



**Luna Community College
Strategic Enrollment Management Plan
AY 2022 – 2023 through AY 2027 - 2028**

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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 were evacuated from their homes, or were providing shelter to evacuated or homeless family members and friends. In the two years following the fire, Luna's service region continues to struggle economically and has been subjected to numerous floods and water shortages as the result of the fire. In June 2024, the college was closed for over a week because of the lack of drinkable water.

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. Many of those who survived the fire were later affected by flooding due to burned ground. Debris and mudslides continue to threaten the livelihood of local residents. But the pandemic, fire, and floods 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 provides a comprehensive roadmap 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 Planning 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.

In 2022, the Luna Board of Trustees, then President Edward Martinez, and the Strategic Enrollment Management Team worked together to identify an overall enrollment goal of 1,165 students by 2028. Two years into the plan, we remain optimistic that we can reach this enrollment target. 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.

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 five-year strategic plan (adopted March 2022). The plan 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.

Building and Cultivating a Diverse Mission Appropriate Student Body

Luna's commitment to cultivating and building a diverse student body is demonstrated by its 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. The organization of academic and student support elements of the institution have 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. Luna recognizes that 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 in to programs

where they are underrepresented and more male students into programs where they are 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.

Holistic Approach to Student Support

The organization of the student support offices follows the one-stop-shop model where all student support resources (financial aid, registrars, admissions, recruitment, student advising) are located in the same building.

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, individualizes appropriate activities and strengthens students' self-efficacy. To ensure support throughout a student's career at Luna, each Student Support Specialist has a specialty area of responsibility.

Additional contributions to a supportive student environment are being developed across the institution. Our new Public Relations Director, hired in September 2024, is developing a new communications and marketing plan with updated technology and analytics that will allow us to better track campaigns and efforts more accurately represent the opportunities at Luna. The admissions office has refined its recruitment plan to broaden its reach.

Data Collection Systems

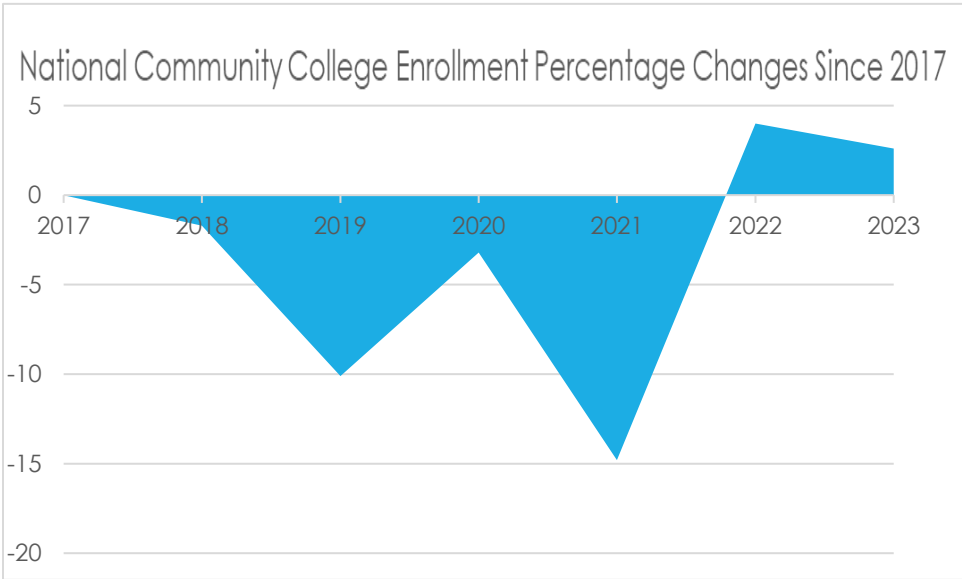
Although, Luna's Jenzabar CX technology is outdated and currently limits our ability to engage and track individual students from admission through completion. However, Support Specialists and directors use several tools to track student success using an in house Advisatron system. Luna also uses an 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. Luna's involvement in the Collaborative for Higher Education Shared Services (CHESS) and implementation of the Workday Student Information Services system began in October 2023 and Luna has staff dedicated on six implementation workstreams with a target go live date of 2027.

Section 2: Assessment of Enrollment, Retention, & Completion

National and Regional Trends

According to the National Student Clearinghouse Research Center, student enrollment at 2- year public institutions dropped significantly throughout the decade following the high in 2010. It showed its first increase in 2022, followed by another increase in 2023. However, it is still significantly below the 2010 enrollment. Figure 1 below indicates the continuing decline in 2019 with a peak decline of 14.8% in 2021. Although these declining enrollments at 2- year public institutions appear to have been exacerbated by the COVID-19 Pandemic, it does not appear that post pandemic enrollment will quickly recover to pre-pandemic rates. And despite the national upturn in the last two years, it appears that Luna enrollment will continue to lag behind the general recovery. This may be the result of the ongoing natural disasters of fire and flood as well as administrative upheaval.

Figure 1. National enrollment at 2-year public institutions from 2017 to 2023.



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 1100 increase in the number of residents since 2010 (Figure 2). The majority of students come from San Miguel County which lost 2,192 residents from 2010 to 2020. Mora County experienced the largest percentage decline, losing 692 residents in ten years.

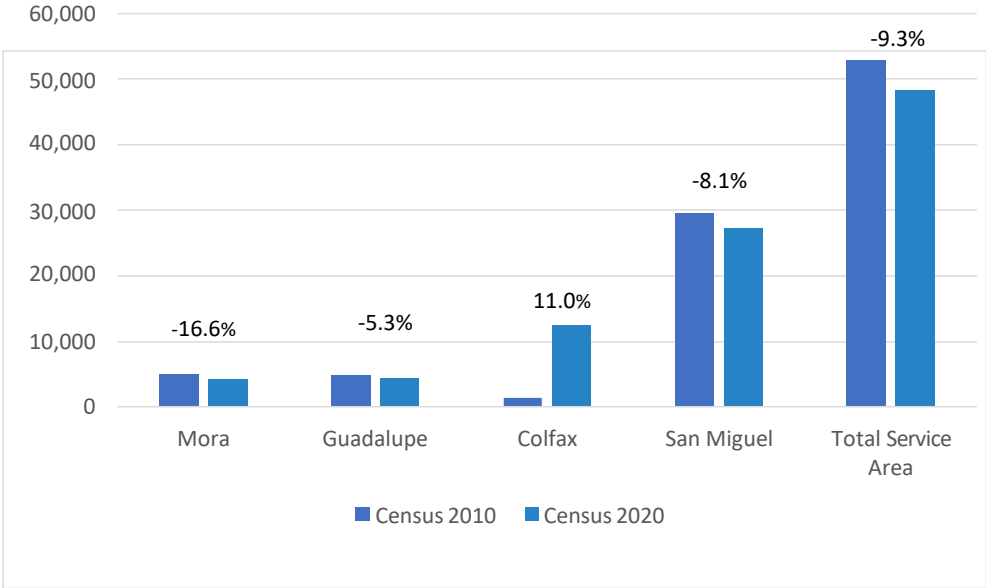


Figure 2. Luna Community College service area population.

This decrease in population by county is also reflected in the low and declining high school senior graduating class sizes in school districts within Luna’s service area (Figure 3). Although the 2023 numbers indicate an increase at some schools, it is unknown whether or not this signals a trend for coming years.

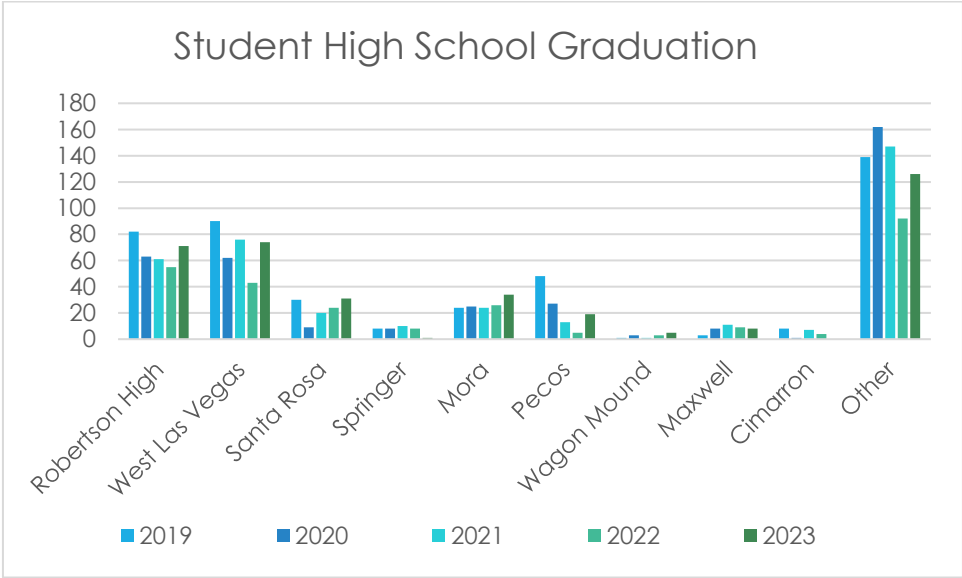


Figure 3. Regional high school graduating class size 2019 to 2023.

Historical Enrollments

Although national trends show community college enrollment to be declining, many of New Mexico’s schools are showing increases over the lows they experienced during the pandemic. Luna’s recovery has been hampered by natural disaster, but is beginning to level out. Data from the past five years shows that Luna experienced a 27% headcount decrease between fall 2019 and fall 2020, but has stayed relatively steady for the last three years(Figure 4). The decreases in Luna student enrollment resulted primarily from fewer part time students. The full-time student population experienced a 12% decrease between fall 2019 and fall 2020, but has been consistently well above the 2020 figures for the last three years.

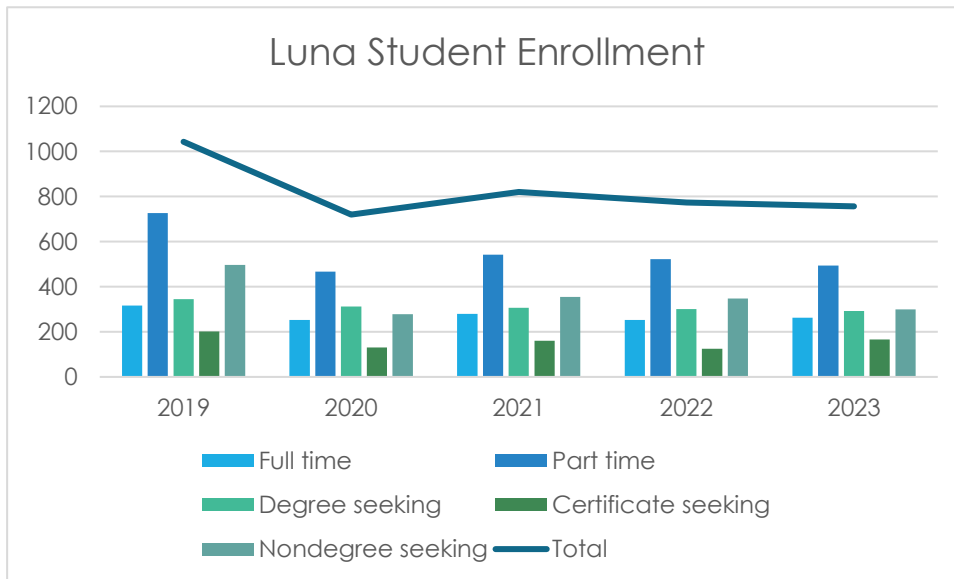


Figure 4. Luna student enrollment trends

In terms of Pell eligibility, Table 1 indicates that Luna serves a high need population. In three of the four years for data was available, over 50% of Luna students were eligible for the Pell grant. However, the data further demonstrates that not all students are taking advantage of their eligibility. In all four years, ten to thirty percent of Pell eligible recipients did not receive Pell funding.

Table 1. Pell eligible and Pell recipients for fall 2019 to 2023 terms

Fall Term	PELL Eligible Recipients	PELL Paid Recipients	% Eligible	% Recipients
2019	527	250	51%	24%
2020	434	207	60%	29%
2021	322	236	39%	29%
2022	473	208	58%	25%
2023		182		

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 the Santa Rosa School district is located. Figure 5 shows the declining enrollment of students from these counties in the past six years. These declines are a result of many factors, primarily the declining populations. 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 or increased slightly.

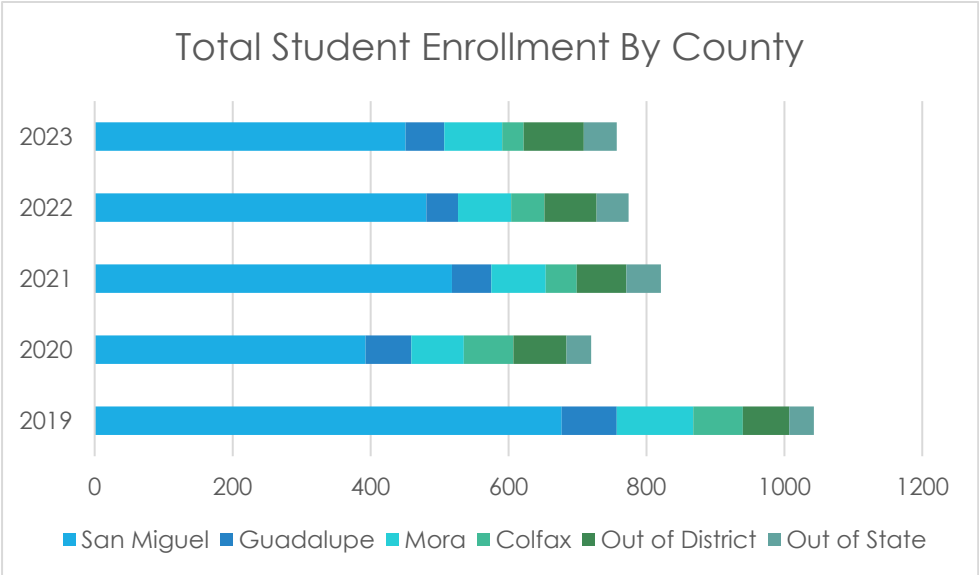


Figure 5 . Total student enrollment by county.

Overall, student enrollments by high school indicate that the majority of students enrolled at Luna come from San Miguel County (Table 2). The percent of student enrollment from the service area high schools has remained within 4 percentage points over the last five years. The decline in numbers is partly a result of the declining size of the high school graduating classes.

Table 2. Student enrollment trends by high school.

School/Area	Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023	
	#	%	#	%	#	%	#	%	#	%
Robertson High	217	20.8%	160	22.2%	185	23%	183	23.6%	180	23.8%
West Las Vegas	234	22.4%	148	20.6%	188	22.9%	182	23.5%	160	21.1%
Santa Rosa	55	5.3%	59	8.2%	53	6.5%	35	4.5%	41	5.4%
Springer	24	2.3%	13	1.8%	11	1.3%	7	0.9%	12	1.6%
Mora	79	7.6%	55	7.6%	54	6.6%	50	6.5%	60	7.9%
Pecos	18	1.7%	11	1.5%	15	1.8%	15	1.9%	13	1.7%
Wagon Mound	7	0.7%	8	1.1%	15	1.8%	9	1.2%	7	0.9%
Maxwell	13	1.2%	11	1.5%	12	1.5%	11	1.4%	4	0.5%
Cimarron	4	0.4%	15	2.1%	7	0.9%	3	0.4%	2	0.3%
Other	392	37.6%	240	33.3%	281	34.2%	279	36.0%	278	36.7%
Total	1043		720		821		774		757	

Figure 6 illustrates 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.

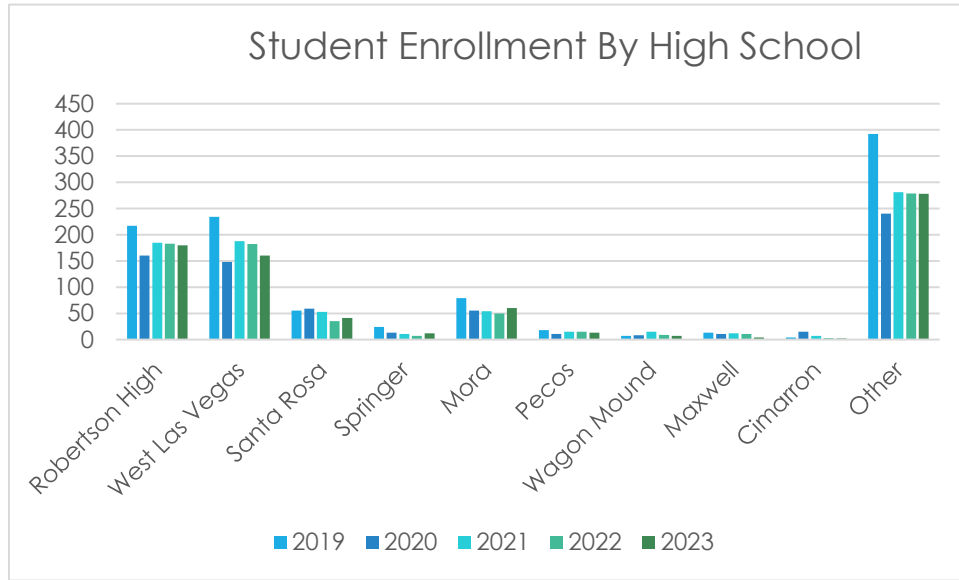


Figure 6. Number of high school graduating class attending Luna.

Over the last four years, the percentage of traditional-aged students attending Luna has fluctuated by less than 10%. The percentage of students over the age of 25 dropped significantly between 2019 and 2020, but it has seen a gradual increase since then. Contributing to the drop in 2020 was a reduced recruitment effort for this population and the COVID-19 pandemic that required many students with families to stay home to care for children or family members.

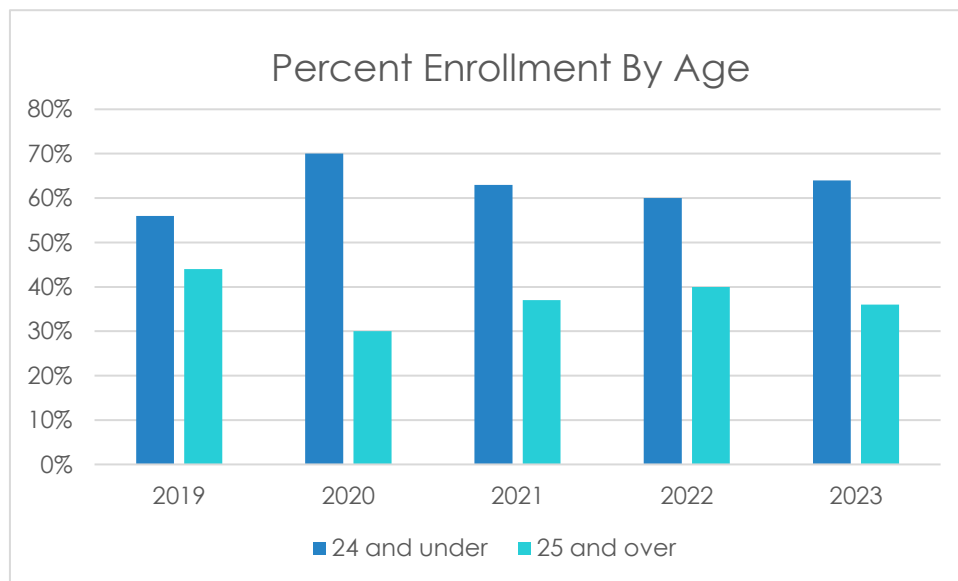


Figure 7. Percentage of Luna enrollment by age, 24 and under and 25 and over.

Luna’s student race/ethnicity distribution is primarily bimodal, with Hispanics making up an average of just over 81% of the population and white students averaging 13% of the student population. The remaining 6% 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 2019 – Fall 2023.

Total Headcount Ethnic Enrollment Trends (%)					
Fall Semester	2019	2020	2021	2022	2023
African American	1%	1%	2%	1%	2%
American Indian	1%	1%	2%	1%	2%
Asian	1%	1%	0%	1%	1%
Hawaiian	0%	0%	0%	0%	0%
Hispanic	81%	81%	81%	84%	81%
Non-Resident Alien	0%	0%	0%	0%	0%
White	15%	15%	12%	12%	12%
Two or More	0%	0%	0%	0%	0%
Unknown	1%	0	1%	1%	1%

Female student enrollment has increased and male student enrollment decreased almost every year for the last five years (Figure 8). 2022 shows an increase in percentage of male student enrollment and a decrease in percentage of female student enrollment. It will require several more years of to determine if this is a function of female students not enrolling due to increases in the traditionally female caregiving roles brought on by the fires, or Luna’s strategies are bearing fruit.

Luna has not collected self-identifying data pertaining to sexual orientation and gender identity. These categories will become reportable in 2024 due to changes in gender data reporting at HED.

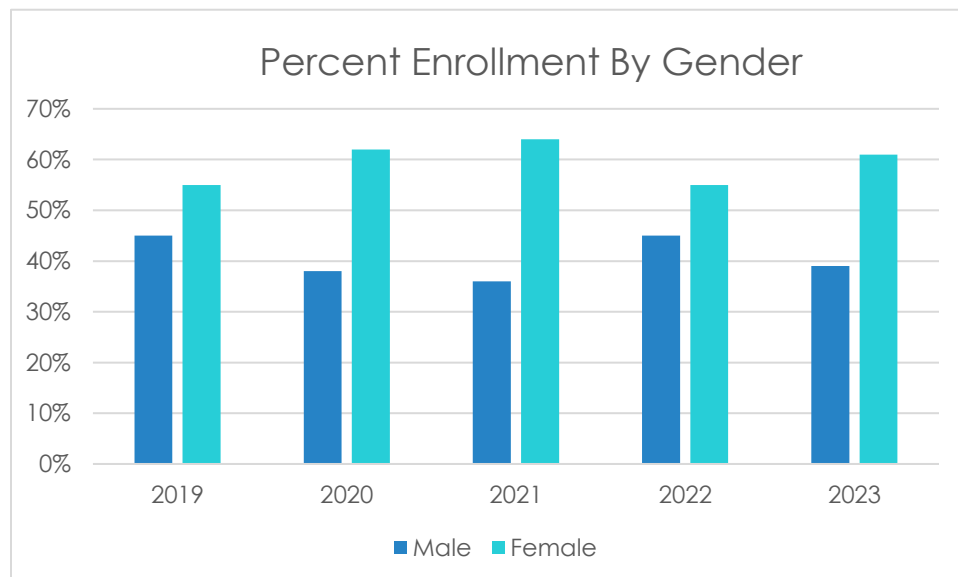


Figure 8. Luna headcount by gender Fall 2017 through Fall 2021

New Mexico 2020 Census data indicates that the population from Luna’s service counties is majority male (Table 4), which differs from Figure 8 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 traditional aged students 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 award earned. While there was a decrease in degree and certificate seeking students enrolled in 2020, Figure 9 shows that over the last three years the number of degree and certificate seeking students has fluctuated very little. The majority of non-degree seeking students are Dual Credit students who are categorized as non-degree seeking because they are undeclared. Changes in Dual Credit enrollment protocols may change the ratios.

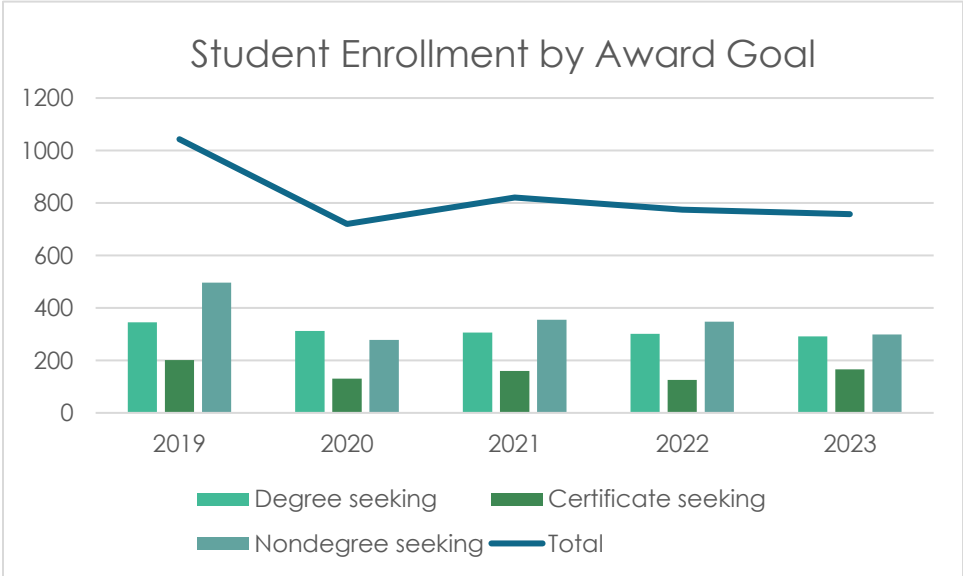


Figure 9. Student enrollment by award goal from Fall 2019 – Fall 2023

Enrollment of degree seeking students by modality (face to face, hybrid, or online only) has increased for both distance learning and hybrid (Figure 10). The sharpest decrease has been in face to face. This marked decrease in face-to-face course enrollment follows the national trend and is a function of the pandemic and its ongoing impact on student modality preferences.

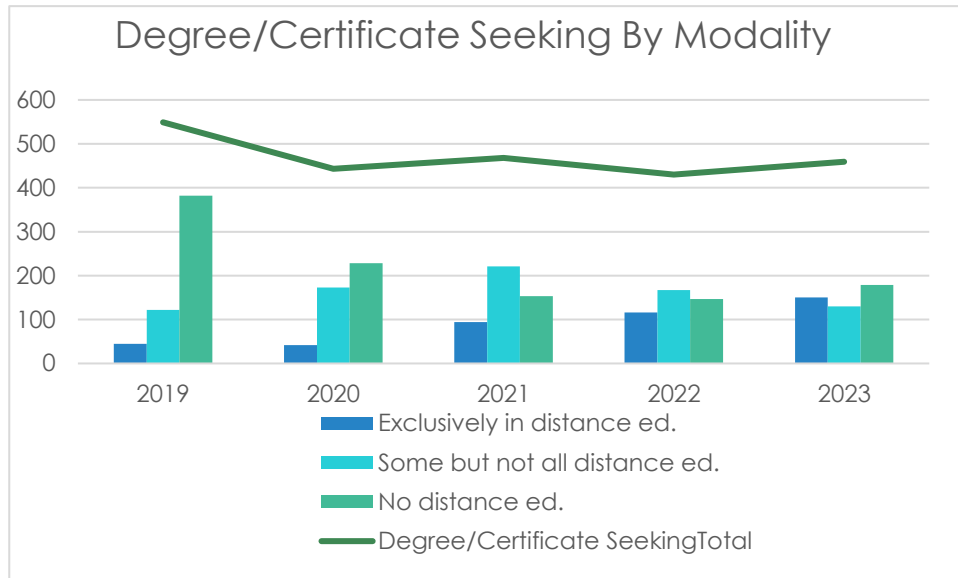


Figure 10. Degree seeking students by modality.

Previous enrollment reports showed a slight overall decreasing trend of first-time-full-time freshman since fall of 2018. The first-time-part-time freshmen enrollment has remained relatively flat since 2017, with a one-year upturn in 2019. 2023 shows an increase in both full-time and part-time first-time freshman enrollments. It will require several more years to determine whether this is an increasing trend. (Figure 11).

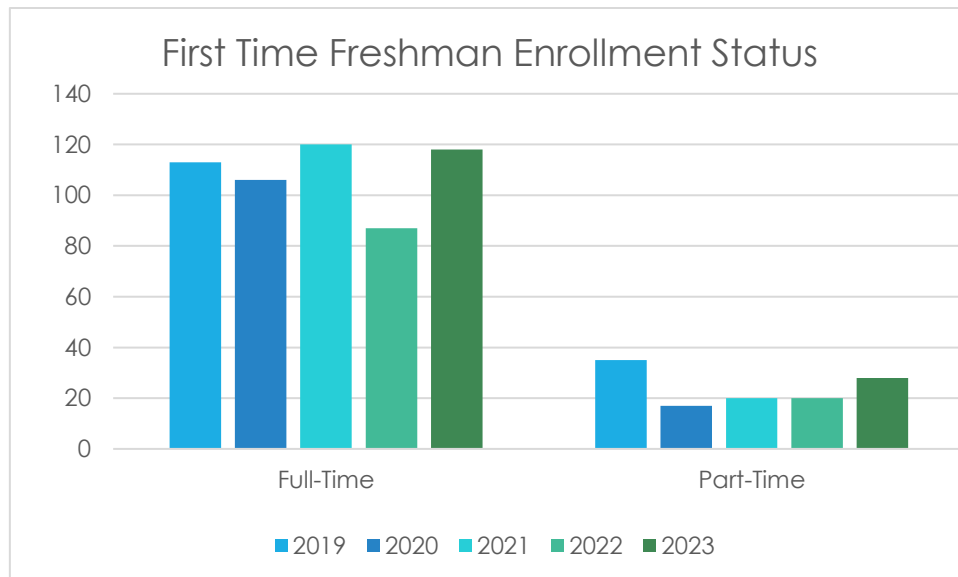


Figure 11. First-time freshman by enrollment status.

Dual Credit Enrollment Data

Dual Credit student enrollment from Luna’s service area schools remained relatively consistent from 2019 through 2023. Table 5 shows the number of dual credit students attending Luna, regardless of high school class level. From 2019 through 2023, dual credit enrollment remained relatively flat.

Table 5. Overall dual credit student enrollment Fall 2019- Fall 2023

	2019	2020	2021	2022	2023
From All High Schools	167	183	175	181	174

Table 6 is the number of dual credit students attending Luna after their high school graduation. The combined average enrollment at Luna by previously dual credit students for the years 2019 to 2023 is 104.

Table 6. Dual credit student enrollment post-high school graduation.

Dual Credit Student Enrollment Post HS Graduation						
School	2019	2020	2021	2022	2023	
Robertson High	18	27	20	20	22	
West Las Vegas	25	16	29	14	29	
Santa Rosa	9	4	2	2	7	
Springer	1	0	3	0	0	
Mora	13	8	10	5	7	
Pecos	7	2	1	0	1	
Wagon Mound	1	0	0	0	0	
Maxwell	1	0	0	1	0	
Cimarron	0	0	0	0	0	
Other	43	48	43	47	38	
Total	118	105	108	89	104	
Example: Students enrolled in Fall 2019 that graduated from HS in 2019.						

Student Retention and Graduation

Fall to spring and fall to fall retention of full-time students has improved slightly in the last five years (Figure 12). However, the oscillating values from year to year make it difficult to conclude any particular pattern. The average fall-to-fall retention from 2019 to 2023 is 52.86%, up two percentage points from the previous five-year average. 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 75%, up just one percentage point from the previous average. The average fall-to-spring retention rate is 75%, up just one percentage point from the previous average.

Although Low graduation rates are to be expected from open enrollment institutions where many students are not college ready, graduation rates did go up significantly from 2019 to 2020. However, the impact of the pandemic, followed by fires and floods have again depressed graduation rates. Numerous strategies that were seen to be successful prior to the pandemic, as well as new strategies are being employed to reverse the downward trends.

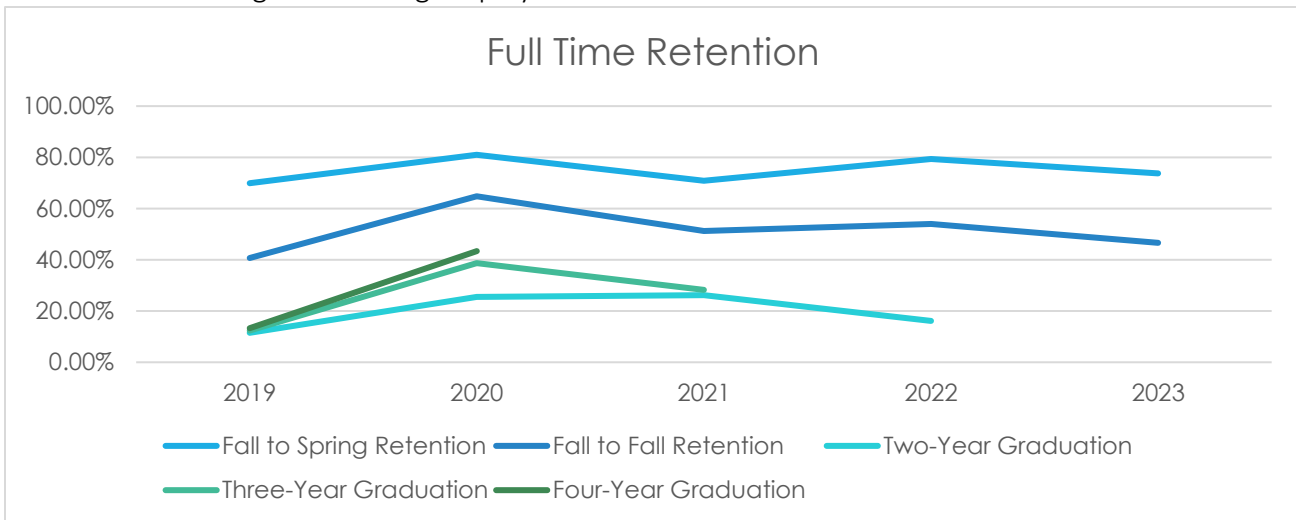


Figure 12. Full-time retention (%).

The fall-to-fall retention of students that attended Luna as dual credit students is overall higher than the general population, as is the two-year graduation rate for this population, and both are trending up.

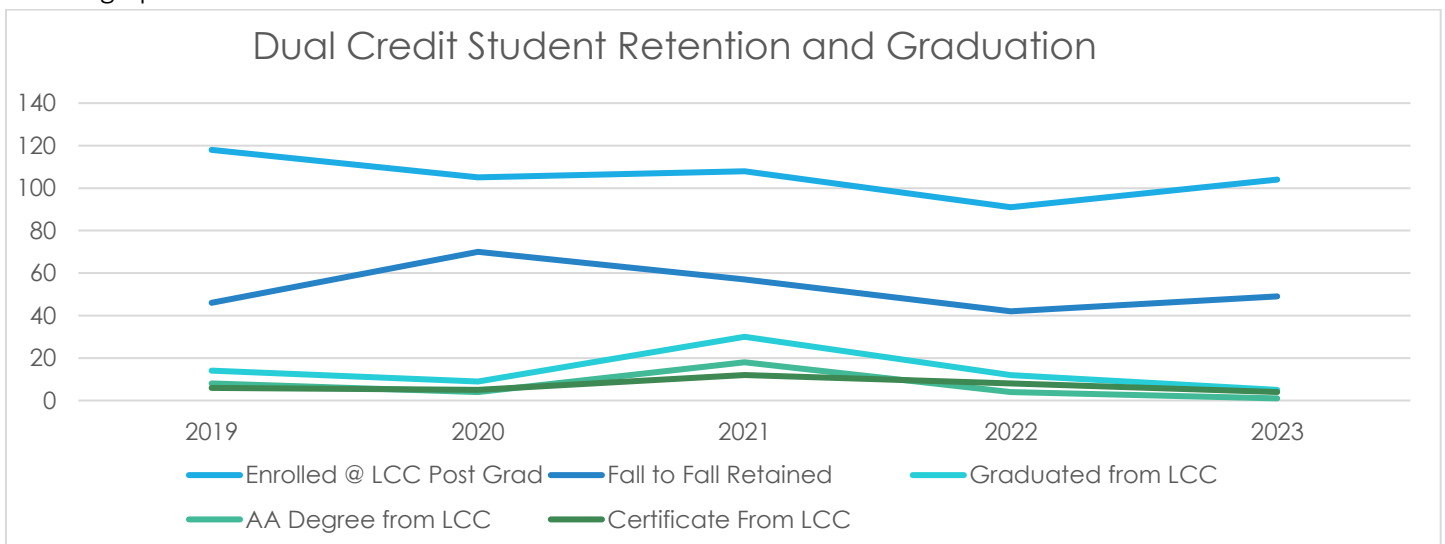


Figure 13. Dual credit student retention and graduation

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 school students. 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.

Our newly hired Public Relations Director is updating our marketing plan to specifically target the adult learner market, as well as traditional students. Luna uses social media accounts like Facebook and Instagram. The college also uses traditional marketing strategies like newspaper ads, press releases, radio ads, billboards, a registration banner placed in the local area, and participation in local parades.

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, Marketing and Success

Goal	Target Population	Strategies	Status	Responsible Party(ies)
Increase Luna service area student enrollment to 650 by Fall 2028	Traditional Students Adult Learners Online Learners Dual Credit Students Community non-degree seeking students	Increase Luna Brand in service area using non-traditional, radio, newspaper, print material, advertisement and social media ads like TikTok, Instagram, Facebook, YouTube, Google.	Contracted with O'Rourke Media Group (OMG) May, 2022, to increase social and print media presence.	Recruitment & Admissions Public Relations
		Make changes in branding and in style of print ads	Hired new Public Relations Director Fall of 2024.	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.	Sent 30 and 60 second videos about Luna to every high school counselor in NM and southern Co. Sent out virtual campus tours nationwide.	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.	Fire and flooding recovery delayed Hosted 3 High Schools in Spring 2023 Hosted 6 in Spring 2024 with LANL sponsored event for all area schools in April 2024.	Recruitment & Admissions Academic & Career Planning
	Traditional Students Adult Learners Online Learners Dual Credit Students Community non-degree seeking students	Fill open positions in student support departments	Hired Recruitment and Admissions Manager January 2023 Hired new Admissions Counselor May 2023 and October 2023.	Recruitment & Admissions Academic & Career Planning

Student Enrollment, Recruitment, Marketing and Success

Goal	Target Population	Strategies	Status	Responsible Party(ies)
	Traditional Students Dual Credit Students	Host High School Counselor Days on the Luna campus to increase relationship with counselors and communicate information about Luna academic programs.	Student Success Specialists and Recruitment and Admissions visited local high schools and counselors visited school..	VP of Instruction & Student Services Rough Rider Summer Program Director
Increase Luna service area student enrollment to 650 by Fall 2028 (cont.)	Traditional Students Dual Credit Students	Implement the Rough Rider Mentorship and Summer Bridge Program to create student pipeline from district middle schools through high school to college schools.	Secured RPSP funding to implement program Fall 2022. Hired Rough Rider Summer Program Director in Summer 22. Began mentorship in middle schools fall 22 with 4 summer programs in Las Vegas, Santa Rosa, Mora, and Springer in summers of 2023 and 2024.	Recruitment & Admissions Academic & Career Planning Administration
	Adult Learners	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.	President, RR Community Director and all Academic Directors participate in at least one community organization.	Executive Management Team Recruitment & Admissions Academic & Career Planning
	Traditional Students Dual Credit Students	Increase Luna presence at high school functions - athletic events, career days, college days.	Recruiters attended 7 career fairs and visited 12 High Schools in spring 23 and 24. Increasing number of events to 40 by Spring 2026.	Recruitment & Admissions Academic & Career Planning

Student Enrollment, Recruitment, Marketing and Success

Goal	Target Population	Strategies	Status	Responsible Party(ies)
	Traditional Students Dual Credit Students	Partner with NM MESA to showcase Luna academic programs and host MESA events on the Luna campus.	On campus events postponed due to fires/floods. STEM faculty and Director judged statewide events for MESA during AY 22-23 and 23-24	Recruitment & Admissions Academic & Career Planning
	Traditional Students Adult Learners Online Learners Dual Credit Students Community non-degree seeking students	Develop a Community Education Program to increase community presence on the Luna campus as well as create partnerships with community members.	Hired Rough Rider Community Director in Fall 22. 15 Community Ed classes running in spring 2024.	Recruitment & Admissions Academic & Career Planning
Increase Luna service area student enrollment to 650 by Fall 2028 (cont.)	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	Cross trained Satellite staff to support Admissions and Student Success Specialists and updated the process for imputing new students. Removed transcript requirement for admission.	Recruitment & Admissions Academic & Career Planning
	Traditional Students Adult Learners Online Learners Dual Credit Students Community non-degree seeking students	Use CRM-type services to increase communication with prospective students, streamline application processes, and better serve students.	Working with CHESS and Workday to determine CRM-type capabilities of SIS.	Recruitment & Admissions Academic & Career Planning SIS Lead
	Traditional Students Adult Learners Non-degree seeking students	Develop partnerships with prospective employers to increase student opportunities for internships and future employment.	Met with local businesses Reached out to unions Working with state organizations	Recruitment & Admissions Academic & Career Planning

Student Enrollment, Recruitment, Marketing and Success

Goal	Target Population	Strategies	Status	Responsible Party(ies)
	Adult Learners	Partner with the Adult Education program to recruit and transition adult basic education students into certificate and degree seeking programs at Luna	Offering concurrent enrollment to Adult Education students. Implemented change in student status to receive all benefits of college-level students in Fall of 22	Recruitment & Admissions Academic & Career Planning Adult Basic Education
	Adult Learners	Increase tutoring for adult basic education students	The Ace Lab has appropriate tutors implemented in Fall 2023.	Academic & 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.	Welding, Automotive and Film Technology implemented stackable micro-credentials beginning Fall 2022.	VP of Instruction & Student Services Academic Directors Faculty
Increase Luna service area student enrollment to 650 by Fall 2028 (cont.)	Traditional Students Adult Learners Online Learners Dual Credit Students Community non-degree seeking students	Increase student awareness of Financial Aid opportunities, especially Pell grant funding.	Plan to begin awareness campaign Spring of 2025, after new FA Dir is hired.	Financial Aid Academic & Career Planning
	Traditional Students Adult Learners	Add industry certification to workforce programs.	Welding certification available in Spring 2022. Faculty certified with NCCER to offer NCCER certification to Automotive and Construction programs completed Fall 2024.	VP of Instruction & Student Services Director CTE Faculty
	Traditional Students Adult Learners Online Learners	Increase Luna Brand in service area using non-traditional, radio, newspaper, print material, advertisement and social media ads like TikTok, Instagram, Facebook, YouTube, Google.	Contracted with O'Rourke Media group May, 2022, to increase social media presence	Public Relations Recruitment & Admissions Academic & Career Planning

Student Enrollment, Recruitment, Marketing and Success

Goal	Target Population	Strategies	Status	Responsible Party(ies)
Increase Luna out of service/out of state student enrollment to 525 by 2028	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.	Visited at least 10 new areas since Fall of 2022. Expansion of Adult Basic Education program and increased interactions to transition students into Health and Technical fields through IET.	Recruitment & Admissions
	Traditional Students Adult Learners Online Learners	Host Career Technical Education, Allied Health and STEM focused campus visits	Implemented Fall 2023. LANL STEM day event April 2024.	Recruitment & Admissions Camino Grant Director
	Traditional Students Adult Learners Online Learners	Use CRM-type services to increase communication with prospective students, streamline application processes, and better serve students.	Working with CHES and Workday to determine CRM-type capabilities of SIS.	Recruitment & Admissions Academic & Career Planning SIS Lead
Increase Luna out of service/out of state student enrollment to 525 by 2028	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)	Majority of Social Science and Humanities and all of Business courses converted by Fall 23. Offer a variety of delivery modality to better serve diverse learners.	VP of Instruction & Student Services Academic Directors
	Traditional Students Adult Learners Online Learners	Develop new and innovative academic programs	EMT was implemented Spring 2023 and Film Industry and Land and Restoration begin Summer 2023. Fire Science, Surgical Technology, and Building Technology implemented Fall 2024.	VP of Instruction & Student Services Academic Directors
	Traditional Students Adult Learners Online Learners	Restructure current academic programs to offer stackable micro credentials	Welding (AWS microcredentials), Automotive, Film Industry Technician Implemented Fall 2022	VP of Instruction & Student Services Academic Directors

Student Enrollment, Recruitment, Marketing and Success

Goal	Target Population	Strategies	Status	Responsible Party(ies)
	Traditional Students Adult Learners Online Learners	Expand course scheduling to accommodate adult learners.	All departments offering at least one night and/or weekend class by Spring 23.	VP of Instruction & Student Services Academic Directors
	Traditional Students Adult Learners Online Learners	Participate in PBS showcase “View Point with Dennis Quaid”	Film completed and distributed	President Public Relations
	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.	Delayed because of HLC and transitions in VP of Instruction and Student Services.	VP of Instruction & Student Services Academic Directors Faculty
Increase Luna adult learner enrollment to 466 by 2028	Adult Learners	Secure funding for adult learners who do not have access to/qualify for traditional financial aid	NM HED Displaced Workers Grant and WIN grant received and implemented to support adult learners.	Academic Directors Grants Office VP of Instruction & Student Services
	Adult Learners	Develop a communication plan that targets prospective adult learners in order to better onboard this population.	Postponed to Spring of 2025 to incorporate new ideas and branding brought on by new Public Relations	Recruitment & Admissions Academic & Career Planning Public Relations
	Adult Learners	Expand course scheduling to accommodate adult learners.	EMT was implemented Spring 2023 and Film Industry and Land and Restoration begin Summer 2023. Fire Science began with non-credit in Spring 2024 and Building Technology began Fall 2024. All departments offering at least one night and/or weekend class completed in Spring 23.	VP of Instruction & Student Services Academic Directors Registrar
	Adult Learners	Develop a Community Education Program to increase community presence on the Luna campus as well as create partnerships with community members.	15 courses added and implemented since Fall 2022.	Rough Rider Community Ed.

Student Enrollment, Recruitment, Marketing and Success

Goal	Target Population	Strategies	Status	Responsible Party(ies)
Increase Luna adult learner enrollment to 466 by 2028 (cont.)	Adult Learners	Update Luna website to increase visibility and user ease of use.	To be completed by Spring 2025. New Public Relations Director is working on revamp of website.	IT
	Adult Learners	Utilize the Opportunity Scholarship to recruit adult learners interested in returning to school.	Add support to FA to process more student applications.	Financial Aid Recruitment & Admissions
	Adult Learners	Add new, non-credit training that supports student upskilling and area employer worker development needs.	Offering non-credit training in CDL and Real Estate. Added Heavy Equipment Training with newly purchased simulators commenced in summer 2024. Creating contract ed opportunities. Implemented the Wildfire Resiliency Center to offer courses in fire fighter certification and wildfire prevention, safety and recovery.	VP of Instruction & Student Services Contract Education Advisor RR Community Manager Faculty Director Wildfire Resiliency Center
	Adult Learners Community	Create a program for traditional/cultural skills instruction.	Preserving Heritage Adobe House Project begun in summer, 2023 with Adobe making workshops, is grant funded and modules with 15 students cap commenced in Sept 2024 with on target for completion in June 2025.	President VP of Instruction & Student Services Foundation Public Relations Grants Office
Increase Luna adult learner enrollment to 466 by 2028 (cont.)	Adult Learners	Create programming specifically for rapid employment.	Community Health Worker program recertified and in full operation Fall 2023 Firefighter training implemented and in fill operation Spring 2024.	Director Allied Health

Student Enrollment, Recruitment, Marketing and Success

Goal	Target Population	Strategies	Status	Responsible Party(ies)
Increase dual credit student enrollment to 200 by 2028	Dual Credit Students	Strengthen relationships with current dual credit high schools through increased communication, campus visits, increased collaboration, and authentic services for dual credit students.	Rough Rider Community Director and satellite site Office Managers increased direct services to high schools at the HS sites. Pecos, Cimmaron and Roy rejoining Luna Dual Credit program and other schools are growing percentage of student participates, although numbers are not growing as much due to shrinking HS enrollments.	Rough Rider Community Ed. Academic & Career Planning
	Dual Credit Students	Create an orientation specifically designed for online dual credit students and provide ACE Lab services specifically designed to support dual credit, including ACE Lab tutors with schedule for on-site high school visits.	Began in Spring 2023. Orientations and open houses held for dual credit students. Assessment and refinement ongoing.	Rough Rider Community Academic & Career Planning ACE Lab
	Dual Credit Students	Streamline dual credit student application and onboarding process.	All applications for regular and dual credit now go through Admissions' streamlined process. New Smartsheet application online to better capture student interested and information	Rough Rider Community Ed. Recruitment & Admissions
	Dual Credit Students	Increase online dual credit course offerings	High School Admin now accepts all courses for dual credit except remedial.	Rough Rider Community Ed.
Increase the average student fall-to-fall retention to 65% by 2028	Traditional Students Adult Learners Online Learners	Expand orientation to include more opportunities for student attendance, more information and options for online learners.	Began in Fall of 2023. Ongoing evaluation and assessment throughout 24-25 academic year.	Academic & Career Planning
	Traditional Students Adult Learners Online Learners	Create a one stop shop for student support	Established January of 2022	VP of Instruction & Student Services

Student Enrollment, Recruitment, Marketing and Success

Goal	Target Population	Strategies	Status	Responsible Party(ies)
Increase the average student fall-to-fall retention to 65% by 2028 (cont.)	Traditional Students Adult Learners	Expand tutoring program to increase number of embedded tutors across all programs.	Open more training for ACE Lab and hire specific area tutors. Began Fall 2023.	Academic & Career Planning ACE Tutoring Lab
	Traditional Students Adult Learners	Create and implement a Peer Mentorship program to increase sense of belonging for current students.	Include Regular Students to participate in internships through Mentorship Program. Scheduled for Spring 25	Academic & Career Planning
	Traditional Students Adult Learners Online Learners	Update and improve early alert program to increase student communication and support.	Implement a texting process and integrate with Foundation CRM by Spring 2024.	Academic & Career Planning
	Traditional Students Adult Learners Online Learners	Establish a proactive student support model to enhance student and support specialist relationship.	Created video and email communication as well as campus community	Academic & Career Planning
	Traditional Students Adult Learners Online Learners	Schedule courses to increase student access and attendance.	Have added evening and weekend courses; Next step is schedule analysis and follow-on course scheduling evaluation	VP of Instruction & Student Services and Academic Directors
	Traditional Students Adult Learners	Develop campus life activities to increase academic and social support and increase sense of belonging.	Hired Student Success Specialist in Summer 2024. Opened café in Spring 2024	Academic & Career Planning Bookstore Physical Plant

Student Enrollment, Recruitment, Marketing and Success

Goal	Target Population	Strategies	Status	Responsible Party(ies)
Increase the average student fall-to-fall retention to 65% by 2028 (cont.)	Traditional Students Adult Learners	Update computer labs and other facilities on campus.	Computer Replacement Plan developed in Fall 22. Initial stages implemented Spring 23 and completed in spring 24. All campus buildings now have a student computer lab and all faculty and staff have functional computer systems. Instructional/meeting room technology is upgraded to current standards.	IT
	Traditional Students Adult Learners Online Learners	Implement Luna Strong program to combat impact of fires through campus activities, student support programs and positive messaging.	Luna Strong doubled on-campus participation by Spring 2024.	Academic & Career Planning Director, Allied Heath & Public Service Grants Office Public Relations
	Traditional Students Adult Learners Online Learners	Increase student mental health services on Luna campus (Received \$50,000 from HED for Building Rough Rider Resilience).	Mental Health Program implemented Fall 2022. Added Timely Care, online mental health service, added in Fall 2023.	Academic & Career Planning Director, Allied Heath & Public Service Grants Office
	Traditional Students Adult Learners Non-degree seeking students	Provide services on campus to support non-academic needs that interfere with student success.	Implemented Tienditas in Fall 2022 to reduce food insecurity. Operated free lunch services from Spring 2022-Spring 2024.	LCC Foundation Administration Grants office Director, Allied Heath & Public Service
	Primarily Traditional Students	Reestablish student clubs and organizations.	Student Govt. and Nursing organizations re-established FA 21. ABE Student organization established Spring 23. Target Fall 24 for additional student organizations.	Academic & Career Planning

Student Enrollment, Recruitment, Marketing and Success

Goal	Target Population	Strategies	Status	Responsible Party(ies)
Increase the average student fall-to-fall retention to 65% by 2028 (cont.)	Traditional Students Adult Learners Online Learners	Host multiple registration events (in person and virtual) at the end of each term.	In person and virtual at the end of each term began Fall 2023.	Academic & Career Planning and Registrar
	Traditional Students Adult Learners Online Learners	Implement outreach initiative to encourage students to enroll.	Call Centers and support beginning Summer 2022.	Academic & Career Planning
	Traditional Students Adult Learners Online Learners	Review and streamline student registration processes.	Student outreach and early registration to begin earlier and more aggressive beginning Spring 2025.	All student support Offices
	Traditional Students Adult Learners Online Learners	Review and update course schedule requests and deadlines.	Set deadlines and add to calendar beginning Fall 2023.	VP of Instruction & Student Services All student support offices
	Traditional Students Adult Learners Online Learners	Update Luna website to increase visibility and user ease of use.	Postponed to include input from new Public Relations personnel. To be completed by Summer 2026.	Public Relations IT
Increase three-year graduation to 20%	Traditional Students Adult Learners	Review and revise developmental course offerings and partner with the Career and College Readiness Institute to support adult learners.	Expanded programming and training, focusing on air flight and health, IET training and coordinator hired.	VP of Instruction & Student Services 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.	Creating Data and Reports to follow up with emails and calls beginning FA 2023.	Academic & Career Planning Institutional Research
	Traditional Students Adult Learners	Collaborate with four-year institutions and develop a reverse transfer model.	Creating a transfer guide by SP 2024.	Academic & Career Planning
	Traditional Students Adult Learners Online Learners	Collaborate with four-year institutions to create articulation agreements and transfer opportunities for Luna students.	Create MOU's with 4-year institutions by Fall 2024.	Academic & Career Planning

Student Enrollment, Recruitment, Marketing and Success

Goal	Target Population	Strategies	Status	Responsible Party(ies)
	Traditional Students Adult Learners Online Learners	Collaborate with prospective employers and increase post-graduation employment opportunities for Luna students.	Create a career services program Implementation target Fall 2024.	Academic & Career Planning
Increase three-year graduation to 20%(cont.)	Traditional Students	Provide transfer scholarship opportunities.	Working with surrounding 4 year institutions to create scholarships and transfer opportunities.	Academic & Career Planning
	Adult Learners	Increase evaluation of Credit for Prior Learning.	Review Transcripts and evaluate equivalency to LCC courses implemented since 2000.	VP of Instruction & Student Services, Academic Directors, Registrar Academic & Career Planning

Performance Monitoring

Transitions in leadership, staff, and implementation of the new Workday Enterprise Resources Platform in Finance, Human Capital Management, Payroll, and Student Information Services has limited our ability to consistently and accurately monitor our performance over the past year. Performance monitoring is planned to 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
- 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 has implemented the Rough Rider Mentorship and Summer Program. Through this program Luna works with district schools to allow Luna 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. An additional high school student summer program at the Las Vegas site will be implemented in 2024.

Luna has been awarded several student outreach and support grants, some in partnership with other New Mexico Higher Education institutions. The funded activities are designed to increase student outreach, dual credit student opportunities, students in the STEM disciplines and special programs. 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. The Career and College Readiness Institute did become a HiSET testing center in the fall of 2024 which will better serve students in our area.

Section 4: Additional Institutional Data, Analysis, & 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.