LOCAL BOARD MEETING

January 23, 2018

Director’s Conference Room

UNM Gallup Local Board
705 Gurley Avenue Room 1216
January 23, 2018 ----- One O'clock p.m.
Gallup, NM 87301

	I. **MEETING CALL TO ORDER**	Chair
	II. **ROLL CALL**	Recording Secretary
	III. **PUBLIC INPUT** (15 minutes maximum)	
	IV. **INTRODUCTIONS** None	Chair
Action	V. **VOTE TO APPROVE AGENDA**	Chair
	VI. **VOTE ON BOARD BUSINESS**	
Action	Adoption of November 17, 2017 Board Meeting Minutes	Chair
	VII. **NEW BUSINESS**	
	A. Prioritizing Programs & Services: Reallocating Resources to Achieve Strategic Balance	James Malm
	B. Enrollment Management: Developing a Strategy Roadmap to Guide Long-term Enrollment Success	Jayme McMahon
	C. Dual & Concurrent Program - License Agreement (LA), Memorandum of Understanding (MOU), Memorandum of Agreement (MOA)	James Malm
	1 LA Sixth Amendment to License Agreement Middle College High School -May 8, 2017	
	2 MOU Office Space, Classroom Space, Auxiliary Spaces, Conference Room -September 19, 2017	
	3 MOA Early College Education Program Pursuant to NMSA1978, Section 21-1-1.2(2015) - November 11, 2017	
Action	VIII. **VOTE FOR ADJOURNMENT**	

DATES TO REMEMBER:

UNM Board of Regents meeting in Gallup	February 13
Local Board Meeting in Director's Conference Room at 1:00 PM	February 27
SAVE THE DATE Hoedown Fundraiser - Gurley Hall Commons	April 13

If you are an individual with a disability who is in need of a reader, amplifier, qualified language interpreter, or any other form of auxiliary aid or service to attend or participate in the meeting, please contact the Chief Executive Office (505-863-7501) as soon as possible. Public documents, including the agenda and minutes, can be provided in various accessible formats. Please contact the Chief Executive Office if a summary or other type of accessible format is needed.

UNM GALLUP LOCAL BOARD MINUTES

Tuesday, November 14, 2017 Gallup
One O'clock p.m. DCR

UNM GALLUP LOCAL BOARD

Priscilla Smith.....P
Olin Kieyoomia.....P
Gerald O'Hara.....P
Ralph Richards.....P
VACANT.....V

UNM-GALLUP STAFF AND GUESTS:

James Malm, CEO
Rick Goshorn, Director Business Operations
Ken Roberts, Dean of Instruction
Jayme McMahon, Director Student Affairs
Marilee Petranovich, Sr. Public Relations Specialist
Jerry Dominguez, Branch Campus Liaison
Rob Hunter, MCHS CEO
Shaquana Desiderio, Education Reporter Gallup Independent
Christy Butler, Executive Assistant

AGENDA ITEM I & II - Call to Order & Roll Call

Chair, Ralph Richards called the November 14, 2017, regular meeting of the UNM-Gallup Local Board to order at 1:03 PM with roll call. A quorum was present.

AGENDA ITEM III - Public Input

None

AGENDA ITEM IV - Introductions

A. Dr. James Malm, CEO
B. Ernesto Watchman, Visiting Lecturer in Automotive
C. Emily Ellison, Job Development Officer
D. Lisa Bracken, MCHS Board President
E. Mike Hyatt GMCS Superintendent
F. Alan Bingham, GMCS College & Career Readiness Coordinator

AGENDA ITEM V - Vote to Approve Agenda

Motion was made by Olin Kieyoomia to approve the November 14, 2017 UNM Gallup Local Board Agenda as presented. Motion was seconded by Gerald O'Hara and approved by unanimous roll call vote at 1:04 PM.

AGENDA ITEM VI – Vote on Board Business

Olin Kieyoomia made motion to approve the September 19, 2017 Board minutes as presented. Motion was seconded by Priscilla Smith. Minutes were approved by unanimous roll call vote at 1:05 PM.

AGENDA ITEM VII – New Business

A. Presentation on Interdisciplinary Film & Digital Media – Ernesto Watchman and Emily Ellison gave a PowerPoint presentation on why film and digital media matters and to get support for the program. Once they get data and other information as requested by the Board they will return to present the information.
B. Report on Community Needs – Jayme McMahon gave a report on whether UNMG is meeting the needs of the business community, the student needs, what are they looking for, how much do we want or need to invest into the existing programs or what new programs are needed. We have been without an IR person so we do not have all the data we need to move forward. Jayme will send the Board a copy of the Noel Levitz preliminary report.
C. Vote on Enrollment Impact FY 2017-2018 Budget – Jerry Dominguez discussed the memo sent from Rick Goshorn showing the loss of revenue for this semester and a projected loss for the next semester. The Board agrees that we need to work on cost containment. They want to give our CEO a chance to work on cost containment. No motion was made.
D. NM SHEM Update – Jerry Dominguez reported in the LFC report there seems to be a bullseye on the branches. There is a suggestion that all dollars for the branches for I&G be sent to main campus for distribution. They brought up duplication of programs and positions. The relationship with the advisory board and the policy board of the regents was brought up at the SHEM meeting. This will be brought up in the next operating agreement.

E. BLT Update – Jerry Dominguez brought up two items the committee (Budget Leadership Team) discussed.
   1. That the conversation concerning taxing all UNM students a technology fee, has been changed, after further reflection. If main campus wants to tax main campus students they can, but do not tax the branch campus students for technical fees, as the branch campuses handle their own.
   2. The operating agreement charges us a 2.36% fee each year and under the operating agreement the fees to use the Enterprise system are already covered. There was a conversation regarding a raising or lowering of the fee. He has requested a study be done to access the fee.

F. UNM President Update – Jerry Dominguez reported Dr. Garnett S. Stokes has accepted the position of UNM President. She will be taking office on March 1, 2018. Interim President, Chaouki Abdallah will transition back to the Provost Office.

G. Discussion of GMCS and UNMG MOA – This MOA is a result of meetings with GMCS Alan Bingham and Mike Hyatt to develop an Academy for dual credit between UNMG and GMCS. There is no competition between the Academy and MCHS. GMCS will be able to provide transportation for the students in the county to UNMG. After a lengthy discussion, the Board feels we should move forward.

Jerry Dominguez expressed his thanks and appreciation for the support of the Board and leadership at UNMG. The Board thanked him for all of his work and want to continue the relationship.

James Malm said he is very happy to be here. He and his family are glad to be here. He wants to be sure that anything we do is the best for our students and our many communities. Dr. Malm said he wants to continue doing the best for the college, as we have over the last 50 years.

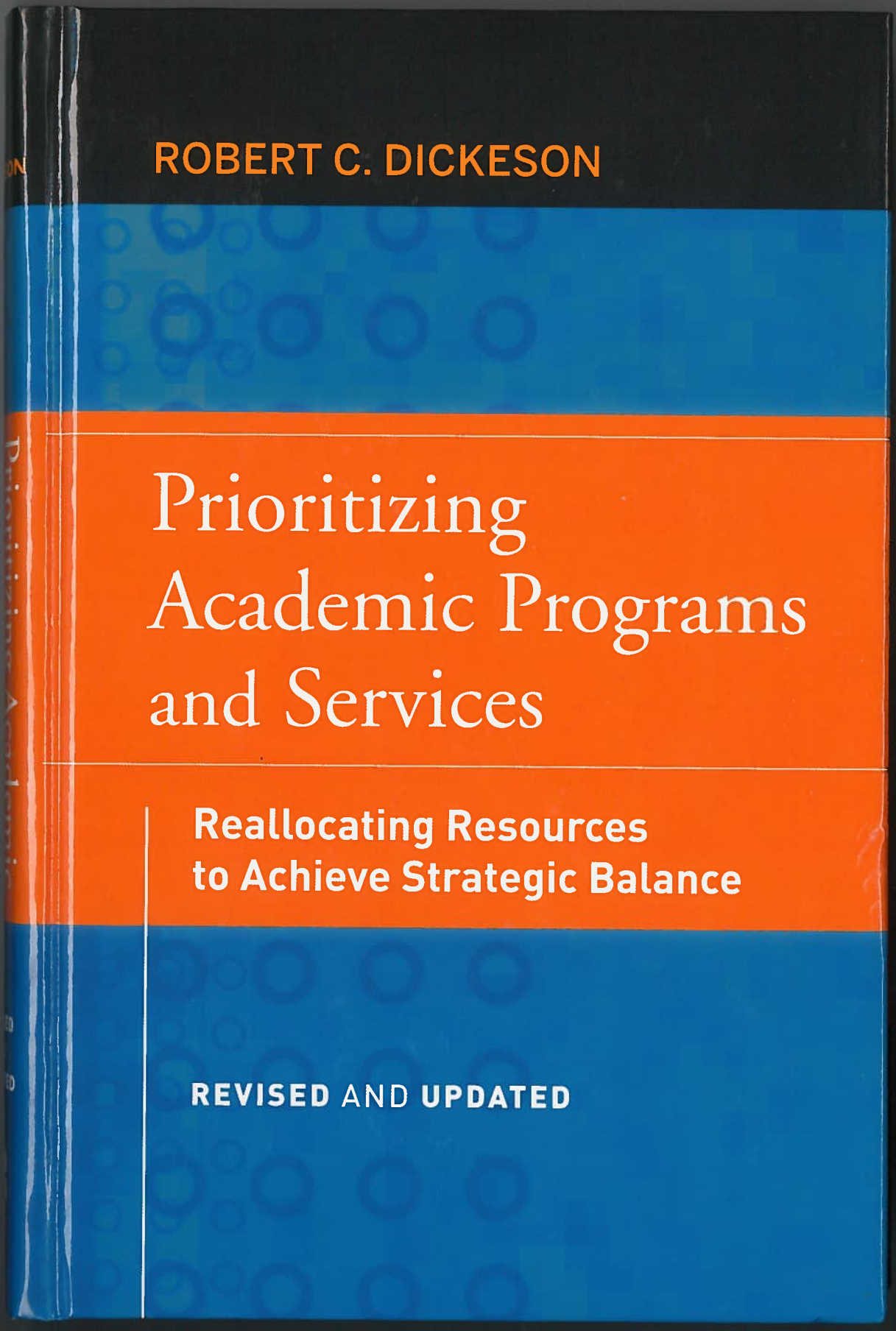
AGENDA ITEM VIII – Adjournment

Olin Kieyoomia made motion to adjourn, seconded by Gerald O'Hara and passed by unanimous roll call vote at 3:42 PM.

_____ _____

Ralph Richards, Chair Priscilla Smith, Secretary

Christy Butler, Executive Assistant
Board Recording Secretary


ROBERT C. DICKESON
Prioritizing Academic Programs and Services
Reallocating Resources to Achieve Strategic Balance
REVISED AND UPDATED

RUFFALO NOEL LEVITZ

DEVELOP A STRATEGY ROADMAP TO GUIDE LONG-TERM ENROLLMENT SUCCESS

University of New Mexico-Gallup

Implementation Plan

November 15, 2017

Gary Fretwell
Senior Vice President
Gary.Fretwell@RuffaloNL.com
720.984.6464

Eric Groves, PhD
Vice President & Consultant
Eric.Groves@RuffaloNL.com
619.571.6850

800.876.1117

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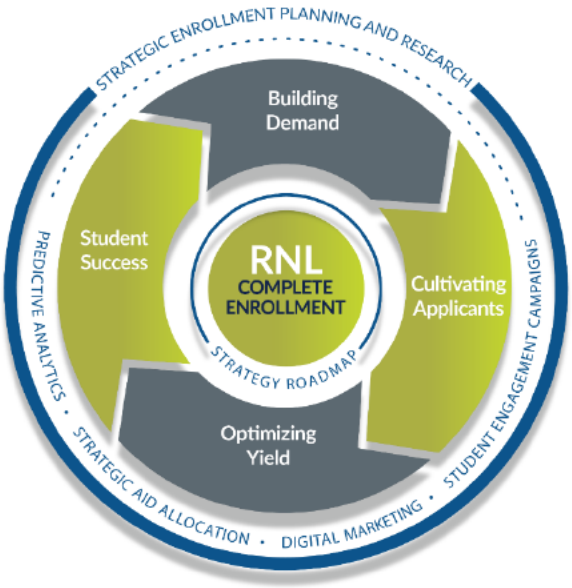
RNL STRATEGY ROADMAP

The RNL Strategy Roadmap suite offers comprehensive advisory and research solutions dedicated to helping your institution exceed its enrollment goals. We are the only company in the higher education marketplace to offer this breadth and depth of research and consulting.



EXECUTIVE SUMMARY

Thank you for hosting me on the beautiful University of New Mexico-Gallup's (UNM-Gallup) campus earlier this month. I appreciated the time and effort everyone took to make my visit with you productive and hopefully you found my initial conversations with your staff and exit briefing insightful.

The university has undergone a substantial amount of leadership change in the past several years which understandably makes plan development and follow-through difficult. Efforts to attract new students in new student markets have not proven effective. UNM-Gallup is a rural campus and much of your enrollment is Navajo students, many of whom commute as much as two hours to campus each day and many often do not have Internet access from their reservations. Because of this, the institution is serving as a vital community and workforce development resource. Additionally, retention rates are well-below average for similar two-year institutions in spite of implementing intervention and student success efforts.

Despite these challenges, we see opportunity for UNM-Gallup. New leadership provides the optimal time to engage in a *unifying planning process with a focus on return on investment* (ROI) to set the university up for success. Utilizing the momentum from the appointment of the university's new CEO, combined with support from Ruffalo Noel Levitz (RNL), we are confident that the university can modernize your strategies and achieve your goals to improve recruitment and retention and meet critical enrollment benchmarks. RNL can help you not only begin gathering the necessary data, but act on the data, and give you the tools to approach enrollment management in a quantifiable and holistic way, while allowing you to continue to serve your unique student market.

RNL is the leading provider of strategic enrollment planning, market research, web and digital strategies, and consulting across the entire cycle of student recruitment and completion. We are the only company in the higher education marketplace to offer this breadth and depth of research and consulting. We can help UNM-Gallup plan for any need, solve for any challenge, and identify opportunities to make you and your university more successful. Charting your course to success requires a detailed, comprehensive plan that is unique to UNM-Gallup. Together we'll examine where you are and where you want to be. Then, we'll develop the roadmap to get you there.

The RNL Approach

RNL's approach is built upon an extensive foundation of research and literature review, tempered by over 40 years of observations from and experience with more than 3,000 colleges and universities across the country. At the outset, we invite faculty, academic leadership, and finance to the table to join enrollment management in identifying institutionwide challenges and developing potential solutions. Our methodology is predicated on the firm belief that *we must all collaborate to plan for the long-term health of UNM-Gallup*, thus breaking down any organizational silos that inhibit institutional excellence.

Our partner institutions often report experiencing a halo effect as the campus community increases its focus on, and analysis of, internal processes, procedures, and

effectiveness. Many institutions attest to positive enrollment results during the planning year, not just after the plan is completed and implemented.

RNL Strategy Roadmap can address up to six key areas of opportunity for sustainable enrollment:

- *Revenue Growth and Sustainability:* identify the best paths to grow revenues and enrollment;
- *Enrollment Planning:* determine the ideal size of your student body;
- *Academic and Co-curricular Offerings:* define the optimal program offerings for your market;
- *Positioning and Market Awareness:* ramp up your brand recognition and market presence through effective web, marketing, and recruitment planning;
- *Completion:* strengthen your student retention and graduation rates; and
- *Higher Education Executive Leadership:* develop the institutional leadership necessary to navigate the course ahead.

Recommendations and Next Steps

The custom RNL Strategy Roadmap for UNM-Gallup includes a two years of recommendations outlined as follows:

Year 1	*Year 2*
Development of an Annual Marketing and Recruitment Plan	**Strategy Consulting for Advising and Retention**
Conduct Market Research to Better Focus Communication Messages and Strategies	**Develop a Five-Year Strategic Enrollment Plan**
Evaluate and Strengthen Your Website with Search Engine Optimized Content and Dynamic Search Engine Optimization (SEO) Monitoring	**Strengthen Your Academic Program Offerings and Identify New Program Opportunities for Enrollment Growth**

The following pages provide an outline of our approach to developing UNM-Gallup's roadmap to success. As your partner, we will work side-by-side with you to gather and analyze data, provide strategic direction for student enrollment, and track progress toward your objectives. We look forward to gathering your feedback and discussing next steps. Please do not hesitate to contact me or my colleague, Eric Groves, with any questions.

Sincerely,

Gary Fretwell
Senior Vice President
Gary.Fretwell@RuffaloNL.com
720.984.6464

Eric Groves, PhD
Vice President & Consultant
Eric.Groves@RuffaloNL.com
619.571.6850

YEAR ONE RECOMMENDATIONS

Develop an Annual Marketing and Recruitment Plan

Perhaps no sector in higher education has to do more with fewer resources than community and technical colleges. Increased competition for traditional four-year degree institutions, hybrid and/or online programs, a changing marketplace in terms of the students you serve and the programs you offer, increased accountability for retention and student success, and reduced state and federal funding combined with rising tuition costs are all vitally important to your institutional health. As you know, these challenges are driving a careful review of current marketing, recruiting, and retention practices with a focus on improving student access and success. In light of this pressure, we recommend a proactive approach to managing and tracking your recruitment funnels while responding to the ever-increasing challenge to recruit new students in this new higher-education environment.

Defining the current state of UNM-Gallup, setting goals, identifying strategies, and developing action plans can vastly improve the chances that new-student recruitment and net tuition revenue goals will be achieved. An RNL consultant will work with you to:

1. ***Conduct a situation analysis.*** This includes collecting, developing, and/or compiling all pertinent data and information.
2. ***Set data-informed goals.*** Data from the situation analysis will guide the establishment of quantifiable, measurable, and realistic recruitment goals. Most importantly, these goals will be mutually agreed-upon by all whose efforts must achieve them.
3. ***Develop action plans.*** Each key strategy requires a set of action or activity plans, complete with timetables and budgets. The activity plan describes the actions or tactics that will occur in order to implement the strategy and achieve each goal. The action plans will identify staff responsibility, clear beginning and end dates, measurable objectives, and budget information.

4. ***Track progress toward goals and the impact on net revenue.*** Throughout plan implementation, we will rigorously monitor key metrics, make adjustments as needed, and keep a close watch on recruitment-related net revenue.

Benefits to UNM-Gallup

Benefits of working with RNL in this process include:

- **Creating a clear path for achieving your enrollment goals.** Shifting to a systematic, data-informed planning process will help us develop the optimal strategies for achieving your goals.
- **Increasing your operational efficiency and the impact of your available resources on enrollment.** By determining the institution's optimal organizational structure and prioritizing your existing enrollment resources more strategically, you will have a stronger, more focused recruitment organizational structure that better serves your enrollment objectives.
- **Implementing changes more quickly than UNM-Gallup could on its own.** Your consultant will serve as a catalyst to set goals, develop plans, and realign resources, working as an objective change agent who can increase cooperation and agreement on the necessary changes.
- **Measuring the return on investment for every strategy through quantifiable benchmarking.** Through benchmarks, you and your colleagues will have concrete metrics and data to justify successful strategies and adjust those that are not as effective, increasing both accountability and transparency.
- **Increasing the knowledge and capabilities of your staff.** Your consultant will work with staff to make sure they have the necessary skills, knowledge, and training to meet enrollment goals and maintain progress after the project is over.

The RNL approach to marketing and recruitment planning

Based on your strengths and the goals you want to accomplish, we recommend a series of ***nine consultations over eighteen months***. These consultations will help build an infrastructure that will allow the UNM-Gallup team to systematically develop and implement marketing and recruitment action plans, review and revise systems that must work together seamlessly, and facilitate the changes in organizational behavior necessary to support the achievement of the university's enrollment goals.

Rather than a "grocery list" of activities to be carried out during the year, we will work with you to develop a plan driven by goals, data, and strategy with incremental objectives, including daily tasks, monthly objectives, and 60- to 90-day action plans.

While the focus of each consultation will be better determined after the current state/situation analysis, broad areas of focus for these consultations will include:

- Begin the collection of ALL inquiry/prospect data as a priority for the institution. This data should be collected in a single database, and further disaggregated below:
    - First year
    - Transfers
    - Traditional, immediate from high school
    - Non-traditional
    - Online
    - PT
    - FT
    - Possibly by academic program

- Developing prospecting activities to identify potentially interested students in the university's programs, including adult and online students;
- Creating a data-driven enrollment approach which ensures both the consistent collection of key enrollment data and use of that data to refocus staffs' use of their time. This would include better usage of your new digital pathways system to support recruitment efforts and training staff to access this data and be more proactive in their efforts. Currently, it appears the staff is more processing-centric.
- Assessing the adequacy of current staffing and optimizing organizational structures. With only approximately one FTE employee serving your prospective student needs, UNM-Gallup needs to seriously review enrollment management staffing, and RNL can help assist the institution with any necessary realignment.
- Developing and defining the role, structure, and authority of the enrollment management committee, including a recruitment subcommittee;
- Establishing clear and realistic annual recruitment goals and operational benchmarks by student cohort;
- Creating and executing an integrated prospective student communication system consisting of personal, written, telephone, and electronic contacts designed to align with your enrollment goals;
- Establishing a territory management model and reaffirming or revising staff goals for: applications, admits, deposits, enrolled students, campus visitors, and off-campus interactions;
- Refining website program pages to attract inquiries and have ways to systematically collect expressed interest (see SEO and content recommendations below);
- Developing cost-effective admissions outreach strategies to optimize the number of student contacts;
- Ongoing analysis of the resources available to support the enrollment effort;
- Tracking the effectiveness of each marketing and recruiting activity;
- Mobilizing the campus community in support of the new-student enrollment effort; and
- Monitoring progress made toward outlined goals.

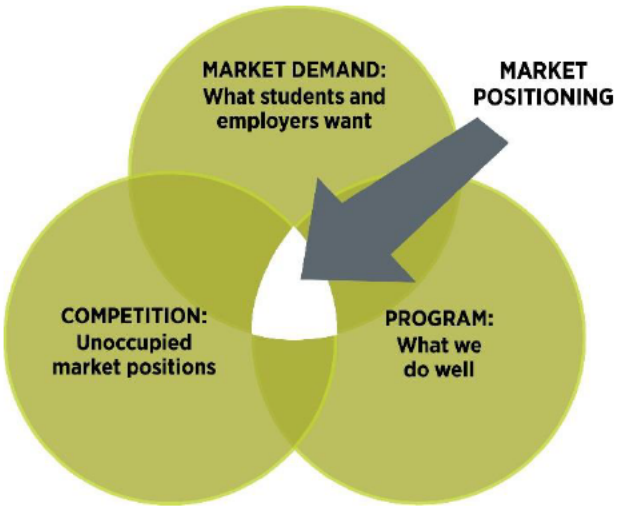
RNL has offered excellent advice and consultation for turnaround in our enrollments. The strategies they have proposed and were implemented have been key to the increase in our enrollments. They assisted us in analyzing and synthesizing data that have changed our institution.

Mary Ellen Mazey - President
Bowling Green State University (OH)

Conduct Market Research to Better Focus Communication Messages and Strategies

Supporting the annual marketing and recruitment plan, we will conduct market research to identify key marketing messages that will differentiate the university from your competitors. This comprehensive research study will:

- Identify the features and benefits that are most important to prospective students in your market;
- Reveal how prospective students view UNM-Gallup on those features and benefits that are important to them;
- Determine the key strengths of UNM-Gallup—as experienced by your current students; and
- Evaluate the market positions occupied by your top competitors.



Market Positioning involves determining three things: Key strengths, market demand, and competition. The RNL approach to market positioning in a competitive environment helps determine which messages should drive the university's marketing strategy.

The results from this research can then be used to guide the development of unique and compelling "Points of Pride" for UNM-Gallup. This marketing theme should be further supported by the creation and use of marketing messages that address what your prospective students value and are looking for in their education and how UNM-Gallup meets these needs.

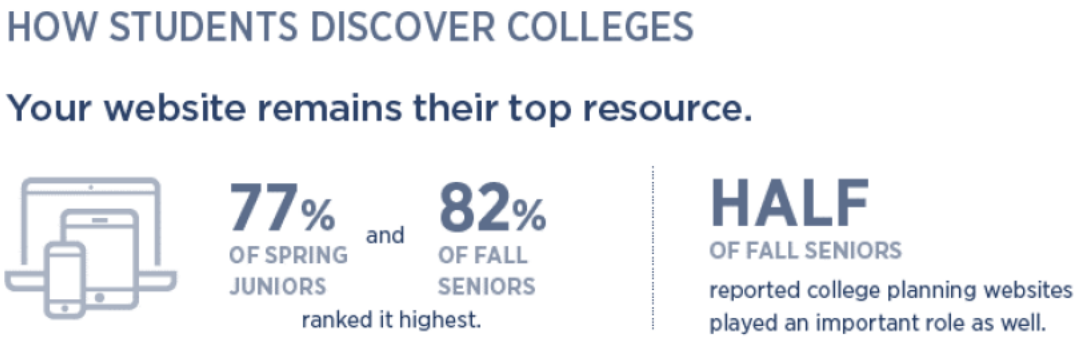
Step-by-step approach

1. We contact you to review goals, establish timelines, and answer questions.
2. We review existing campus research data and information and then conduct one-and-one-half day of on-campus research and focus group interviews with students, faculty, staff, and administrators. This will determine the circumstances and research issues that are unique to UNM-Gallup.
3. We provide student satisfaction assessments for you to administer to currently enrolled students (see page 14). Upon return of the completed surveys, we analyze the results to identify the specific marketing strengths and opportunities as experienced by your students.
4. We conduct a survey of up to 200 prospective student inquiries to identify their key enrollment decision factors, their perception of UNM-Gallup and your top competitors, and the information sources used to learn about college options.
5. We execute a recruitment communications study of up to 10 competing institutions and provide a content analysis of their marketing communications to identify the marketing messages and communications strategies used by your top competitors.
6. We review your current website and e-communications practices.

7. We make recommendations for future publications and website modifications to support new recruitment communications strategies based on the recruitment communications study and our review of your website and e-communications practices.
8. We return to campus to present the major research findings.
9. We conduct a brainstorming session with key marketing decision-makers to develop a recruitment theme and lead recruitment messages.

Evaluate and Strengthen Your Website to Create an Inviting and Persuasive Experience for Prospective Students

From our recent national E-Expectations studies, it is clear that an institution's website continues to play a significant role in a student's decision to inquire and/or apply[1].



To help UNM-Gallup improve your website, we will conduct a comprehensive study of your site and analytics. As prospective students browse your website, we want to ensure these experiences support their goals and drive them to the next step in their enrollment process.

Areas of focus

The following questions will be considered during the analysis:

- Once users are at the site, can they easily access key resources to support their research?
- Is UNM-Gallup collecting accurate data to depict user habits and pathways on the site?
- What is it like for a user to request information? What information do they receive after completing an inquiry form? How is email used to communicate with prospects (and decision influencers) at each stage in the enrollment funnel?
- How is the website managed? Are tools, governance systems, and training resources available to site contributors? Is the workflow/permission system supporting site sustainability goals?
- How are competitors meeting or exceeding UNM-Gallup's efforts in their interactive marketing efforts?

[1] Ruffalo Noel Levitz, OmniUpdate, CollegeWeekLive, & NRCCUA. *2016 e-expectations report*. Cedar Rapids: Ruffalo Noel Levitz, 2017.

- What short-term steps can the university take to improve the impact of its digital recruitment marketing resources? What long-term issues and opportunities should be considered?

The RNL Approach to assessing UNM-Gallup's website

To answer these questions, our team will take the following steps:

1. Interview project stakeholders to confirm project goals and gather information about the current state of UNM-Gallup's digital marketing assets.
2. Review the implementation of Google Analytics on the website and recommend implementation of additional tracking, as well as goal and campaign strategies as needed.
3. Review current and historical data from Google Analytics to identify opportunities to improve user experience. Implement and review results from heat maps on key pages across the site.
4. Field a user-testing survey of prospective students to gather additional quantitative data on site use, preferences, and perceptions of UNM-Gallup.
5. Review your current website, including analytics, analytic implementation, and results.
6. Review up to five (5) of your main competitors' websites.
7. Conduct interviews with internal stakeholders.
8. Facilitate focus groups with key site users.
9. Facilitate user testing with key site users to understand what is working and what pain points exist.
10. Complete an online inquiry form to request information from UNM-Gallup and track email messages delivered in response to this inquiry.
11. Research UNM-Gallup's current content strategy for the web, social media, and e-communications efforts.
12. Compare UNM-Gallup's digital marketing resources against findings from E-Expectations national research.

> RNL looked at the entire asu.edu web experience with the undergraduate recruitment lens—at the roles of the different pages play in recruiting and what is the optimal way we should engage with our students.
>
> We have appreciated RNL's research knowledge. They bring a wealth of experience research on undergraduate recruitment for the web and because they work with so many schools, they bring a perspective on what is going on nationally.
>
> Jill Andrews – Managing Director of Creative Services and Marketing
> Arizona State University

UNM-Gallup's responsibilities

- Identification of a lead contact to support project management; additional team members may be asked to participate in regular or ad-hoc team meetings;
- Logistics management for campus-based visits, conference calls, and webcasts;
- Completion of a questionnaire to assist in scope refinement and goal setting for the project;
- Support in identifying and engaging stakeholders to participate in interviews and group discussions;
- Direct access to Google Analytics;
- Support implementing recommendations to upgrade Google Analytics, heat maps, or other adjustments to website information gathering;
- Access to any documentation regarding brand and content strategy and any recent and relevant market research; and
- Access to any documentation related to web governance, management, and policies as well as CMS user workflows.

Develop Search Engine Optimized Content and Provide Dynamic SEO Monitoring

Prospective students come to gallup.unm.edu to find information on degree programs, cost, admissions processes, location benefits, and to affirm they will fit in with the current student body. Our E-Expectations research shows us the information students seek has not changed much in the past decade, however, students' priorities on content changes as students progress through the enrollment cycle.[2]

To serve their needs at each point in their college search, the site should provide clear pathways to this information, while offering valuable content that conveys the specific benefits and values inherent to a UNM-Gallup education. After a cursory review of your website, we discovered that a majority of the keywords searched for academic programs are not appearing organically on the first page of your site. This is a huge opportunity for the university to engage in content development and search engine optimization.

Once we complete the website analytics evaluation (mentioned in the previous section), RNL will work with the university community to develop content for ***50 academic program and enrollment-related pages*** that

[2] Ruffalo Noel Levitz, OmniUpdate, CollegeWeekLive, & NRCCUA. *2016 E-Expectations report*. Cedar Rapids: Ruffalo Noel Levitz, 2017.

integrate branding and positioning themes and enhance the user experience. Each page will be created for the university's review and editing in draft form. Two rounds of revisions per page are offered to support the refinement and completion of each assignment.

With so much emphasis placed on academic programs and cost, it is equally important to optimize these pages for search engines. We will provide research and implementation services to craft blueprints for each of the pages we write. At the same time, we will teach key members of the UNM-Gallup team to facilitate SEO research for future development or editing projects. This process includes:

- Creation of an online SEO research resource to aid in keyword and competitor research;
- Identification of specific pages for the blueprint process;
- Interviews with stakeholders related to each program area (conducted simultaneously with content development-focused interviews);
- Creation of individual blueprints for each selected page;
- Training support for CMS users and marketing staff in the use of SEO strategies; and
- Review of specific page implementations, occurring pre-launch and at two quarterly intervals following launch.

This work will result in increased search engine traffic to the redesigned site and especially to specific pages targeted for this project. More traffic to the site creates more interest and engagement with the university. Improved webpage templates with elevated calls-to-action, combined with a more sophisticated approach to website analytics, will create a culture of measurement and incremental improvements through the lifecycle of the website.

The BrightEdge™ advantage

RNL has developed a strategic partnership with BrightEdge, a powerful SEO enterprise software tool, to help our clients build and sustain effective websites that convert internet searchers into visitors on your site. Used by many of the top Fortune 500 companies, BrightEdge now has ***2 billion keyword phrases*** in its platform and analysis (from big picture, down to tiny metric) can be performed in just seconds. Our Dynamic SEO services combine the power of BrightEdge with RNL's understanding of higher education and recruitment marketing.

Benefits to UNM-Gallup

1. **Track your SEO performance**

   Your team will be able to track hundreds of different SEO metrics. These metrics track how a keyword phrase, page, group of pages, subdomain, and/or website is performing.

2. **Monitor your competitors**

   We will track six competitors of your choice and identify stealth competitors on a program level.

3. **Demonstrate results to executive teams**

   You will have direct access to dashboards to share easy-to-understand graphics, charts, and reports to executive team members. This "at-a-glance" reporting can visually demonstrate the impact your SEO efforts are having on website traffic and enrollment.

4. **Identify and prioritize areas for improvement**

   The website audit feature evaluates more than 30 criteria across individual pages and the website and makes recommendations for improvements. It also helps set priorities by identifying the fixes that will take the least amount of time and have the highest impact.

5. **Spot and respond to trends**

   As Google's algorithm changes (450-500 times per year), BrightEdge allows you to almost instantly spot trends (positive or negative) and take immediate action.

6. **Make the best use of limited resources**

   BrightEdge is an ideal tool for website and marketing teams that have limited resources yet are responsible for a large website by replacing labor-intensive tasks previously assigned to your staff (such as reporting, keyword research, content creation, competitor reconnaissance, and upkeep on the website).

See a tutorial on SEO

View examples online to see how to make program pages more engaging for students and optimized for search.

Key deliverables

1. Set-up of a 12-month account in BrightEdge, our online SEO research and assessment tool, including 250 keywords, six competitors, and one domain with direct access for campus users to review performance.
2. Integration of Google Analytics into the BrightEdge console.
3. Creation of a content strategy to support RNL and UNM-Gallup team members in ongoing page development.
4. Confirmation of page assignments and approval review processes.
5. Creation of a content development and migration strategy that coordinates implementation of new content, edited content, and selected legacy content assets in the development of the new site.
6. Collaboration with the SEO blueprint developers and writers to integrate these strategies into the assigned pages.
7. Delivery of initial page drafts and facilitation of revisions.
8. Review and editing support for CMS users.
9. Review specific page implementations, occurring pre-launch and at two quarterly intervals following launch.

YEAR TWO RECOMMENDATIONS

Strategy Consulting for Advising and Retention

UNM-Gallup is only as successful as your students. Student success, through increased and more sustainable revenue, drives institutional success. It is a top priority facing higher education, and many factors continue to evolve the discussion: changes in demographics, increased pressure on affordability, and diminishing college preparedness.

>50%

of retention plans are inadequate, according to our retention practices survey participants

>1 in 2 public institutions are being affected by performance-based funding pressures

Half of college students don't graduate despite

95% entering college expressing a deep desire to do so

Evaluate existing programs

There are likely existing strategies in place at UNM-Gallup that will need to be evaluated for continued use. For example, UNM-Gallup's TRIO and Student Support Services programs are indicative of the institution's commitment to your students in helping them succeed. Our role will be to understand and promote what is working well in achieving their desired outcomes—these will be incorporated into the planning effort. Other facets of the programs may not be as effective, so your planning teams, in partnership with the RNL consulting team, may make decisions about their continued use. The objective will be to have the best set of strategies to achieve UNM-Gallup's desired goals.

We will also evaluate your current advising structure, including:

- Advisor load;
- Advisor training;
- Required advising; and
- First-year student transitions.

The RNL approach to advising and retention planning

Successful retention is, of course, a requirement—a primary building block—for completion. Our basic formula for retention—persistence plus progression equals retention—combines the leading indicators of retention with the actual retention outcome.

While most colleges and universities have policies that facilitate a student's ability to persist from their first term to their second term, those same students may not have progressed (i.e., successfully completed their courses in the first term). Persistence without progression ultimately will not produce completion. Our experience has shown that progression indicators (like GPA) are typically more predictive of first-year retention than is the persistence indicator (registering for the next term), but it is important to understand both aspects to have the most accurate picture of effective retention that will move students toward completion.

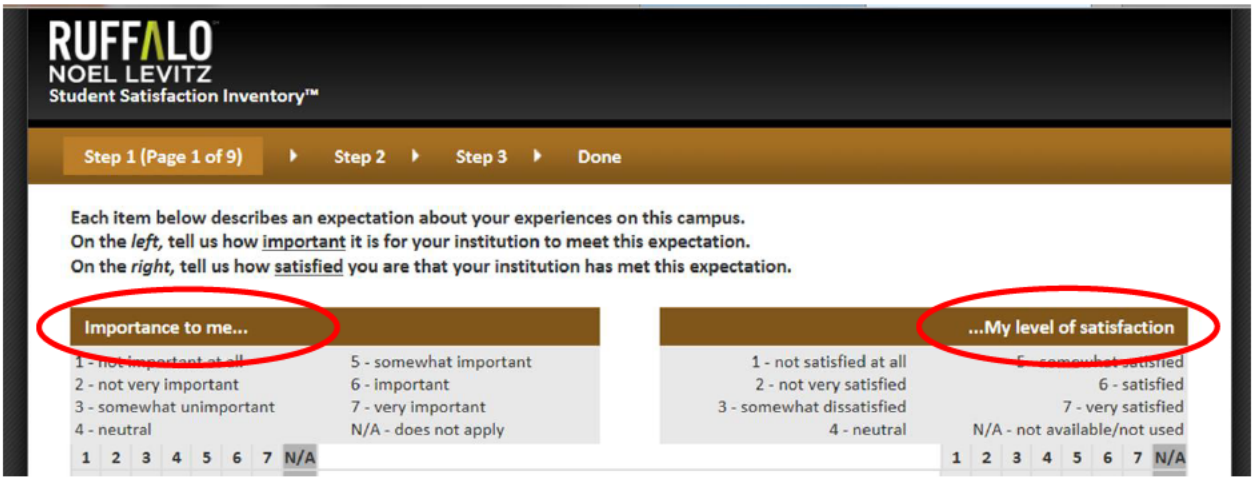
UNM-Gallup will work with our experienced consultants to increase student engagement, connect students to the most effective campus resources, and raise retention and completion rates.

The Student Satisfaction Inventory™

When we consider the efforts that will be necessary to recruit new students in today's increasingly competitive market, coordinated efforts to improve student life and learning can pay tremendous dividends—more revenue from returning students and increased graduation rates, for example. Student assessments and surveys will be key to understanding what's important to your students and tailoring your planning initiatives.

As you know from prior administrations, the ***Student Satisfaction Inventory*** (SSI) will help you pinpoint those challenges and priorities. This is a low-cost, high-impact opportunity to look at the institution inside and outside of the classroom from the perspective of your student population, so you can analyze a wide spectrum of issues affecting the student experience. The survey asks your current students to respond with a level of importance and a level of satisfaction. A performance gap is calculated by subtracting the satisfaction score from the importance score.

Since UNM-Gallup last administered SSI in 2016 and our recommendation is to survey every other year, we have included a quote for a follow-up assessment in spring or fall 2018. This would provide UNM-Gallup with important year-to-year comparative assessment information. SSI data will also be used to inform the Marketing Communications Analysis and Strategic Enrollment Planning (SEP) recommendations.



The surveys capture both an importance score and a satisfaction score. This combination of data allows you to review your satisfaction results within the context of what is most important and what truly matters to your students.

In addition to identifying areas that should be immediately prioritized for student success planning (high importance/low satisfaction), the satisfaction survey also pinpoints areas of strength (high importance/high satisfaction) that can inform marketing messages and promotional materials.

Assess first-year student motivations and receptivity to assistance

RNL offers a comprehensive suite of noncognitive motivational assessments that can provide clarity on students' needs for early intervention. The College Student Inventory (CSI), administered before or early in a student's first term, identifies self-reported strengths and needs of first-year students, informing proactive individual and programmatic outreach initiatives. This instrument assesses students' motivations, coping, and receptivity to assistance, providing data to make interventions more meaningful and relevant. The CSI is

customizable, allowing you to brand the online instrument, add up to 10 campus-specific items, and add custom text to the resulting Student Report, supporting your referral process to campus service areas by directing students to particular offices, phone numbers, or webpages.

UNM-Gallup has administered the CSI before to your traditional population, as well as those students in your TRIO program. The quote we provided is inclusive of both student populations and would be administered early in fall 2018, consistent with your implementation schedule.

> The RNL retention tools, specifically the College Student Inventory (CSI), fit perfectly with the student services we already had in place and provided a bridge over the gap to students, helping us start conversations.
>
> Arnel Cosey, PhD - Vice Chancellor for Student Affairs/Executive Dean, City Park Campus
> Delgado Community College (LA)

Facilitate a planning process

Once the retention patterns are known and the current student success strategies have been evaluated, the consulting team will facilitate a planning process to produce the first-year retention plan. ***This plan will not be the "RNL Plan"—it will be the UNM-Gallup Plan.*** Our goal is develop campus buy-in and ownership for continuous quality planning by your teams. This process will include but is not limited to:

- Establishing planning structures.
- Setting goals based on historical patterns.
- Developing and/or improving strategies informed by the satisfaction and noncongitive assessments and other institutional data and information. The strategies may include but are not limited to:
  - First-year transitions;
  - Academic advising/degree planning;
  - Development and training on early alert interventions;
  - Academic management (course scheduling, course success, guided pathways to graduation, co-requisite remediation, and other academic strategies);
  - CAN (congratulating, alerting, and nudging);
  - Academic support;
  - Academic recovery;
  - Qualified recruit back;
  - Quality service initiatives;
  - Experiential learning; and
  - Second-year transitions.
- Writing action plans for each strategy, including appropriate professional development and outcomes assessment.

Assist with plan implementation

Finally, we will help the UNM-Gallup student success team with prioritizing the implementation of the plan and responding to the institutional challenges identified during the planning process. We'll help you maximize staff resources and institutionalize practices that will engage the entire campus community and support long-term goal achievement.

This includes:

- Meeting with retention plan implementation teams to ensure progress is being made;
- Providing guidance during plan implementation;
- Assessing the status of the first-year retention;
- Revising goals and strategies as appropriate for future plans;
- Evaluating outcomes of the project;
- Tracking persistence, progression, and retention data as appropriate;
- Continually analyzing available and appropriate qualitative data; and
- Determining appropriate next steps for plan development.

Calculate the potential revenue gains from increased retention using our online

Retention Revenue Estimator

Following each site visit, your consultant will provide a summary report that outlines what was accomplished before and during the visit as well as next steps, including specific tasks and who is responsible for carrying them out. Your consultant is also available to you via phone, email, and web conference between visits to answer questions, provide feedback, brainstorm ideas, and clarify objectives.

> I've worked with RNL for many years at several different colleges and universities, and I know that RNL is the top consulting firm. It has always been the best for me. They are committed to student success, have a wide research base, and have extremely high-quality personnel who are committed to the mission.
>
> Linda Fossen – Vice President of Student Services
> Bellingham Technical College (WA)

Develop a Five-Year Strategic Enrollment Plan

RNL's ***Strategic Enrollment Planning*** (SEP) helps our higher education partners cultivate data-informed strategies for predictable long-term enrollment and fiscal health. Our successful process will help UNM-Gallup:

- Develop a highly sophisticated and robust understanding of your current state;
- Focus and align your enrollment strategies with your mission, current state, and the shifting environment;
- Employ a realistic return-on-investment (ROI) and action-item approach to planning, including strategies to assist the university's transition from vendor-supported online programs to managing those programs in-house; and
- Establish quantifiable, attainable, and prioritized goals designed to fuel continuing success.

Our consultative approach runs much deeper than leading focus groups and delivering a plan *to* you. Because of the high levels of engagement, participation, and work from across the institution, the result will be *your* plan, owned by the campus constituents who participated in building it and championed by those who must lead implementation and execution. The RNL approach values institutional commitment, engagement, leadership, and long-term impact.

> RNL helped us look at enrollment management holistically. Not just more students, but the right kind of students.
>
> Stuart Jones – Vice President for Advancement and Enrollment Management
> Southern Utah University

What you can expect

Our SEP process typically encompasses four phases. These phases provide an overview of the tasks and relative timing of the stages, which will be shaped specifically for UNM-Gallup's developing needs:

- **Phase 1: Preparation and Data Analysis.** We'll collaborate to assess your internal and external environments, envision your desired results, and develop the roadmap for achieving success.
- **Phase 2: Strategy Development.** We'll work together to identify the strategies that will form the core of your plan, built to further your institutional mission and achieve your vision. We'll work to identify priorities, tactics, and ROI.
- **Phase 3: Goal Development.** We'll combine everything we've learned to set clear quantifiable goals, identify prioritized tactics, develop realistic enrollment projections, and assemble the final written plan.
- **Phase 4: Implementation and Continuous Improvement.** You'll have a clear implementation plan and well-defined tools and processes, plus your RNL consultant, to monitor, evaluate, and update your plan and reset your organizational planning structures for continued success.

The best way to ensure successful development of UNM-Gallup's plan is for our team to be on your campus early and often. We never underestimate the power of meeting many and varied members of the campus community, asking questions face-to-face, and building a rapport with stakeholders. Ultimately, the more campus community support and buy-in we're able to build, the more success your plan will achieve.

How many campus visits by our team will it take? ***Our process is flexible, scalable, and tailored to UNM-Gallup's unique needs.*** But we can tell you that based on our initial assessment of the university's needs, we envision your plan development process beginning in year two of our partnership, which would include up to ***eight visits to your campus over a 12-15 month period***. These visits are scheduled regularly (usually every six weeks) to work with you and your team side-by-side, creating a plan that connects data, campus readiness, and ROI projections to achieve your goals. You'll receive written reports detailing plans and progress, and whenever you need assistance, your consultant is just a phone call or email away.

> Last year was a banner year for us, and it looks like we may top it again this year, even with higher admissions standards. RNL has provided some very beneficial advisement. When you are trying to find new ideas, it is useful to have someone review your unique processes and situation, see what you're doing, and identify strengths and weaknesses to move forward.
>
> Javier Garza, PhD – Associate Vice President of Enrollment Management
> Tarleton State University (TX)

The RNL approach to Strategic Enrollment Planning

We'll leverage UNM-Gallup's collective insight as well as internal and external data to develop a highly customized approach to SEP for the institution. ***No off-the-shelf programs. No plug-n-play systems.*** We'll collaborate with you to build a mission-centric plan that guides a positive and self-sustaining cultural transformation of UNM-Gallup. Based on our initial review of your needs, we've classified our recommended activities for each project phase as follows.

RNL wrote the book (2 editions) on Strategic Enrollment Planning

Phase 1: Preparation and Data Analysis

Your RNL consultant will collaborate with your team to complete a thorough review of internal and external data and current practices. This includes determining Key Performance Indicators (KPIs) and developing a situation analysis that sets the stage for the rest of the planning process.

Specific components of this phase will likely include:

- Reviewing UNM-Gallup's Student Satisfaction Inventory results to glean the perspectives of students and other key constituent groups regarding institutional strengths and challenges (see page 14);
- Reviewing the *2015-2019 UNM-Gallup Five-Year Strategic Plan*;
- Defining the scope of your planning process;

- Organizing leaders and participants, including the steering committee (or council) and key campus working groups focused on student success, marketing and recruitment, finance, academic programs, and other groups as necessary to ensure all enrollment-related verticals are represented;
- Defining KPIs;
- Collecting and reviewing data relative to each KPI; and
- Conducting a data-informed situation analysis.

Phase 2: Strategy Development

A high-quality situation analysis drives high-impact strategy development. We'll help categorize, combine, and prioritize potential strategies to inform the development of clear, distinct strategies and tactics.

Your RNL consultant will collaborate with your team to:

- Develop data-informed strategies addressing the findings of the situation analysis;
- Optimize the KPIs;
- Identify the major tactics and action items to support each strategy;
- Prioritize the strategies and tactics based on the expected enrollment and financial impact; and
- Identify additional data needed to refine the strategies, tactics, costs, and ROI.

Phase 3: Goal Development

Goal setting includes developing realistic enrollment estimates, projecting the expected impact of prioritized strategies and tactics, and calculating each resulting ROI. The resulting goals are based on data—clear, quantifiable, and attainable.

Activities during this phase will include:

- Developing a baseline Enrollment Projection Model that uses high school senior class sizes, transfer student projections, and UNM-Gallup's historical market share rates;
- Incorporating anticipated outcomes from prioritized enrollment strategies into the baseline Enrollment Projection Model, allowing us to calculate multiple enrollment scenarios and resulting outcomes;
- Determining multi-year KPI goals based on the most attractive scenario;
- Finalizing your written plan; and
- Coordinating the institutional approval process for the plan.

Phase 4: Implementation and Continuous Improvement

As you know, action plan projections can become out of date as soon as the next census date. We'll help you form a strategic enrollment management council to monitor your KPIs and provide regularly scheduled progress reports. Your team will be equipped to work through the process of responding to results that exceed, match, or miss expectations. During this phase and beyond, UNM-Gallup will be prepared to:

- Thoroughly implement your plan at every level;
- Rely on the tools and training we have collaboratively developed to keep the plan moving forward;
- Monitor and evaluate your plan's outcomes; and
- Develop strategies to continually update your plan to align with new data or environmental changes.

Strengthen Your Academic Program Offerings and Identify New Program Opportunities for Enrollment Growth

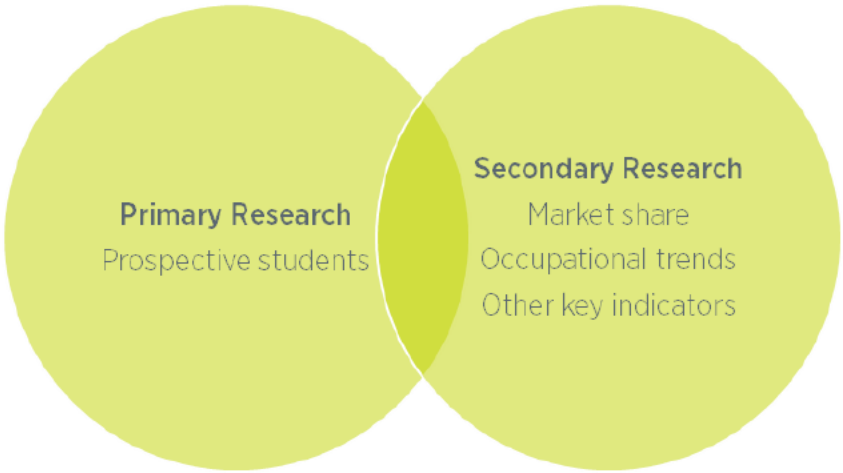
How do prospective students view your mix of academic programs? Are you offering the best mix for maximizing your enrollment? Are you positioning your programs better than your competitors? Are there new programs that students are looking for that would attract more students to UNM-Gallup?

To answer these questions, you will need to:

- Align your curriculum with student interests and developing market trends;
- Determine which programs have the greatest enrollment growth potential and which are likely to suffer the greatest enrollment declines;
- Explore the enrollment potential for any new programs of study; and
- Compare your current and proposed program offerings to your competitors.

Conducting program demand research will determine the best array of academic offerings for institutional growth in the future. This will also be an essential step in the development of your strategic enrollment plan.

This process is best achieved with customized, in-depth market research, beginning with an assessment of secondary data on the numbers of degrees awarded by program, market share, and occupational projections from the Bureau of Labor Statistics, and other key indicators of program demand. However, any available secondary data, even the occupational projections, tell us about today, not tomorrow. For a complete market assessment, you will need to conduct a carefully designed survey.



Step-by-step approach

Our Academic Program Demand Analysis looks at both current and potential new academic programs and identifies those that provide the best opportunities for enrollment growth at your institution. This research is likely to proceed as follows:

1. We will ask you to provide institutional data on your current programs. These data normally include recruitment funnel data (trends in number of inquiries, number of applicants, number of admits, and number of new students enrolled by program), total enrollments by program, and degrees awarded by program.
2. We compile data on market share (degrees awarded by competitors), occupational trends (for programs that have specific occupational outcomes), and any other secondary data sources we

might identify that will allow us to make comparisons between UNM-Gallup's offerings and prospective students' academic interests.

3. Your consultant will conduct a webinar/conference call with senior administration and academic leadership. During this meeting, we will review the trends in the data provided, as well as the market share and occupational trends information, and identify the specific program opportunities to be tested during the survey research phase of the study.
4. We conduct a survey of a sample of 400 prospective students in your market designed to test their level of interest in identified new program offerings (or, if you wish, current program offerings that seem to be under-enrolled at your institution). (A sample of this size has a 95 percent confidence level with a confidence interval of +/- 5 percent.)
5. Based on the analyses of secondary data, we will assign your existing programs to one of three broad categories of demand (high, medium, or low) and also to one of three broad categories of market share (high, medium, or low). This "matrix" will allow you to determine which existing programs have the best growth potential.
6. We mine the Labor Insight™ database from Burning Glass Technologies to identify employment opportunities in the targeted program areas with above-average hiring trends as well as distinctive skill sets expected by employers that may not fit in the standard occupational classifications. While occupational projections are useful forward-looking indicators, they are limited to standard occupational classifications and are also based on data that is usually more than a year old. The Labor Insight data on job postings is current and can be sliced and diced for specific time periods and geographies as well as searchable with keywords.
7. Based on the survey data, we estimate whether or not the programs tested will achieve specified levels of new-student enrollment. (We work with you to identify the levels of new-student enrollment that you seek in a new program to serve as the threshold level for estimation.)
8. We conduct a webinar to present the findings from the research and recommendations for admissions and marketing strategies to effectively support any new program initiatives based on the research.

Labor Insight™

Go beyond government-supplied employment information with real-time data from thousands of sources, including employer websites, job boards, newspapers, and government agencies.

FIVE REASONS TO PARTNER WITH RNL

RNL is the leading provider of technology-enabled services, software, and consulting for higher education enrollment management and fundraising. *More than 3,000 campuses and nonprofit organizations* have turned to us for solutions to their challenges. Why?

1 We Inform Every Recommendation with Relevant Data

When you work with us, you harness the power of our advanced research and analytics. We work with you to analyze that data through predictive models, software, and other groundbreaking tools that pinpoint optimal strategies to reach your goals and use your resources as efficiently as possible.

2 We Have Every Resource to Accomplish Your Goals

No matter what you want to accomplish, we have the people and processes to achieve your objectives: An unmatched group of experienced consultants who have served on campuses of every size, type, and mission, or philanthropic organizations and other nonprofits. Technology-enabled services for recruitment and financial aid, student retention, fundraising management, and market research. A roster of statisticians, technical experts, data managers, and other specialists to turn your data into actionable information.

3 We Never Stop Innovating For You

We have pioneered many of the practices that have become essential for enrollment managers and fundraising professionals—multichannel fundraising (including crowdfunding); financial aid leveraging; predictive modeling for student recruitment and student retention; and assessments for student retention and student satisfaction, just to name a few. We bring that innovation to you to ensure your organization has the most advanced tools available for enrollment and fundraising.

4 We Collaborate and Customize

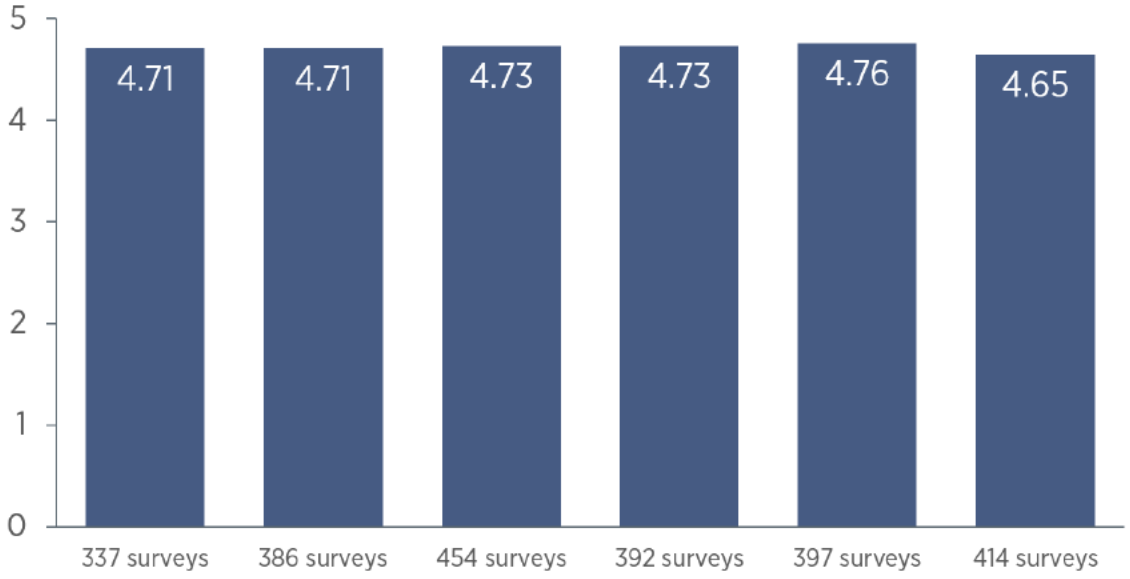
Because we have worked on campuses and nonprofit organizations, we know that even though you may face a common challenge, every organization is unique and requires a distinctive solution. We roll up our sleeves and work side-by-side with you to examine your goals, analyze your challenges, and create strategies that are tailored precisely to your objectives.

5 We've Been in Your Shoes

We know the challenges you face because, before coming to RNL, our consultants were in your shoes. They have worked as campus professionals for enrollment management, student retention, and institutional advancement. That experience drives our partnership with you.

CLIENT SATISFACTION AND CASE STUDIES

We regularly survey our clients regarding their satisfaction with our performance and consistently receive high marks. Your investment in our services should ultimately lead to a financial return that pays for the investment many times over. Our goal is to help UNM-Gallup thrive, not just succeed. We encourage UNM-Gallup to review the following case studies for other two-year institutions who have partnered with RNL for similar services.



Results based on a 5.0 scale where 1 = Not At All Satisfied and 5 = Very Satisfied

There were literally hundreds of things we could have done in response to our initial enrollment assessment, but our consultant prioritized that list down to the top 31 recommendations. I still hold that document very close to me. Our consultant helped us realize that while we can't do everything all at once, we can identify which strategies will provide the greatest return on investment. We have implemented 80% of his recommended strategies within the past year and a half and are thrilled with the momentum that our consultant helped generate by his presence on campus and his amazing report. It gave us a blueprint to start working from and we are very happy with our results. This has been a very exciting experience.

Linda Fossen – Vice President of Student Services
Bellingham Technical College (WA)

Hawkeye Community College (IA)

Hawkeye Community College (Hawkeye), located in Waterloo, Iowa, serves more than 25,000 individuals and awards nearly 1,500 diplomas annually with a focus on community impact and lifelong learning.

After facing several semesters of decline in headcount and credit hour enrollment, the college began searching for a way to stop the downward trend, which was sparked by a low regional unemployment rate, new state funding guidelines that shifted competition to in-state schools, and declining population in the predominantly rural area served in northeastern Iowa.

"There are so many factors, but the heart of it is changing demographics," said Kathy Flynn, vice president of enrollment services. "Iowa is an aging state. Over 60 percent of our K-12 school districts have a declining enrollment. In a state where you're seeing that pattern, you're going to have issues." Hawkeye needed to develop new strategies to boost recruitment and retention immediately, as well as in the future.

Strategically planning a long-term solution

The college's partnership with RNL began in 2014 with strategic enrollment planning. Throughout multiple campus visits, Hawkeye uncovered many roadblocks and identified pivotal front-end recruitment and retention projects that had major impact in the short term. Hawkeye also strategized for the future with long-range projects designed to help the college reap benefits over time.

- They launched an intercollegiate athletics program, starting with competitive sports shooting and slowly expanding to include additional sports. The campus has seen great success from adding athletics in a sustainable way.

  "It was a very conservative approach that took into consideration what facilities we had, so we didn't have to build new, what community partnerships could exist, and student interest," Flynn said. "We insist that it's about student success first in the classroom. It's not about a top athlete. What they've brought to campus is remarkable in terms of diversity."
- The college invested in a CRM that would keep information in one place and assist them in communicating more effectively with interested students. Hawkeye is better able to track prospects and harness the power of analytics to find gaps.
- The academic advising system was revamped, providing enhanced student support and placing success coaches in key buildings to be accessible to students.
- They also developed career academy centers, linking Hawkeye with local high schools to create opportunities for high school students who are interested in specific career and technical programs.

Notable achievements

By implementing these initiatives, the college was able to achieve the following:

- Slowing and reversing a multi-year enrollment decline, growing FTE enrollment by 53 students in 2016 (from 4,354 in 2015 to 4,407 in 2016).
- A nearly 5 percent increase in headcount, from 5,219 students in 2014 to 5,532 students in 2016.
- A 1.2 percent increase in credit hours from fall 2015 to fall 2016.

Going forward

The college continues to see increased campus morale as a result of the positive changes. Faculty and staff have embraced the new initiatives and work together to reach their goals.

The Hawkeye team is continuing to refine their strategic enrollment plan, and exploring strategic, active outreach to continue growing enrollment at a steady and realistic rate.

Testimonials

"It's made a real difference to many people, and the results just reinforce those positive feelings," said Jane Bradley, provost and vice president of academic affairs.

"The planning process is so well-defined that it gives us the confidence to do things that involve a little risk," Flynn said. "When the plan comes together, it's very rewarding. But it doesn't mean our work is over—far from it. It should never end."

Kathy Flynn, Vice President, Enrollment Services, kathleen.flynn@hawkeyecollege.edu **319.296.4218**

Jane Bradley, Provost and Vice President of Academic Affairs, jane.bradley@hawkeyecollege.edu **319.296.4230**

Monroe Community College (NY)

Monroe Community College (MCC) is considered the flagship community college within the SUNY system and ranks within the top 2 percent of U.S. community colleges for the most associate degrees awarded. However, the college has been facing projected declines in the amount of college-bound seniors in the Northeast for the next 5-10 years. Given the future enrollment outlook for the region, MCC sought to strategically engaged RNL to deliver recruitment and e-communications support.

With a reorganization and new leadership in key enrollment and marketing positions, counsel from RNL provided MCC with the ability to develop realistic and measurable funnel goals as well as strategies and recommendations for segmenting and monitoring their recruitment funnel within territory and relationship management best practices.

MCC and RNL's recruitment initiatives resulted in:

- Establishment of a new CRM for student communications and funnel management;
- Strengthening MCC's campus visit program, which led to a 150 percent increase in summer visits;
- Realigning staff roles to ensure inquiry collection and fulfillment;
- Admissions and marketing collaboration to create plans, timelines, budgets, and priorities;
- Financial aid process and packaging better aligned to serve new-student populations; and
- Improved communication flow from inquiry to orientation and student services.

Improvements in MCC's e-recruitment practices were central to the college's success. Initiatives included adoption of a customized turnkey email campaign with individual landing pages; improved website navigation and information architecture; and search-engine-optimized content and paid interactive marketing designed to target specific audiences, generate program interest, drive prospective student inquiries, and ultimately guide students through the enrollment process.

MCC's e-recruitment initiatives resulted in:

- MCC's turnkey email campaign allowed Enrollment Management staff to reach "across the aisle" to collaborate with Financial Aid, Student Accounts, and satellite campus staff;
- RNL's initial Web and Interactive Marketing Opportunity Analysis provided a collegewide candid discussion about the power of their website; and
- The ensuing discussion further advanced the philosophy that MCC's website is their most powerful recruitment tool.

Over the past few years, perhaps the most important benefit of the MCC/RNL partnership has been the culture change that evolved. Collaboration across campus removed the notion that Enrollment Management was primarily viewed as a processing operation. Now, the support and integration of Enrollment Management into Admissions and nearly every other department on campus is appreciated as a means towards fiscal health and prolonged stability.

Testimonials

"We chose to work with RNL because of their reputation. They are a proven commodity in higher education with real results."

"We valued our consultants' willingness to share the work they have done with other similar clients and their reliable data on best practices in the industry."

"Our consultants were all fantastic. Each of them was genuine, extremely knowledgeable in their field of expertise, and they generally listened to us. They didn't enter the partnership with a 'heavy hammer' approach. Instead, they had a distinctive way of listening to us and developing unique, workable solutions."

"Overall, we have been really happy with RNL in all phases of the project and as we implement our new CRM—they have been extremely supportive during the process."

-Randy Bowen, former Assistant Vice President, Enrollment Management

Current Reference: Christine Casalinuovo-Adams, Associate VP Enrollment, ccasalinuovo-adams@monroecc.edu 585.292.2215

Bellingham Technical College (WA)

In 2011, Bellingham Technical College (BTC) initiated a strategic planning process to counteract declines in its pre-program enrollment and total headcount. The college set an aggressive plan to grow total enrollment by at least 5 percent per year for the next five years.

Seeking outside support in achievement of this goal, BTC selected RNL to conduct an on-campus assessment of its recruitment and student success efforts. The assessment revealed, among other things, the college was an ideal candidate for paid interactive marketing (PIM) to help build awareness and rebrand the college in mainstream media. PIM search engine and display advertising services in sites such as Google, Bing, Yahoo, Facebook, and other online media properties were seen as affordable investments for the potential return in new student enrollment. Having recently redesigned its web presence, BTC recognized that it could also redesign select e-recruitment efforts around the new PIM campaign and maximize the value of the college's new website.

Ongoing retention efforts include implementation of Student Retention Predictor combined with the noncognitive student survey, the College Student Inventory. BTC uses SRP/CSI data to target communications and provide timely intervention efforts to at-risk students.

Results

BTC successfully reached the strategic plan's 5 percent growth benchmark after the first year of campaign implementation. The PIM service is viewed as playing a sizable contributing role to meeting BTC enrollment objectives. The use of PIM also provided more traction in markets outside of BTC's traditional geographic area. While BTC remains committed to working within its region and providing the local community with the education services they need and deserve, the college is eager to offer access to students in other geographic areas as well. Retention efforts at BTC have also been successful. Since implementing SRP/CSI, the college saw a 5 point increase in retention rates in 2014, and a 7.5 point increase in retention in 2015.

Testimonials

"RNL knows how to create a strong individual strategy for each institution and can really read between the lines for what you need based on data, focus groups, and feedback, and can deliver a really strong product. I don't think our college would be flourishing without the support of RNL When we went out to bid to bring a firm on board, none of the competition could match their criteria of quick turnaround. It was really a no-brainer when you looked at cost and the types of services they could provide." - Marni Saling Mayer

"One of the great benefits of using the CSI are the analytics associated with the inventory. We can see at a glance the demographics associated with the risk factors, such as the academic motivation, coping skills, and receptivity to institutional assistance. The CSI also shows at a glance the portrait of the entering class with their high school GPA, ethnicity, first-generation status, and the highest degree sought. This high level look is helpful and used often by advisors." - Linda Fossen

Linda Fossen, Vice President of Student Services, lfossen@btc.ctc.edu **360.752.8440**

Marni Saling Mayer, Director of Communications msmayer@btc.ctc.edu **360.752.8325**

Northwest Iowa Community College (IA)

With record-setting retention and enrollment among Iowa's community colleges, Northwest Iowa Community College (NCC) has a strong foundation of growth and success. While enrollment has increased dramatically over the past five years, this growth was disproportionately bolstered by dual and part-time enrollment. Sensing an enrollment softening as the local economy improved, NCC proactively sought to implement best practices to take the institution to the next level.

Amidst a low unemployment rate, NCC recognized that some fields may have hit saturation while other academic program areas remained chronically under-enrolled. To uncover new and existing program opportunities with growth potential, NCC partnered with RNL to conduct an Academic Program Demand Analysis. Preliminary results identified programs that offer the highest return on investment, shifting the college's initial focus of seeking to hire more faculty for the humanities and fine arts to health sciences programming. The results of this research are also integrated into the college's annual and

longer-term (three- to five-year) planning efforts, supported by monthly consultations to establish goals, strategies, and action plans.

Results

A shift to data-informed planning has enabled the college to compare its data with current benchmarks, industry best practices, and market trends to make strategic recruitment and retention decisions. Now, nearly every funnel stage is tracked from inquiry to application to enrollment. Additionally, a predictive modeling tool (the Student Retention Predictor™) and motivational surveys help statistically determine each student's likelihood of persistence and their individual risk factors. As the college actively develops long-term goals for their Strategic Enrollment Plan, which launched in fall 2015, NCC has seen immediate impacts from this partnership including:

- A shared-governance approach to academic planning:
  - Plan for offering evening and weekend nursing training.
  - Plan to double the size of radiological technologies services programs.
- Improved data entry, tracking, and reporting capabilities.
- Hiring a full-time data-entry specialist, freeing admissions staff to focus on their important recruitment tasks while increasing data accuracy and turnaround.
- Implemented intrusive advising during first-year orientation based on predictive modeling scores.

Testimonials

"We've seen a lot of good things already, particularly for our institutional research and admissions teams. Data reporting has ramped up tremendously; we never even tracked inquiries before, and now we are tracking them. This is going to help so much in the future as we make strategic decisions based on hard data."

"If you are considering a consulting firm, you should give favorable preference to RNL because of their vast experience, rich heritage, and unbelievable depth of expertise. They really have an army of professionals. RNL is a company you can really trust to help you become a better college."

Dr. John Hartog III, Vice President of Student and Academic Services, jhartog@nwicc.edu 712.324.5061 ext. 309

STRATEGY ROADMAP INVESTMENT PLAN

We are committed to working with you to develop a delivery and billing schedule that best fits your immediate needs and fiscal realities. Pricing and terms are valid for *90 days*.

YEAR ONE RECOMMENDATIONS	See breakout of services below
Key Deliverables	Quantity/Inclusion
Marketing and Recruitment Planning	[redacted]
On-campus visits (up to 2 days on campus per visit)	9
Assistance with the development of UNM-Gallup's annual marketing and recruiting plan	Included
Ongoing strategy development and implementation assistance	Included
Identification of custom enrollment strategies	Included
Staff training and development workshops to assist with new CRM process implementation	Included
Marketing Communications Analysis (MCA)	[redacted]
Pre-visit review of UNM-Gallup materials, research, and data	Included
1 day of on-site research, including student and faculty focus groups, to identify perceived UNM-Gallup strengths in recruitment communications compared to competitor communications	Included
Administration of the RNL Student Satisfaction Inventory (SSI) to current students and analysis of the results	Included
Customized survey of prospective student inquiries	N=200
Review of current UNM-Gallup website and e-recruitment practices	Included
Admissions communications study for competing institutions, including content analysis of competitor communications and/or recruitment viewbooks	Up to 10 competing institutions
1 day on-site presentation of research results and recommendations, and facilitated session to assist UNM-Gallup in its development of a recruitment theme and lead recruitment messages	Included
Recommendations for future recruitment communications to support enrollment goals	Included
A 10-15 page executive summary of the key findings from the research and recommendations based on those findings	Included
Web Strategy and Interactive Marketing Opportunities Analysis	[redacted]
On-campus visits (up to 1.5 days on campus per visit)	3
Understand the current state of UNM-Gallup's digital marketing assets	Included
Identify opportunities to improve website user experience	Included
Review implementation of Google Analytics	Included

Field a user-testing survey	Included
Review use of SEO strategies and research	Included
Review email communication flow documents, creative assets, and metrics	Included
Study existing and/or research opportunities to engage search engine or other paid interactive marketing efforts	Included
Audit existing social media assets and review current use to support recruitment efforts	Included
One-day campus visit to present summary findings and recommendations	Included
Presentation of the results of research as well as a detailed report observations and recommendations	Included
SEO and Content Development	[redacted]
On-campus visits (up to 1.5 days on campus per visit)	2
Content writing support for key academic and enrollment-related pages	Up to 50 pages
A 12-month account in BrightEdge, including 250 keywords, 6 competitors, and 1 domain with direct access for campus users to review performance	Included
Integration of Google Analytics into the BrightEdge console	Included
Identification of specific pages for the blueprint process	Included
Interviews with stakeholders related to each program area	Included
Creation of individual blueprints for each selected page	Included
Delivery of initial page drafts and facilitation of revisions	Included
Training support for CMS users and marketing staff in the use of SEO strategies (up to four remote 90-minute sessions with ad hoc email support)	Included
Review of specific page implementations, occurring pre-launch and at quarterly intervals following launch	Included

[3] Cost efficiencies occur with a multiyear partnership for SEO and we pass this savings on to our campus partners. Should UNM-Gallup be interested in a multiyear contract for this service, we can provide a separate quote detailing this cost savings.

YEAR TWO RECOMMENDATIONS	See breakout of services below
Key Deliverables	Quantity/Inclusion
Academic Advising and Retention Planning	[redacted]
On-campus visits (up to 2 days on campus per visit)	6
Assistance with the development of a comprehensive first-year student success plan including current state assessment, establishment of goals, strategy development, implementation, and outcomes analysis	Included
Administer RNL Student Satisfaction Inventory[4] (SSI) to UNM-Gallup's students	Up to 462 surveys
Administer RNL College Student Inventory (CSI) to UNM-Gallup's students to assist with development of an early alert system	Up to 660 surveys
Ongoing strategy development and implementation assistance	Included
Identification of custom retention strategies	Included
Staff training and development workshops to assist with academic advising techniques	Included
Strategic Enrollment Planning	[redacted]
On-campus visits (up to 2 days on campus per visit)	8
Preparation, including organization for SEP and identification of key performance indicators, and data analysis of UNM-Gallup-provided enrollment and market data and market research services data provided by RNL (including SSI data mentioned above)	Included
Strategy development and prioritization of potential SEP initiatives, including consideration of return on investment for each potential initiative	Included
Enrollment goal setting and plan finalization	Included
Advising on plan implementation and modification	Included
Enrollment Projection Model to assist UNM-Gallup in forecasting the impact of demographic changes on enrollment for new students	1
Academic Program Demand Analysis	[redacted]
A conference call to discuss project objectives and timeline	1
A webinar to discuss current academic planning and trends in program enrollment	1
Compilation of data on market share, degree trends, and occupational trends	Included
Development, execution, and analysis of quantitative survey to prospective students to measure interest in specific programs	N=400
Estimates of numbers of new students enrolling at UNM-Gallup for each program tested	Included
Webinar presentation of research findings, including recommendations for admissions and marketing strategies to support new program initiatives	1
Final written report	1

[4] SSI administration includes online licenses for up to 2,100 students (based on a 22 percent response rate for the prior 2016 administration), a year-to-year comparison report, and a comparative summary analysis for up for 18 target groups, and raw data.

HERE FOR A **REASON.**

TO MAKE COLLEGES, UNIVERSITIES & NON-PROFITS
SUCCESSFUL & VIBRANT
THROUGH INSPIRED & RELEVANT ENGAGEMENT.

MAKE AN IMPACT

We measure our success by our clients' outcomes.

BREAK NEW GROUND

We believe that a prosperous future
requires bravely moving forward.

TAKE OWNERSHIP

We take seriously the trust involved in
serving clients and colleagues.

WORK TOGETHER

We believe talented people are drawn to meaningful
work in a collaborative environment.

RUFFALO NOEL LEVITZ℠

©Ruffalo Noel Levitz, LLC

LA-UNMG-MCHS-Middle College-20170508

THIS SIXTH AMENDMENT TO LICENSE AGREEMENT ("Sixth Amendment") is made and entered into this 8th day of May, 2017, by and between the Regents of the University of New Mexico, a body corporate of the State of New Mexico, on behalf of the University of New Mexico - Gallup Branch Campus, ("UNM"), and the Middle College High School, a private charter school, ("MCHS").

RECITALS

WHEREAS, UNM and MCHS (the "Parties") entered into that certain License Agreement effective July 1, 2012 ("the License"), pertaining to that certain premises commonly known as 705 Gurley Avenue (formerly known as 200 College Road), Gallup, NM 87301 consisting of approximately two (2) acres of land for the temporary location of portable buildings and 334 square feet of administrative space located in the gym (collectively, the "Space") and more particularly described in said License; and,

WHEREAS, the Parties entered into that certain First Amendment dated August 30, 2012, regarding MCHS's utility obligation (the "First Amendment"); and,

WHEREAS, the Parties entered into that certain Second Amendment dated June 24, 2013, regarding MCHS's square footage of the Space (the "Second Amendment"); and,

WHEREAS, the Parties entered into that certain Third Amendment dated June 30, 2014, regarding assignment of space and an extension of the term; and

WHEREAS, the Parties entered into that certain Fourth Amendment dated May 29, 2015, extending the term; and

WHEREAS, the Parties entered into that certain Fifth Amendment dated June 22, 2016, extending the term, expanding the space and modifying the rent; and

WHEREAS, MCHS desires to extend the term, expand the space and modify the rent and the Parties agree to amend the License to reflect the same;

AGREEMENT

NOW THEREFORE, in consideration of the promises and covenants contained herein, UNM and MCHS agree that said License for 705 Gurley Avenue, Gallup, NM 87301 is hereby modified and amended as follows:

1. **TERM:** The License is hereby extended for an additional twelve (12) months, commencing July 1, 2017 and ending June 30, 2018.

2. **ASSIGNMENT OF SPACE:** MCHS will use and occupy approximately two (2) acres of land for the temporary location of portable buildings and 111 square feet of administrative/storage space in Gurley Hall (1127A). MCHS will also use and occupy 2,224 square feet of classroom space in Rooms 2207, 2209, 2211 and 2213 in Gurley Hall. The total Space occupied by MCHS is 2,335 square feet (see attached Exhibit A).

3. **RESPONSIBILITIES OF MCHS:** In consideration for use of the Space, as described above, MCHS will pay rent in the amount of Twenty Six Thousand Nine Hundred Sixty Nine Dollars and 25/100 ($26,969.25) annually payable in quarterly installments of Six Thousand Seven Hundred Forty Two Dollars and 31/100 ($6,742.31).

4. **BROKERAGE FEES:** The Parties respectively represent to the other that no brokers were retained, used or referred to with respect to this Sixth Amendment to License and/or leasing.

Except as modified herein, all other terms of the License, as amended, shall remain unmodified and in full force and effect.

IN WITNESS WHEREOF, the Parties hereto have executed this Sixth Amendment as of the date first above written.

THE REGENTS OF THE UNIVERSITY OF NEW MEXICO

By: _____ Date: 5/8/17
David W. Harris
EVP for Administration, COO & CFO

By: _____ Date: 5/3/17
Bruce Cherrin
Chief Procurement Officer

MIDDLE COLLEGE HIGH SCHOOL

By: _____ Date: 4/26/17
Robert Hunter, PhD, CEO

EXHIBIT A

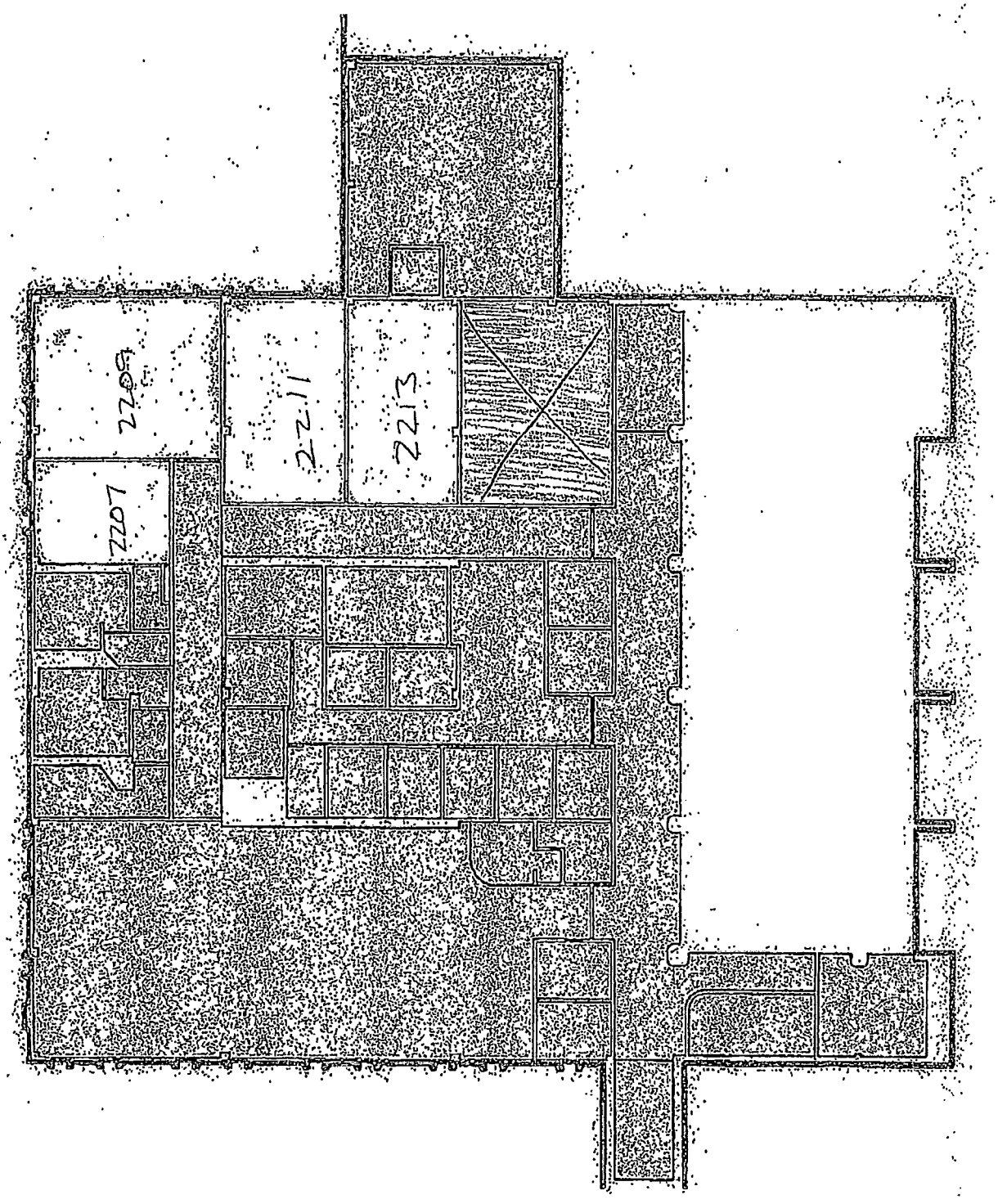


EXHIBIT A

MOU–UNMG–GMCS–Space 20170919

This Memorandum of Understanding: is made and entered into by the Regents of the University of New Mexico on behalf of its Gallup Branch (UNM-G), a New Mexico State Education Institution (Licensor), and the Gallup McKinley County Schools, (Licensee). Gallup McKinley County Schools will have access to office space (office CH107), classroom space (GH100, 101, 102), ancillary spaces of the campus, and the conference room in the Executive Director's area, as it pertains to the mission of the GMCS district and the University – specifically to serve the students and community in and around McKinley County NM.

Business Relationship: UNM-G and Gallup McKinley County Schools have entered into a collaboration in that UNM-G's mission and GFMCS mission are similar UNM Gallup provides post-secondary education to students at the high school level and beyond, and GMCS seeks to provide the highest level of education possible for its high school students. Both UNMG and GMCS have agreed to collaborate through an MOU to accomplish our shared mission.

Payments: By allowing Gallup McKinley County Schools to have space on the UNM-G campus at no cost, this collaboration is strengthened through the communication and access provided by this arrangement. No aspect of this MOU is intended to define the relationship between UNM-G and Gallup McKinley County Schools beyond what is specified herein.

Status of Gallup McKinley County Schools employees: Gallup McKinley County Schools understands that its agents and employees are not UNM employees and that UNM provides no Workers' Compensation or other liability insurance coverage for Gallup McKinley County Schools' benefit. Gallup McKinley County Schools' employees/agents are deemed to be acting as representatives and employees of Gallup McKinley County Schools for all purposes during work in the UNM facilities. Gallup McKinley County Schools shall provide Worker's Compensation health and accident insurance for all its agents and employees and UNM will not be responsible for any medical expenses that the agents/employees may incur and Gallup McKinley County Schools agrees to bear full responsibility for any liability resulting therefrom. Gallup McKinley County Schools shall maintain insurance coverage with respect to both Worker's Compensation and General Liability Insurance, and will provide UNM with at least thirty (30) days' advance notice of any change thereto. Gallup McKinley County Schools shall maintain such coverage in an amount not less than the limits of the New Mexico Tort Claims Act, which currently total $1,050,000.

Liability: To the extent permitted by applicable law, Gallup McKinley County Schools shall defend, protect, indemnify and hold UNM-G, its Regents, officers, employees and agents harmless from and against any and all liabilities, claims, actions, losses, damages, expenses (including reasonable attorney's fees), or claims for injury or damages arising out of the performance of this Agreement except in such instances where a court of competent jurisdiction has determined that such liabilities, claims, losses, expenses, attorney's fees or claims for injury and damages are caused solely by the negligent or intentional acts or omissions of UNM-G. UNM-G shall have no liability with respect to any loss, damages or claims incurred by the Gallup McKinley County Schools or its employees/agents in connection with Gallup McKinley County Schools' use of the facilities described. Notwithstanding anything to the contrary in this Agreement, UNM-G's liability hereunder shall be limited to amounts and by the immunities of the New Mexico Tort Claims Act, Section 41-4-1 et seq. NMSA 1978 as amended. Any disputes will be resolved through mediation in McKinley County NM, USA.

Warranties: Gallup McKinley County Schools, by completion of this Agreement hereby warrants that it:

a.) has been provided the web-address for the University Business Policies and Procedures, and
b.) has had the opportunity to ask any questions he/she might have about the policies, and
c.) has received and understands the answers to those questions, and
d.) has fully read and agrees with this Agreement.

Governing Law &Venue: Each party hereby consents to the jurisdiction of the courts of the State of New Mexico, Bernalillo County, and the jurisdiction of the US District Court for the District of New Mexico for the purpose of any suit, action, or other proceedings arising out or based upon this Agreement or the subject matter thereof. Each party agrees that it shall bring any such proceeding only in such courts. This Agreement shall be construed under the laws of the State of New Mexico, USA.

Termination of Agreement: This Agreement shall have a duration of 12 months renewable indefinitely. This Agreement shall be deemed to be renewed for an additional 12 months unless UNM-G or GMCS provides written notice of nonrenewal prior to the end of the preceding term. Any such notice of nonrenewal shall include a ten (10) day extension of the term for close out purposes. Either party shall have the right to terminate the Agreement without cause upon thirty (30) days written notice to Licensee. UNM-G shall have the right to terminate the Agreement immediately upon written notice to Gallup McKinley County Schools that Gallup McKinley County Schools is in violation of any of its covenants under this Agreement.

Acknowledgement: Gallup McKinley County Schools agrees to acknowledge UNM-Gallup in any publications or presentations resulting from Gallup McKinley County Schools' work carried out in these facilities.

This Memorandum of Understanding is entered into this 19 day of September, 2017 by;

UNM-G

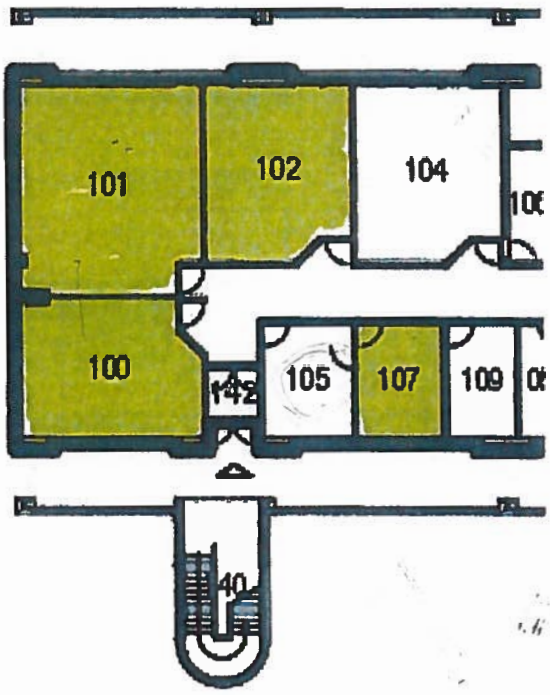
David Harris, Executive Vice President for Administration

Bruce Cherrin, Chief Procurement Officer

Gallup McKinley County Schools, LLC

GALLUP

Space allocated to GMCS for Dual Enrollment Operations
Classroom 100 – 429 Sq Ft
Classroom 101 – 660 Sq Ft
Classroom 102 – 441 Sq Ft
Office Room 107 – 175 Sq Ft



MOA-UNMG-GMCS-Early College-20171111

This Memorandum of Agreement (Agreement) is entered into by and between the Regents of the University of New Mexico (UNM) and the Governance Council of the Gallup McKinley County School District (GMCS).

Recitals:

A. UNM Gallup and the Gallup McKinley County School District would like to enter into a relationship to provide services to high school students in an early college education program. The existence of GMCS on the UNMG campus is to offer a seamless educational continuum that benefits students as they move from one level (high school) to the next (post-secondary). The presence of GMCS will increase UNMG enrollment and better prepare students for post-secondary study. Eligible students at GMCS will be dually enrolled at UNMG and GMCS while earning their high school diploma pursuant to NMSA 1978, Section 21-1-1.2 (2015
B. Serving New Mexico is central to UNM's mission and as part of that service, UNM is engaged in working with public schools (including public charters), communities, and families to improve K-12 education.
C. GMCS and UNM agree their respective missions will be advanced by collaborating in programs that enhance the educational experience of GMCS students and enrich UNM's scholarly and teaching activities.
D. This Agreement defines the relationship between the parties, describes the mutual benefits received by each party as a result of this Agreement, and provides a framework for the interaction between the parties.

Therefore, in consideration of the foregoing and other consideration, the receipt and adequacy of which both parties acknowledge, the parties agree as follows:

I. Governance of GMCS:
   A. GMCS shall operate in accordance with the applicable laws governing New Mexico public schools. GMCS is responsible for its own operations and has the power to contract for needed goods and services in order to carry out its educational mission.

II. Services provided to the students:

A. GMCS students shall have an opportunity to enroll in UNM courses per NMSA 1978, Section 21-1-1.2 (2015), and related regulations.
B. New Mexico high school students who are dually enrolled receive Lobo cards that allow limited access to UNM's University Libraries and other UNM facilities, events, and activities. Dually enrolled GMCS students are eligible to become members of recreational and special interest chartered student organizations to the same extent as any other dually enrolled student of UNM. This eligibility does not extend to fraternities, sororities, or organizations organized around student housing on the UNM main campus. University events open to the general student body are accessible to all dually enrolled GMCS students.
C. GMCS students who are not dually enrolled and are under age 18 are subject to UNM Administrative Policy 2205: *Minors on Campus* (https://policy.unm.edu/university-policies/2000/2205.html). In addition, they are eligible to open a "community borrower" account at the University Libraries, subject to parent/guardian authorization. The account fee will be waived for GMCS students.

III. Location of GMCS:

GMCS shall be housed at GMCS-owned facilities, and/or on UNM-owned property, under a separate and mutually agreed lease arrangement or at a mutually agreed upon alternative site. Students will be bussed to the UNMG campus to attend classes.

IV. Uniform Master Agreement:

Pursuant to 6.30.7 NMAC, the parties shall enter into a Uniform Master Agreement that meets the requirements of 6.30.7 NMAC, and that describes the dual credit arrangements between the parties, and shall submit the Uniform Master Agreement to the PED as prescribed by regulation. To the extent that anything in the Uniform Master Agreement directly conflicts with any provision of the Agreement, the Uniform Master Agreement shall control.

V. Student Conduct:

The GMCS Student Code of Conduct governs all GMCS students. Dually enrolled students at UNM are also governed by the UNM Student Code of Conduct. GMCS students age 18 or older who are not dually enrolled are governed by the UNM Visitor Code of Conduct while using UNM programs or facilities. GMCS students under age 18 who are not dually enrolled are subject to UNM Administrative Policy 2205: *Minors on Campus* while using UNM programs or facilities.

VI. GMCS Employees:

D. All GMCS teachers, administrators and staff are employees of GMCS, subject to GMCS policies and procedures regarding hiring, retention, termination, benefits and all other matters. GMCS teachers, administrators and staff are eligible to open a "community borrower" account at the University Libraries. The account fee will be waived for GMCS teachers, administrators and staff. Use of UNM Logos on stationary and business cards is not allowable, nor is a GMCS employee allowed to represent themselves as a UNM employee, with the exception of GMCS employees who are also employed as UNM employees.

VII. Joint GMCS-UNM Activities:

The parties mutually embrace the opportunity to collaborate in activities that will enhance the educational experience for GMCS and UNM students attending GMCS and for UNM students. The collaborative activities that the parties agree to pursue, may include, but are not limited to, the following:

A. Research/Scholarly Activity: Projects designed to study and improve secondary education may be explored by UNM faculty, as well as by GMCS teachers. GMCS reserves the right to approve the propriety of research/scholarly projects conducted in GMCS facilities.

B. Teacher preparation and advanced professional development: UNMG students may have the opportunity to intern, student teach, and/or tutor at GMCS, subject to GMCS's approval and the requirements of applicable laws governing such activities. UNMG may offer professional development activities for GMCS teachers and administrators, at no cost.

C. Advancement: UNM and GMCS may collaborate on proposals for federal, state and private grants. The parties may also collaborate in promoting their partnership and may, where appropriate, work cooperatively on fund raising projects. The UNM Foundation may explore offering its assistance in developing plans to secure private support for such partnerships.

D. UNM Faculty: Courses that receive UNM credit toward a degree or certificate are governed by the policies and guidelines of UNM and overseen by the UNM Gallup Faculty Assembly Curriculum Committee. UNM faculty selection is governed by the processes and policies of the UNM Provost's Office and UNM OEO requirements.

E. It is mutually agreed that whenever and wherever reasonably possible, UNM Gallup will accommodate the curriculum needs of GMCS, and GMCS will utilize UNM Gallup to fulfill its curriculum needs. GMCS instructors who are eligible to teach dual credit courses through the New Mexico Public Education Department (PED) and Higher Education Department (HED) will be granted initial opportunity to provide courses that are reserved or restricted solely to GMCS students.

VIII. Insurance:

GMCS shall maintain liability insurance coverage at least equal to the minimum liability amounts set forth in New Mexico Tort Claims Act, NMSA 1978, Section 41-4-1 through -30 (1976, as amended). The insurance shall be provided by the New Mexico Public School Insurance Authority (NMPSIA) and shall name UNM as an additional named insured. The insurance shall remain in force for the life of this Agreement, including all extensions or renewals. UNM reserves the right to require proof of insurance. GMCS is responsible for maintaining Worker's Compensation for its employees as required by State law during the life of this Agreement, including all extensions and renewals.

IX. Liability:

As between the parties, each party acknowledges that it will be responsible for claims or damages arising from personal injury or damage to persons or property to the extent those claims or damages result from negligence of its employees or agents. The liability of the parties shall be

subject in all cases to the immunities and limitations of the New Mexico Tort Claims Act.

X. Independence:

Any exchange of, or provision of, financial or other resources between UNM and GMCS shall be pursuant to this Agreement, or otherwise bargained for in arm-length fashion and contained in a separate written agreement. Neither party, by virtue of this Agreement, assumes any responsibility for the debts, liabilities, obligations or responsibilities of the other party.

XI. Third Parties:

Nothing in this Agreement, express or implied, is intended to confer any rights, remedies, claims, or interests upon a person not a party to this Agreement.

XII. Relationship the Parties:

Nothing in Agreement will be deemed or construed by the parties, or by any third party, as creating the legal relationship of principal and agent, partners, joint ventures, or any other legal relationship, between the parties.

XIII. Notices:

Notices to the parties shall be given in writing to the following addresses or such address, as either party shall provide the other in writing.

GMCS: GMCS School Board
640 Boardman
Gallup, NM 87301

UNM: Office of the CEO
705 Gurley Drive
Gallup, NM 87301

With a copy to: UNM Real Estate Department
2811 Campus Blvd. NE
MSC06 3595

Albuquerque, NM 87131

XIV. Terms and Agreement:

This Agreement will become effective on the day the Agreement is signed by all parties or July 1, 2017, whichever is later. The Agreement will continue in effect for four (4) years until November 30, 2021, unless terminated by delivering written notice to the other party at least ninety (90) days in advance of termination, with the date of termination not taking effect until the end of the current GMCS school year.

For the School Board of GMCS

By: _____ Date: 11-11-2017

GMCS Board President

For the Regents of the Gallup Campus of the University of New Mexico

By: _____ Date: 10/13/17

David W. Harris
EVP for Administration, COO & CFO

By: _____ Date: 10/12/17

Bruce Cherrin
Chief Procurement Officer