

# Ensuring Community Colleges Emerge from the Pandemic Stronger

Southern Regional Education Board & Huron Webinar Series  
Wednesday, May 12, 2021



# Agenda

1. Introductions
2. National Landscape & Institutional Responses
3. Panel Discussion
4. Q&A / Group Discussion

# Introductions: Today's Presenters



**Dr. Jay Falkner**  
President  
Carl Albert State College



**Dr. Scott Ralls**  
President  
Wake Technical Community  
College



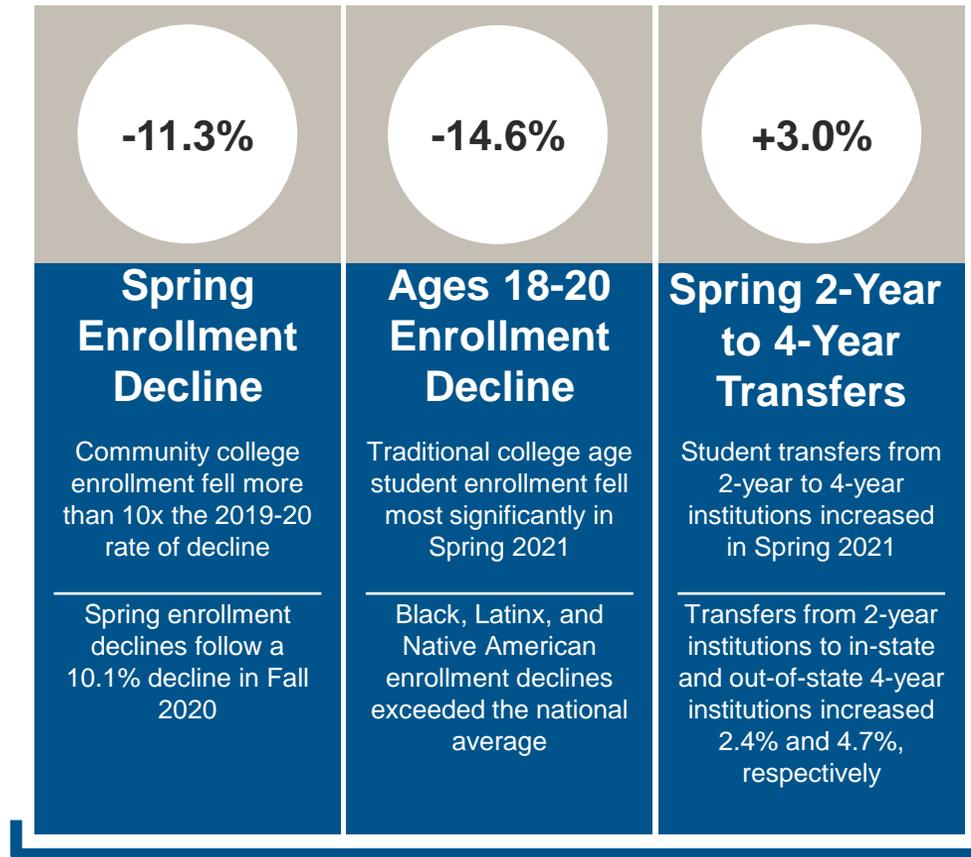
**Glenn McLaurin**  
Manager  
Huron



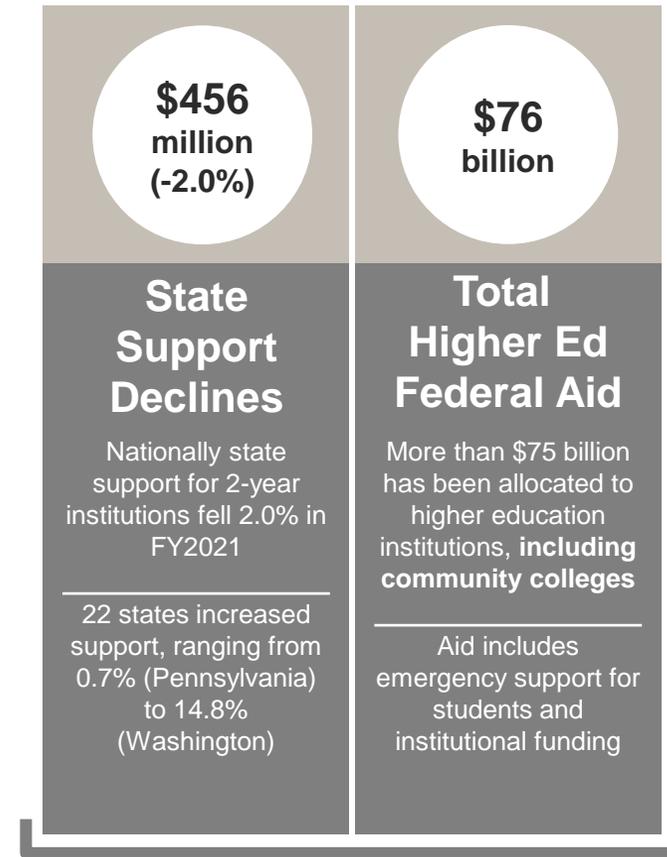
# **NATIONAL LANDSCAPE & INSTITUTIONAL RESPONSES**

# Recent National Trends

In the wake of COVID-19, community colleges have experienced enrollment volatility and variability in sources of revenue.



**Shifting Enrollments<sup>1</sup>**



**Financial Impact<sup>2,3</sup>**

<sup>1</sup>National Student Clearinghouse Research Center: *Stay Informed* April 29, 2021

<sup>2</sup>State Higher Education Executive Officers (SHEEO): *Analysis of FY 2021 State Funding for Higher Education* March 2021

<sup>3</sup>Higher Ed Dive: *Ed Dept issues \$36B in federal coronavirus relief aid to colleges* May 11, 2021

# Responses: Institution-Level Initiatives

In response to constrained margins and enrollment challenges, Huron has found community colleges are increasingly pursuing enrollment, revenue growth, and expense reduction initiatives.



## Enrollment

- Alternative short-track (e.g. 8-week) courses and certificate programs
- Workforce development partnerships
- Targeted scholarships to enhance retention and accelerate progress to graduation



## Revenue Growth

- Explore grant funding opportunities
- Increase fundraising efforts
- Expand online course offerings
- Leasing out underutilized space to community partners



## Expense Reductions

- Reevaluation or consolidation of program offerings
- Improved course scheduling and space utilization
- Administrative cost reductions

# Responses: Efficiency Collaborations

Beyond institution-level responses, Huron has observed institutions are increasingly pursuing mutually beneficial collaborations to increase revenue and reduce costs.

## Key Observations

### Academic Partnerships

- There is a growing number of collaborations around shared faculty, guaranteed and streamlined transfer programs, and recruitment of underrepresented and adult populations.

### Space

- Shared spaces range from joint use of specialized teaching labs (nursing, allied health) to co-locating community programs on campus such as the county unemployment and workforce support office

### Shared Services

- Institutions participating in shared services and shared personnel for legal counsel, Title IX, information technology, HR, insurance and procurement.

### Opportunities

- Institutions have further identified opportunities to scale shared administrative services, leverage procurement contracts, and share faculty.

## Sample Review of Inter-System Collaborations

	Institution A	Institution B	Institution C
Career Training	✓	✓	✓
Early College Program	✓	✓	✓
Enterprise Resource Planning	✓	✓	✓
Healthcare - Teaching / Training		✓	
Insurance	✓	✓	
Library	✓	✓	✓
Partner Programs		✓	✓
Professional Development	✓	✓	✓
Shared Instructors		✓	
Shared Personnel	✓	✓	
Shared Services	✓	✓	✓
Space – General Use	✓	✓	
Space - Labs	✓	✓	✓
Student Services	✓	✓	✓
Transfer Program	✓	✓	✓

# Collaboration Spotlight: Faculty Sharing

Within the Oklahoma State System of Higher Education, Carl Albert State College, Connors State College, and Eastern Oklahoma State College are developing “CACE,” a faculty sharing consortium.

				
<p><b>PROGRAM OBJECTIVES</b></p> <p>Provide rural students with <u>expanded access and opportunities in higher education</u> and offer a wider variety of general education and major courses so that graduates will be able to contribute more effectively to regional economic growth</p>	<p><b>SCOPE</b></p> <p>Faculty will teach courses with <u>enrollment from multiple institutions</u></p> <p>Starting Fall 2021, courses may be offered <u>at any of the institutions</u> and will be determined on an annual basis</p>	<p><b>OUTCOMES</b></p> <p><u>Increase course offerings</u> and enrollment</p> <p>Increase in <u>retention</u> and persistence</p> <p>Increase <u>faculty retention</u> and interest</p> <p><u>Efficiencies</u> by eliminating duplicated courses</p>	<p><b>MEASURES OF SUCCESS</b></p> <p><u>Retention</u> and persistence</p> <p><u>Course enrollment</u></p> <p><u>Time to degree / certificate completion</u></p> <p><u>Transfer rates</u> in high demand degree areas</p>	<p><b>CHALLENGES</b></p> <p>Unfamiliarity with process, especially around <u>accreditation and compliance</u> with HLC</p> <p><u>COVID-19 changes</u> may restrict in-person instruction</p>





# PANEL DISCUSSION

# Community & Economic Development



- How are your institutions adding, modifying, or reevaluating programs to meet changing workforce demands?
- What community partnerships and foundation relationships are you using to enhance the reach and impact of your institutions?
- What practices are your institutions engaging in to help promote economic mobility of your students?

# Enrollment & Access



- What short- and long-term enrollment implications of COVID-19 are you most concerned with moving forward?
- In the wake of COVID-19, have your institutions changed approaches to recruiting and communicating the value of higher education to potential students?
- How are your institutions supporting transfer pathways for students seeking a 4-year degree?

# Organizational & Financial Performance



- Have the experiences of the past year resulted in a shifting reliance on revenue sources?
- What cost constraint or efficiency initiatives have your institutions found to be successful? To what functions have you redirected resources?
- How have your institutions balanced growing demand for student aid and student support services with pressures to limit costs?

# Summary Thoughts & Future Considerations



- What are the greatest opportunities and challenges facing community colleges over the next 3 – 5 years?

# Question & Answer and Group Discussion

Learn more: [www.HuronConsultingGroup.com](http://www.HuronConsultingGroup.com)

