



— MESALANDS —
— COMMUNITY COLLEGE —

**Strategic
Enrollment
Management Plan**

**2024
2025**

Target Population and/or Service Area

1. **What is your target population and/or service area?** (up to 150 words)

The target populations for Mesalands Community College are the residence of Quay, Union, and Harding Counties. Currently, most of our enrollment is over the age of twenty-four. This indicates the need to increase enrollment with first year freshmen and improve our relationships with our dual programs in our service areas. To do this, we are increasing the services and recruiting efforts by our faculty in area high schools. We have analyzed the drop in faculty participation and determined the drop began in 2019 decreasing further during the pandemic. High school faculty participation has not recovered since that time. Faculty are being given opportunities to teach and take their programs to high schools. Faculty have been asked to participate in at least two activities each semester. Marketing efforts are being made to increase advertising and recruiting in high schools through relationships with counselors, dual offerings, and sponsorships.

2. **What, if any, information does your higher education institution use to monitor and adapt to changes in this population or service area over time?** (up to 150 words)

Enrollment shows declines and areas that require attention. Census data is used to determine workforce needs in our service areas. Industry needs and opportunities are realized through our relationships with the EDC, EPCOG, SBDC, Impact Wind, industry partners, city governments, and county commissions. Mesalands Community College has determined relationships with school districts are a priority, offering partnerships and resources available to Mesalands Community College at the state and federal level.

3. **If available, provide data (charts and/or tables) on trends and projections related to your target population and/or service area. This should include data on the postsecondary education eligible population – including concurrent enrollment and dual credit eligible high school students – in your target population and/or service area and data on educational attainment of your target population and/or service area.**

Mesalands Community College is taking steps to prepare for the enrollment cliff looming in 2025, 2026, and beyond. It has been determined by WICHE (Western Interstate Commission for Higher Education) due to a birthrate drop after the 2008 recession, schools are planning for a decadelong dry spell that's being referred to as the "enrollment cliff" or "demographic cliff ([Axios](#))." We are working with faculty to spend time teaching in high schools or recruiting with PED at least twice a semester. We are also broadening our offerings at the high schools in workforce such as CNA and Phlebotomy offerings.

6,000 (based on Quay County population)

Tucumcari High School 243 Students (Grades 9-12), ([USNEWS](#)), (Current Dual Enrolled: 72) Logan High School 84 Students (Grades 9-12), (Current Dual Enrolled: 34) ([USNEWS](#)), Working population of Tucumcari: 2.36K of 5.2K/ Employment increased by 7%, or 161 new jobs in one year.

Potential Student Population in Quay County Demographics Overview:

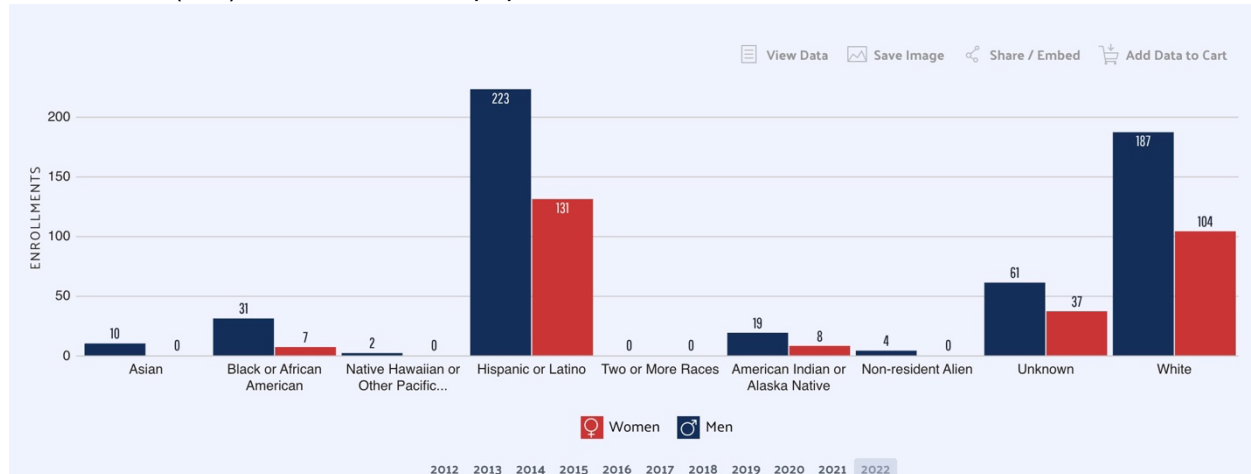
Total Population: As of the most recent estimates, Quay County has a population of approximately 8,400 people.

Age Distribution:

Youth (Under 18): Approximately 20% of the population.

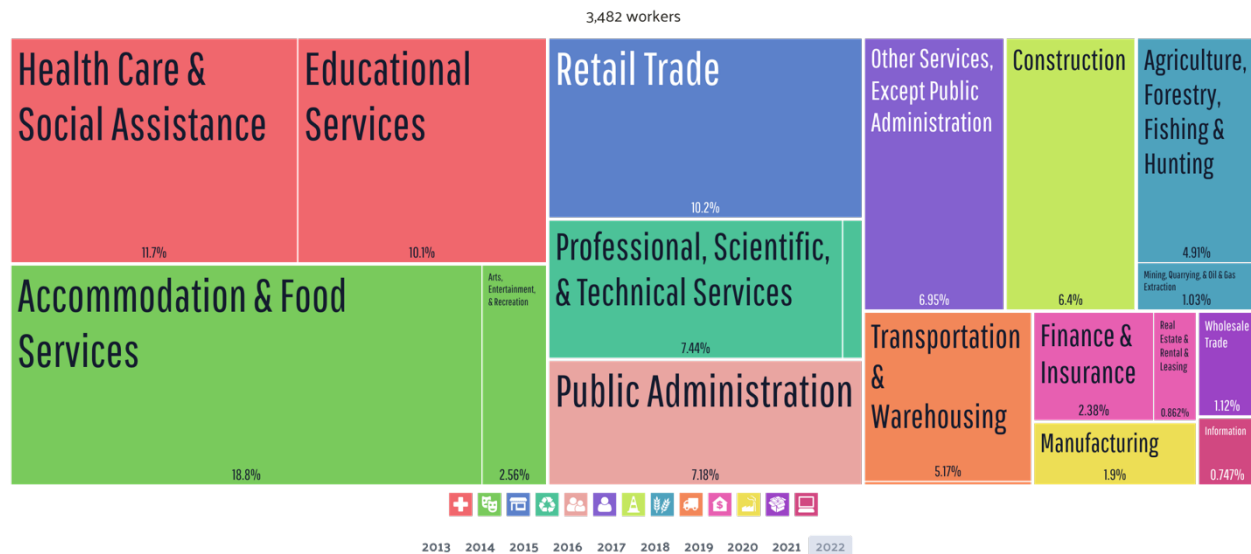
Working-Age Adults (18-64): This group constitutes about 55% of the population.

Older Adults (65+): About 25% of the population.



Enrollment data has shown our highest population is Hispanic. Mesalands' population reflects this.

4. Describe the workforce needs you have identified for your target population and/or service area and how these areas were identified. (up to 250 words)



Quay County's largest employment sector is Health Care and Educational Services. The college has established and will be graduating its first cohort in Nursing. This is a great need in the rural underserved community.

This project contributes to meeting the health care workforce demand of the state by specifically educating nurses to meet the health care needs of the residents of this region. The impact includes contributing to positive social change, by increasing the number of licensed medical professionals to meet the needs of HAPSA and provide services with resources needed in New Mexico. The Governor desires to increase health and overall well-being to the citizens of New Mexico. This will contribute to MCC SEMP Academic Year 2024-2025



that need. The funding will provide new career opportunities and develop needed medical services in medically underserved areas in New Mexico.

Enrollment Trends and Future Goals

1. Provide a chart which effectively conveys your recent enrollment trends and goals. Include a corresponding description of your overall enrollment history and current enrollment goals related to the data provided in the visual. (up to 150 words)

2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Five Year % Change
1,752	1,393	1,204	1,336	1,272	844	549
	-20%	-14%	11%	-5%	-34	-39%

During 2021 to 2023 departments were dismantled and redesigned. The turnover in that period exceeded 80%. Some departments saw a flow of staff as they came and went within a few months followed by the exodus of long-time staff. Standard Operating Procedures and institutional knowledge was lost. The ERP system, Jenzabar had not been properly implemented. It was not being fully utilized and workarounds had been established to find solutions without proper knowledge of the software. Enrollment data was not complete, and student accounts were duplicated with paper files and digital files incomplete. The recruiter resigned in 2021, a replacement was not hired until 2024.

Programs were being created without proper cost benefit analysis or approval from the curriculum committees. An upheaval of leadership in late 2022 led to the discovery of possible financial ruin after unchecked spending and reckless program creation at breakneck speeds. Confidence was shaken in the stability and longevity of the college. This effected enrollment in the fall of 2023 leading to the smallest enrollment in years, if not ever.

Steps were taken to first bring the college to solvency through pay reduction and a return to its organization prior to 2021. Second, a cost benefit analysis was completed for programs and reduced based on data that supported those that were sustainable. Third, a reimplementation was begun with the ERP system and training began with advisors for data collection and accurate data processes. Standard Operating Procedures were returned and updated. Staff shared in trainings and reimplementation meetings to successfully utilize the college’s ERP system.

Degree plans were audited and renewed to be efficient and financially sustainable. Once the organization and its processes were stabilized, a deeper look revealed opportunities for improvements in enrollment, recruiting, admissions, and student services. These areas have been developed with efficient processes and continue to develop to be as successful as possible. Enrollment immediately increased from 482 in the fall to over 650 in the spring of 2024. This is due to an improved process with correctional facilities across the state. This relationship and process continues to grow. The spring of 2024 also saw the return of industry partners like Impact Wind. Field Core dissolved in the spring of 2023 reducing enrollment by

70. Impact Wind has replaced that enrollment and is now providing new opportunities in workforce as well as credited courses. Enrollment continues to increase and faculty are returning to opportunities for recruitment. This fall we saw a 14% increase over the year before. It has not yet returned to enrollment prior to 2022, but we anticipate it will continue to rise and return with increased enrollment from first year freshman. Our lowest enrollment is in that demographic. We are developing strategies through recruiting, efficient programs, stacking credentials, and new opportunities.

Include up to three charts of the most relevant and/or impactful subgroups in your SEMP which effectively convey your recent enrollment trends and goals. Include a corresponding description of your enrollment history and goals by subgroup. (up to 250 words)

Program	2019	2020	2021	2022	2023	2024
AA-BAGE-Business Admin	20	15	19	38	23	33
AA-BAGB-Business Admin	17	14	20	57	56	40
AAS-BGEN-Business Admin General	1	0	2	2	3	23
Lib Arts-University Studies	80	72	83	154	132	132
General Studies	15	11	13	23	25	26
Wind	13	16	18	20	67	63
Paleontology	5	6	4	2	3	4
Farrier Science	9	7	7	8	6	5
CA-Artistic Silversmithing	5	3	4	6	10	5
CA-Western Silversmithing	3	3	3	5	6	1
Nursing	0	0	0	5	22	31
AA-Fine Art	13	8	7	10	8	11

These subgroups do not include dual students. In 2022 we began our Pathways, Purpose First, and 15 to Finish initiatives. We also began making changes to Admissions and Enrollment data entry. Our ERP system was limited in its utilization. Data entry had not been utilized to accurately assign advisors or programs for each student. A few advisors had been assigned to swaths of students without attention to program or purpose. It also had not been fully utilized to communicate and monitor alumni. Efforts are currently being made to monitor employment, location, and success following graduation.

Following 2022 each student was assigned an advisor in their chosen program of study. Faculty of each department were assigned to students within their discipline. Plans of study were followed closely with career counseling completed upon entry. This enabled students to make informed decisions regarding their future and maintain a track of full-time credit hours to finish on time.

Reimplementation of Jenzabar (our ERP system) and the utilization of its more robust features with additional training allowed proper identification of programs for each student.

To further the success of these initiatives, complete programs and certifications are to be offered to our dual students. In the past, students uncertain of their program were enrolled into university studies or Liberal Arts. Moving forward micro credentials and certifications will move students along a purpose driven pathway to completion. Programs such as, Certified Nurse’s Assistant and Phlebotomy will be offered in our dual programs. Micro credentials in wind such as Wind Fundamentals, GWO, and other certifications will build into one year and two-year degrees and/or certifications. This will usher dual students into programs outside of general studies or Liberal Arts. Pre-requisites will be available for a path into nursing. The goal is to utilize the dual programs as onboarding for pathways to careers through certifications and credentialing to gain employment as soon as possible.

2. **On the last page of this form, complete the included table. For student subgroups, report values as a percentage of overall enrollment.**
3. **How do your enrollment goals reflect the information provided above related to your target population and/or service area? Include discussion on population needs, population changes, and workforce needs.** (up to 300 words)

Wind is successfully broadening its impact. Initiatives to reduce certification time and produce more quality technicians in less time has been determined by demand due to growth of the industry. The Department of Labor predicts wind will grow by 60% in the next ten years with over 124,000 jobs unfilled. Already companies are scrambling to acquire enough technicians in the field to meet the need of growth.

Top 10 Fastest Growing Occupations

	Percent employment change, projected 2023–33	Employment change, projected 2023–33, in thousands	Median annual wage, May 2023
Wind turbine service technicians	60.1%	6.8	\$61,770
Solar photovoltaic installers	48.0%	12.0	\$48,800
Nurse practitioners	46.3%	135.5	\$126,260
Data scientists	36.0%	73.1	\$108,020
Information security analysts	32.7%	59.1	\$120,360
Medical and health services managers	28.5%	160.6	\$110,680
Physician assistants	28.5%	43.7	\$130,020
Computer and information research scientists	25.6%	9.4	\$145,080
Physical therapist assistants	25.4%	27.5	\$64,080
Operations research analysts	23.0%	28.3	\$83,640

Note: Wage data are from the Occupational Employment and Wage Statistics program, U.S. Bureau of Labor Statistics.

Strategies for Achieving Enrollment Target

1. **List the strategies you have recently used to support your enrollment goals. For each, describe how successful the strategy was and what evidence you have of their success.** (up to 150 words each)

- a. **Unique Programs**
 - i. Mesalands Community College is committed to supporting our current and future students by providing unique programs in various forms of delivery and credentialing. We are monitoring each program and its enrollment. Evaluating our current programs and services ensure that we deliver quality programs that promote learning and ease of transfer to another institution or transfer to the workforce. Each program is responsible for its success.
 1. Success:
 - a. Timely Completion of the program
 - b. Purposeful course selection
 - c. Student credentialing i.e. all micro credentials complete
 - d. Increased enrollment in programs
 - b. **Partnerships**
 - i. Partnerships with industry partners have allowed us to build micro credentials into certificates and offer more versatility between workforce and credited course work.
 1. Stay relevant and a leader in the job market
 - a. Increased revenue
 - b. Increased enrollment
 - c. Increased job placement
 - d. Increased networking and partnerships with industry partners
 - c. **Data Management**
 - i. Correctly and thoroughly enter data
 1. Correct Major/ Certificate
 2. Advisor Assignment to discipline coordinator for each student
 3. Communicate enrollment goals to faculty and staff
 4. Record and Confer completions
 5. Track alumni and provide professional development after completion
 - d. **Retention**
 - i. Student Services
 1. Food Pantry
 2. Learning Center and tutoring services
 3. Emergency funds
 4. Grade and attendance monitoring through progress reports
 5. Reduce failure and drop rates
 6. Complimentary and required Accuplacer Testing
2. **List the strategies you will leverage going forward. For each strategy, describe i) how the strategy was selected, ii) how you will monitor its success, iii) how the strategy will be leveraged to reach priority and underrepresented populations from your target population/service area, and iv) how the strategy will be leveraged to reach students with some college but no credential.** (up to 150 words for each question within a strategy)
 - a. **High school relationships**
 - i. **How was the strategy selected?** This demographic is the lowest in our student population. We need to do a better job of recruiting first time freshmen under twenty years of age. Most of our students are over twenty-five.

- ii. **How will the strategy be monitored?** Enrollment data and recruiting efforts will be monitored. We hired a recruiter. We will monitor her success ratio from contacted to enrolled. Support to high schools will be increase through faculty participation. Faculty will be responsible for two recruiting trips a semester. Data will be collected on freshman and the high school they came from.
 - iii. **How will the strategy reach priority and underrepresented populations?** PED serves these populations and requires attendance.
 - iv. **How will the strategy reach students with some college but no credential?** Students will be put on a pathway for completion.
- b. **English as a second Language (ESL)**
- i. **How was the strategy selected?** The Hispanic population in our service area is over 46%. Over 18% of Quay County’s population speak Spanish. The ESL program has been very successful and is now providing in-roads to a college education.
 - ii. **How will the strategy be monitored?** Enrollment data.
 - iii. **How will the strategy reach priority and underrepresented populations?** There have been communication and outreach to the Spanish speaking population. Spanish speaking faculty and staff have created events to provide opportunities and build community.
 - iv. **How will the strategy reach students with some college but no credential?** Students are identified regarding their college experience. Several students have been registered nurses, instructors, and medical professionals in their country of origin.

Role of Programs in SEMP

1. **What programs will play notably substantial roles in your SEMP? This could be due to high demand from students, launching a new program, sunseting an existing program, etc. For each program, describe how these programs will impact enrollment at your higher education institution. (up to 150 words each)**
 - a. **Nursing**
 - i. Nursing gives unique opportunities to build relationships with industry partners and a foundational cohort for enrollment on campus. On campus enrollment is important for community and student life in a small college.
 - ii. Nursing is predicted to grow over 40% in the next ten years and a vital part of the second growing industry in the nation.
 - b. **Wind Energy**
 - i. Our Industry partners provide an opportunity to grow and remain relevant in the fastest growing industry in the nation. They increase enrollment and student success by placing them in the job market.
 - c. **Commercial Truck Driving**
 - i. The city of Tucumcari and Quay County have communicated a dire need for licensed truck drivers. Due to the location of Mesalands on Interstate 40, Route 66, and Highway 54 truck driving is an asset to the movement of goods. This program will increase workforce enrollment and benefit the college with added resources and partnerships that are valuable to our community.

- d. **Business and Related Fields**
 - i. Business is our most popular program. Students desire to increase their profitability and develop skills that will provide them with a career and financial stability. This program has the biggest impact on enrollment and the most potential for overall growth. It also supports general education and required faculty for our unique programs. The unique programs also benefit from the business courses.
2. What role will different course delivery methods (e.g., in-person, online) play in your SEMP? (up to 200 words each)
 - a. **In-person**
 - i. Many of our unique hands-on programs provide the opportunity for students to get real life experiences within their given pathways. Providing quality education in state-of-the-art facilities, in a focused and comfortable learning environment.
 - b. **Online**
 - i. The availability of online courses allow students the flexibility to take courses that fit within their schedule.
 - ii.

Serving Students After Enrollment

1. What strategies do you use to support and monitor a student's progress after enrollment? (up to 150 words each)
 - a. Student Affairs Advising
 - i. From admissions to registration, student affairs staff work with students to ensure a smooth transition into college. Working with faculty to ensure that students are placed into the correct courses for their chosen program of study.
 - b. Faculty Advising
 - i. Once students have been admitted and are working on registration, student affairs staff work with faculty to ensure proper placement in plans of study. Faculty work with students during each semester to ensure they are on track for degree completion and address any issues that may arise.
 - c. Student Success Coach
 - i. Students identified to be struggling in courses or have barriers preventing their attendance in courses are referred to our retention team for necessary interventions or refocus. Our retention team will communicate with students to ensure that they have access to necessary resources and are able to communicate with their instructors.
 - d. Tutoring Services
 - i. Tutoring services are offered through our Educational Services Center and Library. As a part of the Academic Affairs division, they strive to provide assistance to students in a variety of subjects, while also providing a comfortable learning environment.
 - e. Mental Health Services
 - i. A mental health professional visits classes and provides opportunities for students to navigate life with support.

2. How do you ensure these strategies reach all populations within your higher education institution? (up to 150 words each)
 - a. **Student Affairs Advising**
 - i. The admissions team is often the first point of contact for students interested in attending Mesalands. Admission advising is offered to both main campus and off campus students.
 - b. **Faculty Advising**
 - i. Faculty are charged with communicating with all of their students to ensure they guide students in their given pathways.
 - c. **Student Success Coach**
 - i. Through faculty referrals, students are contacted by retention team. While this service is available for students that are struggling, non-academic referrals are submitted to ensure students receive other necessary resources.
 - d. **Tutoring Services**
 - i. Faculty and staff notify students of available resources.
3. How do you monitor student success after enrollment? Describe your methodology for each. (up to 150 words each)
 - a. **Retention:** Attendance and progress reports
 - b. **Completion:** Student Support Services
 - c. **Transfer:** College Fairs and information about educational partnerships
 - d. **Employment:** This needs to be developed and maintain connection with alumni
4. Discuss your challenges, successes, and goals for each student success area. (up to 250 words each)
 - a. **Retention:** Faculty beginning the conversation with the student. Currently faculty rely too much on reporting students to student services before first communicating with the student.
 - b. **Completion:** Faculty need to work on better communication with students and report issues more quickly when students are falling behind. Communication with school counselors and education coordinators needs to be better while offering opportunities for students to make up work and find solutions.
 - c. **Transfer:** There needs to be better communication of the opportunities and scholarships offered by partner universities.
 - d. **Employment:** A system needs to be developed to monitor alumni and their movement through the work force. Professional development opportunities on campus and online would help. Utilizing industry partners such as SBDC and finding ways to improve job placement.
5. **If available, please provide retention, completion, transfer, and employment data for your overall population (one chart and/or table for each metric; additional charts/tables can be added as an appendix if necessary).**

Connection to Mission

1. What is your higher education institution's mission?

Mesalands Community College is an institution of higher education that promotes student learning through quality education and services while fostering personal growth, leadership, and opportunity to a culturally diverse community.

2. How is your mission reflected in your SEMP? (up to 200 words)

Pathways have been created to assist the student in choosing courses and maintaining their degree track. This has been successful in increasing our full-time students and retention efforts. The Academic Advisor collects further demographic information from the student which identifies marginalized populations for both data collection and to transfer the information to the Division of Student Support which will immediately begin providing support material, activities, and mentoring throughout the college experience.

Through career and mentoring services students will be informed on the up-to-date data of professions from the local, state, regional, and national levels as well as job forecasting from the United States Department of Labor. We believe that thorough and accurate career planning early in the matriculation process will lessen the number of academic major changes, increase the time from enrollment to completion, reduce educational debt, prepare a happier, well-rounded student, and successful alumni in the workforce or transfer to the university.

Students are introduced to various areas the student will be utilizing including the Division of Student Support where the student will be introduced to the Share With Friends Food Pantry, the business office, the Stampede Mercantile, library and tutoring services, the Honors College, security, health services office, administrative offices, and finally introduce the student to his/her faculty or program advisor. The Honors College has been a great success. It is now a staple in the Educational Services Center.

Every student is mandated to participate in new, returning, or online student orientation (on-campus or online) and finally the student meets with a professional academic advisor to prepare, not only the first semester schedule, but to create a customized academic map integrating prior learning credit and demonstrating the courses required each semester during the tenure of the attendance at Mesalands Community College.

Institutional Supports

1. Please provide up to five supports your higher education institution would benefit from receiving from NMHED and other state level partners to find greater success in your SEMP. Describe how these supports have a direct impact on the success of your SEMP? (up to 150 words)
 - a. **Financial**
 - i. Increased financing would provide salaries for support staff. This would allow staff to lighten their load of work and focus on specific duties.
 - b. **Mental Health**
 - i. Students and employees would all benefit from mental health. This would help cultivate a culture in the work place that is healthy and prosperous.
 - c. **Housing Opportunities**
 - i. Due to our rural location housing is vital to on-campus student life. It is also important in securing quality faculty and staff. Housing is an issue in Tucumcari and very difficult to find.

Strategic Enrollment Management Plan Staffing



1. List the primary members of your higher education institution who will be charged with the implementation of your SEMP. Describe their role. (up to 100 words)
 - a. **Joshua McVey, Vice President of Student Affairs & Marketing**
 - i. Oversees marketing, recruiting, admissions, enrollment, student discipline, clubs and organizations, student government, events, and public relations
 - b. **Jessica Gonzales, Executive Director of Admissions & Financial Aid**
 - i. Oversees financial aid, athletics, admissions, international, enrollment, advising, recruitment, and registration



	Fall 2019	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027	Fall 2028
Overall	877	709	745	824	480	545	556	573	588	612
Female	319	279	279	286	185	208	212	218	224	233
Male	558	431	466	538	295	331	338	348	357	371
American Indian	2.5%	2%	4.4%	3.3%	5.6%	5.6%	31	32	33	34
Asian	0	0	2%	1.2%	0	0	0	0	0	0
Black	3%	3.1%	2.7%	4.6%	2.3%	2.3%	13	13	13	14
Hispanic	39%	36.5%	34.6%	43%	45%	44%	245	252	259	269
White	36.6%	41.2%	41%	35.3%	34.3%	34%	189	194	200	208
Other Groups/unknown	18%	16%	14%	12%	25%	24.5%	136	140	144	150
Non resident	0	0	0	5	7	8	8	8	8	8
<25	525	446	432	434	218	245	250	257	264	274
25+	352	263	313	390	262	294	300	309	317	330
Pell	128	85	77	95	87	82				
No Pell	749	624	668	729	393	463				
Undergraduate	877	709	745	824	480	539	550	566	581	604
Graduate	0	0	0	0	0					
Dual Credit (UG only)	419	468	406	521	246	276	282	290	298	310
Non-Dual Credit (UG only)	458	241	339	303	234	263	268	276	283	294
Credential Types	Certs Assoc	Certs Assoc	Certs Assoc	Certs Assoc	Certs Assoc					
Credential Types										
Credential Types										
Credential Types										
New Enrollees (1st time freshman?)	209	150	198	194	92	103	105	108	111	116
Transfer Enrollees	22	18	22	26	30	34	34	35	36	38
Returning & Continuing Enrollees										



LEAD THE WAY

MESALANDS COMMUNITY COLLEGE

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