

ACTION PLAN

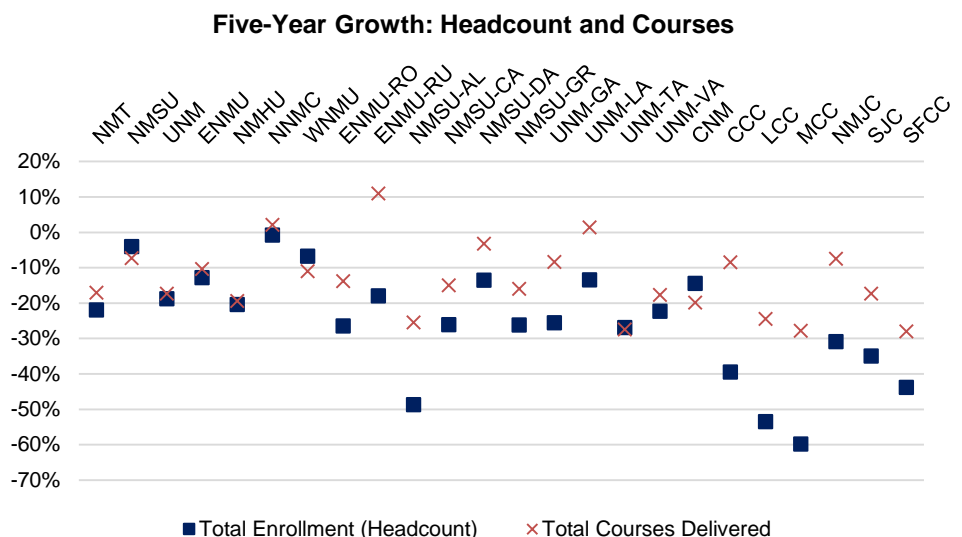
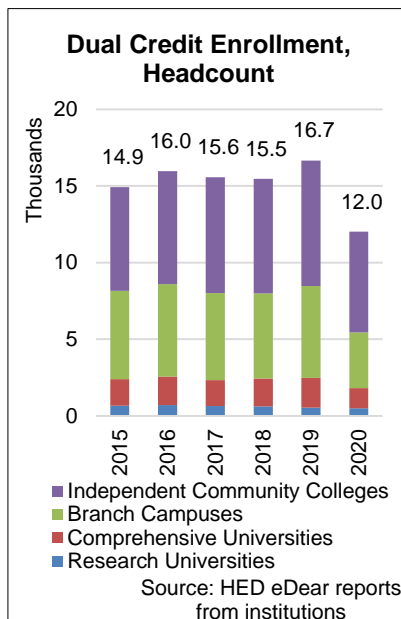
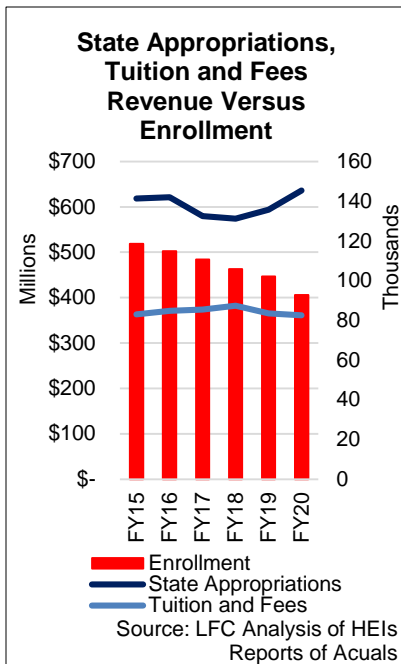
Submitted by agency?	No
Timeline assigned?	No
Responsibility assigned?	No

New Mexico Higher Education Institutions

Enrollment, retention, and graduation rates are proxies for institutional performance and effectiveness. New Mexico colleges and universities lag surrounding states in these measures. The conditions surrounding lagging performance are not well understood and the differences among type of institution—four-year research universities compared with four-year comprehensive universities, for instance—can be stark. Students and institutions share responsibility to improve performance.

Academic research has consistently identified a student's college preparedness and finances as indicators for success, pointing to the need for institutions to provide stronger student financial aid and academic advising to students. New Mexico offers the third-lowest cost of tuition and fees in the country because of the substantial state investment in higher education. The National Center for Higher Education Management notes the state of New Mexico is the sixth most generous financial support of higher education in the country.

Over the past five years, several trends reveal a glimpse of performance on college campuses: 13 percent fewer students have enrolled and institutions report a 15 percent reduction in workload, meaning students are completing fewer courses; 43 out of 100 students complete a degree at a four-year university when only 25 out of 100 complete a degree at a two-year college; awards declined this year by 3.4 percent overall, but over the past five years, bachelor degrees have dropped by 6 percent compared with 42 percent growth in sub-baccalaureate certificates; and employment on campuses fell by almost 3 thousand positions, mainly among part-time or non-instructional staff. During the same time, state funding has outpaced other self-generated revenue sources at institutions mainly because of declining enrollment. Tuition and fee revenue remains flat even after annual tuition and fee increases.



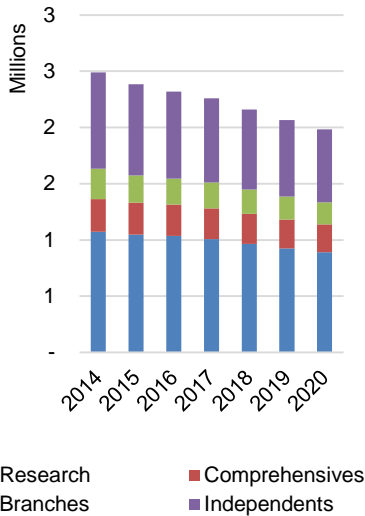
Low Targets Constrain Graduation Rates. Improvement in postsecondary graduation rates in New Mexico remains mixed year-over-year, particularly at the four-year research universities, which comprise the largest volumes of students. Colleges and

PERFORMANCE REPORT CARD

New Mexico Higher Education Institutions

First Quarter, Fiscal Year 2021

Higher Education Student Credit Hours



universities—with the exception of branch campuses, which underperformed targets – are exceeding their own institutional performance targets for students graduating within three years (for associate’s degrees and certificates) or six years (for bachelor’s degrees). New Mexico still falls far behind the average graduation rates of peer institutions in surrounding states. The targets remain very low and will not help the state meet its workforces needs.

Four-Year Research Universities Six-Year Completion Rates

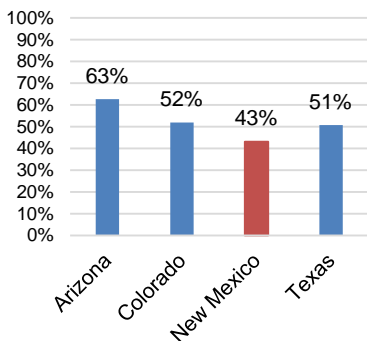
Completion rates for first-time, full-time degree-seeking students	Fall 2012 to Summer 2018 Actual	Fall 2013 to Summer 2019 Actual	Fall 2014 to Summer 2020 Target	Fall 2014 to Summer 2020 Actual	Rating
NM Tech	55.5%	50.5%	48%	54.4%	G
NM State University	50.4%	48.2%	48%	51.1%	Y
University of NM	49.9%	53.6%	50%	56.1%	G
*preliminary, unaudited					Research Universities Program Rating: G

Important successes are happening throughout the system; UNM increased its graduation rate from 54 percent to 56 percent, significant given the enrollment challenges at the state’s flagship university. New Mexico Tech reports significant improvement in its graduation rate, which, according to the science and engineering research university, is contributing to an overall decline in total enrollment. The momentum is needed, particularly because the research universities trail their peers in other states. For comparison, Texas research universities average an 82 percent six-year graduation rate, according to the *2020 Texas Public Higher Education Almanac*.

Four-Year Comprehensive Universities Six-Year Completion Rates

Completion rates for first-time, full-time degree-seeking students	Fall 2012 to Summer 2018 Actual	Fall 2013 to Summer 2019 Actual	Fall 2014 to Summer 2020 Target	Fall 2014 to Summer 2020 Actual	Rating
Eastern NM University	31.4%	32.9%	35%	29.3%	Y
Highlands University	23.8%	22.1%	22%	28.7%	Y
Northern NM College	25%	21.6%	25%	22%	Y
Western NM University	25.7%	32.6%	28%	27.1%	Y
*preliminary, unaudited					Comprehensive Universities Program Rating: Y

Four-Year Universities: Graduation Rates

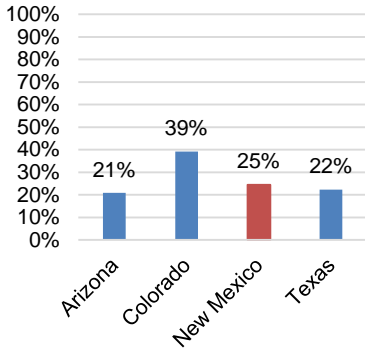


Source: IPEDS, FY18 Graduation Data, Public Institutions

Regional and local employers typically benefit from students – teachers, social workers, and nurses—completing at the four-year comprehensive universities. However, the outcomes are weak, with fewer than 30 students out of 100 finishing. The four-year comprehensive universities substantially trail the research universities. New Mexico Highlands University improved its graduation rate, but also set a very low target. The comprehensive universities in New Mexico average a 27 percent graduation rate when similar institutions in Texas achieve a 45 percent graduation rate.

Community College Three-Year Completion Rates

**Two-Year Colleges:
Graduation Rates**

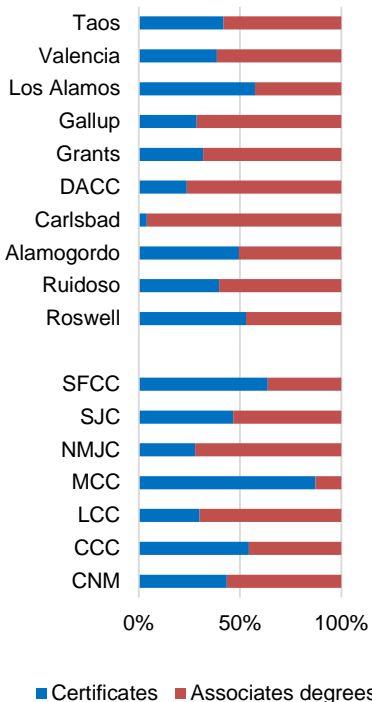


Source: IPEDS, FY18 Graduation Data, Public Institutions

Two-year branch campuses are struggling at making significant improvements in graduation rates, though UNM Gallup, Los Alamos, and Taos showed strong growth this year. Several independent community colleges perform similarly to the four-year comprehensive sector but confer more certificates that require less than two years to complete. New Mexico Junior College is an outlier, consistently graduating students at higher rates than its peers and awarding more two-year associate degrees. At Mesalands Community College, 87 percent of the awards conferred are certificates requiring less than a year to complete.

The two-year sector could be facing obstacles to completion; a substantial increase in workload for dual-credit programming may be diverting resources away from the core mission to prepare students in career and technical education (CTE) or to transfer students to four-year universities. The higher education funding formula may be overcompensating two-year institutions rewarding sub-baccalaureate certificates and by rewarding the weight imbalance for the MP30 measure over the MP60 measure. The MP30 and MP60 measures incentivize students earning 30 or 60 student credit hours and is intended to support student progress toward earning a higher-level degree than a sub-baccalaureate certificate.

**Two-Year College
Awards: Share of
Associate Degrees to
Certificates**



Source: HED Funding Formula, 2020

Rather, institutions are benefitted from conferring an award that requires less than two years to complete and receiving credit for momentum. The Council of University Presidents reports transfers from two-year colleges in New Mexico have decreased by 15.6 percent from 2015 to 2019.

Completion rates for first-time, full-time degree-seeking students	Fall 2015 to Summer 2018 Actual	Fall 2016 to Summer 2019 Actual	Fall 2017 to Summer 2020 Target	Fall 2017 to Summer 2020 Actual*	Rating
Roswell	24.3%	24.3%	25%	34.5%	G
ENMU Ruidoso	16.7%	12.2%	18%	5.8%	R
NMSU Alamogordo	12%	8.1%	14%	17%	Y
NMSU Carlsbad	15%	15%	18%	14%	Y
NMSU Dona Ana	15%	12.1%	15%	15%	Y
NMSU Grants	23%	13.7%	20%	38%	Y
UNM Gallup	10%	15.1%	15%	24.8%	G
UNM Los Alamos	16.6%	11%	11%	24.3%	G
UNM Valencia	10%	13.8%	18%	19.9%	Y
UNM Taos	12.9%	12.9%	15%	31.9%	G
*preliminary, unaudited					
Program Rating					Y

PERFORMANCE REPORT CARD

New Mexico Higher Education Institutions First Quarter, Fiscal Year 2021

Completion rates for first-time, full-time degree-seeking students	Fall 2015 to Summer 2018 Actual	Fall 2016 to Summer 2019 Actual	Fall 2017 to Summer 2020 Target	Fall 2017 to Summer 2020 Actual	Rating
CNM	27.3%	27.4%	24%	30.6%	G
Clovis CC	54.5%	35.5%	30%	43%	Y
Luna CC	15.6%	20.7%	35%	19.2%	R
Mesalands CC	43%	50.9%	40%	35.3%	R
NM Junior College	37.9%	47.9%	34%	38%	Y
San Juan College	23.1%	27.9%	26%	24%	Y
Santa Fe CC	22%	25.4%	11%	24.8%	Y
*preliminary, unaudited					Program Rating Y

Student Retention Rates

Retention rates track students who do not return to college after the first year, who represent a tremendous cost to the state and to themselves. The importance of understanding why students leave institutions cannot be overstated, and gathering the data directly from those students could be critical to improving retention rates. Similar to enrollment, keeping students on campus earning degrees improves the financial position of colleges. In New Mexico, third-semester student retention data appear to show students return after the first year at levels consistent with surrounding states, but drastically drop out after that point.

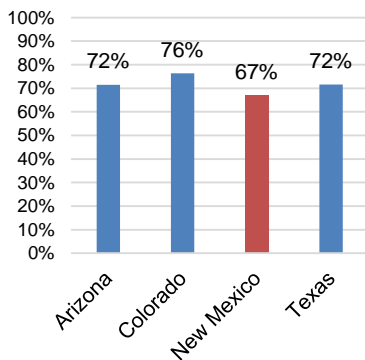
A persistent challenge for higher education is a lack of data on students, those who graduate from high school but do not enroll in college or those who enroll in college but drop out prior to completion. A lack of data obscures reasons students leave higher education. After the third semester – based on the gap between student retention data and graduation data – student enrollment abates greatly. Only when graduation rates are published are policymakers informed on the magnitude of the loss. For example, 65 percent of students return after the first year to NMSU Dona Ana Community College, yet only 15 percent graduate. At ENMU, 63 percent of students return after the first year and 29 percent graduate.

Four-Year Research Universities

Four-year research institutions retained students similar to their historical levels. The research universities range from 70 percent to 80 percent retention; the comprehensive universities range from 50 percent to 65 percent.

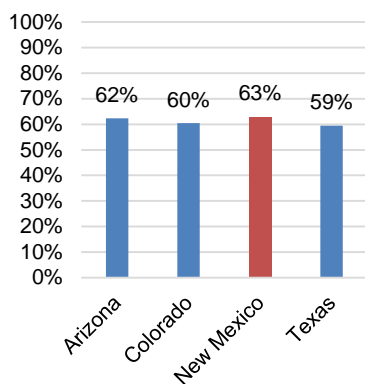
Retention rates for first-time, full-time degree-seeking students to the third semester	Fall 2017 to Fall 2018 Actual	Fall 2018 to Fall 2019 Actual	Fall 2019 to Fall 2020 Target	Fall 2019 to Fall 2020 Actual	Rating
New Mexico Tech	80.8%	76.7%	77%	80.8%	G
New Mexico State University	73.9%	74.8%	75%	75.5%	Y
University of New Mexico	73.7%	77.3%	80%	76.9%	Y
Program Rating					Y

Four-year Universities: Retention Rates



Source: IPEDS, FY18 Retention Data, Public Institutions

Two-year Colleges: Retention Rates



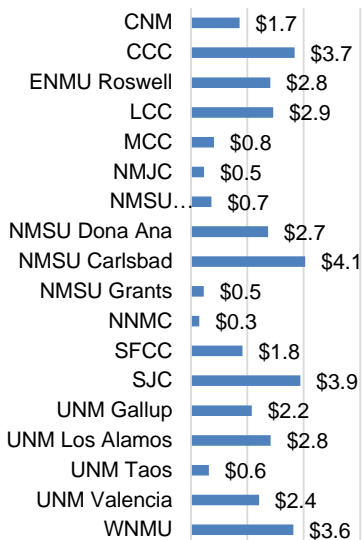
Source: IPEDS, FY18 Graduation Data, Public Institutions

New Mexico Small Business Development Centers

Santa Fe Community College hosts the Small Business Development Center (SBDC), which receives \$4.1 million in general fund support each year to provide confidential consultation for current and future business owners in the areas of business expansion, financing, marketing, and procurement, among other services. In addition to a procurement technical assistance program and an international business accelerator, SBDC oversees 18 service locations housed in higher education institutions throughout the state.

SBDC leverages about \$890 thousand in grants from the U.S. Small Business Administration and the U.S. Defense Logistics Agency. As a condition of these federal grants, SBDC must track certified data indicating the number of jobs created or saved in addition to associated costs.

SBDC Cost per Job Created or Saved



Source: New Mexico Small Business Development Center Reports, 2020

Four-Year Comprehensive Universities

Retention rates for first-time, full-time degree-seeking students to the third semester	Fall 2017 to Fall 2018 Actual	Fall 2018 to Fall 2019 Actual	Fall 2019 to Fall 2020 Target	Fall 2019 to Fall 2020 Actual	Rating
Eastern NM University	62.4%	63.1%	64%	61.1%	Y
Western NM University	58.9%	59.6%	60%	61.8%	Y
NM Highlands University	51.6%	55.4%	53%	63.6%	G
Northern NM College	58%	53.5%	66.5%	48.1%	R
Program Rating					Y

Community College Branch Campuses

At two-year colleges, 42 percent of first-time students leave after the first year. Of the 58 percent of students who persist through their first year, 23 percent of those students graduate within three years. Community colleges continue to experience significant variance in retention rates. Community college targets are low, and the results vary by institution and by year-over-year outcomes.

Retention rates for first-time, full-time degree-seeking students to the second semester	Fall 2017 to Fall 2018 Actual	Fall 2018 to Fall 2019 Actual	Fall 2019 to Fall 2020 Target	Fall 2019 to Fall 2020 Actual	Rating
ENMU - Roswell	52.1%	49%	54%	41%	R
ENMU - Ruidoso	37.2%	43.8%	43%	31.5%	R
NMSU - Alamogordo	52%	54.6%	55%	52%	Y
NMSU - Carlsbad	49.7%	50%	53.1%	64%	G
NMSU - Dona Ana CC	59.1%	62.7%	62%	65%	G
NMSU - Grants	52.5%	53.7%	53%	60%	G
UNM - Gallup	57.9%	63.1%	65.5%	49.6%	R
UNM - Los Alamos	58.8%	56%	57.5%	60.6%	G
UNM - Taos	60%	%	50%	42.7%	R
UNM - Valencia	61.2%	61.2%	65%	50.6%	Y

Independent Community Colleges

Independent community colleges showed the strongest performance among the two-year college sector. The sector tends to develop target levels more aspirational than the other higher education sectors in New Mexico. The difference between the independent community colleges and branch campuses may be the level of local communities' financial support and participation.

Retention rates for first-time full-time degree seeking students to the second semester	Fall 2017 to Fall 2018 Actual	Fall 2018 to Fall 2019 Actual	Fall 2019 to Fall 2020 Target	Fall 2019 to Fall 2020 Actual	Rating
Central NM Community College	63.1%	65.1%	67%	62.8%	Y
Clovis Community College	67.4%	65.9%	70%	64.2%	Y

PERFORMANCE REPORT CARD

New Mexico Higher Education Institutions
First Quarter, Fiscal Year 2021

Luna Community College	41.3%	54.6%	60%	40.7%	R
Mesalands Community College	72.1%	64.1%	60%	47.6%	R
New Mexico Junior College	59.6%	64.6%	65%	66.8%	G
San Juan College	57.7%	57.1%	60%	54%	Y
Santa Fe Community College	64.6%	67.7%	58.7%	53.4%	R