Update on Performance Measurement & Accountability
Accountability is Essential

The foundation of all this work is accountability to measuring and achieving outcomes for the students of the Commonwealth

**2003**
- Launch of original Performance Measurement Reports
- Key performance metrics for community colleges and state universities
- Annually updated campus-level reports
- Metrics embedded in research and evaluation

**2018/2019**
- Launch of Equity Agenda
- Overhaul of Performance Measurement metrics
- Launch of online Performance Measurement Reporting System (PMRS)

**2023**
- Launch of Strategic Plan for Racial Equity—eliminating disparities in outcomes by 2033
- Launch of Strategic Plan for Higher Education Finance—making substantial investments in students and institutions to improve outcomes
- Continued implementation of Strategic Framework for Support Services for Student Success—tracking outcomes from program to system level
What is PMRS?

- **Performance Measurement Reporting System (PMRS)** provides access to institutional accountability reports required by statute ([MGL Chapter 15A, Section 7a](#)).

- Broad objectives defined in 1998 statute—key performance areas; task forces; expectation to use peer analyses, benchmarks, goals, penalties.

- Compliance and expectations have wavered over time
  - Current [Tableau-based PMRS](#) launched in May 2019, refreshed annually.
  - Currently messaged as a tool to prompt constructive conversations about performance, not a definitive or potentially punitive report card.

- Metrics defined through collaboration, consultation among DHE, CCs & SUs, EOE; last updated through two-year process ending in [Dec. 2018 BHE vote](#).
# Update on Performance Measurement & Accountability

## PMRS Metrics

<table>
<thead>
<tr>
<th>Outcome Area</th>
<th>Metric</th>
<th>CC</th>
<th>SU</th>
<th>PMRS General</th>
<th>PMRS Equity Lens</th>
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<tbody>
<tr>
<td><strong>Access &amp; Affordability</strong></td>
<td>Fall Undergraduate Enrollment &amp; Representation</td>
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<td>Fall Graduate Enrollment</td>
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<td>Tuition &amp; Fees as % of Household Income</td>
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<td>Student Loan Debt at Graduation</td>
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<td>Unmet Financial Need on Direct Costs</td>
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<td>Student Loan Default Rate</td>
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<td><strong>Student Success &amp; Completion</strong></td>
<td>Timely Completion of Gateway Courses</td>
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<td>On-Time Credit Accumulation</td>
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<td>Retention After First Year / Persistence to Second Year</td>
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<td>Six-Year Comprehensive Success Rate (VFA)</td>
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<td>First-time Graduation Rate</td>
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<td>Transfer Graduation Rate</td>
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<td>Comprehensive Success of First-time &amp; Transfer Students (IPEDS)</td>
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<td><strong>Workforce Alignment &amp; Development</strong></td>
<td>Degree Production in High-Demand Fields</td>
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<td>Comparison of Pre- and Post-Enrollment Earnings</td>
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<td>Earnings of Students Who Enroll Immediately After HS</td>
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<td>Enrollment in High-Value, Non-Credit Workforce Development</td>
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<td><strong>Fiscal Stewardship</strong></td>
<td>Modified Composite Financial Index (CFI)</td>
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<td>Expenditures Devoted to Student Instruction &amp; Support</td>
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<td>Cost of Degree Production</td>
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<td>Facilities Maintenance</td>
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<td>Instructor &amp; Classroom Utilization</td>
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</table>

☑ Implemented or ready to implement  ❌ Not yet implemented  ❌ Not applicable / not available
Update on Performance Measurement & Accountability

Analytics & PMRS

Public Dashboards
www.mass.edu/pmrs

Detailed Internal Dashboards
Tableau Server

Rich, Secure Data Sources with Student IDs
Tableau Server & Snowflake

The Performance Measurement Reporting System (PMRS) is designed to fill the DHE’s statutory obligation to “promote accountability for effective management and stewardship of public funds and to achieve and demonstrate measurable educational outcomes” (MGL Chapter 16a, Section 7). The PMRS provides a comprehensive examination of the performance of each of Massachusetts’ community colleges and state universities on a set of key indicators focused on Access & Affordability, Student Success & Completion, Workforce Alignment and Fiscal Stewardship. This tool is intended to prompt constructive conversations about performance and accountability between and among DHE/BHE, the campuses, boards of trustees, legislators and others, and ultimately to contribute to the discovery of insights that point to actions that lead to results—and a better public higher education system for the Commonwealth.
Update on Performance Measurement & Accountability

PMRS as Foundational Metrics

- Presidential Evaluations
- Campus Strategic Plans
- Program Evaluation (e.g., Early College, SSA, SUCCESS)
- Strategic Plan for Racial Equity
- Strategic Public Higher Education Financing
- Additional Uses (e.g., campus accreditation reports)
Employment & Earnings Outcomes
Work ahead to design and implement workforce metrics

<table>
<thead>
<tr>
<th>Planned Measure</th>
<th>Definition</th>
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<tbody>
<tr>
<td>Comparison of Pre- and Post-Enrollment Earnings</td>
<td>Compares earnings before postsecondary enrollment with earnings after postsecondary graduation or last date of known enrollment for non-traditional students</td>
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<tr>
<td>Earnings of Students Who Enroll Immediately After HS</td>
<td>Compares earnings of high school graduates who immediately enter postsecondary education with those who do not continue to postsecondary</td>
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<tr>
<td>Enrollment in High-Value, Non-Credit Workforce Development</td>
<td>Measures employment and earnings outcomes of those students who enroll in non-credit courses</td>
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</tbody>
</table>
Data constraints require careful reporting
Weaknesses of data set can lead to incomplete and/or misleading view of employment & earnings

Why are only 60% of graduates employed three years after graduation?
Are the graduates employed in the Retail industry working in the discipline they studied?
Did this individual work this quarter full-time at minimum wage or part-time at a more competitive wage?
Precise methodology and shared understanding essential to ensuring validity & acceptance

- Metrics reported with essential caveats and context
- Strong, participatory governance that ensures public higher ed community informs and invests in the accountability and public information value of the analysis
Update on Performance Measurement & Accountability

Data Governance & PMRS

**STEERING COMMITTEE**
- Chair: Commissioner or Designee
- Sets data priorities
  - Meets three times/year
  - 12 members: 5 Community Colleges, 4 State Univ, 2 UMass Campus, 1 UMass President’s Office
  - Executive Leadership – President, CIOs, VPs

**DATA COUNCIL**
- Chair: Commissioner or Designee
- Coordinates, reviews, advises on data strategy
  - Meets five times/year
  - 30 members: All campuses + UMass President’s Office
  - Data Owners, usually Institutional Research

**WORKING GROUPS**
- Chair: Member of Data Council
- Project or goal-specific
  - Meets as needed
  - Representation from Data Council, as well as potential for additional external, campus subject matter experts

**Formed in January 2022,** a significant priority for our Data Governance groups so far has been the Strategic Plan for Racial Equity.
As a result of our partnership with the US Census, MA is a participant in the Public Post-Secondary Employment Outcomes Project, you can view aggregate earnings of graduates from MA public institutions by degree and area of study now: US Census PSEO
PMRS and the Strategic Plan for Racial Equity
Strategic Plan for Racial Equity uses some PMRS metrics, some metrics that resemble PMRS but differ, and some unique metrics.

Unlike PMRS, SPRE applies to UMass along with CCs and SUs.

Work this year will include aligning PMRS and SPRE metrics.
Discussion