual-enrollment programs....	6
Outreach and Support	Consolidate High School focused programs into one College Bound outreach and information program for all students	5
	Increase funding for K-12 advising & counseling staff. Utilize mentors to extend and enhance the work of advising and counseling staff	6

Action Items with a Majority or More Members Agreeing on Intermediate Priority		
Affordability	Invest in State Work Study	7
	Identify a Savings Incentive Program	5
	Incent Transfer Students with Financial Aid	6
Technology	Provide incentives to support adoption and innovation of instructional technology	6
	Scale up successful technology innovations to create national assessment models	5
Alignment	Establish an on-going cross-sector workgroup to enhance student planning resources and.....	6
	Align professional development efforts and provide curricular materials and support for implementation of Common Core State Standards (CCSS)	5
	Measure progress and celebrate success: Ensure students, parents, teachers, and school and district leaders know what students need to close achievement gaps.....	6
Outreach and Support	Create a Common Launchpad to postsecondary applications and information for younger students	5
	Fund NAVIGATORS (staff) who will provide one-on-one information including transcript review, financial aid and application information to returning adult students	6
	Provide ongoing access and financial aid training for those that help students including CEUs for counselors, teachers...	5

Action Items with a Majority or More Members Agreeing on Long-Term Priority		
Outreach and Support	Create a new grant funded financial aid program that uses common core assessment achievement as a basis for the award	5

Action Items with Less Than a Majority of Members Agreeing on A Roadmap Priority		
Challenge Area Category	Action Item	Greatest Number of Agreements
Affordability	Promote Flexible Tuition Payment Methods	4
	Evaluate the Effectiveness of State Student Financial Aid Programs	3
Outreach and Support	Create multiple pathways for students to access information utilizing the "ReadySetGrad" website....	4

Technical Appendix A

Survey Measures and Methods

Action Item Ranking

The *Sum of the Ranks* as assigned by the Council members is used to establish the rank ordering of the Action Items within their respective Challenge Area categories. The lower the sum of the ranks, the higher the relative ranking of the Action Item.

The use of a measure of Central Tendency (mean, median, or mode) is not appropriate in view of the categorical (nominal) nature of the survey data. Specifically, the mean or median could mask substantial variation among the nine members and reflect a value that none or only 1 of the members actually chose. The mode is also not appropriate because the member's rankings of a single item can reflect as little as only 2 members agreeing on a rank, or the rankings could be bimodal or multimodal, reflecting multiple ties.

Assessment of Ranking Consensus

Since in the Delphi technique, our interest is in *assessing the degree of consensus* for all the rankings of Action Items, a method for measuring the level of consensus which is comparable among all ranked Action Items is needed. Due to the categorical (nominal) nature of the variables being ranked (the Action Items), and the different ranges of their categories, a simple measure of dispersity or variance, the Standard Deviation, cannot be used as the only way to gauge dispersity. Consequently the following measures were also used as a basis to assess the level of ranking consensus.

- Coefficient of Variation
- Single Item Agreement Index
- Variance to Mean
- Mean Absolute Deviation

Each of these methods of gauging Item Ranking consensus were found to be highly inter-associated. A panel of four Council staff with extensive expertise in survey research and analytic methods reviewed these indices and arrived at a unanimous agreement on their assessment of the level of the Council's Action Item ranking consensus.

Roadmap Prioritization

The display of the member's perspectives on the Roadmap Priority of the Action Items is straight-forward. Specifically, the frequencies of the choices (Urgent, Intermediate, Longer-Term) are displayed for each Action Item. This provides the Council members with a quick look at the degree of consensus on the priority rankings of the Action Items.