

**NMHU Retention Advisory Council Minutes**  
**September 29, 2016; 9am, Sininger Hall Rm130A**

Present: Casey Applegate-Aguilar, Alex Gadberry, Brandon Kempner, Gayle Martinez, Dominic Chavez, Elizabeth Ratzlaff, Jim Deisler, Margaret Gonzales, Iliana Ortiz, Jessica Jaramillo, James Alarid, Buddy Rivera, Thomasinia Ortiz-Gallegos, Virginia Padilla-Vigil, Carol Linder, Maria Sena, and Edward Martinez

1. RNL Summary to date

Dr. Martinez provided a short summary on RNL consultation to date. He also stated that the Student Senate had endorsed the Retention Plan. Retention Plan will be presented to the Board of Regents for their approval.

a. SRP Model FTF

SRP Model for first time freshman has been created. SRP model is based on a score. The higher the score the more likely students will be retained at NMHU. The Model used many variables as indicators or persistence and high school GPA was the strongest predictor. Discussion occurred regarding the variables and the graph handout. Dr. Martinez indicated that Academic Support staff have already begun to advise first time freshmen utilizing the SRP score in addition to the data provided on each student resulting from the CSI survey.

b. CSI Survey

Dr. Martinez states the CSI survey was administered to first time freshmen only and to date 202 of 316 freshman have completed the survey. The Survey indicates that 48% of students intend to transfer out of NMHU. Based on this there was some discussion on how to focus in and advise the students that plan to transfer out. One suggestion was to create a new survey to determine why students want to transfer out. Dr. Martinez stated that the academic support advisors are speaking to students intending to transfer out as they are meeting with the students based on the SRP and CSI data.

c. SSI and ASPS Survey

Dr. Martinez indicated that both SSI (Student Satisfaction Inventory) and ASPS (Adult Satisfaction Priority Survey) were being administered on main campus and centers. Survey ranks how well NMHU is doing and asks students what is most important to them. This data could be compared to other schools nationwide. Survey does not address why students want to leave NMHU. To date 202 (14%) of students on the main campus have completed the SSI survey and 149 (18%) of students at our Centers have completed the ASPS survey.

d. Status of Retention at NMHU and Recommendations

Dr. Martinez informed committee that RNL visit in September focused on retention. Dave from RNL provided a report and had his recommendations. Dave also commended NMHU for having nine of the ten best practices implemented. The only best practice we do not participate in is the honors program. Dr. Linder indicated that NMHU did have an honors program but has been suspended. NMHU does not have the resources to do it properly. She states that the program can be explored again if needed.

2. November Agenda

Dr. Martinez informed the committee that RNL would be on campus in November. RNL would like to be on campus the week of November 07-11 for a day and half event. During this summit we would need the commitment of faculty, staff, and administrators to attend. We need as many different representatives as possible to participate in the 1.5 day workshop. The intent of the workshop is to get a consensus on the top retention goals and develop strategies/actions to implement.

a. Retention Goals

During the summit the idea is to split the big group into smaller working groups. The small groups will identify goals and move forward with them. The goal is not to replace our current

retention plan, but to enhance what we have. The vision is to bring all individuals together and get a consensus to what top two or three goals NMHU will work on to better retain our students.

b. Strategies

Dr. Martinez is concerned on how we can get a cross section of forty people at any given time. Individuals can leave and come in the focus groups. As new participants arrive to the workshop, it will be very simple for them to catch up and continue working with the groups that are present. Members of the Advisory Council can participate and a global requesting participants will be sent from the VPSEM. We need 30-40 staff/faculty/administration to participate at any given time.

c. Actions

Dr. Martinez asked for recommendations on when the workshop should be held.

Recommendations: Thursday afternoon and all day Friday; Friday all day and Saturday half day; or early in the week.

Group was in agreement that Thursday afternoon and all day Friday would work best. Lunch will be provided for the all day workshop.

Committee agreed on the following dates: Preferred - Nov 03 half day and Nov 04 all day; Nov 10 half day and Nov 11 all day; Nov 17 half day and Nov 18 full day. It is noted that it would be difficult for faculty to participate on Mondays and Wednesdays.

3. Implementation

Retention Advisory Council (RAC) was formed to write a retention plan and put it in administration hands. This has been accomplished. How do we move forward? With RNL assistance, we will be enhancing the plan and now we enter into the implementation phase. We need to identify goals, get opinion of council, and set expectations.

a. What is the function of the RAC

Does this committee continue? Dr. Martinez asked everyone present how we move forward with this committee. If we abandon this committee it might not look good to HLC. Dr.

Martinez introduced an organizational chart. He reviewed chart with attendees and asked for suggestions. Group decided to continue with committee but have other staff participate from different offices. Offices will be participating, not individuals, no names and no position titles.

If staff member cannot attend, then supervisor can instruct another staff member to attend in their place. It was determined that the Executive Leadership Team would oversee the four committees that will contribute to the NMHU Strategic Enrollment Management Plan.

The four committees are Graduate Student Recruitment, Recruitment Advisory Council, Retention Advisory Council, and International Student Recruitment. These committees would become working groups and will participate in developing recruitment plans and implementing retention initiatives to fulfill retention goals. Dr. Martinez indicated that everything that is done by these committees needs to be tracked and therefore Chairs should be elected and minutes should be recorded at each of their respective meetings.

b. Ground Rules and Expectations

It was agreed that all new committees formed should elect chairs, have ground rules and expectations. It was also agreed that the Retention Advisory Council's existing structure remain. In regards to the oversight of the Graduate Student Recruitment, Recruitment Advisory Council, Retention Advisory Council, and International Student Recruitment, the VPSEM and the Chairs of each committee would become the SEM Executive Team and this team would communicate progress of the SEM Plan to the Presidents Executive Leadership Team. The chairs of each committee would report to VPSEM. Committees would have a secretary to take minutes; include faculty, staff and Center members. When members cannot attend, a proxy will attend. Committee needs to ensure that a faculty representative is always present.

Additional meeting will be called for The Retention Advisory Council to determine ground rules of this committee. Dr. Martinez will confirm dates and times for Ruffalo Noel Levitz to visit in November. VPSEM Office will provide meeting notes summary and revised organizational chart to those present.

**Retention Advisory Council Meeting  
November 01, 2016 at 1:00 p.m.**

Present:

Casey Applegate-Aguilar, Alex Gadberry, Brandon Kempner, Brenda Wagoner, Reyna Arviso, Thomasina Ortiz0Gallegos, Buddy Rivera,

Policy Statement reviewed and approved by BOR. Move forward and elect committee chair and secretary. We don't need to dictate to have a chair, vice chair, etc. It is up to you to decide. Recall in retention plan, list of all listing membership. Do you want to continue to be a member. If not, can you suggest someone else that can replace you.

Retention Advisory Council form. We had members from all these different offices, One member from f/a, recruitment and admissions, a/s, student support, IR, ARMAS, FYI, etc. One member from centers. Buddy used to represent. Now we can have one or two.. We had dr. McIntosh, tucker, Gadsden, Tucker declined, Alarid, we would need faculty senate to come together to elect. Thomasinia states that they should have representation from each center. Buddy agrees. Different members decided to continue or not; faculty side to have two members, but also staff from financial aid, business office, etc. more likely to effective change, etc.

ARMAS and a few more, IR representative (dual role for buddy),

Margaret, we had joseph Dominguez, student senate, one student member, an undergraduate student. She suggests that maybe a graduate/undergraduate student or an international student also. Maybe student senate will decide how many students will representative.

1. Representative from each center
2. Faculty representative – Brandon will take to faculty senate (
3. Student senate- elect students up to two
- 4.

Math and English gateway courses. Dr. Linder states that math did not send anyone. One faculty member overcommitted, Greg Turner, can participate in committee as part of science.

Brandon Kempner, they will approach Greg and Steve to participate instead of going to senates to obtain members.

There will be some revisions, some might be revisions from RNL, once committee formed how is that committee come together and determine how to move forward on strategies and revisions as indicated in the plan. Bulk of work is to identify and start implementation. Brandon states that we need to achieve and show proof that it has been done. We need to see if what we implemented is working or not.

Representation of this committee to elect a chair.

Alex Gadberry elected as Chair of committee.

Someone that will take notes and develop minutes. Clear evidence of advisory council is doing and moving forward as HLC.

Linder states that maybe elect a vice chair. It might be good that if you are gone then a vice chair can be elected.

Thomasinia Ortiz--Vice Chair

Can elect a secretary or email the committee to see if they want to be the secretary.

Develop ground rules and expectations

1. Agenda and Minutes

Thomasinia asks if looking to have bylaws, etc. Every strategies implemented. It is a good idea to have something more formal. A council viewed by campus community as an important council and have some voice. Term limits important. Look at model for faculty senate, follow those same guidelines. Develop as you believe is necessary.

Original committee had 7 members, create an official document, charge came later. Jessica likes the members of this committee. Margaret, send the new members a copy of retention plan.

Thomasinia, send thoughts and ideas and formulate to one document and maybe adopt, bylaws and ground rules. Give times to review.

Dr. Martinez states that its very necessary for council to meet quite often. When things are getting done, stretch out a little bit more, committee needs to get to work right away. Meet fairly often. Three per semester. Establish all the members before when can schedule meeting.

Buddy states that committee, co-curricular part, that represent retention items or ex-curricular items. In retention plan that is come language with extra and co-curricular activities. Maybe that committee is working on that. They will fulfill.

Each member needs to go back and report to their units. Everyone one involved makes it a point to orally or written form share this information that going out from this committee. We need to commit to communicate with units.

Linder states a rep is in meeting. Have it in agenda meeting, we make it standard. Never formalized process with them. We don't have ground rules and set time, etc. "my department position" how this committee views themselves. You are representing entire unit.

Share with Alex, the revised retention plan. Based on endorsement. He will share with everyone else.

Questions and comments.

Ideas to Alex on ground rules.

**Retention Advisory Council Meeting**  
**November 30, 2016**

Attendance: Casey Applegate-Aguilar, Brenda Wagoner, Juan Gallegos, Jim Alarid, Maxine Salas, Lourdes Dominguez, Kim Blea, Jim Deisler, Steven Gonzales, Buddy Rivera, Thomasinia Ortiz-Gallegos

1. Casey Applegate-Aguilar has volunteered to replace A. Gadberry , who has left the university, as council chair.
  - a. Dr. Edward Martinez will serve as acting chair while Casey is on leave.
2. The discussion for council ground rules is tabled because of the Ruffalo Noel Levitz (RNL) visit next week.
3. Dr. Martinez reviewed the goals, process, and strategies that emerged from the retention summit.
  - a. The five strategies include
    - i. Fully Prepared for the First Day
    - ii. Academic Roadmaps
    - iii. Internships/Practicums
    - iv. University Wide Service Culture
    - v. Academic Advisement
  - b. These strategies will guided the council's target populations, which are
    - i. Students with financial needs
    - ii. Undeclared students
    - iii. Academically underprepared students
    - iv. Ethnicity
    - v. Location (between 93-540 miles of main campus)
    - vi. Time of enrollment (students who enrolled less than 34.5 days prior to the start of classes)
  - c. These strategies and populations are described in detail in the agenda.
4. Dr. Martinez explained the council's plans for next week's RNL visit.
  - a. Subgroups will each focus on one strategy and meet with RNL to develop an action plan.
  - b. Council members volunteer to serve on subcommittees and to act as strategy leaders.
5. Continued discussion of our target student populations and data.
  - a. Question arises whether we are working with the correct data and what additional data we need.
6. General discussion
  - a. Thomasinia Ortiz-Gallegos: Encourages a realistic approach as we move forward, including setting achievable goals
  - b. Buddy Rivera: Notes the importance of identifying which particular target groups match the strategies and synthesizing the retention council's plan with current retention plans.

**Retention Advisory Council Meeting  
December 8, 2016**

1. Discussion of how sub-populations were determined
  - a. Collaboration between staff and faculty and the retention summit
2. Presentation of data by Maxine Salas
  - a. Explained the layout of the spread sheet and defined the term cohort
  - b. Discussion of financial aid
    - i. Ms. Salas explained that financial aid included support that did not need to be repaid—scholarships, not loans
      1. Dr. Dave Trites, representative of Ruffalo Noel Levitz, questions whether this particular category will remain on the list
    - ii. Establishes goals of 26% retention for 2016 and 28% for 2017
  - c. Discussion of undeclared majors
    - i. 2014: All undeclared majors are designated University Studies majors
    - ii. Benito Pacheco noted the lag in data entry concerning majors in Banner
    - iii. Ms. Salas notes that her data is based on information in Banner and from admission data
    - iv. Goals of 24% for 2016 and 26% for 2017
  - d. Discussion of data concerning high school GPA
    - i. Ms. Salas states that we should also consider ACT scores
    - ii. Other council members noted that previous analysis of ACT scores did not show any correlation with retention
    - iii. Goals of 42% for 2015 and 44% for 2017
  - e. Ethnicity
    - i. Casey Applegate-Aguilar asks whether we should include this population because retention rates are higher
    - ii. Dr. Edward Martinez notes that the date should be further disaggregated
    - iii. Mrs. Applegate-Aguilar reviews the data, noting that students of Hispanic (including undocumented students) and Hawaiians had higher retention rates while students in other categories including students of European descent and African-American students had lower retention rates.
      1. Committee recognizes that this may relate to the region because northern NM is primarily Hispanic
      2. Council briefly discusses as culture shock and comfort
      3. Students who are not being retained may need additional support that is not be offered specific support services
      4. Dr. Trites notes that the situation at NMHU reflects those of similar institutions and programs to support minority students used in other institutions could prove to be beneficial here
      5. Not specific goals determined at this point
  - f. Location
    - i. Discussion concerning location was brief due to time constraints
    - ii. Goals of 40% in 2016 and 42% for 2017
  - g. Admissions

- i. Benito Pacheco noted that this information could be further analyzed and organized into subgroups to reflect different point of admission. Students who registered 20 days before first day of class could be the better group to target.
  - ii. Goals of 25% and 40%
- h. Adjournment
  - i. Dr. Trites briefly described our overall goals and set a Dec. 21 date for submission of an action plan to Dr. Martinez



**Retention Advisory Council Meeting**  
**— with Dr. Dave Trites, RNL —**  
**January 10, 2017**

1. Introduction by Thomasinia Ortiz-Gallegos
    - a. Recognition of members
  2. Review of strategies by each strategy leader
    - a. Discussion between strategy leaders concerning the need to review overlapping strategies and determine which resources are already available to us.
  3. Group considers the relationship between the strategies and the university strategic plan and HLC.
    - a. Dr. Martinez notes that some plans already include relationship to strategic plan.
    - b. Dr. Linder: the HLC is not necessarily looking programs that have substance and serve a purpose.
    - c. E. Ratzlaff: Executive Team have tied strategies to strategic plan
    - d. Core Values also should be considered for inclusion in the plan.
  4. Advising: Benito Pacheco
    - a. Concerns
      - i. Transfer of students from central advising to academic units
      - ii. Review model and resources.
      - iii. Need for automated systems and the inclusion of IT in planning
  5. Dave Trites and Maxine Salas
    - a. Salas
      - i. Review of data
      - ii. Fall 2014: Development of university studies program to replace undeclared
      - iii. Low retention numbers with Native American and African-American students and success with Latin/a students
        1. Impact of new Indigenous Knowledge Center?
    - b. Kim Blea: We need to consider AA students in the process
    - c. No support for LBGTQ students
    - d. Trites: Add ethnicity to list of concerns
    - e. Impact of late admittance
      - i. Pacheco: need for further breakdown of data
  6. Review of target groups
  7. Trites: Prioritization of strategies
    - a. Strategy 5 considered most important by group
  8. Trites: explanation of RNL services
    - a. Lack data on successful students
- Martinez: Consider purchase of student contact information

## **Retention Advisory Council Meeting January 20, 2017**

Attendance: Jim Deisler, Elizabeth Ratzlaff, Benito Pacheco, Margaret Gonzales, Kim Blea, Lourdes Dominguez, Maxine Salas, Angela Meron, Thomasinia Ortiz-Gallegos

I. Call to order

II. Roll call: Thomasinia Ortiz-Gallegos, Maxine Salas, Reyna Alviso, Kim Blea, Margaret Gonzales, Virginia Padilla-Vigil, Buddy Rivera, Iliana Ortiz, Jim Deisler, Benito Pacheco, Elizabeth Ratzlaff, Lourdes Dominguez, Angela Meron, Edward Martinez

III. Conversation Re: moving forward

- There's a need to go from planning to implementation, strategy leaders need to set up meetings to move implementation forward.
- Kim noted that her group, Campus-Wide Service Culture is waiting to see what's happening and how to collaborate with the HR initiatives before moving on
- Margaret noted that the timelines listed on the plans are also useful to keep us moving forward.
- Thomasinia stated that she and Dr. Martinez will be getting the strategy leaders together to pull together the timeliness and keep them momentum. Prior to getting the leaders together, there is an opportunity to look for overlaps in the action plans and make sure only one group is responsible for continuing to work on that (also to look for strategies already developed in the Retention Plan).
- Benito suggested that the leaders meet with their team by next week. The teams should work in the following items in their groups:
  - Review other strategies for duplication and links to the Retention Plan
  - Determine a realistic expectation for how often to meet as a team
  - Determine the team priorities based on links to the strategic plan
  - Think about who else needs to be pulled into the team to be effective (All teams should meet and have plans finalized by January 30)

IV. Edward wrote a progress report on the Retention Plan and brought into the report some of the work that has been accomplished with Dave Trites. Maria will email out the report for suggestions/edits.

V. Margaret gave an update on the merging of the four campus calendars (Academic, Holiday, Athletics, Events). She met with Phil Escue of ITS and they are working on getting the four together on the main campus calendar on the NMHU webpage. Phil is working on the programming to do this, and in the meantime, Margaret is adding to add athletics and academics to the current calendar. Once developed, Phil will be able to add "filters" so you can choose which one of the four you want to see. Margaret noted that having a single calendar available will help with planning and will decrease global emails. Thomasinia noted that we need to make sure Center information can be added.

VI. Next Steps:

- All plans should be finalized by January 30<sup>th</sup>, so team meetings should be held some time next week (Jan. 32-Jan. 27).
- For each strategy, really reach out and investigate who is working on your strategy in different ways or can impact it and bring them into the process.

- Retention Meetings will be scheduled on Thursdays at 9am with the Retention Council meeting 1x/month and strategy leaders meeting 1x/month. Strategy Team meetings can be held in between.

We need to have a SharePoint where we can share the Strategic Plans (with timelines/dates). Benito noted there is a Retention Council SharePoint already in existence but might need to empty current contents).

The goal will be to use the strategic plans/Retention Plan to show progress regarding deadlines (% of action steps achieved), discuss barriers and address how to overcome the barriers.

There was a discussion regarding resources and the current budget issues. This committee can help make recommendations to push forward the priorities determined by the group, especially since retention is part of the strategic plan. Benito noted that we should also consider prioritizing things that are possible with our current resources and keep working towards getting resources in the future for things that we can't do immediately. Thomasina also pointed out that we can think creatively and be resourceful and we may be able to problem solve and identify resources if we work towards the long-term goals.

Next scheduled meeting is Monday, January 20, 2017.

**Retention Advisory Council Meeting  
February 15, 2017**

(Minutes not available)

**Retention Advisory Council Meeting**  
**February 24, 2017**

1. Recognition of new committee members by Dr. Edward Martinez.
2. Casey Applegate-Aguilar will resume her position as chair, and Thomasinia Ortiz-Gallegos will resume her position as vice chair.
3. Discussion regarding SharePoint
  - a. There have been some problems adding additional users.
  - b. IT has to provide privileges to Mrs. Aguilar-Applegate.
  - c. Mrs. Aguilar-Applegate has organized the material currently on SharePoint.
4. Each strategy leader reported on the status of their plans and the implementation of the plan.
  - a. Benito Pacheco—Strategy 5 Advising
    - i. Plan is complete.
    - ii. Discussion of transferring faculty training plan to University Service Culture
    - iii. Training currently conducted by registrar. Dr. Carol Linder, Ms. Kimberly Blea, and Mr. Pacheco will collaborate on this issue at a later time.
    - iv. Clarification on task distribution will be discussed at 03/03 meeting.
  - b. Dr. Martinez discusses data requests.
    - i. Potential for delays
    - ii. Question regarding IRB approval.
      1. IRB not required when research is conducted for institutional purposes.
      2. Caution is recommended by Dr. James Alarid.
      3. Expedited review.
      4. Question: Is data used in marketing materials considered published?
  - c. Dr. Juan Gallegos—Strategy 3 Roadmaps
    - i. Plan is complete.
    - ii. Data request has been submitted.
      1. Mr. Buddy Rivera also currently has relevant data.
    - iii. No part of the plan needs to be transferred to another group.
    - iv. Some tasks are dependent on the data and could be delayed as we wait.
    - v. Plan is not actually prioritized but organized by what can be completed internally at the university and what needs to be done by an external institution.
  - d. Ms. Blea—Strategy 4 University-wide Service Culture
    - i. Added Strategic Goals but did not prioritize.
    - ii. Sent request for SnapShot training
      1. Need ID#s
      2. Ahead of schedule
    - iii. Working with different groups to merge calendars
    - iv. Weekly employee updates forwarded to HR (if someone leaves position, so HR can notify campus)
    - v. No need for data.
    - vi. Discussion of using SkyFactor for surveys
      1. Surveys of student needs for Strategy 3
        - i. Mr. Steven Gonzales (Roadmaps) developing survey.
        - ii. Dr. Linder: Can we get some data from DegreeWorks?
        - iii. Can the deans be notified of scheduling conflicts?
        - iv. Can we use “room look up” to eliminate scheduling conflicts?
  - e. Ms. Brenda Wagoner—Strategy 1 First Day of Class
    - i. Prioritization complete
    - ii. Running survey again

1. Survey conducted last year.
  - i. Survey Monkey, all students
2. Dr. Martinez notes that student participation on surveys is low: 17% on campus and 23% at centers.
3. Do we want to handout surveys to get better participation?
- iii. Working on admissions timeline
  1. Consider the impact on different student populations
- iv. Data needed: Fall to Fall retention rates
  1. Dr. Martinez already possess this data
- v. Dr. Martinez that the council can use SharePoint to share data.
- f. Mr. Steven Gonzales—Strategy 2 Internships, Employment . . .
  - i. Discussion of streamlining campus internships and reducing redtape
    1. Some degrees require internships
- g. Dr. Martinez welcomes Dr. Robert Deacon to the committee. Dr. Deacon is participating via Zoom.
5. Send plans to Mrs. Ortiz-Gallegos, Mrs. Ortiz-Gallegos, and Dr. Martinez
  - a. Paragraph explaining how current plans coordinate with strategic goals and larger retention plan.
    - i. Dr. Linder: Each VP has been assigned a strategic goal.
6. Dr. Linder: update on IDI  
Michael Raines currently has data, working with it before

**Retention Advisory Council Meeting**  
**3-10-17**

Present: Casey Applegate-Aguilar, Elizabeth Ratzlaff, Jessica Jaramillo, Buddy Rivera, Thomasina Ortiz-Gallegos, Edward Martinez, Kimberly Blea, Reyna Alvizo, Iliana Ortiz, Laura LaCour-Johnson

1. Discussed original retention plan objectives. Suggestions came about to modify some of the objectives or break them up into their own categories to better fit the retention plan. Some of the objectives have already been implemented at New Mexico Highlands University (NMHU) and were identified with the data provided by Ruffalo Noel Levitz.
2. Discussed the plan steps/strategies to go along with each objective. Modifications were made to some of the strategies to better fit the objective of the retention plan. Casey will update the matrix with these changes on sharepoint.
3. An evaluation column will be added to the matrix to determine the outcome of each objective and its strategies. If there are modification that need to be made to the objectives or strategies, the evaluation column will assist with making the appropriate adjustments in the future.
4. For objective 5, it was discussed that a quarterly meeting be established to support student learning and communicate within all departments that assist students. That way there is communication across campus and we do not duplicate committees or the same work. We will better assist students by knowing what departments to send them to and what is offered to the students.
5. Students are not taking advantage of net tutor. Students at the centers have expressed that they dislike it and would like more of a person interaction. There was no concrete department or person who is responsible for net tutor.
6. Orientations were also discussed. Farmington does not have an orientation, they meet with students one on one. The Santa Fe center along with the Farmington Center have an orientation that only takes place in the fall. They are working on also having an orientation in the spring. On main campus there are orientations for fall and spring. Dr. Martinez and Benito are working on online orientations that will be available for transfer students, graduate students and first time freshmen. There will be invitations sent out when the modules are set so feedback can be provided.
7. Dr. Martinez and Maxine are working on getting data together and bringing it to the meeting in order for us to analyze data.
8. Casey requested that we review the whole retention plan and bring feedback for how we can add clarification to the organization of the document, changes that need to be made, or things that need to be added.

**Retention Advisory Council Meeting**  
**3-23-17**

Present: Edward Martinez, Thomasinia Ortiz-Gallegos, Steven Gonzales, Reyna Alviso, Benito Pacheco, Jessica Jaramillo, Jim Deisler, Lourdes Dominguez, Kim Blea, Buddy Rivera, Casey Applegate-Aguilar

1. Fully Prepared for the First Day of Class strategy team update
  - Admission deadlines proposed to matriculation taskforce (July 15 for fall, Dec 15 for spring, may 15 for summer)
  - currently collecting data
2. Academic Roadmaps strategy team update
  - Identifying classes
  - data we have isn't helpful
  - class tracks
3. Academic Advising strategy team update
  - need to address the advising handoff to faculty advisor with student affairs committee
  - Should list of faculty advisors go to Deans?
4. Campus-Wide Service Culture strategy team update
  - Customer Service Committee has met 4 times
  - Snapshot training update
  - Questions: can we search by student name
  - Can we add admissions information?



## Retention Advisory Council Meeting

April 7, 2017

Attendance: Elizabeth Ratzlaff, Steven Gonzales, Rob Deacon, Maxine Salas, Margaret Gonzales, Paula Escudero, Reyna Alviso, Juan Gallegos, Jim Alarid, Buddy Rivera, Virginia Padilla-Vigil, Casey Applegate-Aguilar

1. Review of Retention Update
  - a. Revisions and corrections
2. Discussion of council membership
  - a. Update list of members according to those who are participating and those who are not
3. Revisions
  - a. Charter: refer to Dr. Martinez and his position
  - b. Intro and context: no changes
  - c. Executive Summary
    - i. Buddy Rivera: move the Executive Summary to the beginning, immediately after the table of contents
    - ii. Facilitating to facilitated
    - iii. Clarify “cycle”
      1. Refers to PDSA cycle
      2. Council should continually use PDSA in documents
    - iv. Page 10
      1. Chart: needs yearly goals
        - a. Ask HED for clarification
          - i. Buddy Rivera: Goals are self-identified
    - v. Page 11
      1. Goal 2: consider Fall 2017 students not Fall 2016
    - vi. Completed revisions up to page 11
  - d. General revisions
    - i. Various sentence level and lexical revisions throughout the document
    - ii. Replace NMHU with Highlands, per branding policy
    - iii. Use Garamond, per branding policy
    - iv. No Oxford comma, per branding policy
    - v. Label tables and include them in the table of contents
    - vi. Tables
      1. Provide “introductions” or descriptions
      2. Table 1 specifically
        - a. Cite sources
      3. Maxine Salas will provide table explanations
    - vii. Include color coding to fill in tables
4. Questions regarding data
  - a. Some numbers do not match the Factbook
    - i. Maxine Salas: dependent on what is being reviewed
    - ii. Source of lottery scholarship info?
      1. HED Performance Report

**Retention Advisory Council Meeting**  
**4/20/17**

Attendance: Jessica Jaramillo, Brenda Wagoner, Casey Applegate-Aguilar, Benito Pacheco, Shannon Saiz, Carol Linder, Gregg Turner, Elizabeth Ratzlaff, Margaret Gonzales, Gilbert Rivera, Maxine Salas, Caroline Montoya, and James Alarid.

RAC participated in discussion about retention with Dawn Hiles, Vice President of RNL.

## **Retention Advisory Council Meeting** **4/21/17**

### Attendees:

Casey Applegate-Aguilar, Steven Gonzales, Iliana Ortiz, Lourdes Dominguez, Brenda Wagoner , Benito Pacheco, Margaret Gonzales, Elizabeth Ratzlaff

-Casey reviewed changes made based on Brandon Kempner's suggestions. These revisions will allow progress reports to be included in the Retention Update document. Casey reviewed changes made based on the Council's suggestions last meeting. Casey updated Council on attendance of members listed, and Council gave feedback regarding non-participants' participation in sub-committees, etc. Casey will follow up with non-participants to determine their intentions to work on the Council.

-Council discussed the Goals section of the document. Casey asked for clarification of what the Council directed in last meeting to define "goals." Council determined that in paragraph 1 of the goal section to list the 2020 goals. Casey indicated and Council agreed that summarization of tables cannot occur until OIER has provided corrected table/charts. Maxine Salas indicated at the last meeting that she would provide these.

-Council discussed how to summarize Table 1. Elizabeth suggested breaking Table 1 into seven separate tables by sub-population to aid the reader's understanding and our ability to summarize. Steven volunteered to create these tables.

-Council discussed the summarization of Table 4 and the definition of student success. Council noted that the data currently included is only for first-semester freshmen. Council recognizes that retention and persistence is ongoing and requests that OIER provide the Council with data for all classifications of students. Council discussed including measures of successful transfer to other institutions, as indicated on the SAM report, and other measures such as scholarships for returning students and maintaining the Lottery Scholarship. Council asks that OIER determine what other measures of success are available.

-For goal 3, Council discussed that the data would be more meaningful if we had per-semester retention data for each major. Council asks that OIER provide that information. Elizabeth brought up that this data is already being looked at to be provided to departments in August and that same data could be documented here.

-Council discussed contradictions in data on various documents and determined that we need to record how data is calculated (defined) so that future Council members can calculate data for future years in the same way. Council determines that no more work can be completed on the summarization of Retention Plan tables or in setting goals until data is carefully reviewed. Council asks OIER to review all reports.

-Council reviewed document providing retention and graduation rates by semester. Benito noted that the cohort size for 2015 was incorrect (reported at 398 but actually was 298). Council notes the importance of a variety of constituencies reviewing data.

**Retention Advisory Council Meeting**  
**May 5, 2017**

1. Casey Applegate-Aguilar lead discussion of strategy reports
  - a. Leaders are to prioritize updates of strategy plans
  - b. Add subpopulations
  - c. Continue to update as we meet and work on tasks
  - d. Discuss mathematical computation of priorities, use method applied by Dr. Dave Trites
    - i. Include these ranks in HLC report
  - e. Discussion of terms: action step, task
  - f. Line K: timeline for measurement
  - g. Gray out sections that are not relevant
  - h. Recommendation: provide example of requirements for each column
2. Review of full Retention Update
  - a. Table 4 student data
    - i. Needs GPA, standing (first-time, first-year)
  - b. Table 2
    - i. Charts need descriptions
    - ii. Problems with 4-year, 6-year graduation dates
  - c. Appendix needs extended description of process
  - d. Dr. Martinez would like tables 2-4 in HLC report
3. HLC Persistence Academy
  - a. Chicago, June 19-20, travel 18<sup>th</sup>-21<sup>st</sup>
  - b. Strategy leaders and Thomasina Ortiz-Gallegos, Casey Applegate-Aguilar, Dr. Carol Linder

## Retention Advisory Council Meeting

5/19/17

Attendance: Casey Applegate-Aguilar, Thomasinia Ortiz-Gallegos, Jim Deisler, Jim Alarid, Lourdes Dominguez, Natasha Lujan, Steven Gonzales, Buddy Rivera

- We need identifiers for the 2010 cohort (increase grad rate 2010)
  - Graduation – GPA @ end of term / year
- We have many strengths (ex. Highest completion per 100 students in NM). We need to highlight our strengths instead of always focusing on what needs improvement.
- How are we defining part-time? (degree-seeking but less than 12 credits)
  - We need to track part-time students
- What is the difference between persistence and retention? Persistence is fall-to-spring and retention is fall-to-fall?
- How many who leave have balance at the end of spring and each semester?
- We need to be able to use administrative drop to exclude students from cohort who do not show up / other universities drop students if they cannot find them
- NSLDS – when do students transfer out? / we should find a way to report transferring out as a success
- Increase focus on transfer data – comparative data? HED dashboard?
- Need to look at the number of Associate's degree graduates

**Retention Advisory Council Meeting**  
**June 15, 2017**

1. Meeting attended by faculty member, Dr. Craig Conley
2. Discussion of Retention Update format.
  - a. Is it easily understood by an outside reader?
  - b. Format allows for updates
3. Goals of meeting: clearly define goals of committee and strategies.
  - a. Past student retention goals were arbitrary while current are based on data and the committee feels more realistic
  - b. We only need to meet a small number of students to meet our goals
4. Data
  - a. Should we include spring to spring data? State measures fall to fall.
  - b. How will IPED influence our goals?
  - c. Do we need comparative data? Contrast with other institutions?
    - i. Our goals are institutional not comparative
  - d. Trend improving Fall-Spring while Fall-Fall is dropping
  - e. Data shows students return fall of second year but not second spring
    - i. Financial reasons are common
  - f. Decision to look at Fall-Fall statistics
  - g. Take out ACT data
  - h. How are we going to measure which strategies impact target groups
  - i. High transfer rate
5. Goal of 56.7% amounts to approximately 12 students
6. What are the factors that impact retention?
  - a. Experiential learning
  - b. Positive experiences
  - c. Making connections
  - d. These goals are impacted by customer service (moving between offices, not finding answers to questions easily)and financial aid
  - e. Learning Community program has shown some impact on academic performance

## Retention Advisory Council Meeting

6/29/17

Attendance: Casey Applegate-Aguilar, Elizabeth Ratzlaff, Juan Gallegos, Benito Pacheco, Iliana Ortiz, Reyna Alviso, Margaret Gonzales, Jesus Rivas

1. Casey reviewed progress from Persistence and Completion Academy Roundtable, which will focus on advising.
2. Worked on goals section of Retention Update:
  - Review of target goals
    - a. Can we reduce some of our goals?
      - i. Review of other NM institutions
        1. NMTech lowered some of their goals
    - b. Fall to Fall goal: keep at 53%
    - c. Completion: 6-year goal of 20%
    - d. Transfer students: reduce from 80% to 70%
    - e. Add 2, 3, 4 year goals
  - Need to updated the abbreviation F2F to fall-to-fall
  - Dr. Rivas brought up topic and council decided to ask Edward about talking to Dr. Minner about lowering fall-to-spring targets due to probation status, budget cuts, and tuition increases affecting probation
  - Decided to add 6-year target for freshman completion
  - Question for OIER: does transfer student retention take into account students who graduate in 1 year?
  - Consider using Elizabeth Ratzlaff's freshman completion and retention charts for transfer students (charts that take into account number completed and number still enrolled)
  - Suggestion to track 2-yr, 3-yr, & 4-yr completion rates for transfer students instead of 4-yr and 6-yr
3. Suggestion that students complete the Degree Audit plans in the intro course to majors
4. Need for historical data
5. What is the impact of HLC probation?
  - a. Pacheco: 5% decrease in enrollment when compared to next year
6. How do budget cuts impact retention?
7. Advising
  - a. No communication between groups that are working on related tasks
  - b. Groups have different procedures
    - i. Few procedures are in writing
    - ii. New policies fade away and are not consistently maintained
8. Pilot program
  - a. Students develop their own degree plan
    - i. Similar practice in LC courses
9. Regularly offered degree audit programs
10. \*Post-meeting discussion with Zoom assistant who is a senior
  - Negative impact of high turnover in dean positions
  - Deans never introduce themselves and are strangersYanina Bustamante (student) asked to join the committee

**Retention Advisory Council Meeting**  
**7/13/17**

Present: Casey Applegate-Aguilar, Carol Linder, Maxine Salas, Jim Deisler, Elizabeth Ratzlaff, Reyna Alviso, Margaret Gonzales, Brenda Wagoner, Steven Gonzales, Janina Bustamante, Benito Pacheco

- Determined that we should not have an 8-yr target for freshman completion / remove data
- Set remaining freshman persistence and completion goals
- Need to create a process to align PEP report and Retention Update every September. Talk to new IOER Director when hired



**Retention Advisory Council Meeting**  
**July 27, 2017**

Attendance: Warren Lail, Juan Gallegos, Steven Gonzales, Reyna Alviso, Iliana Ortiz, Thomasina Ortiz-Gallegos, Buddy Rivera, Casey Applegate-Aguilar

1. Full retention posted online for HLC
2. Short description of each strategy required
3. Employment/Internships strategy team update
  - a. Presenting student employment pay scale matrix to HR
  - b. HR working on talent management system with October implementation
  - c. Question about if the matrix would apply to students hired under grants
4. Customer Service strategy team update
  - a. Sept 28: initiative kickoff (with Power of Service team)
  - b. Training sessions for Snapshot / should Deans have access?
  - c. Campus life: working with ITS, University Relations, and Athletics to create synchronized, centralized campus calendar rather than many calendars (academic, sports . . .)
5. Academic Roadmaps strategy team update
  - a. Currently gathering enrollment data since 2-13
  - b. Will give data to departments so they can use for revising roadmaps in spring
  - c. UNM IDI progress
6. Academic Advising strategy team update
  - a. Collected data to identify advisor assignments and communicated to Deans so they can re-assign advisors. All should be accurate now
  - b. Are now looking at data to see if students are actually majoring in program so departments can contact students
  - c. Academic advisors provided with lists of students
    - i. Departments decide how to distribute
    - ii. Need to confirm that listed advisor and department are correct
  - d. Working on cleaning up of all identifiers of all students
7. Fully Prepared for the 1<sup>st</sup> day of class Strategy team update
  - a. Development of Enrollment Success Contract
    - i. Begins in fall

**Retention Advisory Council Meeting**  
8/24/17

1. Appointed a timekeeper / parking lot keeper: Julie Tsatsaros
2. Appoint a Secretary: decided to rotate responsibility, Carol Linder will take minutes today
3. Reviewed Retention Council Charter
4. Developed ground rules (see below)
5. Reviewed goals summary list and set targets for transfer students
6. Set Future meeting day/time: will keep same time for now but try meeting in Felix Mtz conference room.

<b>Attendance of Advisory Council Member</b>	<b>Present</b>	<b>Excused</b>
Reyna Alvizo (STEMfast Community College Outreach Coordinator)		
Casey Applegate-Aguilar (Director, Academic Enrichment and Retention)	x	
Kimberly Blea (Interim Dean of Students)	x	
Yanina Bustamante (Student)		
Leon Bustos (Adjunct Instructor, Psychology and Academic Enrichment & Retention)		
Craig Conley (Associate Professor, Forestry)	x	
Jim Deisler (Associate Athletic Director)		
Lourdes Dominguez (Transfer Admissions Specialist)		
Paula Escudero (Director of Finance/Comptroller)		
Juan Gallegos (Assistant Professor, English)		
Margaret Gonzales (Director, Campus Life)	x	
Steven Gonzales (Student, Business Administration)	x	
Jessica Jaramillo (Director, Recruitment and Undergraduate Admissions)		
Sarra Hinshaw (Visiting Professor, Biology)		
Brandon Kempner (Associate Professor, English and Director, HLC Accreditation)		
Warren Lail (Interim Dean of College of Arts and Sciences / Interim Dean of Graduate		
Carol Linder (Interim Assoc. Vice President for Academic Affairs and Research, AVPAA)	x	
Natasha Lujan (ASNMHU President)		
Edward Martinez (Vice President for Strategic Enrollment Management, VPSEM)		
Gayle Martinez (Restricted Funds Supervisor)		
Angela Meron (Assistant Professor, Media Arts)		
Rebecca Moore (Associate Professor, Social Work)		
Emily Montoya (Interim Director, Financial Aid)		
Iliana Ortiz (Graduate Studies Student Recruiter)		
Thomasinia Ortiz-Gallegos (Interim Registrar)	x	
Benito Pacheco (Director, Office of Academic Support)	x	
Virginia Padilla-Vigil (Director, Rio Rancho Center and Interim Dean of Education)		
Elizabeth Ratzlaff (Director, ARMAS)		
Jesus Rivas (Associate Professor, Biology)	x	
Buddy Rivera (Director, NMHU Farmington Center & Interim Director, OIER)	x	
Maxine Salas (OIER Associate)		
Julie Tsatsaros (Associate Professor, Forestry)	x	
Gregg Turner (Associate Professor, Computer and Mathematical Sciences)		
Brenda Wagoner (Financial Aid Advisor)	x	

**Additional Notes:**

Review Retention Council Charter charge 12. word correction causal from casual

**Ground Rules:** limited to 50 minute meeting, biweekly meeting on Thursdays at 10:00 am in SH 130 (will try Felix Mtz next time but may not all fit), take attendance, approach all conversations in an open and respectful manner, attendance is expected from all council members, if can't make the meeting then email Casey, minutes will note those that are excused and those that

are absent, if more than 3 unexcused absences per semester, then Casey will have a conversation with the member to see if will continue, all documents are maintained in SharePoint (moss domain).

Review of Retention Goals (below)

### Retention Goals Summary

#### Goal 1: Increase Persistence among Freshmen

- Highlands University's 2020 fall-to-spring (2<sup>nd</sup> semester) retention goal for first-time, full-time freshmen is **80%** retention fall-to-spring. The goal for the upcoming (fall 2017) cohort is **78%**.
- Highlands University's 2020 fall-to-fall (2<sup>nd</sup> year) retention goal for first-time, full-time freshmen **56.7%**. The goal for the upcoming (fall 2017) cohort is **53%**.
- **Freshman Sub-population 1 goal:** Achieve a retention rate of **30%** for fall 2016 entering students whose non-repayable financial aid award was \$4,254.50 or less and a retention rate of **32%** for fall 2017 entering students whose non-repayable financial aid award was less than \$4,254.50.
- **Freshman Sub-population 2 goal:** Achieve a retention rate of **23%** for fall 2016 entering students who have not declared a major and **25%** for fall 2017 students who have not declared a major.
- **Freshman Sub-population 3 goal:** Achieve a retention rate of **43%** for fall 2016 entering students whose high school GPA is 2.935 and below and a retention rate of **45%** for fall 2017 entering students whose high school GPA is 2.935 and below.
- **Freshman Sub-population 4 goals:** Achieve a retention rate of **28%** for fall 2016 entering Native-American students and **30%** for fall 2017 Native-American students.
- **Freshman Sub-population 5 goal:** Achieve a retention rate of **41%** for fall 2016 entering students whose home address is 93 to 540 miles from campus and a retention rate of **43%** for fall 2017 students whose home address is 93-540 miles from campus.
- **Freshman Sub-population 6 goal:** Achieve a retention rate of **42%** for fall 2016 students who are admitted less than 34.5 days prior to the start of classes and a retention rate of **45%** for fall 2017 students who are admitted less than 34.5 days prior to the start of classes.

#### Goal 2: Increase Persistence among Transfer Students

- Highlands University's 2020 fall-to-spring 2<sup>nd</sup> semester retention goal for first-time, full-time transfer students is **85%**, and the goal for the upcoming cohort is **80%**. (agreed by RAC)
- Highlands University's 2020 fall-to-fall 3<sup>rd</sup> semester retention goal for first-time, full-time transfer students is **75%**, and the goal for the upcoming cohort is **71%**.(agreed by RAC)

#### Goal 3: Increase Completion among Freshmen

- Highlands University's class of 2020 completion goal for first-time, full-time freshmen (fall 2015 cohort) is **9.9%**.
- Highlands University's class of 2020 completion goal for first-time, full-time freshmen (fall 2015 cohort) is **23.9%**.

#### Goal 4: Increase Completion among Transfer Students

- Highlands University's class of 2020 overall 4-year completion goal for first-time, full-time transfer students (fall 2015 cohort) is **52%**.
- Highlands University's class of 2020 overall 6-year completion goal for first-time, full-time transfer students (fall 2013 cohort) is **55%**.

#### Goal 5: Increase Student Success among Freshmen

- Highlands' 2020 goal for academic standing is that **85%** of first-time full-time freshmen will be in good academic standing (not on academic probation) after the first semester. The goal for the upcoming cohort (fall 2017) is **77%**.

- The 2020 goal for average credits earned by first-time full-time freshmen in their first semester is **15 credits**. That goal was exceeded with the Fall 2016 cohort, and the goal for the upcoming cohort is to maintain the average of **16 credits earned**.
- The 2020 goals for the Lottery Scholarship is that **75%** of the cohort who are eligible will earn the scholarship and **65%** of the eligible cohort retained will have earned the scholarship. The goals for the upcoming cohort (fall 2017) is **66%** of the total eligible cohort and **59%** of those retained will earn the scholarship.

**Action items:**

1. Send Enrollment Success Contract to all RAC members
2. Send all strategies out to RAC members

**Next meeting plan:**

1. Address questions about strategy team accomplishments (to be sent out)
2. Next meeting in Felix Martinez conference room

**Parking Lot**

1. Consider putting In term (e.g. 3 years) into RAC ground rules
2. Setting yearly targets for each category in between 2017 and 2020
3. Reporting completion rates for students coming in with AA degree versus those coming in without AA degree (all together, by discipline and by program)