



# MINNESOTA STATE

Extraordinary Education.  
Exceptional Value.

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## SYSTEM STRATEGIC ENROLLMENT MANAGEMENT APPROACH

FY 2023-2026

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# Introduction and Background

The core value of Minnesota State is to provide an opportunity for all Minnesotans to create a better future for themselves, for their families, and for their communities. Minnesota State strives to ensure access to an extraordinary education for all Minnesotans, be the partner of choice to meet Minnesota's workforce and community needs, and deliver to students, employers, communities, and taxpayers the highest value/most affordable higher education option. To deliver on our core value and commitment to our students and the State of Minnesota we are focused on enhancing access to higher education and ensuring our students have the support they need to achieve their goals.

In 2019, a group of enrollment management leaders in Minnesota State created a working definition of strategic enrollment management. Minnesota State defines, strategic enrollment management as:

*a comprehensive data informed approach aligning all college and university programs, practices, policies, and planning to ensure the equitable recruitment, persistence, goal completion, and graduation of students.*

This working definition serves as a foundation for college and university strategic enrollment management (SEM) planning and the work of the system office to support SEM planning.

The Minnesota State Strategic Enrollment Management Approach is an overview of how system initiatives, strategies, and goals align and connect to SEM planning and implementation at colleges and universities. The system approach recognizes the ongoing efforts at colleges and universities to implement strategies that support **Equity 2030, Minnesota State Guided Learning Pathways**, and other equity and student success focused system initiatives. The system approach endeavors to incorporate all these efforts at the campus level and system level into a broad approach that results in enhancing access to higher education and supporting equity and student success.

## CORE COMMITMENTS & VALUE

The core commitments of Minnesota State Colleges and Universities are to ensure access to an extraordinary education for all Minnesotans, be the partner of choice to meet Minnesota's workforce and community needs, and deliver to students, employers, communities, and taxpayers the highest value/most affordable higher education option.

It is the core value of the Minnesota State Colleges and Universities to provide an opportunity for all Minnesotans to create a better future for themselves, for their families, and for their communities.

## Equity 2030 and Strategic Enrollment Management

The Minnesota State Equity 2030 goal is to eliminate the equity gaps in outcomes by race and ethnicity, socioeconomic status, and first-generation student status at all Minnesota State colleges and universities by the year 2030. Eliminating gaps in educational outcomes such as student persistence and academic program completion are inextricably connected to strategic enrollment management. Achievement of this goal requires evolution of the entire student experience to identify opportunities to implement evidence-based strategies that hold the promise of eliminating equity gaps in outcomes. Equity 2030 and strategic enrollment management planning requires effort on the part of all divisions at a college or university and the system office to establish an intentional culture of equity-minded collaboration resulting in equitable practices embedded throughout our institutions.

Equity 2030 is a powerful direction for the future of higher education and is a strategic enrollment management strategy. Achieving Equity 2030 will result in a more equitable and just Minnesota State system that will deliver on the promise of higher education as a vehicle for personal and societal economic growth. Achievement of Equity 2030 will result in higher enrollment at colleges and universities as more students, especially underrepresented students who have been historically excluded in higher education, enroll in a college or university, and receive the support they deserve, increasing the likelihood of persistence to completion. Elimination of equity gaps for full-time undergraduate students at Minnesota State colleges using current data would result in an additional 3,425 students taking an additional 51,372 credits, generating an additional \$10.2 million in tuition revenue.

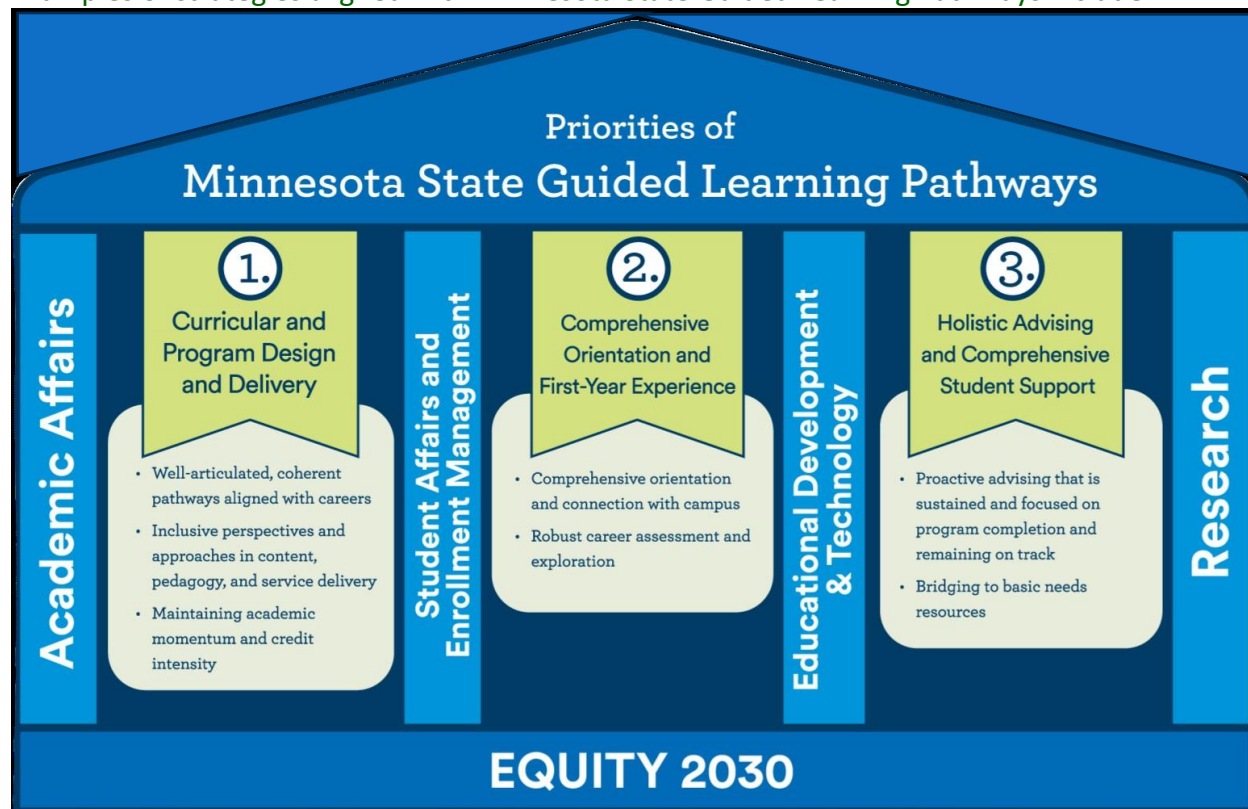
Minnesota State recognizes adaptation and change is necessary to structures and cultures to meet the needs of today's students. Rather than expect today's students to learn or adapt to the systems and culture of traditional higher education structures, college and university environments must be student-centered and designed to support all students. Students face many challenges that may interfere with the ability to enroll and persist in higher education. The prevalence of basic needs barriers, lack of access to mental health support, and other challenges that disproportionately impact students who are historically underrepresented and underserved are part of a deeply interconnected system that is not easily changed. Creating student-centered and student-ready campus environments that provide relevant support contributes to a campus climate conducive to student success and positive enrollment.

Realizing the promise of higher education through the achievement of Equity 2030 will require intentionally prioritizing strategic enrollment management strategies across all levels of Minnesota State and empowering individuals regardless of title or responsibility to examine, explore, and experiment with innovative and evidence-based strategies to increase access to higher education and rates of success for all students. Working together, through a system approach to strategic enrollment management, is a tangible and actionable strategy to achieve Equity 2030 by establishing a community of support that collaboratively develops, implements, and measures the impact of strategies to support higher rates of student access and success.

# Minnesota State Guided Learning Pathways and Strategic Enrollment Management

Minnesota State Guided Learning Pathways is a student-centered framework designed to serve as a roadmap to achieve the Equity 2030 goal and foster greater levels of student access to higher education and persistence through the education journey. The framework includes three pillars focused on curricular and program design and delivery, comprehensive orientation and first year experience, and holistic advising and comprehensive student support. Minnesota State colleges and universities have implemented a series of initiatives that align with the framework and continue to identify opportunities to enhance current practices to advance toward achievement of Equity 2030 and strategic enrollment management goals.

Examples of strategies aligned with Minnesota State Guided Learning Pathways include:



The strategies outlined within the three pillars of the Minnesota State Guided Learning Pathways framework are aligned with effective practices in strategic enrollment management and provide essential support for students in accessing and persisting through their post-secondary education experience. The Minnesota State system approach to strategic enrollment management is predicated on continued collaboration between colleagues at colleges, universities, and the system office to develop, implement, and evaluate the impact of strategies aligned with Minnesota State Guided Learning Pathways that will foster higher levels of access and persistence for our students.

## Minnesota State Strategic Enrollment Management Workgroup

In the summer of 2022, a workgroup was convened by the Senior Vice Chancellor for Academic and Student Affairs that included college and university presidents and leaders from all divisions of college and university leadership. The SEM workgroup was charged with:

- Reviewing current enrollment management frameworks and developing any needed recommendations for improvement or realignment.
- Identifying 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.
- Developing recommendations for common data sets and reports that are needed to support campus-based strategic enrollment management planning and monitoring; and
- Developing 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.

The workgroup completed its work and advanced five key recommendations for consideration. Additional recommendations were advanced for consideration as well to inform campus level and system level SEM planning and implementation. The Minnesota State Strategic Enrollment Management Approach incorporates the workgroup recommendations and connects these recommendations to system workplan goals and strategies.

### SEM Workgroup Five (5) Key Recommendations

The five (5) key recommendations advanced by the workgroup are:

**ONE:** SEM planning should continue to be viewed as a campus-based activity.

**TWO:** Flexibility should be maintained to ensure SEM planning strategies match the campus context.

**THREE:** Campus SEM plans should include common elements addressed in a way that aligns with the campus context.

- A SEM vision that aligns with institutional vision, mission, and strategic plan
- Assessment of demographic trends and workforce needs
- Identification of key enrollment indicators
- Enrollment goals and projections
- Strategies and tactics to implement SEM plan
- Equity by Design integration with SEM plan

**FOUR:** SEM is a shared responsibility that involves specific action steps implemented by college and university teams and the system office.

**FIVE:** Advancements should be made to establish a data sharing culture to enable data informed decision making.

## **Additional Recommendations**

The workgroup provided additional recommendations to expand upon the five (5) key recommendations. These additional recommendations include:

- Establish an ongoing structure for monitoring enrollment across the system.
- Establish aggregate benchmarks and targets for enrollment, retention, and completion that are informed by campus benchmarks and targets.
- Establish an ad hoc workgroup led by the Center for Data Access and Analytics to identify reporting gaps, develop recommendations for new data reports, and opportunities for training.
- Provide data tools, training, and support to campus to ensure the integration of Equity by Design methodology throughout their SEM planning and strategy execution.
- Develop a consistent planning data and information set that is compiled centrally and made available to each campus annually.
- Identify minimum CRM capabilities needed to support strategic enrollment management and ensure implementation on each campus.
- Establish a long-term tuition strategy that supports equitable student access, retention, and completion.
- Expand thought leadership promoting equity, access, and the value of higher education.

## **Minnesota State Strategic Enrollment Management Goals, Strategies, and Tactics**

The Minnesota State Strategic Enrollment Management Approach is grounded in Equity 2030 and the working definition of strategic enrollment management created by the enrollment management affinity group. The SEM workgroup recommendations also serve as a reference source for specific strategies to be pursued at the campus level and system level to support Equity 2030 through SEM planning and implementation. To achieve the Equity 2030 goal and foster strong enrollment, Minnesota State must expand access to post-secondary education especially among those who have been historically underrepresented and enhance support structures and high impact educational practices that hold the promise of eliminating barriers that interfere with the opportunity for students to persist through the education journey to goal completion. The complete plan includes strategies and action steps that are the tangible essence of the Minnesota State Strategic Enrollment Management Approach.