Minnesota State Community and Technical College

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

	2021 Actual	2022 Goal	2022 Actual	2023 Goal	2023 Actual	2024 Goal	2024 Actual
Completing First Term with 2/3 Completion Rate and 2.0 GPA	**72%**	**73%**	**74%**	**74%**	**70.8%**	**76%**	**TBD**
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%	

**The comparison in parentheses is the percentage of students that are traditionally dominant in the group listed in the row title.*

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)

Tactic	Timeframe	Champion/Responsible	Performance Indicators	Notes	Status
Tactic 1.A.1 Start Smart Workshop Implementation (Day 1 Ready)	Fall 2023 - Jan. 2027	• Director of Student Experience	• 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	• Project Charter: Day 1 Ready Program • Strategic Alignment: FY24 Annual Plan Student Success 1.B, Title III Grant	• Fall 2023 - Workshops implemented
Tactic 1.A.2	Fall 2023 - Ongoing	• Dean of Students	• Increase student success through early access to support services	• Project Charter: Online Orientation	• Spring 2023 - Piloted in LMS (D2L)

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)	• Strategic Alignment: FY24 Annual Plan Student Success 1.B, Title III Grant • Budget: Approximately $100K start up cost with $6K annual fee for maintenance	• Fall 2023 - Implemented

Strategy 1.B: Implement Guided Learning Pathways (GLP)					
Tactic	Timeframe	Champion/Responsible	Performance Indicators	Notes	Status
Tactic 1.B.1 Develop unstructured Liberal Arts and Sciences guided learning pathway plan	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 2.A	• 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					
Tactic	Timeframe	Champion/Responsible	Performance Indicators	Notes	Status
Tactic 1.C.1 Address student equity gaps by developing	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	

school of HSHSN equity plan			populations (good standing, F2S retention, F2F retention) • Student access (overall representation mirrors college population and/or applicant pool) • Stakeholder feedback	Equity 1.B.2, FY24 Annual Plan Equity 1, PATH-MN Grant (HSHSN)	
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

Goal 2: Fall to Fall Retention or Graduation - Major Rank 1

Increase 0.5% by FY25

	2021 Actual	2022 Goal	2022 Actual	2023 Goal	2023 Actual	2024 Goal	2024 Actual
Fall to Fall Retention or Graduation - Major Rank 1	**57.8%**	**58.5%**	**58.3%**	**59%**	**57.8%**	**59.5%**	**TBD**
Race/Ethnicity *Black/African American, Hispanic/LatinX, American Indian, Comparison in Parentheses*	52.2% (62.1%)	53%	47% (64.5%)	54%	44.9% (63.9%)	55%	
Pell/Non-Pell	55.7% (62.9%)	57%	56.2% (63.9%)	57%	54% (60.8%)	57.5%	
First Generation/Non-First Generation	51.4% (62.1%)	54%	54.5% (61.9%)	58%	52.4% (59.4%)	61%	
Part-Time/Full-Time	52.6% (63.5%)	54%	54.3% (63.5%)	55%	48.5% (62.4%)	57%	

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

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)

Tactic	Timeframe	Champion/Responsible	Performance Indicators	Notes	Status
Tactic 2.A.1 Implement coordinated study groups and tables	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 Implement monthly current student workshops on various topics (e.g. study	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

strategies and technique)					
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

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

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

	2021 Actual	2022 Goal	2022 Actual	2023 Goal	2023 Actual	2024 Goal	2024 Actual
2nd to 3rd Fall Retention or Graduation - Major Rank 1	**67.8%**	**68.5%**	**67.3%**	**69%**	**67.2%**	**69.5%**	**TBD**
Race/Ethnicity *Black/African American, Hispanic/LatinX, American Indian, Comparison in Parentheses*	58.7% (72.1%)	62%	62.9% (68.8%)	63%	70.5% (66.3%)	65%	
Pell/Non-Pell	64.5% (70.3%)	65.5%	65.3% (69%)	67%	67% (67.4%)	68%	
First Generation/Non-First Generation	61.6% (69.5%)	65%	72% (66%)	67%	62.2% (68.2%)	69%	
Part-Time/Full-Time	61.9% (71.8%)	62.5%	59.3% (72.3%)	63%	58% (71.8%)	64%	

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

Strategy 3.A: Educational leaders review and disaggregate data regularly to compare progress for all subgroups

(BIPOC, Pell-Eligible, First Generation, Adult Learners)

Tactic	Timeframe	Champion/Responsible	Performance Indicators	Notes	Status
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	• Contact made with healthcare program students ineligible/denied, missing TEAS, or accepted but not responded • Percent of students that were contacted and persisted vs. previous persistence rates	• 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.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

Goal 4: Increase New Student Enrollment

Increase 168 students by FY25

	2021 Actual	2022 Goal	2022 Actual	2023 Goal	2023 Actual	2024 Goal	2024 Actual
New Students *Brand new students*	**1,159**	**1,215**	**1,082**	**1,230**	**1,209**	**1,250**	
Applied Technology	269	278	254	285	262	290	
Business and IT	206	230	220	245	267	250	
Health and Human Services	313	340	314	350	375	355	
Liberal Arts, Humanities and STEM	328	345	274	350	305	365	

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

Strategy 4.A: Improve efficiency of the admissions process					
Tactic	Timeframe	Champion/Responsible	Performance Indicators	Notes	Status
Tactic 4.A.1 Implement new CRM (Slate)	Fall 2023 - Summer 2024	• Director of Application and Infrastructure	• Decommission of current CRMs • Usage by admissions, enrollment, advising, FA and support services	• Project Charter: CRM Implementation • Strategic Alignment: FY23 Annual Plan Student Success 2.B, FY24 Annual Plan Financial Sustainability 3.A • Budget: $30k (including implementation partner) from institutional funds	• Fall 2023 - Implementation partner hired and team captains and ad-hoc teams established
Tactic 4.A.2 Conduct value stream mapping (VSM) on admissions processes to improve efficiencies	Summer 2022 - Fall 2022	• VP of IE and IT (project lead) • Director of Enrollment	• 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	• Project Charter: Project Charter: VSM Admissions Process • Strategic Alignment: FY23 Annual Plan Financial Sustainability 1.A	• Fall 2022 - VSM process complete • Spring 2023 - Acceptance packet mailing and next step email created and implemented • Summer 2023 – 45 day communication flows created

			• Number of pending apps		based on the leads' intended start term or year (open to two years out) • Fall 2023 - Tracked nearly 1% increase in new student enrollment
Tactic 4.A.3 Build school identities and meta-majors	Fall 2022 - Spring 2023	• Director of Student Success • Enrollment Management	• Registration event surveys • Website metrics	• Project Charter: None • Strategic Alignment: FY22 Annual Plan Student Success 1.A, 1.B, 1.D	• Fall 2021 - PowerBI disaggregated school and meta-major data • Spring 2023 - Fall school of registration events implemented, advisor caseloads by school • Fall 2023 - website and program reorganized

Goal 5: Increase New Student Enrollment of Adult Learners and Part-Time Students

Increase enrollment age 25 and older 3% by FY25

	2021 Actual	2022 Goal	2022 Actual	2023 Goal	2023 Actual	2024 Goal	2024 Actual
New Students 25 and Older	**18%**	**19%**	**18%**	**20%**	**21%**	**21%**	

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

Strategy 5.A: Strengthen college collaboration, communication and community engagement					
Tactic	Timeframe	Champion/Responsible	Performance Indicators	Notes	Status
Tactic 5.A.1 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 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 • Strategic Alignment: FY24 Annual Plan Financial Sustainability 3.B • Budget: Est. $150k from institutional funds	• Fall 2023 - Vendor contracted, gathered data and working on site design
Tactic 5.A.3 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

			• Degree completion • Course fill rates		