

## HLC Addendum Request

11. The high-level planning is current. The plan seems to focus more on recruitment than retention. The plan is short on tactics to move the needle in the stated areas of focus. The plan also fails to identify resources needed or tools provided to recruiters, advisors to grow the application pool or better retain students. It could be that greater details exist in unit manager plans. It would be good to see examples of plans at this (unit manager) level. The planning narrative does not say who is ultimately accountable for enrollment. There is good high-level data to show where opportunities exist, but how the data translates to improved enrollment is missing something - leadership. The connection to budget or fiscal health of the institution is not stated. This may be based on our limited review of the documents and does not represent other evidence that could be provided. Is there additional information that can be provided? This does not need to be a complete dumping of all possible documents, but a demonstration that processes and efforts are occurring at the institution.
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### Institutional Response:

The feedback and request above relate to UNM's comprehensive Strategic Enrollment Plan (SEP), which first began development in Fall 2019, and has been in use since. This plan identifies recruitment and enrollment activities and goals for undergraduate and graduate students for the recruitment and enrollment cycles beginning Fall 2022 through 2026—the next five years.

UNM's comprehensive Strategic Enrollment Plan (SEP) follows the Ruffalo Noel Levitz model used by hundreds of colleges and universities nationally. The SEP was constructed on the basis of a proven and accepted model, and it utilizes a level of detail appropriate to the form, including higher-level strategies, and tactics that have been identified and operationalized. Additionally, there are separate institutional processes in which units articulate needs and rationale for resource requests, as can be seen in the Assurance Argument 5.B. and 5.C., in discussions of multi-year planning processes.

The HLC reviewer feedback suggests that the SEP "seems to focus more on recruitment than retention." The SEP includes five pages of strategies and tactics related to retention, as well as to persistence and graduation rate goals.

The feedback states that UNM's SEP is "short on tactics to move the needle in the stated areas of focus." The SEP identifies both high-level strategies and sublevels that then describe tactics. In the SEP, however, "Recruit students from New Mexico" is a strategy, and the associated tactics are, for instance, "to participate in college fairs, visit high schools, purchase names, utilize personalized videos, etc." While these tactics are not labeled as such in the SEP, we believe that this is evident within the context of the plan.

As stated in the feedback, "the plan also fails to identify resources needed or tools provided to recruiters, advisors to grow the application pool or better retain students." This omission is intentional. We have unit budgets (financial aid, scholarships, recruitment, etc.) and chose not to identify these details to keep this public document away from the eyes of our competitors. The University of New

Mexico shares the Assurance Argument publicly in an archived version after the visit, including the evidence library submitted in its support. We intentionally omit documents from the Assurance Argument portion of the comprehensive evaluation that are not intended to be viewed publicly. Contrary to the suggestion that the SEP fails to document methods intended to “grow the applicant pool,” the SEP clearly documents that first-year student applications grew by 36% between 2018 and 2021 (10,583 to 13,816). Strategies outlined in the SEP yielded documented outcomes of a 35% increase in the size of the first-year student class between Fall 2019 and Fall 2022.

The executive summary states that “The Vice President for Enrollment Management, the Dean of the Graduate School, and the Director of Global Education Office will have primary responsibility to ensure that the Comprehensive Strategic Enrollment Plan is implemented.” (Note: this responds to the HLC reviewer feedback that the “planning narrative does not say who is ultimately accountable for enrollment”).

#### Additional Evidence

- Recruitment Coordination Council (RCC) Slide Deck (also, see below)
- Communication Flow for Prospects, Inquiries, Applicants, Admits - April 2023
- Enrollment Projection Modeling Dashboard

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The PDF of the RCC slide deck from the February meeting. Meetings are the 2<sup>nd</sup> Wednesday of each month. There are about 55 UNM staff on the meeting invites and at least half will attend any given meeting. This represents a cross-campus group including recruiters in the academic units, academic advisors, deans, student support staff and directors, campus housing, etc. The deck and the routine meeting is both demonstrative and representative of the cross-campus collaboration and information dissemination efforts UNM has undertaken at operational levels to inform and empower the broader campus community for recruitment. The February meeting documented here included discussions of:

- Spring registration data
- Fall freshmen funnel data
- Campus housing information/updates
- Short discussion of new student orientation updates
- Discussion of importance of including parent/family communications in outreach
- General updates and notes
- New student recruitment opportunities open to campus partners



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2023 RECRUITMENT COORDINATION COUNCIL

FEBRUARY 8, 2023

## Agenda

2023 Funnel Data

Housing Updates for 2023 – Megan Chibanga

Yield – New Lobo – Jacque Kennedy

Updates and Notes

Travel Opportunities

## 2023 Spring Registration Data – Census

Albuquerque Campus Enrollment Status	Spring 2022	Spring 2023	Increase Decrease	Percent Change
Returning	18,014	18,647	633	3.51%
Re-Admit	392	460	68	17.35%
Beginning Freshmen	94	148	54	57.45%
Concurrent Enrollment	200	281	81	40.50%
UG NM Transfers	335	362	27	8.06%
UG NON-NM Transfers	256	270	14	5.47%
New Graduate	322	289	-33	-10.25%
New 1st Professional	0	0	0	
	<b>19,613</b>	<b>20,457</b>	<b>844</b>	<b>4.30%</b>

Albuquerque Campus Student Credits by Course Level	Spring 2022	Spring 2023	Increase Decrease	Percent Change
Lower Level	88,293	102,648	14,355	16.26%
Upper Level	85,298	86,839	1,541	1.81%
Graduate Level	51,663	49,181	-2,482	-4.80%
	<b>225,254</b>	<b>238,668</b>	<b>13,414</b>	<b>5.96%</b>

Albuquerque Campus\Student Classification	Spring 2022	Spring 2023	Increase Decrease	Percent Change
All Freshmen *	2,069	2,682	613	29.63%
Sophomore	2,437	2,948	511	20.97%
Junior	3,197	3,310	113	3.53%
Senior	5,619	5,413	-206	-3.67%
<b>Undergraduate Sub-Totals</b>	<b>13,322</b>	<b>14,353</b>	<b>1,031</b>	<b>7.74%</b>
Concurrent	200	281	81	40.50%
Non-Degree Undergraduate	93	101	8	8.60%
Non-Degree Graduate	447	440	-7	-1.57%
Graduate Programs	4,619	4,358	-261	-5.65%
Pharm. D.	254	237	-17	-6.69%
LAW	282	300	18	6.38%
MED	396	387	-9	-2.27%
<b>Total All Classifications</b>	<b>19,613</b>	<b>20,457</b>	<b>844</b>	<b>4.30%</b>

Note: These counts include branch students taking ABQ courses.



## 2023 Fall Freshman Funnel Data 2.3.23

	2022	2023	YTD Change	2022 Final	2023 as a % of 2022 Final
Applications	10994	10960	-34 / 0%	13577	81%
NM Apps	5233	5485	252 / 5%	6323	87%
Non-NM Apps	5404	5138	-266 / -5%	6557	78%
Int'l Apps	351	336	-15 / -4%	697	48%
Admits	9242	9314	72 / 1%	11110	84%
NM Admits	4589	4820	231 / 5%	5337	90%
Non-NM Admits	4612	4433	-179 / -4%	5643	78%
Int'l Admits	41	61	20 / 49%	130	47%

## 2023 Housing Info – RLSH Specific

### Dates:

- Feb 2 Fall 2023 Housing Application Opens
- Mar 20 Summer 2023 Housing Application Opens
- May 1 Early Bird Deadline – applicants entered into drawing for early bird incentive
- May 15 Applicants can begin selecting roommates 5/22 and rooms 6/8
- June 6 Deadline for \$0 Cancellation Fee – must cancel through RLSH
- June 26 Room assignments released for those who applied by 5/15

### Notes/Updates:

Lobo Rainforest and Lobo Village are not part of the freshman live-on requirement



## 2023 New Student Orientation

Open for fall registration on February 13 @ 5pm

Freshmen NSO sessions on Thursdays and Fridays?

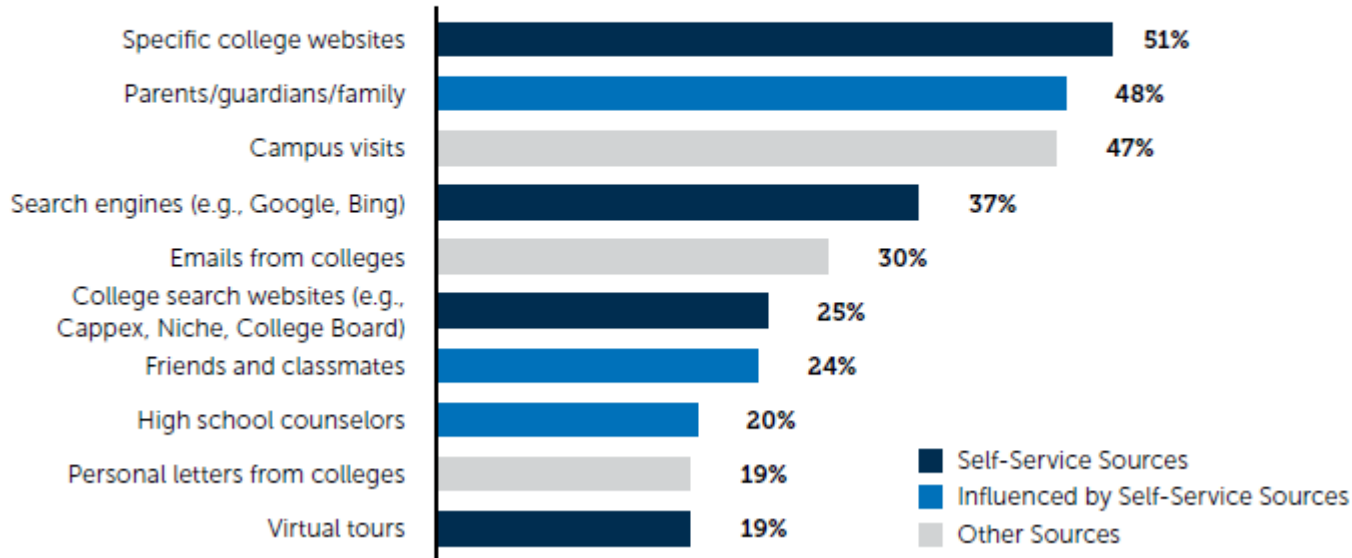
- Better student experience – less week day time for families
- More time to prep for each session
- Easier for housing staff to prep rooms



# Parents & Families

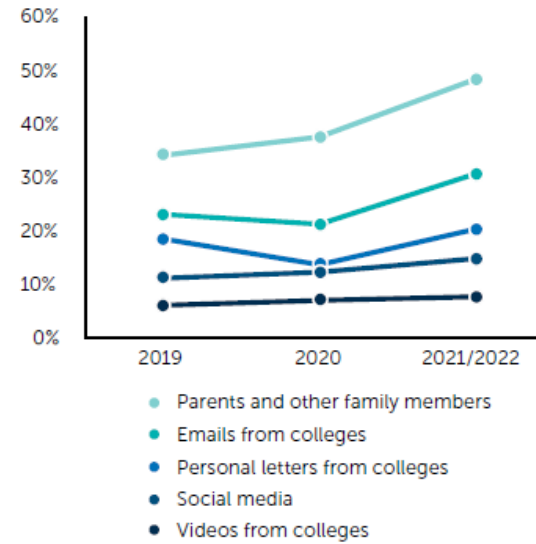
**“What sources of information did you rely on most to make your enrollment decision?”**

*Top 10 Sources from a List of 31; Participants Could Pick Up to 5*



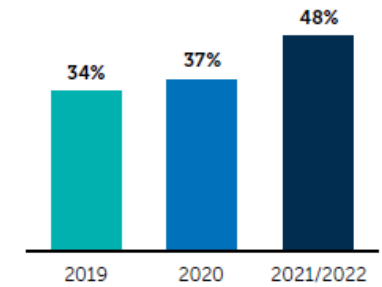
## Trends in “From-Home” Sources

*Percentage of Students Saying They Relied Heavily on a Resource, 2019-2022*



## Parental Influence Has Increased

*Percentage of Students Naming Parents or Guardians in Their Top 5 Sources*

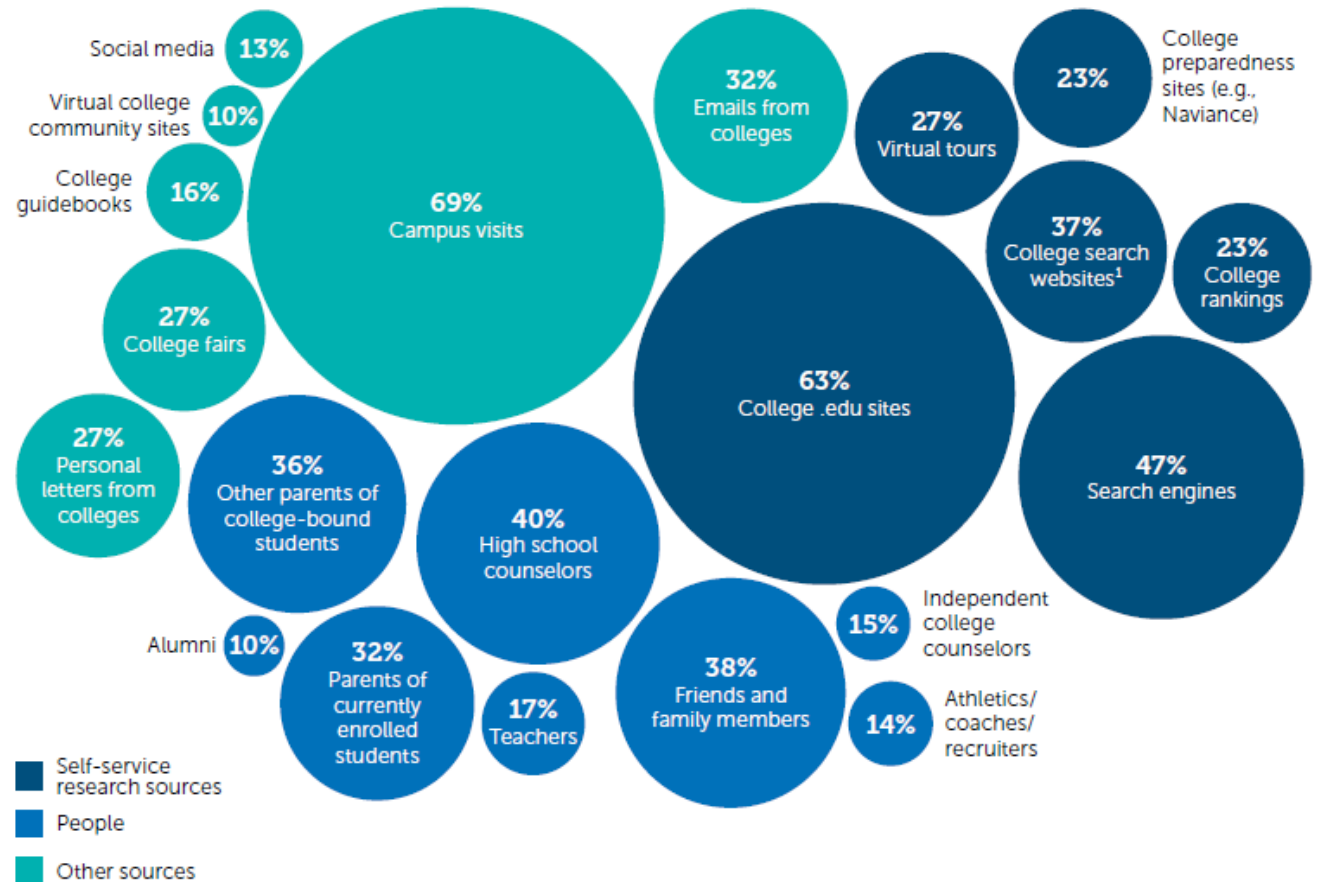


What sources did you use most to learn about UNM?

What social media platform(s) do you use the most?

### Sources That Parents Found Most Helpful When Learning About Colleges

Participants Could Select Up to Five



Bubble size indicates percentage.

#### ⇒ TAKEAWAY

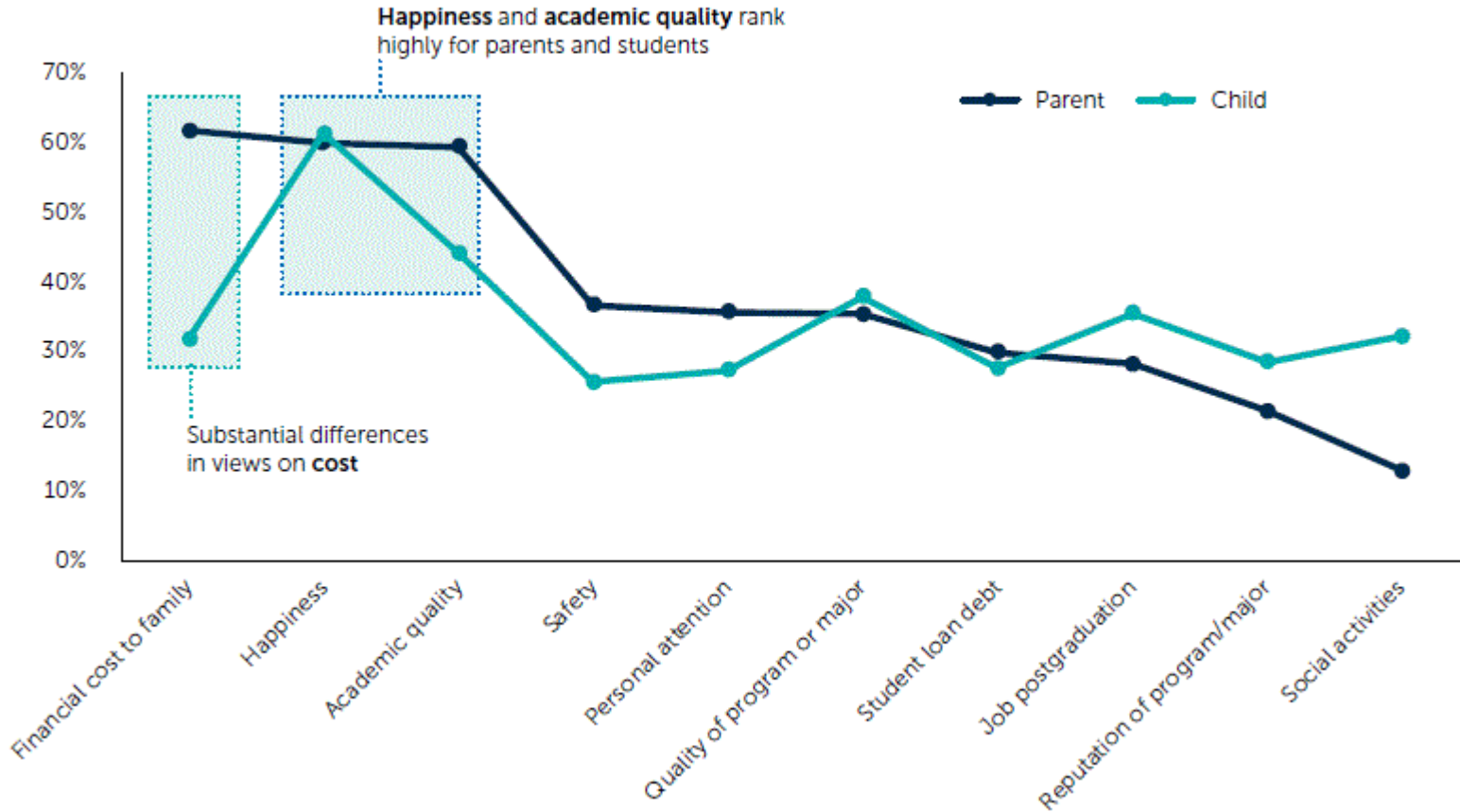
Create a cohesive parent journey through consistent, coordinated messaging and imagery across many different channels.

1. For example, Cappex, Niche, College Board.



### Top Priorities of Parents and Students Overall

Responses with >25% for Parent or Student, Participants Could Select Up to Five



## Notes

### Spring Preview Days

Saturdays - March 25 and April 22

### Virtual Transfer Workshop

March 31 – 10:00am

May 18 – 10:00am

### Freshmen Scholarship Updates

Resident scholarships (Woodward, UNM Scholars, etc.) March 1

Nonresident waivers March 1

Regents & Presidential awards/notification this week



## Recruitment Travel Opportunities

- March 2 Volcano Vista Fair – 5pm (bring table)
- March 3 RMACAC Fair – CO Springs – 9am
- March 7 Farmington Municipal School Fair – 5:30pm
- March 8 West Mesa Fair – 11am
- April 1-2 RMACAC & NACAC Tucson, Scottsdale & Phoenix Fairs
- April 4 Hope Christian Fair – 6:30pm
- April 14 Penasco Fair – TBA
- April 19 SE NM Transfer Fair – Carlsbad – 4:00pm
- April 25-28 NACAC Fairs Ontario and Pasadena CA

Contact Ashlynn Coffman for information [ayeagle@unm.edu](mailto:ayeagle@unm.edu)





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THANKS FOR ALL YOU DO

## Operationalized communication plan

Broad master communication plans are reviewed monthly and converted to an operational plan for the month by the Director of Admissions, Assoc. Director, Marketing Manager, VP Enrollment Management. Operational plan is sensitive to environmental changes, timing, prior month outputs, etc. Each message and tactic is reviewed prior to transmission.

### April Communication Plan

EMAIL & TEXT:

- 4/3 – EMAIL: Sign up for NSO – 2023 AB Admits w/o NSO reservation DEBORAH
- 4/5 – EMAIL: May Virtual Transfer Workshop Invite #1 – TU Prospects, admits, and applicants
- 4/5 – EMAIL: Branch Transfer Workshop Invite #1 – Branch campus students
- 4/7 – EMAIL: UNM College Majors – 2024 AB Prospects
- 4/7 – EMAIL: CNM to UNM Scholarship – CNM Transfer Prospects
- 4/7 – EMAIL: Branch to UNM Scholarship – Branch Transfer Prospects
- 4/10 – EMAIL: Sign up for NSO – 2023 AB Admits w/o NSO reservation
- 4/10 – TEXT: Sign up for NSO – 2023 AB Admits w/o NSO
- 4/11 – EMAIL: Spring Preview Invite #3 (look at reservation numbers)
- 4/12 – EMAIL: Lottery & Opportunity – 2023 AB NM prospects
- 4/12 – EMAIL: Branch Transfer Workshop Reminder (auto scheduled)
- 4/12 – EMAIL: Class of 2027 – 2023 AB Admit Parents
- 4/13 – EMAIL: Honors College Invite – 2023 AB Admit (check GPA)
- 4/13 – EMAIL: NSO Sign up encouragement – 2023 AB Admit parent w/o NSO
- 4/14 – EMAIL: Meeting Cheyenne – 2023 AB Admits
- 4/17 – EMAIL: Sign up for NSO – 2023 AB Admits w/o NSO reservation DEBORAH
- 4/17 – EMAIL: Tips for Parents Sign up for NSO – 2023 AB Admit Parent
- 4/18 – EMAIL: Scholarships still available – 2023 AB non-resident prospects
- 4/18 – EMAIL: newlobo.unm.edu #2 – 2023 AB Admits
- 4/18 – EMAIL: newlobo.unm.edu #2 – 2023 AB Admit Parents
- 4/19 – EMAIL: May Virtual Transfer Workshop Invite #2
- 4/19 – EMAIL: Spring Preview Reminder
- 4/21 – TEXT: Spring Preview Reminder
- 4/24 – EMAIL: Sign up for NSO – 2023 AB Admits w/o NSO reservation
- 4/25 – EMAIL: Aim to Achieve – 2023 AB Admits
- 4/25 – TEXT: Accept Scholarship by May 1; text to students with link to award to accept – 2023 AB Admits with scholarship offer
- 4/25 – EMAIL: Accept Scholarship by May 1 – 2023 AB Admit Parents with scholarship offer
- 4/26 – EMAIL: Scholarship/TES System – Non-resident transfer inquiries
- 5/1 – EMAIL: Sign up for NSO – 2023 AB Admits w/o NSO reservation DEBORAH
- 5/8 – EMAIL: Lobo Course Placement – 2023 AB Admits
- 5/10 – EMAIL: May Virtual Transfer Workshop Invite #3

TBD – EMAIL: We missed you this Spring – need clearing house file from EMRT - DEBORAH

TBD – EMAIL: 1:1 Financial Aid Meetings to parents and students pending interest/registrations

MAILING:

*Print to Mail forms will be submitted 4/7/23*

*Will schedule to pick up materials for TBD.*

Date to Mail	Description	Qty	Notes	#Boxes for Pickup
4/7	CNM to UNM Postcard	2,800		TBD
4/7	Branch to UNM Postcard	1,600		TBD
4/13	Virtual Transfer Workshop May Invite	5,000		At UNM Mailing Systems
4/17	Important Tips for Parents	10,000		TBD
5/8	Become A Lobo Postcard	8,620	Send to 2023 AB Admits who didn't receive prior.	TBD



Enrollment projection modeling + financial aid/scholarship, revenue, discount rate, etc.

# Executive Summary

Client: University of New Mexico Main Campus

Submission Date: Apr 17, 2023



By: Total First-Year Students

Student Status: Net Confirmed

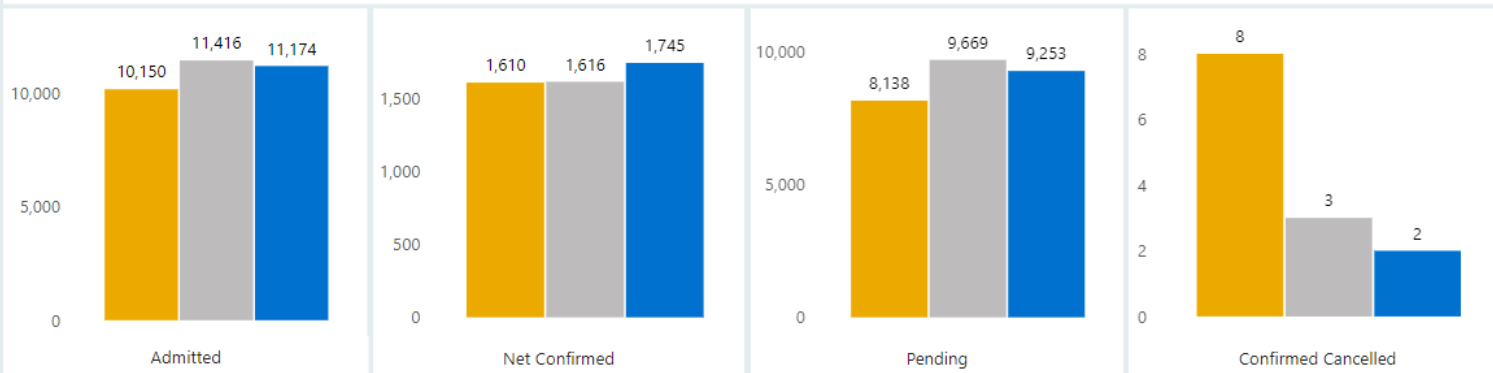
ADMITTED 11,174 ↓

NET CONFIRMED 1,745 ↑

AVG T&F NET REVENUE \$8,581 ↑

T&F DISCOUNT RATE 25.1 % ↓

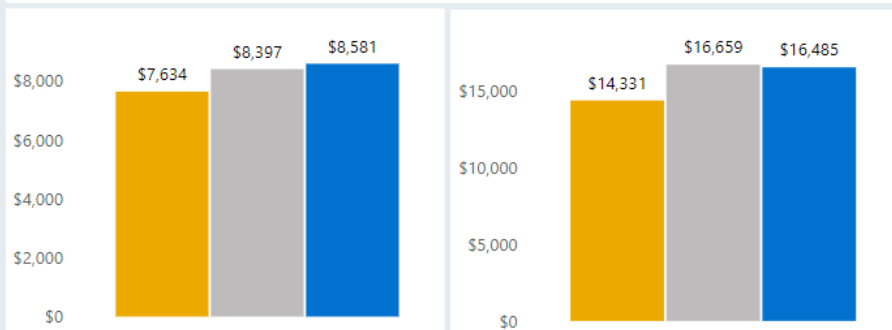
## STUDENT HEAD COUNT



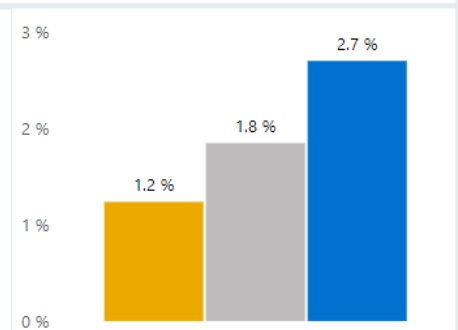
## YIELD RATE

IN 2023	15.6 %
GOAL:	27.7 %
IN 2022	14.2 %
FINAL:	30.3 %
IN 2021	15.9 %
FINAL:	28.4 %

## NET CONFIRMED AVG. NET REVENUE



## NET CONFIRMED AVG. DISCOUNT RATE



# Projections

Client : University of New Mexico Main Campus

Submission Date : Apr 17, 2023



View :

Last Year

Year Before Last

Two Years Average

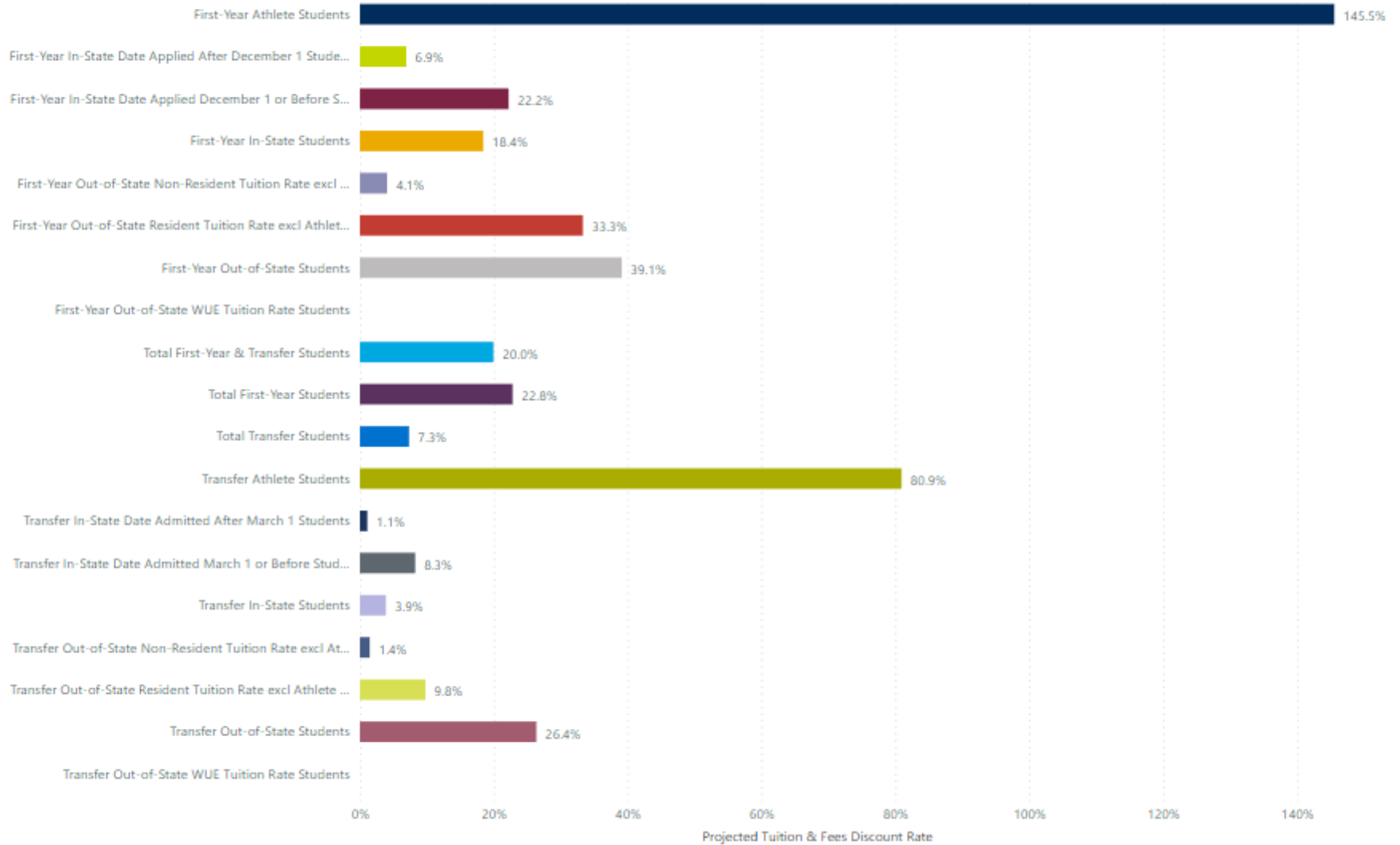
## PROJECTED ENROLLMENT



## NET TUITION REVENUE PROJECTIONS

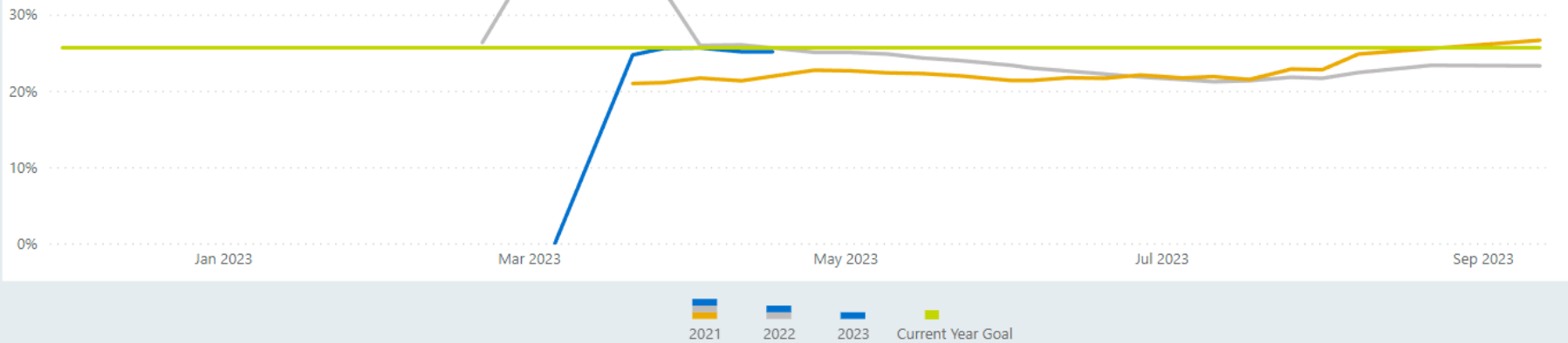


### TUITION & FEES DISCOUNT RATE

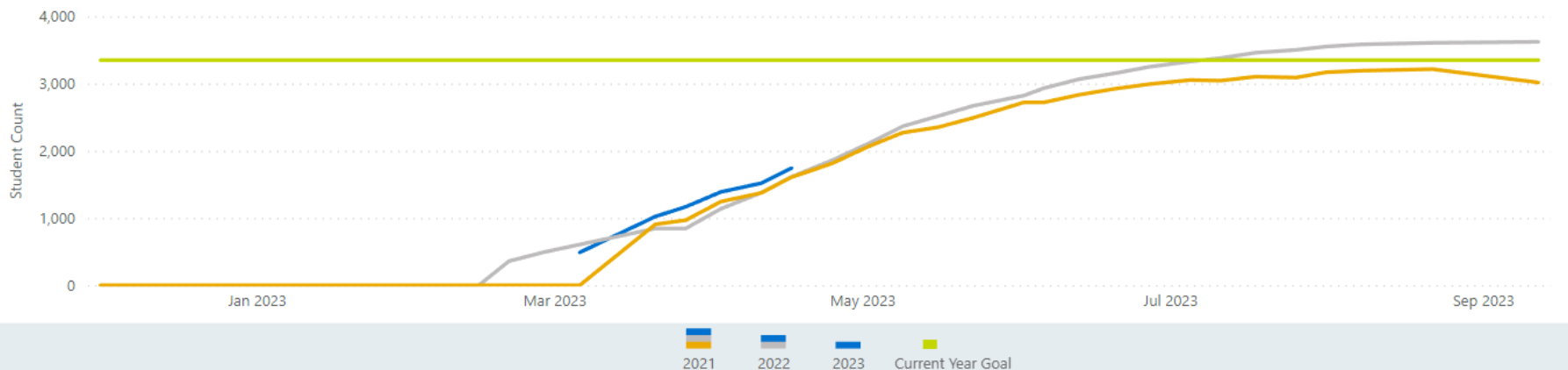


### NET CONFIRMED DISCOUNT RATE

Tuition & Fees Discount



### NET CONFIRMED STUDENT HEADCOUNT



### YIELD RATE

