



Enclosure 2a  
June 20, 2018

**Minutes of the Council on Postsecondary Education Meeting**  
**Wednesday, April 25, 2018, 8:00 a.m.**  
**Rhode Island College - Gaige Hall, Room 200**  
**600 Mount Pleasant Avenue, Providence, RI 02908**

The Council on Postsecondary Education met on Wednesday, April 25, 2018, at Rhode Island College, Gaige Hall, 600 Mount Pleasant Avenue, Providence, Rhode Island 02908. At 8:07 a.m., Chair William Foulkes welcomed everyone. He then asked for the roll to be taken, after which he declared a quorum present.

**Present:** Heather Crosby, Timothy DelGiudice, Dennis Duffy, William Foulkes, Rachelle Green (arrived at 8:10 a.m.), Mariela Lucaj, and Thomas Izzo

**Absent:** Barbara Cottam and Jeffrey Williams

**1. Acceptance of the Agenda**

Chair Foulkes called for a motion to approve the agenda.

On a motion duly made by Timothy DelGiudice and seconded by Heather Crosby, it was

**VOTED: THAT** The Council on Postsecondary Education approves the agenda for the meeting of April 25, 2018, as presented

**VOTE:** 5 members voted in the affirmative and 0 members voted in the negative as follows:

**YEAS:** Heather Crosby, Timothy DelGiudice, Dennis Duffy, William Foulkes, and Thomas Izzo

**NAYS:** 0

ABSTAINS: 0

## 2. Approval of the Minutes

- a. Minutes of the March 22, 2018 Meeting

Chair Foulkes called for a motion to approve the minutes.

On a motion duly made by Timothy DelGiudice and seconded by Dennis Duffy, it was

**VOTED: THAT** The Council on Postsecondary Education approves the minutes of the meeting on March 22, 2018

**VOTE:** 4 members voted in the affirmative and 0 members voted in the negative as follows:

**YEAS:** Heather Crosby, Timothy DelGiudice, Dennis Duffy, and William Foulkes

**NAYS:** 0

**ABSTAINS:** Thomas Izzo

## 3. Executive Session

*The Council may seek to enter into Executive Session for the following item:*

- a. Discussion - update on collective bargaining, all bargaining units, pursuant to R.I.G.L. §42-46-5(a)(2)

Chair Foulkes called for a motion to enter into executive session for reason presented, pursuant to R.I.G.L. §42-46-5(a)(2)

On a motion duly made Timothy DelGiudice and seconded by Dennis Duffy, it was

**VOTED: THAT** The Council on Postsecondary Education enters into executive session for reason presented, pursuant to R.I.G.L. §42-46-5(a)(2)



Chair Foulkes noted that the Council members will be hearing a report today from AGBIS consultants who are doing an innovation and effectiveness study for the OPC. The Council will also be talking about the Performance Funding Policy, which has been years in the making. They are close to having a process that he believes will last for decades. Chair Foulkes reminded everyone that they should have received their Ethics form which is due on April 30. He also reminded Council members that commencements are coming up and that they should have the dates on their calendars. OPC will be handling all the logistics this year, including the distribution of the regalia. Chair Foulkes then turned the meeting over to the Commissioner.

## 5. Commissioner's Report

### a. Update on policy and programmatic initiatives

The Commissioner thanked Rhode Island College for hosting the meeting. She told the Council that the office is continuing to work on populating the state's Attainment Plan. She met with the three Presidents immediately after the last Council meeting to talk about this work going forward. The office also started two advisory groups. One is a Community- Advisory Group consisting of faith-based leaders and community-based organizations to help us strategize on reaching the 75-25 attainment goal. The other is a Student Advisory Group. Both groups just had their first meetings. The Commissioner thanked Mariela Lucaj for being such an outstanding Student Representative who is very committed to the work and to representing CCRI and RI students.

The RI Foundation has funded a professional development series for OPC and the institutions of higher education to make sure that they remain current on best practices across the country. The second session of this series is scheduled to take place on May 1 and will focus on veterans. OPC is doing this in partnership with the Office of Veterans Affairs, the National Guard, and SENEDIA. They are bringing in speakers from Kansas and Minnesota who are doing some very effective work with veterans. The speakers will be talking about how to better serve this population and how to recognize their military training and provide them with academic credits for their experiences. OPC has invited the institutions of higher education, the Council members and key stakeholders to this meeting. CCRI, RIC, and URI have already made a deep commitment to serve our veterans and are working very effectively with them. This will give everyone present a chance to hear about and incorporate any new ideas that could be helpful here.

The Commissioner stated that she is pleased that RIC and CCRI have embarked on putting together proposals for adult education funding programs to the RI Department of Education (RIDE) based on the I-Best model (Integrated Basic Education and Skills Training model) that will ensure that these programs are not only focused on getting a

GED or high school diploma, but will also help create a pathway to postsecondary education opportunities. Our office has been working with RIDE to ask them to incorporate the I-BEST model into their request for funding proposals (RFPs) to make that happen. The Westerly Education Center will also be working with this to develop employer focused career pathways. This is the first time that RIDE has put into their proposals the requirement for seamless pathways from adult education to postsecondary education.

OPC recently had their budget hearings. The Commissioner stated that the OPC and the institutions were very well received in the House and Senate and given great acknowledgement for the work that we do. She is hopeful that additional resources will be allocated for this work.

The Commissioner introduced two new OPC staff: Paula Szulc, the new Associate Commissioner for Student Success and Wayne Hannon, the Chief Financial Officer.

Chair Foulkes mentioned that one of the goals of the OPC is to integrate CCRI into the Rhode Island Nursing Education Center and wanted the Commissioner to comment briefly on this. The Commissioner stated that her office is working on this and that the only reason she didn't mention it was because they are in the process of finalizing an agreement between the three institutions. CCRI and Lifespan have put forward a training program that is in the works and will help with this.

Chair Foulkes commended the Commissioner for the outstanding job she has done in representing the Council in recent media interviews.

- b. Notices of new programs that were submitted and reviewed for notification for the Council:

The Commissioner mentioned the program notifications from URI: their new International Studies and Diplomacy Major; the Graduate Certificate in Scientific Writing and Rhetoric; and the identification of focus areas within their Department of Communication Studies in the Harrington School of Communication and Media. A Council member asked if URI ever stops doing programs and offering majors. The Provost said that periodically URI does a review of enrollment, credit hours produced, and number of students graduating in various majors. About 7 years ago, they eliminated about a dozen programs. Three or four years ago, they eliminated some more and also reorganized some others to make them more contemporary.

The Commissioner's report is available [here](#).

## 6. Reports from the Presidents

- a. Rhode Island College – Updates and issues affecting local and national higher education - including strategic initiatives or key developments on campus, especially those related to innovation and effectiveness

President Sanchez mentioned that today was the official kickoff of their commencement season. This morning they hosted 16 academic award recipients as part of their cap and gown ceremonies and will have their May 12<sup>th</sup> commencement ceremonies with keynote speaker Jeff Kirwan, Former President and CEO of Gap Global.

Enrollment at RIC has not been consistent and has declined over the last several years. In order to combat this, they have provided information to students regarding their financial awards three weeks earlier this year than in previous years. They are also looking at the packaging of their scholarships in a very different way. In terms of academic progress, they have reviewed all the holds that previously resulted in students being disenrolled or which stopped students from enrolling. In some cases they are eliminating these holds, which has helped build a larger pipeline of RIC students. There is also robust communication with students through email, as well as a social media campaign which includes Snapchat, Facebook, Pandora, and LinkedIn. They just had a student acceptance day about 2 weeks ago. A year ago they had 580 students who came to the campus on that day. This year they had over 750 students attend, which is approximately a 40% increase. They are also unpacking the student transfer process. They are revamping that student experience, which starts with curriculum mapping and creating 2+2 and guaranteed transfer programs. CCRI and RIC are working together to improve their transfer pathways and articulation agreements. They sat down with CCRI President Meghan Hughes and her executive team to figure out ways to make transfer a more seamless process for their students. RIC anticipates that in the next 5 months they will have six to seven 2+2 programs to share with the Council. They are also looking at doing more work on the student transfer process with URI. They are also looking at offering more evening, online and blended learning opportunities, which will attract more adult learners.

President Frank Sánchez's report is available [here](#).

- b. Community College of Rhode Island – Updates and issues affecting local and national higher education - including strategic initiatives or key developments on campus, especially those related to innovation and effectiveness

At the graduation next month, CCRI anticipates seeing the highest 3-year graduation rate (18%) that they have seen in 18 to 20 years. While this number is not high enough, it is an improvement.

The summer session has historically been very quiet, and classes have not been that well attended. This summer they are offering 160 more course sections in 2 six-week sessions. They have done a lot of outreach to current students to make sure they know that there is an active double summer session. Their student services team has been very aggressive in its outreach. They now have year-round Pell which has not been available for several years. CCRI also has the ability to cover more than a half million dollars in financial aid for their students. They are currently at an 8% increase of students enrolled for summer classes (just under 4,000 students) and anticipate that they may get up to 10% for the summer. The number of credits taken matter. Their credits earned are up by 13% which is a significant jump. CCRI now has a fully reconstituted institutional research and assessment team which is helping them to gather data on credit accumulation and other important markers. They are also focusing on enrollment and retention. They have instituted multi-measures to place students, instead of just relying on a single high-stakes test (the Accuplacer exam). They are working to stretch their students into more non-developmental courses and provide the support necessary for them to succeed in these classes. Over the last two years they have placed over 1,200 students into credit-bearing math and English classes. These English courses have an 81% pass rate, which outperforms their non-multimeasure student pass rate of 76%. The pass rate in these math classes is 55%, and they are working on reforming how they deliver math so they expect that this number will go up. For every developmental course their students bypass they save time and \$633.

CCRI retained 83% of the first Promise class of 1,577 students from the fall to spring semester outperforming the Tennessee program, which retained 79% of its inaugural cohort. They saw 43% enrollment growth, again outperforming the Tennessee program's 25%. They have one semester of data and CCRI is looking forward to coming back this summer and reporting a full year's data. To date, based on these numbers, CCRI has 240% more students on track to graduate in 2 years based on a 2.5 GPA and 30 credits earned. This is a significantly higher threshold than the federal government assigns to college students. CCRI has seen the most significant equity gains in the history of the college. Enrollment of Pell-eligible students increased by 54%. The State of RI invested just under \$3 million in this inaugural year and \$.5 million came in from the federal government. They saw a 62% increase in enrollment in students of color. CCRI is laser focused on closing the achievement gaps for these students. CCRI is currently recruiting for the fall 2018 class. Their projection is that 2,000 students will be enrolled in the second Promise class, which would be roughly a 25% increase from the first class. At this rate, in two years they will have gone from approximately roughly 1,100 full-time, right out of high school students, to 2,000.

President Megan Hughes' report is available [here](#).

- c. University of Rhode Island – Updates and issues affecting local and national higher education - including strategic initiatives or key developments on campus, especially those related to innovation and effectiveness

President Dooley highlighted three things that they are currently doing regarding innovation and effectiveness:

1. As part of URI's position as a leading research university, they have worked to increase undergraduate participation in research. The numbers in the written report only capture a very small portion of the students who are engaged in undergraduate research. The number does not include the students who do research for credit or are funded by research grants. They only capture the students who are doing research for special programs sponsored by the Office for Undergraduate Research, the Honors Program, and some particular federally funded initiatives.
2. The University library has been completely transformed. Most of the books have gone into storage and the building has become a 21<sup>st</sup> century data and interaction hub for all students, departments, and faculty. This sophisticated equipment is fully networked and open to all students. The Artificial Intelligence Laboratory will be opening in the library in the fall of 2018. In the spring of 2019, the Design Thinking Lab will be opened in the library with high- speed direct links from the Providence campus to the Kingston Campus so that students can work collaboratively on projects around design and be connected globally to students, faculty, and experts across the world to work on design thinking concepts and projects. The DataSpark IT Server System and data analytics unit has been relocated from the Providence Plan to the University of Rhode Island. This is a major resource for URI and for the state. It has secured a number of contracts and is a terrific source of opportunity for undergraduates, graduate students, and faculty to participate in data analytics projects on behalf of the state and other entities. The library is also serving as the hub for big data science collaborative groups. They have hired nine new faculty to work on this.
3. URI recently submitted a proposal as the lead institution to design the next generation research vessel that is currently in the federal budget. They are competing to build the vessel for the Atlantic Ocean in partnership with the Woods Hole Oceanographic Institute and the University of New Hampshire. They believe they have a strong chance of winning the \$125 million dollar research vessel contract. They'll know by the end of 2019.

Heather Crosby asked how these things translated into student success and engagement, graduation rates, and job placement. President Dooley said that the



University's research environment gives undergraduates the opportunity to actively participate in cutting edge research on a routine basis across all disciplines. This leads to better outcomes for students, gives them an opportunity to integrate learning across disciplines, and makes them more attractive to graduate programs and employers.

President David Dooley's report is available [here](#).

## 7. Discussion Item

### a. Discussion of Performance Funding Policies and Procedures

Over the past three months, a group of faculty and staff from the three institutions of higher education has worked with OPC staff to produce transparent, credible guidelines and policy which include a set of guiding principles. The Commissioner thanked URI Provost Don DeHayes, CCRI Vice President Sarah Enright, and RIC's Acting Provost Sue Pearlmutter for their contributions to this process, as well as Dr. Robin McGill from OPC for facilitating these meetings. At the June meeting the Council will consider approval of these guidelines and discuss the initial performance targets set by each institution. These guidelines represent the culmination of the first phase of the Comprehensive Funding Plan and will enable OPC to implement the legislation passed in 2016. The next phase will be to work with the institutions of higher education to adjust the revenue needs to a revenue base funding formula and a predictable tuition policy.

#### Overview of how the Performance Funding will work

Each institution's performance is measured in three categories:

1. Graduation completion
2. Workforce development
3. Mission specific

Several of the metrics are specified in the statute and for these there will be 4-year performance targets to be discussed in June. As part of the budget submission process which will take place in August and September, each institution will submit their performance reports showing their progress on the metrics across the three categories. The Commissioner, in consultation with the Presidents and the Council, will review the institutions' performance and make determinations on whether they have achieved the performance metric. If performance is not achieved, the evaluation will include plans for improving performance and redirecting funds for that purpose.

Chair Foulkes then opened up the matter up for discussion and questions. Heather Crosby expressed concern that some other things were added after the April 12 meeting

and she is not sure that these were agreed on. According to her recollection, those present at the meeting agreed that performance should be measured by:

- Number of students through the doors
- Number of students graduating at traditional levels (2 years for Associate; 4 years for Bachelor)
- Dollars made by new graduates
- Diversity of students

It is her understanding that the agreement was that these measures should be reviewed at least annually, if not semester by semester and that 5-year numbers would be looked at. She suggested that any other metrics and guidelines in the report should be brought up at the Finance Committee meeting in May and reviewed again at the Council meeting in June.

Heather's concerns are:

1. The Council needs to be included in and approve of any non-statutory performance measure that may have been added by the OPC;
2. There is a 4-year cycle mentioned in the document. In discussions at the Finance meeting they discussed looking at annual metrics and a 5-year cycle;
3. The target numbers for the metrics need to be filled in instead of left blank;
4. A 5-year static baseline is also in the document, and it is her understanding that they had talked about a 3-year static baseline.

Chair Foulkes asked the Commissioner to respond to the concerns expressed. The Commissioner responded that she is willing to open up the discussion again in consultation with the Presidents. However, there is an issue with having annual targets that can change every year because then there is no consistency. They set four year targets because they felt this was a reasonable amount of time over which to measure the progress of the institutions. With annual review, the institutions can show improvement but they wouldn't be able to meet targets within six months to a year.

President Dooley reiterated his concern that unless thoughtfully done, this initiative could result in a penalty to URI because they have been working on these performance metrics on their own for the past 5 years and have made dramatic improvements already. He stated there is a limit to how much more they can realistically improve on these statistics. The metrics have got to be based on the reality faced by URI and within the context of RI and should take into account the improvements in the performance metrics that have already been made. He urged the Council not to unintentionally penalize URI for having already improved their numbers by imposing unrealistic performance standards.

Chair Foulkes acknowledged these concerns and said that the goal is not to penalize institutions by requiring that they meet hard and fast numbers, but to provide a policy that will provide parameters and guide the state over a long period of time.

## 8. Action Items

### a. Items from the University of Rhode Island:

1. Review and approval of a Uniform Real Estate License Agreement between the Council on Postsecondary Education/University of Rhode Island and Theta Theta Housing LLC to maintain and operate a sorority house at 11 Fraternity Circle, Kingston, Rhode Island

Lou Saccoccio explained that there are two documents in the package. One is the Uniform Real Estate License Agreement and the other is a bill of sale. Under prior practice, dating back to 1912, the board would take the title to the fraternity or sorority house until the loan obligations for the building were paid in full. As a result, URI has a title to the sorority house listed under this action. The reason was that if the fraternity or sorority defaulted on the loan, the board would assume those obligations. The board decided that they will no longer be giving loan guarantees or taking titles of these buildings. The Uniform License Agreement represents a standardized relationship between URI and the fraternities and sororities located on campus. In this action, Theta Theta Housing will purchase Chi Fi House. Therefore, Chi Fi needs to have the title to the sorority house at 11 Fraternity Circle in their name in order to transfer it back to Theta Theta Housing.

Chair Foulkes called for a motion.

On a motion duly made by Timothy DelGiudice and seconded by Dennis Duffy, it was

**VOTED: THAT** The Council on Postsecondary Education approves the Uniform Real Estate License Agreement between the Council on Postsecondary Education/University of Rhode Island and Theta Theta Housing LLC to maintain and operate a sorority house at 11 Fraternity Circle, Kingston, Rhode Island

**VOTE:** 6 members voted in the affirmative and 0 members voted in the negative as follows:

YEAS: Heather Crosby, Timothy DelGiudice, Dennis Duffy, William Foulkes, Rachelle Green, and Thomas Izzo

NAYS: 0

ABSTAINS: 0

2. Approval of Resolution Delegating Authority over User Agency Contracts to the Managerial Group at the University of Rhode Island

President Dooley explained that this resolution gives the Managerial Group at URI the authority to work with and approve contracts at URI that involve classified information so that the Council does not have to undergo 7-year background checks in order to do this work.

Chair Foulkes called for a motion.

On a motion duly made by Timothy DelGiudice and seconded by Rachelle Green, it was

**VOTED: THAT** The Council on Postsecondary Education approves the Resolution Delegating Authority over User Agency Contracts to the Managerial Group at the University of Rhode Island

VOTE: 6 members voted in the affirmative and 0 members voted in the negative as follows:

YEAS: Heather Crosby, Timothy DelGiudice, Dennis Duffy, William Foulkes, Rachelle Green, and Thomas Izzo

NAYS: 0

ABSTAINS: 0

b. Item from the Rhode Island Office of the Postsecondary Commissioner:

1. Approval of the First Amendment to the Lease between the Office of the Postsecondary Commissioner/Council on Postsecondary Education and the Royce Family Fund, Inc. for the Westerly Education Center

Ron Cavallaro explained that the Westerly Education Center will be offering courses that require a biology and chemistry lab. This document amends the 2016 lease by having the landlord reconfigure two classrooms into a biology and chemistry lab to certain specs and at a cost limit. Once approved by the Council the lease will be presented to the State Properties Committee for their approval. These labs will be utilized by potential employers and companies that are training their staff. The CCRI courses that are currently being held at the labs in Westerly High School will also now be held in these labs.

Chair Foulkes called for a motion.

On a motion duly made by Timothy DelGiudice and seconded by Rachelle Green, it was

**VOTED: THAT** The Council on Postsecondary Education approves Approval of the First Amendment to the Lease between the Office of the Postsecondary Commissioner/Council on Postsecondary Education and the Royce Family Fund, Inc. for the Westerly Education Center

**VOTE:** 6 members voted in the affirmative and 0 members voted in the negative as follows:

**YEAS:** Heather Crosby, Timothy DelGiudice, Dennis Duffy, William Foulkes, Rachelle Green, and Thomas Izzo

**NAYS:** 0

**ABSTAINS:** 0

- c. Approval of recommendations from the System Personnel Review Committee:
  1. Approval of a reclassification for Vice President, Finance and Strategy at the Community College of Rhode Island

President Hughes explained that this new role is needed to act as a CFO, as well as focus on their IT arm, controller arm, and budget arm.

Chair Foulkes called for a motion.

On a motion duly made by Rachelle Green and seconded by Timothy DelGiudice, it was

**VOTED: THAT** The Council on Postsecondary Education approves the reclassification for Vice President, Finance and Strategy at the Community College of Rhode Island

**VOTE:** 6 members voted in the affirmative and 0 members voted in the negative as follows:

**YEAS:** Heather Crosby, Timothy DelGiudice, Dennis Duffy, William Foulkes, Rachelle Green, and Thomas Izzo

**NAYS:** 0

**ABSTAINS:** 0

2. Approval of a new classification for Director of Information Technology and Facilities at the Office of the Postsecondary Commissioner

The Commissioner is asking for this position that will restructure the current Program Analyst Manager to the Director of Information Technology. It is neither an upgrade nor a downgrade, but a reclassification due to OPC transferring the work of DHEA to the federal government.

Chair Foulkes called for a motion.

On a motion duly made by Rachelle Green and seconded by Thomas Izzo, it was

**VOTED: THAT** The Council on Postsecondary Education approves a new classification for Director of Information Technology and Facilities at the Office of the Postsecondary Commissioner

VOTE: 6 members voted in the affirmative and 0 members voted in the negative as follows:

YEAS: Heather Crosby, Timothy DelGiudice, Dennis Duffy, William Foulkes, Rachelle Green, and Thomas Izzo

NAYS: 0

ABSTAINS: 0

3. Approval of a new classification for Network Systems Administrator at the Office of the Postsecondary Commissioner

The Commissioner is asking for this new classification because of the transfer of DHEA's work to the federal government. The role is being restructured in order to better suit the needs of the office. The previous position was Technology Support Technician III. The new position is neither an upgrade nor a downgrade.

Chair Foulkes called for a motion.

On a motion duly made by Timothy DelGiudice and seconded by Rachelle Green, it was

**VOTED: THAT** The Council on Postsecondary Education approves the new classification for Network Systems Administrator at the Office of the Postsecondary Commissioner

VOTE: 6 members voted in the affirmative and 0 members voted in the negative as follows:

YEAS: Heather Crosby, Timothy DelGiudice, Dennis Duffy, William Foulkes, Rachelle Green, and Thomas Izzo

NAYS: 0

ABSTAINS: 0

d. Approval of the awarding of degrees:

1. At the University of Rhode Island

This motion will allow the current URI class to graduate.

Chair Foulkes called for a motion.

On a motion duly made by Timothy DelGiudice and seconded by Rachelle Green, it was

**VOTED: THAT** The Council on Postsecondary Education approves the awarding of degrees at the University of Rhode Island

**VOTE:** 6 members voted in the affirmative and 0 members voted in the negative as follows:

**YEAS:** Heather Crosby, Timothy DelGiudice, Dennis Duffy, William Foulkes, Rachelle Green, and Thomas Izzo

**NAYS:** 0

**ABSTAINS:** 0

2. At Rhode Island College

This motion will allow the current senior class at Rhode Island College to graduate. President Sanchez noted that the last two years have seen the largest graduating class in the history of the school.

Chair Foulkes called for a motion.

On a motion duly made by Thomas Izzo and seconded by Rachelle Green, it was

**VOTED: THAT** The Council on Postsecondary Education approves the awarding of degrees at Rhode Island College

**VOTE:** 6 members voted in the affirmative and 0 members voted in the negative as follows:



YEAS: Heather Crosby, Timothy DelGiudice, Dennis Duffy, William Foulkes, Rachelle Green, and Thomas Izzo

NAYS: 0

ABSTAINS: 0

### 3. At the Community College of Rhode Island

This motion will allow the current senior class at CCRI to graduate. President Hughes noted that Mariela Lucaj will be graduating this year.

Chair Foulkes called for a motion.

On a motion duly made by Heather Crosby and seconded by Rachelle Green, it was

**VOTED: THAT** The Council on Postsecondary Education approves the awarding of degrees at the Community College of Rhode Island

VOTE: 6 members voted in the affirmative and 0 members voted in the negative as follows:

YEAS: Heather Crosby, Timothy DelGiudice, Dennis Duffy, William Foulkes, Rachelle Green, and Thomas Izzo

NAYS: 0

ABSTAINS: 0

### 9. Break (5 minutes)

### 10. Additional Discussion Item

- a. AGBIS Presentation and Discussion: *Update and preliminary findings on innovation and effectiveness study*

Chair Foulkes introduced AGBIS, the consulting arm of AGB, which is doing an innovation and effectiveness study for OPC. Jim Hudrieser stated that their focus is to

help institutions grow, diversify their revenue streams, and look for innovation opportunities. They anticipate that the progress will be wrapped up by the end of June.

The discussion outline will include:

- Shared Services – Information Technology
- Predictive Analytics
- Student Success – Pathways
- Cost Investment/Revenue Gains Estimates
  - Emerging Practices
  - Current State in Rhode Island
  - Best Practice Examples
  - Discussion Items with Fiscal Implications
  - Framing Questions

AGBIS met with the Governor's Office who made it clear to them that this was not a cost-cutting exercise but would allow dollars saved to be reinvested into the institutions. They visited each campus for a day to learn about the work they are doing and are continuing to collect data and review for patterns and trends. They are also reviewing Council policies and by-laws.

Their final report will have many recommendations in the above four areas. This is just a preliminary presentation.

The goal is to bring ideas to the institutions, the Commissioner, and the Council, drawing upon their inventory of best practices across the country. It will be up to the parties involved to determine if these fit within Rhode Island. Best practices are almost always built upon a foundation of leverage or alignment. Examples given were purchasing consortiums formed to save money by buying as a larger group instead of as individual institutions.

## 11. Upcoming Meetings

- a. The next meeting of the **Personnel Committee** for the Council on Postsecondary Education is scheduled for **Monday, April 30, 2018, at 4:30 p.m.** at the Rhode Island Office of the Postsecondary Commissioner, 560 Jefferson Boulevard, Suite 100, Warwick, Rhode Island 02886
- b. The next meeting of the **Personnel Committee** for the Council on Postsecondary Education is scheduled for **Wednesday, May 9, 2018, at 5:30 p.m.** at the Rhode

Island Office of the Postsecondary Commissioner, 560 Jefferson Boulevard, Suite 100, Warwick, Rhode Island 02886

- c. The next meeting of the **Board of Education** is scheduled for **Wednesday, May 30, 2018, at 5:30 p.m.** at the Community College of Rhode Island, Room 4090, 400 East Avenue, Warwick, Rhode Island 02886
- d. The next meeting of the **Personnel Committee** for the Council on Postsecondary Education is scheduled for **Tuesday, June 5, 2018, at 5:30 p.m.** at the Rhode Island Office of the Postsecondary Commissioner, 560 Jefferson Boulevard, Suite 100, Warwick, Rhode Island 02886

## 12. Adjournment

Chair Foulkes called for a motion to adjourn the meeting of the Council on April 25, 2018.

On a motion duly made by Timothy DelGiudice and seconded by Rachelle Green, it was

<b>VOTED:</b>	<b>THAT</b>	The Council on Postsecondary Education adjourns the meeting of April 25, 2018
	<b>VOTE:</b>	6 members voted in the affirmative and 0 members voted in the negative as follows:
	<b>YEAS:</b>	Heather Crosby, Timothy DelGiudice, Dennis Duffy, William Foulkes, Rachelle Green, and Thomas Izzo
	<b>NAYS:</b>	0
	<b>ABSTAINS:</b>	0

**The meeting adjourned at 11:52 a.m.**