

Strategies to Reverse Enrollment Declines

Recruiting and Retaining New Mexicans for Higher Education

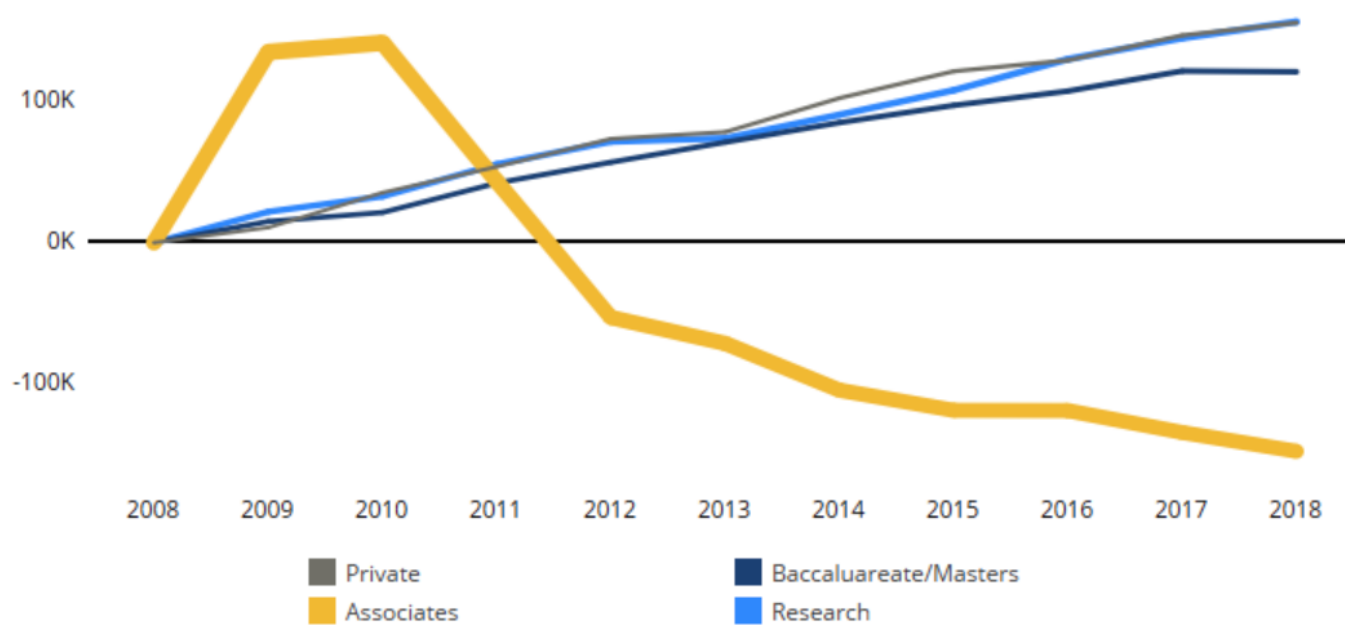
Tracy Hartzler, President, CNM

Legislative Finance Committee

August 26, 2021



Undergraduate Enrollment, Cumulative Change by Institution Type, 2008 to 2018



Source: Western Interstate Commission for Higher Education,
Benchmarks: WICHE Region 2020

- Peak community college enrollment was in 2010 at height of last recession
- Steady decline in associates degrees awarded over last decade
- Competitive pressure from private institutions, education collaboratives, private employers and others offering a more streamlined experience and simpler ways for students to skill up



Community College Enrollment Has Declined Steadily for Over a Decade

- Community Colleges continue to see largest enrollment declines with 476,000 fewer students this year
- Enrollment declines were concentrated at community colleges where enrollment fell by 9.5% year over year
- Associate degree-seeking students account for most of the enrollment drop at community colleges with about 10.5% fewer associate degree-seeking students enrolled this spring
- The number of undergraduate certificate-seeking students at community colleges declined by 4.8 percent this spring.

Source: National Student Clearinghouse Research Center: June 10, 2021 , Spring Enrollment Report



Pandemic Poses Challenges to Community Colleges

- Among all age groups, traditional college-age students declined the most (-5%, age 18-24), largely attributable to their steep losses at community colleges (-13.2%)
- Enrollment among male students continued to fall more steeply than female students (400,000 fewer male students and 203,000 fewer female students compared with last spring)



Source: National Student Clearinghouse Research Center: June 10, 2021, Spring Enrollment Report



Young Adults and Males Particularly Affected

"If you didn't already have a degree, you are much more likely to be working in low-wage jobs. Front-line workers are much more likely to be out of work and to be much more stressed financially during the recession and the pandemic. Those are the students particularly that we see disappearing from community colleges, especially this year."



- Doug Shapiro,

Executive Director of the National Student Clearinghouse Research Center

Source: National Student Clearinghouse Research Center, June 10, 2021 Spring Enrollment Report



Community College Students Struggle During the Pandemic

- New Mexico saw the largest percentage enrollment decline in the nation this spring
- Total enrollment in the state fell by 11.4 percent year over year
- Delaware, Michigan, Kansas and Wyoming also saw declines of at least 6.2 percent this term

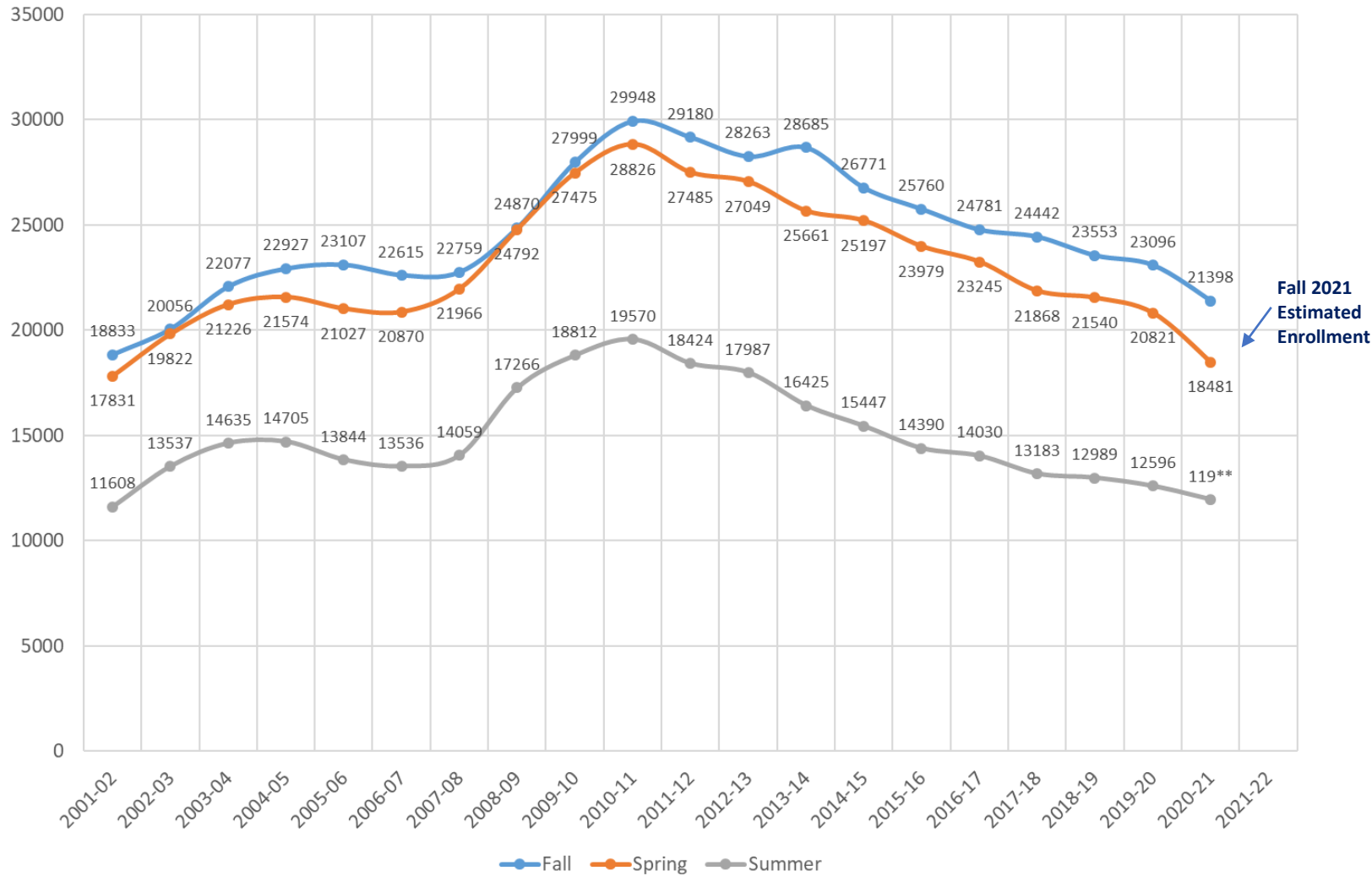


Source: Inside Higher Ed; 2021 "Final Spring Enrollment Numbers Show Largest Decline in Decades"



Pandemic's Impact on New Mexico

Term by Term Unduplicated Headcount (Enrollment)



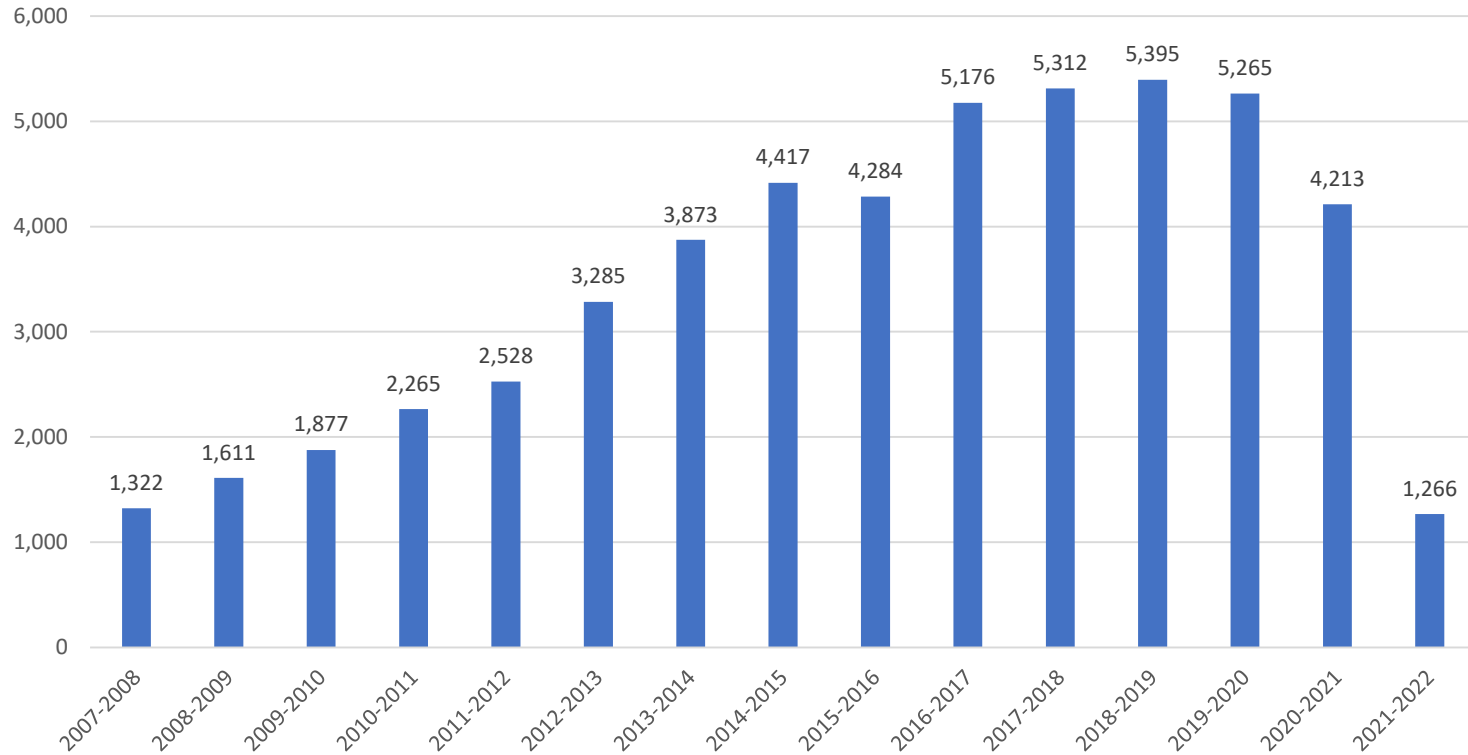
Source: CNM Enrollment Data



General Credit Enrollment Trend at CNM

- Steady enrollment increase (as expected) in last major economic downturn
- Enrollment has been declining after peaking during the recession in 2010
- Steeper year-over-year decline during the pandemic
- So far, enrollment for Fall 2021 is about 14% lower than it was last year at the same time and about 20% lower (**4,000+ students**) than same time 2019

Dual Credit Enrollment by Academic Year

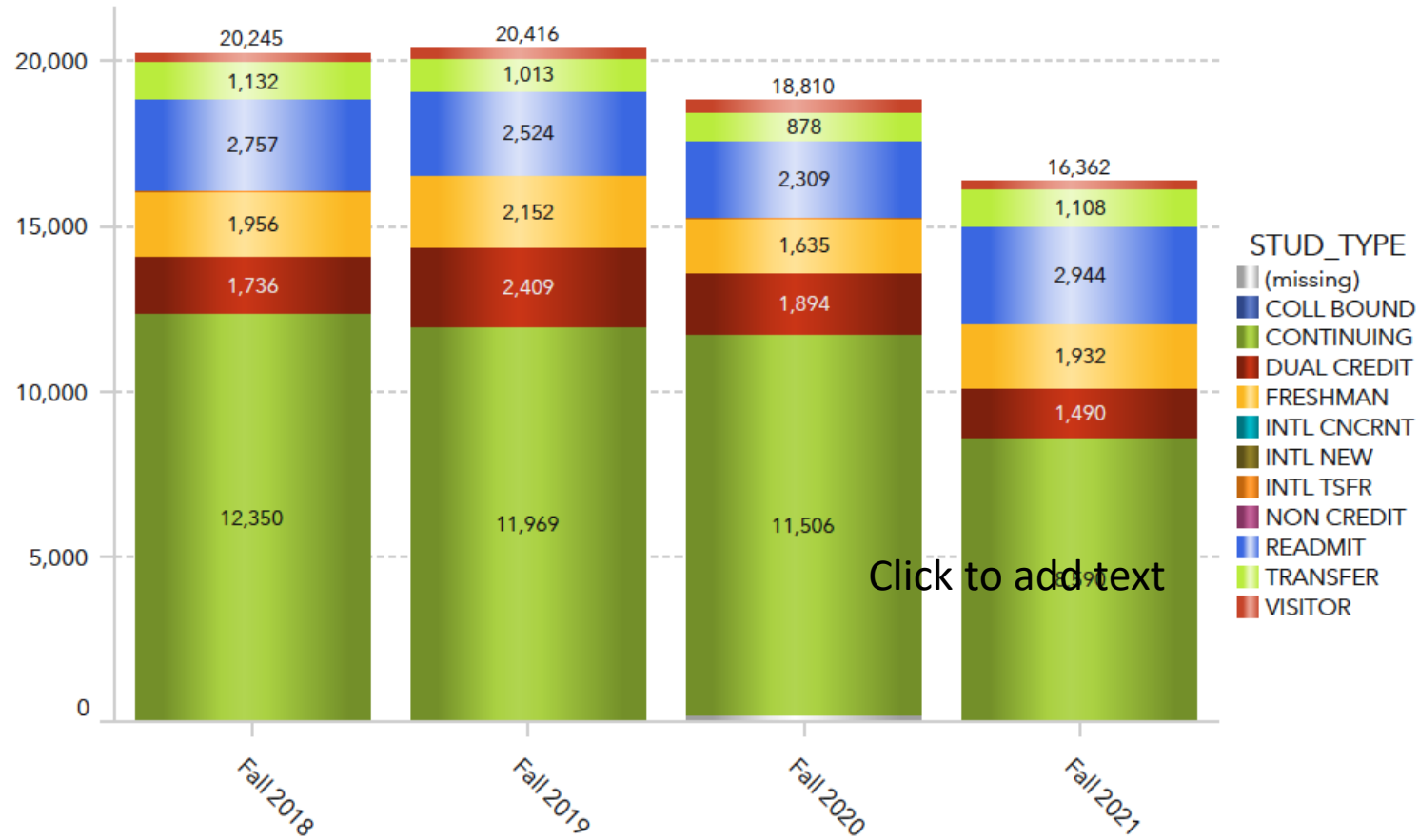


Source: CNM Enrollment Data



Large Declines in Dual Credit Enrollment

- Students not physically in school where would have had help from high school teachers and counselors
- Schools overwhelmed with transitioning to remote learning, didn't make Dual Credit a focus
- Counselors said students were "lost" during remote learning
- Students had to cut back on school extras to work/make up for lost family wages
- Technology issues (Chromebooks caused issues with some classes)
- Students were not interested in taking online classes
- The year of remote learning meant that nearly every student met the high school graduation requirement of taking an online, AP, honors or Dual Credit class



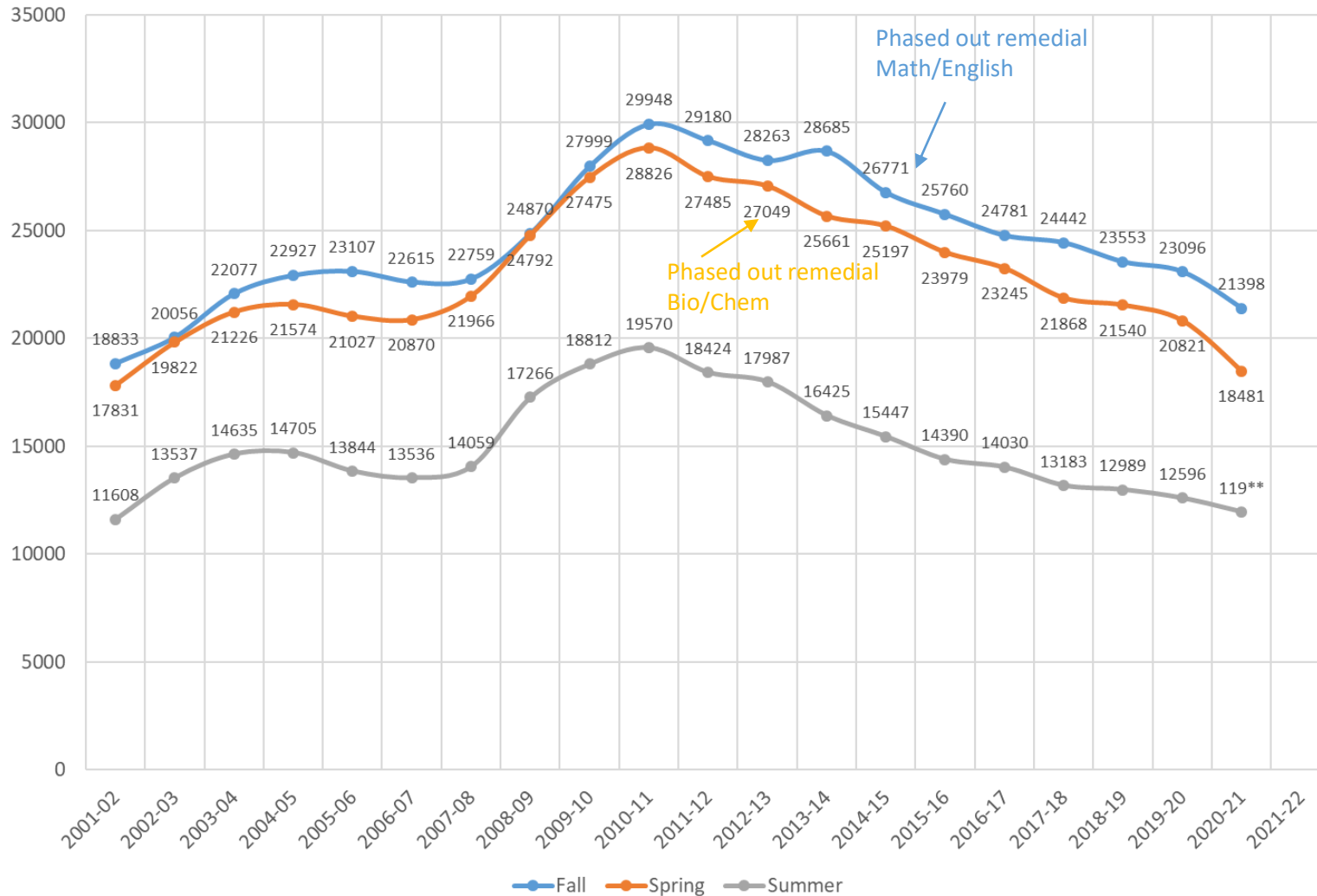
Source: August 23, 2021 CNM Enrollment Data



Sharp Drop in Continuing Students

- One week before start of term, headcount approximately 14% lower than same day 2020
- Sharp decline in continuing students (nearly 25%)
- Strong performance on College Bound

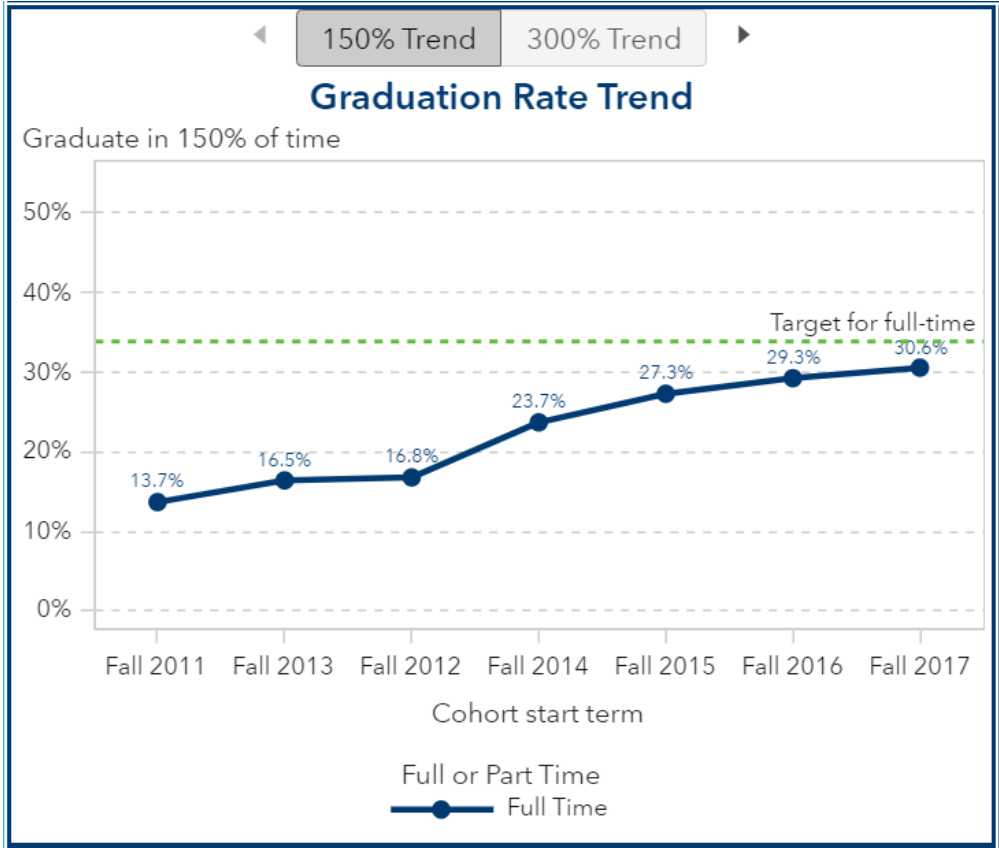
Term by Term Unduplicated Headcount (Enrollment)



Source: CNM Enrollment Data

- Stopped offering remedial Biology and Chemistry in 2012
- Began phasing out remedial courses such as lower-level Math and English in 2015
- Until the pandemic, sharpest enrollment declines (thousands of enrollments) 2015-2017

Program Changes Reduced Enrollment



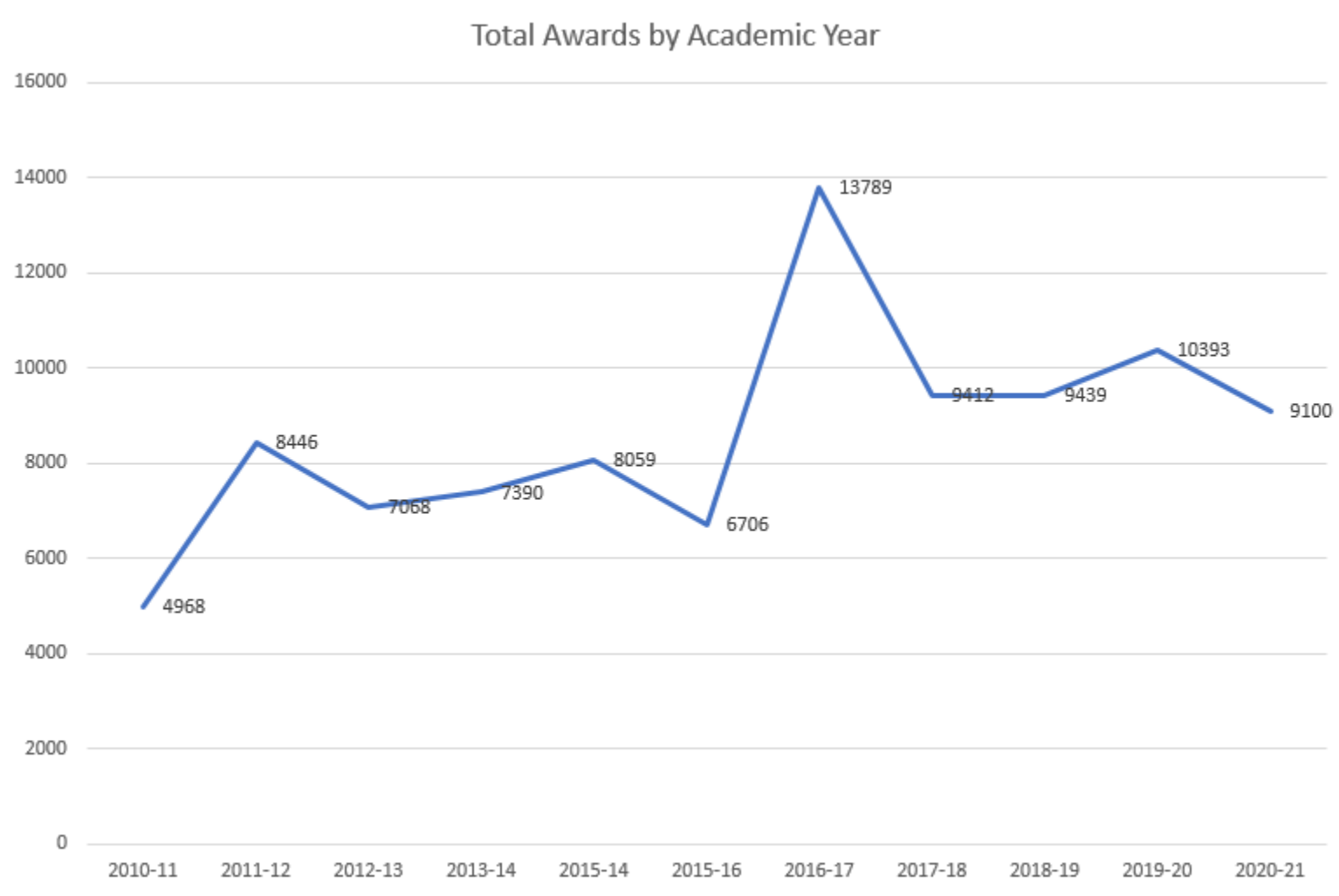
Source: IPEDS Graduation Rate

- Integrated Postsecondary Education Data System
- Fall, first-time, full-time, degree-seeking students

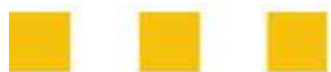
National average for first-time, full-time students degree-seeking students (Fall 2017) is 36%.



Greater Success = Reduced Enrollment



Source: CNM Academic Awards Data



Awards Increase Over Time

Awards

- Year-to-year variation influenced by many simultaneous success initiatives and by introducing new programs
- Awarding for current academic year is in process.

Non-Credit Enrollment



Source: CNM Enrollment Data



Workforce Development Offsets Credit Enrollment

Programs Include:

- Coding bootcamps
- Electrical lineworker program
- Commercial drivers licensing
- Contract-training – PED's professional development for teachers



Strategic Plan 2020-2024

Changing Lives, Building Community

Student Success Objectives

- Deliver exceptional student experience.
- Lead in access, retention, and graduation among all student populations.
- Use innovative approaches and develop agile, continuous learners.

Community Success Objectives

- Responding to employers' needs.
- Develop leaders and meet the education and workforce needs of New Mexico.
- Build public-and private-sector partnerships that foster economic development opportunities.

Organizational Excellence and Innovation Objectives

- Deliver services excellence and operational efficiency across the college.
- Enhancing Advisement Structure.
- Provide a welcoming safe, and equitable employee experience.



Drives Student Recruitment & Retention



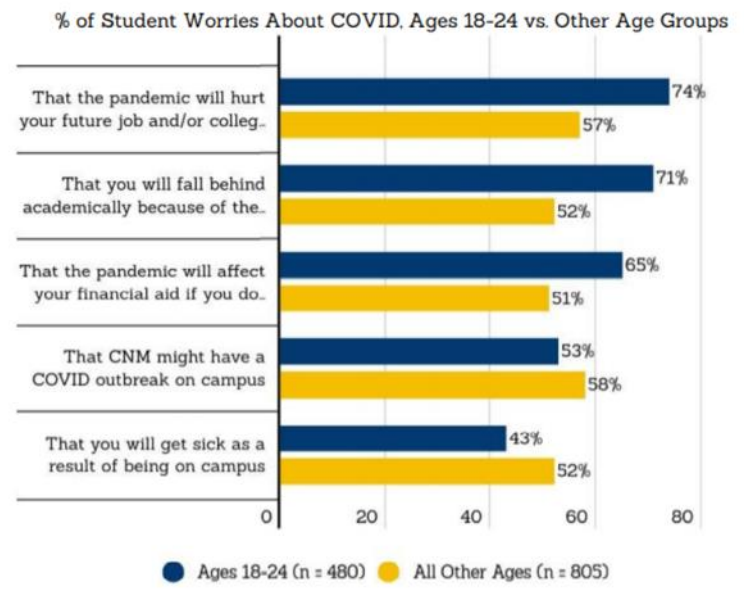
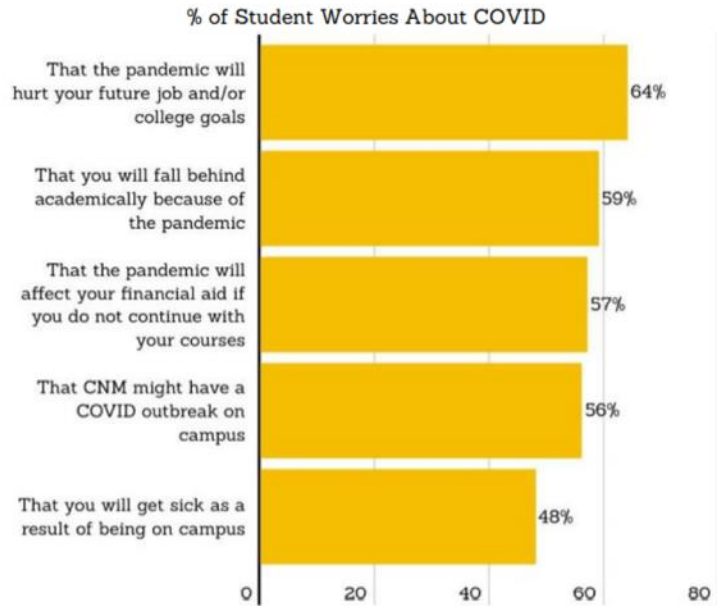
**Provide a
welcoming, safe,
and equitable
experience**

Mission: Be a leader in education and training

Vision: Changing Lives, Building Community



Driving Values by Equity and Safety



- CNM students attending 77% part-time, many working parents, were particularly hard hit by pandemic
- Childcare needs, mental health, food and rent insecurity are significant issues
- Many parts of the taxing district have insufficient technology infrastructure – making online studies difficult



Pandemic Challenges for CNM Students



All Students Succeed in Programs Leading to Transfer and Employment

Today, CNM Implements national best practices

- Newly Created Division of Enrollment Management and Student Success
- Advisement
- Removing administrative barriers to enrollment

Participating in state marketing campaign and CNM efforts

Revising financial aid packaging

Focusing on high-value programming that includes work-based experiences, leading to employment

Five Year Goals:

Minimize the current enrollment drop and work to increase enrollment by 3%

Enrollment Management

- Design and implement strategic recruitment, enrollment plans, with targeted outcomes to support student access.
- Identify enrollment baselines and set targets to meet our goals.
- Work across divisional lines to bridge gaps between credit and non-credit.

Persistence

- Centralize advisement to increase student retention and pathway toward graduation.
- Review and assist students identified as “At-Risk” for targeted outreach and support.
- Work with Academic Affairs to bridge any communication gaps between programs and student expectations. (Process Maps)
- With Academic Affairs and workforce development program leaders continue to identify and eliminate barriers to student program completion and transfer.

Student Experience

- Build systems of support that track and manage student engagement through the Call Center and campus experience at all locations.
- Ensure we are delivering an exceptional student experience by surveying students.
- Extending hours of operation in student services, academic support and IT to support all students.
- Work across divisional lines to bridge gaps between application and enrolled student.

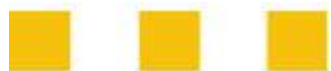
Student Life

- Deliver service excellence and operational efficiency across the college.
- Extending online and in-person orientation activities to assist students acclimation to college environment.
- Offer co-curricular programming to support student learning inside and out of the classroom.
- Provide training for faculty and staff on student judicial process to ensure service equity.

Integrated Technology & Data

Marketing and Communication Initiatives

Facilities Planning, Renovations and Replacement



Improving Transfer

Institutional practices

- ENMU - 120 new CNM students, on average, transfer annually
- NMHU – 170 new CNM students transfer annually especially in high-demand fields
- CNM largest contributor to NMHU social work program

Program Alignment

- UNM/CNM programming in humanities – Mellon Grant extended for additional year
- NMSU grant for engineering programs being pursued

Reverse Transfer

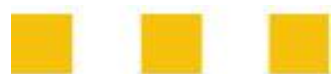
- An increasing number of CNM students who transfer to UNM can be awarded associate degrees



Credit for prior learning –
can reduce time to program
completion and improve
wages

Embedded work-based
experiences and credentials

Creation of Workforce &
Community Success Division



Clear Employment Pathways



- Collaboration works
 - Marketing – [Ready New Mexico](#)
 - Tackling problems together: academic transfer, workforce to credit programs
- Leverage local support, school and business partnerships with statewide/national expertise and resources
- Developing workforce training opportunities are key to future success



Succeeding Together



- Shining example of what cooperation and partnership can achieve
- Improve student experience – registration, academic and student support services, financial aid
- Align key business processes and systems using a more efficient, more secure, and fully integrated Enterprise Resource Planning system
- Make college programming available across the state through local partners



CHES Partnership Leading the Way



Thank You

Tracy Hartzler
Thartzler@cnm.edu