



**MINNESOTA STATE**  
Board of Trustees

**AGENDA ITEM SUMMARY**

**NAME:** Joint Meeting: Board of Trustees and Leadership Council

**DATE:** November 14, 2023

**TITLE:** Strategic Enrollment Management and Fall Enrollment Update

Action

Review and Discussion

*This item is required by policy*

**PRESENTERS**

Satasha Green-Stephen, Senior Vice Chancellor for Academic and Student Affairs

Paul Shepherd, Interim Associate Vice Chancellor for Student Affairs and Enrollment Management

John Hoffman, President, Bemidji State University and Northwest Technical College

Michael Raich, President, Minnesota North College

Carrie Brimhall, President, Minnesota State Community and Technical College

Edward Inch, President, Minnesota State University, Mankato

Rolando Garcia, President, North Hennepin Community College

Kathleen Linaker, President, Riverland Community College

Deidra Peaslee, President, Saint Paul College

Annette Parker, President, South Central College

**PURPOSE**

The Minnesota State Strategic Enrollment Management Approach details how the system office supports strategic enrollment management planning and implementation at colleges and universities. Minnesota State participated in the largest national strategic enrollment management grant project in partnership with the Lumina Foundation and the American Association of Collegiate Registrars and Admissions Officers (AACRAO), which resulted in twelve colleges producing strategic enrollment management plans. Eight colleges and universities will share posters detailing their strategic enrollment management plans and how the plans were implemented. Session participants will have an opportunity to engage with presidents and enrollment management leaders at the eight colleges and universities to hear more about the strategic enrollment management planning and implementation processes.

**BACKGROUND INFORMATION**

Since the mid-1970s, enrollment management has become an increasingly important function

for colleges and universities. During the 1990s through the early 2000s, the focus of strategic enrollment management (SEM) expanded from an earlier focus primarily (if not solely) on admissions, towards institution-wide efforts that were more integrated, evidence based and strategic. David Kalsbeek, a former enrollment management leader at DePaul University, defines strategic enrollment management as, “A comprehensive approach to integrating all of the college or university’s programs, practices, policies, and planning related to achieving the optimal recruitment, retention and graduation of students.”

In that context, contemporary strategic enrollment management plans emphasize a comprehensive approach that focuses on the student lifecycle from prospect inquiry through graduation and beyond. This expanded focus of strategic enrollment management includes the whole student experience, as well as additional intervention points where colleges may influence enrollment and student success. While the role of strategic enrollment management and definitions have evolved over time, they have always shared a common focus on the systematic integration of the college and university functions that affect recruitment and retention along with the use of assessment and data to inform practices and policies.

In 2019, academic and student affairs provided the following definition to frame the Minnesota State approach to strategic enrollment management: strategic enrollment management is a comprehensive, data informed approach to aligning all of the college and/or university programs, practices, policies, and planning to ensure the equitable recruitment, persistence, goal completion, and graduation of students. At the system level, strategies include the maturation of strategic enrollment management infrastructure and building campus capacity; addressing policy barriers; sharing and scaling best practices; and expanding technology and the data analysis infrastructure. Campus strategies include expanding recruitment and retention efforts; augmenting student support; expanding partnerships; and leveraging technology. These strategies will support the colleges and universities in responding to a competitive enrollment environment, maximizing new investments in student financial aid, and in making progress toward our Equity 2030 goals. This presentation builds upon the information item on strategic enrollment management shared at the March 2023 meeting of the academic and student affairs committee.

#### Questions for consideration

- How can Minnesota State leverage its strengths as a system and the unique contexts and missions of the colleges and universities in supporting a strategic approach to enrollment management?
- What data are most helpful to understand and contextualize key enrollment trends and the impact of enrollment management strategies across Minnesota State?

#### Additional Resources

- Minnesota State Strategic Enrollment Management Approach Summary
- Saint Paul College Strategic Enrollment Management Plan
- [Lumina Foundation, AACRAO, and Minnesota State Team-Up to Increase Enrollment and Success of Adult Learners and Students of Color](#)