

# COMPLETE COLLEGE AMERICA

## MEMORANDUM OF UNDERSTANDING AGREEMENT BETWEEN

University of Central Missouri  
AND  
Complete College America

This Memorandum of Understanding (MOU) is entered into on this First day of December 2022 by and between **University of Central Missouri** and **Complete College America** for the purpose of clarifying the use of data collected as part of the Intermediaries for Scale initiative. **Complete College America** is funded by the Bill and Melinda Gates Foundation (BMGF) as an Intermediary for Scale (IFS) that works with institutions to support institutional transformation.

There are two primary types of data institutions will be expected to provide through participation in this initiative, which are described in more detail below:

1. Data from the Institutional Transformation Assessment (ITA) or BMGF approved institutional needs assessment
2. Data submitted to the National Student Clearinghouse's Postsecondary Data Partnership (PDP).

The IFS initiative is a learning project. The goal is to accelerate learning about strategies for improving student success and supporting institutional transformation. Therefore, there is a need for a certain level of transparency to support learning through sharing practices, perspectives, challenges, and outcomes data collectively. Sharing ITA and PDP data with various stakeholders is critical to fulfilling the goal of leading the field in understanding and encouraging transformation.

In this MOU, we describe data sharing expectations with each of four stakeholders, and how these expectations differ across data types. Additionally, we outline the expectations for partnership throughout the duration of the project.

### Data Sharing

---

The four stakeholder types that will receive institutional data and a description of their role on the IFS initiative is provided below.

- Primary Intermediary: **Complete College America**, currently serves as the intermediary organization. As the intermediary organization, **Complete College America** has direct responsibility for helping multiple institutions implement transformation.
- Bill & Melinda Gates Foundation (BMGF): BMGF serves as the funders and supporters of strategies such as the Intermediaries for Scale, which catalyze commitments and support institutions as they transform to serve Black, Latino, and Indigenous students, and students from low-income backgrounds.
- Research Partner: The research partner summarizes data across institutions and across intermediaries to create summary reports for intermediaries and BMGF. The American Institutes for Research (AIR) currently serves as the research partner for the IFS initiative. If another research partner is selected for the IFS initiative in the future, this MOU will be amended to name the new research partner that will access institutional data.
- Service Partners: Organizations within the BMGF Postsecondary ecosystem providing technical assistance services to institutions based on Institution- and Intermediary-identified needs

Institutions shall continue to share ITA data with IFS, AIR or an approved BMGF evaluation partner, and to BMGF through December 2029. Institutions shall also both submit to the PDP and allow access to PDP data to IFS, AIR or

# COMPLETE COLLEGE AMERICA

an approved BMGF evaluation partner, and BMG through December 2029. Institutional PDP participation costs for the final two years will be subsidized by the foundation.

In addition, the research partner and the primary intermediary may create reports from the submitted ITA and PDP data that include data summaries, such as figures with percentages or averages across institutions. These reports will provide aggregated data and will not identify *which* institution provided data. All stakeholders mentioned above will have access to these reports. Additionally, two other stakeholders in the IFS initiative that may access de-identified data through these aggregate reports are described below. Because these two stakeholder groups will not directly access institutional data, they are not included in the description of data-sharing expectations below.

- **Support Partners:** Organizations providing coordination, support, technical assistance, and/or evaluation services to intermediary organizations and BMGF within the IFS initiative
- **Other Intermediaries:** A cohort of intermediaries funded by the IFS initiative who collaborate together to enhance intermediary effectiveness and institutional transformation learnings.

## Institutional Transformation Assessment

---

The ITA is a self-assessment tool designed to help institutions better understand and align around their strengths and areas for improvement in order to act on transformation efforts. The self-assessment addresses elements of institutional transformation around student success including but not limited to Pathways, Solution Areas (Advising, Developmental Education, Digital Learning), and Operating Capacities (Institutional Research, Leadership, Equity, and other capacities). The ITA is administered to relevant staff at partnering postsecondary institutions on a biennial basis.

BMGF has funded multiple IFSs to provide support to several networks of institutions. These intermediaries will collaborate to refine strategies, share lessons learned, and work together to improve student success. Data transparency is critical to support learning about institutional transformation. Sharing average self-ratings from the institutions they are serving collectively allows intermediaries to better understand each other and consider lessons learned to tackle similar problems with their own network of institutions they are supporting. Such sharing also allows others, including organizations that may support your institution's transformation efforts, to provide helpful input and consultation and ultimately allow the sharing of broad lessons with the field.

In sum, sharing ITA data and summary findings drawn from a review of ITA data across institutions is critical to fulfilling the IFS Institutional Transformation goal of leading the field in undertaking transformation and encouraging transformation at other institutions. To support this learning and sharing, there are several stakeholders that will benefit from having access to institutions' ITA data. For most stakeholders, ITA data will be aggregated to the institution level, meaning that individual responses will be averaged across respondents within an institution. However, because uses of ITA data vary across stakeholders, in this MOU, we outline the types of data that will be accessed by different stakeholders and the intended use of data by these stakeholders.

### *Respondent-level data with the institution name associated with the data*

Respondent-level data in which the institution name is associated with the data will be made available for research and institutional support purposes. While these data will identify the institution associated with the data, respondents' personally identifying information will not be attached to the data. Three stakeholders will be provided with access to these data:

- **Primary Intermediary:** As the primary intermediary, **Complete College America** will be able to access respondent-level data as well as data identifying the institution so that they can gain a better

# COMPLETE COLLEGE AMERICA

understanding of the types of services that would best meet **University of Central Missouri's** need for improvement in key capacity areas.

- **Research Partner:** The research partner will be able to access respondent-level data as well as data identifying the institution in order to provide summary reports. In addition, the research partner will examine respondent-level ITA data to refine and improve ITA instrument and to measure the level of within-institution variation in individual responses. Only aggregated and de-identified ITA data will be included in outward-facing reports.
- **BMGF:** BMGF may analyze identified needs assessment data to summarize progress across institutions and across intermediaries to inform high-level strategy decisions. BMGF will receive ITA data that have been aggregated to the institutional role level, but depending on who responds to the ITA, this may result in respondent-level data as there may only be one person in a particular role at the institution. ITA data will not be used for the purpose of determining future levels of funding or grant awards.

## Aggregated, identified Institution-level needs assessment data

Data aggregated at the institution level will be made available to inform service design and delivery.

- **Service Partners:** Organizations providing technical assistance services to institutions will have access to institution-level needs assessment data in order to inform service design and delivery.

## Postsecondary Data Partnership (PDP)

---

Institutions participating in the IFS initiative are expected to sign onto the PDP that is hosted by the National Student Clearinghouse. The PDP involves two types of data:

- **Analysis-Ready File:** A de-identified student-level data file which may be used to facilitate the production of additional aggregate reporting. Personally Identifiable Information will not be included in the student-level data file.
- **Aggregated Data:** Individual student-level data has been combined/summarized, and there is no reasonable basis to believe that the information can be used to identify an individual, and thus is not individually Personally Identifiable Information.

Institutions are expected to provide access to PDP data to the following stakeholders.

## Both the Analysis-Ready File and Aggregated data

- **Primary Intermediary:** As the primary intermediary, **Complete College America** will be able to access the Analysis Ready Files so that they can gain a better understanding of institutional needs and context to inform the types of services provided. Institutions must include **Complete College America** on the National Student Clearinghouse's *Authorized Entities Combined Form* to provide **Complete College America** access to the Analysis Ready Files.
- **Research Partner:** The research partner for the IFS initiative will be able to access the Analysis Ready Files and will use PDP data for reporting purposes to the BMGF. Student-level data will allow the analyst greater flexibility in the ways in which to aggregate data (e.g., first-generation students with a high school GPA that is less than 2.5). Institutions must include the research partner (currently AIR) on the National Student Clearinghouse's *Authorized Entities Combined Form* to provide access to the Analysis Ready Files. The research partner will only include aggregate and PDP data in reports.

## Aggregated data only

# COMPLETE COLLEGE AMERICA

- **BMGF:** As the funder, BMGF will be able to access institution-identified aggregate data for internal reporting and strategy refinement. The foundation may use de-identified institution-level data in public reporting. Institutions must include BMGF on the National Student Clearinghouse's *Authorized Entities Combined Form* to provide BMGF access to aggregated PDP data identified at the institution level.
- **Service Partners:** Organizations providing technical assistance services to institutions will have access to aggregated PDP data identified at the institution level. Complete College America will share these data when necessary to inform the design and delivery of technical assistance services.

## Summary of Level and Method of Data Access

Table 1 provides a summary of the access levels described above and also provides information about the access method by which stakeholders will receive the data.

**Table 1. Level and Method of Data Access**

Stakeholder Group	Institutional Assessment Data (Biennial Administration)		Student Outcome Data (Spring and Fall Data Submission)	
	Access Level	Access Method	Access Level	Access Method
Complete College America	De-identified respondent-level data; Identified at the institution level	Data accessed through the Qualtrics dashboard	Identified institutional metrics, de-identified student-level data	Institutions add IFS as an authorized third-party; IFS accesses analysis-ready file through secure transfer from the NSC.
SNIs/Service Providers (Service Partners)	Identified institution-level data	Data provided through IFS as part of a specific service request	Identified institutional metrics	Data provided through IFS as part of a specific service request
Research Partner (currently American Institutes for Research)	De-identified respondent-level data; Identified at the institution level	Data accessed through the Qualtrics dashboard	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 role-level data; Identified at the institution level	Data accessed through the Qualtrics dashboard	Identified institutional metrics	Institutions add BMGF as an authorized third-party; BMGF accesses aggregate data through secure transfer from the NSC.
All stakeholder groups, including Support Partners and other IFS	De-identified institutional level data	Data provided through IFS or AIR	De-identified institutional metrics	Data provided through IFS or AIR

# COMPLETE COLLEGE AMERICA

## Statement of Interest and Commitment

---

Complete College America (CCA) is launching a 5-year initiative to accelerate student success and degree completion at selected institutions who are supported by the Bill and Melinda Gates Foundation. In collaboration with participating institutions and associations, this project—The Intermediaries for Scale Initiative —will (1) identify a set of 80 institutions that will serve as models for other peer institutions on institutional transformation, (2) utilize the institution's disaggregated data to establish benchmarks and outcomes for the identified strategies, and (3) collaborate with cohort institutions on project activities and findings to share learnings throughout the initiative.

The initiative's focus will be on identifying and implementing strategic interventions that align with the capacity areas in the Institutional Transformation Assessment, as well as building institutional data capacity which will include onboarding to the Postsecondary Data Partnership (PDP). The goals are to increase the completion rates across the institutions and develop data strategies utilizing the data generated from participation in the PDP to improve equitable student outcomes.

As a selected member of the cohort, the institution identified below commits to the following:

1. Identify an institutional team leader who will participate in check in meetings (as determined) to develop the action plan and coordinate funded technical assistance opportunities;
2. Identify a core institutional team to lead the campus community on the institutional transformation initiatives;
3. Participate in the administration of the Institutional Transformation Assessment twice over the duration of the project;
4. Participate in the Postsecondary Data Partnership **[funding available to support if needed];**  
and
5. Actively participate in agreed upon technical assistance and meetings **[funding provided].**

As a participant in the CCA Intermediary for Scale Initiative, the institution below is agreeing to participate in the Intermediary for Scales Initiative and support the initiative's goals and commitments as outlined in the initiative's informational document.

# COMPLETE COLLEGE AMERICA

## INSTITUTION

On behalf of **University of Central Missouri**, I understand and agree to the foregoing terms and conditions of this MOU, and hereby certify my authority to execute this agreement on the institution's behalf.

Signature: Roger J. Best Digitally signed by Roger J. Best  
Date: 2022.12.01 13:40:23 -06'00'

Printed Name: Roger J. Best

Title: President

Date: 12/01/22

## INTERMEDIARY

On behalf of **Complete College America**, I understand and agree to the foregoing terms and conditions of this Memorandum of Understanding, and hereby certify my authority to execute this agreement on its behalf.

  
Signature: \_\_\_\_\_

Printed Name: Dr. Nia Haydel

Title: Vice President for Institutional Transformation and Alliance Engagement

Date: 12/02/22