



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

**Revised August 2025
by the
Strategic Enrollment Management Team**

Dr. Carol Linder, President
Rachael Lucero, Registrar
Denise Gibson, Lead Database Administrator
Dr. Henrietta Romero, VP of Instruction & Student Services
Gloria Ortiz, Director of Academic and Career Planning



Table of Contents

Section 1: Higher Education Institution Perspective	4
Mission, Vision, and Strategic Plan	5
Cultivating and building a diverse, yet mission appropriate student body for the Luna community	6
Supporting Students from Recruitment, Admissions, Financial Aid, Student Life, and Beyond	6
Data Collection Systems	7
Section 2: Assessment of Enrollment, Retention, & Completion	8
National and Regional Trends	8
Luna's Historical Enrollments	10
Dual Credit Enrollment Data	16
Student Retention and Completion	17
Section 3: Strategies for Enrollment, Recruitment, Retention,.....	18
Observations on Historical Recruitment, Marketing, and Retention Efforts	18
Enrollment and Retention Goals for 2028.....	18
Student Enrollment, Recruitment, Marketing and Success	19
Performance Monitoring.....	32
Section 4: Additional Institutional Data, Analysis, & Information	34

Section 1: Higher Education Institution Perspective

Higher education institutions nationwide face declining enrollment, financial challenges, reduced government support, and fewer donations—issues worsened by the COVID-19 pandemic. Luna Community College has been further affected by the Hermit Peak and Calf Canyon wildfires, the worst disaster in New Mexico's history, which led to evacuations and continuing problems such as flooding and resource loss. During Spring 2022, most employees and students lived in impacted areas. Beyond physical destruction, these disasters have threatened livelihoods and community stability in northern New Mexico, impacting students' decisions and ability to enroll. Luna is assessing the long-term effects while addressing ongoing threats like flooding and water safety. However, these challenges present an opportunity for the college to restructure and better serve its changing workforce needs.

The Strategic Enrollment Management Plan outlines Luna's five-year strategy for reversing enrollment declines through improved recruitment, retention, and academic programming across all campuses and online. The plan is regularly reviewed and aligns with Luna's 2022-2027 Strategic Plan. Leadership is actively pursuing the goal to increase enrollment to 867 students by 2028, emphasizing growth in degree, certificate, and non-degree programs through expanded scheduling and distance learning options. Luna's roadmap details both short- and long-term actions for sustainable enrollment 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

Offer students diverse, challenging, and regularly assessed programs.

1. Thoroughly utilize cutting-edge technology and innovative strategies to support students
2. Promote institutional financial growth to support students.
3. Establish and develop a culture of data collection, assessment, and utilization through best practices in student support.
4. Increase student enrollment.
5. 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). 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 ensure 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.

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, 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.

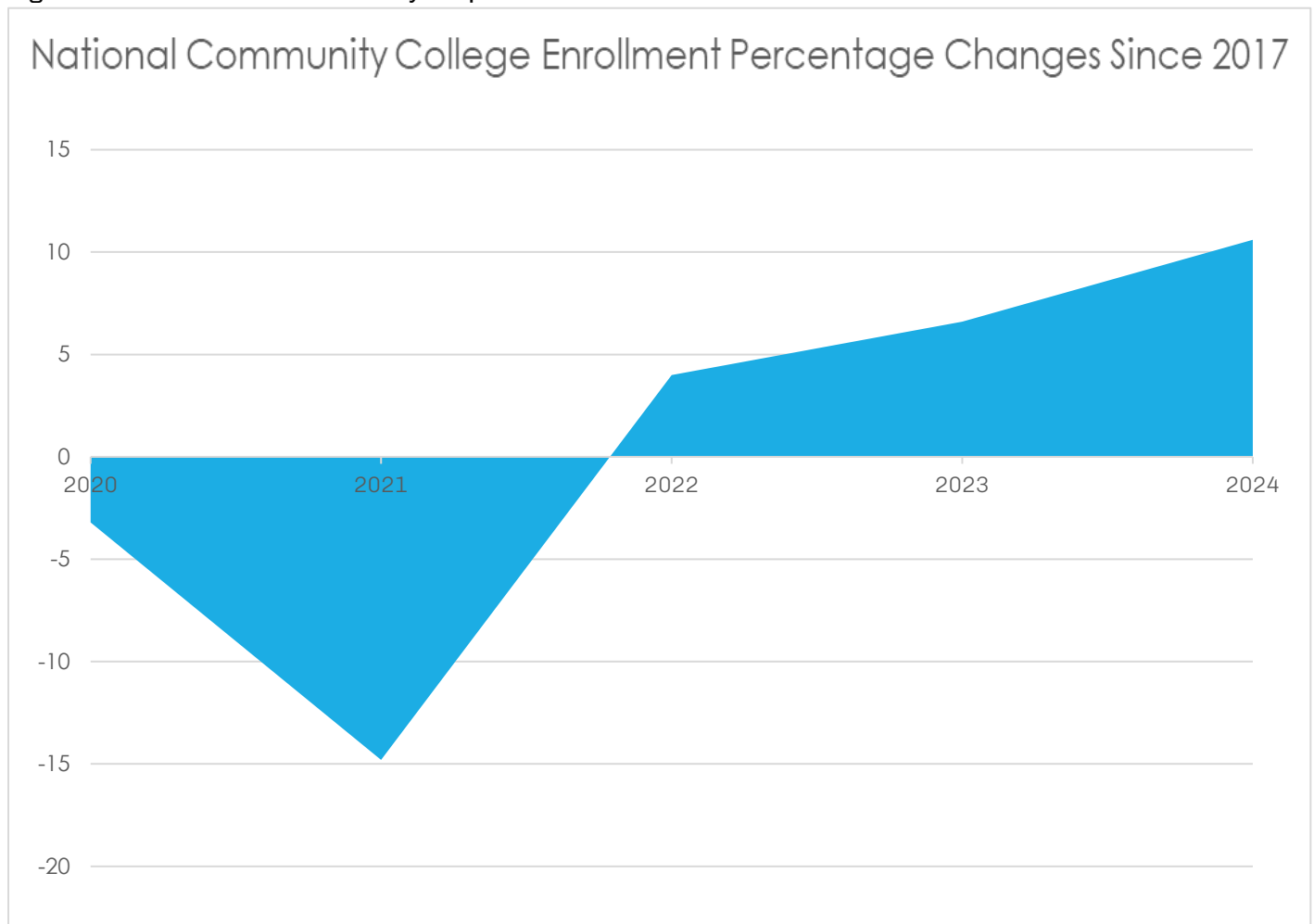
To address its limited data collection and analysis capacity, Luna has joined the Collaborative for Higher Education Shared Services (CHESS) and is implementing Workday Student. Although the new system will not come online until fall of 2027, it and the shared services at CHESS are expected to provide Luna with the opportunity for more in depth evaluation of its students and their needs.

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 increases in 2023 and 2024. However, it is still significantly below the 2010 enrollment. Figure 1 below indicates the continuing decline in 2020 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, primarily as a 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 2020 to 2024.



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 Luna’s 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.

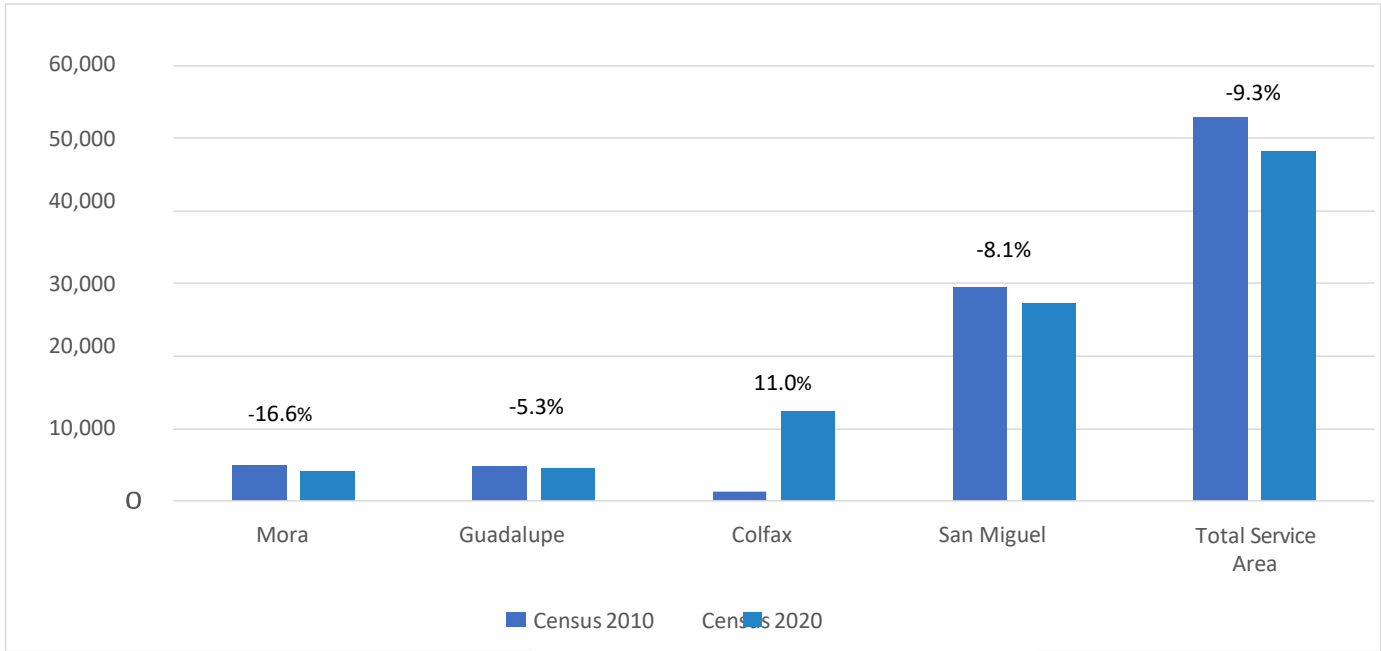


Figure 2. Luna Community College service area population.

This decrease in population by county has been reflected in lower high school senior graduating class sizes in school districts within Luna’s service area (Figure 3). Although there were precipitate drops of 2022 graduates from most schools in the disaster-affected counties, the 2023 and 2024 numbers indicate the delayed recovery from the pandemic may be underway. However, the rural communities served by Luna do continue to show declining population.

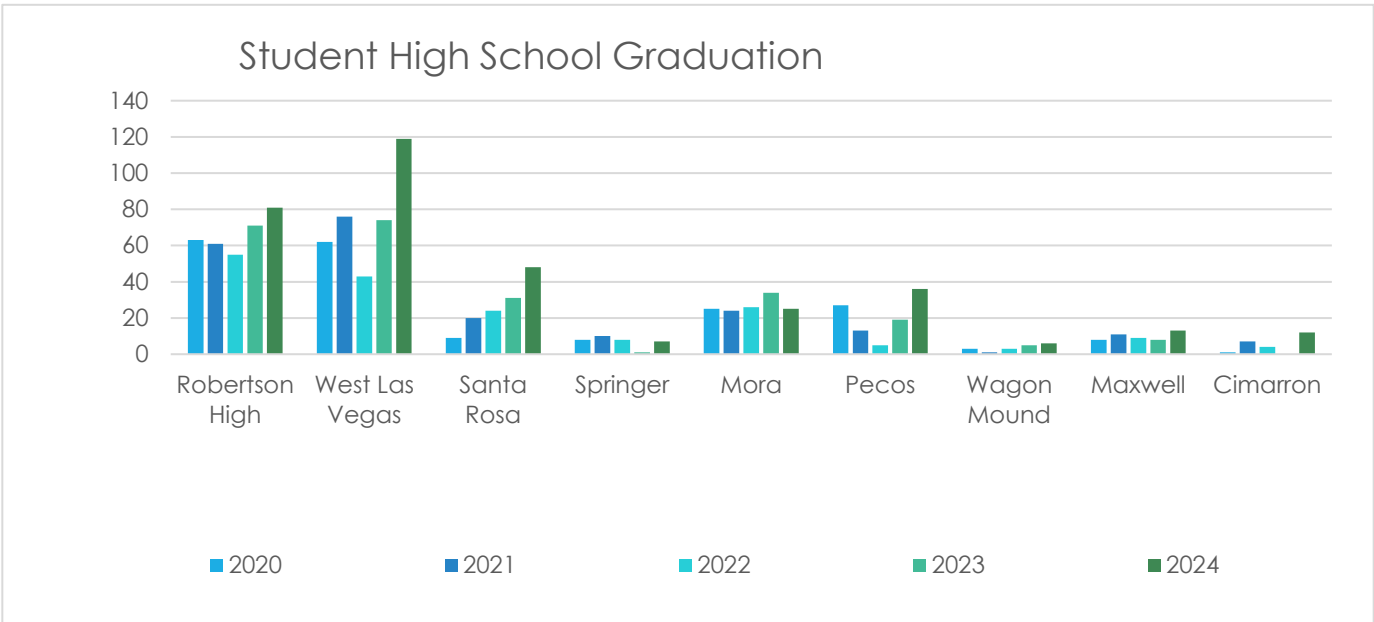


Figure 3. Regional high school graduating class size 2020 to 2023.

Luna’s Historical Enrollments

Although national trends show community college enrollment to be recovering from the lows they experienced during the pandemic, Luna’s recovery continues to be hampered by the impact on the community of the fires and ensuing floods. Data from the past five years shows that in 2021, Luna’s fall student enrollment was on the way up from its pandemic low in 2020. However, the ongoing impact of the fires and floods are having an ongoing negative impact on enrollment, although the drop is beginning to level out. (Figure 4). The decreases in Luna student enrollment have resulted primarily from fewer part time students. The full-time student population experienced a 12% decrease in the fall 2020, but has been consistently above the 2020 figures for the last four years.

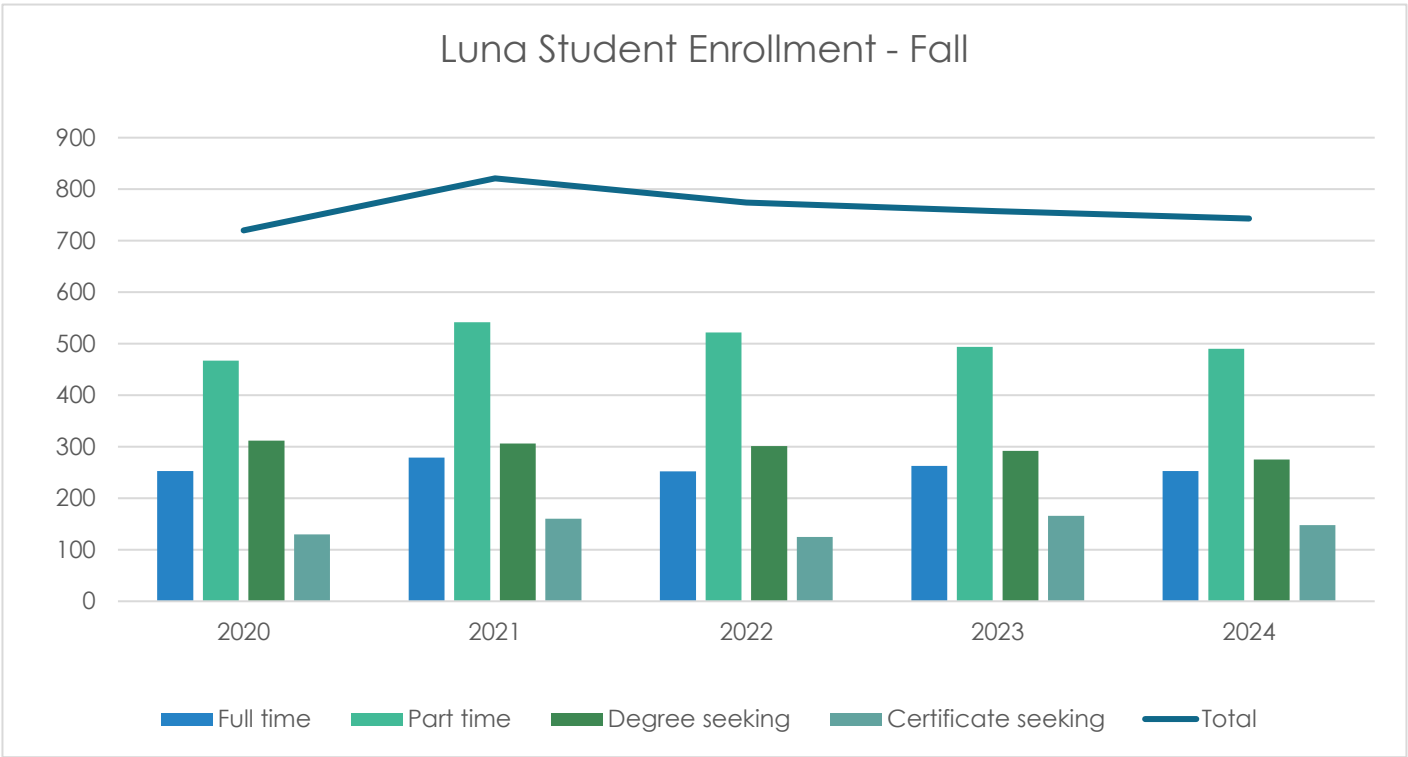


Figure 4. Luna student enrollment trends

In terms of Pell eligibility, Table 1 indicates that Luna serves a high need population. In all four years for which data was available, a significant percentage of Luna students were eligible for PELL aid. In two of the four years the numbers accounted for over 50% of the overall student population. The data further demonstrates that not all students are taking advantage of their eligibility. In all three years for which this data was available, less than thirty percent of Pell eligible recipients received Pell funding.

Table 1. Pell eligible and Pell recipients for fall 2020 to 2024 terms

Fall Term	PELL Eligible Recipients	PELL Paid Recipients	% of Total Enrollment Eligible for PELL	% of Eligible Students Receiving PELL
2020	434	207	60%	29%
2021	322	236	39%	29%
2022	473	208	58%	25%
2024	307		41%	

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.

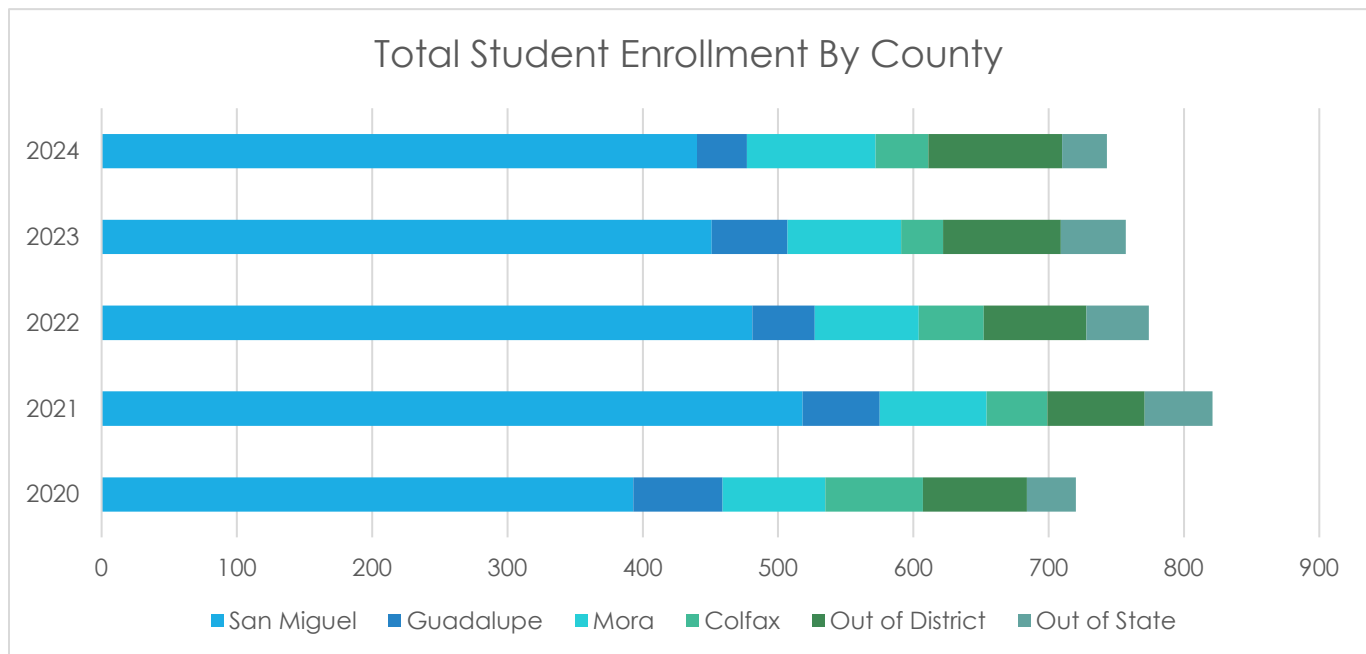


Figure 5 . Total student enrollment by county.

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 remained within 4 percentage points for the last four years, but increased significantly in 2024. The overall 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 2020		Fall 2021		Fall 2022		Fall 2023		Fall 2024	
	#	%	#	%	#	%	#	%		
Robertson High	160	22.2%	185	23%	183	23.6%	180	23.8%	233	31.4%
West Las Vegas	148	20.6%	188	22.9%	182	23.5%	160	21.1%	207	27.9%
Santa Rosa	59	8.2%	53	6.5%	35	4.5%	41	5.4%	37	5.0%
Springer	13	1.8%	11	1.3%	7	0.9%	12	1.6%	26	3.5%
Mora	55	7.6%	54	6.6%	50	6.5%	60	7.9%	89	12.0%
Pecos	11	1.5%	15	1.8%	15	1.9%	13	1.7%	0	0.0%
Wagon Mound	8	1.1%	15	1.8%	9	1.2%	7	0.9%	6	0.8%
Maxwell	11	1.5%	12	1.5%	11	1.4%	4	0.5%	13	1.7%
Cimarron	15	2.1%	7	0.9%	3	0.4%	2	0.3%	0	0.0%
Other	240	33.3%	281	34.2%	279	36.0%	278	36.7%	132	17.8%
Total	720		821		774		757		743	

Figure 6 illustrates the numbers of graduates from each high school that attend Luna each year. Although, there is no particular trend for any one high school, overall about 25% of the graduating classes from these high schools attend Luna.

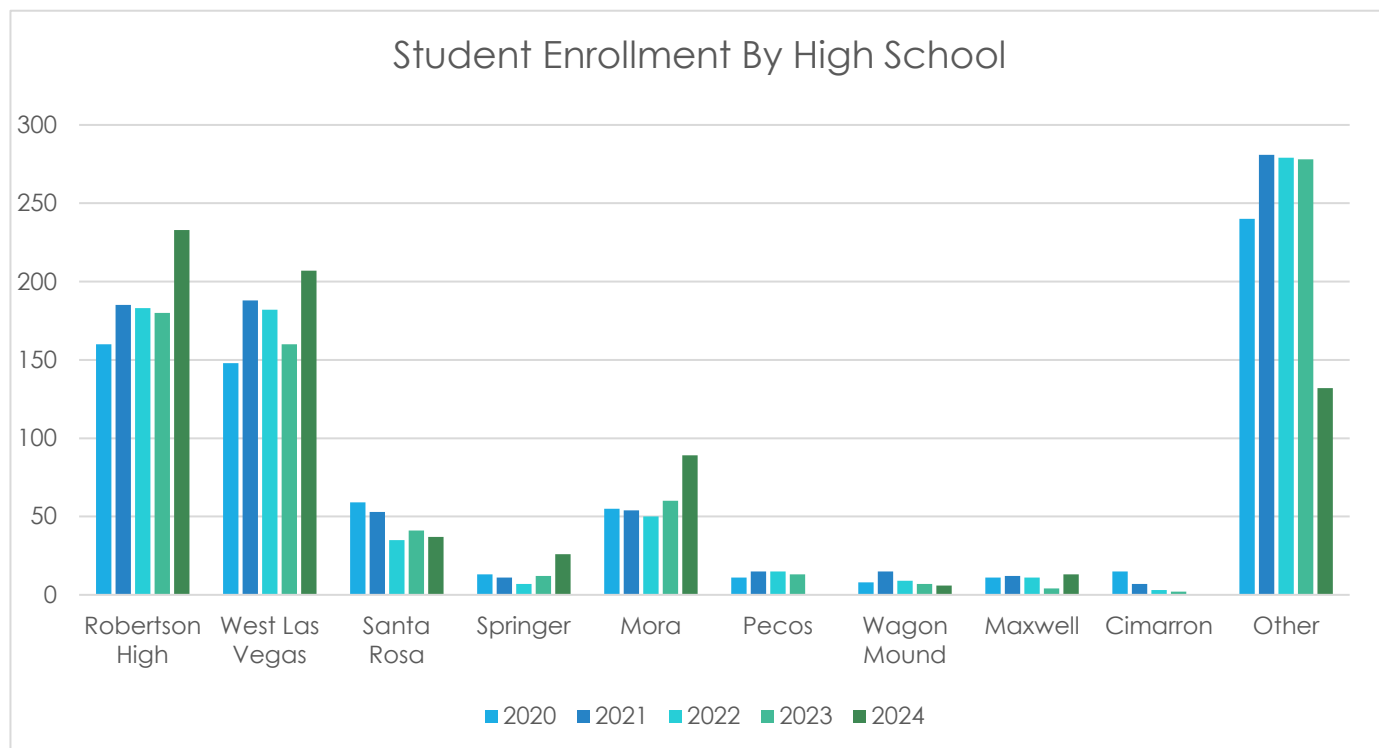


Figure 6. Number of students attending Luna from these area high schools.

From 2021 to 2023, the percentage of traditional-aged versus non-traditional-aged students attending Luna fluctuated by less than 10%. In 2024, the percentage of traditional-aged students saw a marked increase. This increase can be attributed to the increase in dual credit enrollment that year.

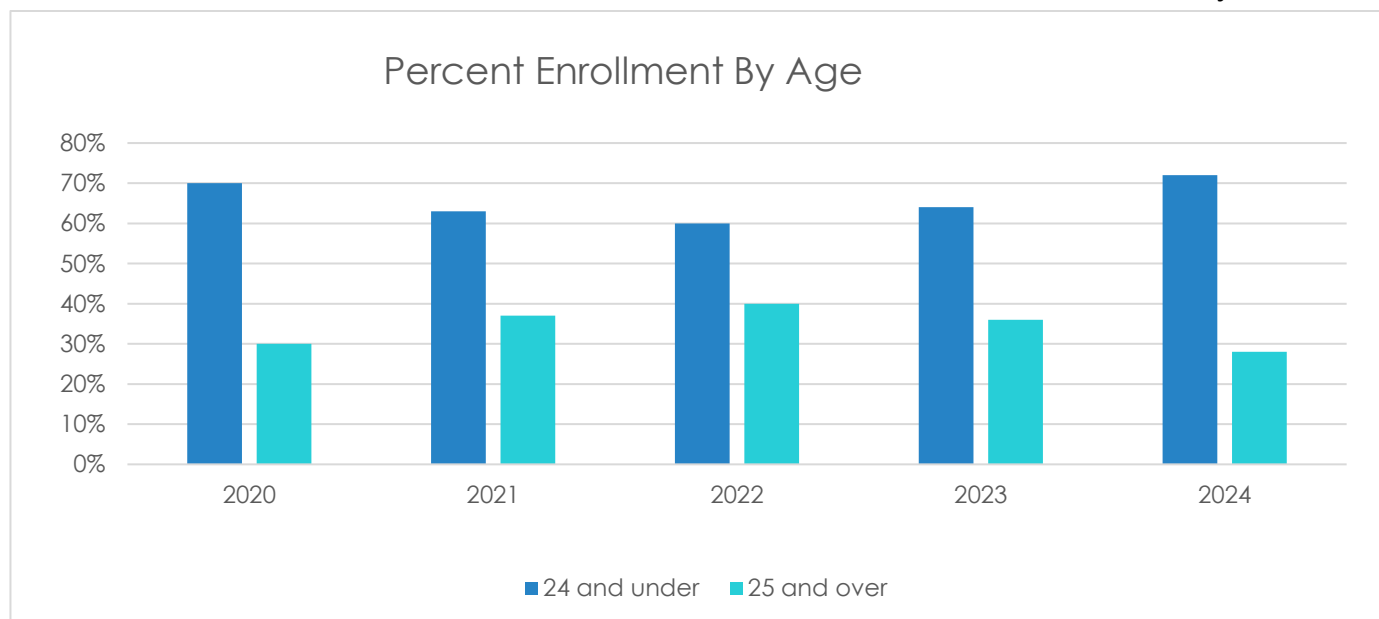


Figure 7. Percentage of Luna enrollment by age, 24 and under and 25 and over.

Luna’s student race/ethnicity distribution is primarily bimodal, with Hispanics averaging almost 81% of the population and white students averaging just over 13% of the student population. The remaining less than 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	2020	2021	2022	2023	2024
African American	1%	2%	1%	2%	2.4%
American Indian	1%	2%	1%	2%	1.8%
Asian	1%	0%	1%	1%	1.8%
Hawaiian	0%	0%	0%	0%	0.1%
Hispanic	81%	81%	84%	81%	76.0%
Non-Resident Alien	0%	0%	0%	0%	0.0%
White	15%	12%	12%	12%	15.6%
Two or More	0%	0%	0%	0%	0.4%
Unknown	0	1%	1%	1%	0.7%

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. However, in the following two years, the percentages returned to pre-2022 figures. It is possible that the 2022 change was a function of female students not enrolling due to increases in the traditionally female caregiving roles brought on by the fires. Luna has not collected self-identifying data pertaining to sexual orientation and gender identity.

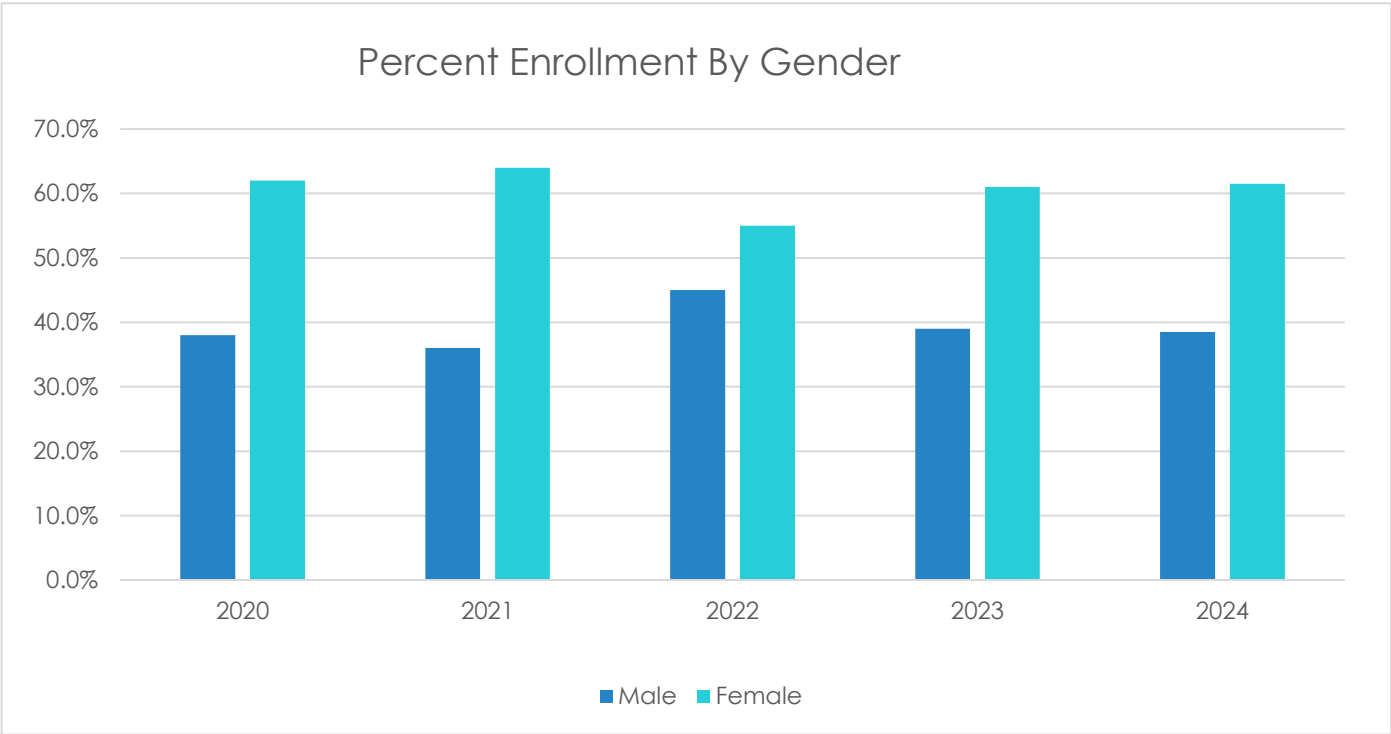


Figure 8. Luna headcount by gender Fall 2017 through Fall 2021

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. Figure 9 shows that over the last four years the number of degree-seeking students has fluctuated very little, while the non-degree seeking student numbers has been slightly more volatile. The majority of non-degree seeking students are Dual Credit students who are categorized as non-degree seeking because they are undeclared.

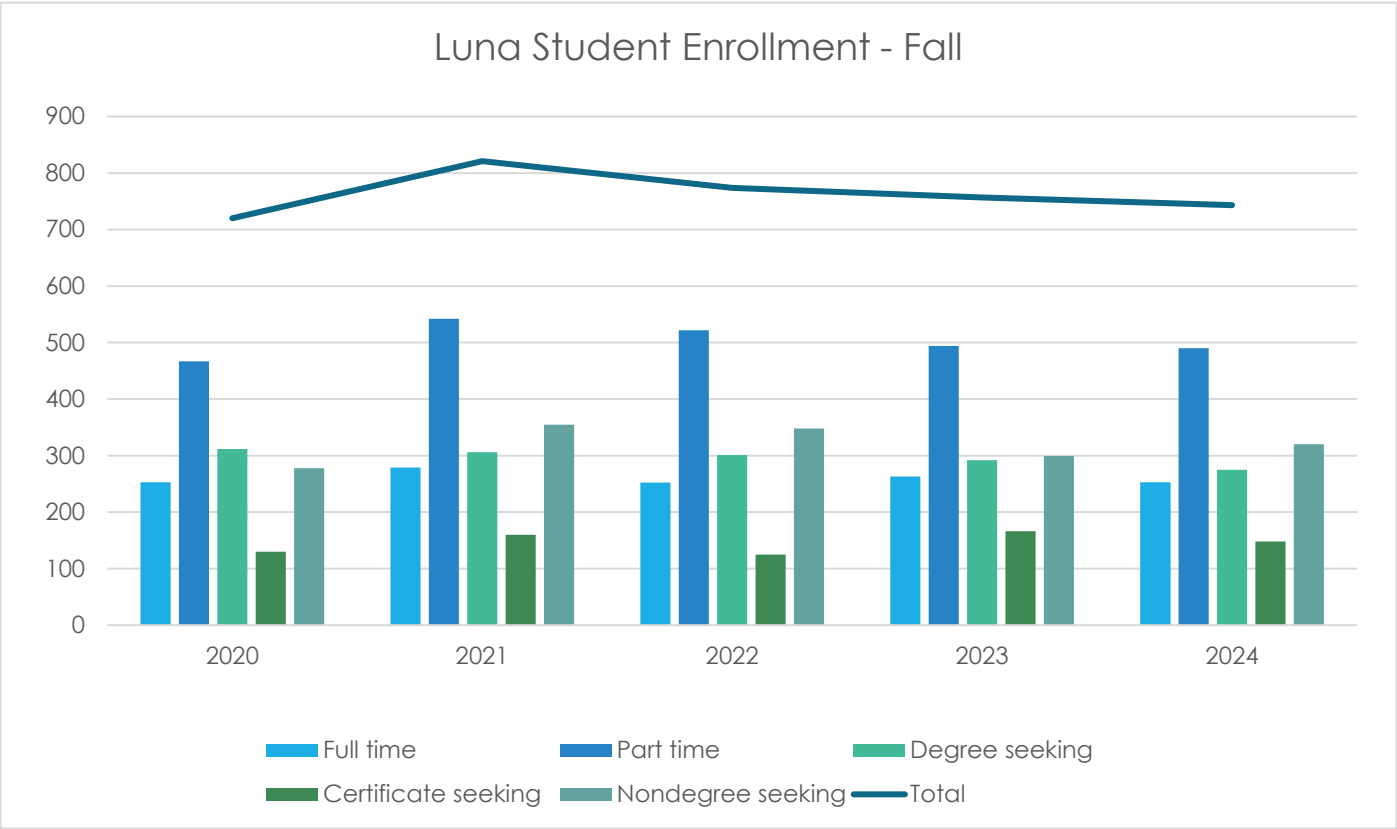


Figure 9. Fall student enrollment by award goal from Fall 2020 – Fall 2024

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.

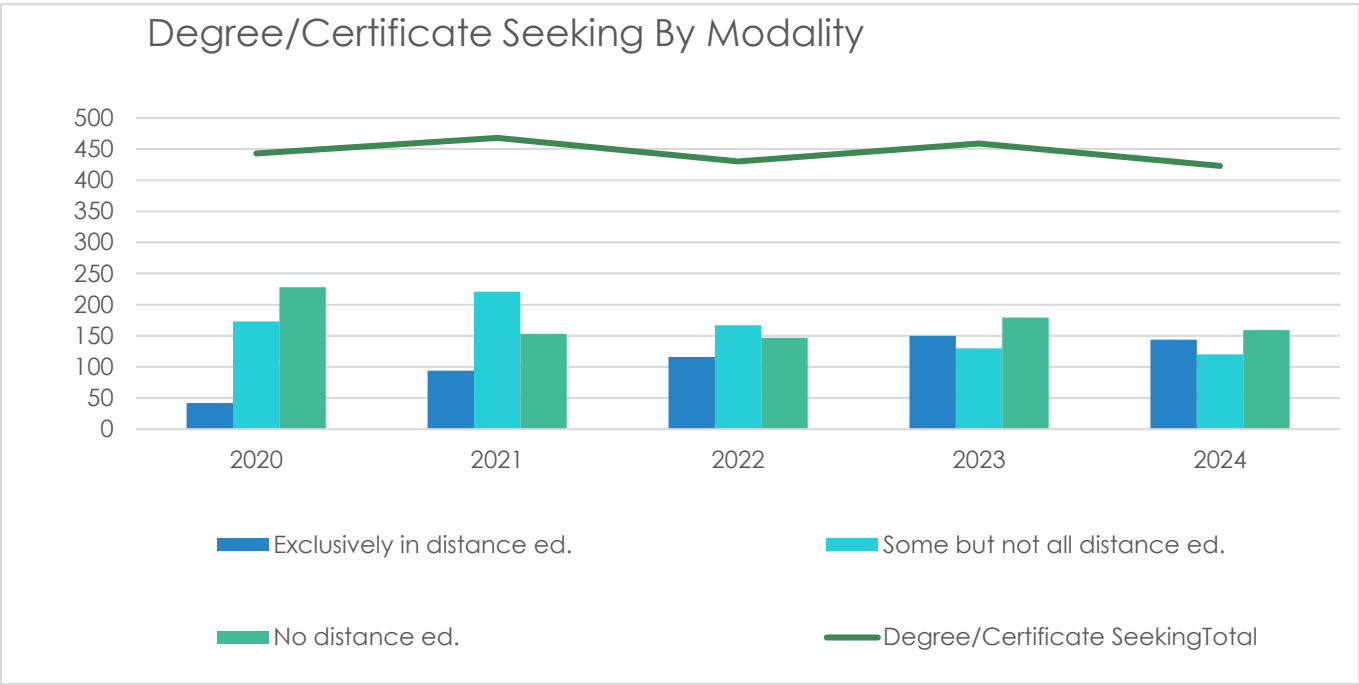


Figure 10. Degree seeking students by modality.

First-time-full-time freshman saw a significant drop in 2022, but has shown recovery over that low in 2023 and in 2024. The first-time-part-time freshmen enrollment is showing an increasing trend since 2022. (Figure 11).

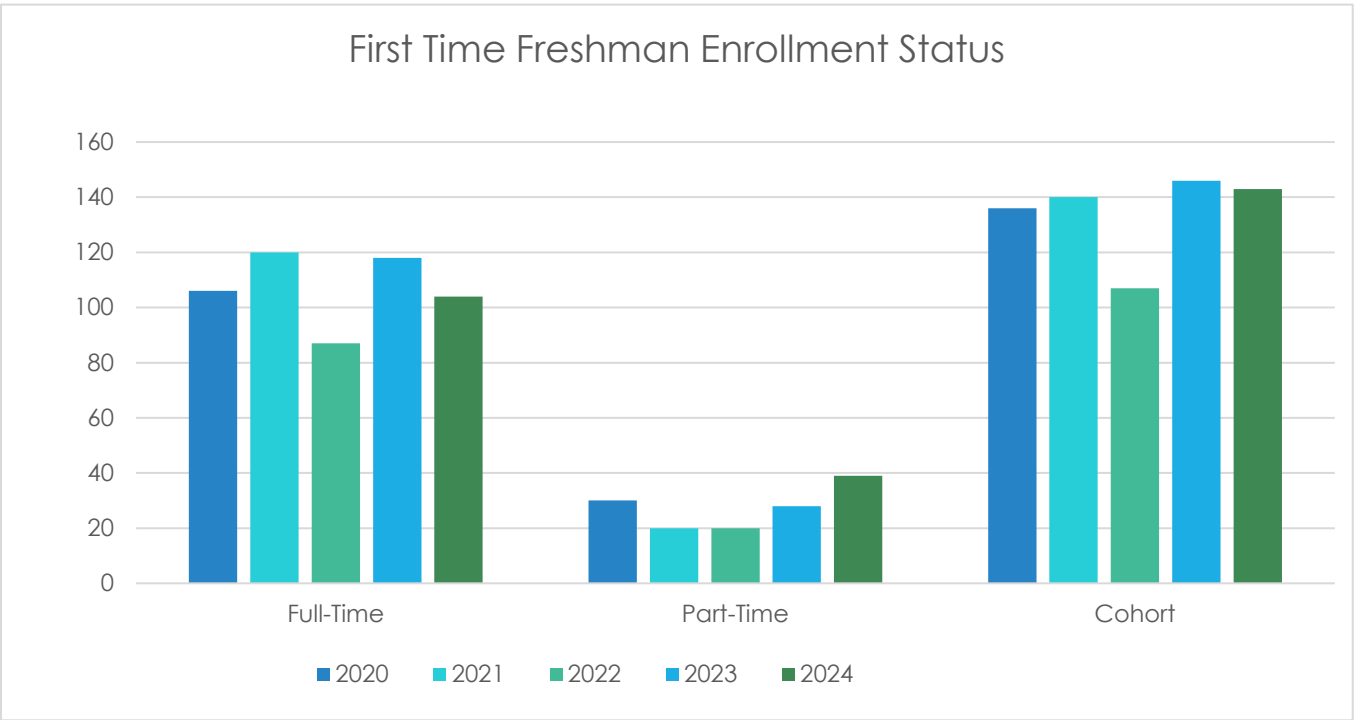


Figure 11. First-time freshman by enrollment status.

Dual Credit Enrollment Data

Dual Credit student enrollment from Luna’s service area schools remained relatively consistent from 2020 through 2023. However, in 2024, dual credit enrollment increased by 14%. Since Luna has met the dual credit enrollment goal set for this plan, a new target has been established, making it important to maintain this level and continue to grow through 2028. Table 5 shows the number of dual credit students attending Luna, regardless of high school class level.

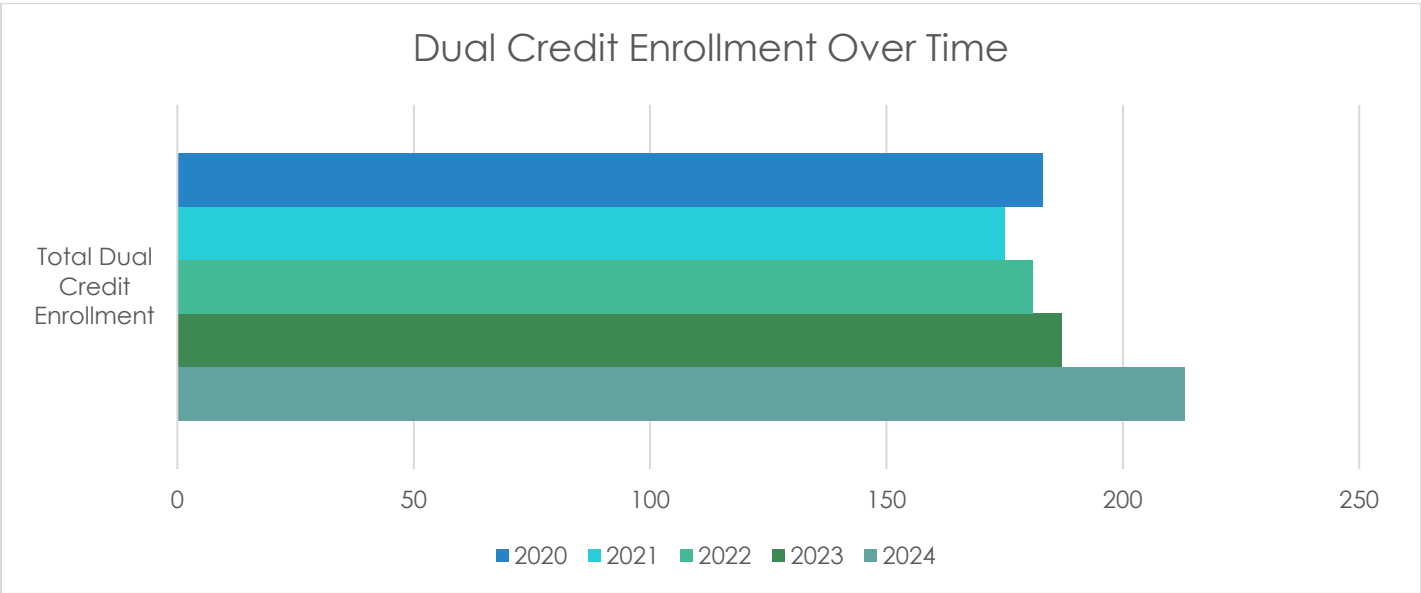


Figure 12 Dual Credit Enrollment

Student Retention and Completion

Fall to spring retention of full-time students has improved slightly in the last four years (Figure 12). However, the oscillating values from year to year make it difficult to conclude any particular pattern.. The five-year average fall-to-spring retention rate is 75%, up just one percentage point from the previous average. Numerous strategies that were seen to be successful prior to the pandemic, as well as new strategies are being employed to move Luna towards positive gains in retention.

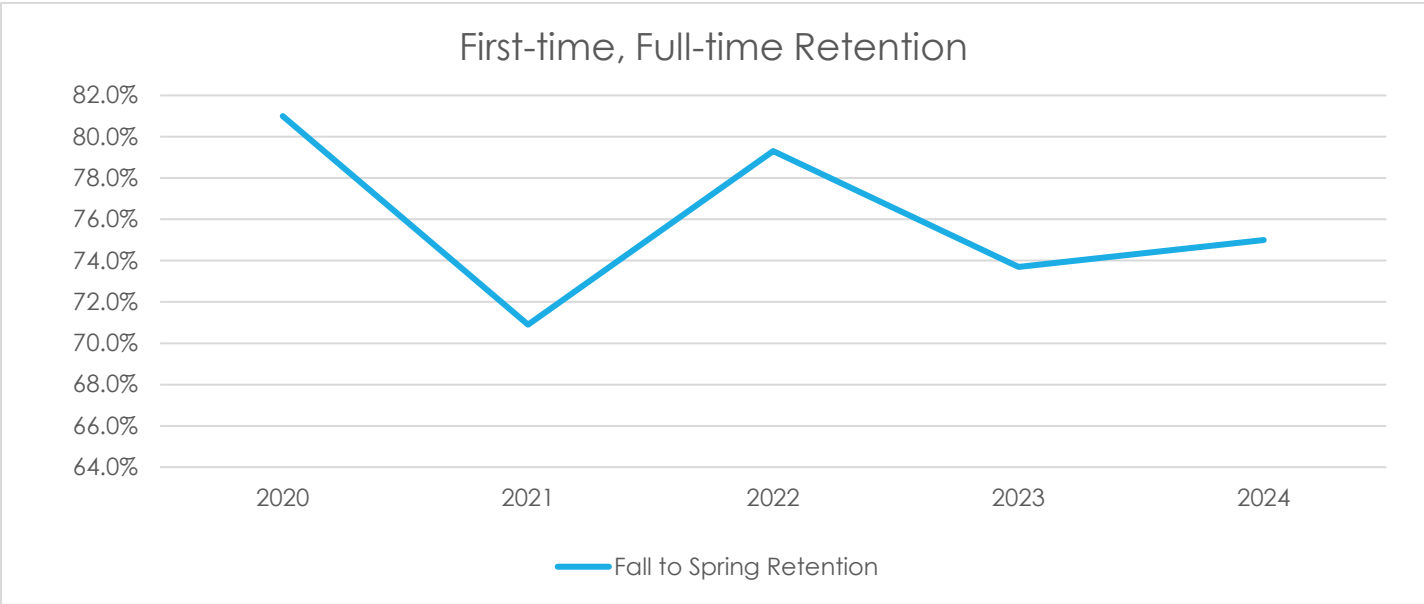


Figure 13 First-time, Full-time Retention

Completion numbers follow roughly the same pattern as retention, with the potential Covid recovery losing significant ground to the fires and floods. The line for certificate completion is flatter than the degree line and the retention chart, possibly suggesting that awards with shorter completion times are less impacted by external influences.

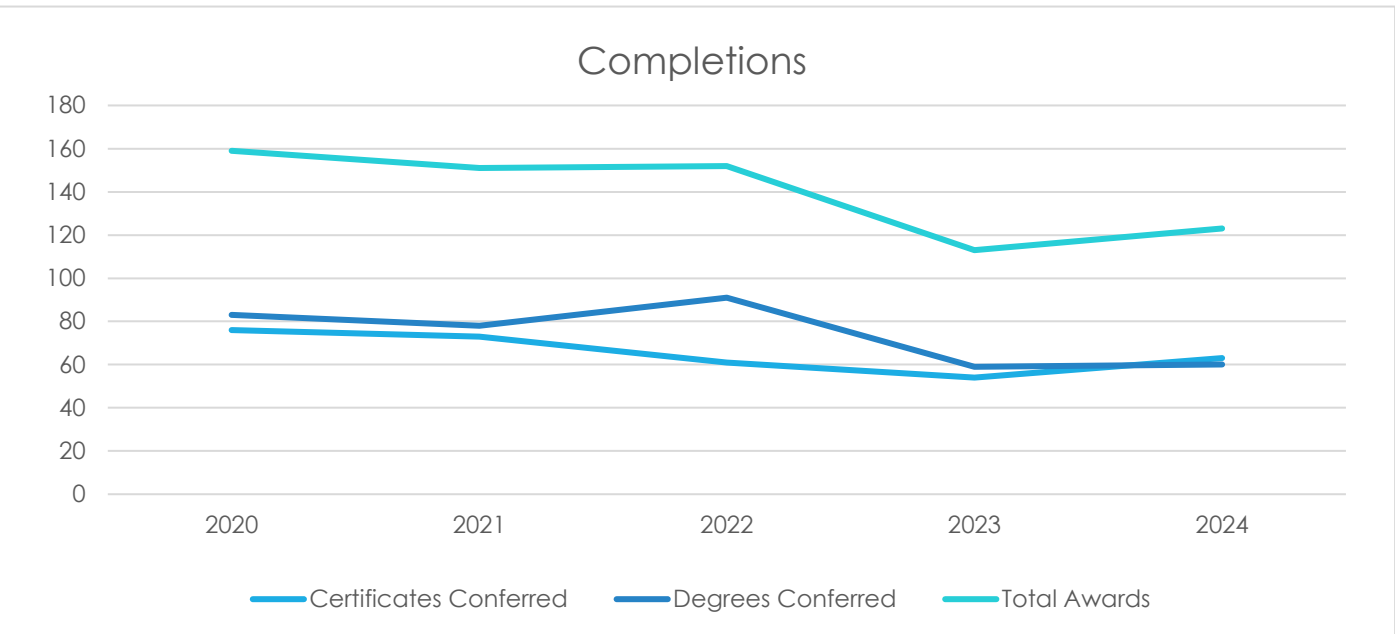


Figure 14 Completion

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 867 students by 2028 (~ 5% growth/year), the college must increase headcount by 124 students over the Fall, 2021 headcount. This will be accomplished by increasing Luna service area student enrollment by 50 students and increasing out-of-service-area/out-of-state student enrollment by 74 students. These two populations will consist of 40 additional traditional students, 34 additional non-traditional students, 25 additional dual credit students, and 25 additional students retained fall-to-fall, with a retention rate goal of 65% as the average. The following is a list of specific targets.

- Increase Luna total fall headcount enrollment to 867 students by Fall 2028
- Increase Luna service area student enrollment to 661 by Fall 2028
- Increase Luna out of service/out of state student enrollment to 206 by 2028
- Increase Luna adult learner enrollment to 242 by 2028
- Increase dual credit student enrollment to 238 by 2028

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

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

<u>Student Enrollment, Recruitment, Marketing and Success</u>				
Goal Party(ies)	Target Population	Strategies	Status	Responsible
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
		Make changes in branding and in style of print ads	Hired new Public Relations Director Summer of 24.	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	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	Recruitment & Admissions Academic & Career Planning

Student Enrollment, Recruitment, Marketing and Success

Goal Party(ies)	Target Population	Strategies	Status	Responsible
	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, floods and administrative changes. . Planned for Fall 25.	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 Implemented summer camps summer 23	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.	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. Increasing number of events to 40 by Spring 2026.	Recruitment & Admissions Academic & Career Planning

<u>Student Enrollment, Recruitment, Marketing and Success</u>				
Goal Party(ies)	Target Population	Strategies	Status	Responsible
	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 & 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 updated the process for inputting 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 CHES 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

<u>Student Enrollment, Recruitment, Marketing and Success</u>				
Goal Party(ies)	Target Population	Strategies	Status	Responsible
	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

<u>Student Enrollment, Recruitment, Marketing and Success</u>				
Goal Party(ies)	Target Population	Strategies	Status	Responsible
	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
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.	Recruitment & Admissions
	Traditional Students Adult Learners Online Learners	Host Career Technical Education, Allied Health and STEM focused campus visits	Implemented Fall 2023.	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 CHESS and Workday to determine CRM-type capabilities of SIS.	Recruitment & Admissions Academic & Career Planning SIS Lead
	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 & Student Services Academic Directors

<u>Student Enrollment, Recruitment, Marketing and Success</u>				
Goal Party(ies)	Target Population	Strategies	Status	Responsible
Increase Luna out of service/out of state student enrollment to 525 by 2028	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, Automotive, Film Industry Technician Implemented Fall 2022	VP of Instruction & Student Services 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 & 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.	To be implemented after HLC probation is lifted and a permanent VP of Instruction & Student Services is hired.	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	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

<u>Student Enrollment, Recruitment, Marketing and Success</u>				
Goal Party(ies)	Target Population	Strategies	Status	Responsible
	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.
	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

<u>Student Enrollment, Recruitment, Marketing and Success</u>				
Goal Party(ies)	Target Population	Strategies	Status	Responsible
Increase Luna adult learner enrollment to 466 by 2028 (cont.)	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 in Spring 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.	Adobe House Project begun in summer, 2023 with Adobe making workshops, is grant funded and on target for completion in 2026.	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 created and in full operation Spring 24. Firefighter training implemented and in fill operation Spring 2024.	Director Allied Health

<u>Student Enrollment, Recruitment, Marketing and Success</u>				
Goal Party(ies)	Target Population	Strategies	Status	Responsible
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. 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.	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

<u>Student Enrollment, Recruitment, Marketing and Success</u>				
Goal Party(ies)	Target Population	Strategies	Status	Responsible
Increase the average student fall- to-fall retention to 65% by 2028 (cont.)	Traditional Students Adult Learners Online Learners	Create a one stop shop for student support	Established January of 2022	VP of Instruction & Student Services
	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	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

<u>Student Enrollment, Recruitment, Marketing and Success</u>				
Goal Party(ies)	Target Population	Strategies	Status	Responsible
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

<u>Student Enrollment, Recruitment, Marketing and Success</u>				
Goal Party(ies)	Target Population	Strategies	Status	Responsible
	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
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

<u>Student Enrollment, Recruitment, Marketing and Success</u>				
Goal Party(ies)	Target Population	Strategies	Status	Responsible
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 & 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
	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

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 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.

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, & 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.

Table 7 Enrollment Projection

	Fall Student Enrollment			Projected Fall Student Enrollment			
	2022	2023	2024	2025	2026	2027	2028
Full-Time	252	263	253	255	267	280	294
Part-time	522	494	490	495	520	546	573
Total Fall Enrollment	774	757	743	750	787	826	867
Total Annualized Enrollment	1121	1116	1081	1113	1146	1180	1215