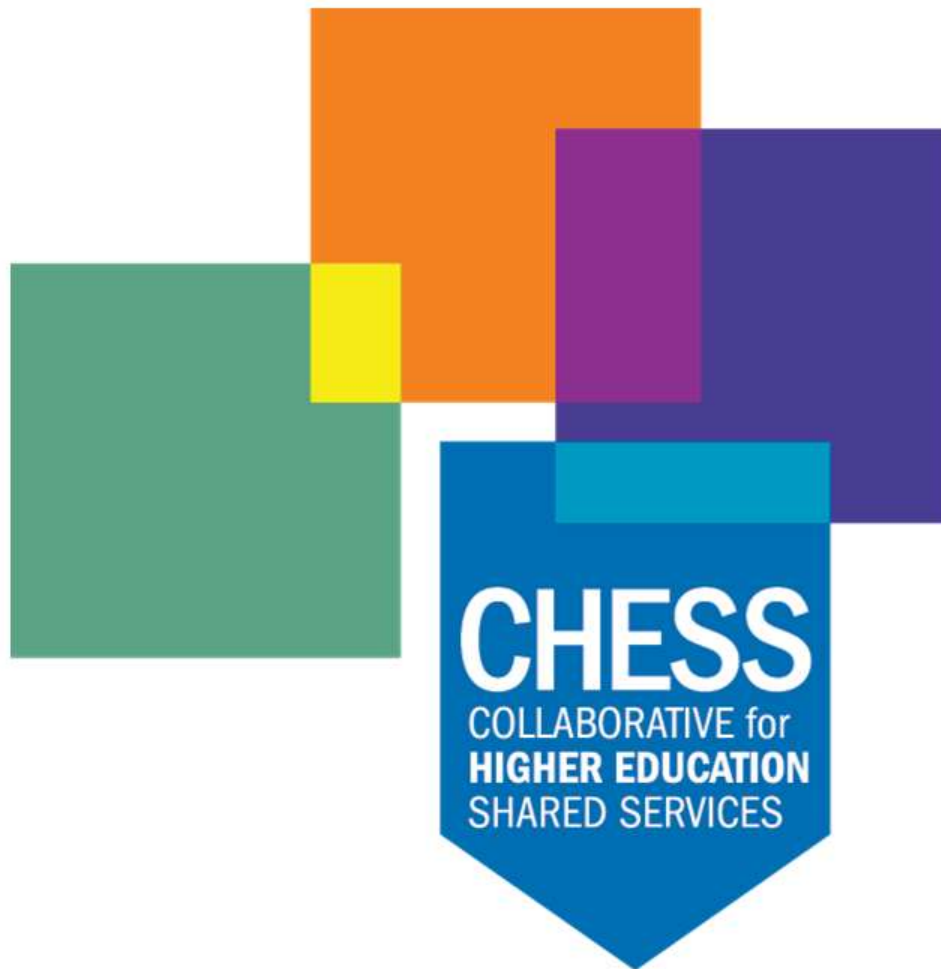# The Collaborative for Higher Education Shared Services Journey:

A Story of Innovation for College Survival in the 21st Century

Presented to the Universities at Shady Grove
Strategic Planning Workshop
August 27, 2021

CHESS
COLLABORATIVE for
HIGHER EDUCATION
SHARED SERVICES

A Bit About New Mexico

- 5th largest state in terms of land mass
- 37th in the nation in terms of population (2.1 million people)
- 46th in the nation in terms of population density
- Divided politically by region
- Majority minority state (47% Latinx, 10.6% Native American)
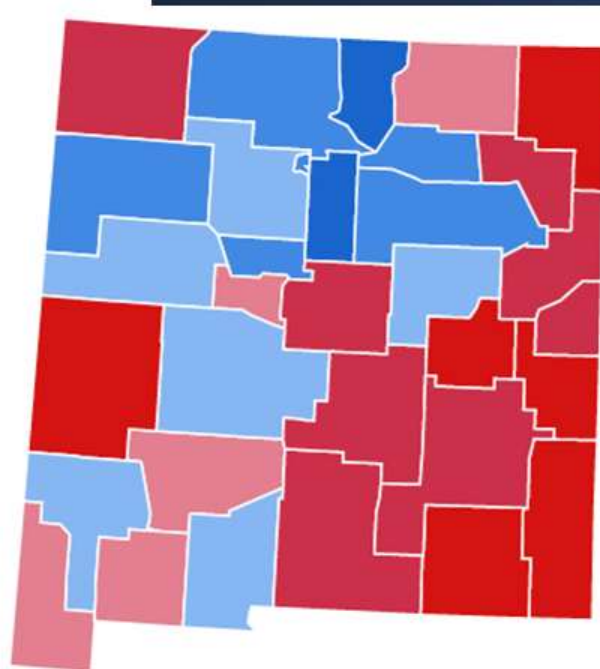
New Mexico's Higher Education Landscape

STATE-FUNDED COLLEGES, UNIVERSITIES, TRIBAL COLLEGES & SPECIAL SCHOOLS IN NEW MEXICO

Source: NM Higher Education Department

FOUR-YEAR PUBLIC COLLEGES & UNIVERSITIES

1 - Eastern New Mexico University, Portales (1934)
2 - New Mexico Highlands University, Las Vegas (1893)
3 - New Mexico Institute of Mining and Technology, Socorro (1889)
4 - New Mexico State University, Las Cruces (1888)
5 - Northern New Mexico College, Española (1909)
6 - University of New Mexico, Albuquerque (1889)
7 - Western New Mexico University, Silver City (1893)

TWO-YEAR COMMUNITY COLLEGES

8 - Central New Mexico Community College, Albuquerque (1965)
9 - Clovis Community College, Clovis (1961)
10 - Mesalands Community College, Tucumcari (1979)
11 - New Mexico Junior College, Hobbs (1966)
12 - San Juan College, Farmington (1956)
13 - Santa Fe Community College, Santa Fe (1983)
14 - Luna Community College, Las Vegas (1969)
15 - New Mexico Military Institute, Roswell (1945)

TWO-YEAR BRANCH COMMUNITY COLLEGES

16 - ENMU-Roswell (1958)
17 - ENMU-Ruidoso (1958)
18 - NMSU-Alamogordo (1959)
19 - NMSU-Carlsbad (1950)
20 - NMSU-Doña Ana (1973)
21 - NMSU-Grants (1968)
22 - UNM-Gallup (1968)
23 - UNM-Los Alamos (1956)
24 - UNM-Taos (1923)
25 - UNM-Valencia (1978)

TRIBAL COLLEGES

26 - Diné College, Shiprock (1968)
27 - Institute of American Indian Arts, Santa Fe (1962)
28 - Navajo Technical College, Crownpoint (1979)
29 - Southwestern Indian Polytechnic Institute, Albuquerque (1971)

29 Publicly Funded Colleges & Universities

Four-Year Public Colleges & Universities: 7 separate Boards of Regents created in the NM Constitution, appointed by the Governor, confirmed by the NM Senate.

Two-Year Community Colleges: 7 separate, locally elected Boards of Trustees, 1 (NMMI) separate Board of Regents.

Two-Year Branch Community Colleges: Governed by the Board of Regents of "parent" university, with 10 separate, locally elected advisory boards.

Tribal Colleges: All governed and managed by the US Department of the Interior, Bureau of Indian Education.

# Higher Education Challenges in New Mexico

Financial Challenges

- Reductions in state appropriations
- Declining enrollments
- Large software licensing expenditures required to maintain separate enterprise technology solutions
- Outdated, complicated current systems
- Expense and difficulty hiring systems administrators at all institutions

Political Challenges

- Pressure to reduce physical presence/campus square footage
- Desire to improve educational attainment levels
- Frustration over students' ability to seamlessly move from one institution to another
- Threat of institution closure or merger to address cost of maintaining 25 separate state-funded colleges & universities

Threats Lead to Opportunities – Conversation Begins
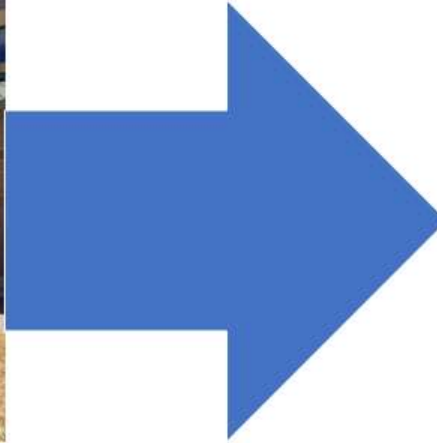
In 2016, small rural college asks large urban college for help in managing and maintaining its ERP/SIS.

- Small college under threat of closure by state legislature
- Small college using outdated ERP/SIS with inadequate staff to properly maintain it and insufficient resources to move to a more modern platform
- Large college's ERP/SIS unable to manage system for small college without the small college buying expensive licenses
- Conversation raised at New Mexico Independent Community Colleges, where idea to collaborate more broadly was born

What Is CHESS?

CHESS - The Collaborative for Higher Education Shared Services, Inc.

A nonprofit corporation that:

- Optimizes a groundbreaking partnership of independent educational institutions that share tools, talents, and best practices to power seamless, student-friendly experiences, and

- Supports the delivery of high-quality education and services that advance student success.

Clovis Community College

CNM Central New Mexico Community College

NORTHERN New Mexico College

SAN JUAN COLLEGE
Success Matters

SFCC SANTA FE COMMUNITY COLLEGE

INITIAL GOAL

Align all business processes across member institutions using a single-instance, cloud-based ERP/SIS while maintaining each college's unique culture and independent governance structure.

ANTICIPATED OUTCOMES

Cost savings through:

- Reduction in need for high-priced contractors to maintain existing systems
- Reduction in third-party, bolt-on software applications necessary to make systems meet student expectations
- Sharing of talent across institutions

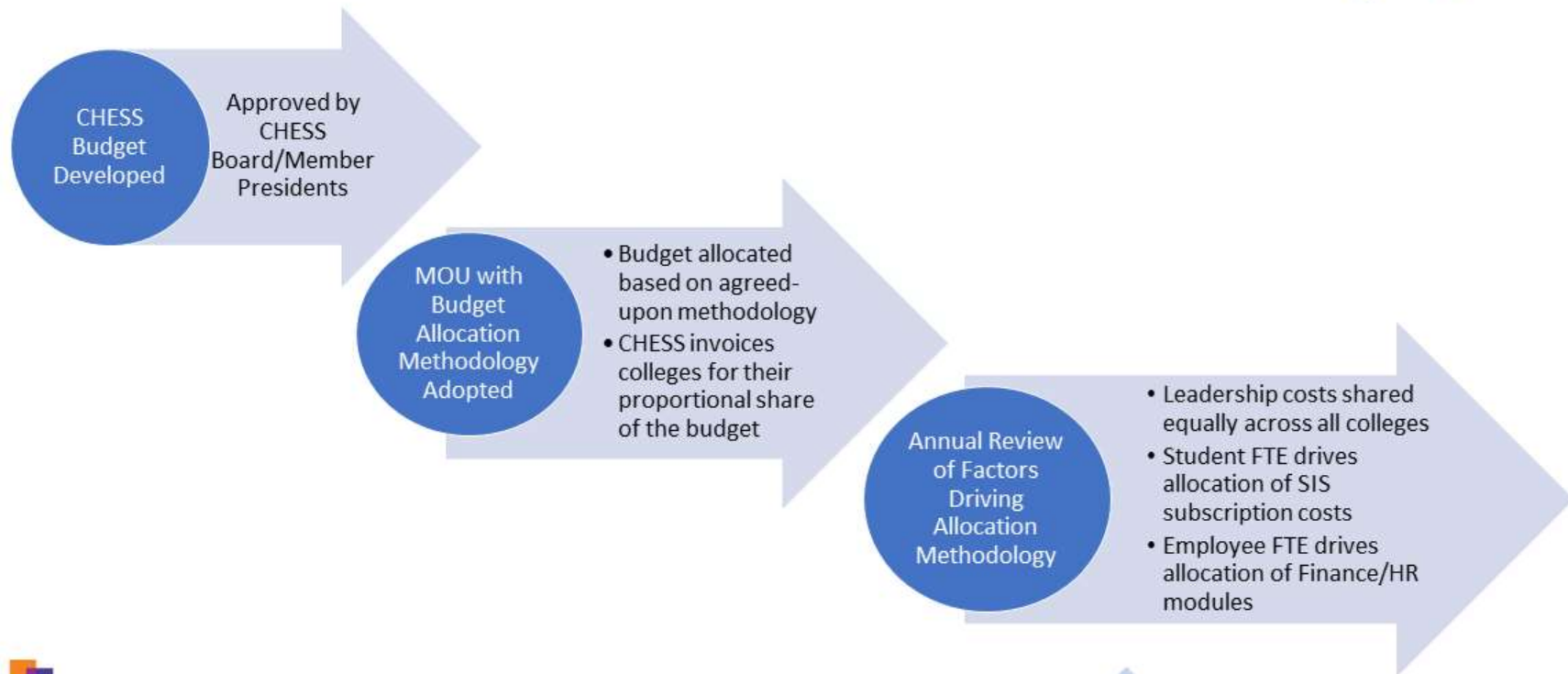**Improved capacity for smaller institutions by:**

- Providing access to more sophisticated tools in a more affordable manner
- Developing shared cybersecurity support across member institutions

Consistent, high quality student user experience regardless of size:

- Improved graduation rates and shortened time-to-degree by allowing students to package courses from any member college
- Improved student transfer success by providing a familiar, comfortable student experience at all member colleges

Financial Model

CHESS Budget Developed

Approved by CHESS Board/Member Presidents

MOU with Budget Allocation Methodology Adopted

- Budget allocated based on agreed-upon methodology
- CHESS invoices colleges for their proportional share of the budget

Annual Review of Factors Driving Allocation Methodology

- Leadership costs shared equally across all colleges
- Student FTE drives allocation of SIS subscription costs
- Employee FTE drives allocation of Finance/HR modules

Opportunities for Universities at Shady Grove

- **Strength**: Existing partnership experience with 9 public universities in one location.

- **Strength**: On-campus collaboration to provide services such as academic coaching, career advising, internship preparation, and others.

- **Opportunity**: Achieve greater efficiencies by sharing back-office processes and staff in areas such as institutional research, accounting, payroll, benefits management, and others?

- **Opportunity**: More cost effective to procure some enterprise software such as an LMS through Universities at Shady Grove rather than on their own?

Additional opportunities?