

# How to Scale and Sustain Cohort Program Scholarship Success:

## Preliminary Findings from Interviews with Kessler Scholars Collaborative Schools



**Dr. Tania LaViolet**  
Director, Bachelor's Attainment  
The Aspen Institute



**Yazmin Padilla**  
Program Associate  
The Aspen Institute



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## The American Talent Initiative's Shared Goal

ATTRACT

ENROLL

GRADUATE

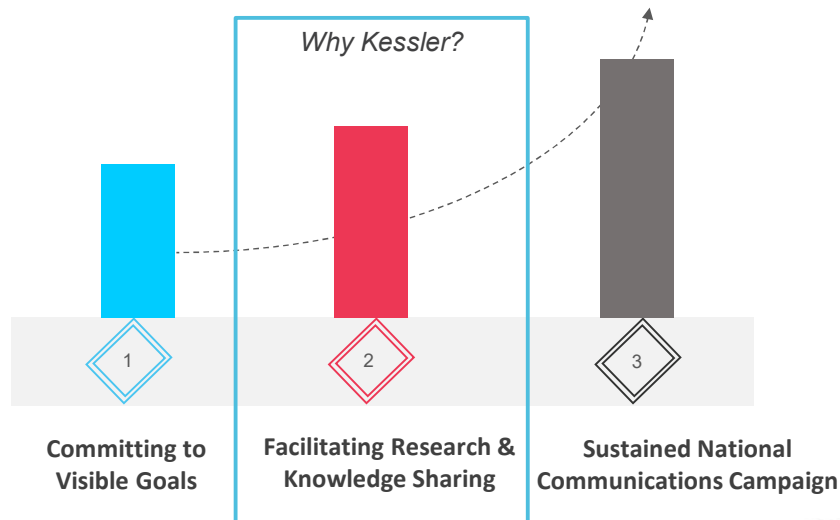
# 50,000

more low- and moderate-income students by 2025.



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# Catalyzing Progress: ATI's Theory of Change



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## The ATI-Kessler Connection

**Bates**



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## Our Members' Core ATI Team

### *Our Primary Audiences*

#### ***President (with support from assistant)***

- Attend annual ATI Presidential Summit
- Participate in small, topic-based communities with other ATI presidents
- Set increased access, success, and equity as a campus-wide priority

#### ***Senior Leader/Main Point of Contact***

- Lead the campus goal-setting process
- Attend ATI in-person/virtual convenings
- Discuss how to advance progress toward strategic priorities with president/chief of staff

#### ***Communications Lead***

- Promote ATI-related efforts on campus
- Support initiative-wide communications campaigns
- Coordinate relevant media opportunities for President/Main Point of Contact

#### ***Institutional Researcher***

- Coordinate annual data reporting
- Contribute to ATI data working groups
- Weigh in on potential research opportunities



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## Rationale for the Research

Understand how presidents, cabinet leaders, and Kessler staff, can work together to:



Scale the benefits of Kessler-type programs across more students.



Set their cohort programs (Kessler or otherwise) up for sustainability.



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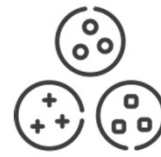
## Methodology: Understanding Challenges, Opportunities, and Practices



21 Interviews with  
senior leaders &  
program directors



Review of strategic  
plans & institutional  
context



Field scan of other  
practices that improve  
student success

Limitations: Small-scale qualitative study that reports what leaders and practitioners are doing and how they are thinking about scale and sustainability of cohort-based scholarship programs. We have not analyzed whether these actions and ideas have led to strong outcomes.



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## What We Heard: Common Challenges

- **Limited Reach**
  - The students who participate in boutique programs benefit greatly, but those outside of the program don't have access to the same kind of support.
  - There is no mechanism to translate what does work in specialized programs into whole-institution approaches
- **Cost**
  - The per-student costs are high and program elements can be donor-dependent
  - Programs that are funded with "soft money" are at risk if funding ceases
  - Without donor-supported funds, a significant scale is unlikely
- **Decentralization** (especially at large public universities)
  - Successful programs are scattered around the institution
  - Leaders of programs don't have opportunities to connect
  - Possible redundancy in resources/programming

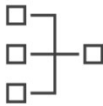


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## What We Heard: Ideas for How to Achieve Sustainability and Scale



**Alignment** to institutional strategic priorities, campus resources, leadership, and culture.



**Strategic Resourcing** includes drawing on available resources for cost-effectiveness, targeted investment in the highest-impact programmatic elements, and making the case for new resources.



**Institutional Integration** creates systems and processes that leverage cohort programs in support of institutional practice reform and transformation.



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## What Does That Look Like in Practice?

Alignment	Strategic Resourcing	Institutional Integration
<ul style="list-style-type: none"> <li>Map program goals and evaluation to strategic plan</li> <li>Develop IT infrastructure to create cohort program flag</li> <li>Report program data to key stakeholders</li> <li>Design a reporting structure that facilitates senior leadership support</li> </ul>	<ul style="list-style-type: none"> <li>Distinguish between new investments for FGLI students and repurposed resources</li> <li>Use evaluation to guide investments in program design and specialized supports</li> <li>Use data and success stories of the program to fundraise for expansion or development of other similar efforts</li> </ul>	<ul style="list-style-type: none"> <li>Create cohort program director committees to encourage “cross-pollination”</li> <li>Apply strong practices in cohort programming to whole student body</li> <li>Encourage cohort students to share resources/engagements with peers</li> <li>Tell program stories often and widely to build campus cultural awareness</li> </ul>



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## We want to hear from you!

- Mural link will be in the chat.
- Run through each column and specific institutional examples, and contribute your thoughts:
  - What are you doing in each of these spaces?
  - What else would you add?
  - Is there anything that does not resonate?

