



# **Strategic Enrollment Management Plan AY 2022 – 2023 through 2027 - 2028**

## **Created by the Strategic Enrollment Management Team**

Edward A. Martinez, President  
Inca Garduno-Crespin, Director, Academic & Career Planning  
David Lucero, Manager, Admissions and Recruitment  
Rick Baca, Lead Instructor Humanities  
Lisa Bentson, Program Manager, College & Career Readiness Institute  
Cynthia Branch, Rough Rider Community Manager  
Alicia Chacon, Registrar  
Jesse Gallegos, Public Relations  
Denise Gibson, Lead Database Administrator  
Tycie Jackson, Lead Instructor Education  
Daniel Kelly, Student Success Specialist  
Carol Linder, Director Allied Health and Public Service  
Gayle Martinez, Director of Financial Aid  
Janice Varela, Student Success Specialist  
Raymond Varela, ACE & Veterans Benefits Coordinator  
Karen Wezwick, Contracted Ed Advisor  
Dani Day, VP for Instruction and Student Services

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# Section 1: Higher Education Institution Perspective

Higher education institutions across the nation have been confronted with declining enrollment, student inability to pay, declining support from state and federal governments, and decreasing donations. This trend has been exacerbated since by the COVID-19 pandemic and its continued effects. Locally, the merger of the Hermit Peak and Calf Canyon wildfires in the Luna Community College (Luna) primary service area created an added burden on Luna's ability to increase enrollment and reverse, or even mitigate the national trends mentioned above. This fire has been identified as the worst disaster in New Mexico history. It is important to note that during the Spring, 2022 semester, 87% of the college employees and 75% of the college students lived in affected counties. The majority of employees and countless students have been evacuated from their homes, or are providing shelter to evacuated and now homeless family members and friends. While the fire has been devastating with regard to land and property, the greater disaster is the loss of livelihood, culture, and community that these losses portend for the future of the population in northern New Mexico. How significantly this natural disaster will affect Luna in the long term is still to be determined. In the short term, the fire and the resulting losses experienced by the residents of San Miguel, Mora, and Colfax counties have already made an impact on students' decisions and ability to enroll at any higher education institution. But the pandemic and fire do provide the college an unprecedented opportunity to restructure, restart, and reimagine how best to serve the community and address changing workforce needs.

This Strategic Enrollment Management Plan, written by the Luna Strategic Enrollment Management Planning Committee, provides a comprehensive roadmap for the next five years to reverse the declining student enrollment trend. This plan includes the goals and strategies Luna is initiating in the areas of recruitment, retention, and academic programming. It identifies strategies addressing both short-term and long-term growth for the Las Vegas campus, online programs, and the institution's satellite sites in Springer, Santa Rosa and Mora. The Luna Strategic Enrollment Management Plan Committee will periodically review the plan and assess it to ensure the goals are being met and to make changes when the strategies are not as effective as expected. This plan aligns with the Luna 2022-2027 Strategic Plan as each strategic goal is embedded with enrollment objectives and strategies.

The Luna Board of Trustees, President Edward Martinez, and the Strategic Enrollment Management Team worked together to identify an overall enrollment goal of 1,165 students by 2028. Increased enrollment of degree seeking, certificate seeking and non-degree seeking students across different demographics will be key to successfully achieving this goal. The Strategic Enrollment Management Plan includes both retention improvement and programming tactics, like expanded scheduling and increased distance learning opportunities. In order to achieve this ambitious goal, Luna has developed the following plan as a detailed roadmap for growth.

## A. Mission, Vision, and Strategic Plan

Luna Community College is the only community college in northeastern New Mexico. Luna is located on the lower slopes of the Sangre de Cristo Mountain Range overlooking the city of Las Vegas, New Mexico. Luna offers courses and programs in person and via distance learning at all instructional centers, including Las Vegas, Santa Rosa, Springer and Mora. All locations are administered and governed by Luna and its Board of Trustees who are elected from the service area. Programs may be offered in any community of the service area where a need is demonstrated. The Vision, Mission, Guiding Principles, and Strategic Goals outlined in the 2022-2027 Strategic Plan apply to Luna Community College as a whole.

### **Vision**

Where future leaders aspire to create, collaborate, communicate, and think critically to bring positive change to the world

### **Mission**

Luna Community College is dedicated to providing accessible, innovative, and integrated learning experiences that prepare students to compete at the forefront of their chosen fields and to lead in their community.

### **Motto**

Creating opportunities for you!

### **Guiding Principles**

Demonstrate Integrity, Excellence, and Resilience; Exhibit Collaboration, Empathy, and Community; Illustrate Innovation and Creativity; and Exemplify Diversity, Equity, and Inclusion

### **Strategic Goals**

1. Offer students diverse, challenging, and regularly assessed programs.
2. Thoroughly utilize cutting-edge technology and innovative strategies to support students
3. Promote institutional financial growth to support students.
4. Establish and develop a culture of data collection, assessment, and utilization through best practices in student support.
5. Increase student enrollment.
6. Cultivate and strengthen public and private partnerships to support students.

Luna's Strategic Enrollment Management Plan aligns with the institution's recently adopted five-year strategic plan (adopted March 2022). The plan includes new and/or updated mission statement, vision statement, guiding principles, motto, and goals. Strategic goal 5 specifically calls for increasing student enrollment by developing and implementing a strategic enrollment management plan, a marketing plan, innovative and diverse programs, outreach activities, and co-curricular and extracurricular activities. Recruiting and retaining qualified employees will assure reaching these goals.

For each objective, specific measurables are articulated to track progress, assess success, and address challenges on a regular basis. The other five strategic goals are embedded with objectives, strategies, and measurables that will also increase student enrollment through recruiting and retaining students, faculty, and staff, increasing efficiencies, effectively utilizing technology, creating essential partnerships, and improving the overall campus culture, including Luna's on-campus College and Career Readiness Adult Education program. As each strategic goal is accomplished, an increase in enrollment is expected to result. For example, Strategic Goal 2 identifies measurable objectives for expanding and delivering quality instruction and providing student support using current technology. Strategic Goal 6 includes developing and funding student internship/work experiences with public and private partners.

## **B. Cultivating and building a diverse, yet mission appropriate student body for the Luna community**

Luna's commitment to cultivating and building a diverse student body is demonstrated by the new mission statement to provide accessible, innovative, and integrated learning experiences to prepare students to compete at the forefront of their chosen fields and to lead in their community. The Luna guiding principles specifically point to that same commitment, calling for Luna to demonstrate diversity, equity, and inclusion.

Luna plans to achieve its mission and fulfill its guiding principles by employing the three Rs: Restructuring, Revising, and Reimagining. During the past year, the organization of academic and student support elements of the institution has been restructured to increase efficiencies and take advantage of expertise, common objectives and strategies. Several academic programs are scheduled to be restarted or evaluated for restart in the coming years. Luna has solicited the assistance of advisory councils to better align these programs to meet industry and student learning needs. For example, Luna is implementing modified schedules – four week and eight-week terms, and micro-credentials that will allow students to more quickly enter the workforce. Restructuring delivery is just one strategy Luna is using to attract new student populations.

Many higher education institutions tout diversity as a core value without defining exactly what constitutes diversity at their institution. Recognizing diversity is a much more complex issue than simply tracking the percentage of underrepresented populations on campus. Currently the ethnicity of Luna's student population accurately reflects the ethnic profiles of the counties Luna serves. However, building a diverse student body means intentionally creating a welcoming, inclusive, and safe environment for students, faculty, and staff, irrespective of gender, gender identity, race, ethnicity, social class, immigration status, age, military status, and employment status. Luna's strategic goals and this SEM plan specifically incorporate strategies and invest in programs that will diversify the student body beyond ethnicity and racial identity. This includes developing and effectively marketing programs to attract more female students into programs

where they are underrepresented in and vice versa, male students into programs they have been historically underrepresented. For example, the recent increase in male students applying to the Nursing and Dental Assisting programs indicate that Luna should consider adding more programs in the Health Sciences in order to attract more male students. Luna must appeal to a wider range of students in terms of age, employment status, and active military service.

## C. Supporting Students from Recruitment, Admissions, Financial Aid, Student Life, and Beyond

Recent reorganization of the student support offices has resulted in a one-stop-shop model where all student support resources (financial aid, registrars, admissions, recruitment, student advising) are located in the same building. The five Student Support Specialists and Admissions Counselors all report to the Director of Academic and Career Planning.

The Student Success Specialists are there to ensure that proactive academic planning is occurring for all students. For example, Each Support Specialist assists students with coping skills for academic challenges, provides students with strategies for improving their strengths, and connects students to institutional and extra-institutional resources. This kind of positive, strengths-based coaching develops a personal relationship and individualizes appropriate activities strengthen student's self-efficacy. To ensure support throughout a student's career at Luna, each Student Support Specialist has a specialty area of responsibility, such as transfer, job placement or outreach.

Additional contributions to a supportive student environment are being developed across the institution. A newly developed marketing plan is being implemented in partnership with the Public Relations Office to more accurately represent the opportunity at Luna. The admissions office is developing a recruitment plan that can be assessed and revised each year. And finally, the institution has included funding for an outcomes assessment position in the FY23 budget.

## D. Data Collection Systems

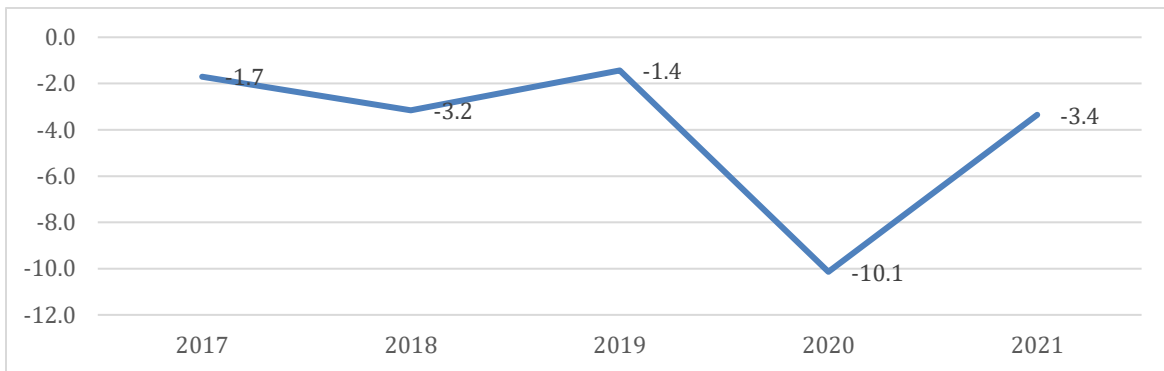
Although, Luna's technology is limited in its ability to engage and track individual students from admission through completion, Support Specialists and directors use several tools to track student success, including the recently launched LCC Advisatron 3000 which reports student details, schedules, course history, degree audit, and advisement log. Luna also uses an alert system that tracks attendance and student performance at 4, 8, and 12 weeks during the semester. Student Support Specialists follow up with each student who is flagged in the alert system. In the new fiscal year, the college has budgeted to purchase and implement a customer relations management (CRM) system that will allow the Admissions Counselors and Student Support

Specialists to engage students throughout the student lifecycle from inquiry, to enrollment, to the point students transfer, graduate and/or enter the workforce.

## Section 2: Assessment of Enrollment, Retention, and Completion

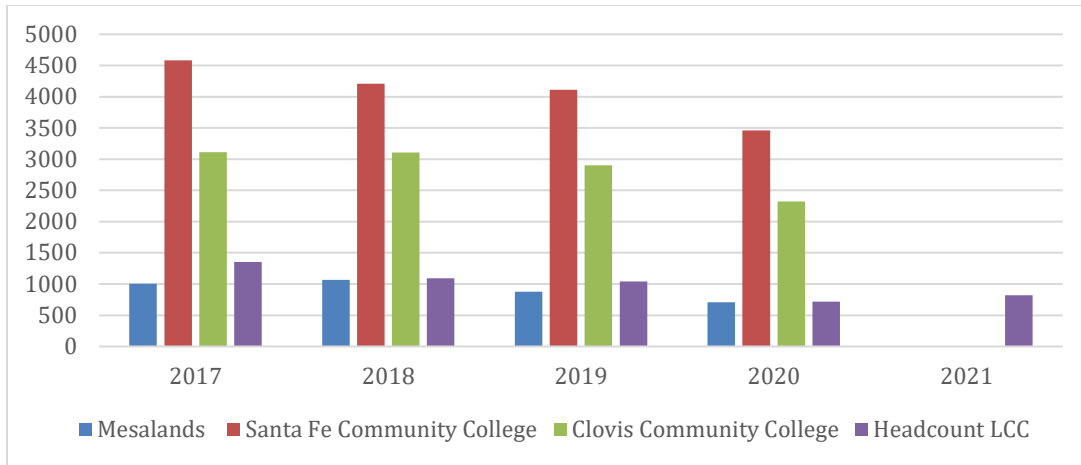
### National and Regional Trends

According to the National Student Clearinghouse Research Center (2021), student enrollment at 2-year public institutions has been on a declining trend since fall of 2012. Figure 1 below indicates a continued decline since 2017 in national student enrollment with a peak decline of 10.1% in 2020 compared to the prior year. Data in Figure 1 further illustrates that fall 2021 enrollments were 3.4% lower (4,662,364M) than enrollments in 2020 (4,824,204M). Although declining enrollments at 2-year public institutions appears to have been exacerbated by the COVID-19 Pandemic, it does not appear that post pandemic enrollment will quickly recover to pre-pandemic rates.



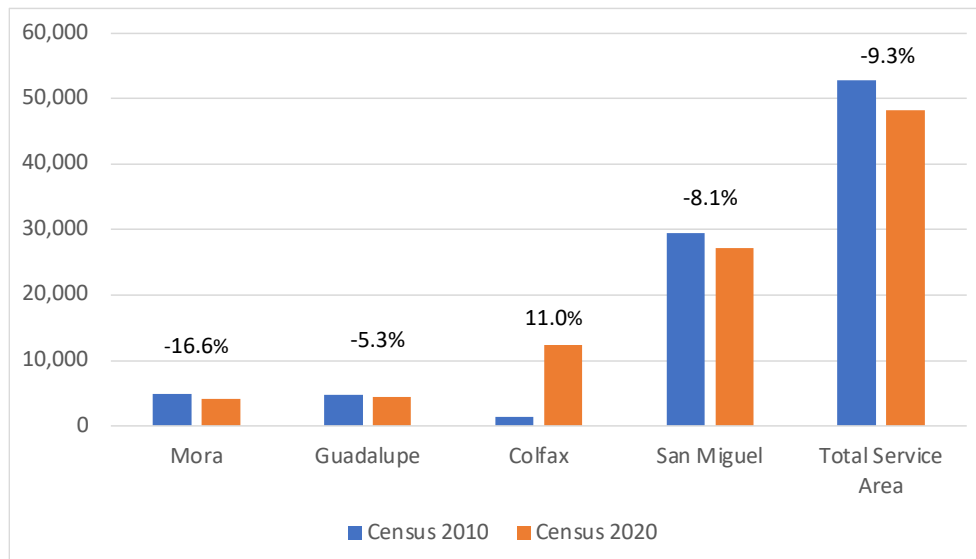
**Figure 1.** Percent declines in national enrollment at 2-year public institutions from 2017 to 2021.

In New Mexico, the Luna 2-year peer institutions have also been experiencing enrollment declines since 2017. Based on the enrollment data (Figure 2) for these institutions, proportional declines have been experienced and no one institution has been impacted by a greater decline.



**Figure 2.** Peer Institution Enrollment from 2017 – 2021 (some 2021 data not available).

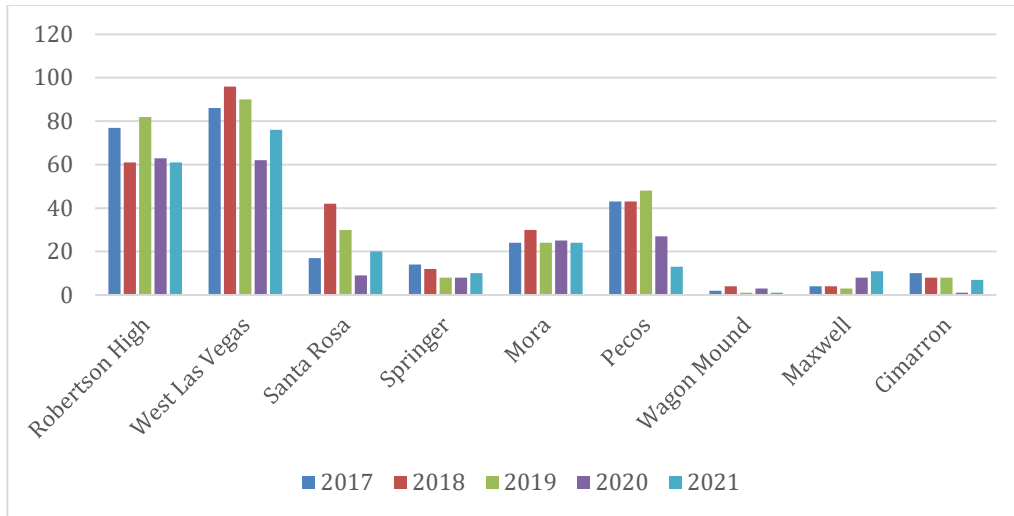
Based on the 2010 and 2020 New Mexico Census data, population in the Luna service area has decreased in all counties except Colfax which experienced over an 1100 increase in the number of residents since 2010 (Figure 3). The majority of students come from San Miguel County which lost 2,192 residents from 2010 to 2020. Mora County experienced the largest decline losing 692 residents in ten years.



**Figure 3.** Luna Community College service area population.

This decrease in population by county is also reflected by the low and declining high school senior graduating class sizes in school districts within Luna’s service area (Figure 4).

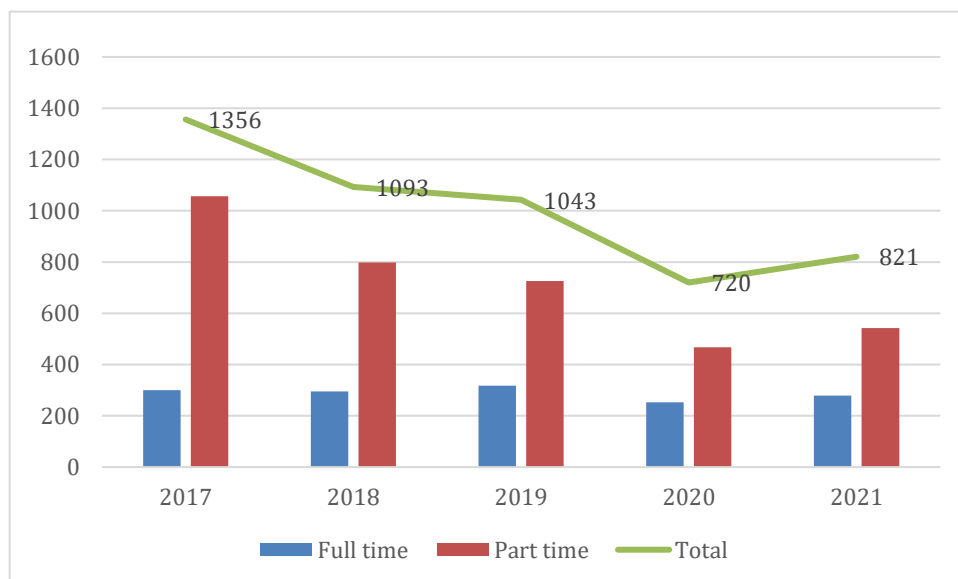




**Figure 4.** Regional high school graduating class size 2017 to 2021.

## Luna’s Historical Enrollments

Similar to the national trend and the 2-year New Mexico institutions, Luna’s student enrollment has also been declining since 2012. Data from the past five years shows that Luna experienced a 39% headcount decrease between fall 2017 and fall 2021 (Figure 5). This decrease resulted primarily from fewer part time students. The full-time student population experienced only a 7% decrease between fall 2017 and fall 2021.



**Figure 5.** Luna student enrollment trends.

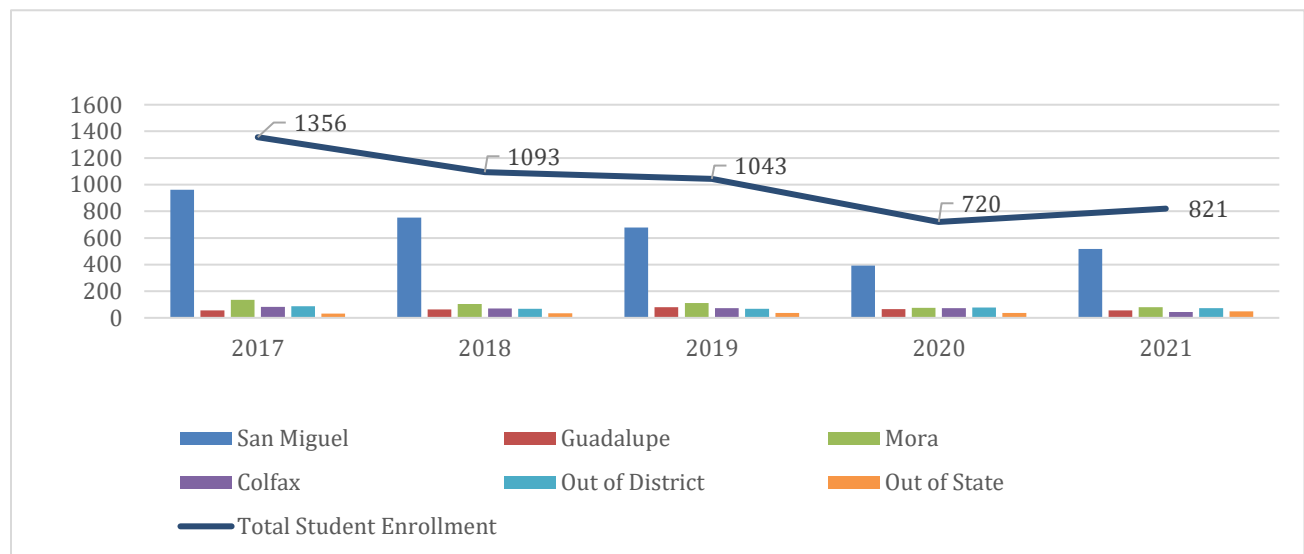
In terms of Pell eligibility, Table 1 indicates that Luna serves a high need population. In three of the five years of data, 50% or more students were eligible for the Pell grant. However, the data

further demonstrates that not all students are taking advantage of their eligibility. In fall 2020, 60% of students were eligible but only 29% of the students actually received Pell funding.

**Table 1.** Pell eligible and Pell recipients for fall 2017 to 2021 terms.

Fall Term	PELL Eligible Recipients	PELL Paid Recipients	% Eligible	% Recipients
2017	626	287	46%	21%
2018	546	244	50%	22%
2019	527	250	51%	24%
2020	434	207	60%	29%
2021	322	236	39%	29%

Historically, enrollment at Luna has been from the school districts within Luna’s four-county service area. These counties include: San Miguel where the Las Vegas City Schools and West Las Vegas City Schools are located; Mora where the Mora and Wagon Mound school districts are located; Colfax where Springer, Maxwell, and Cimarron school districts are located and; Guadalupe where Santa Rosa School district is located. Figure 6 shows the declining enrollment of students from these counties in the past five years. These declines are a result of many factors, primarily the declining population and senior graduating class sizes. Significant student decreases have occurred in students from San Miguel and Mora counties. Student enrollment from the remaining NM counties, out of district, and out of state have remained flat.



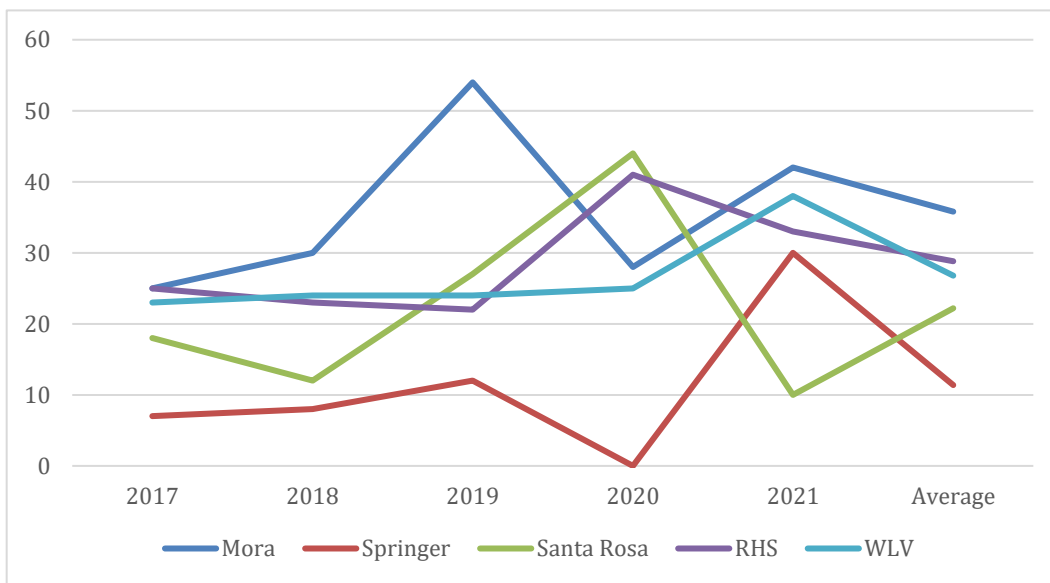
**Figure 6.** Total student enrollment by residence.

Overall, student enrollments by high school indicate that the majority of students enrolled at Luna come from San Miguel County and this percentage has increased by about 9% in the last five years (Table 2). The student enrollment from the service area high schools has declined 35% in the last five years while students from out of service area has declined 62%. The enrollment declines from the service area high schools is partly a result of the declining size of the high school graduating class.

**Table 2.** Student enrollment trends by high school and within and out of service area

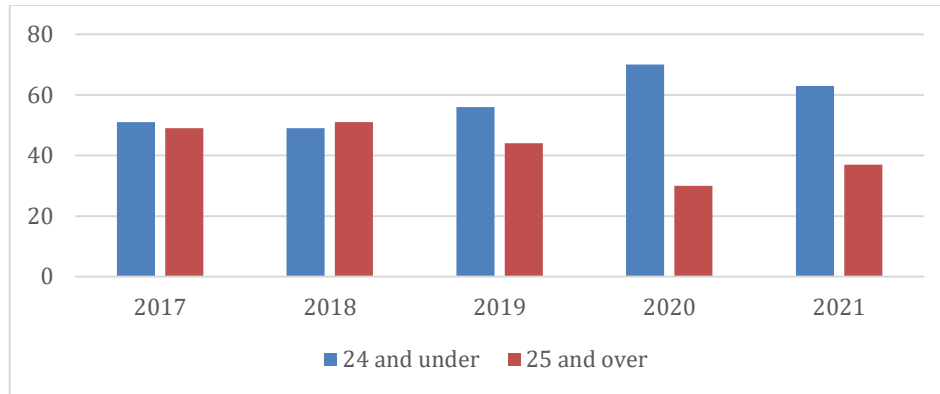
School/Area	Fall 2017		Fall 2018		Fall 2019		Fall 2020		Fall 2021	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Robertson High	227	14.5%	179	16.4%	217	20.8%	160	22.2%	185	23%
West Las Vegas	341	21.8%	272	24.9%	234	22.4%	148	20.6%	188	22.9%
Santa Rosa	42	2.7%	43	3.9%	55	5.3%	59	8.2%	53	6.5%
Springer	30	1.9%	27	2.5%	24	2.3%	13	1.8%	11	1.3%
Mora	89	5.7%	71	6.5%	79	7.6%	55	7.6%	54	6.6%
Pecos	68	4.3%	38	3.5%	18	1.7%	11	1.5%	15	1.8%
Wagon Mound	11	0.7%	7	0.6%	7	0.7%	8	1.1%	15	1.8%
Maxwell	7	0.4%	4	0.4%	13	1.2%	11	1.5%	12	1.5%
Cimarron	12	0.8%	0	0.0%	4	0.4%	15	2.1%	7	0.9%
<b>Total Service Area</b>	<b>827</b>	<b>52.8%</b>	<b>641</b>	<b>58.6%</b>	<b>651</b>	<b>62.4%</b>	<b>480</b>	<b>66.7%</b>	<b>540</b>	<b>65.8%</b>
<b>Out of Service Area</b>	<b>738</b>	<b>47.2%</b>	<b>452</b>	<b>41.4%</b>	<b>392</b>	<b>37.6%</b>	<b>240</b>	<b>33.3%</b>	<b>281</b>	<b>34.2%</b>
<b>Total</b>	<b>1565</b>		<b>1093</b>		<b>1043</b>		<b>720</b>		<b>821</b>	

Figure 7 shows data for the percent of students that graduate high school and attend Luna the following Fall semester. Although, there is no particular trend for any one high school, overall about 25% of the graduating classes from these high schools are attending Luna the fall after they graduate.



**Figure 7.** Percent of high school graduating class attending Luna.

The percentage of traditional-aged students has increased since 2017 however, the percentage of students ages 25 or over has decreased (Figure 8). There were 660 students 25 and over in Fall 2017 compared to 302 in Fall 2021. This decline in nontraditional aged students may be an indication of reduced recruitment efforts for this population or the result of the COVID-19 pandemic as many students with families had to stay home to care for children or family members.



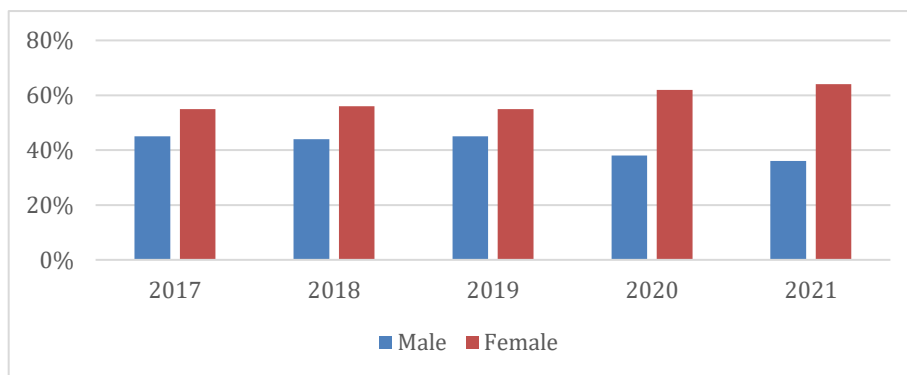
**Figure 8.** Percentage of Luna enrollment by age, 24 and under and 25 and over.

Luna’s student race/ethnicity distribution is primarily bimodal, with Hispanics making up an average of 79% of the population and white students average 15% of the student population in the past five years. The remaining 6% average is composed of African American, American Indian, Asian, and Unknown populations. These Race/ethnicity proportions mirror the population demographics in the Luna service area counties (Table 3).

**Table 3.** Total Headcount Ethnic Enrollment Trends (%) Fall 2017 – Fall 2021.

Fall Semester	2017	2018	2019	2020	2021	Average
African American	1%	1%	1%	1%	2%	<b>1%</b>
American Indian	1%	2	1%	1%	2%	<b>41%</b>
Asian	1%	1%	1%	1%	0%	<b>1%</b>
Hawaiian	0%	0%	0%	0%	0%	<b>0%</b>
Hispanic	79%	74%	81%	81%	81%	<b>79%</b>
Non-Resident Alien	0%	0%	0%	0%	0%	<b>0%</b>
White	16%	18%	15%	15%	12%	<b>15%</b>
Two or More	0%	0%	0%	0%	0%	<b>0%</b>
Unknown	2%	4%	1%	0	1%	<b>2%</b>

Female student enrollment has been increasing while male student enrollment has been decreasing since 2017 (Figure 9). Luna does not collect self-identifying data pertaining to sexual orientation and gender identity.



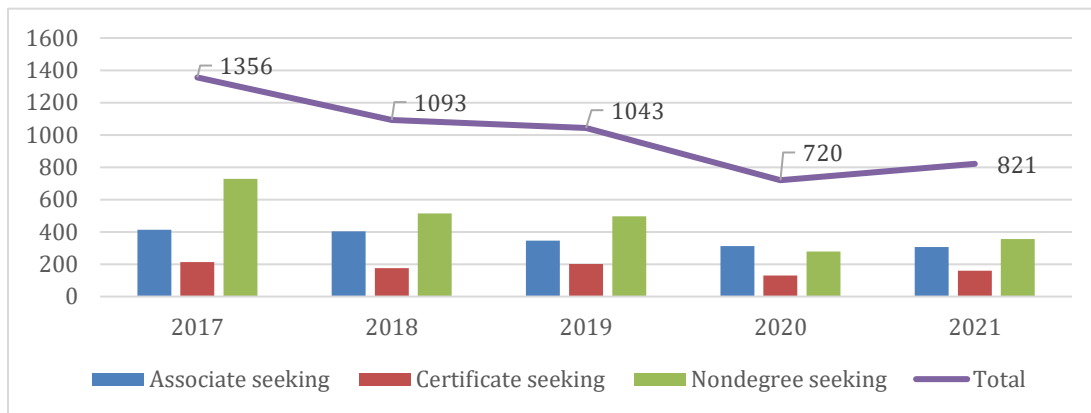
**Figure 9.** Luna headcount by gender Fall 2017 through Fall 2021.

New Mexico 2020 Census data indicates that the population from Luna’s service counties is majority male (Table 4), which differs from Figure 10 in our student enrollment chart showing the majority of students enrolled are female. Additionally, both male and female populations between 19 and 22 years of age are among the lowest proportion of the overall population in each of the service area counties (data not shown). This low number of males and females further illustrates the need for Luna to target and enroll non-traditional students.

**Table 4** Gender breakdown by county in the Luna service area.

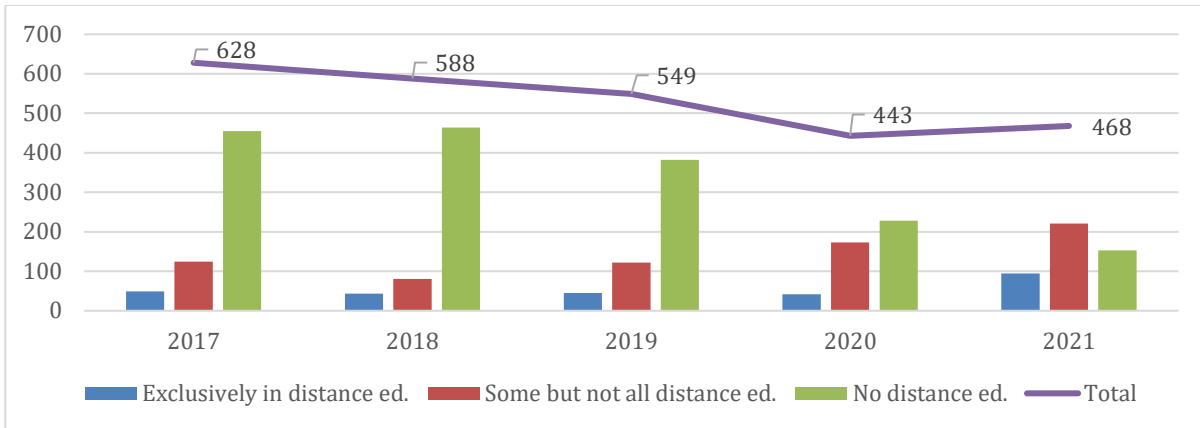
Resident by County	Female	Male
Mora	48.8%	51.2%
Guadalupe	43.1%	56.9%
Colfax	49.2%	50.8%
San Miguel	50.4%	49.6%

Another way to analyze enrollment data is by degree. Figure 10 shows that over the last five years there is a downward trend in all three categories of degree and non-degree seeking students. The declining enrollment is proportional to the declining enrollment for each year. Therefore, it appears that all three types of students are declining at approximately the same rate. Data also show that the majority of students served are nondegree seeking and there is an opportunity to convert some of these students to degree or certificate seeking.



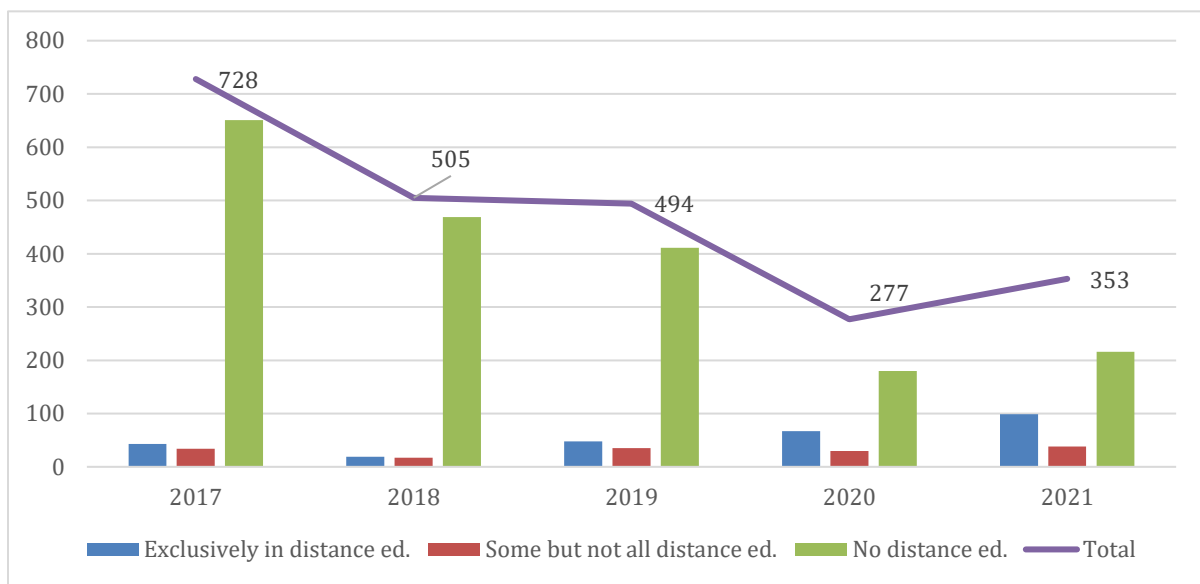
**Figure 10.** Student enrollment by degree from Fall 2017 – Fall 2021

Enrollment of degree seeking students by modality (face to face, hybrid, or online only) has increased for both distance learning and hybrid (Figure 11). The sharpest decrease has been in face to face however, this could be a result of the pandemic.



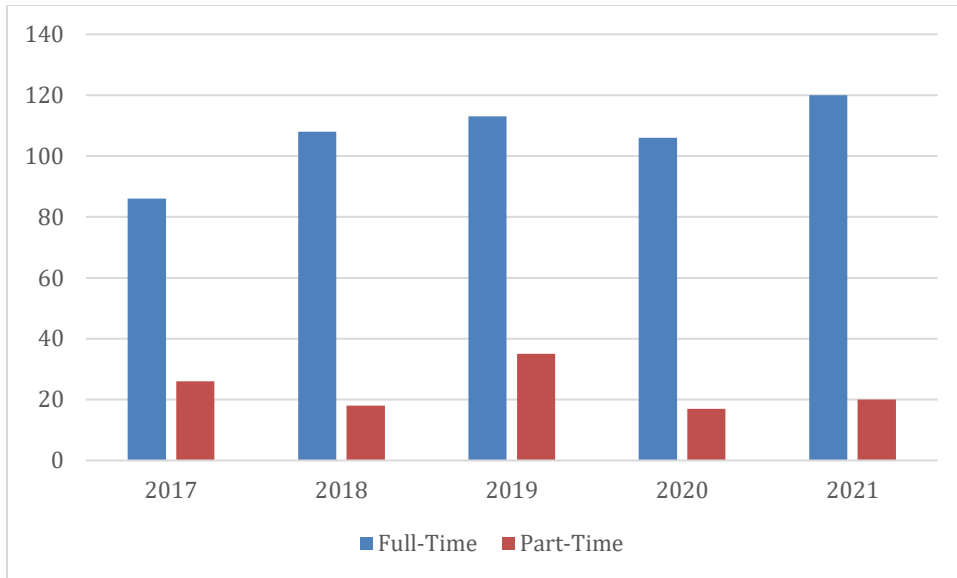
**Figure 11.** Degree seeking students by modality.

Degree seeking student enrollment has remained relatively flat for both the distance only and hybrid modalities. This is explained by the fact that the majority of the non-degree seeking students are enrolled in career technical education (CTE) courses or community education courses that do not lend themselves to distance learning. The marked decrease in face-to-face course enrollment is a function of the decreased overall enrollment since 2017 at Luna and the pandemic (Figure 12).



**Figure 12.** Nondegree seeking students by teaching modality.

A slight overall increasing trend of first-time-full-time freshman enrollment has occurred at Luna since fall of 2017. The first-time-part-time freshmen enrollment has remained flat since 2017 with a peak of about 35 students in 2019 (Figure 13).



**Figure 13.** First-time freshmen enrollment comparing full-time to part-time.

## Dual Credit Enrollment Data

Overall dual credit student enrollment from the Luna’s district schools has remained relatively consistent. The largest decreases have been at both West Las Vegas and Pecos high schools. At West Las Vegas, there was a sharp decrease from 2017 to 2020, however, there was a slight recovery in fall 2021. At Pecos dual credit enrollment has decreased to nearly no students from a high of 55 students in 2017 to three students in fall 2021. Santa Rosa has had an increasing trend since 2017. Both Mora and Springer have had decreasing trends in dual credit enrollment however, this may be due to the decreasing student population at both of those schools. The remaining school districts have remained relatively flat throughout the five-year period and are likely a function of the student population at the respective schools.

Table 4 provides data on the number of dual credit students attending Luna regardless of high school class level. Fall 2017 student dual credit enrollment was at its peak. Since 2017 dual credit enrollment has decreased by about 100 students. In 2017 Luna had its highest dual credit enrollment from West Las Vegas, Pecos, Springer and Mora. The decreasing enrollment from these schools since 2017 accounts for the overall decrease from 2017 to 2018. However, since 2018, dual credit student enrollment remains relatively flat.

**Table 4. Overall dual credit student enrollment Fall 2017- Fall 2021**

School/Area	Fall 2017		Fall 2018		Fall 2019		Fall 2020		Fall 2021	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Robertson High	52	17.7%	39	21.7%	57	34.1%	47	25.7%	51	29.1%
West Las Vegas	118	40.3%	65	36.1%	36	21.6%	37	20.2%	50	28.6%
Santa Rosa	0	0.0%	5	2.8%	11	6.6%	26	14.2%	24	13.7%
Springer	17	5.8%	12	6.7%	14	8.4%	9	4.9%	5	2.9%
Mora	29	9.9%	25	13.9%	25	15.0%	19	10.4%	15	8.6%
Pecos	59	20.1%	29	16.1%	4	2.4%	1	0.5%	4	2.3%
Wagon Mound	2	0.7%	0	0.0%	1	0.6%	5	2.7%	8	4.6%
Maxwell	4	1.4%	1	0.6%	12	7.2%	10	5.5%	12	6.9%
Cimarron	9	3.1%	0	0.0%	0	0.0%	6	3.3%	2	1.1%
<b>Total Service Area</b>	<b>290</b>	<b>99.0%</b>	<b>176</b>	<b>97.8%</b>	<b>160</b>	<b>95.8%</b>	<b>160</b>	<b>87.4%</b>	<b>171</b>	<b>97.7%</b>
<b>Out of Service Area</b>	<b>3</b>	<b>1.0%</b>	<b>4</b>	<b>2.2%</b>	<b>7</b>	<b>4.2%</b>	<b>23</b>	<b>12.6%</b>	<b>4</b>	<b>2.3%</b>
<b>Total</b>	<b>293</b>		<b>180</b>		<b>167</b>		<b>183</b>		<b>175</b>	

Table 5 is the number of dual credit students attending Luna after their high school graduation. The combined average dual credit student enrollment for the years 2016 to 2021 from the graduating classes at these high schools is 26%.

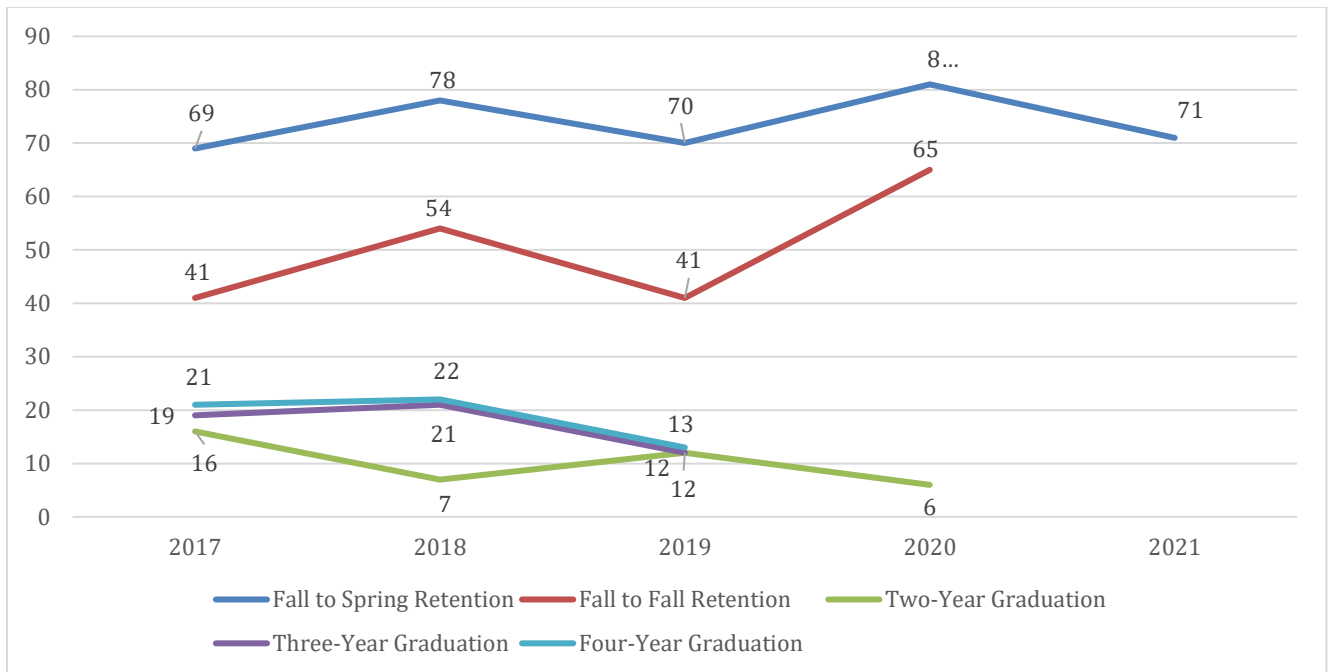
**Table 5. Dual credit student enrollment post-high school graduation.**

School/Area	Fall 2017		Fall 2018		Fall 2019		Fall 2020		Fall 2021	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Robertson High	21	20.4%	13	13.4%	18	15.3%	27	25.7%	20	18.5%
West Las Vegas	19	18.4%	21	21.6%	25	21.2%	16	15.2%	29	26.9%
Santa Rosa	3	2.9%	5	5.2%	9	7.6%	4	3.8%	2	1.9%
Springer	1	1.0%	1	1.0%	1	0.8%	0	0.0%	3	2.8%
Mora	6	5.8%	9	9.3%	13	11.0%	8	7.6%	10	9.3%
Pecos	2	1.9%	1	1.0%	7	5.9%	2	1.9%	1	0.9%
Wagon Mound	1	1.0%	0	0.0%	1	0.8%	0	0.0%	0	0.0%
Maxwell	0	0.0%	0	0.0%	1	0.8%	0	0.0%	0	0.0%
Cimarron	1	1.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Total Service Area</b>	<b>54</b>	<b>52.4%</b>	<b>50</b>	<b>51.5%</b>	<b>75</b>	<b>63.6%</b>	<b>57</b>	<b>54.3%</b>	<b>65</b>	<b>60.2%</b>
<b>Out of Service Area</b>	<b>49</b>	<b>47.6%</b>	<b>47</b>	<b>48.5%</b>	<b>43</b>	<b>36.4%</b>	<b>48</b>	<b>45.7%</b>	<b>43</b>	<b>39.8%</b>
<b>Total</b>	<b>103</b>		<b>97</b>		<b>118</b>		<b>105</b>		<b>108</b>	

## Student Retention and Graduation

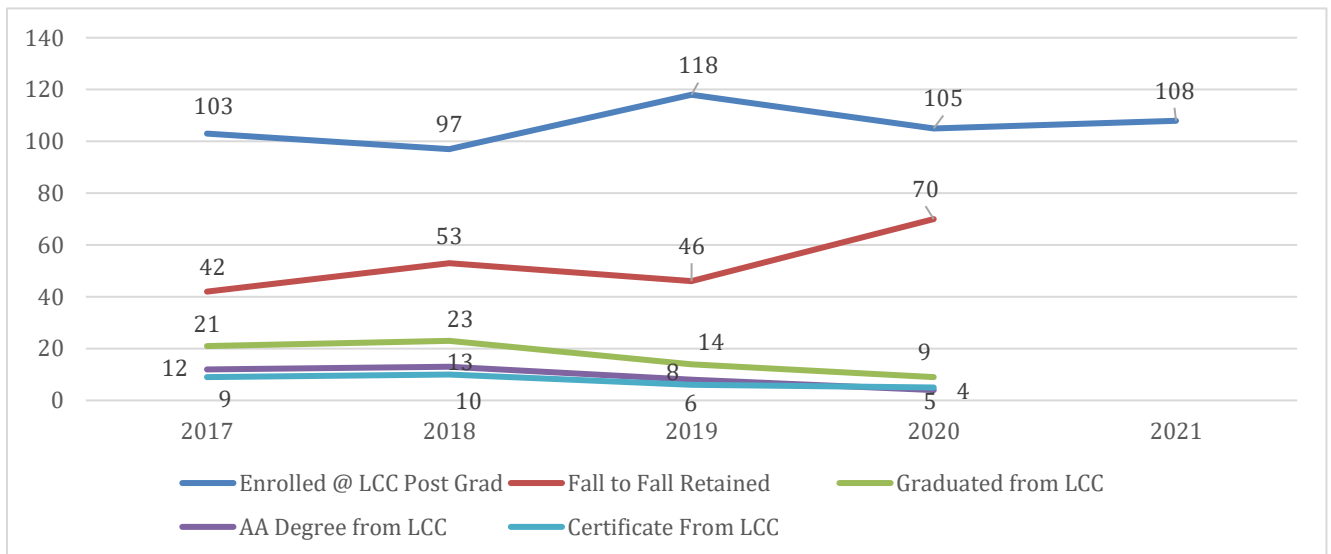
In general fall to spring and fall to fall retention of full-time students has improved in the last five years (Figure 14). However, the oscillating values from year to year make it difficult to conclude any particular pattern. The average fall-to-fall retention from Fall 2017 to 2021 is 50%. The 65% retention in the Fall 2021 was an historical high and may not be immediately sustainable given the Calf Canyon/Hermits Peak Fire. The five-year average fall-to-spring retention rate is 74%. In terms of the graduation rate, the two-year rate has decreased significantly between 2017 and 2020 and was an historical low in 2020. The low graduation rates are not unexpected given the that Luna is an open-enrollment institution and many of the students are not college ready. Numerous strategies are and will be employed to reverse the downward trends experienced over the last five years but it will take several years to see the effects of interventions on graduation rates.





**Figure 14.** Full-time retention (%).

The fall-to-fall retention of students that attended Luna as dual credit students is overall higher than the general population and is also trending upward (Figure 15). Similarly, the two-year graduation rate for this population is higher than the general population however, the two-year graduation rate for this population has decreased to levels similar to the student population as a whole.



**Figure 15.** Dual credit student retention and graduation.

## Section 3: Strategies for Enrollment, Recruitment, Retention, and Success

### Observations on Historical Recruitment, Marketing, and Retention Efforts

The Recruitment & Admissions Office regularly participates in the New Mexico College Access Council (NMCAC) college fairs and partner with NM Highlands University to host an annual college night for regional high schoolers. Recruiters visit schools within our service area and regularly welcome group campus tours.

In prior years, Luna Community College would alternate its focus between statewide recruiting travel and service area recruiting travel. Luna has recruitment opportunities in potential markets such as the north central, north western and the Greater Albuquerque/Rio Rancho area. Luna has hosted campus group tours from Los Lunas, Taos, Penasco, Mora, and many other communities.

Public Relations has created a marketing plan to specifically target the adult learner market, as well as traditional students. Luna currently uses the following social media accounts: Twitter, Facebook, & Instagram. The college has also utilized the following traditional marketing strategies: newspaper ads, press releases, radio ads, billboards, a registration banner placed in the local area, and participation in local parades.

The Retention and Completion Committee has identified major areas impacting student retention and completion and has worked to form four subcommittees: Advisement, Tutoring, Instructional Technology & Distance Education, and Recruitment & Campus Life. These subcommittees have been assigned to develop and execute three-year action plans including mission statements, objectives, goals, and strategies.

### Enrollment and Retention Goals for 2028

To reach the systemwide enrollment goal of 1,165 students by 2028 (~ 6% growth/year), the college must increase headcount by 344 students over the Fall, 2021 headcount. This will be accomplished by increasing Luna service area student enrollment by 100 students and increasing out-of-service-area/out-of-state student enrollment by 244 students. These two populations will consist of 100 additional traditional students, 164 additional non-traditional students, 50 additional dual credit students, and 30 additional students retained fall-to-fall, with a retention rate goal of 65% as the average. The following is a list of specific targets.

1. Increase Luna total headcount enrollment to 1,165 students by Fall 2028
2. Increase Luna service area student enrollment to 650 by Fall 2028
3. Increase Luna out of service/out of state student enrollment to 525 by 2028
4. Increase Luna adult learner enrollment to 466 by 2028
5. Increase dual credit student enrollment to 200 by 2028

6. Increase the average student fall-to-fall retention to 65% by 2028
7. Increase three-year graduation to 20%

While developing the strategies to accomplish the identified goals several questions were taken into consideration:

1. How does Luna recruit and retain each of the student populations?
2. What staffing structure is needed to recruit, retain, and support the needs of these student populations?
3. Which office will be responsible for implementing the strategy?
4. What resources are needed to retain and meet the needs of each population?
5. What is the workforce need in the service area and in New Mexico?
6. How best can Luna partner with public and private organizations?
7. What degrees and certificates can Luna add to meet workforce needs?

Student Enrollment, Recruitment, and Marketing			
Goal	Target Population	Strategies	Responsible Party (ies)
<b>Increase Luna service area student enrollment to 650 by Fall 2028</b>	Traditional Students Adult Learners Online Learners Dual Credit Students Community non-degree seeking students	Increase Luna Brand in service area using traditional (radio, newspaper, print material) advertisement and social media ads (TikTok, Instagram, Facebook, YouTube, Google ads). <i>Contracted with O'Rourke Media group May, 2022.</i>	Recruitment & Admissions  Public Relations
	Traditional Students Dual Credit Students	Increase the Luna Brand using videos about Luna shared with personnel from every high school to show at their respective schools. <i>Sent 30 and 60 second videos about Luna to every high school counselor in NM and southern Co.</i> <i>Contracted with O'Rourke Media group May, 2022.</i>	Recruitment & Admissions  Public Relations
	Traditional Students Dual Credit Students	Host campus visit days for each high school throughout the academic year at the Luna campus.	Recruitment & Admissions Academic and Career Planning

		<p><i>Hired new R&amp;A Manager and Student Support Specialist with Outreach responsibilities in Spring 2022.</i></p> <p><i>Hired new Admissions Counselor with Campus Life responsibilities in Spring 22.</i></p>	
	<p>Traditional Students</p> <p>Dual Credit Students</p>	<p>Host High School Counselor Days on the Luna campus to increase relationship with counselors and communicate information about Luna academic programs.</p> <p><i>Hired new Admissions Counselor with Campus Life responsibilities in Spring 22.</i></p>	<p>Recruitment &amp; Admissions</p> <p>Academic and Career Planning</p>
	<p>Traditional Students</p> <p>Dual Credit Students</p>	<p>Implement the Rough Rider Mentorship and Summer Bridge Program to create student pipeline from district high schools.</p> <p><i>Secured RPSP funding to implement program Fall 2022.</i></p> <p><i>Hired new Rough Rider Summer Program Director in Summer 22.</i></p>	<p>VP of Instruction</p> <p>Rough Rider Summer Program Director</p>
	<p>Adult Learners</p>	<p>Increase Luna presence at community organization meeting (e.g., Rotary, Kiwanis, Eagles, Lions) to provide information about Luna and build relationships with these civic organizations within our service area.</p> <p><i>President has met with these organizations numerous times throughout the Fall 21 and Spring 22.</i></p>	<p>Recruitment &amp; Admissions</p> <p>Academic and Career Planning</p> <p>Administration</p>
	<p>Traditional Students</p> <p>Dual Credit Students</p>	<p>Increase Luna presence at high school functions (athletic events, career days, college days).</p> <p><i>Allied Health Mobile Medical Classroom will be used to expand service areas outreach (available spring 2023).</i></p>	<p>Recruitment &amp; Admissions</p> <p>Academic and Career Planning</p>
	<p>Traditional Students</p> <p>Dual Credit Students</p>	<p>Partner with NM MESA to showcase Luna academic programs and host MESA events on the Luna campus.</p>	<p>Recruitment &amp; Admissions</p> <p>Academic and Career Planning</p>
	<p>Traditional Students</p> <p>Adult Learners</p> <p>Online Learners</p> <p>Dual Credit Students</p> <p>Community non-degree</p>	<p>Develop a Community Education Program to increase community presence on the Luna campus as well as create partnerships with community members.</p> <p><i>Hired new Rough Rider Community Education Manager in 2022.</i></p>	<p>Recruitment &amp; Admissions</p> <p>Academic and Career Planning</p>

	seeking students		
	Traditional Students Adult Learners Online Learners Dual Credit Students Community non-degree seeking students	Review current admissions processes and remove barriers and streamline processes to better serve students	Recruitment & Admissions Academic and Career Planning
	Traditional Students Adult Learners Online Learners Dual Credit Students Community non-degree seeking students	Purchase a CRM to increase communication with prospective students, streamline application processes, and better serve students.	Recruitment & Admissions Academic and Career Planning
		Develop partnerships with prospective employers to increase student opportunities for internships and future employment.	Recruitment & Admissions Academic and Career Planning
		Partner with the Adult Education program (Career and College Readiness Institute) to recruit and transition adult basic education students into certificate and degree seeking programs at Luna	Recruitment & Admissions Academic and Career Planning Adult Basic Education
		Increase tutoring for adult basic education students	Academic and Career Planning Adult Basic Education
	Traditional Students Adult Learners	Restructure programs to support shorter time to completion, and add stackable micro-credentials so students will have documentable workforce skills sooner. (Applies to both out-of-service-area and out-of-state).	VP of Instruction and Academic Directors and Faculty
<b>Increase Luna out of service/out of state student</b>	Traditional Students Adult Learners Online Learners	Increase Luna Brand in New Mexico and out of state using social media ads (TikTok, Instagram, Facebook, YouTube, Google ads).	Recruitment & Admissions Academic and Career Planning

enrollment to 525 by 2028		<i>Contracted with O'Rourke Media group May, 2022.</i>	
	Traditional Students Adult Learners Online Learners	Increase Luna presence in out of service area high schools and community events through recruitment circuit events and school visits.	Recruitment & Admissions
	Traditional Students Adult Learners Online Learners	Host Career Technical Education, Allied Health and STEM focused campus visits ( <i>supported by LANL funding, NSF HSI-IUSE CAMINOS grant 2022 – 2025 in partnership with NMHU</i> )	Recruitment & Admissions PIs of NSF HSI-IUSE CAMINOS grant
	Traditional Students Adult Learners Online Learners	Purchase a CRM to increase communication with prospective students, streamline application processes, and better serve students.	Recruitment & Admissions Academic and Career Planning
	Traditional Students Adult Learners Online Learners	Convert the majority of academic programs to an asynchronous format and offer in parallel with face-to-face courses (excluding programs like Nursing and Dental Assisting)	VP of Instruction and Academic Directors
	Traditional Students Adult Learners Online Learners	Develop new and innovative academic programs <i>Emergency Medical Technology (2023), Surgical Technology (2023), Film Industry Technician (2022), Landscape Restoration (2022), Fire Science (2023), Sustainability Building Technology (2024)</i>	VP of Instruction and Academic Directors
	Traditional Students Adult Learners Online Learners	Restructure current academic programs to offer stackable micro credentials <i>Welding, Automotive, Film Industry Technician</i>	VP of Instruction and Academic Directors
	Adult Learners Online Learners	Expand course scheduling to accommodate adult learners. <i>Allied Health Mobile Medical Classroom will be used to expand service areas education and outreach (available spring 2023).</i>	VP of Instruction and Academic Directors
	Traditional Students Adult Learners Online Learners	Participate in a Distance Learning consortium like Acadeum.org (course sharing company) to expand Luna's reach outside New Mexico.	VP of Instruction and Academic Directors and Faculty

<b>Increase Luna adult learner enrollment to 466 by 2028</b>	Adult Learners	Develop a communication plan that targets prospective adult learners in order to better onboard this population.	Recruitment & Admissions Academic and Career Planning
	Adult Learners	Expand course scheduling to accommodate adult learners. <i>Allied Health Mobile Medical Classroom will be used to expand service areas education and outreach (available spring 2023).</i>	VP of Instruction and Registrar
	Adult Learners	Restructure current academic programs to offer stackable micro credentials	VP of Instruction and Academic Directors
	Adult Learners	Convert all academic programs to an asynchronous format and offer in parallel with face-to-face courses	VP of Instruction and Academic Directors
	Adult Learners	Increase Luna presence at Community Organization (e.g. Rotary and Kiwanis) meetings to provide information about Luna and build relationships with these civic organizations within our service area.	Recruitment & Admissions Academic and Career Planning
	Adult Learners	Increase Luna Brand in using traditional (radio, newspaper, print material) advertisement.	Recruitment & Admissions  Public Relations
	Adult Learners	Develop a Community Education Program to increase community presence on the Luna campus as well as create partnerships with community members.	Rough Rider Community Ed.
	Adult Learners	Update Luna website to increase visibility and user ease of use.	IT
	Adult Learners	Utilize the opportunity scholarship to recruit adult learners interested in returning to school.	Financial Aid Recruitment & Admissions
	Adult Learners	Add new, non-credit training that supports student upskilling and area employer worker development needs.	VP of Instruction and Contract Education Advisor and RR Community Manager and Faculty
<b>Increase dual credit student enrollment to 200 by 2028</b>	Dual Credit Students	Strengthen relationships with current dual credit high schools through increased communication, increased visitations, increased collaboration, and authentic	Rough Rider Community Ed.

		services for dual credit students. <i>(Hired Rough Rider Community Manager in March 2022 to manage relationship with schools and campuses)</i>	
	Dual Credit Students	Streamline dual credit student application and onboarding process.	Rough Rider Community Ed. Recruitment & Admissions
	Dual Credit Students	Increase online dual credit course offerings	Rough Rider Community Ed.
	Dual Credit Students	Increase eligible dual credit courses	Rough Rider Community Ed.
	Dual Credit Students	Increase number of MOUs with new high schools	Rough Rider Community Ed.



## Student Retention, Success, And Support

Goal	Target Population	Strategies	Responsible Party (ies)
Increase the average student fall-to-fall retention to 65% by 2028	Traditional Students Adult Learners Online Learners	Create a one stop shop for student support <i>(established January 2022)</i> .	VP of Instruction
	Traditional Students Adult Learners	Expand tutoring services for all academic and CTE programs.	Academic and Career Planning
	Traditional Students Adult Learners	Expand tutoring program to increase number of embedded tutors across all programs.	Academic and Career Planning ACE Tutoring Lab
	Traditional Students Adult Learners	Create and implement a Peer Mentorship program to increase sense of belonging for current students.	Academic and Career Planning
	Traditional Students Adult Learners Online Learners	Update and improve early alert program to increase student communication and support.	Academic and Career Planning
	Traditional Students Adult Learners Online Learners	Establish a proactive student support model to enhance student and support specialist relationship.	Academic and Career Planning
	Traditional Students Adult Learners Online Learners	Schedule courses to increase student access and attendance.	VP of Instruction and Academic Directors
	Traditional Students Adult Learners	Develop campus life activities to increase academic and social support and increase sense of belonging.	Academic and Career Planning
	Traditional Students Adult Learners Online Learners	Enhance student advising technology to better communicate with and advise students.	Academic and Career Planning And IT

	Traditional Students Adult Learners	Update computer labs and other facilities on campus.	IT
	Traditional Students Adult Learners Online Learners	Increase student mental health services on Luna campus (Received \$50,000 from HED for Building Rough Rider Resilience).	Academic and Career Planning Director, Allied Health & Public Service
	Traditional Students Adult Learners	Establish the Rough Rider Tiendita to decrease student food insecurity.	LCC Foundation Administration
	Primarily Traditional Students	Reestablish student clubs and organizations.	Academic and Career Planning
	Traditional Students Adult Learners Online Learners	Host multiple registration events (in person and virtual) at the end of each term.	Academic and Career Planning and Registrar
	Traditional Students Adult Learners Online Learners	Implement outreach initiative to encourage students to enroll.	Academic and Career Planning
	Traditional Students Adult Learners Online Learners	Review and streamline student registration processes.	All student support Offices
	Traditional Students Adult Learners Online Learners	Review and update course schedule requests and deadlines.	VP of Instruction and All student support offices
	Traditional Students Adult Learners Online Learners	Update Luna website to increase visibility and user ease of use.	IT
<b>Increase three-year graduation to 20%</b>	Traditional Students Adult Learners	Review and revise developmental course offerings and partner with the Career and College Readiness Institute to support adult learners.	VP of Instruction and Academic Directors
	Traditional Students Adult Learners	Review historical student enrollment data and reach out to students within one & two semesters of graduation and encourage them to return.	Academic and Career Planning Institutional Research
	Traditional Students Adult Learners	Collaborate with four-year institutions and develop a reverse transfer model.	Academic and Career Planning

	Online Learners		
	Traditional Students Adult Learners Online Learners	Collaborate with four-year institutions to create articulation agreements and transfer opportunities for Luna students.	Academic and Career Planning
	Traditional Students Adult Learners Online Learners	Collaborate with prospective employers and increase post-graduation employment opportunities for Luna students.	Academic and Career Planning
	Traditional Students	Provide transfer scholarship opportunities.	Academic and Career Planning
	Adult Learners	Increase evaluation of Credit for Prior Learning.	VP of Instruction, Academic Directors, Registrar and Academic and Career Planning

## Performance Monitoring

Performance monitoring will occur at the various areas of plan implementation, including recruitment, retention, graduation, academic program development, outreach, and co-curricular and extracurricular activities. Collectively, these measures will allow the Luna team to monitor progress and success that can be used to determine whether strategies should be kept, revised or eliminated. The below metrics will be used to monitor performance and to assess overall enrollment:

### Recruitment:

- Number of inquiries
- Number of student applications
- Student application conversion rate

### Enrollment:

- Number of students enrolled
- Student headcount
- Student full time equivalent (FTE)
- Student credit hour production
- Number of certificate and degree seeking students
- Number of non-degree seeking students

### Retention/Graduation:

- Student first- and second-year retention rates
- Student second, third- and fourth-year completion rates

**Academic:**

- Number of new/revised programs developed, implemented, and evaluated per year
- Student enrollment in new/revised programs

**Outreach:**

- Number and type of outreach events
- Participation in outreach events
- Implementation of summer programming for middle and high school students

**Co-curricular/Extracurricular**

- Number of campus life activities and number of participants
- Number of active clubs, organizations, and teams
- Number of offerings and participants in community education programs
- Number of contract education trainings
- Number of off campus events and participants
- Campus climate surveys and focus groups with different demographics

The above metrics will be used to track our progress toward a systemwide enrollment goal of 1,165 students by 2028 with a retention rate goal of 65% as the average. Based on census data and population trends in our service area, Luna must recruit significant numbers of adult learners and out of area students to meet enrollment goals. The NC SARA agreement allows Luna to offer students opportunities that don't require they move into the Luna service area.

As a long-term outreach strategy to develop the pipeline, Luna will be implementing the Rough Rider Mentorship and Summer Program. Through this program Luna will work with district schools to allow Luna student mentors to engage middle school students throughout the academic year and host a summer middle school camp at each of the Luna satellites and main campus locations with an additional high school student summer program in Las Vegas.

Luna has been awarded several student outreach and support grant awards through a partnership with New Mexico Highlands University. The funded activities are designed to increase student outreach, dual credit student opportunities and students in the STEM disciplines.

Luna has contracted with an advertising firm to increase Luna's brand and to recruit in-state and out of state students in all demographics through a digital campaign using all social media platforms.

Several of Luna's Career Technical Education programs have been restructured to offer micro credentials that are stackable and will lead to a certificate or associate degree. Additional programs will be restructured similarly to increase enrollment.

The adult basic education program is working closely with the admissions office to better recruit students who are completing their HiSET test and receiving their high school equivalency certificates.

## Section 4: Additional Institutional Data, Analysis, and Information

Data from Luna's service area counties clearly indicates a declining trend for both the high school student population and the overall county-wide resident population. Due to this declining population, Luna cannot rely solely on its service area to stabilize and reverse the declining student enrollments experienced over the past five years. Luna's recruitment strategies will have to focus on in-district adult learners and out-of-district and out-of-state traditional and adult learners.