MINNESOTA STATE

Academic and Student Affairs
November 2022

Strategic Enrollment Management
Initiative Update

Strategic Objective(s): Equity 2030
Focus Area: Student Success and Equity

Description/Goal/Intended Outcomes:

- The strategic enrollment management initiative focuses on three areas:
    - Identifying and creating appropriate campus and system office leadership structures, as well as policy and practice guidance, in support of campus-based strategic enrollment management;
    - Identifying High Impact Practices for scaling across the system, and creating the capacity and infrastructure needed to support that scaling; and
    - Identifying and investing in systemwide technologies and data analysis infrastructure.

Background/Previous Work/Outcomes:

- Twelve colleges have been participating in the Lumina Foundation/American Association of College Registrars and Admissions Officers (AACRAO) strategic enrollment management project. To date, colleges have participated in four workshop seminars focused on: strategic enrollment management (SEM) core concepts and planning, integrating equity by design in the SEM framework, developing SEM strategies and refining/prioritizing SEM strategies.
- Within the overall Minnesota State Guided Learning Pathways framework, Bemidji State University, Southwest Minnesota State University, Anoka-Ramsey Community College, and Hennepin Technical College are participating in the SUCCESS pilot. Bemidji State University, Anoka-Ramsey Community College, and Hennepin Technical College have agreed to participate in a RCT (Randomized Controlled Trial) evaluation for the next two academic years, up to 200 students are being recruited and 130 of those students will be assigned at random to evaluate the effectives of the SUCCESS program.

- An Enrollment Management Workgroup met from May-August 2022 and developed recommendations for both enterprise and campus-based enrollment strategy aimed at stabilizing and growing enrollments across the system. The workgroup is comprised of college and university presidents and campus functional leaders (ASA, marketing/communications, institutional research). The primary responsibilities of the workgroup include the following:
  - o Review the system's current enrollment management framework and develop any needed recommendations for improvement or realignment.
  - o Identify the common elements that should be present in all campus-based strategic enrollment plans and develop recommendations for how and where those elements are best situated within existing campus planning structures and documents.
  - o Develop recommendations for common data sets and reports that are needed to support campus-based strategic enrollment management planning and monitoring.
  - o Develop recommendations for specific tasks/activities that should be managed and completed at the campus level, as well as those specific tasks/activities that should be completed at the system office.
- As part of a project funded by a grant from 3M, a community of practice for advising has been created and has over 130 campus-based professionals actively engaged in sharing effective practices regarding comprehensive orientation, holistic academic advising, and career exploration.
- Campus-based orientation leaders at each institution have been identified and invited to join a comprehensive orientation community of practice as well, and over 40 campus-based professionals are engaged in this group.
- See also the related updates on student basic needs and mental health services and resources.
- Important software implementation and update projects, supported with leadership from the Educational Development and Technology unit within ASA, are contributing to systemwide strategic enrollment management efforts:
  - o **Graduation Planner:** Six (6) universities and twenty-one (21) colleges are in the process of implementing the graduation planner. Of these, nine (9) colleges and three (3) universities have opened the system to students and staff. For these campuses Graduation Planner data is, as of March 2022, available for detailed analysis of student progress and course demand. The anticipated full implementation of this project is now the fall of 2023.
  - o **uAchieve Degree Audit:** The upgrade of the CollegeSources uAchieve software has been completed and was released to production in early February 2022.
  - o **Credit for Prior Learning Web-Based Workflow**: Working with the Workforce and Economic Development unit, a vendor to provide a web-based workflow platform for processing and tracking credit for prior learning requests was identified. The agreement with the vendor was completed in March 2022 and implementation is in process. Piloting of this platform is planned for Fall 2022 with systemwide implementation beginning in Spring 2023.

Activities for all 3 Year and Progression Measures

FY2023

- Hire and onboard a new staff position focused on systemwide strategic enrollment management
- Draft a systemwide strategic enrollment plan
- Provide expertise and coordination of comprehensive student support programs for Bemidji State University, Southwest Minnesota State University, Hennepin Technical College and Anoka-Ramsey Community College
- Explore opportunities to sustain and potentially scale the SUCCESS pilot programs
- Review and determine implementation strategies for enrollment management workgroup recommendations for both enterprise and campus-based enrollment management strategy
- Support 12 colleges continued participation in the Lumina Foundation/AACRAO strategic enrollment management project
- Continue to identify and invest in systemwide technologies and data analysis infrastructure

FY2024

- Provide expertise and coordination of comprehensive student support programs for Bemidji State University, Southwest Minnesota State University, Hennepin Technical College and Anoka-Ramsey Community College
- Explore opportunities to sustain and potentially scale the SUCCESS pilot programs

FY2025

- Provide expertise and coordination of comprehensive student support programs for Bemidji State University, Southwest Minnesota State University, Hennepin Technical College and Anoka-Ramsey Community College
- Explore opportunities to sustain and potentially scale the SUCCESS pilot programs

Board of Trustees Engagement
New actions in bold

- Update to the Academic and Student Affairs Committee in November 2021.
- **Planned update to the board in March 2023.**

Expected Campus Engagement

- Ongoing engagement and support for Project SUCCESS pilot campuses
- Facilitate community of practice meetings

Staff Lead Contact(s)

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Monitoring Framework

1) Campuses participating in the SUCCESS pilot develop monthly reports measuring program participation and complete an annual progress report.
2) Two colleges and one university participate in the MDRC random control trial study to determine the efficacy of the SUCCESS pilot.
3) Identify external funding to sustain and scale the SUCCESS project.
4) All twelve colleges participating in the Lumina Foundation/AACRAO project will establish or update their strategic enrollment management plan with a specific focus on adult learners and equity and present their SEM plans at a national convening in June of 2023.
5) A data analysis pilot will review uAchieve graduation planner assessments that will include: percent of students enrolled in degree program creating their academic plans, percent of students utilizing Schedule Builder, reports that show course demand, analyze data between students with an academic plan and those without and analyze data to determine the attributes of students who use the plan.