

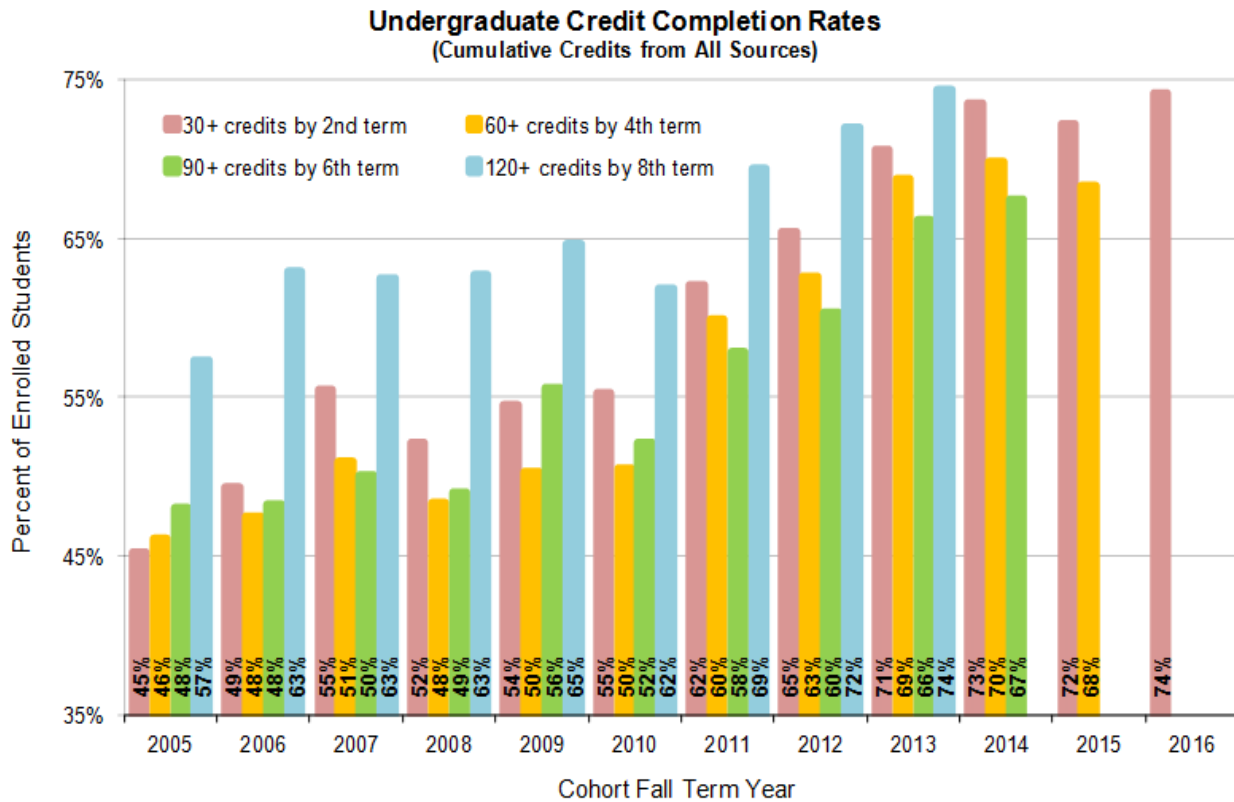
University of Rhode Island

Recent Effectiveness and Efficiency Measures

Progress on Student Success Goals

As a result of focused and strategic efforts aimed at “student success” in the 2010-15 Academic Plan and the new Academic Strategic Plan *Innovation with Impact - 2016-21*, the University of Rhode Island (URI) has made steady progress in advancing overall student retention and graduation rates. The Academic Plan metrics indicate that the 2016 first-year retention rate, including 6-year Pharmacy students, is 85.2%, a 1.4 percentage point increase from the previous year and a 6.3% percentage point increase during the course of the 2010-15 Academic Strategic Plan. After decades of flat graduation rates, URI has seen a steady increase in graduation rates of first-year, full-time students over the past 8 years. The 6-year graduation rate (2010 cohort) is 65.6%, an increase of 2.4% percentage points from the prior year. The 4-year graduation rate for the 2012 cohort is 52.3%, an increase of 13.8% percentage points from the baseline year (08-09) of the 2010-15 Academic Plan and up 5.3% points from the prior year. In 2003, URI awarded 2,576 total degrees; in 2016, the total degrees awarded was 4,074, an increase of 58%. URI’s undergraduate average time to degree (excluding double majors and dual degrees) averaged 4.2 years over the past two years (AYs 12-14), which compares favorably to UCONN and other institutions in the region (reported by *Complete College America*).

URI’s critically important “student credit completion” initiatives have resulted in a 29% percentage point increase in first-year students and a 22% percentage point increase in sophomores on track for timely graduation compared to a decade ago. Seventy-four percent of the 2016 first-year cohort earned 30 or more credits after their first year and 68% of the 2015 sophomore cohort earned 60 or more credits after their second year, as compared to 45% and 46%, respectively, a decade ago. Our continued strategic focus on student credit completion along with our growing J-term enrollment will continue to positively impact student learning and graduation rates in the future.



Efficiently Using Resources

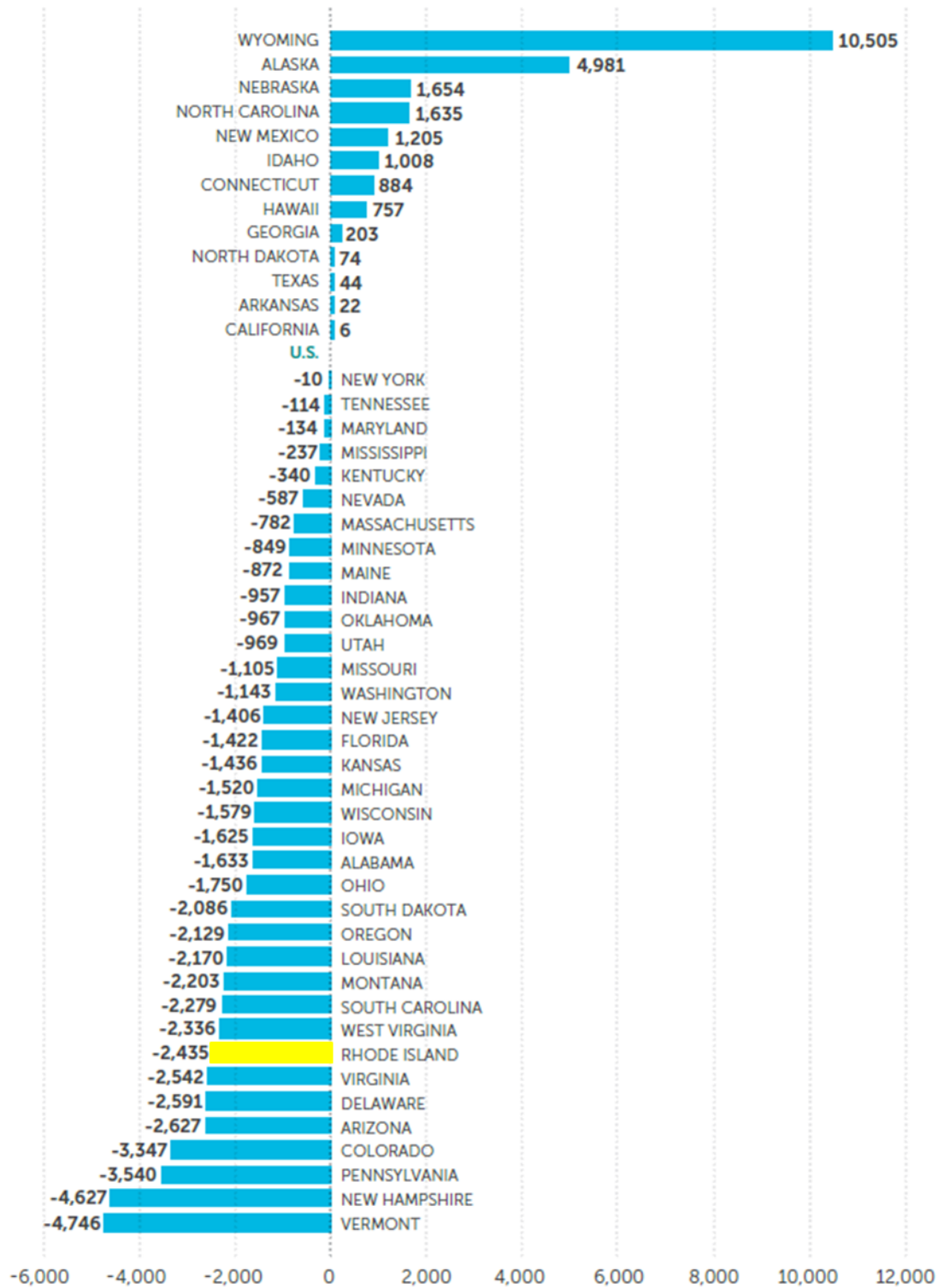
As demonstrated by FY 15 IPEDS data (latest available) summarized below comparing expenses per credit hour, URI is highly efficient in comparison to other regional flagship public research university peers with respect to overall annual costs and expenditures across most specific functions. While URI's resources are limited, URI continues to be committed to providing a high quality, contemporary, and relevant educational curricular and co-curricular experience for all students, while maintaining a strong commitment to our access and affordability mission. Compared with regional public flagship peers, URI exemplifies operational efficiency with the lowest total annual and instructional expenses per credit hour and below average costs in regard to public service, academic support, and institutional support. This efficiency has been gained through sustained efforts and annual resource reallocation to ensure all institutional investments are strategic and efficient. Briefly, each year vacated faculty positions are pulled back into the Provost's Office and reassigned into academic units to meet student demand. The data below highlight URI's comparative efficiency in operations and programs delivery. Costs per credit normalizes institutions of varying sizes so that meaningful comparisons can be made. This particular set of peer/aspirants was chosen for this analysis because they are comparable public research institutions and appropriate for regional economic comparisons, as compared to institutions in the south, Midwest, and southwest.

	Instruction		Public service		Academic Support		Institutional Support		Student Services		Total Annual Expense	
Institution	\$ per credit hour		\$ per credit hour		\$ per credit hour		\$ per credit hour		\$ per credit hour		\$ per credit hour	
	with (Rank)		with (Rank)		with (Rank)		with (Rank)		with (Rank)		with (Rank)	
U. Connecticut	928	(1)	118	(3)	292	(1)	298	(1)	102	(2)	3306	(1)
Rutgers (New Brunswick)	675	(2)	38	(7)	67	(9)	196	(2)	56	(7)	2352	(2)
U. Delaware	645	(3)	82	(5)	119	(4)	163	(3)	55	(8)	1492	(5)
U. Vermont	598	(4)	198	(1)	206	(2)	142	(4)	137	(1)	1934	(3)
U. Maryland (Coll Park)	545	(5)	96	(4)	187	(3)	132	(5)	62	(6)	1834	(4)
UMass (Amherst)	524	(6)	40	(6)	101	(8)	112	(6)	87	(4)	1362	(6)
U. New Hampshire	390	(7)	23	(8)	114	(7)	74	(9)	44	(9)	1195	(8)
U. Maine	347	(8)	152	(2)	118	(5)	103	(7)	98	(3)	1259	(7)
U. Rhode Island	291	(9)	22	(9)	116	(6)	96	(8)	85	(5)	1093	(9)
Average credit hour cost for all Other Schools	\$582		\$93		\$151		\$153		\$80		\$1,842	
URI credit hour cost vs average of all others	-50%		-76%		-23%		-37%		6%		-41%	

Operating with Less State Support than Most Public Institutions Nationwide

As illustrated from the SHEEO data below, **RI is 42nd lowest of the 50 states in higher education state appropriation per FTE student.** As a result, URI relies more heavily on tuition as its primary source of revenue than institutions in most states. Despite this dependence, URI has maintained a competitive and attractive position in the higher education marketplace and has sustained relatively low rates of tuition and fees as compared to our regional counterparts (see comparative tuition table below), including institutions in states (e.g., CT, MA, NJ) with considerably higher state appropriations per student. Indeed, both applications for admission and overall enrollment are at an all-time high at URI, despite the demographic decline in high school graduates in RI, the region, and most of the country. Regional flagship institutions with lower resident tuition come from states (e.g., MD and ME) with a much higher state investment in higher education. URI's operational efficiency combined with our commitment to access and affordability has positioned URI as both a high quality and highly affordable institution.

EDUCATIONAL APPROPRIATIONS PER FTE (ADJUSTED) – DIFFERENCE FROM U.S. AVERAGE, FY 2016



Excludes Illinois

Source: SHEEO FY 16 Annual Report

<u>Institution</u>	<u>FY2018 In State/Out of State Tuition and Mandatory Fees</u>	
U. Connecticut	\$14,840	\$36,908
U. Maine	\$10,902	\$30,282
U. Massachusetts	\$15,411	\$33,477
U. New Hampshire	\$18,067	\$32,637
U. Rhode Island	\$13,792	\$30,042
U. Vermont	\$17,740	\$41,356
U. Delaware	\$13,160	\$33,150
Rutgers (New Brunswick)	\$14,638	\$30,579
U. Maryland	\$10,399	\$33,606
Average of all Others	\$14,395	\$33,999
URI vs Average of all Others	-4%	-12%

Moving Forward

The University of Rhode Island remains focused on further improving student completion rates and continues to focus on strategic initiatives to make progress, despite limited funding. URI diligently relies on several databases and sources to benchmark and monitor effectiveness and efficiency across functions, services, and programs and is continually working to make improvements.