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

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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.

<table>
<thead>
<tr>
<th>Spring Enrollment Decline</th>
<th>Ages 18-20 Enrollment Decline</th>
<th>Spring 2-Year to 4-Year Transfers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community college enrollment fell more than 10x the 2019-20 rate of decline</td>
<td>Traditional college age student enrollment fell most significantly in Spring 2021</td>
<td>Student transfers from 2-year to 4-year institutions increased in Spring 2021</td>
</tr>
<tr>
<td>Spring enrollment declines follow a 10.1% decline in Fall 2020</td>
<td>Black, Latinx, and Native American enrollment declines exceeded the national average</td>
<td>Transfers from 2-year institutions to in-state and out-of-state 4-year institutions increased 2.4% and 4.7%, respectively</td>
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<table>
<thead>
<tr>
<th>State Support Declines</th>
<th>Total Higher Ed Federal Aid</th>
</tr>
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<tbody>
<tr>
<td>Nationally state support for 2-year institutions fell 2.0% in FY2021</td>
<td>More than $75 billion has been allocated to higher education institutions, including community colleges</td>
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<td>22 states increased support, ranging from 0.7% (Pennsylvania) to 14.8% (Washington)</td>
<td>Aid includes emergency support for students and institutional funding</td>
</tr>
</tbody>
</table>

Financial Impact

- $456 million (-2.0%)
- $76 billion
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

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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

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

**PROGRAM OBJECTIVES**

Provide rural students with expanded access and opportunities in higher education 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.

**SCOPE**

Faculty will teach courses with enrollment from multiple institutions.

Starting Fall 2021, courses may be offered at any of the institutions and will be determined on an annual basis.

**OUTCOMES**

- Increase course offerings and enrollment
- Increase in retention and persistence
- Increase faculty retention and interest
- Efficiencies by eliminating duplicated courses

**MEASURES OF SUCCESS**

- Retention and persistence
- Course enrollment
- Time to degree / certificate completion
- Transfer rates in high demand degree areas

**CHALLENGES**

- Unfamiliarity with process, especially around accreditation and compliance with HLC
- COVID-19 changes may restrict in-person instruction
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

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