



Enclosure 2.  
March 1, 2018

**Minutes of the Finance and Facilities Committee of the  
Council on Postsecondary Education Meeting**

**Thursday, January 18, 2018, 5:30 p.m.  
McKenna Conference Room  
Office of the Postsecondary Commissioner  
560 Jefferson Boulevard  
Warwick, RI 02886**

The Finance/Facilities Committee of the Council on Postsecondary Education met on Thursday, January 18, 2018, at the Office of the Postsecondary Commissioner at 560 Jefferson Boulevard, Warwick.

At 5:31 p.m., Committee Chair Heather Crosby welcomed the Committee members and thanked everyone for their attendance at this evening's meeting.

**Present:** Timothy DelGiudice, Dennis Duffy, and Heather Crosby.

**Absent:** Dr. Jeffery Williams.

**1. ACCEPTANCE OF THE AGENDA**

Chair Crosby entertained a motion to accept the agenda. A motion was duly made by Mr. Duffy and seconded by Mr. DelGiudice.

**VOTED:**                   **THAT**                   The Finance/Facilities Committee of the Council on Postsecondary Education accept the agenda for the meeting of January 18, 2018, as described.

**VOTE:**                   Three members voted in the affirmative as follows:

**YEAS:**                   Timothy DelGiudice, Dennis Duffy, and Heather Crosby.

NAYS: 0

ABSTAIN: 0

## 2. APPROVAL OF THE MINUTES

### **Minutes of the Finance and Facilities Committee of the Council on Postsecondary Education's November 1, 2017 meeting.**

Chair Crosby asked if there were any edits related to the minutes. She indicated that she would like to have the Commissioner's Six Key Priorities noted in the minutes on page 5. The Committee members present agreed that this would be a helpful reference.

On a motion duly made by Mr. Duffy and seconded by Mr. DelGiudice, it was

**VOTED:**           **THAT**       The Finance/Facilities Committee of the Council on Postsecondary Education accept the minutes of the Finance/Facilities Committee meeting of November 1, 2017 with the single amendment noted.

**VOTE:**           Three members voted in the affirmative as follows:

**YEAS:**           Timothy DelGiudice, Dennis Duffy, and Heather Crosby.

**NAYS:**           0

**ABSTAIN:**       0.

## 3. CHAIR'S REPORT

Chair Crosby noted that this evening's meeting includes an important topic with the presentation of the performance metrics and with amendments from each institution. She reminded the Committee that the Council had approved performance metrics for each institution in November 2016 following the recommendation from leadership at the Office and from the institutions themselves.

Since that time, there has been continuing discussion about the best measures to use to review and monitor progress toward our system goals.

The institutions prepared information and insights for this evening's discussion to provide the Finance Committee with the anticipation that the metrics will be reviewed and approved at an upcoming Council meeting.

Chair Crosby also referenced the Governor's Recommended Budget and turned the floor over to Commissioner Dann-Messier for an update.

Commissioner Dann-Messier thanked Chair Crosby for the introduction and began her review of the Governor's recommendation by telling the Committee that public higher education had received the single largest general revenue increase of any state agency. That being said, the recommendation included \$3 million of additional funding, which was below the \$9 million requested.

In addition, the Rhode Island Promise Scholarship is included in the Governor's budget for the full request of \$6,350,000, which is an increase over the FY 2018 enacted budget of \$3.6 million. This increase represents the amount needed for the entry of the second cohort and continued support for the first cohort.

The Governor's Recommended Budget also includes an additional \$500,000 for Dual and Concurrent Enrollment for a total appropriation of \$1.8 million for this popular program which was the supplemental request from the system.

The state ballot referenda for November 2018 will include a request for funding of \$45 million for URI's Narragansett Bay Campus Phase I project and \$25 million for RIC's Horace Mann Hall renovation. In addition, the Governor is proposing the commitment of \$4 million in RICAP funds over a two-year period for the expansion of the Westerly Education Center model to northern Rhode Island.

The Commissioner also noted that the Governor's Recommended Budget allows for the expansion of the Full Time Equivalent staffing complement of URI by 68.5 FTEs and of RIC by 23.0. This is only an expansion of the FTE cap and does not include any additional funding.

With the end of the Commissioner's report, Chair Crosby reviewed the evening's agenda and the matters for action and discussion.

#### **4. DISCUSSION ITEM.**

**4a) Updates from the institutions regarding current performance and suggested amendments to performance metrics.**

Commissioner Dann-Messier started the evening's discussion of the performance metrics with a brief overview of the history of this project.

At its meeting in November 2016, the Council on Postsecondary Education approved performance metrics for the three public institutions of higher education in response to the "Performance Funding Incentive Act" signed into law in August 2016 (RIGL §16-106). In November 2017, the Council approved performance funds within the system-wide budget proposal for FY 2019. During the budget process, OPC received feedback from the institutions to make minor revisions to the existing metrics, which is the topic for this evening's discussion. Dr. Dann-Messier noted that the Office of the Postsecondary Commissioner has reviewed the proposed metrics and offered input where appropriate. Based on the input of the Committee, the Council will be advised of the proposed revisions at its meeting on January 24, 2018.

There were a number of questions about how performance will be evaluated for FY 2019 and how funds will be distributed. OPC announced that it is convening a working group to develop guidelines that will establish a clear process and timeline for FY 2019 and beyond. The working group will include representatives from each of the three institutions. The week of January 29<sup>th</sup> will include that first meeting with the intent of bringing these guidelines to the Committee at a future meeting.

Mr. DelGiudice asked for an update regarding the definition for "high-demand, high-wage" fields. Dr. McGill of OPC responded that the Governor's Workforce Board is currently developing a unified definition of high-demand, high-wage occupations based on RI's sector workforce development strategy. Using existing labor market information, GWB has identified 100 "hot jobs" that they consider "high-wage" with over \$40,000 median earnings, as well as "high-demand" with over 50 projected openings. Once these occupations are matched with postsecondary instructional codes, the list can be shared with the Finance Committee for their input at an upcoming meeting.

The Committee members agreed that these metrics will continue to be examined.

At this time, Chair Crosby distributed copies of the November 2016 performance metrics exhibits to the Committee members and the audience. (Attachment 1.)

Presentations by the institutions:

CCRI – Dr. Hughes presented the metrics as proposed by the Community College. Regarding the graduation and persistence metrics, she proposed eliminating the measure for % of first-time, part-time students returning fall to fall. Instead of measuring retention, she proposed increasing the weight for the measure of % of first-time, part-time students earning 12 credits in the first year. She noted that measuring retention is not as useful as measuring credit accumulation to trace future completion. Increasing credits accumulated increases the potential that a student will complete their degree. It is her belief that CCRI is currently setting the bar too low, and she pointed to more aggressive counseling as an important strategy for improving student success. Encouraging students to attempt more credits and then supporting them academically are the right methods to accomplish success with this measure.

Chair Crosby voiced her support for the change and indicated that, in addition to the percentages, she would like to know the actual numbers of students to ensure that more students are being served year over year.

Regarding the high-demand, high-wage measure, Dr. Hughes indicated that there were no proposed changes, and she highlighted ongoing efforts around guided pathways, which will improve performance in this area.

President Hughes also indicated that there were no proposed changes to the mission specific metrics.

She then gave an overview of current efforts to improve performance, highlighting two specific goals for CCRI:

- Goal 1: Enhance student success and completion (as measured by Graduation and Persistence and Mission-Specific metrics)
- Goal 2: Expand business and industry partnerships and programs (as measured by HDHW Certificates and Degrees metrics)

Mr. Duffy asked whether raw data would work better rather than the percentages in regard to HDHW measures. Vice President Enright indicates that percentages are more in line with national statistics but that raw data could be delivered to the Committee as well. The Committee members agreed that both would be their preference.

President Hughes concluded her report with the next steps that the Community College is following in the continuation of its missions:

- On-boarding the new Institutional Research team
- Completing data analysis

Both of these steps will allow the Community College to firm up its baseline statistics as well as its targets in the upcoming 30 days.

**RIC** – Provost Hamilton presented the metrics discussion in Dr. Sánchez’s place this evening. He reported that the team at RIC is evolving in its first operating year together as they continue to work on metrics. Dr. Hamilton indicated that they had found that RIC was “data rich and knowledge poor” and that the new leadership team is actively building capacity in institutional research. He commended Dr. Christopher Hourigan for his excellent work and commitment to the new team’s significant data demands.

Dr. Hamilton reported that the baseline for graduation rates is based on a 5-year average with many students on the part-time, 5-6 year graduation track and that a quicker graduation time is optimal. He also stated that a student’s dropping out or stopping out is often not a function of academic issues. Very often it is work, life, and schedules that are at the core and that it is not the population that is to blame for these issues. But these may also be addressed by advisement once the team identifies the students with these issues. He said that early intervention is the key and offered the following statistics:

First year to second year retention	85%
First year to third year retention	80% ←sophomores tend to stop out
Six year graduation	70%

He wanted to provide the Committee members with a picture of the average RIC student. They tend to be first-generation college student, 50% are Pell-eligible, most work, and most commute after their second year. He answered that these statistics tell the new leadership team that more night and weekend courses need to be offered in order to accommodate so many of RIC’s students.

Dr. DeHayes of URI added his concerns about the use of FTFT cohorts for measurement and emphasized that so many students get lost in transfers, etc. The University tracks them down in the federal clearinghouse but the reportable statistics generally do not include them. Dr. Hamilton concurred. He also stated that RIC will report in absolute numbers as well as percentages in light of Chair Crosby’s concerns as expressed earlier.

Regarding high-wage, high-demand statistics, he noted that RIC used a baseline of \$30,000 per year and 50 openings as this was the original definition. They will convert the statistics to follow a revised definition when it is approved. Dr. Hamilton also stated his concern that these statistics are stated in an “and” proposition per the

Governor's definition. But he would like to see them stated in an "or" proposition as well.

He stated that RIC wants to increase the number of certificates in the future even beyond the level of the past two years, in which they doubled.

RIC's proposal is to modify some of the statistics in the mission-specific area in order to provide better reports of performance. The changes to the learning innovation measures add more specificity to the metrics around experiential learning for students. He informed the Committee that two or more experiential learning events push graduation rates to the 93% mark nationally and this is where RIC is aiming.

Dr. Hamilton also reported that metric 3e (Inclusive excellence: % FTFT first-generation freshmen accumulating 30 credits as compared with \$ FTFT non-first-generation freshmen) continues to be refined in order to provide a better definition and more precise measurement.

Dr. Hamilton also discussed two other proposed inclusive excellence measures regarding faculty diversity. He noted that over one-third of the full time faculty at RIC will turnover within the next 5-7 years. Their goal is to refocus faculty as needed based on the demands of the students and the workplace and to diversify faculty members in the process. He talked about the closing of equity gaps and also discussed the need for diversity across roles. For example, the College of Nursing will be looking for more male faculty while STEM departments will be seeking more female faculty in order to remove the gender stereotypes in various professions and encourage more students to pursue those majors. The definitions for diversity, therefore, may need greater detail and clarity to accomplish those goals.

**URI** – Provost DeHayes presented on behalf of President Dooley. He opened his presentation with his concern that there are some mission-critical areas that do not have good metrics associated with them. Many of the metrics that he presents have been tracked since 2010 while others go back as far as 2008. He indicated that the University embraces the concept of performance funding assuming that:

- Funding model is meaningful and recognizes annual operational needs (Fixed cost increases, contracts, etc.)
- Performance metrics are substantive and measurable
- Consistent, equitable, and transparent process for performance assessment
- Performance funding actually rewards good performance with State funding

In his presentation of the Graduation and Persistence metrics, Dr. DeHayes provided the Committee with the URI Academic Plan baseline which uses 2008-2009 statistics, the

5-year average covering 2011/12 – 2015/16, and the most recent academic year (2016/17). These metrics showed improvement in all four metrics from the Academic Plan baseline to the most recent year’s statistics:

Metrics		URI Academic Plan baseline 2008-09	Baseline 5-year average 2011/12 - 2015/16	Most Recent Year 2016-17	Current Year Percentage Change Over AC Plan Baseline	Current Year % Change over Baseline
<b>Measure 1: Graduation and Persistence</b>						
1a.	Total degree completions (all degrees, certificates) *	2,968	3,694	4,220	42.20%	14.24%
1b.	% bachelor degrees w/in 4yrs FTFT freshman cohort	38.5	44.2	52.3	35.80%	18.33%
1c.	% bachelor degrees w/in 6yrs FTFT freshman cohort	58.9	61.6	65.6	11.40%	6.01%
1d.	Undergraduate degree completions per 100 FTE **	18.1	21.8	24.6	35.90%	12.84%

Dr. DeHayes voiced a concern that he has discussed on a number of occasions: that the excellent progress to date will undermine continued increases in success as the increases at high levels become more and more difficult and 100% is never attainable.

The high-wage, high-demand metrics for URI, which include the number of degrees awarded in these fields, showed an increase of 60% since 2008-2009. Dr. DeHayes indicated that the Governor’s definitions were used for these statistical indicators.

Dr. DeHayes commented that junior year at the University is an important transitional year for students as they leave the University College with all of its academic supports and enter their major departments. The University is very concerned about assuring that they are not lost at that time. This priority is measured in metric 3a: “% FTFT cohort completing 90 credits within three years”.

He also reported that URI wants to extend the Finish What You Started program to students without regard to where they went to college previously. This would be reflected in 3c: “# students re-engaged and making progress toward completion”. However, he did point out that the federal environment is making the improvement in



metric 3d: "Sponsored research expenditures (excludes ARRA & Stimulus Funding)" problematic in the upcoming few years.

Dr. DeHayes returned to his earlier concern that there are no good metrics for certain mission-critical initiatives. He included the following among those missions:

- Economic Development
- Community Outreach and Engagement
- Research and Scholarly Work
- Diversity and Access

In their discussion, the Committee members noted that Dr. DeHayes' concern about the inclusion of diversity and the importance of "counting" it. They sked him to consider possible metrics for a future discussion.

The Committee members discussed the potential for a metric that measured scholarly output such as peer reviewed articles publishes, shows and exhibitions, etc. as these statistics would be independent of dollars.

While Dr. DeHayes indicated that he is comfortable with what has been submitted, he thinks that there needs to be a diversity overlay in the curriculum itself. He also believes and voiced to the Committee that there needs to be an annual review of the metrics themselves to assure that they continue to measure what is truly important.

The Committee members reiterated their concerns about the use of percentages and their preference for absolute numbers in terms of statistics and dollars. Dr. DeHayes indicated that he would be sure that both are included in the collection of the URI metrics.

## **5. ACTION ITEMS**

### **5a. Review of proposed agenda items and meeting times for the Finance and Facilities Committee for calendar year 2018.**

Chair Crosby indicated that she had had the overview of the year's Finance Committee meetings pre-formatted so that members can see what is included on upcoming agendas. The Committee discussed the best time for the tours at the three institutions which will be included in the next three meetings and determined that 4:00 p.m. is best.

While this item was shown as an action item, there is no further action that needed to be taken.

**5b. Review and recommendation for approval by the Council on Postsecondary Education of the Proposed Amendment of Dining Meal Plan Rates and Residential Life summer and Winter Break Rates at Rhode Island College for FY 2019.**

Rhode Island College has been conducting comprehensive reviews of their auxiliary/enterprise fees and rates as well as services provided to students in the course of their continuous quality improvement efforts. Since the rates for tuition and other fees were approved by the Council on November 8, 2017 with the subsequent confirmation of those rates by the Board of Education on November 15, 2107, RIC has identified other services and rates that are in need of adjustment.

With feedback from students, the current meal option plan has been largely a “one size fits all”. However, students have indicated that multiple options for meal plans would provide them with better choices that are tailored to their schedules. Therefore, RIC has proposed a four-option plan that will allow students to choose the best plan for them.

This will mean that the single option plan with the current annual fee of \$4,895 will be replaced by four other choices. These options range from \$3,590 for a 10-meal per week plan to \$5,050 for a 19-meal per week plan. All plans allow for guest passes.

RIC has also proposing to change its Summer and Winter Break weekly room rate from \$80 per week to \$175 per week. The College notes that this weekly rate has not changed in over five years and that it is no longer consistent with the projected costs to operate rooms during these weeks.

Rhode Island General Law 16-59-9(c) states:

*Any tuition or fee increase schedules in effect for the institutions of public or higher education shall be received by the Council on Postsecondary Education for allocation for the fiscal year for which state appropriations are made to the Council by the General Assembly; provided that no further increases may be made by the Board of Education or the Council on Postsecondary Education for the year for which appropriations are made. Except that these provisions shall not apply to the revenues of housing, dining, and other auxiliary facilities at the University of Rhode Island, Rhode Island College, and the Community Colleges including student fees as described in P.L. 1962, Ch. 257 pledged to secure indebtedness issued at any time pursuant to P.L. 1962, Ch. 257 as amended.*

Based on this exception, Rhode Island College requests permission to revise these fees as proposed.

Chair Crosby asked if the College had done any market review about the room rate and Mr. Eaton of RIC reported that they had done significant research rating to these rates at other similar institutions.

On a motion duly made by Mr. Duffy and seconded by Mr. DelGiudice, it was

<b>VOTED:</b>	<b>THAT</b>	The Finance/Facilities Committee of the Council on Postsecondary Education recommend the approval of the Proposed Amendment of Dining Meal Plan Rates and Residential Life Summer and Winter Break Rates at Rhode Island College for FY 2019 to the Council on Postsecondary Education at its next scheduled meeting.
	<b>VOTE:</b>	Three members voted in the affirmative as follows:
	<b>YEAS:</b>	Timothy DelGiudice, Dennis Duffy, and Heather Crosby.
	<b>NAYS:</b>	0
	<b>ABSTAIN:</b>	0.

**5c. Authorization to grant an Easement to National Grid for Construction, Operation, and Maintenance of the Interconnection Facility for the On-site Solar Energy Project on the University of Rhode Island's Kingston Campus.**

Assistant Vice President Vernon Wyman presented the application for easement to the Committee, providing context for this action item.

Agreements related to the solar electrical array project have recently been approved by the Town of South Kingstown, the University, the Council, and State authorities. The next step in this beneficial project is to gain the permission of the Council on Postsecondary Education to enter into an agreement with National Grid to grant an easement allowing them to construct, operate, and maintain an interconnection facility.

Mr. Wyman reported that this facility will serve as the connection between electrical transmission lines sending electrical power generated from the solar photovoltaic arrays on the University campus and Town property to the State-wide grid.

The University has prepared an application for transmittal to National Grid for the required easement. National Grid will then prepare the resulting Easement Document for review by University and Council's Legal Counsel, prior to the formal execution by the Council on Postsecondary Education and the State Properties Committee.

The University is also requesting that the Council grants authorization to Chair Foulkes to sign both this application and the resulting easement document subject to appropriate legal review. It will go to State Properties Committee thereafter.

Mr. Duffy stated that he needed to recuse himself from this motion as an immediate family member is employed by one of the parties involved in this project.

On a motion duly made by Mr. DelGiudice and seconded by Chair Crosby, it was

**VOTED:**            **THAT**            The Finance Committee recommends that the Council on Postsecondary Education authorizes the application for an Easement to National Grid for Construction, Operation, and Maintenance of the Interconnection Facility for the On-site Solar Energy Project on the University of Rhode Island's Kingston Campus.

**VOTE:**            Two members voted in the affirmative as follows:

**YEAS:**            Timothy DelGiudice and Heather Crosby.

**NAYS:**            0

**ABSTAIN:**        Dennis Duffy.

## 6. ADJOURNMENT

On a motion duly made by Mr. DelGiudice and seconded by Mr. Duffy, it was:

**VOTED:**                   **THAT** *The Finance/Facilities Committee of the Council  
on Postsecondary Education adjourn its  
meeting.*

**VOTE:** 3 members voted in the affirmative and 0  
members voted in the negative as follows:

**YEAS:** Heather Crosby, Timothy DelGiudice, and  
Dennis Duffy.

**NAYS:** 0

The meeting adjourned at 7:30 p.m.

**Attachment 1.**

**Institutional Metrics** (Approved November 2016)

URI Metrics		Baseline	5-Year Target (2020-2021)	Weight
<b>Measure 1: Graduation and Persistence</b>				
1a.	% bachelor degrees w/in 4yrs first-time, full-time (FTFT) freshman cohort	44.2%	52%	15%
1b.	% bachelor degrees w/in 6yrs FTFT freshman cohort	61.6%	68%	15%
1c.	# degree completions per 100 FTE enrolled	21.8	25	10%
<b>Total Weight</b>				<b>40%</b>
<b>Measure 2: HDHW Certificates/Degrees</b>				
2a.	# degrees awarded in high-demand, high-wage (HDHW) fields	2328	2794	20%
<b>Total Weight</b>				<b>20%</b>
<b>Measure 3: Mission-Specific</b>				
3a.	% FTFT cohort completing 90 credits w/in three years	58.4%	68%	8%
3b.	# students engaged in experiential learning	8821	9262	8%
3c.	# students re-engaged and making progress toward completion	175	260	8%
3d.	\$ sponsored research award	\$82.8m	\$83m	8%
3e.	# business/community partnerships Level 1	1200	6000	8%
3e.	# business/community partnerships Level 2	90	270	
<b>Total Weight</b>				<b>40%</b>

RIC Metrics		Baseline	5-Year Target (2020-2021)	Weight
<b>Measure 1: Graduation and Persistence</b>				
1a.	% of FTFT graduating in 4 years	16.2%	25%	20%
1b.	% of FTFT graduating in 6 years	43.4%	50%	20%
<b>Total Weight</b>				<b>40%</b>
<b>Measure 2: HDHW Certificates/Degrees</b>				
2a.	# of certificates and degrees in HDHW fields	1161	1393	20%
<b>Total Weight</b>				<b>20%</b>
<b>Measure 3: Mission-Specific</b>				
Learning innovation: % of FY students engaged in at least one high impact practice				
3a.	practice	47.5%	60%	10%
Learning innovation: % of seniors engaged in at least one high impact practice				
3b.	Inclusive excellence: % of FY students indicating that RIC very much "encourages contact among students from different economic, social and racial/ethnic backgrounds"	80.0%	90%	10%
Inclusive excellence: % of seniors indicating that RIC very much "encourages contact among students from different economic, social and racial/ethnic backgrounds"				
3c.	backgrounds"	20.7%	30%	10%
Inclusive excellence: % of seniors indicating that RIC very much "encourages contact among students from different economic, social and racial/ethnic backgrounds"				
3d.	backgrounds"	19.3%	30%	10%
<b>Total Weight</b>				<b>40%</b>

CCRI Metrics		Baseline	5-Year Target (2020-2021)	Weight
<b>Measure 1: Graduation and Persistence</b>				
1a.	% of FTFT graduating in 2 years	3.7%	7%	5%
1b.	% of FTFT graduating in 3 years	13.0%	20%	20%
% of FTPT students earning 12 credits in first year, including prior and following summers				
1c.		24.4%	28%	5%
1d.	% of FTPT students returning fall-to-fall	45.6%	48%	10%
<b>Total Weight</b>				<b>40%</b>
<b>Measure 2: HDHW Certificates/Degrees</b>				
2a.	Certificates in HDHW fields as % of total certificates awarded	72.3%	80%	10%
2b.	Degrees in HDHW fields as % of total degrees awarded	47.5%	52%	10%
<b>Total Weight</b>				<b>20%</b>
<b>Measure 3: Mission-Specific</b>				
Number of associate degrees awarded to CCRI transfer-out students				
3a.	% of entering first-time cohort completing math 1200 or 1430 in first year, including both summers (C or better)	Under development	Under development	10%
% of entering first-time cohort completing English 1010 in first year, including both summers (C or better)				
3b.		10.4%	15%	15%
% of entering first-time cohort completing English 1010 in first year, including both summers (C or better)				
3c.		23.3%	28%	15%
<b>Total Weight</b>				<b>40%</b>