Strategic Enrollment Management Plan Initiatives
FY2022 - 2024

Goal 1: Completing first term with 2/3 completion rate and 2.0 GPA
Increase 2% by FY25

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<thead>
<tr>
<th>Tactic</th>
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</table>
| **Tactic 1.A.1** | Start Smart Workshop Implementation (Day 1 Ready) | Fall 2023 - Jan. 2027 | • Track student attendance  
• Increased persistence tracked through disaggregated data  
• Pre and post test  
• Lower percentage in student withdrawals or FN grades  
• Fewer week three Early Alert progress checks |
| **Tactic 1.A.2** | Fall 2023 - Ongoing | Dean of Students           | • Increase student success through early access to support services                                                                                          |

Legend:  ● Goal Met  ● 0 to -5%  ● Goal Not Met

Strategy 1.A: Target activities that will increase success rates of incoming students of historically underserved populations
(Black/African American, Hispanic/LatinX, American Indian, Pell-Eligible, First Generation, Adult, and Part-Time Learners)

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• Fewer week three Early Alert progress checks |
| Tac 1.A.2 | Fall 2023 - Ongoing | Dean of Students | • Increase student success through early access to support services                                                                                          |

Legend:  ● Goal Met  ● 0 to -5%  ● Goal Not Met

Race/Ethnicity
Black/African American, Hispanic/LatinX, American Indian, Comparison in Parentheses
- 60% (78%) 61% 61% (78%) 62% 54.9% (76.9%) 64%

Pell/Non-Pell
- 67% (81%) 70% 70% (77%) 71% 65.7% (74.4%) 73%

First Generation/Non-First Generation
- 70% (76%) 71% 68% (75%) 72% 62.4% (73%) 74%

Part-Time/Full-Time
- 70% (77%) 71% 68% (77%) 72% 63.5% (74.2%) 74%

Legend:  ● Goal Met  ● 0 to -5%  ● Goal Not Met

*The comparison in parentheses is the percentage of students that are traditionally dominant in the group listed in the row title.
### Implementation of online orientation (Day 1 Ready)

- Director of Student Engagement
- Increase persistence in first term (fall to spring persistence and spring to fall persistence)
- Percentage of new and returning students that complete online orientation
- Compare student success rates (completed online orientation vs. not completed vs. partial completion) in coordination with institutional effectiveness
- Online orientation software data (e.g. module completion rate, survey results)

### Strategy 1.B: Implement Guided Learning Pathways (GLP)

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</table>
| Tac1 1.B.1 | Fall 2023 - Spring 2024 | School of Liberal Arts and Sciences Dean | • Student enrollment into GLP cohort  
• Student success rates first term  
• Student retention to spring term  
• Student fall to fall graduation or retention | • Project Charter: GLP for Unstructured AA Degree  
• Strategic Alignment: FY24 Annual Plan Student Success 1.B, Title III Grant | • June 2023 - Strategic Planning Retreat workgroup session  
• Fall 2023 - Work group formed |

### Strategy 1.C: Use a data-informed approach to support historically underserved student populations

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</table>
| Tac1 1.C.1 | Fall 2023 - Summer 2024 | Dean of Equity and Inclusion, Dean for school of HSHSN | • Student success at the major and prefix level disaggregated by target | • Project Charter: Health Careers Equity Planning  
• Strategic Alignment: Equity 2030, FY23 Annual Plan |                                           |
### Tactic 1.C.2
**Improve basic needs support on each campus**

- **Summer 2022 - Spring 2023** (projected)
- **Dean of Students**
- **Social Workers**
- **Operational food pantries on each campus**
- **Track visits/uses of food pantry**
- **Surveys**
- **Project Charter:** Food Pantry Project
- **Strategic Alignment:** Equity 2030, FY23 Annual Plan Equity 3.C

- **Fall 2023 - Food pantries operating on each campus and data tracking in place (analyzing data will be the next priority)**

### Tactic 1.C.3
**Use the results of the Spartan Connect survey to inform resource allocation**

- **Spring 2022 - Spring 2024** (projected)
- **Director of Student Experience**
- **Percent of students completing the form**
- **Percentage of students that communicated with Success Navigators**
- **Percent of students connected to information or support they seek (after the CRM is implemented)**
- **Project Charter:** Spartan Connect Form
- **Strategic Alignment:** Equity 2030, FY24 Annual Plan Student Success 1.A

- **Fall 2023 - Data analyzed and improvements being explored**
Strategy 2.A: Enhance academic peer support and create a stronger sense of belonging for historically underserved student populations

(Black/African American, Hispanic/LatinX, American Indian, Pell-Eligible, First Generation, Adult, and Part-Time Learners)

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</table>
| Tactic 2.A.1 | Fall 2023 - Spring 2024 | Director of Student Experience | Attendance  
Targeted program spring to fall persistence rate (programs with underserved populations and program courses with higher than average D, F, W, I rates) | Project Charter: None  
Strategic Alignment: Title III Grant  
Budget: Cost neutral | • Fall 2023 - Piloted study tables in Fergus Falls and Moorhead to determine usage and needs  
• Spring 2024 - Gather input and data to determine targeted programs and institutionalize |
| Tactic 2.A.2 | Fall 2023 - Spring 2024 | Director of Student Experience | Attendance  
Student term success/persistence  
Post survey | Project Charter: None  
Strategic Alignment: FY24 Annual Plan Student Success 1.A, Title III Grant  
Budget: Cost neutral | • Fall 2023 - Completed workshops online and in-person |
| Tactic 2.A.3 | Individualized academic support of practical nursing cohort to address equity gaps in healthcare programs | Fall 2022 - Spring 2023 | Dean of HSHSN | Mentorship Eval Survey | Program completion percentages | Strategic Alignment: FY23 Annual Plan Equity 1.C (HP3 Grant) | Faculty led study sessions took place weekly focusing on skills in preparation for licensing exams | Mentorship program |
| Tactic 2.A.4 | Campus inclusion team will create a bias incident reporting process |  | Dean of Equity and Inclusion |  |  | Project Charter: None | Strategic Alignment: Equity 2030, FY23 Annual Plan 1.A |

| Strategy 2.B: Implement inclusive hiring practices |
| --- | --- | --- | --- | --- | --- | --- |
| Tactic | Timeframe | Champion/Responsible | Performance Indicators | Notes | Status |
| Tactic 2.B.1 | Implement inclusive hiring practices | Fall 2022 - Spring 2023 | VP of Human Resources | Percent of diverse employees representative of student population | Project Charter: None | Strategic Alignment: Equity 2030, FY22 Annual Plan 1.C | Practices are institutionalized |
|  |  |  |  |  |  | HR reviews position descriptions to ensure minimum qualifications are not over inflated |
|  |  |  |  |  |  | HR casts wider net to try and garner larger and more diverse applicant pool by advertising broadly |
- Each interview has at least two equity-focused questions
### Strategy 3.A: Educational leaders review and disaggregate data regularly to compare progress for all subgroups

**Goal 3: Increase 2nd to 3rd Fall Retention or Graduation - Major Rank 1**

Increase 1.5% by end of FY24 and .5% by FY25

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</table>
| Tactic 3.A.1 |                 |                      |  | Contact made with healthcare program students ineligible/denied, missing TEAS, or accepted but not responded | • Project Charter: None  
• Strategic Alignment: None  
• Academic Advisors and Success Navigator will reach out to ineligible/denied students  
• Health Success Navigator will reach out to students who applied to any nursing program and are missing TEAS and students accepted, but not responded | • Fall 2023 - Process confirmed and MSCTC-M State Nursing Advisors Team has been created; creating form to email ineligible students to gather if they plan to stay with current major or want assistance with career exploration  
• Spring 2024 - Outreach will occur |
| Tactic 3.A.1 | Targeted outreach to students not accepted into healthcare selective admission programs | Fall 2023 - 2027 | • Director of Student Experience  
• Director of Enrollment | Percent of students that were contacted and persisted vs. previous persistence rates |                                                                                                   |
| Tactic 3.A.2 | Educate staff about financial aid |                      | • Director of Financial Aid and Records |                                                                                                    | • Project Charter: None  
• Fall 2023 - Initiated, training |                                                                                                   |
| opportunities for underrepresented student populations (i.e., MN Dreamers) |  |  | • Strategic Alignment: [Equity 2030](#) is being done on scholarship opportunities |
## Strategy 4.A: Improve efficiency of the admissions process

### Tactic 4.A.1
Implement new CRM (Slate)

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<tr>
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<tbody>
<tr>
<td>4.A.1</td>
<td>Fall 2023 - Summer 2024</td>
<td>Director of Application and Infrastructure</td>
<td>Decommission of current CRMs, Usage by admissions, enrollment, advising, FA and support services</td>
<td>Project Charter: <a href="#">CRM Implementation</a>, Strategic Alignment: <a href="#">FY23 Annual Plan Student Success 2.B, FY24 Annual Plan Financial Sustainability 3.A</a>, Budget: $30k (including implementation partner) from institutional funds</td>
</tr>
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### Tactic 4.A.2
Conduct value stream mapping (VSM) on admissions processes to improve efficiencies

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<tbody>
<tr>
<td>4.A.2</td>
<td>Summer 2022 - Fall 2022</td>
<td>VP of IE and IT (project lead), Director of Enrollment</td>
<td>Conversion of prospect to application by source, Length of time from prospect to application, Pipeline conversion metrics, Time to enter prospect cards, Number of applications that weren’t prospects, Missing item counts, Files cleared of missing items</td>
<td>Project Charter: <a href="#">VSM Admissions Process</a>, Strategic Alignment: <a href="#">FY23 Annual Plan Financial Sustainability 1.A</a></td>
</tr>
</tbody>
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### Goal 4: Increase New Student Enrollment

Increase 168 students by FY25

<table>
<thead>
<tr>
<th>New Students</th>
<th>2021 Actual</th>
<th>2022 Goal</th>
<th>2022 Actual</th>
<th>2023 Goal</th>
<th>2023 Actual</th>
<th>2024 Goal</th>
<th>2024 Actual</th>
</tr>
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<tbody>
<tr>
<td>Brand new students</td>
<td>1,159</td>
<td>1,215</td>
<td>1,082</td>
<td>1,230</td>
<td>1,209</td>
<td>1,250</td>
<td></td>
</tr>
<tr>
<td>Applied Technology</td>
<td>269</td>
<td>278</td>
<td>254</td>
<td>285</td>
<td>262</td>
<td>290</td>
<td></td>
</tr>
<tr>
<td>Business and IT</td>
<td>206</td>
<td>230</td>
<td>220</td>
<td>245</td>
<td>267</td>
<td>250</td>
<td></td>
</tr>
<tr>
<td>Health and Human Services</td>
<td>313</td>
<td>340</td>
<td>314</td>
<td>350</td>
<td>375</td>
<td>355</td>
<td></td>
</tr>
<tr>
<td>Liberal Arts, Humanities and STEM</td>
<td>328</td>
<td>345</td>
<td>274</td>
<td>350</td>
<td>305</td>
<td>365</td>
<td></td>
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</tbody>
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Legend: Goal Met, 0 to -5% Goal Not Met
<table>
<thead>
<tr>
<th>Tactic 4.A.3</th>
<th>Fall 2022 - Spring 2023</th>
<th>Number of pending apps based on the leads’ intended start term or year (open to two years out)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build school identities and meta-majors</td>
<td>Director of Student Success, Enrollment Management</td>
<td>Fall 2023 - Tracked nearly 1% increase in new student enrollment</td>
</tr>
<tr>
<td>Registration event surveys, Website metrics</td>
<td>Project Charter: None, Strategic Alignment: FY22 Annual Plan Student Success 1.A, 1.B, 1.D</td>
<td>Fall 2021 - PowerBI disaggregated school and meta-major data</td>
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<td></td>
<td></td>
<td>Spring 2023 - Fall school of registration events implemented, advisor caseloads by school</td>
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<td></td>
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<td>Fall 2023 - website and program reorganized</td>
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</table>
## Goal 5: Increase New Student Enrollment of Adult Learners and Part-Time Students

Increase enrollment age 25 and older 3% by FY25

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| **Tactic 5.A.1**<br>Initiate systematic credit for prior learning (CPL) | Spring 2023 - Summer 2024 | - VP of Strategic Partnerships  
- Director for CPL |  
- Number of sessions held  
- Number of participants  
- Survey data from students and faculty  
- Number of CPL inquiries and applications  
- Number of crosswalks developed  
- Number of credits awarded  
- Approval of policy and procedure revisions |  
- Project Charter: CPL Implementation  
- Strategic Alignment: FY23 Annual Plan Financial Sustainability 3, FY24 Annual Plan Financial Sustainability 2.A |  |
| **Tactic 5.A.2**<br>Redesign M State’s website to amplify the value proposition and positively impact the admissions pipeline | Fall 2023 - Spring 2024 | - Dean of Integrated Communications and Marketing |  
- Bounce rate  
- Longevity on a page  
- Number of new users |  
- Project Charter: Website Redesign  
- Budget: Est. $150k from institutional funds |  
- Fall 2023 - Vendor contracted, gathered data and working on site design |
| **Tactic 5.A.3**<br>Launch year-long scheduling model and invest in data-informed scheduling practices to attract adult learners | Fall 2022 - Spring 2023 | - Provost/VP of Academics  
- VP Student Affairs |  
- Number of students completing year-long scheduling  
- Survey advisors and students  
- Fall to spring retention |  
- Project Charter: Year-long Registration Model  
- Strategic Alignment: FY23 Annual Plan Financial Sustainability 1.C.i, 1.C.ii |  
- Spring 2023 - Year-long schedule implemented |

### Legend:
- Goal Met
- 0 to -5%
- Goal Not Met
<table>
<thead>
<tr>
<th></th>
<th>Degree completion</th>
<th>Course fill rates</th>
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