



EAB

A Stronger Tomorrow

Insights from the Past Year to Build Your
Post-Pandemic Community College

Today's Presenter



Christina Hubbard, Ph.D.

Senior Director, Strategic Research

EAB

CHubbard@eab.com



We help schools support students from enrollment to graduation and beyond

➤ **ROOTED IN RESEARCH**

8,000+ Peer-tested best practices

500+ Enrollment innovations tested annually

➤ **ADVANTAGE OF SCALE**

2,100+ Institutions served

9.5 M+ Students supported by our SSMS

➤ **WE DELIVER RESULTS**

95% Of our partners continue with us year after year, reflecting the goals we **achieve together**

➤ Find and enroll your right-fit students

➤ Support and graduate more students



➤ Prepare your institution for the future

Quick Poll

Who do we have on the line with us today?

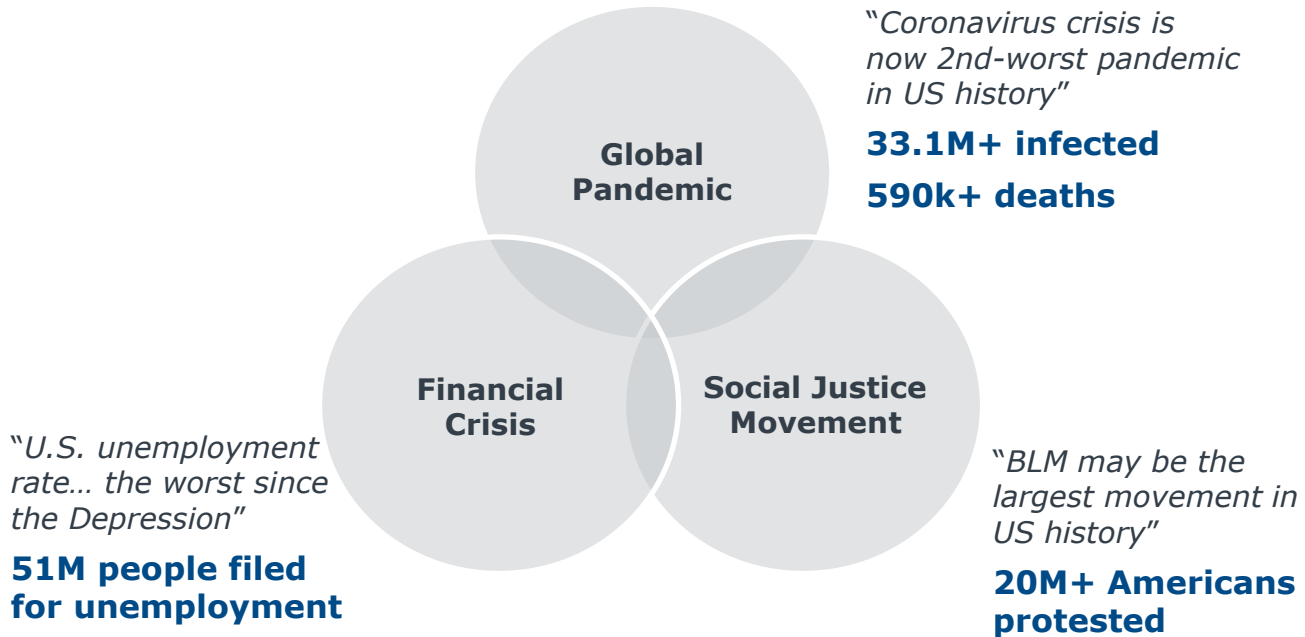
“Everything Is Great!”

-Nobody
in 2020

A Look Back



Three Inter-related Events Shaping Society and Higher Education



Every Corner of College Community Affected



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Student Services

Technology barriers, campus shuttering place vulnerable students at greater risk

Admissions Office

HS closures have made connecting with guidance counselors, students nearly impossible

CTE Programs

Safety measures have made one-on-one, hands-on instruction a major challenge

President

Unclear guidance, fraught political environment disrupts decision-making

Faculty

Switch to virtual environment means faculty are likely students' only college contact





Sizing the Sector-Wide Impact of the Pandemic

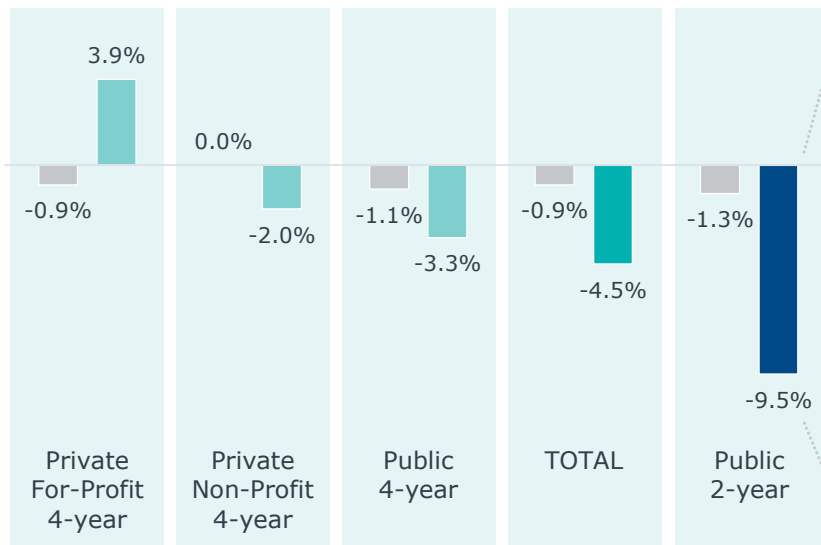
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Pandemic-Era Enrollment Changes

Two-Year Colleges Hit the Hardest of Any Segment

Change in Enrollment from Prior Spring

■ Spring 2020 ■ Spring 2021



Change in Two-Year Student Groups

First-time enrollment

-21.1%

Full-time enrollment

-12.1%

Black enrollment

-19.7%

Latinx enrollment

-18.8%

International enrollment

-25.9%

Chat Question

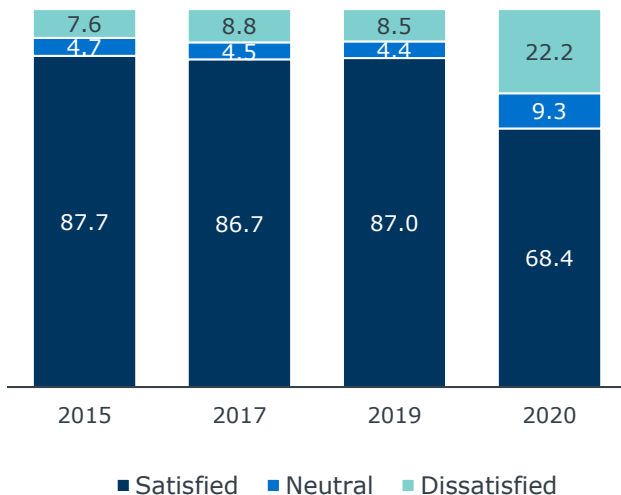
What are you hearing from students on your campus? Why aren't these populations that often comprise a huge percentage of our enrollment taking classes now?

COVID-19 Impact on Student Attitudes



Student Satisfaction with the College Experience Lowest in Five Years

Satisfaction dropped significantly in 2020



68%

of students are satisfied with their college experience

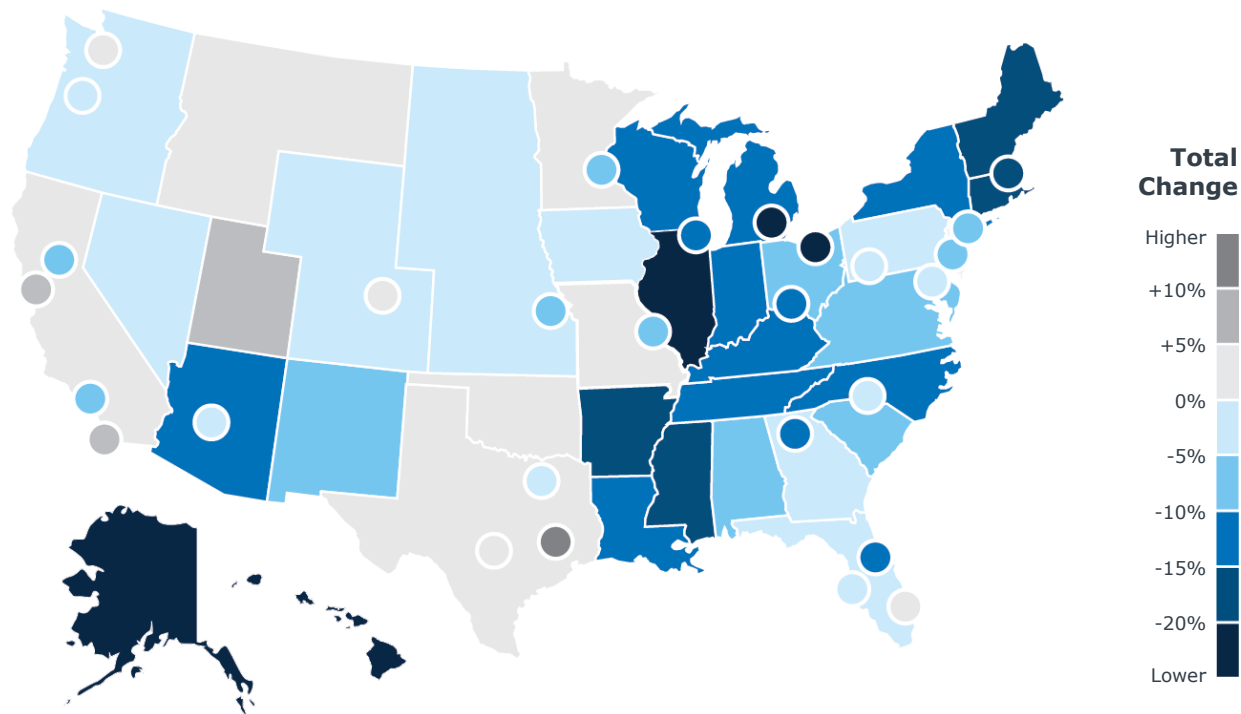
Satisfaction is lowest at:

- Public schools (64%)
- Schools in the West (61%)
- Schools that were all virtual at the beginning of the term (60%) and the end of the term (63%)

Demographic Declines on the Horizon



Change in Americans Predicted to Attend College, **2019 to 2029**



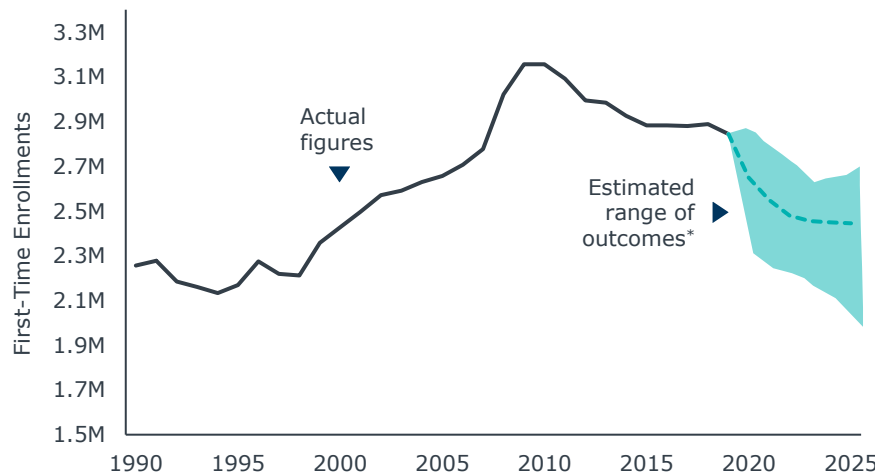
Source: Grawe, *Demographics and the Demand for Higher Education*, 2018; EAB analysis.

The Demographic Cliff Is Already Here

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Anticipating the Impact of Increased High School Dropouts and Delayed College Plans

Number of first-time enrollments at 2-year and 4-year institutions, 1990-2025¹



Estimated range of inputs informing outcome

- **High school dropouts:** 1.2M-2M
- **Students delaying matriculation** due to financial stress, preference for in-person instruction: 5-40%
- **Long-term decline in attendance** due to decreased consumer confidence: 1-3x 2008 recession impact

*Range of possibilities is not a confidence interval.

Institutions at Most Risk

- Access-oriented institutions
- Small student populations
- Limited remote instruction capability

Institutions at Least Risk

- Larger student populations
- Ability to admit “down the waitlist”
- Robust remote instruction capability

1) EAB projections included for years 2020 onward.

No Segment Immune from International Downturn

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As R1s Look to Enroll “Down the Waitlist,” All Segments Face Tighter Competition



92% of **returning international students** remained in the US after COVID-19 closures

86% of **new international students** unable to enter the US



Selective R1 University

- Evidence of enrollment growth among selectives even before COVID-19
- Most acutely impacted by international student downturn after pandemic
- Domestic enrollments recruited from R2 and R3 universities to offset loss



R2 University

- Slight pressure from international downturn meets increased enrollment loss to R1 universities
- Domestic students recruited from community colleges to offset losses



Community College

- Even institutions not heavily dependent on international enrollment will feel strain from other segments

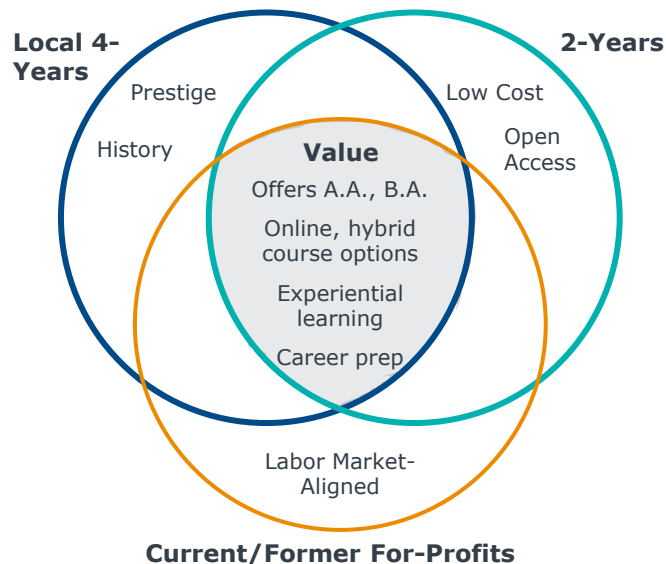
Blurred Distinctions Between Segments and Sectors

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Value Propositions Sounding the Same for Very Different Institutions

Heightened Competition Due To Messaging...

Marketing Messages of Higher Ed Competitors



...And Service Overlap

System-Wide Consolidations



4-Years Offering Associates



For-Profits Become Non-Profits





Differentiating Our Value Proposition

2

Why Do Students Choose Us?



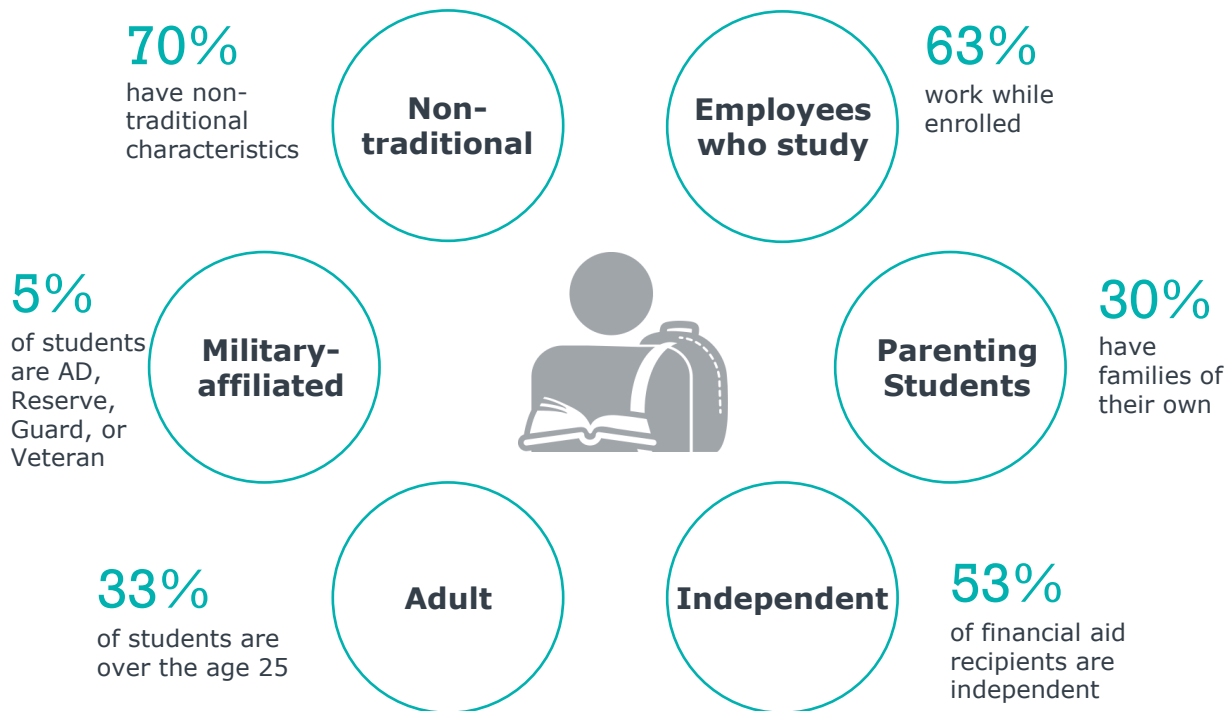
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Our Students Have Competing Responsibilities



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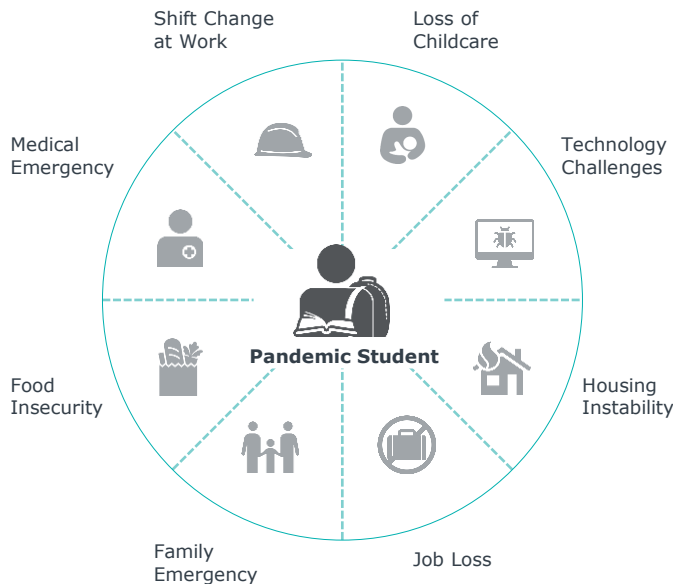


Source: [National Center for Education Statistics](https://nces.ed.gov/ipeds/data/ipedsreports/2017/) (NCES), [Institute for Women's Policy Research](https://nces.ed.gov/ipeds/data/ipedsreports/2017/); EAB analysis of NCES 2017 data <https://nces.ed.gov/ipeds/data/ipedsreports/2017/> and <https://nces.ed.gov/ipeds/data/ipedsreports/2017/>

Student Success Challenges Abound

Virtual Learning Just One Hurdle Students Need to Clear

Students of the Pandemic Susceptible to the Wheel of Misfortune

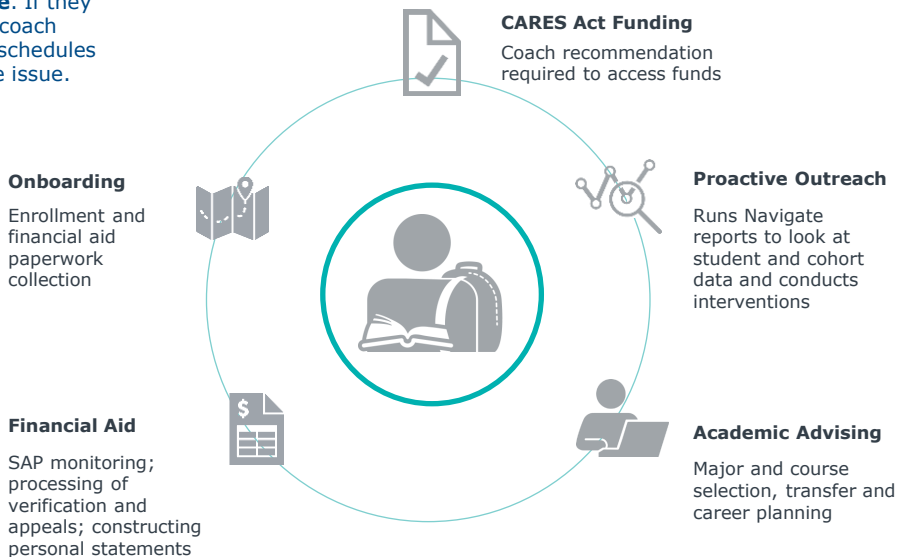




Streamline Support of Students

Success Coaches Serve as Main Contact for Assigned Students

Success Coaches are committed to **preventing student bounce**. If they can't answer a question, the coach reaches out to the expert or schedules a joint meeting to resolve the issue.



Faculty on the Frontline of Student Success

Faculty-Student Interactions Aid Risk Identification and Engagement

1

**Average first semester
student hours spent...**



In an advising office



225

In a classroom¹



1) Based on assumed course load of 15 credit hours over a 15-week semester

Engage Faculty in Student Success

Abundant Research on Faculty Best Practices

Pillars of In-Class Student Success Focused Responsibilities

Adopt Student-Centered Pedagogy



Flag Signs of Student Need



Report Early for Higher Risk Courses



Intervene Before Drop Out



The Important Distinction Between Financial and Opportunity Cost

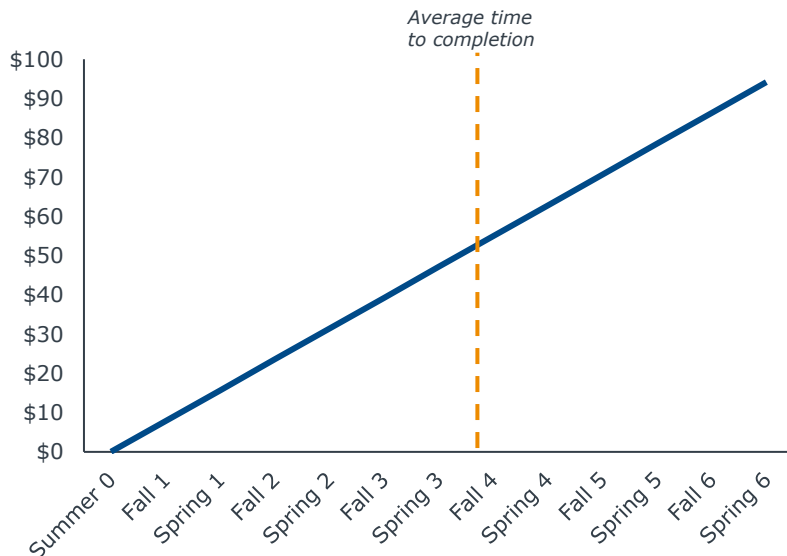
“In the context of economic desperation, **even free tuition can be too much**, because of the opportunity cost of subsistence-level work foregone.”

*Matt Reed, VP Academic Affairs
Brookdale Community College*

More Credits, More Costs

Additional Semesters of Study Delay Transfer, Post-Graduation Earnings

Sample Lost Retail Sales Associate Wages for Full-Time Community College Student, in Thousands¹



\$25,124

Median annual salary for a retail sales associate

3.4

Average years enrolled to earn associate degree

\$53,387

Wages forfeited to accommodate for community college attendance¹

1) Calculation assumes that a full-time community college student went from working 40 hrs per week to 15 hrs per week

Compress Time-to-Degree with Summer Courses

Strategic Course Selection Shortens Time-to-Degree, Reduces Low Fill Risk



15-Month Associate Degree Gives Adults Manageable Alternative

Sinclair 15-Month Associate Degree

- ▶ 15 credits per term
- ▶ 4 consecutive terms
- ▶ Makes use of PLA credit, when possible
- ▶ Offerings span Business, Healthcare, and Liberal Arts & Sciences
- ▶ Summer cross-listed courses enable four-semester completion

Cross-Listed Major Summer Courses Key to Acceleration



	Spring 2017 Enrollments	Fall 2017 Enrollments	Average Fill Rate	Qualified Instructors
Business Writing	201	217	85%	6
Business Law	210	204	87%	6
Principles of Microeconomics	230	252	90%	7
Management & Organizational	120	145	60%	3



- Selecting common courses reduces risk of under-filled summer blocks
- More accelerated programs lead to more course options available to summer students

Wraparound Support Keeps Students On Pace

Adult Student Services Promote Accelerated Completion

Extra Focus on Adult Student Services Helps Students Stay on Path

Expedited Degrees Spur Adult Enrollments and Completion



Accelerated Program Map Advising

- Accelerated students required to meet with navigator at onboarding to chart all four semesters
- Navigator aids student in selecting electives, course times based on student's goals and personal commitments



Priority Registration for Accelerated Adults

- Accelerated students choose courses before other students each registration period to stay on pace

15



Accelerated Degree Programs Offered

3



Students Enrolled in Pilot Year



103



Students Enrolled in First Year After Pilot¹

“

“It’s not necessarily putting more classes on the student, but instead realigning our programs to accelerate associate degrees without overwhelming students. The key is to **keep that student engaged from enrollment to the end so that they’re committed to completing.**”

Carol Bonner, Sinclair Community College

1) As of May 31, 2018

Weekend-Optimized Degrees Increase Opportunity

Increase Part-Time Accessibility Through Condensed Weekend Courses

Example Weekend College Schedule



Friday

- Course 1: 6:00-8:30 pm

Saturday

- Course 2: 9:00-11:30 am
- Course 3: 1:00-3:30 pm
- Course 4: 5:00-7:30 pm

On-campus Weekend College classes take place exclusively on Fridays and Saturdays

Sunday

- Online coursework

Online portion of hybrid courses can be completed at students' convenience throughout the week, and comprises 50% of class time

Weekend Degrees Improve Part-Time Student Engagement at a Low Cost



Off-peak hours allow for increased focus and fewer distractions



Campus events foster feelings of inclusivity and belonging



Student support services address non-academic needs



We rebuilt the schedule, but our students needed more than just a parking spot and a classroom. It was **no longer just weekend courses but a full weekend college**...And by the way, **I don't have any additional money for Weekend College**. I didn't get any new resources to launch this initiative, we just reworked current resources differently so that we could support our weekend students better."

Jackie Peña, Dean of Academic Affairs

MIAMI DADE COLLEGE, FL

Students Recognize Online Benefits

In a survey of college students in
Spring 2020

68%

Said they want their courses to include
some degree of online learning post-COVID

And **two-thirds** of students cited added
flexibility as a benefit of online instruction

Flexible Modalities = Responsive Schedules

Dual Delivery Provides In-Person Engagement and Scheduling Flexibility

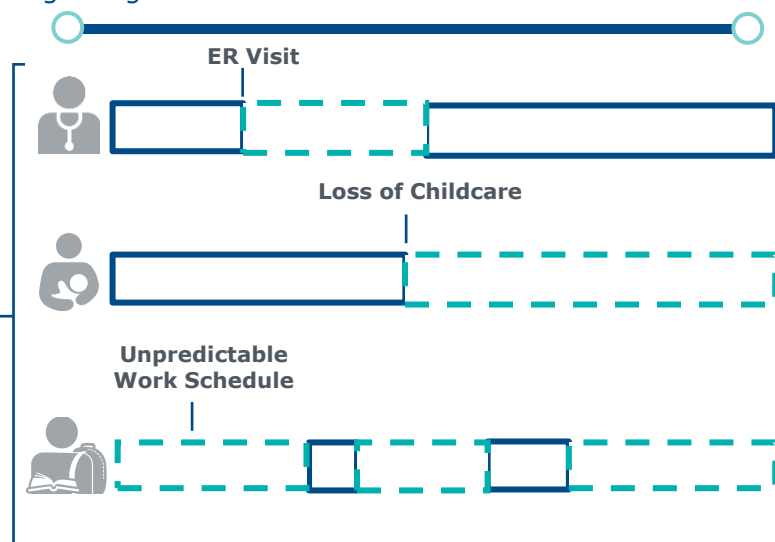


The Next Level of Student-Centric Scheduling

- 1 Course content delivered in a traditional, face-to-face manner
- 2 Class sessions and course materials are recorded and uploaded to Blackboard
- 3 Students can flex attendance at-will
- 4 Discussions and assignments available in both modalities

Beginning of Term

End of Term



Key:

In-Person

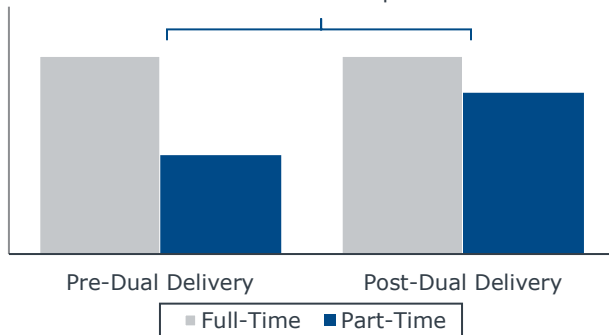
Online

Dual Modality Delivers Results



Increased Flexibility Aids in Part-Time Student Retention

↓ 63% Gap closure between full-time and part-time retention since implementation



“

“I do know that **this has been beneficial to retaining part-time students**. It works really well for students who can’t get off work to come to class, or those who have families and want to further their education, but just don’t have much time.”

Dual Delivery Faculty

COMMUNITY COLLEGE, MIDWEST

”

Faculty Adoption Tip

- Ensure faculty that implementation requires no differentiation when preparing content or assessments
- Consider offering flex hours to faculty who volunteer to adopt the model in their courses



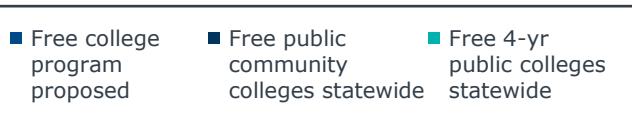
Conclusion



3

State Programs Have Grown, Now Federal Proposals Are on the Table

States that have explored or launched “free college” programs over the last decade



Local and state college promise programs across the country

“

In the 21st century, twelve years of school isn't enough. That's why under the Biden-Harris plan, **community college will be free** — and **public colleges and universities will be tuition-free** for families earning less than \$125,000 a year.

President Biden
December 23rd, 2020

“

Will Free College Mean an Enrollment Boom?

Free Tuition for Students Doesn't Mean a Blank Check for Institutions

Estimated Enrollment Impact of Federal Free 2-Yr

The Impact of a National Program of Free Tuition at Public Community Colleges, Robert Shapiro and Isaac Yoder, Jan 21

1.2M+

Increase in national
community college
enrollment

18%

Increase over FY19
enrollment baseline

1.2%

Increase in the 2-yr
completion rate

776K

Increase in 2-yr degree
conferrals, a 43%
increase over baseline

Underlying Assumptions and Limitations

- Assumes universal (non-means tested) federal first dollar program
- Underlying data pre-dates COVID
- Students know about the program and believe their earning potential increases with a degree
- Model also assumed free public 4-yr, 2-yr alone could yield larger increase
- Fewer students drop out due to financial reasons

But Far More Unknowns Than Certainties Remain



What are the details of the grant's size, eligibility criteria, and stipulations?



Does more demand subsidization come with more supply subsidization?



Will states and localities pay their share?



Will students know about the program and believe a degree is worth the time investment?



Can students who matriculate stay the course to graduate?

Source: [The Impact of a National Program of Free Tuition at Public Community Colleges and Free Tuition for Most Students at Public Four-Year Colleges and Universities on College Enrollments, Graduations, and the Economy](#), Robert Shapiro and Isaac Yoder; EAB interviews and analysis.

Summary of Peer-Tested, Student-Centric Insights



- 1 Provide holistic support to prevent challenges from becoming barriers to completion
 - 2 Engage faculty in student success by integrating career into the classroom and making intervention easier to request
 - 3 Deliver radical access to courses and services to ensure that students can enroll and persist
-

The 2020s Will Be the Decade When We Finally Become Student-Centered Colleges



For years we have been talking about meeting students where they are. Now we are really doing it. The pandemic forced us to **stop talking about being a student-centered institution and start actually being one.**



Provost

Quick Poll: Next Steps to Maintain Momentum

- 1 Register for the **Proactive Advising Webinar** scheduled for **June 8**



- 2 Learn more about how upcoming events hosted by the **League**



- 3 Speak with an EAB expert about how to **implement these insights**



- 4 Receive EAB's **White Paper on serving Post-Traditional Learners**



Questions from the Audience



Christina Hubbard, PhD
*Senior Director, Community
College Strategic Research
EAB*

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 @CM_Hubbard

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