NEW MEXICO STATE UNIVERSITY BOARD OF REGENTS
WORK SESSION
Friday, May 9, 2025 8:00 AM

Hadley Hall, Room 130
NMSU Las Cruces

Regents of New Mexico State University

Chair Ammu Devasthali, Vice Chair Deborah Romero, Secretary/Treasurer Christopher T. Saucedo, Marisol Olivas, Ricardo Gonzales

MINUTES

A. **Call to Order**, *Chairwoman Ammu Devasthali*

The meeting was called to order at 8:05 AM.

B. **Informational Items**

1. **Enrollment Strategy**, *Tony Marin and Sherry Kollmann*

Tony Marin and Sherry Kollmann began by reimagining enrollment management at NMSU. The session set the stage by examining the higher education market landscape at that time, noting recent increases in degree-seeking students nationally while also acknowledging where NMSU might have been lagging compared to private and two-year institutions. A key focus was on New Mexico's unique context, understanding both the opportunities, such as rising high school graduation rates, and the challenges, like a small state population and economic factors, that shaped NMSU's operational environment as a primarily New Mexico-serving institution.

Next, the discussion dove into NMSU's enrollment status and undertook a thorough programmatic review. This involved analyzing enrollment data, including comparisons with peer institutions and a breakdown of undergraduate enrollment by state. A critical component was the assessment of programmatic offerings. The importance of maintaining healthy, viable academic programs and the necessity of implementing a cost-benefit analysis for these programs to ensure they aligned with highly desired industries were discussed. This included addressing how competitor institutions were launching new programs and how NMSU could better meet the student and parental focus on career outcomes post-graduation, potentially through the development of a next-generation learning model. The latest Fall 2025 admissions and enrollment updates for freshmen, transfers, and system-wide transfers, alongside year-over-year growth for summer and fall terms, were also reviewed, and promising global enrollment trends and their revenue projections were considered.

The discussion then shifted towards actionable strategic recommendations and dynamic marketing initiatives. Key strategies such as diversifying academic offerings, ensuring robust course availability, and establishing clear enrollment goals were outlined. Emphasis was placed on leveraging strategic enrollment marketing, forming strong articulation agreements, strengthening institutional relationships, and developing

integrated communication plans utilizing tools like Navigate and Slate. This section also explored innovative recruitment events, effective ambassador programs, and beneficial business-to-business partnerships. A significant portion was dedicated to detailed marketing strategies, including crafting compelling value propositions and clear program pathways, effectively communicating scholarship opportunities, and strategically expanding market reach into Texas and Western Oklahoma with targeted campaigns like "We Grow with You" and "The Relationship State". Further marketing enhancements involved redeveloping home and college websites, creating dedicated program landing pages, and boosting SEO through consistent blog content, alongside deploying athletic and high school ambassador programs and initiatives like "Home for the Holidays".

Following this, specific campaigns and ambitious growth targets were examined. This included a detailed look at the LC Campus Summer Enrollment Campaign, encompassing its drip and SMS series, as well as advertising efforts across various platforms. Goals for in-state growth and regional expansion, with a clear target of enrolling an additional 4,000 undergraduate students to significantly bolster current numbers, were also outlined.

To ensure these strategies translated into tangible results, the implementation strategy and key considerations for success were detailed. This involved "Moving the Needle" by meticulously mapping the Aggie Experience from initial inquiry through to graduation, utilizing robust data models for informed decision-making, and defining the crucial role of the multidisciplinary Enrollment Management Team. Critical success factors that were discussed included ensuring organizational readiness, fostering supportive leadership and culture alongside necessary investment, and achieving academic, operational, and marketing readiness. This section also revisited recruitment strategies with a focus on both short-term and long-term measurable objectives, including a plan for transfer students and secondary markets, and the establishment, evaluation, and modification of Key Performance Indicators (KPIs) across all relevant departments. Finally, the need for sustained and strategic resource allocation across human, fiscal, physical, and systems resources to equip all enrollment-related units for success was underscored.

The meeting concluded with a wrap-up and discussion of next steps. This was an interactive session focused on the practicalities of implementation, including how to integrate these action plans into current workflows and establish clear timelines. The key takeaways were recapped, action items were distributed, and necessary follow-up meetings were scheduled to track progress and make any needed adjustments.

Finally, the floor was opened for a Q&A session to address any remaining questions or clarifications.

2. **Online Hub,** *Sherry Kollmann*

The New Mexico Online Hub initiative, supported by a $12 million one-year appropriation, aims to establish an equitable approach to allocating resources and demonstrate the viability of a statewide online hub. Six universities—UNM, Northern New Mexico College, Eastern New Mexico University, Western New Mexico University, NM Tech, and New Mexico Highlands—are positioned to benefit from this funding, contingent on their strategic plans for expanding or scaling their existing online programs. A tiered approach has been proposed to accommodate the diverse needs and directions of these institutions.

The first tier, "Choose one Foundational Service," is designed for institutions requiring a

single service, such as data analytic dashboards or marketing services. Service offerings in this tier include brand development, digital marketing strategies, content creation, market research, website development, and the development of data dashboards to visualize various institutional metrics. Expected outcomes for this tier are increased program awareness, an enhanced online presence and engagement, higher enrollment inquiries and conversions, and improved data-driven decision-making. The associated costs for marketing services range from $400,000 to $900,000 per institution, while dashboard implementation is estimated at $600,620 for three institutions in the first year, with an additional $96,150 per institution beyond that and an annual maintenance cost of $22,000 to $25,000, excluding administrative costs.

"Tier Two – Bundled Services" caters to institutions that need multiple services but not a full launch of new online programs. This tier includes all options from Tier One, plus centralized admission services (including a call center), the launch of a comprehensive communications plan, establishment of service-level agreements, program reviews, instructional design, career development, professional development for online teaching, and academic technology support. The anticipated outcomes for Tier Two are growth in inquiries, applications, admits, and enrollments, enhanced quality of online academic program offerings, increased engagement within online courses, and improved persistence, retention, and graduation rates. The cost for these bundled services ranges from $20,000 to $100,000 per service per year, depending on the complexity and scope.

The most comprehensive option, "Tier Three – Full-Service Solution," is for institutions requiring a complete setup to launch online programs. This tier encompasses all services from Tiers One and Two, with additional expanded offerings. The outcomes for Tier Three align with those of Tiers One and Two, aiming for increased program awareness, enhanced online presence, improved data-driven decision-making, growth in student numbers, high-quality online programs, better course engagement, and higher student success rates. The costs for Tier Three services are broken down: marketing services range from $400,000 to $900,000 per institution; dashboard implementation is $600,620 for three institutions in year one, $96,150 for each additional institution, and $22,000-$25,000 annually for maintenance. A call center is estimated at $120,000-$180,000 per year. Admissions support, including CRM integration, is projected at $80,000-$150,000 annually. Program reviews, involving market analysis and program viability studies, are estimated at $30,000-$60,000 per program (one-time). Instructional design, including course development and faculty stipends, can range from $15,000-$30,000 per course. Career services are estimated at $50,000-$100,000 per year. Professional development for faculty and staff is projected at $40,000-$80,000 annually. Lastly, academic technology support, including LMS setup and maintenance, is estimated at $60,000-$120,000 per year.

This three-tiered strategy empowers institutions to select the support level that aligns with their specific needs and goals, promoting a service model that functions as an extension of each university. This approach ensures that each institution leads its own development within the online hub framework.

The Regents requested an update on the status of the Online Hub sometime in September.

There was some discussion about an "Opportunity Scholarship for Graduate Students" that may have been associated with an appropriation from the most recent legislative session. Staff determined that additional follow-up was needed.

C. **Adjournment,** *Chairwoman Ammu Devasthali*

The meeting adjourned at 11:05 AM.

Meeting Minutes Approved on August 18, 2025 by the New Mexico State University Board of Regents.

Ammu Devasthali
Board of Regents Chair

Christopher Saucedo
Board of Regents Secretary/Treasurer