

Appendix A

ENMU-Portales The Planning Environment, 2007-2008

Demographics

- New Mexico high school graduates. The number of high school graduates has fluctuated in the state, but overall, numbers are relatively constant, less than a 1.1 percent decline in the past five years.
- Student pipeline. While New Mexico has impressive numbers of high school/GED graduates going to college (ranked 12th of the 50 states), it has very poor public high school graduation rates (44th of the 50 states), and even worse six-year graduation rates of bachelor's students (48th of 50 states). The success of the student "pipeline" (retention from 9th grade to college degree completion) is the third worst in the nation, after Alaska and Nevada.
- International students. Student (international) visa requests increased in 2005 for the first time since Sept 2001.
- Swirl Effect. According to the Society for College and University Planning, nationwide, the majority of undergraduate students (59 percent) attended more than one college either through transfer or simultaneous enrollment.
- Two-year college transfers. 60 percent of students who started in community colleges transferred at least once, taking an average of eight years to finish their bachelor's degrees.
- Transfers and Dual enrollment. 28 percent of all students who started in four-year institutions, whether public or private, transferred or enrolled simultaneously in two colleges.
- College graduation rates in New Mexico and region
 - Less than 50% of American students who start college complete within six years, and only 40% of African American or Hispanic students do so. In New Mexico, the statistics are even worse.
 - No New Mexico public postsecondary institution is graduating 50% of its students within six years. The average for the research institutions is closer to 44%. Regional comprehensive universities average 22%, with ENMU high at over 30%.

Economy

- Jobs and Employment Sector Needs
 - New Mexico and many areas of the country continue to experience critical shortages in nursing professionals, engineers and technicians. According to the New Mexico Annual Social and Economic Indicators (2007), from the NM

Department of Labor, other health-related occupations, elementary and secondary teaching, information technology, and law enforcement will also be key growth areas.

- Nationwide, 40 percent of public school teachers say they don't expect to be in the classroom five years from now, and 50% of present high school teachers don't plan to be teaching after 2010 (Herman Trend Alert, Sept 2006). An estimated 6,000 administrative jobs in postsecondary education will need to be filled by 2014; 79 percent of community college presidents plan to retire before 2011 (Chronicle of Higher Education, v 53, 2, p. A51)
- Unemployment -- From 2000-2005, unemployment rates in Curry County and Roosevelt County ranged from 4 to 6 percent. In 2006 and 2007, the unemployment rates continued to fall, to a low of 2.7 percent in April 2007 in Curry County.
- The area economy is fueled by the expansion of the dairy and (related) transportation industries. The relocation of the 16th Special Operations Wing to Cannon Air Force Base, after a 2-3 year decline in base personnel, will mean a return to former personnel strength, perhaps higher, by 2012.
- Employment sectors with high demand but low earning potential include retail sales, cashiering, child care, and food services.
- The Global Economy. The global economy is more integrated than ever, which means changes in one sector of the economy or globe can have wide-ranging impacts. The price of oil, the building "boom" and regulations mandating energy efficiency will continue to be in the forefront of both campus facilities maintenance and student enrollment trends.
 - Competition. Global competition for students will continue, but significant problems with higher education outside the US may change the desirability of foreign students at American universities. Opinion polls in China indicate higher education is an issue of serious discontent—50% of students cannot secure work and businesses report severe skills shortages. In an audit of higher education in India, 68 percent of universities were assessed as "middling to poor" in quality. In Japan, three universities have declared bankruptcy. With the "graying" of Japanese society, college enrollments are down sharply. Institutions may be increasing their standards for foreign student admission to protect the quality of their institutions. (SCUP Trends in Higher Education, July 2007).
- College Affordability. Even with Congressional increases in financial aid, this may not help higher education or improve individual students' access to college. Cuts in lender subsidies, modest increases in financial aid, and the reauthorization of the Higher Education Act may improve the short-term outlook. However, 10 states have proposed double-digit tuition increases (Academic Leadership, Feb 2007). And even if Pell grants are increased to the \$4700 amount proposed, they will not cover all tuition costs.
 - Higher education has marketed its benefit as increased lifetime income—an individual rather than a social benefit.

- Surveys of high school counselors found that 78 percent say that students' and parents' concerns about loan debt affect whether and where students attend college (*National Association for College Admission Counseling*, June 2007)

State and Other Regulatory Issues

- New Mexico Performance funding models. Discussions in the past four years in Santa Fe have proposed several models of performance funding. The challenges of such funding models are multiple. Equity of measures (across institutions), declines in numbers of high school graduates who are college-bound (when funding is numbers-driven), and other economic factors (such as low unemployment) that are beyond the control of any institution are a few examples.
- Accountability in Government Act. The New Mexico Legislature requires higher education institutions to report on several measures of accountability: fall-to-fall retention of freshmen students, six-year graduation rates of undergraduate students, access to college (measured by the percent of first-year students who are Hispanic, the number of transfer students, and number of courses offered via Internet), the University's securing of external (grant or foundation) funds, and student satisfaction with their educational experience. In addition, an annual Performance Effectiveness Plan report, providing institutional data about tuition, salaries relative to peers, programs offered, degrees awarded, and other data is submitted through the Council of University Presidents.
- Confidentiality, Privacy, Conflict of Interest. All universities must comply with federal and state regulations relating to privacy and confidentiality of records, the Family Education Rights and Privacy Act (FERPA), financial aid program regulations, the Campus Security (Jeanne Cleary) Act (disclosure of campus security policy and campus crime statistics), and directives from Homeland Security and federal and state agencies relating to safety and security of facilities, records, and essential archives. In response, ENMU has voluntarily put in place conflict of interest disclosure statements for all employees and the members of the Board of Regents, recognizing the concerns raised in the Gramm-Leach-Bliley Act (1999).
- Security and Emergency Preparedness. The Department of Homeland Security (DHS) is considering colleges and universities in the same category as chemical plants for purposes of assessing risk and requiring security protocols. If campuses are held to these standards, the costs of screening for chemicals will be a substantial burden (\$60-100K, annually). The state of New Mexico is also requiring campuses to have filed emergency plans.
 - Just as the Patriot Act added reporting requirements for all college campuses, the DHS may also increase federal regulations and reporting. The Spellings' Commission's emphasis on accountability confirms this trend.
 - Training for staff in safety, emergency, and other issues of risk management are required by state law and, in several instances, mandated by federal law as well. The need to assure the integrity of communications systems in the event of emergencies (whether pandemic, natural disaster, terrorist, or other)

requires a significant commitment of institutional time and funds and critical collaboration across the ENMU system and with state and local agencies.

Learning

- Online learning continues to grow in both secondary and postsecondary education. According to the Society for College and University Planning, this medium has one of the few relatively unrestricted avenues for innovation in teaching and learning.
- While for-profit providers are projected to lose market share by 2009 from 37 percent to 32 percent, nationwide, tuition revenues from online offerings increased to \$8.1 billion in 2006 (*Eduventures*, April 2007).
- Students (even “traditional” students) will continue to demand online and asynchronous learning, via whatever electronic telecommunication device they have handy.
- Blended learning—including gaming, virtual reality, text messaging, and social networking sites—requires continued investment in supporting faculty to create these new learning venues.
- The increasing reliance on “adjunct” faculty is a national trend. A recent AAUP study found that between 1975 and 2003, the number of non-tenure-track faculty members increased nationally from 43 percent to 65 percent (*Rocky Mountain News*, Jan 2007; *Chronicle of Higher Education*, Dec 2006). Note: online courses were not considered.
- Research in the *Journal of Higher Education* (Oct 2006) found that community colleges with a higher percentage of adjunct or part-time faculty also had lower completion rates for students.
- The standard *US News & World Report* ranking of colleges and universities is being abandoned by institutions. Unfortunately, the US Dept of Education has taken no leadership in setting new, student-based standards (*Carnegie Perspectives*, May 2007).
- Accountability debates are fueling speculations about measurements of student progress, including the tracking of “unit records.” State data systems may provide this information, but FERPA regulations make the sharing of individual student data problematic. The Integrated Postsecondary Education Data System (IPEDS) is pressing for this level of data sharing (*Inside Higher Ed*, Feb 2007).

Technology

- Internet access. Campuses have been quick to provide access and speed, but the nation as a whole lags behind the rest of the world in speed. Spam is accounting for 90 percent of email traffic. (*Herman Trend Alert*, Dec 2006). The US has fallen from 1st to 16th in high-speed internet penetration (*Speed Matters*, Communication Workers of America, June 2007)

- Broadband adoption is affected by household income (reaching 68 percent of households with incomes of \$50,000 and only 39 percent of households under \$50,000) (*ClickZ Newsletter*, July 2007)
- The digital divide continues to widen, but for wireless and high-speed connections, not hardware. Nearly every K-12 school has computers, but access to the web is less predictable. More students will be coming to college capable of interacting with online content, but the user profile will still be varied. Low income, rural students will still be at a disadvantage.
- Technology costs. According to the *Society for College and University Planning*, spending on technology has finally begun to slow, although spending is still close to \$5 billion. Campuses are increasing their wireless connectivity. The convergence of wireless devices continues to speed up, and the digital divide between rural and urban areas (and to some extent, between the traditional “haves” and “have-nots”) is beginning to disappear.
 - ENMU relies on an increasingly complex infrastructure to maintain its administrative and educational resources. Online registration and billing, online classes, web-based review and authorization of purchasing card statements, degree audits, back-up servers to store faculty data, the STARBAK system that stores broadcast class sessions for students’ review, the extensive array of e-mail servers and spam protection underscore the University’s reliance on technology.
 - The use of SCT Banner as the University’s management information system has advantages (Banner is the standard MIS product in much of the state) and disadvantages (annual maintenance contracts and training costs are high).
 - Technology convergence, particularly the convergences of Internet and instructional course delivery, the use of Voice Over Internet Protocol (VOIP) in lieu of traditional phone line charges, and the streamlining of instructional delivery platforms (e.g., Blackboard’s merger with WebCT) demonstrate a dynamic network technology, but one that will demand major human and financial resources to maintain.
 - ENMU’s aging electrical distribution system has struggled to manage the increased needs of a technically sophisticated campus. Phased upgrades to this system have been staged in 2006 and 2007, with plans to continue this replacement in the coming years.
 - Equipment upgrades are as critical as technology upgrades. The University needs to assure that scientific and other equipment that are essential to instruction are maintained (maintenance contracts) and regularly upgraded to assure a quality educational experience for students.