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

Revised July 2023 by the
Strategic Enrollment Management Team

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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.

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 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 programing. 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.

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.

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.
7.

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.

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 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.

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

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. A newly developed marketing plan is being implemented in partnership with the Public Relations Office to more accurately represent the opportunities at Luna. The admissions office is developing a recruitment plan that can be assessed and revised each year.

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. For example, Luna 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.

Section 2: Assessment of Enrollment, Retention, and Completion

National and Regional Trends

According to the National Student Clearinghouse Research Center (2022), 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 14.8% in 2022 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. In New Mexico, the Luna 2-year peer institutions have also been experiencing enrollment declines and no one institution has been impacted by a greater decline.
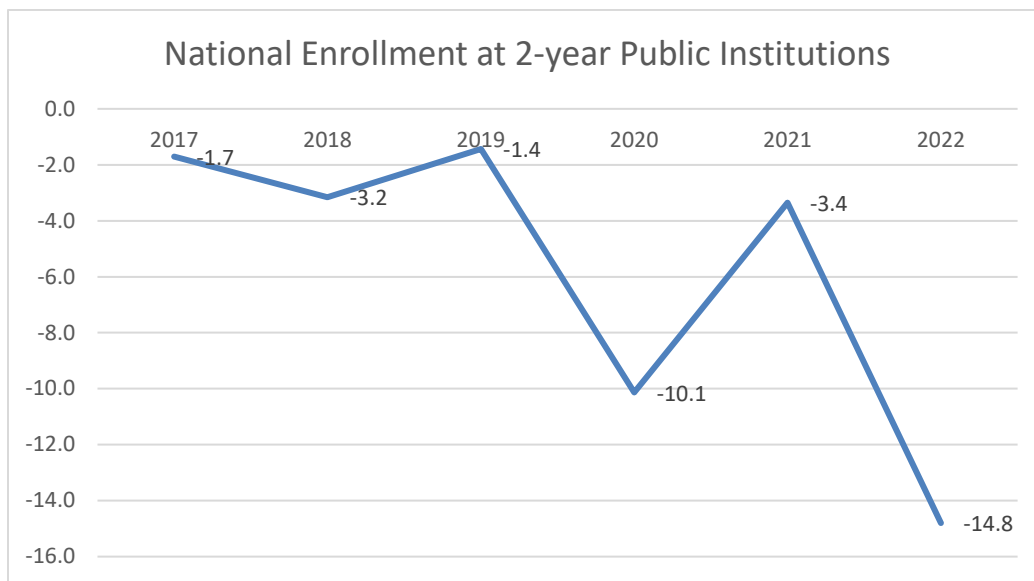
Figure 1. Percent declines in national enrollment at 2-year public institutions from 2017 to 2022.

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.
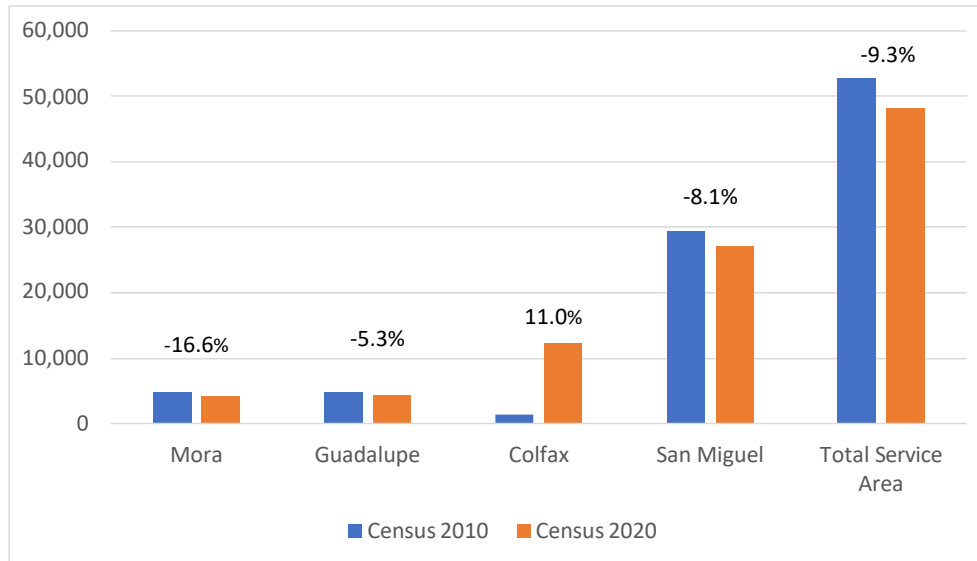
This decrease in population by county is also reflected in the low and declining high school senior graduating class sizes in school districts within Luna's service area (Figure 3). Although the 2022 numbers indicate a slight increase, it is unknown whether or not this signals a change for coming years.
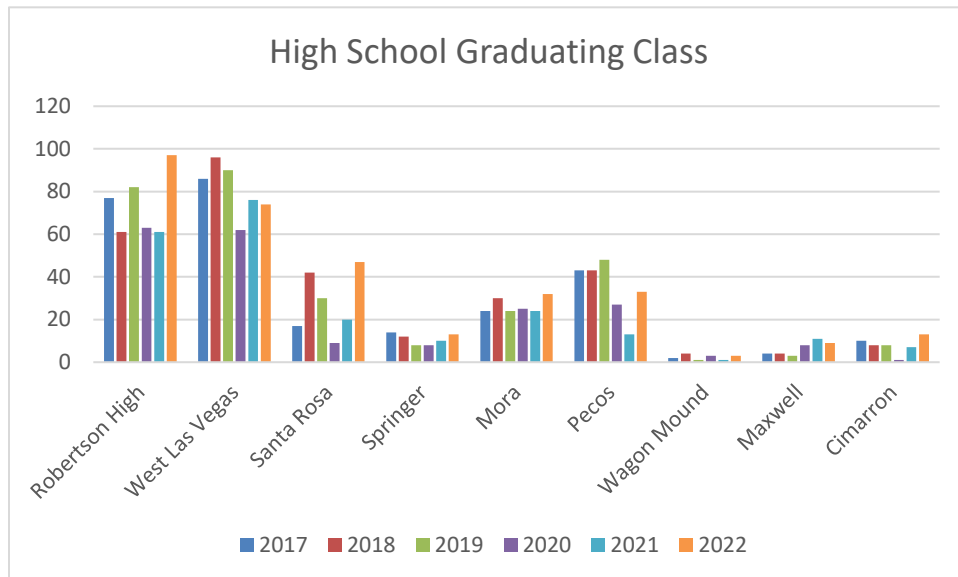

Figure 3. Regional high school graduating class size 2017 to 2022.

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 six years shows that Luna experienced a 39% headcount decrease between fall 2017 and fall 2021, but stayed steady in Fall 2022(Figure 4). 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. That population was steady, as well, from 2021 to 2022.
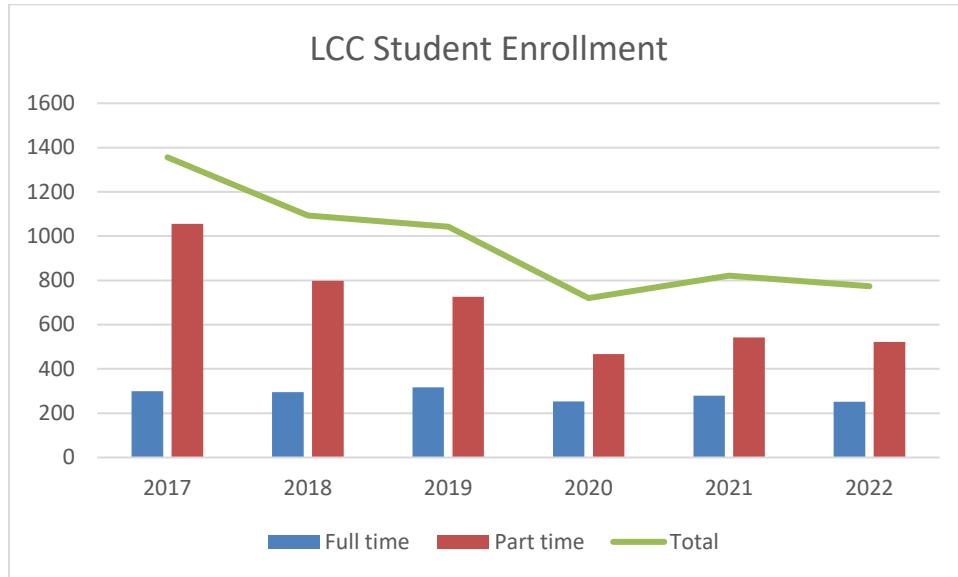
Figure 4. Luna student enrollment trends.2

In terms of Pell eligibility, Table 1 indicates that Luna serves a high need population. In four of the six 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 2022, 58% of students were eligible but only 25% 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%
2022	473	208	58%	25%

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.
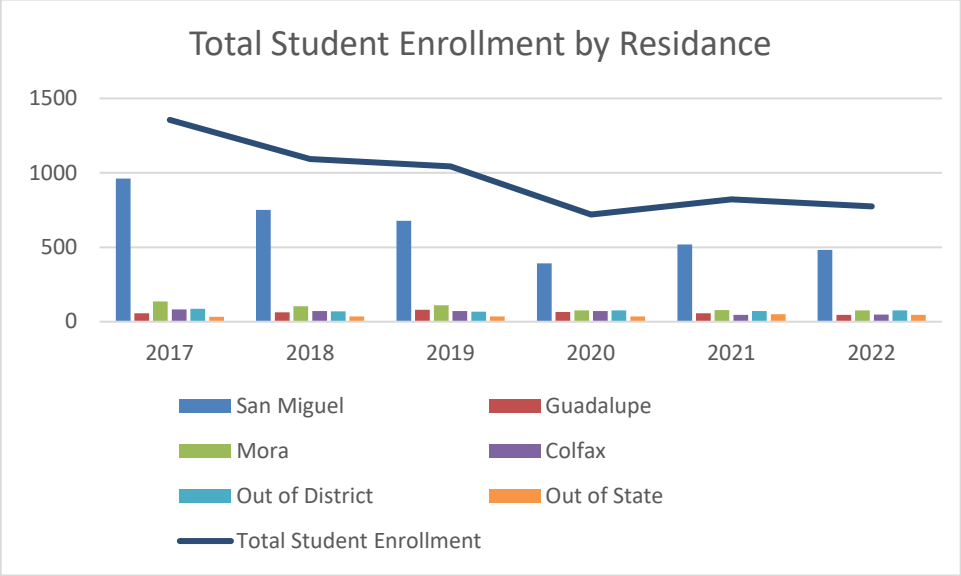

Figure 5 . Total student enrollment by residence.

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 six 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		Fall 2022	
	Number	Percent	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%	183	22%
West Las Vegas	341	21.8%	272	24.9%	234	22.4%	148	20.6%	188	22.9%	178	22%
Santa Rosa	42	2.7%	43	3.9%	55	5.3%	59	8.2%	53	6.5%	39	5%
Springer	30	1.9%	27	2.5%	24	2.3%	13	1.8%	11	1.3%	6	.7%
Mora	89	5.7%	71	6.5%	79	7.6%	55	7.6%	54	6.6%	52	6.4%
Pecos	68	4.3%	38	3.5%	18	1.7%	11	1.5%	15	1.8%	15	1.8%
Wagon Mound	11	0.7%	7	0.6%	7	0.7%	8	1.1%	15	1.8%	9	1.1%
Maxwell	7	0.4%	4	0.4%	13	1.2%	11	1.5%	12	1.5%	11	1.3%
Cimarron	12	0.8%	0	0.0%	4	0.4%	15	2.1%	7	0.9%	4	.5%
Total Service Area	**827**	**52.8%**	**641**	**58.6%**	**651**	**62.4%**	**480**	**66.7%**	**540**	**65.8%**	**497**	**61%**
Out of Service Area	**738**	**47.2%**	**452**	**41.4%**	**392**	**37.6%**	**240**	**33.3%**	**281**	**34.2%**	**315**	**49%**
Total	**1565**		**1093**		**1043**		**720**		**821**		**812**	

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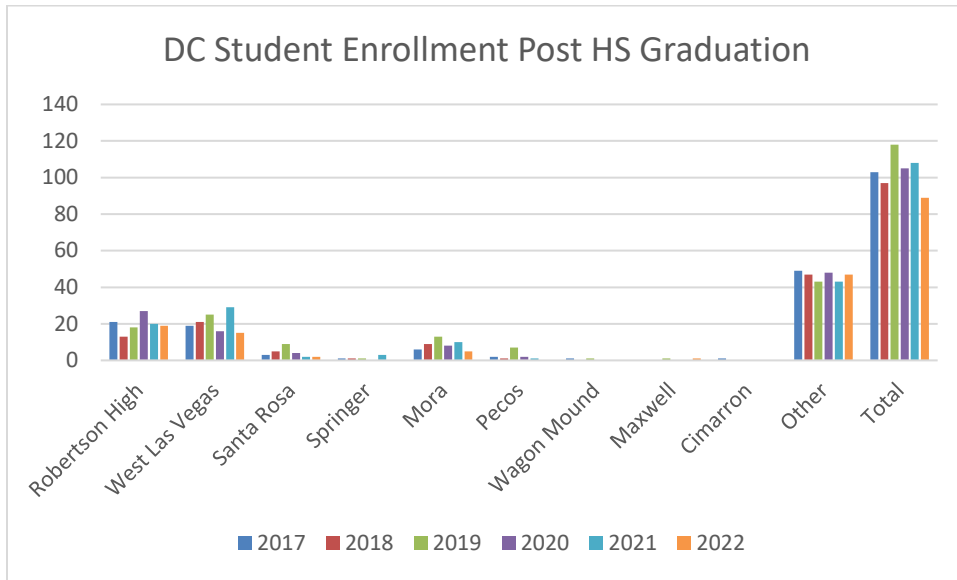
Figure 6. Percent of high school graduating class attending Luna.

The percentage of traditional-aged students has increased since 2017 however, the percentage of students ages 25 or over has decreased (Figure 7). 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 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 79% of the population and white students average 15% of the student population in the past six 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).
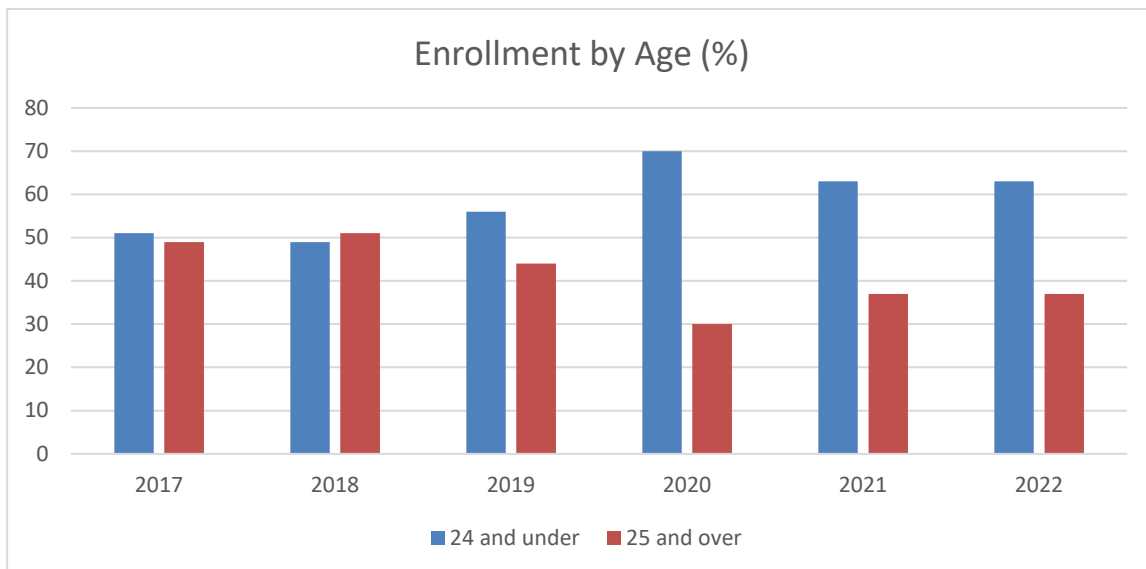
Table 3. Total Headcount Ethnic Enrollment Trends (%) Fall 2017 – Fall 2022.

Total Headcount Ethnic Enrollment Trends (%)							
Fall Semester	2017	2018	2019	2020	2021	2022	Average
African American	1%	1%	1%	1%	2%	1%	1%
American Indian	1%	2	1%	1%	2%	1%	1%
Asian	1%	1%	1%	1%	0%	1%	1%
Hawaiian	0%	0%	0%	0%	0%	0%	0%
Hispanic	79%	74%	81%	81%	81%	83%	80%
Non-Resident Alien	0%	0%	0%	0%	0%	1%	0%
White	16%	18%	15%	15%	12%	12%	15%
Two or More	0%	0%	0%	0%	0%	0%	0%
Unknown	2%	4%	1%	0	1%	1%	2%

Female student enrollment has been increasing and male student enrollment has been decreasing since 2017 (Figure 8). 2022 shows an increase in percentage of male student enrollment and a decrease in percentage of female student enrollment. It will require another year or so of data 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.
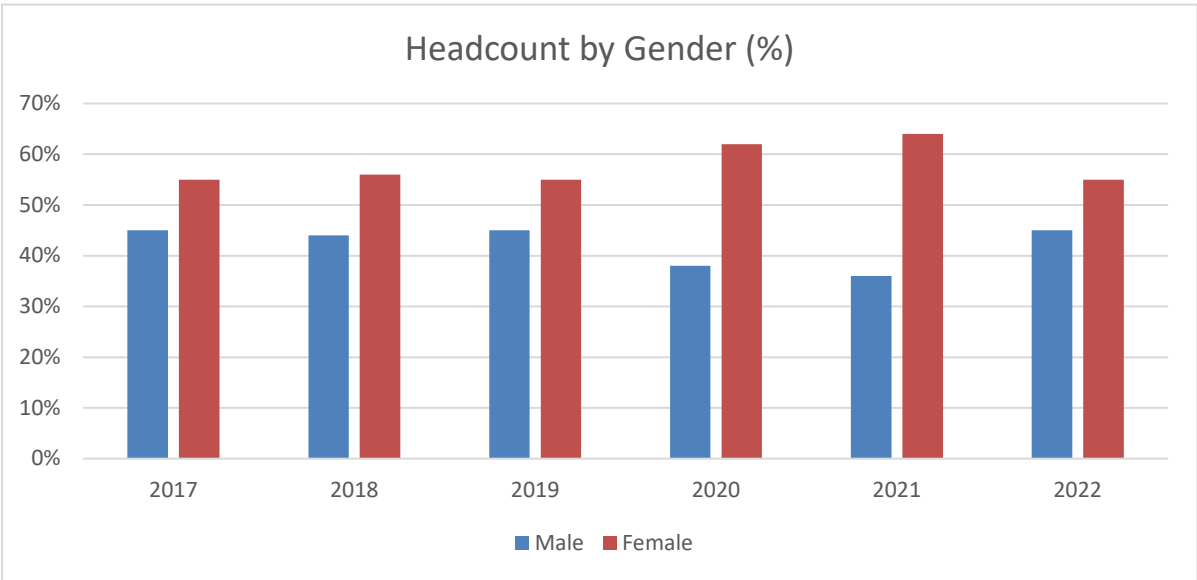

Figure 8. Luna headcount by gender Fall 2017 through Fall 2021

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 degree. Figure 9 shows that over the last six 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 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.
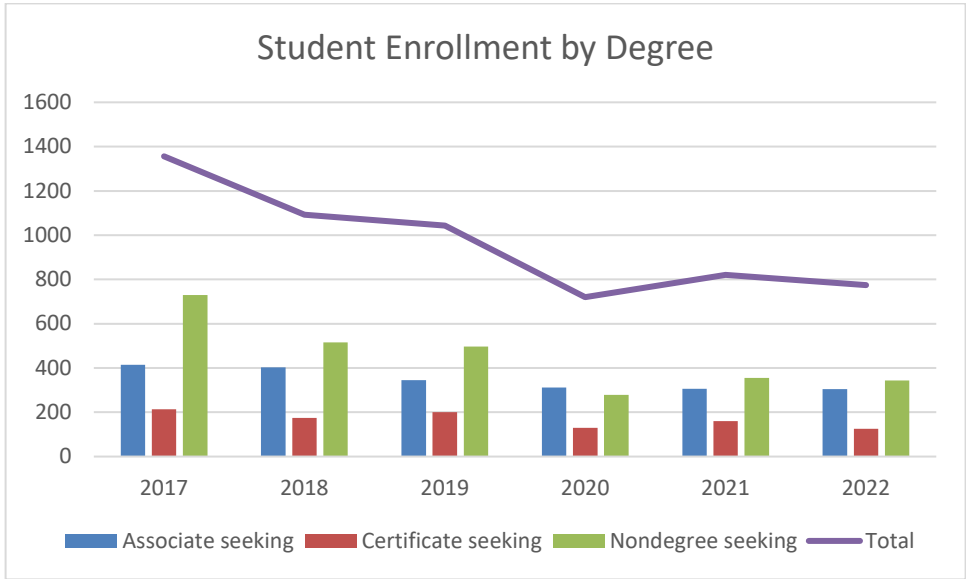
Figure 9. Student enrollment by degree from Fall 2017 – Fall 2022

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.
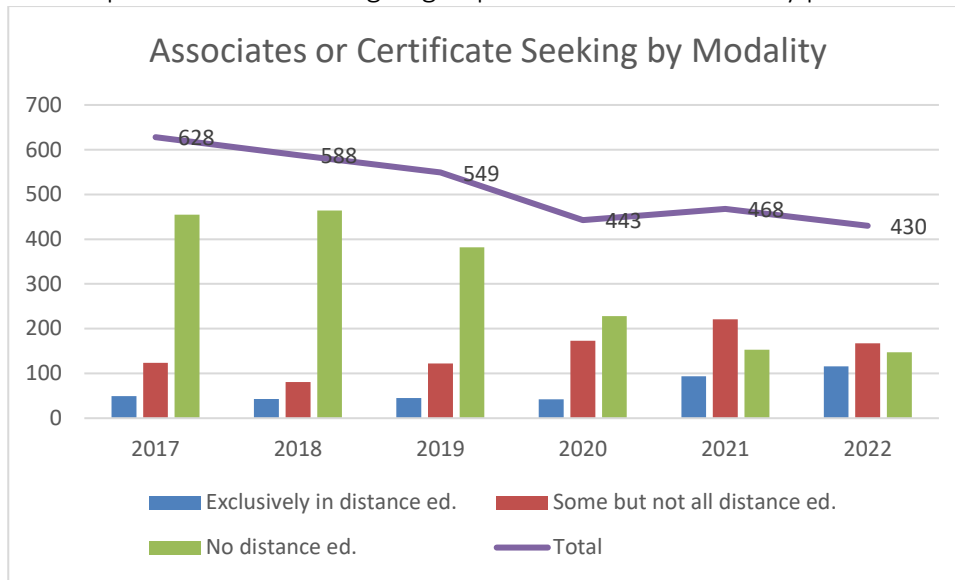
A slight overall decreasing trend of first-time-full-time freshman enrollment has occurred at Luna since fall of 2018, but pretty even with 2017. The first-time-part-time freshmen enrollment has remained relatively flat since 2017 with a peak of about 35 students in 2019 and remains flat through 2022 (Figure 11).
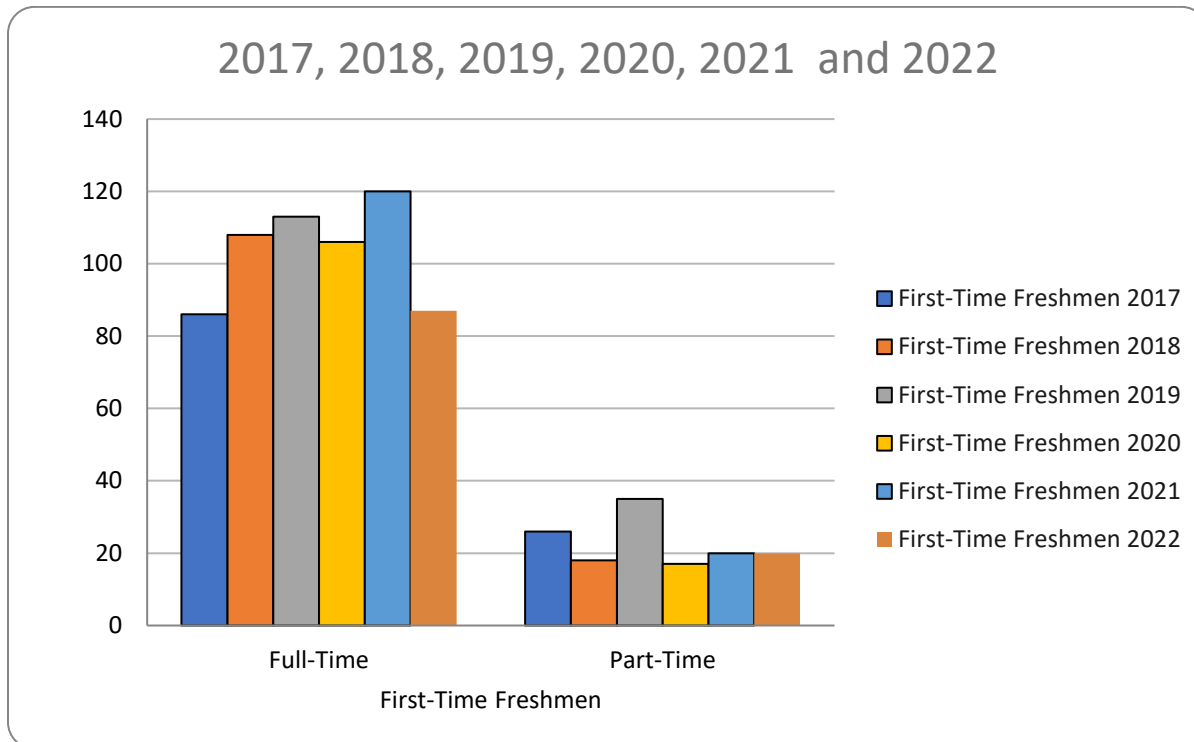

Figure 11. Nondegree seeking students by teaching modality.

Dual Credit Enrollment Data

Dual Credit student enrollment from the Luna's district schools remained relatively consistent from 2017 through 2021. The largest decreases were at 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 decreased from a high of 55 students in 2017 to three students in fall 2021 as a result of changes in the high school transportation system that required students find their own transportation. Santa Rosa has had an increasing trend since 2017. Both Mora and Springer have had decreasing trends in dual credit enrollment; however, this can be attributed to the decreasing student population at both of those schools. The remaining school districts have increased slightly so that the overall Dual Credit enrollment remained relatively flat until 2022.

Table 5 shows the number of dual credit students attending Luna, regardless of high school class level. From 2017 through 2021, dual credit enrollment remained relatively flat. It almost doubled in 2022. The increase can be attributed to the work being done by the Rough Rider Community Director and the satellite site Office Managers who began providing on-site service to the high schools in the Luna service area in the fall of 2022. This director position was created in the fall of 2022 to address community-facing initiatives like Dual Credit.

Table 5. Overall dual credit student enrollment Fall 2017- Fall 2021

Dual Credit Enrollment from all HS						
	2017	2018	2019	2020	2021	2022
Enrolled @ LCC	103	97	118	105	108	213

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 2016 to 2022 is 37%.

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

Dual Credit Student Enrollment Post HS Graduation						
School	2017	2018	2019	2020	2021	2022
Robertson High	21	13	18	27	20	19
West Las Vegas	19	21	25	16	29	15
Santa Rosa	3	5	9	4	2	2
Springer	1	1	1	0	3	0
Mora	6	9	13	8	10	5
Pecos	2	1	7	2	1	0
Wagon Mound	1	0	1	0	0	0
Maxwell	0	0	1	0	0	1
Cimarron	1	0	0	0	0	0
Other	49	47	43	48	43	47
Total	103	97	118	105	108	89

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 12). 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 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 six years, but it will take several years to see the effects of interventions on graduation rates.

Figure 12. Full-time retention (%).
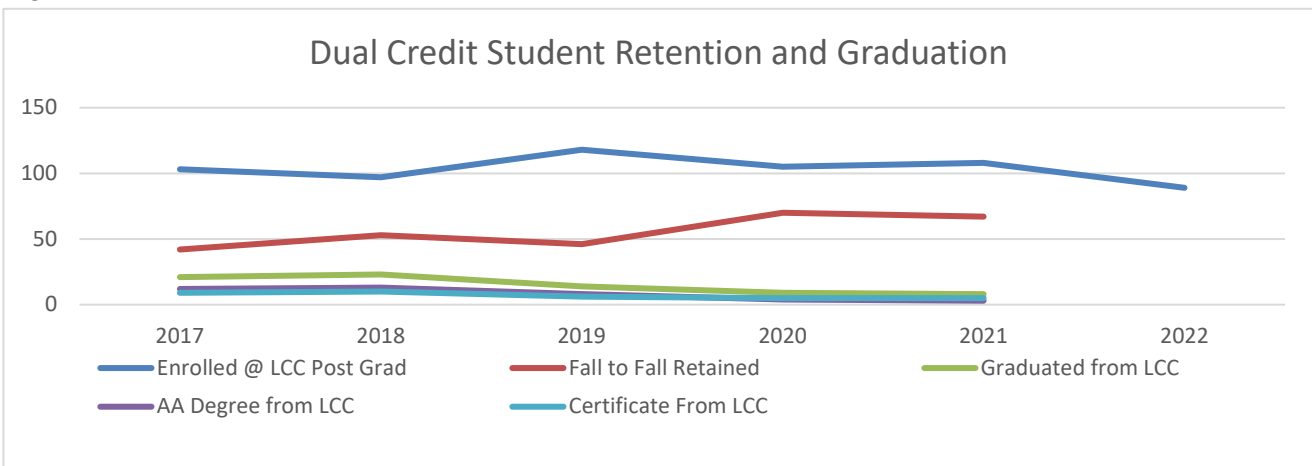
The fall-to-fall retention of students that attended Luna as dual credit students is overall higher than the general population and is trending upward (Figure 13). Similarly, the two-year graduation rate for this population is higher than the general population; however, the two-year graduation rate for this population has decreased to levels similar to the general population.
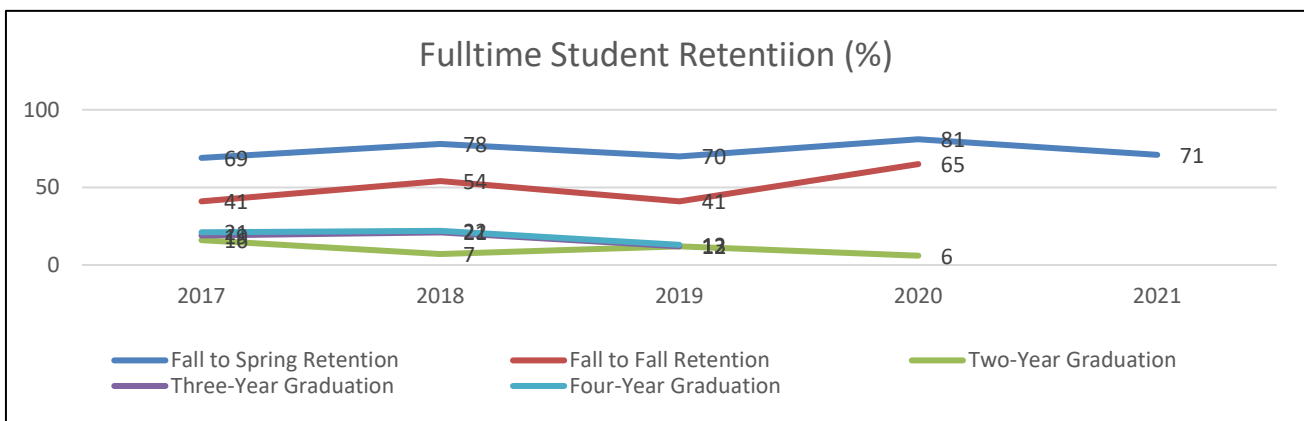

Figure 13. Dual credit student retention and graduation

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.

Public Relations has created a marketing plan to specifically target the adult learner market, as well as traditional students. Luna uses social media accounts like Twitter, Facebook, 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.

The Retention and Completion Committee has been assigned to develop and execute a three-year action plan.

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	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 May, 2022, to increase social media presence	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.	Showing a Significant increase in Dual Credit Enrollment. Sent 30 and 60 second videos about Luna to every high school counselor in NM and southern Co. Working on virtual campus tours to send out in Fall 2023	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 '23	Recruitment & Admissions Academic and 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 S2023 Hired new Admissions Counselor May 2023	Recruitment & Admissions Academic and Career Planning
	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.	Fall campus visits postponed due to fires and floods. Planned for Fall 23.	VP of Instruction Rough Rider Summer Program Director

Student Enrollment, Recruitment, and Marketing				
Goal	Target Population	Strategies	Status	Responsible Party(ies)
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 Implemented summer camps summer 23	Recruitment & Admissions Academic and 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.	Recruitment & Admissions Academic and 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.	Recruitment & Admissions Academic and Career Planning
	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.	Recruitment & Admissions Academic and 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. 11 Community Ed classes running in spring 23.	Recruitment & Admissions Academic and Career Planning

Student Enrollment, Recruitment, and Marketing				
Goal	Target Population	Strategies	Status	Responsible Party(ies)
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 updated the process for imputing new students.

Removed transcript requirement for admission. | 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. | Working with Foundation to utilize the same CRM. | Recruitment & Admissions Academic and Career Planning |
| | 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 and Career Planning |
| | 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 and Career Planning Adult Basic Education |
| | Adult Learners | Increase tutoring for adult basic education students | The Ace Lab will have appropriate tutors beginning Fall 2023. | 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. | Welding, Automotive and Film Technology implemented stackable micro-credentials beginning Fall 2022. | VP of Instruction and Academic Directors and Faculty |

		Student Enrollment, Recruitment, and Marketing		
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 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	Recruitment & Admissions Academic and Career Planning
	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 7 new areas since Fall of 2022.	Recruitment & Admissions
	Traditional Students Adult Learners Online Learners	Host Career Technical Education, Allied Health and STEM focused campus visits	To be implemented Fall 2023.	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.	Working with Foundation to utilize the same CRM.	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)	Majority of Social Science and Humanities and all of Business courses converted by Fall 23.	VP of Instruction and 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 to be implemented Fall 2024.	VP of Instruction and Academic Directors
	Traditional Students Adult Learners Online Learners	Restructure current academic programs to offer stackable micro credentials	Welding, Automotive, Film Industry Technician Implemented Fall 2022	VP of Instruction and Academic Directors
	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 and Academic Directors

Student Enrollment, Recruitment, and Marketing				
Goal	Target Population	Strategies	Status	Responsible Party(ies)
Increase Luna out of service/out of state student enrollment to 525 by 2028 (cont.)	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.	To be implemented after HLC probation is lifted	VP of Instruction and Academic Directors and Faculty
Increase Luna adult learner enrollment to 466 by 2028	Adult Learners	Develop a communication plan that targets prospective adult learners in order to better onboard this population.	To be initiated Fall of 2023	Recruitment & Admissions Academic and Career Planning
	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, Surgical Technology, and Building Technology to be implemented Fall 2024.

All departments offering at least one night and/or weekend class by Spring 23. | VP of Instruction and Registrar |
	Adult Learners	Restructure current academic programs to offer stackable micro credentials	Welding, Automotive, Film Industry Technician Implemented Fall 2022	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	Majority of Social Science and Humanities and all of Business courses converted by Fall 23.	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 service area.	President, Rough Rider Community Director and all Academic Directors belong to at least one community organization.	Recruitment & Admissions Academic and Career Planning
	Adult Learners	Increase Luna Brand in using traditional advertisement - radio, newspaper, print material.	Continue radio shows with KNMX, KFUN, and surrounding areas. Advertisement is ongoing with increased activity.	Recruitment & Admissions Public Relations

		Student Enrollment, Recruitment, and Marketing		
Goal	Target Population	Strategies	Status	Responsible Party(ies)
Increase Luna adult learner enrollment to 466 by 2028 (cont.)	Adult Learners	Develop a Community Education Program to increase community presence on the Luna campus as well as create partnerships with community members.	11 courses added and implemented since Fall 2022.	Rough Rider Community Ed.
	Adult Learners	Update Luna website to increase visibility and user ease of use.	To be completed by Spring 2024.	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. Also creating contract ed Opportunities.	VP of Instruction and Contract Education Advisor and RR Community Manager and Faculty
Increase dual credit student enrollment to 200 by 2028	Dual Credit Students	Strengthen relationships with current dual credit high schools through increased communication, increased visitations, 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. Dual credit enrollment doubled	Rough Rider Community Ed.
	Dual Credit Students	Streamline dual credit student application and onboarding process.	All applications for regular and dual credit now go through Admissions' streamlined process.	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.

		Student Retention, Success, And Support		
Goal	Target Population	Strategies	Status	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	Established January of 2022	VP of Instruction
	Traditional Students Adult Learners	Expand tutoring services for all academic and CTE programs.	Open more training for ACE Lab and hire specific area tutors beginning FALL 2023.	Academic and Career Planning
	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 beginning FALL 2023.	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.	Include Regular Students to participate in internships through Mentorship Program. Scheduled for Spring 24	Academic and 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 SP 2024.	Academic and Career Planning
	Traditional Students Adult Learners Online Learners	Establish a proactive student support model to enhance student and support specialist relationship.	Creating video email communication	Academic and 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 and Academic Directors
	Traditional Students Adult Learners	Develop campus life activities to increase academic and social support and increase sense of belonging.	Hire Student Success Specialist by Fall 2023. Open café by Fall '23	Academic and Career Planning
	Traditional Students Adult Learners	Update computer labs and other facilities on campus.	Computer Replacement Plan developed in Fall 22. Initial stages implemented Spring 23	IT

Student Retention, Success, And Support				
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	Increase student mental health services on Luna campus (Received $50,000 from HED for Building Rough Rider Resilience).	Mental Health Program implemented FA 2022.	Academic and Career Planning Director, Allied Heath & Public Service
	Traditional Students Adult Learners	Establish the Rough Rider Tiendita to decrease student food insecurity.	Implemented Fall 2022.	LCC Foundation Administration
	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 and Career Planning
	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 beginning Fall 2023.	Academic and Career Planning and Registrar
	Traditional Students Adult Learners Online Learners	Implement outreach initiative to encourage students to enroll.	Call Centers and support beginning SU2022.	Academic and 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 SP 2024.	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 and All student support offices
	Traditional Students Adult Learners Online Learners	Update Luna website to increase visibility and user ease of use.	To be completed by SU 2024.	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.	Target SP 2024.	VP of Instruction and Academic Directors

Student Retention, Success, And Support				
Goal	Target Population	Strategies	Status	Responsible Party(ies)
Increase three-year graduation to 20%	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 and 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 and 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 instituions by Fall 2024.	Academic and Career Planning
	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 and Career Planning
	Traditional Students	Provide transfer scholarship opportunities.	Working with surrounding 4 year institutions to create scholarships and transfer opportunities.	Academic and 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, 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
- 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 programing 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.

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.