

Faculty Retrenchment: An Exploration of Potential Warning Signs

INTRODUCTION

Last summer, the National Education Association (NEA) developed a New Business Item to explore retrenchment: “The NEA shall make a statistical study on the effect of significant faculty retrenchment at community colleges on future faculty cuts” (NBI 78, 2022).¹ Various definitions for retrenchment exist, but it is generally viewed as a reduction in programs and/or services, which results in the termination of employment due to financial exigency; some institutions also view retrenchment as reductions related to “changes in institutional missions, substantial program changes, or major reallocations of resources for academic or support services.”²

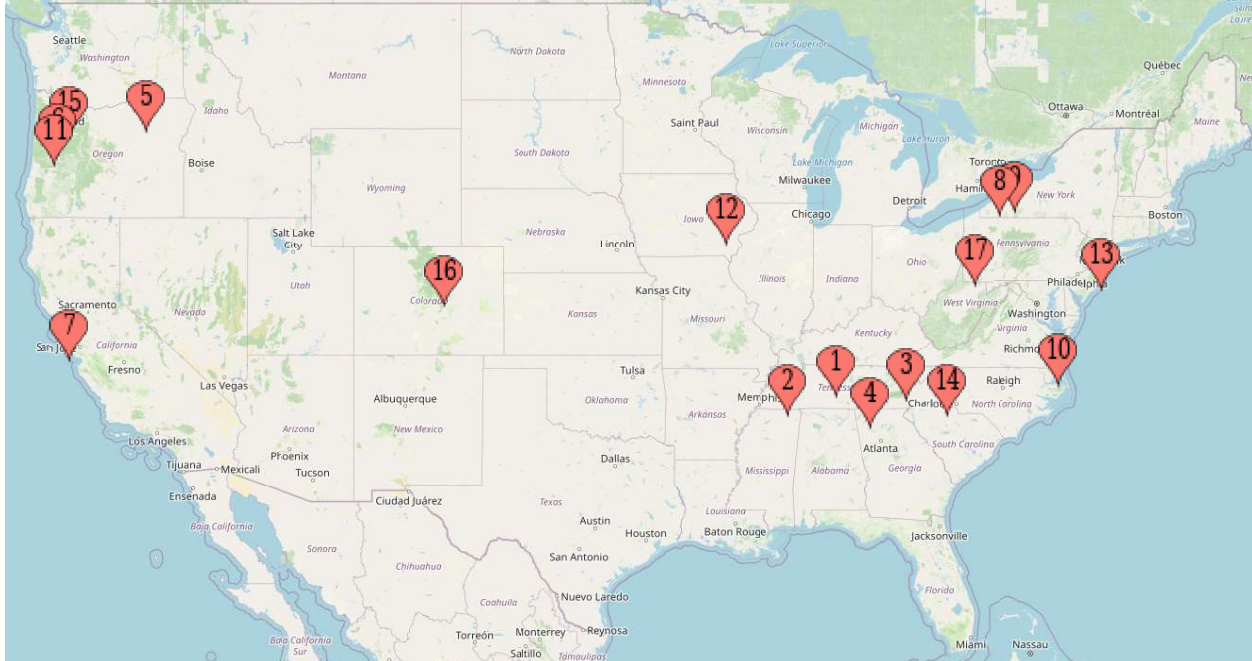
ASA Research (ASA) conducted exploratory research in an attempt to identify warning characteristics, or patterns in the characteristics, of colleges that experience retrenchment. For the first phase of this research, ASA conducted a scan of journals, news articles, websites, and other publicly available documents to identify community colleges that experienced retrenchment in the past 10 years. ASA identified community colleges that underwent or are beginning to implement structural changes (e.g., elimination of departments or programs) that led or will lead to the elimination of faculty positions. For the second phase, ASA assessed trends in colleges’ enrollment and finance metrics to identify metrics to use to warn of a potential coming retrenchment event. And, comparing changes in faculty numbers for examined colleges and all community colleges, ASA estimated what may be considered “significant” loss in faculty during retrenchment.

INSTITUTIONS WITH RETRENCHMENT OR RESTRUCTURING EVENTS

Based on the scans, ASA identified 17 community colleges that have had a retrenchment event in the past 10 years, are in the midst of retrenchment, or are beginning to discuss it. The 17 colleges included four colleges each in Tennessee and Oregon, two in New York, and one each in California, Colorado, Iowa, New Jersey, North Carolina, Pennsylvania, and Virginia, as mapped below and listed

1 National Education Association Representative Assembly. (2022, July 7). Amendments to the constitution, bylaws, and standing rules. *RA Today*, 5. [nea.org/sites/default/files/2022-07/2022RAToday_Issue5.pdf](https://www.nea.org/sites/default/files/2022-07/2022RAToday_Issue5.pdf)

2 *Retrenchment-402.59*. (n.d.). UA Little Rock, Policy. ualr.edu/policy/home/facstaff/retrenchment/



in Table 1. Also indicated in Table 1 are the year(s) in which the retrenchment event took place. For those colleges where retrenchment has not yet occurred at the time of the sources’ information, we estimated the year(s) of the event.

Of the 17 colleges identified, only 3 described the event as “retrenchment,” while 11 described it as a layoff event. The remaining three described the event as a revitalization of their academic offerings or a process to ensure program relevancy. Three general reasons for the retrenchment or restructuring event were cited by the colleges:

- Financial (9 colleges)
- Severe enrollment declines (10 colleges)
- Program realignment (3 colleges)

Notably, five colleges cited financial issues *combined with* enrollment declines as the reason for their retrenchment. Details about the reasons for restructuring or retrenchment events from the colleges follow.

Financial and Declining Enrollments

- The **CITY COLLEGE OF SAN FRANCISCO (CA)** nearly lost its accreditation in 2015 due to financial mismanagement after years of financial crises; the college had a \$33 million budget shortfall for fiscal year 2023. As a result, they announced they would cut about 200 faculty and staff, with more layoffs likely to occur in coming years. The college has a projected \$5.8 million deficit for fiscal year 2025–2026. They also note that they have 22,000 fewer students enrolled than a decade ago. During the pandemic, their enrollments dropped even lower.³
- **KIRKWOOD COMMUNITY COLLEGE (IA)** experienced a 12 percent enrollment decline in 2021 at the same time that inflation increased sharply. A severe derecho event in 2020 added insult to injury and cost the college \$2.4 million in damages. These financial events caused the college to restructure and develop alternative financial management strategies.⁴

³ Matt. (2022, May 9). City college of SF finalizes 38 faculty layoffs during Friday meeting—with more expected to come. *Hoodline*. [hoodline.com/2022/05/city-college-of-sf-finalizes-38-faculty-layoffs-during-friday-meeting-with-more-expected-to-come/](https://www.hoodline.com/2022/05/city-college-of-sf-finalizes-38-faculty-layoffs-during-friday-meeting-with-more-expected-to-come/)

⁴ Miller, V. (2023, February 14). 28 layoffs at Kirkwood will save \$1.5M annually. *The Gazette*. [thegazette.com/higher-education/kirkwoods-28-layoffs-will-save-1-5m-annually/](https://www.thegazette.com/higher-education/kirkwoods-28-layoffs-will-save-1-5m-annually/)

Table 1. Community Colleges Identified to Have Restructuring or Retrenchment Events, Estimated Year(s) of the Event, Stakeholder Description, and Stated Reason for Event

College	State	Estimated Year(s) of Event	Description of Event	Stated Reason for Event		
				Financial	Enrollment Decline	Program Realignment
City College of San Francisco	CA	2022-2023	Layoffs	✓	✓	
Community College of Aurora	CO	2022-2023 to 2024-2025	Revitalization			✓
Kirkwood Community College	IA	2023-2024	Layoffs		✓	
Catawba Valley Community College	NC	2022-2023	Layoffs	✓	✓	
Brookdale Community College	NJ	2014-2015 to 2016-2017	Layoffs	✓		
Erie Community College	NY	2022-2023	Layoffs	✓	✓	
Genesee Community College	NY	2020-2021 to 2022-2023	Retrenchment	✓		
Blue Mountain Community College	OR	2022-2023	Retrenchment	✓		
Chemeketa Community College	OR	2023-2024	Retrenchment	✓	✓	
Linn-Benton Community College	OR	2024-2025	Layoffs	✓		
Mt. Hood Community College	OR	2020-2021 to 2021-2022	Revitalization			✓
Community College of Allegheny County	PA	2023-2024 to 2024-2025	Ensure program relevancy			✓
Cleveland State College	TN	2022-2023	Layoffs		✓	
Jackson State Community College	TN	2022-2023	Layoffs		✓	
Volunteer State Community College	TN	2021-2022 to 2023-2024	Layoffs		✓	
Walters State College	TN	2022-2023 to 2024-2025	Layoffs		✓	
Tidewater Community College	VA	2018-2019	Layoffs	✓	✓	
Total				9	10	3

- **BROOKDALE COMMUNITY COLLEGE (NJ)** experienced budget shortfalls caused by decreased funding from the state and the county and declining tuition revenue; the “school has lost nearly \$14.7 million over the past three years because of a \$393,000 reduction in state aid, \$9.4 million in county aid, and \$5.7 million in tuition.”^{5,6}
- **ERIE COMMUNITY COLLEGE (NY)**, a SUNY college, cited a financial crisis due to an enrollment drop of about 50 percent over 11 years.⁷
- **GENESSEE COMMUNITY COLLEGE (NY)**, also a SUNY college, cited a 30 percent drop in state funding. Their budget in FY 2020–2021 was \$38.1 million, 8 percent less than the target of \$41.6 million (the amount of the 2019–2020 budget).⁸
- **BLUE MOUNTAIN COMMUNITY COLLEGE (OR)**, where enrollment dropped 65 percent over 10 years, experienced a “\$2 million hole of which \$1.3 million was personnel.”⁹
- Enrollment in all **TENNESSEE COLLEGES** was 74,543 in Fall 2022, which is a drop of more than 14,000 from Fall 2019, just prior to the pandemic.¹⁰

5 The stated figures sum to \$15.5 million rather than the total of \$14.7 million stated in the source document.

6 Serrano, K. (2014, November 18). Brookdale Community College's layoff proposal detailed. *Asbury Park Press*. app.com/story/news/local/2014/11/14/brookdale-community-college-layoff-plan/19050853/

7 Joly, A. (2022, July 6). ECC to lay off approximately 90 employees. *WIVB 4*. wivb.com/news/education/ecc-to-lay-off-approximately-90-employees/

8 Pettinella, M. (2020, June 17). *GCC president: Drastic measures have been taken to achieve a realistic 2020-21 budget*. *The Batavian*. thebatavian.com/mike-pettinella/gcc-president-drastic-measures-have-been-taken-to-achieve-a-realistic-2020-21-budget

9 Tillman, J. (2022, June 7). Blue Mountain Community College Board approves budget, faculty layoffs. *Union-Bulletin*. union-bulletin.com/news/northwest/blue-mountain-community-college-board-board-approves-budget-faculty-layoffs/article_8e313d88-e6b4-11ec-bb00-23745102dac1.html

10 Hanson, E. (2022, April 6). Community colleges make massive layoffs in response to declining enrollment. *Go2Tutors*. go2tutors.com/community-college-staff-layoffs/

Revitalization and Program Relevancy

- The **COMMUNITY COLLEGE OF AURORA (CO)** stated that it wants to make strong connections for students to the job market so that students can realize social mobility. To achieve this, the college reviewed its academic offerings, identified those with low demand, and began restructuring.¹¹
- Similarly, **COMMUNITY COLLEGE OF ALLEGHENY COUNTY (PA)** will phase out several engineering programs that are in low demand and replace them with more current, in-demand engineering programs.¹²
- At **Mt. HOOD COMMUNITY COLLEGE (OR)**, “Our community looks to us to keep education affordable, relevant, and accessible. That means we have to make these tough decisions now...”¹³ During the college’s academic revitalization process, the college reviewed about 60 programs and identified 7 to phase out.

EFFECTS OF RETRENCHMENT AND RESTRUCTURING

A retrenchment or restructuring event can affect staff and faculty jobs and positions and result in changes to or elimination of student services and academic programs. Table 2 displays details of the extent and magnitude of the changes in programs and staffing at the colleges examined.

Table 2. Effects of Retrenchment and Restructuring

College	State	Layoffs and Eliminated Positions	Changes to Programs
City College of San Francisco	CA	38 faculty laid off; 12 faculty retiring, won't be replaced; board to cut 163 full-time faculty and 34 administrators; 150 part-time staff won't be hired back	
Community College of Aurora	CO	No specifics provided	Closing 30 low-demand programs and/or those with low outcomes in job market; focus of closures is on arts, business, computer, and digital technology
Kirkwood Community College	IA	28 staff laid off in two closed programs	Eliminate behind-the-wheel portion of commercial driver's license (CDL-A) program; close dental technology; energy production and distribution technologies
Catawba Valley Community College	NC	6 faculty and 21 staff laid off across departments, about 8 percent of staff	Reduced SkillsUSA program by 50 percent; evaluating ability to financially support all extracurricular programs, such as athletics, in the future
Brookdale Community College	NJ	51 staff laid off, resulting from 210 positions eliminated; however, 128 new jobs added with restructure; some staff in eliminated positions may move to other positions	Several closures; no specific details
Erie Community College	NY	90 layoffs and eliminated positions	16 programs combined and moved to one campus to reduce the footprint of another campus; 6 program closures and recommendation to eliminate programs with <30 students/<10 degrees

¹¹ Gonzales, J. (2022, October 6). 30 degree, certificate programs to be cut at Aurora college. *Chalkbeat Colorado*. [co.chalkbeat.org/2022/10/6/23390220/community-college-aurora-cut-30-degree-program-offerings-jobs](https://www.chalkbeat.org/2022/10/6/23390220/community-college-aurora-cut-30-degree-program-offerings-jobs)

¹² Chapman, C. (2023, March 31). Community College of Allegheny County cuts engineering programs. *WTAE ABC 4*. [wtae.com/article/community-college-alleggheny-county-engineering-program-cuts/43482712](https://www.wtae.com/article/community-college-alleggheny-county-engineering-program-cuts/43482712)

¹³ Ramakrishnan, J. (2020, January 16). Mt. Hood Community College board votes to get rid of 7 programs. *OregonLive*. [oregonlive.com/eastportland/2020/01/mt-hood-community-college-board-votes-to-get-rid-of-7-programs.html](https://www.oregonlive.com/eastportland/2020/01/mt-hood-community-college-board-votes-to-get-rid-of-7-programs.html)

Table 2. Effects of Retrenchment and Restructuring

College	State	Layoffs and Eliminated Positions	Changes to Programs
Genesee Community College	NY	13 full-time staff laid off	Programs of study under review and some may be discontinued
Blue Mountain Community College	OR	5 faculty laid off	
Blue Mountain Community College	OR	17 staff laid off	Closed Department of Corrections Education program
Chemeketa Community College	OR	6 full-time faculty laid off and 5 contracts reduced for a total of 11 positions eliminated	Social science program cut by one-third in two years; the sole anthropology instructor terminated; reduced economics courses despite continued demand
Linn-Benton Community College	OR	Library staffing reduced; 6 open positions won't be filled but will be re-evaluated in the future	Adult Basic Skills program's budget reduced; criminal justice and computer science to be eliminated end of academic year 2024-2025
Mt. Hood Community College	OR	No specifics provided	Close 7 programs: cosmetology; environmental health and safety; automotive maintenance and light repair; business technology; practical nursing; broadcasting; wilderness leadership and experiential education
Community College of Allegheny County	PA	No specifics provided	Closing a number of engineering programs and courses no longer in demand; adding new engineering technologies, such as additive manufacturing, building automation systems, and mechatronics
Cleveland State College	TN	Staff reductions; no number noted	
Jackson State Community College	TN	20 positions eliminated	Program mergers: nursing and health science; business and computer info tech
Volunteer State Community College	TN	20 staff laid off; 13 positions eliminated	No specifics provided
Walters State College	TN	Staff reductions; no number noted	No specifics provided
Tidewater Community College	VA	27 staff laid off, including 17 administrators	No specifics provided

In addition to staffing and programmatic changes, retrenchment and restructuring can affect students, staff, faculty, and programs in additional ways.

- **CITY COLLEGE OF SAN FRANCISCO (CA):** Faculty accepted a 9 percent pay decrease to avoid more layoffs; \$450 million of maintenance was deferred.
- **KIRKWOOD COMMUNITY COLLEGE (IA):** Closed 2 of their 14 locations and plans to sell one campus and relocate operations to a regional center.
- **GENESEE COMMUNITY COLLEGE (NY):** Froze travel and training; deferred capital projects other than critical maintenance issues; deferred printer replacement purchases, office supplies, contractual services, and facility improvements; froze hiring of adjunct professors; froze salary increases.
- **LINN-BENTON COMMUNITY COLLEGE (OR):** Increased tuition by 6 percent.

LEARNING FROM IPEDS DATA

Given that retrenchment often occurs as a result of severe funding or enrollment declines, examining IPEDS finance and enrollment data for a set of colleges known to have gone through retrenchment—or are anticipating it in the near future—may help to identify warning signs that colleges may be subject to retrenchment or restructuring events in the future.

Enrollment

Table 3 displays the full-time equivalent (FTE) student enrollment trends for the 17 colleges and overall enrollments at two-year colleges between 2012 and 2021.¹⁴ The green bar represents the high point and the red bar, the low.

Notably, the most recent year, 2021, was the low point for the vast majority of colleges. Over the 10 years, enrollments at all two-year institutions decreased 35 percent; across the 17 colleges examined, the enrollment decline was similar at 34 percent.

However, the majority of colleges examined—10 of 17—experienced severe enrollment declines and at a much higher rate than the average. For example, Blue Mountain Community College’s enrollment declined 56 percent; Tidewater and Mt. Hood Community Colleges, 49 percent; and Erie Community College, 46 percent. Notably, Community College of Aurora, which did not cite enrollment declines or financial difficulties as a reason to restructure, experienced an enrollment decline of only 9 percent. Community College of Allegheny County, which also cited revitalization as a reason to restructure, had an enrollment decline of 43 percent over the 10 years—well above average. Volunteer State Community College’s enrollment declined by only 5 percent but their retrenchment plans were cited as part of a statewide event.

College	2012-2021	10-Year Change
Blue Mountain Community College		-56%
Brookdale Community College		-41%
Catawba Valley Community College		-20%
Community College Allegheny County		-43%
Community College of Aurora		-9%
Chemeketa Community College		-44%
City College of San Francisco		-43%
Cleveland State		-20%
Jackson State Community College		-18%
Kirkwood Community College		-35%
Linn-Benton Community College		-37%
Mt. Hood Community College		-49%
SUNY Erie		-46%
SUNY Genesee Community College		-45%
Tidewater Community College		-49%
Volunteer State Community College		-5%
Walters State		-21%
Total/Average, 17 Colleges		-34%
Total, All Two-Year Colleges		-35%

¹⁴ Annual Reports and Information Staff (Annual Reports), Undergraduate Enrollment. (2023). National Center for Education Statistics. nces.ed.gov/programs/coe/indicator/cha/undergrad-enrollment?tid=74

Revenue

Total revenues (from operational and non-operational sources) declined an average of 20 percent in constant dollars (corrected for inflation) across the 17 colleges, with 14 of the 17 colleges experiencing decreased revenues (See Table 4). Revenues fluctuated over the years for many colleges but were most often lowest in the most recent one or two years. Tidewater Community College experienced the largest decline at 50 percent, with revenues steadily trending downward over the 10 years.

Appropriations

Community colleges rely on governmental funding as a large source of funding. In FY 2020–2021, 45 percent of community colleges’ revenues were derived from federal, state, and local funding sources; this was up from 41 percent in 2010–2011.¹⁵ Declines in funding from such significant sources can adversely affect a college.

College	2011-2012 to 2020-2021	10-Year Change
Blue Mountain Community College		-35%
Brookdale Community College		-26%
Catawba Valley Community College		-5%
Community College Allegheny County		-14%
Community College of Aurora		21%
Chemeketa Community College		-21%
City College of San Francisco		-22%
Cleveland State		73%
Jackson State Community College		-17%
Kirkwood Community College		2%
Linn-Benton Community College		-16%
Mt. Hood Community College		-48%
SUNY Erie		-25%
SUNY Genesee Community College		-16%
Tidewater Community College		-50%
Volunteer State Community College		26%
Walters State		-2%
Total/Average, 17 Colleges		-20%

College	Change 2011-2012 to 2020-2021	
	Aggregate Appropriations	Appropriations Per FTE
Blue Mountain Community College	4%	74%
Brookdale Community College	-6%	102%
Catawba Valley Community College	-2%	49%
Community College Allegheny County	2%	97%
Community College of Aurora	†	†
Chemeketa Community College	3%	87%
City College of San Francisco	1%	112%
Cleveland State	-8%	55%
Jackson State Community College	-14%	68%
Kirkwood Community College	-27%	130%
Linn-Benton Community College	45%	2%
Mt. Hood Community College	15%	78%
SUNY Erie	17%	66%
SUNY Genesee Community College	-9%	124%
Tidewater Community College	13%	98%
Volunteer State Community College	-45%	78%
Walters State	-29%	83%
Average, 17 Colleges	1%	70%
Total, All Two-Year Colleges	8%	56%

† Data not available.

¹⁵ Total revenue of public degree-granting postsecondary institutions, by source of revenue and level of institution: Selected fiscal years, 2007-08 through 2020-21 (Table 333.10). (n.d.). National Center for Education Statistics. Retrieved June 15, 2023. nces.ed.gov/programs/digest/d22/tables/dt22_333.10.asp

Notably, constant dollar governmental appropriations increased at the 17 colleges by an average of 1 percent over 10 years; however, governmental appropriations increased an average of 8 percent across all two-year colleges

(See Table 5). Change in governmental appropriations across the 17 colleges varied: One of the 17 colleges—Volunteer State—experienced a decline in constant dollar appropriations of about 45 percent while Linn-Benton, on the other hand, had a 45 percent increase.

When computed on an FTE student basis, all 17 colleges saw increases. This could be due to declining enrollments, particularly given the sharp enrollment decrease in the most recent years.

Revenues Minus Expenditures

Table 6 presents the total revenues—revenues from operational and non-operational sources including governmental appropriations—minus expenditures. Red bars depict the years that the colleges operated with a deficit. Of the 17 colleges, Jackson State and Volunteer State are the only colleges that were not in

a deficit in any of the 10 years. However, City College of San Francisco and Erie Community College operated at or near a deficit of a significant magnitude in most years. In 2020–2021, Mt. Hood Community College had the largest deficit, more than \$10 million.

Table 6. Total Revenues Minus Total Expenditures, Constant Dollars, 2011-2012 to 2020-2021

College	\$ (in thousands)	
	2011-2012 to 2020-2021	2020-2021
Blue Mountain Community College		-\$2,277
Brookdale Community College		\$10,285
Catawba Valley Community College		\$3,944
Community College Allegheny County		\$19,811
Community College of Aurora		\$4,931
Chemeketa Community College		-\$2,220
City College of San Francisco		\$29,820
Cleveland State		\$25,727
Jackson State Community College		\$6,227
Kirkwood Community College		\$14,890
Linn-Benton Community College		-\$8,759
Mt. Hood Community College		-\$10,013
SUNY Erie		\$1,221
SUNY Genesee Community College		\$8,488
Tidewater Community College		\$3,123
Volunteer State Community College		\$12,733
Walters State		\$5,405

What Happened to Faculty?

About 810 public two-year colleges reported faculty counts consistently from 2011–2012 to 2021–2022. The average change in the number of full-time faculty reported by these colleges decreased by about 5 percent over the decade. The largest decline in the number of faculty reported was at Texas Southmost College, which reported 408 faculty in 2011–2012 and 99 in 2021–2022, a 75 percent decrease. Two-thirds of the colleges, 66 percent, had fewer full-time faculty in 2021–2022 than 2011–2012; of those with decreases, the average decline was nearly 18 percent.¹⁶

As displayed in Table 7, the number of full-time faculty (9/10- and 11/12-month) declined in 12 of the 17 colleges between 2011–2012 and 2021–2022. Further, the low point for the majority of colleges is the most recent year, 2021–2022. Across the 17 colleges, there were 17 percent fewer full-time faculty in 2021–2022 than 2011–2012¹⁷—a similar percentage as seen in all community colleges nationally that

experienced a decline. Including only those 12 colleges with losses in faculty positions, there were 21 percent fewer faculty in 2021–2022 compared with 2011–2012.

City College of San Francisco took the largest hit of the 17, both in percentage and number, with 320 fewer faculty in 2021–2022 than 2011–2012, a loss of 40 percent. Community College of Aurora had the largest increase in the number of faculty of the time period (33 percent) for a total of 55 faculty in 2021–2022. Community College of Aurora was one of three that cited their restructuring was due to a revitalization effort rather than financial distress or enrollment declines.

College	2011-2012 to 2021-2022	10-Year Number Change	Number, 2021-2022
Blue Mountain Community College		-20%	44
Brookdale Community College		-15%	191
Catawba Valley Community College		-9%	140
Community College Allegheny County		-18%	222
Community College of Aurora		33%	57
Chemeketa Community College		-3%	189
City College of San Francisco		-40%	489
Cleveland State		13%	79
Jackson State Community College		1%	94
Kirkwood Community College		-8%	255
Linn-Benton Community College		-18%	122
Mt. Hood Community College		-8%	135
SUNY Erie		-21%	258
SUNY Genesee Community College		-12%	73
Tidewater Community College		-22%	271
Volunteer State Community College		25%	190
Walters State		0%	155
Average/Total		-17%	2,964

¹⁶ ASA Research analysis of IPEDS Enrollment data, various years.

¹⁷ Computation reflects a weighted average of faculty, i.e., the loss in the number of faculty, rather than a simple average of the percentage change for each college, which is a 7 percent decrease.

IN SUM

Enrollment declines over the past 10 years—particularly, with the significant downturn during the last two years—combined with changing labor force demands and changes of government funding leaves colleges looking to restructure their academic programs, service offerings, and delivery. This can result in discontinued programs or program changes, which lead to layoffs or, at best, reassigned faculty. As seen in the 17 colleges examined here, whether the impetus is to “revitalize” academic program offerings or respond to a financial exigency or sharp decline in enrollment, faculty positions can be threatened.

This descriptive exploration reveals enrollment declines in all 17 colleges examined, with some enrollment declines more severe than the average for the sector. Also, nearly all the studied colleges experienced declines in the number of full-time faculty, with the number of faculty being the lowest in the most recent year, 2021–2022. Overall, the community colleges examined herein saw a decrease in the number of faculty of about 17 percent over 10 years; of the 12 colleges with fewer faculty in 2021–2022 than in 2011–2012, the decrease was 21 percent or about 1 in 5.

Across all U.S. community colleges, the number of faculty declined 5 percent over the past 10 years. Although some community colleges experienced growth, 2 in 3 community colleges experienced faculty declines averaging 17 percent—a decline similar to that of these 17 institutions. However, it is unknown whether the balance of the colleges have experienced a retrenchment or restructuring event. About 3 in 10, 242 of the 810 community colleges, met or exceeded a 17 percent decline in faculty threshold. (See the Appendix for a listing of these colleges.)

Revenue streams across the 17 colleges vary, as does governmental funding, with some colleges appearing to be in a relatively good financial position even though they are experiencing or planning a retrenchment or restructuring. Although many of the colleges’ constant dollar appropriations declined over the past 10 years, about half experienced increases, and constant dollar appropriations per FTE student increased in all colleges, likely due to the enrollment decline. Notably, about half of the colleges examined operated at a deficit (negative revenues minus expenditures) for half or more of the years studied, which could leave an institution facing a fiscal crisis after some time.

A deeper examination of the 17 colleges included herein, along with a study of a sample of the 242 colleges that experienced large decreases in faculty, may reveal more detailed information regarding retrenchment and restructuring as well as their effects on faculty. Future study could include rigorous statistical modeling using IPEDS data, along with more detailed institution-level data to the extent available, to attempt to hone metrics that can identify when a community college faces financial distress and/or enrollment declines severe enough to warrant a retrenchment event. Also, developing a comparison group of colleges known *not* to have a retrenchment or restructuring event would benefit such an analysis. Note that the IPEDS data are fairly general and institutions’ budgets and financial data may provide more of the needed details. Further, a survey of community colleges could be developed to identify institutions looking toward a retrenchment or restructuring event. The survey could be designed to yield more comprehensive results than relying on publicly released news or journal articles, which may not be available for all colleges facing such an event and could identify a potential comparison group of institutions without a retrenchment or restructuring event.

In the face of a restructuring event, faculty should be given the opportunity to work with administrators to discuss and plan for the changes. Being included in such discussions will provide faculty with potential opportunities to realign their expertise to new programs or a new academic structure and be reassigned in lieu of being laid off from a position in a closing academic program.

NOTE

NEA Research would like to thank ASA Research for preparing this brief.

Table A1. Community Colleges with a Decrease in the Number of Faculty of 17 Percent or More, 2011-2012 to 2021-2022

College	State	Number of Faculty		Percent Change
		2011-2012	2021-2022	
Bishop State Community College	AL	86	57	-34
Central Alabama Community College	AL	62	41	-34
Gadsden State Community College	AL	153	124	-19
George C. Wallace State Community College-Selma	AL	53	40	-25
H Councill Trenholm State Community College	AL	60	49	-18
Lawson State Community College	AL	95	76	-20
Reid State Technical College	AL	27	14	-48
Arkansas Northeastern College	AR	76	38	-50
Arkansas State University-Beebe	AR	121	95	-21
Arkansas State University-Mountain Home	AR	48	38	-21
Phillips Community College of the University of Arkansas	AR	73	53	-27
South Arkansas Community College	AR	61	42	-31
Pima Community College	AZ	315	246	-22
Scottsdale Community College	AZ	171	124	-27
City College of San Francisco	CA	809	489	-40
College of the Redwoods	CA	88	68	-23
College of the Siskiyous	CA	47	32	-32
Glendale Community College	CA	233	187	-20
Lake Tahoe Community College	CA	40	33	-18
Los Angeles City College	CA	219	158	-28
Los Angeles County College of Nursing and Allied Health	CA	40	25	-38
Merritt College	CA	72	59	-18
Reedley College	CA	200	150	-25
Victor Valley College	CA	116	94	-19
West Hills College-Coalinga	CA	45	32	-29
Yuba College	CA	99	75	-24
Otero Junior College	CO	39	25	-36
Three Rivers Community College	CT	76	59	-22
Georgia Piedmont Technical College	GA	84	67	-20
Georgia State University-Perimeter College	GA	573	394	-31
Oconee Fall Line Technical College	GA	75	61	-19
Hawaii Community College	HI	86	68	-21
Honolulu Community College	HI	124	85	-31
Kapiolani Community College	HI	197	157	-20
Kauai Community College	HI	56	44	-21
Ellsworth Community College	IA	34	27	-21
Iowa Lakes Community College	IA	91	73	-20
North Iowa Area Community College	IA	82	66	-20
Southwestern Community College	IA	46	38	-17

Table A1. Community Colleges with a Decrease in the Number of Faculty of 17 Percent or More, 2011-2012 to 2021-2022

College	State	Number of Faculty		Percent Change
		2011-2012	2021-2022	
Black Hawk College	IL	131	92	-30
Carl Sandburg College	IL	53	39	-26
City Colleges of Chicago-Harry S. Truman College	IL	92	62	-33
City Colleges of Chicago-Olive-Harvey College	IL	54	40	-26
City Colleges of Chicago-Wilbur Wright College	IL	104	80	-23
Illinois Central College	IL	192	154	-20
John A. Logan College	IL	98	66	-33
Kankakee Community College	IL	73	60	-18
Kishwaukee College	IL	71	54	-24
Rend Lake College	IL	69	49	-29
Richland Community College	IL	70	57	-19
Rock Valley College	IL	158	116	-27
Shawnee Community College	IL	39	31	-21
South Suburban College	IL	117	72	-38
Southeastern Illinois College	IL	39	30	-23
Wabash Valley College	IL	35	28	-20
Barton County Community College	KS	70	55	-21
Coffeyville Community College	KS	61	47	-23
Dodge City Community College	KS	59	44	-25
Fort Scott Community College	KS	46	38	-17
Manhattan Area Technical College	KS	32	26	-19
Ashland Community and Technical College	KY	95	67	-29
Big Sandy Community and Technical College	KY	119	83	-30
Bluegrass Community and Technical College	KY	236	191	-19
Hazard Community and Technical College	KY	111	73	-34
Henderson Community College	KY	48	35	-27
Hopkinsville Community College	KY	69	52	-25
Jefferson Community and Technical College	KY	288	180	-38
Madisonville Community College	KY	108	83	-23
Owensboro Community and Technical College	KY	99	72	-27
Somerset Community College	KY	180	136	-24
Southeast Kentucky Community and Technical College	KY	96	64	-33
Central Louisiana Technical Community College	LA	84	66	-21
Delgado Community College	LA	518	301	-42
Northwest Louisiana Technical Community College	LA	99	30	-70
Greenfield Community College	MA	62	44	-29
Holyoke Community College	MA	130	107	-18
Massachusetts Bay Community College	MA	87	69	-21
Middlesex Community College	MA	133	104	-22

Table A1. Community Colleges with a Decrease in the Number of Faculty of 17 Percent or More, 2011-2012 to 2021-2022

College	State	Number of Faculty		Percent Change
		2011-2012	2021-2022	
Northern Essex Community College	MA	108	81	-25
Quincy College	MA	45	37	-18
Roxbury Community College	MA	49	34	-31
Springfield Technical Community College	MA	150	123	-18
Baltimore City Community College	MD	116	93	-20
College of Southern Maryland	MD	124	95	-23
Northern Maine Community College	ME	46	38	-17
Bay de Noc Community College	MI	48	37	-23
Delta College	MI	219	172	-21
Glen Oaks Community College	MI	36	24	-33
Kirtland Community College	MI	38	22	-42
Lansing Community College	MI	225	183	-19
Southwestern Michigan College	MI	57	47	-18
Wayne County Community College District	MI	95	69	-27
Century College	MN	195	135	-31
Dakota County Technical College	MN	77	61	-21
Fond du Lac Tribal and Community College	MN	33	24	-27
Hennepin Technical College	MN	141	100	-29
Hibbing Community College	MN	56	33	-41
Inver Hills Community College	MN	106	80	-25
Itasca Community College	MN	37	27	-27
Lake Superior College	MN	93	72	-23
Minneapolis Community and Technical College	MN	170	106	-38
Minnesota State College Southeast	MN	61	44	-28
Minnesota State Community and Technical College	MN	173	108	-38
Normandale Community College	MN	188	153	-19
North Hennepin Community College	MN	117	91	-22
Northland Community and Technical College	MN	98	76	-22
Rainy River Community College	MN	11	6	-45
Ridgewater College	MN	117	87	-26
Rochester Community and Technical College	MN	149	102	-32
South Central College	MN	115	78	-32
Vermilion Community College	MN	21	12	-43
Mineral Area College	MO	68	40	-41
Saint Louis Community College	MO	444	306	-31
Copiah-Lincoln Community College	MS	125	98	-22
Itawamba Community College	MS	199	126	-37
Jones County Junior College	MS	174	119	-32
Meridian Community College	MS	161	116	-28

Table A1. Community Colleges with a Decrease in the Number of Faculty of 17 Percent or More, 2011-2012 to 2021-2022

College	State	Number of Faculty		Percent Change
		2011-2012	2021-2022	
Mississippi Delta Community College	MS	116	91	-22
Pearl River Community College	MS	232	171	-26
Dawson Community College	MT	21	12	-43
Fort Peck Community College	MT	25	20	-20
Helena College University of Montana	MT	37	28	-24
Little Big Horn College	MT	19	12	-37
Beaufort County Community College	NC	65	44	-32
Bladen Community College	NC	55	44	-20
Caldwell Community College and Technical Institute	NC	138	93	-33
Craven Community College	NC	86	68	-21
Edgecombe Community College	NC	88	67	-24
Guilford Technical Community College	NC	367	271	-26
Halifax Community College	NC	63	32	-49
Haywood Community College	NC	81	57	-30
Isothermal Community College	NC	68	56	-18
James Sprunt Community College	NC	58	37	-36
Mayland Community College	NC	49	25	-49
McDowell Technical Community College	NC	52	38	-27
Mitchell Community College	NC	91	75	-18
Piedmont Community College	NC	87	57	-34
Pitt Community College	NC	231	188	-19
Roanoke-Chowan Community College	NC	36	21	-42
Robeson Community College	NC	94	73	-22
Rockingham Community College	NC	67	55	-18
Southeastern Community College	NC	82	51	-38
Stanly Community College	NC	100	76	-24
Vance-Granville Community College	NC	132	92	-30
Lakes Region Community College	NH	36	23	-36
Nashua Community College	NH	37	29	-22
NHTI-Concord's Community College	NH	105	68	-35
Atlantic Cape Community College	NJ	102	73	-28
Bergen Community College	NJ	261	210	-20
Essex County College	NJ	126	88	-30
Mercer County Community College	NJ	128	103	-20
Middlesex College	NJ	161	133	-17
Passaic County Community College	NJ	99	82	-17
Rowan College South Jersey Cumberland Campus	NJ	49	39	-20
Salem Community College	NJ	22	15	-32
Sussex County Community College	NJ	44	19	-57

Table A1. Community Colleges with a Decrease in the Number of Faculty of 17 Percent or More, 2011-2012 to 2021-2022

College	State	Number of Faculty		Percent Change
		2011-2012	2021-2022	
Union County College	NJ	175	80	-54
Eastern New Mexico University Ruidoso Branch Community College	NM	12	6	-50
Eastern New Mexico University-Roswell Campus	NM	55	41	-25
Luna Community College	NM	26	19	-27
New Mexico State University-Alamogordo	NM	53	28	-47
Southeast New Mexico College	NM	39	30	-23
Cayuga County Community College	NY	60	42	-30
Clinton Community College	NY	53	26	-51
Columbia-Greene Community College	NY	49	35	-29
Dutchess Community College	NY	135	104	-23
Erie Community College	NY	327	258	-21
Fulton-Montgomery Community College	NY	59	36	-39
Herkimer County Community College	NY	73	43	-41
Hudson Valley Community College	NY	267	209	-22
Jamestown Community College	NY	84	53	-37
Jefferson Community College	NY	83	61	-27
Mohawk Valley Community College	NY	144	115	-20
Monroe Community College	NY	329	234	-29
Nassau Community College	NY	556	336	-40
Niagara County Community College	NY	107	84	-21
Orange County Community College	NY	160	121	-24
Rockland Community College	NY	118	86	-27
Schenectady County Community College	NY	59	43	-27
Suffolk County Community College	NY	313	249	-20
Sullivan County Community College	NY	50	32	-36
SUNY Corning Community College	NY	99	64	-35
Tompkins Cortland Community College	NY	68	50	-26
Belmont College	OH	41	26	-37
Hocking College	OH	179	64	-64
James A. Rhodes State College	OH	85	56	-34
Owens Community College	OH	194	111	-43
Southern State Community College	OH	60	43	-28
Terra State Community College	OH	52	32	-38
Washington State Community College	OH	56	45	-20
Carl Albert State College	OK	53	43	-19
Connors State College	OK	52	43	-17
Eastern Oklahoma State College	OK	46	35	-24
Northeastern Oklahoma A&M College	OK	67	48	-28
Oklahoma City Community College	OK	150	117	-22

Table A1. Community Colleges with a Decrease in the Number of Faculty of 17 Percent or More, 2011-2012 to 2021-2022

College	State	Number of Faculty		Percent Change
		2011-2012	2021-2022	
Seminole State College	OK	47	39	-17
Western Oklahoma State College	OK	43	25	-42
Blue Mountain Community College	OR	55	44	-20
Clatsop Community College	OR	39	28	-28
Lane Community College	OR	249	186	-25
Linn-Benton Community College	OR	148	122	-18
Portland Community College	OR	490	386	-21
Rogue Community College	OR	94	64	-32
Southwestern Oregon Community College	OR	60	46	-23
Treasure Valley Community College	OR	54	39	-28
Bucks County Community College	PA	176	127	-28
Community College of Allegheny County	PA	272	222	-18
Lehigh Carbon Community College	PA	106	80	-25
Reading Area Community College	PA	64	52	-19
University of Pittsburgh-Titusville	PA	25	8	-68
Westmoreland County Community College	PA	92	74	-20
Instituto Tecnológico de Puerto Rico-Recinto de Guayama	PR	48	35	-27
Instituto Tecnológico de Puerto Rico-Recinto de Manati	PR	55	45	-18
Instituto Tecnológico de Puerto Rico-Recinto de Ponce	PR	43	32	-26
Instituto Tecnológico de Puerto Rico-Recinto de San Juan	PR	43	34	-21
Central Carolina Technical College	SC	99	80	-19
Denmark Technical College	SC	35	16	-54
Florence-Darlington Technical College	SC	95	75	-21
Trident Technical College	SC	316	234	-26
Amarillo College	TX	222	174	-22
Angelina College	TX	124	90	-27
Central Texas College	TX	238	170	-29
Coastal Bend College	TX	105	45	-57
Howard College	TX	138	98	-29
San Antonio College	TX	368	240	-35
Texas Southmost College	TX	408	99	-76
Western Texas College	TX	45	34	-24
Eastern Shore Community College	VA	20	15	-25
J Sargeant Reynolds Community College	VA	135	111	-18
Southside Virginia Community College	VA	79	47	-41
Tidewater Community College	VA	346	271	-22
Virginia Highlands Community College	VA	57	38	-33
Virginia Peninsula Community College	VA	111	86	-23
Wytheville Community College	VA	43	30	-30

Table A1. Community Colleges with a Decrease in the Number of Faculty of 17 Percent or More, 2011-2012 to 2021-2022

College	State	Number of Faculty		Percent Change
		2011-2012	2021-2022	
Bates Technical College	WA	107	70	-35
Blackhawk Technical College	WI	107	80	-25
Nicolet Area Technical College	WI	73	50	-32
Southwest Wisconsin Technical College	WI	90	72	-20
Carver Career Center	WV	37	11	-70
Southern West Virginia Community and Technical College	WV	74	58	-22
Casper College	WY	150	119	-21
Eastern Wyoming College	WY	44	33	-25