AGENDA ITEM SUMMARY

NAME: Academic and Student Affairs Committee   **DATE:** October 16, 2024

TITLE: Strategic Enrollment Management System Approach

☐ Action   ☒ Review and Discussion

☐ *This item is required by policy*

PRESENTERS
Satasha Green-Stephen, Senior Vice Chancellor for Academic and Student Affairs
Paul Shepherd, Associate Vice Chancellor for Student Affairs and Enrollment Management
Lisa Foss, Senior Director for U.S. Practice, University Design Center at Arizona State University
Ginny Arthur, President, Metro State University
Carrie Carroll, Associate Vice President for Strategic Enrollment, Metro State University

PURPOSE
Minnesota State established a strategic enrollment management approach which includes a definition of what this approach means for the system and its campuses. The discussion of the system approach to strategic enrollment management will focus on relevant data and strategies to address student persistence and completion as it relates to transfer and mobility, as well as academic advising and counseling.

BACKGROUND INFORMATION

Academic and Student Affairs Strategic Plan
Higher education is experiencing several transformational changes as a reflection of our current environment and as a reaction to new dynamics that the pandemic has both revealed and exposed. To this end, the Academic and Student Affairs Strategic Plan for FY2022-FY2025 and its key principles are intended to address the system's goals for Equity 2030 and serve as an answer to and a way forward in the ever-changing landscape of student needs and success. These principles a) Strategic Enrollment Management, b) Minnesota State Guided Learning Pathways, and Innovation and Evolution Initiatives intersects to addresses and aligns with the Chancellor's work plan.

Minnesota State Guided Learning Pathways (GLP) is a framework that seeks to streamline a

student's journey by focusing on (1) curricular and program design/delivery, (2) comprehensive orientation and first-year experience, and (3) holistic advising and comprehensive student support. In 2019, the Board of Trustees endorsed Minnesota State Guided Learning Pathways as a framework to approach our student success and equity goals in the pursuit of meeting Equity 2030 (ASA Strategic Plan, 2022).

Minnesota State Strategic Enrollment Approach
Published in 2023, the Minnesota State Strategic Enrollment Approach is an overview of how system initiatives and goals, such as Equity 2030 and Minnesota State Guided Learning Pathways, align and connect to strategic enrollment management (SEM) planning and implementation at colleges and universities. The Strategic Enrollment Management Approach affirms effective strategic enrollment management planning and implementation addresses the totality of the student experience including how programs, policies, and practices contribute to the successful recruitment, matriculation, persistence, and success of all students. The Strategic Enrollment Management Approach affirms the need for broad collaboration at the campus level and system wide to support strategies designed to increase student access to higher education and increase student persistence (retention) to program completion.

The Strategic Enrollment Management Approach was informed by recommendations made by the 2022 Strategic Enrollment Management (SEM) workgroup 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 workgroup advanced five key recommendations that continue to guide campus and system SEM planning and implementation.

- SEM planning and implementation should continue to be viewed as a campus-based activity.
- Flexibility should be maintained to ensure SEM planning strategies match the campus context.
- 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 plans
  - Inclusion of Equity by Design as a framework for SEM plans
- SEM is a shared responsibility that involves specific action steps implemented by college and university teams and the system office.
- Advancement should be made to establish a data sharing culture to enable data informed decision-making.

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. Minnesota State Strategic Enrollment Management Approach goals and strategies include campus and system tactics. The system office plays a supportive and complementary role supporting the strategic enrollment management planning and implementation that occurs at each college and university.

The system role includes:
- Develop and communicate the Minnesota State value proposition describing the distinctive qualities that make Minnesota State colleges and universities a destination of choice for higher education.
- Support college and university leaders in strategic enrollment management planning and implementation processes through professional development, thought leadership, and distribution of effective practices.
- Review policy, procedure, and system practices on an ongoing basis to ensure potential barriers to strong enrollment are identified and addressed.
- Identify and pursue opportunities to work collectively and collaboratively across the system to pursue strategies conducive to strong enrollment at all Minnesota State colleges and universities.

The college and university role includes:
- Implement a strategic enrollment management planning process that results in a strategic enrollment management plan that includes specific goals and assessment methods to measure goal progress.
- Develop and implement marketing and recruitment strategies designed to attract new students and communicate the unique value proposition of the college or university.
- Develop and implement strategies and tactics that align with Minnesota State Guided Learning Pathways and others designed to comprehensively support students as they persist through the college or university experience.
- Utilize data to identify opportunities to enhance the student experience and remove barriers that may interfere with access and ongoing enrollment at the college or university.

The Minnesota State Strategic Enrollment Management Approach document can be found online at the following link: Minnesota State SEM Approach (minnstate.edu)

Minnesota State Guided Learning Pathways Academic Advising Survey
Minnesota State Guided Learning Pathways is a student-centered framework aimed at achieving the Equity 2030 goal by emphasizing curricular design and delivery, comprehensive orientation and first year experience, and holistic academic advising and comprehensive

student support to address barriers to goal completion. In fall 2022, system Academic and Student Affairs staff conducted a survey to understand academic advising practices and gather insights on related challenges and opportunities from campus staff and faculty. The survey, distributed to senior campus leaders for delegation, aimed to collect composite information and general feedback to inform future inquiries, though it excluded individual faculty and staff perspectives.

The following are key findings from the fall 2022 survey:
- Academic advising/counseling models (staffing structure, caseloads, purpose, etc.) vary greatly throughout the system.
- Advisor to student ratios at colleges and universities vary significantly.
- There is interest in pursuing increased collaboration between full-time academic advisors/counselors and teaching faculty who also advise students.
- There is interest in expanded professional development system-wide focused on effective academic advising practices.
- There is interest in expanding the understanding of the role of academic advising as more than assisting students with course registration.
- There is interest in pursuing more proactive advising models and sharing effective advising practices within the system.
- There is interest in pursuing additional advising technology tools to help increase the capacity of academic advising professionals.
- There is interest in developing advising focused assessment resources to assist colleges and universities with understanding the impact of academic advising on student success.
- There is interest in pursuing academic advising recognition programs to acknowledge outstanding work in this area.
- There is interest in establishing a system-wide conference focused on academic advising and student success (this was implemented the next year and remains an annual virtual conference).

The results of the survey have been used to inform the development of strategies to address the challenges and opportunities identified. A community of practice has been established convening system academic advising leaders, faculty, and staff to discuss ways to advance effective academic advising practices

Using the GLP as a framework the initiative for improving transfer student experience, Tacking Transfer, is to ensure seamless transfer within Minnesota State in all areas and operations of how students engage and mobilize across our campuses. the "Transfer Audit" recommended both operational and cultural changes that required an accountability framework which we have engaged. To date:
- we are in the process of performing a desk review of all transfer pathways for each of our institution

- We have revised the operating instructions and procedure of 3.2.1 and 3.2.1.3 for institutions to enter course equivalencies into TES system
    - Embedded in 3.21.3 is an accountability procedure titled escalation steps and compliance timeline that outlines the steps for compliance:
    - Escalation steps and compliance timelines include, but are not limited to the following:
        1. Use of the TES Evaluation Tracker Workflow for courses that need to be routed to faculty or staff for approval will be monitored and transfer course evaluation policies and processes will be audited by the Academic Affairs unit.
        2. Once notified of noncompliance by the associate vice chancellor for academic affairs, or designee, the campus senior academic officer will have 10 business days to complete the transfer course evaluation, document the evaluation decision in uAchieve, and report the completion and documentation of the evaluation to the Academic Affairs unit.
        3. If not completed within 10 business days, the associate vice chancellor for academic affairs or designee, will notify the president that the college or university is out of compliance with board policy and/or system procedure. Once notified, the president must ensure the transfer course evaluation is complete and documented in the degree audit reporting system.
        4. Any subsequent noncompliance will be reported to the chancellor.
- A common course number pilot process is set to begin Fall 2024