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MINNESOTA WEST

COMMUNITY & TECHNICAL COLLEGE

STRATEGIC ENROLLMENT MANAGEMENT
PLAN 2022-2025

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STRATEGIC OVERVIEW

Commitment: Minnesota West is committed to providing quality education options for all, in our region.

Mission: The mission of Minnesota West Community and Technical College is to prepare learners, all learners, for a lifetime of success. We offer varied programming in which students can enter and exit at any juncture in life and their career to enhance and build upon their skills

Vision: Minnesota West looks to transcend our reputation and be the regional college of choice.

Core Values:

- **Community Engagement:** We believe education, instruction, and curriculum should prepare students to participate responsibly in society. We model this through being good stewards and engaged in the communities we serve and have footprints.
- **Courage:** The Institution prides itself on taking strategic and calculated risks to serve and meet the needs of students, constituents, and communities.
- **Diversity & Inclusion:** We value and welcome the diversity of people and perspectives.
- **Innovation:** We believe in the power of education to change lives therefore look to and embrace new ideas and technology to serve our students and region.
- **Integrity:** We prize excellence in education, learning, and serving our region and are committed to such.
- **Student Success:** Students are why we are here. Their success changes lives both theirs and their communities.

STRATEGIC ENROLLMENT MANAGEMENT GOALS



Close equity gaps through comprehensive communication and outreach plan



Provide opportunities for learners 25 and older to gain post-secondary and industry recognized credentials



Matriculate an already captive student body (PSEO & REACH) to undergraduate status

2022-2025

HISTORY AND PURPOSE

Minnesota West Community and Technical College has a long history of providing quality, affordable, and accessible education in the region. Worthington Community College was established in 1936 and the four technical colleges in the 1970's. They were created under the jurisdiction of local school districts to meet the post-secondary education needs of the communities. In 1997 the five institutions became Minnesota West Community and Technical College, a member of the Minnesota State Colleges and Universities system. While the programming and appearances of the campuses have evolved and changed over the years the commitment to quality, affordable, and accessible education has not.

Minnesota West is an open enrollment institution with an open-door policy. As we know however, competition for students has become fierce especially in light of our proximity to South Dakota and their campaign to “Grow South Dakota.” It is imperative that Minnesota West consider its recruiting and retention strategies as well as designing programs and services that meet the needs of our varied and diverse populations. We are uniquely positioned to implement a Strategic Enrollment Management (SEM) plan with passionate and committed leadership, staff, and faculty to the process.

SEM is a process that assists the college to review and examine enrollment issues from an institution-wide perspective. While recruiting and retaining students is at the core of SEM plans, SEM encompasses much more. It is geared to address and develop institutional programs, processes, and services to recruit, retain, and support students throughout their education. While Minnesota West has developed marketing and enrollment plans previously this is the first the institution has participated in a comprehensive SEM planning process.

ENROLLMENT MANAGEMENT CORE CONCEPTS

At the heart of institutional enrollment management plans are core principles, mission, vision, and values that guide the institution's enrollment planning. At Minnesota West, these principles include:

- Students, and their success, are at the core of everything we do.
- We are committed to learner's success throughout their lifetime.
- Minnesota West will be the regional college of choice.
- Minnesota West values community, courage, diversity and inclusion, innovation, integrity, and student success.
- SEM goals will align with the institution's mission, vision, and values.
- No single person is responsible for achieving the goals in this plan. Planning committees include a cross section of individuals throughout the college community. Collaboration and coordination between all levels of the college will be critical to its success.
- Relevant data will be collected and used when setting institutional enrollment goals and establishing and assessing strategies and tactics.

EVIDENCE AND REALIZATIONS

Multiple sources of data were reviewed including the College Fact Book, Regional Census Data, NSC Data, Perkins Performance Data, National Center for Education Statistics, and Perkins Local Comprehensive Needs Assessment. Despite the amount of data examined of particular interest included:



KPI 1: Undergraduate Student Success

Metric 1: First Year Outcome by Race (Fall to Fall Persistence and Completion)

Minnesota West Community and Technical College (0209)

Equity Gap Calculation: Select comparison group or set baseline

Comparison by Race

Custom Baseline Percent (0-100)

Comparison Group

White

Institution

Minnesota West Community and Technical ...

Entering Cohort

Fall 2020

Gender

All

Student Load

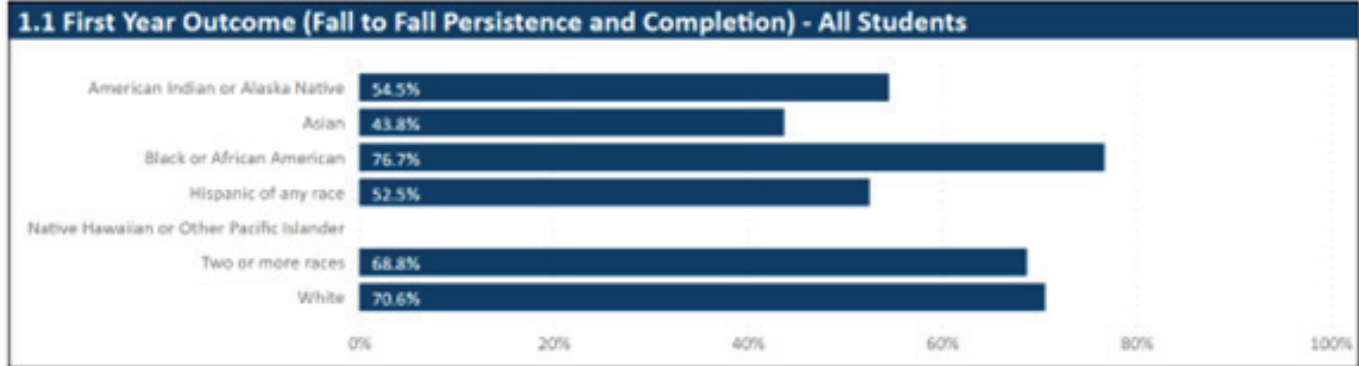
All

Race / Ethnicity

All

Admission Category

All



1.1 Equity Gaps and Counts - All Students

Race / Ethnicity	Equity Gap (Parity=0%)	3-Year Equity Gap Trend	Change in Equity Gap Over 3-Years	Success Rate	Cohort Count	Number to Reach Parity (Eliminate Equity Gap)
American Indian or Alaska Native	-16.1%	Narrowing	14.7%	54.5%	11	Less than 5
Asian	-26.9%	Widening	-30.5%	43.8%	16	Less than 5
Black or African American	6.1%	Parity or Better	20.0%	76.7%	86	0
Hispanic of any race	-18.1%	Widening	-6.1%	52.5%	59	11
Native Hawaiian or Other Pacific Islander	N/A	N/A	N/A	N/A	0	N/A
Two or more races	-1.9%	Narrowing	10.2%	68.8%	16	Less than 5
White	Comparison Group	Comparison Group	Comparison Group	70.6%	337	Comparison Group



KPI 1: Undergraduate Student Success

Metric 2: First Year Outcome by Pell Eligibility & First Generation Status (Fall to Fall Persistence and Completion)

Minnesota West Community and Technical College (0209)

Select measure to calculate:

Pell Eligibility

First Generation Status

Institution
Minnesota West Community and Technical ...

Entering Cohort
Fall 2020

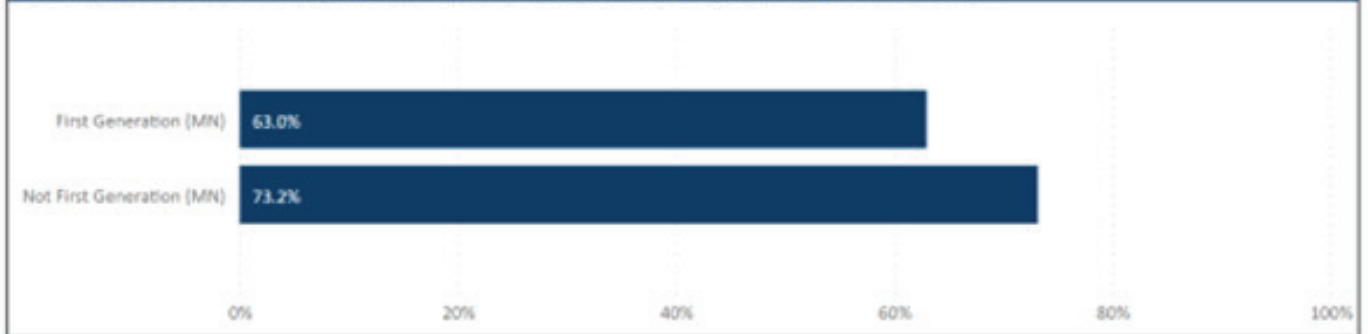
Gender
Male

Student Load
All

Race / Ethnicity
All

Admission Category
All

1.2 - First Year Outcome (Fall to Fall Persistence and Completion) - All Students



1.2 Equity Gaps and Counts - All Students

First Generation Status	Equity Gap (Parity=0%)	3-Year Equity Gap Trend	Change in Equity Gap Over 3-Years	Success Rate	Cohort Count	Number to Reach Parity (Eliminate Equity Gap)
First Generation (MN)	-10.2%	Narrowing	4.9%	63.0%	81	8
Not First Generation (MN)	Comparison Group	Comparison Group	Comparison Group	73.2%	190	Comparison Group



KPI 1: Undergraduate Student Success

Metric 4: Completion Rate - 3YR & 6YR

By Pell Eligibility and First Generation Status

Minnesota West Community and Technical College (0209)

Select measure to calculate:

Pell Eligibility

First Generation Status

Institution
Minnesota West Community and Technical ...

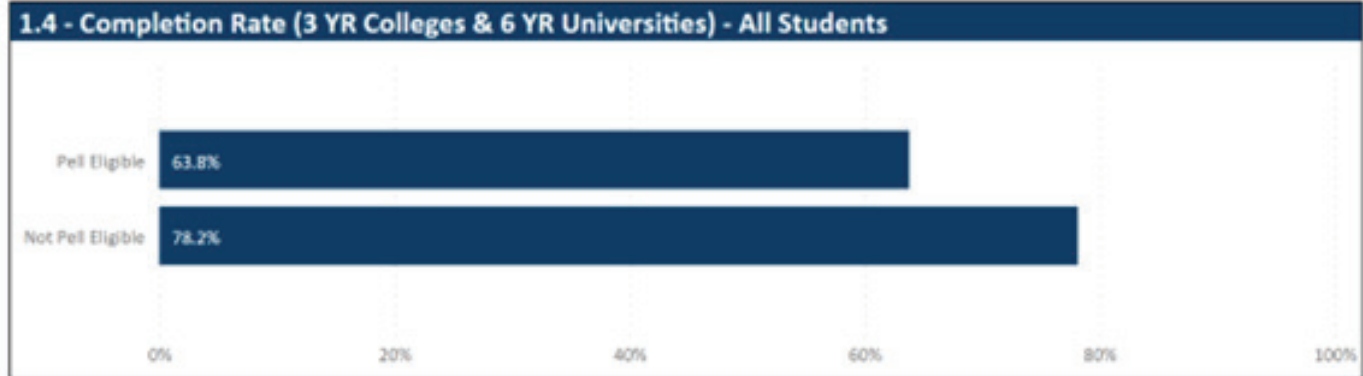
Entering Cohort
Fall 2015

Gender
Male

Student Load
All

Race / Ethnicity
All

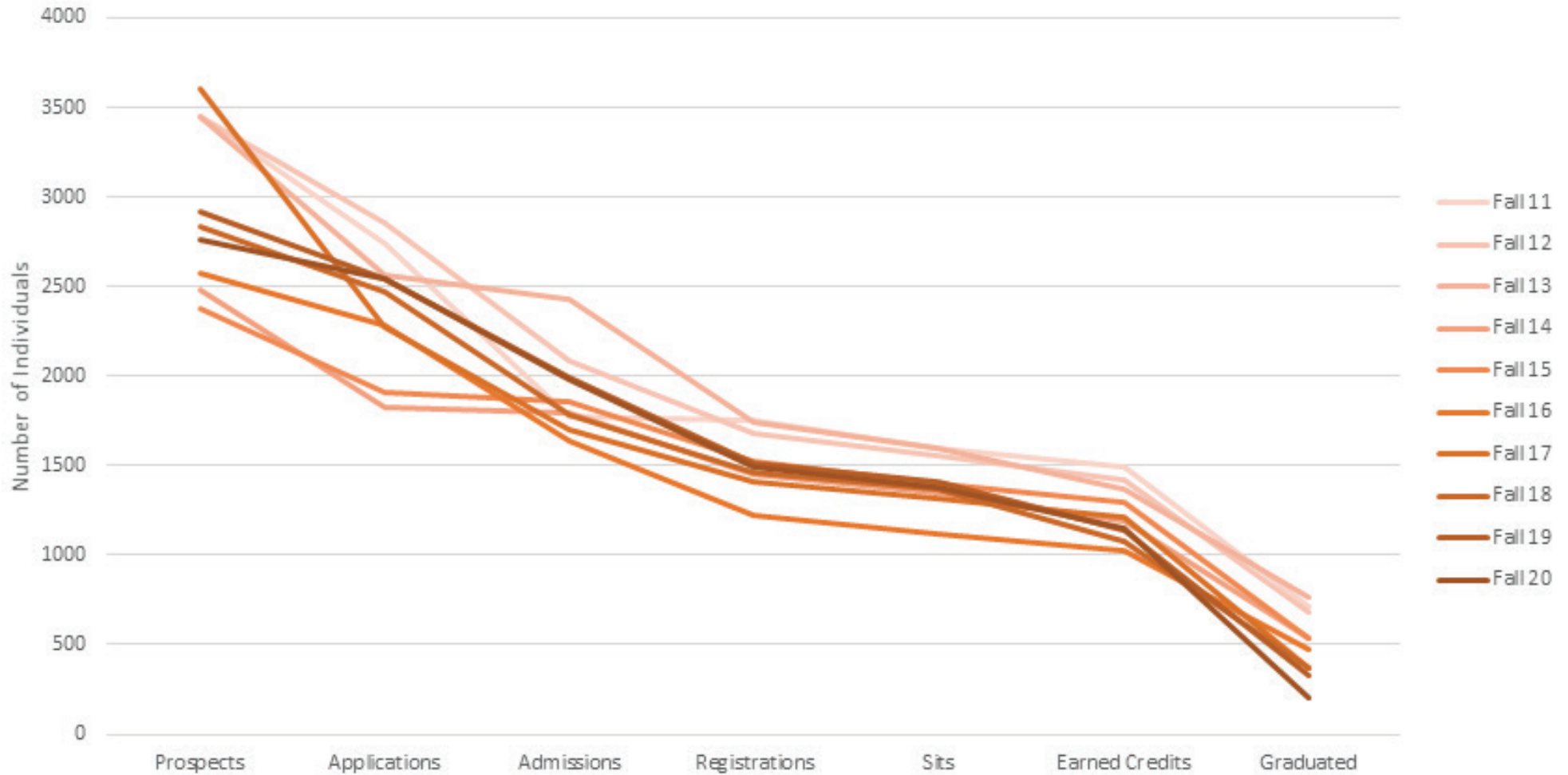
Admission Category
All



1.4 - Completion Rate Equity Gaps and Counts - All Students

Pell Status	Equity Gap (Parity=0%)	3-Year Equity Gap Trend	Change in Equity Gap Over 3-Years	Completion Rate	Cohort Count	Number to Reach Parity (Eliminate Equity Gap)
Pell Eligible	-14.4%	Widening	-0.9%	63.8%	163	23
Not Pell Eligible	Comparison Group	Comparison Group	Comparison Group	78.2%	87	Comparison Group

Number of individuals in each step of enrollment process



College Fact Book 2021

There is a relatively steep decline from earned credits to graduated. We reviewed our PSEO/REACH numbers and there are roughly 1100-1200 students participating dual enrollment yet only about 5% are degree seeking. Dual enrollment students are a captive audience.

The committee was struck by the regional census data provided by Luke Greiner from DEED. The percentage of individuals 25 and older that do not possess a high school diploma is of particular concern. The 14 counties in South West Minnesota are home to 155,332 residents. The following is a chart on how our residents compare to Metro and Minnesota as a whole on diplomas, poverty, and median wages:

% OF TOTAL POPULATION	SW MN	METRO	MN
Individuals 25 yrs. + with less than high school diploma	10.1%	6.2%	6.6%
Hispanic or Latinos 25 yrs. + with less than high school diploma	45.2%	28.4%	29.4%
Poverty Rate	10.5%	8.7%	9.3%
Median Hourly Wage	\$19.34	\$24.93	\$23.00

Lastly, the college factbook provides a picture of the past 8 years of prospects to graduated. At every level there is marked declines.

	FALL 14 (20153)	FALL 15 (20163)	FALL 16 (20173)	FALL 17 20183	FALL 18 20193	FALL 19 20203	FALL 20 20213	FALL 21 20223
Prospects	2479	2376	2579	3602	2836	2922	2759	2933
Applications	1822	1907	2284	2275	2466	2548	2548	2445
Admissions	1798	1858	1639	1703	1786	1996	1978	1936
Registrations	1452	1521	1225	1407	1460	1515	1490	1505
Sits	1351	1397	1119	1321	1367	1411	1378	1398
Earned Credits	1189	1291	1025	1209	1074	1142	1150	1196
Graduated	537	540	477	374	371	330	199	

OPERATIONAL PLAN

GOAL **1** COMMUNICATION &
OUTREACH PLAN

Goal 1: Minnesota West proposes to close equity gaps, as reported in the Minnesota State Equity Scorecard, by establishing and implementing an equitable communication and outreach plan that serves and reaches diverse populations, at all levels of the life of a student.

STRATEGY A: IMPROVE EFFECTIVENESS OF DAY-TO-DAY COMMUNICATION.

TACTICS	MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
<p>1. Clear and transparent communications, event schedule and calendar</p>	<ul style="list-style-type: none"> • Weekly notification of events, important dates etc. sent internally • Comprehensive annual calendar with exploration, recruitment, informational, advising, registration, orientation, Tool Days, important deadlines, Bluejay Days that can be communicated in varied formats internally, to secondary and community partners 	<ul style="list-style-type: none"> • Sustain annual cost of Salesforce CRM & Pardot (\$14,700), Mogli (\$9000) (Prospects) • Sustain annual cost of Student Retention/Early Alert (\$38,350) (Current) 	<ul style="list-style-type: none"> • Communication Center • Senior Communication Specialist • Enrollment Specialists • Student Services • Faculty 	<p>Complete calendar by June 2023.</p>
<p>1. Communication plan with prospects, current students, and parents that meets varying needs</p>	<ul style="list-style-type: none"> • Prospect communication flow • Parental communication flow • Current student flow utilizing EAB Navigate <ul style="list-style-type: none"> - Important dates - Athletic and student life - At risk - Case management - Health & Wellness - Student success • Professional development opportunities for staff and faculty on communication strategies and students first commitment 	<ul style="list-style-type: none"> • Sustain annual cost of Salesforce CRM & Pardot (\$14,700), Mogli (\$9000) (Prospect) • Sustain annual cost of Student Retention/Early Alert (\$38,350) (Current) • Professional development costs 	<p>Dean of Student Services & Enrollment Director of Enrollment Prospect Processor Sr. Communication Specialist Consultation with Enrollment Committee Director of FA, Reg, Admissions Business Office</p>	<p>June 2023</p>

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<p>3. Strategic marketing campaigns that reach a variety of recipients in and outside our communities</p>	<ul style="list-style-type: none"> • Presence of banners, advertisements, popcorn bags, and materials within community service organizations, partner businesses (JBS, AGCO) • Determining unique programs and targeting locations where there is absence of those programs • Collaborative activities with agencies serving economically disadvantaged, EL learners and individuals 25 and older without high school diplomas and GEDs 	<p>Review and potentially increase current Marketing budget every 3 years to account for R & R costs: supplies (table covers -\$5000, mascots - \$7500, flags - \$1,000, signage, TV/carousel software - \$12,000)</p> <p>Collaborative activities: College Is For Me – 2 locations \$13,000 Major Madness – 2 locations \$1,000 Breaking Traditions – 6 locations \$6,000 Currently come from Perkins, A&O and partners</p>	<p>Academic Deans Dean of DEI Dean of SS & Enrollment Director of Enrollment Director of FA, RG & AD Enrollment Specialists Resource Specialists Advisors</p>	<p>August 2023</p>
<p>4. Communication and marketing pieces that meet needs of a multitude of individuals</p>	<ul style="list-style-type: none"> • Texting and video texting • Emails and video emails • Social media • Announcements on D2L homepage • D2L or Team sites for cohorts • Post cards and traditional mailings • Exploring QR codes for collection and dissemination of information • Translated and accessible materials 	<p>Cost within CRM, CMS & Early Alert.</p> <p>Trackable QR Codes (\$200) Printing - design in-house (\$5,000) Contact card (CJ) \$\$ Covideo – 7 users - \$5700 Translated materials</p>	<p>Marketing Enrollment Student Services (some activity already occurring) New hire, existing personnel, contracted services for translation and/or accessible</p>	<p>June 2023</p>

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<p>5. Redesign Minnesota West website as a marketing and prospect tool</p>	<ul style="list-style-type: none"> • Website design focuses on marketing, prospects, telling our story with following: <ul style="list-style-type: none"> - 21st Century look - Ease of use - Consistency of messaging and design - Expectations of faculty pages - Accessible - E-forms - Options for translation 	<p>Initial redesign cost is covered, except for the website hosting & maintenance expenses relative to the redesign. Annual costs will be CMS Omni license fees (\$15,360) and any additional options including catalog (\$5,000).</p>	<p>Website redesign team is established and vendor contracts in place, as well as Sr. Communication Specialists & Dean of Student Services & Enrollment.</p>	<p>May 2024</p>
<p>6. Ongoing data gathering from prospects, current students and graduates</p>	<ul style="list-style-type: none"> • Graduate follow up to compile placement, satisfaction, and success story data • Gather data from students that withdraw and stop out • Student survey regarding transition to college and ways to improve it • Reoccurring exit surveys from PSEO and REACH about their decision making • Understanding admission process 	<p>Invest in own survey tool (survey monkey, i.e.) - \$1200 Incentives for completion of surveys to increase response rate - \$500</p>	<p>Placement (Advisor/RS) Communication Center Advisors REACH Coordinator</p>	<p>Ongoing</p>

STRATEGY B: PROVIDE OUTREACH TO VARIED STUDENT POPULATIONS INCLUDING PARENTS, FAMILIES, AND GUARDIANS.

TACTICS	MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
1. Create college and parent/guardian connection	<ul style="list-style-type: none"> • Parent’s night on campus and via Zoom • Parent portal/webpage – everything you wanted to know as a parent • Parent sessions at orientations • Include parents in annual giving events 	Within current operating/departmental budgets.	Advisors Resource Specialist Foundation Director Sr. Communication Spec. (website)	December 2023
2. Provide activities that expose and provide access to the college, to underserved, underrepresented populations	<ul style="list-style-type: none"> • Major Madness • Breaking Traditions • College Is for Me • Women in ... 	Marketing Access & Opportunity Perkins	Enrollment Spec. Dean of SS & Enrollment Director of Enrollment Dean of DEI	Current
3. Engage, expose, and build relationships with younger students	<ul style="list-style-type: none"> • Technology and Trades on the Prairie • Kids College during summer • Medical Lab/STEM camps • 9th Grade Days • CoderDojo • Jr High to Sr High Transitions • Athletic Camps 	Marketing Access & Opportunity Perkins	Enrollment Spec. Dean of SS & Enrollment Director of Enrollment Dean of DEI Faculty	Current and Ongoing
4. Provide college program and admissions informational sessions	<ul style="list-style-type: none"> • PSEO Information Sessions • Financial Aid Night 	Existing Student Services & Marketing	Director of Enrollment Director of FA Advisors	Current and Ongoing
5. Creating presence and build relationships with high school careers classes and teachers	<ul style="list-style-type: none"> - Continuation of career pathways - CBE - Presentations in career classes 	Existing Student Services & Marketing Academic Deans/Program budgets?	Academic Deans Faculty Enrollment Specialists REACH Coordinator	Current & more in future

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<p>6. Enhance prospecting that builds relationships with prospective students early and follows them through admissions, registration to participation stages</p>	<ul style="list-style-type: none"> • Direct Admissions partnership • Communication & partnership with Enrollment Specialists & Campuses (RS) 	<p>Existing Student Services & Marketing</p>	<p>Student Services Enrollment Sp. Admissions</p>	<p>August 2023</p>
<p>7. Utilize talent of current students</p>	<ul style="list-style-type: none"> • Student ambassadors for campus tours, secondary class presentations, and exploration events • Student coaches/mentors to reach out to cohorts or at-risk students • Students connecting with and reaching out to prospects and online students that may never step foot on campus 	<p>Work-study Possible Student Workers (if program changes)</p>	<p>LARC Student Services Support Services</p>	<p>January 2024</p>
<p>8. Assess activities to determine viability, effectiveness, ROI, understand strengths, gaps, and areas for growth</p>	<ul style="list-style-type: none"> • Map and understand career exploration activities within the Minnesota West Perkins Consortium 	<p>Perkins</p>	<p>Perkins Coordinator</p>	<p>January 2024 Ongoing</p>

STRATEGY C: IMPROVE VISIBILITY OF PATHWAYS AND OPPORTUNITIES STUDENTS CAN TAKE ADVANTAGE OF.

TACTICS	MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
1. Outreach/exploration activities and campaigns within the college	<ul style="list-style-type: none"> • Service learning • Community volunteering • Facebook/SM • News Releases 	DEI Dean Student Senate Intramural	Dean of DEI Student Senate Athletics Intramurals Club Advisors Communication	January 2024
2. Enhance and promote existing student life initiatives while exploring and developing new ideas	<ul style="list-style-type: none"> • Facebook/SM • News Releases • Website 	DEI Dean Student Senate Intramural	Dean of DEI Student Senate Athletics Intramurals Club Advisors Communication	January 2024
3. Align curriculum for ease of stacking credentials within the college and in partnership with 4-year partners and create campaign and awareness for options	<ul style="list-style-type: none"> • Completion, graduation and transfer rates 	Academics Marketing	AASC Division Chairs Faculty Academic Deans	Ongoing
4. Improve internal communication of opportunities within the college	<ul style="list-style-type: none"> • Continue with weekly email • Add quarterly or semester updates/session via zoom or on campus • Send video snippets out 	Marketing/Enrollment	Departments update Marketing who sends it out.	Ongoing & August 2023

STRATEGY D: IMPROVE ACCESSIBILITY AND ASSISTANCE RESOURCES THAT MEET THE VARIED NEEDS OF OUR STUDENTS, FAMILIES, AND STAKEHOLDERS.

TACTICS	MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
1. Assess translation needs and hire and/or compensate for professional translation	<ul style="list-style-type: none"> • Contract with agencies 	Access & Opportunity Marketing Student Services	Student Services Marketing	December 2023
2. Implement programs and strategies to support EL learners	<ul style="list-style-type: none"> • Scholarships • ABE EL courses on campus • EL peer mentoring and tutoring 	Access & Opportunity Academics Grants Scholarships	Academic Deans Dean of DEI Foundation	January 2024
3. Improve student success resources and initiatives especially those experiencing equity gaps (Pell eligible students)	<ul style="list-style-type: none"> • Support and build connections for students that have stopped out through employing current students • College prep courses prior to fall semesters 	Student Support FA/RG/AD A & O	Director of FA/RG/AD Student Success Coordinator Dean of DEI	January 2024
4. Improve student success for student athletes	<ul style="list-style-type: none"> • A comprehensive retention plan for student athletes • Improved retention in football, men’s basketball, and baseball 	Student Support A&O	Student Success Team Coaches Advisors Dean of DEI	January 2024

STRATEGY E: FOSTER BRAND AWARENESS

TACTICS	MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
1. Enhance presence at community career events	<ul style="list-style-type: none"> • Utilize QR codes & electronic contact cards • Career event kits for faculty use such as claw machine 	Marketing	Enrollment Specialists Director of Enrollment	December 2023
2. Utilize relevant and interactive activities that draw students in and give them a true picture of the opportunities Minnesota West has to offer	<ul style="list-style-type: none"> • Video messaging • Livestream • Facebook/Social Media • Website 	Marketing Student Services	Dean of SS & Enrollment Director of Enrollment Marketing/Communication Team	August 2023
3. Boost college and community connections	<ul style="list-style-type: none"> • Minnesota West presence in community events and celebrations • Peace Pole projects on campuses • Community presence at Minnesota West events • College/Community spaces on campus (Campus Grill, Community Gardens) • Service learning and civic engagement activities 	Foundation Marketing Access & Opportunity Perkins	Director of Foundation (& Alumni) Enrollment Specialists President All employees	June 2023
4. Create a campaign to tell our story and for individuals to identify with Minnesota West	<ul style="list-style-type: none"> • Utilize student workers to take pics • Gather names/contacts from student services & faculty • People of Minnesota West campaign 	Foundation Marketing	Foundation Director Student Services Marketing/Comm group	June 2023

STRATEGY F: EMBED STRATEGIC ENROLLMENT MANAGEMENT AND DIVERSITY, EQUITY, AND INCLUSION EFFORTS IN THE DAY TO DAY WORK AT MINNESOTA WEST.

TACTICS	POSSIBLE MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
Create a strategic enrollment affinity group within the college	<ul style="list-style-type: none"> • Cross-sectional group including student representatives that examines, explores, and advises issues related to enrollment • Creation of sub-group that manages actual processes 	Marketing or targeted budget for this group for travel.	Members of faculty, marketing, student services.	September 2023

GOAL **2** OPPORTUNITIES FOR
ADULT LEARNERS

Goal 2: Develop 3-5 opportunities for learners 25 and older, including those without high school diplomas or equivalent, to gain post-secondary and industry credentials through partnerships with community services, business, and industry.

STRATEGY A: EXPAND COLLABORATION WITH LOCAL COMMUNITIES, STAKEHOLDERS, AND BUSINESS PARTNERS TO IDENTIFY, SUPPORT, AND PROVIDE ACCESS TO ADULT LEARNERS.

TACTICS	POSSIBLE MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
1. Provide continuing education opportunities for area educators	<ul style="list-style-type: none"> Identify, develop, and provide continuing education courses 	Faculty costs	Academic Deans Faculty AASC Division Chairs	August 2024
2. Continue to develop programs and curriculum that meet local, regional, and statewide workforce development needs	<ul style="list-style-type: none"> Two-year comprehensive local needs assessment 1-2x/yr. advisory committee meetings Local and regional data analysis 3-year cycle of program assessment 	CLNA - \$1000 – Perkins Program Budgets	Perkins leadership Faculty Advisory Boards Academic Deans AASC Division Chairs	<ul style="list-style-type: none"> May 2024 Annually
3. Expand opportunities for incumbent workers, unemployed, underemployed, EL individuals, and adult learners without high school diplomas or GED's to build skills and qualifications.	<ul style="list-style-type: none"> Continue and expand offerings through the Career Pathway Partnership Program Continuation and expansion of Pipeline Grants to other area businesses and employees Better Futures Together - JBS 	Partner/grant budgets	Customized Training Academic Deans	<ul style="list-style-type: none"> CPP - current program Pipeline grants are occurring
4. ABE services available on the campuses of Minnesota West.	<ul style="list-style-type: none"> Establish ABE programming schedule for the campuses GED testing on site College is For Me, college preparation courses Faculty and program presentations to ABE classrooms 	College is for Me - \$13000	Dean of DEI Academic Deans Faculty Student Services	Ongoing College Is For Me – Summer 2023

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5. Explore and continue to participate in conversations around Ability to Benefit	<ul style="list-style-type: none"> • ATB plan coordinated with the guidance of Minnesota State and federal financial aid guidelines. Further guidance necessary from System Office 	Personnel costs – existing or additional	System Office Director of FA, Reg, Admissions Dean of DEI Academic Deans Director of Enrollment	June 2025
6. Expand our alternative methods of earning credits	<ul style="list-style-type: none"> • Pre-admission screening of credentials • Listing of courses available for test out • Procedural Guide to Competency Based Education 	Unknown – do we lose enrollment because of test outs or do we gain enrollment.	Registrar Advisors Faculty AASC Academic Deans	Over course of plan

STRATEGY B: EXPANDING OPPORTUNITIES FOR ADULT LEARNERS TO EXPLORE UPSCALING CREDENTIALS AND WHAT LEARNING THROUGHOUT THEIR LIFETIME CAN BE.

TACTICS	POSSIBLE MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
1. Exploration events geared towards adult learners	<ul style="list-style-type: none"> • In person Explore events that meet adult learner needs (times offered, financial aid and support, support services, previous credential stacking) • Online resources that highlight above information • Video testimonials and marketing materials that showcase adult learners and accomplishments • Video tours • Virtual reality experiences • Visit a classroom or meet an instructor programs that allow for flexible scheduling • Marketing campaign that highlights part-time and flexible curriculum formats and start dates 	Video costs Personnel costs Online platform – D2L VR software/technology	Dean of Student Services Marketing Director of Enrollment Director of Reg, Adm, FA Faculty	Fall 2023 and Ongoing

STRATEGY C: PROVIDE A STUDENT SUPPORT SERVICES MODEL TAILORED TO THE VARIED NEEDS AND EXPECTATIONS OF ADULT LEARNERS AND ADULT LEARNERS WITHOUT HIGH SCHOOL DIPLOMAS OR GED.

TACTICS	POSSIBLE MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
1. Complete assessments and surveys that provide detailed information about adult learner needs and campus culture in relation to adult learners	<ul style="list-style-type: none"> • Administration of Noel Levitz Adult Learner Inventory or like inventory • Student survey regarding financial needs • Evaluation of extracurricular and relevance to adult learners 	Survey costs \$100 - \$5000 Personnel	Institutional research Athletic Directors Dean of DEI	June 2024 Ongoing
2. Early intervention in all phases of the tenure of adult students	<ul style="list-style-type: none"> • Communication plan with adult learners that can address specific needs of this population including previous college credits, credit for prior learning and employment • Orientations, advising and registration sessions tailored to adult learner needs • Early connection with advisors • Advising and Student Success case management services • Mentoring program, homegrown TRIO or TRIO grant 	Communication platform costs: <ul style="list-style-type: none"> • Sustain annual cost of Salesforce CRM & Pardot (\$14,700), Mogli (\$9000) (Prospect) • Sustain annual cost of Student Retention/Early Alert (\$38,350) (Current) Personnel costs	Dean of Student Services Dean of DEI Academic Deans Director of Enrollment Director of Reg, Admin, FA Student Success Coordinator Student Services	Spring 2024 - Ongoing
3. Scholarship opportunities specific for adult learners	<ul style="list-style-type: none"> • Scholarship opportunities specific for adult learners 	Foundation	Foundation	2025

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<p>4. Design opportunities for extracurricular/connector activities tailored to adult learners</p>	<ul style="list-style-type: none"> • Learning communities with flexible meeting dates and/or participation ability • Family nights out to sporting events or other college events (everyone comes for free) • Designated spaces for adult learners 	<p>Personnel costs Cost to provide free admissions to families</p>	<p>Academics Dean of DEI Academic Deans Dean of Student Services Director of Enrollment</p>	<p>Fall 2024</p>
<p>5. Consistent messaging and access to student basic needs services</p>	<ul style="list-style-type: none"> • Community resources present on campuses at scheduled times • Food and basic needs pantries • Emergency funds • Technology rentals • Transportation assistance • Updated basic needs website • Mental health services • Communication plan to ensure student awareness of resources • Food options on the campuses. Catering once/week or food trucks available • Day care options, drop offs, on campus 	<p>Sustain annual cost of Student Retention/Early Alert (\$38,350) (Current) Foundation Grant Opportunities Access and Opportunity Institutional Funds Technology Fees</p>	<p>Cabinet Deans Faculty Staff</p>	<p>Ongoing for existing. Explore new ideas over the course of the plan 2025</p>

STRATEGY D: OFFER FLEXIBLE OPTIONS FOR ACCESS TO THE COLLEGE.

TACTICS	POSSIBLE MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
1. Flexible prospect, admissions, and registration sessions	<ul style="list-style-type: none"> • On campus and virtual meetings including flexible times for tours, advising, orientations, financial aid sessions 	Personnel Technology	Student Services Dean of Student Services Dean of DEI Directors	Spring 2024
2. Flexible offerings of courses	<ul style="list-style-type: none"> • Flexible course and program start dates • Hybrid offerings with some online and on campus. On campus offering stacked in 1-3 days/week 	Existing costs	Academic Deans AASC Faculty	Explore over the course and beyond timeframe of plan
3. Minnesota West presence in business and industry locations	<ul style="list-style-type: none"> • Minnesota West marketing materials, swag, staffed and unstaffed information booths at key business and industry partner locations 	Marketing Material Costs	Dean of Student Services Marketing Enrollment Specialists	Fall 2023

GOAL **3** PSEO & REACH
MATRICULATION

Goal 3: Increase our PSEO and Reach student matriculation to undergrad status by 2% (approximately 22 students), each year, over the next 3 years.

STRATEGY A: INCREASE PSEO AND REACH STUDENT AWARENESS OF THEIR MINNESOTA WEST IDENTITY.

TACTICS	POSSIBLE MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
1. Modify and create communications to all PSEO and REACH students identifying them as students	<ul style="list-style-type: none"> • Admissions letters and emails congratulating students on admissions 	Mailings – no new cost	Prospect Communications K-12 Partnerships Advisors	Currently operational for PSEO. REACH ? Should review for revisions June 2023
2. Develop ways to connect PSEO and REACH students to Advisors in meaningful ways	<ul style="list-style-type: none"> • Automated emails and texts (plain text and/or video) welcoming students • PSEO specific orientations • Advisor presentations at high schools regarding reading a DARS, Transferology, SAP • PSEO information sessions 	<ul style="list-style-type: none"> • Co-video platform and license for 7 users is \$5700 a year. Paid November 1st2022- October 31st 2023. Cost is approximately \$500/user • Materials and snacks • Mileage costs • Materials and snacks 	Prospect Communications Advisors Resource Specialists	Operational but review June 2023 Spring/ Summer 2023 Fall 2023 Currently do Spring every year
3. Offer incentives to stay and complete degrees	<ul style="list-style-type: none"> • Direct Admissions • PSEO specific scholarships 	<ul style="list-style-type: none"> • Staff time and process changes • Would need to build and finance 	Admissions Minnesota West Foundation Cabinet	Spring 2024 2024
4. Build parent communication and understanding of advantages of PSEO/REACH and continuing at Minnesota West	<ul style="list-style-type: none"> • DARS sent to home with pathway highlighted • PSEO information sessions • Cost comparison materials • Transfer pathway and Minnesota Transfer materials 	<ul style="list-style-type: none"> • Mailing costs • Materials and snacks • Printing costs – internal or external? • Printing costs – internal or external 	Registrar’s Office K-12 Partnerships Advisors Resource Specialists Marketing/Graphics	Fall 2023 Currently doing, happens every spring Spring 2023

MINNESOTA WEST COMMUNITY AND TECHNICAL COLLEGE

5. Create course statements about how a course can be used in multiple degrees at Minnesota West		No cost	Faculty	Fall 2024
6. Environmental scan and analysis of what courses students are taking, why they stay, and why they leave	<ul style="list-style-type: none"> • Recurring exit survey to understand student decision making • Report of courses taken each year 	Possible survey tool cost and mailings	K-12 Partnerships Advisors Marketing/Graphics Registrar Prospect Communications	Spring 2024 Summer 2023

STRATEGY B: CREATE A SEAMLESS TRANSITION FROM HIGH SCHOOL TO REGULAR UNDERGRAD STUDENT.

TACTICS	POSSIBLE MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
1. Provide holistic advising opportunities for all REACH and PSEO students	<ul style="list-style-type: none"> • DARS scan with students each semester with pathway to degree/program highlighted • Spreadsheet of college courses offered in the high schools • Financial literacy/planning tool with benefits of staying with Minnesota West 	<ul style="list-style-type: none"> • Staff time and may require additional hours • No cost • Printing costs 	Advisors Support Staff Marketing/Graphics	Fall 2023 Spring 2023
2. Support high school counselors with post-secondary and career planning	<ul style="list-style-type: none"> • Degree planning and managing sessions • Orientation sessions for PSEO/REACH at high schools • Financial aid nights 	Possible additional staff time and mileage	Advisors Resource Specialists Financial Aid Processors	Fall 2023 Currently occurs

3. Provide opportunities for faculty and programs to recruit and cross-course, cross-program share within the classroom		None	Technical and Liberal Arts instructors	Spring 2023
4. Remove admission barriers from PSEO/REACH to regular undergrad status	<ul style="list-style-type: none"> • Direct admissions process for PSEO/REACH students expressing interest • Create PSEO/REACH scholarship 	Institution took on this cost 2 years ago.	Minnesota West Foundation	Spring 2024 2024

STRATEGY C: INCREASE TRUST IN TRANSFERABILITY WITHIN MINNESOTA WEST AND BETWEEN MINNESOTA WEST AND 4-YEAR COLLEGES INSTITUTIONS

TACTICS	POSSIBLE MEASURES	BUDGET IMPLICATIONS	KEY PERSONNEL	TIMELINE
1. Create and identify pathways for stackable credentialing	<ul style="list-style-type: none"> • Programs students can complete a certificate or diploma as PSEO/REACH and return to complete diplomas, AAS, or AS degrees 	None	Academic Deans Faculty Academic Affairs	This is currently happening in some areas such as Carpentry but review and add over course of plan 2022-2025
2. Promote Transfer Pathways	<ul style="list-style-type: none"> • Marketing materials that highlight articulations, 2+2, and Transfer Pathways 	Possible mailing and printing costs	Marketing/graphics	Fall 2023
3. Promote Articulation Agreements	<ul style="list-style-type: none"> • Updated articulation agreements • Marketing materials that highlight articulations, 2+2, and Transfer Pathways 	Possible mailing and printing costs	Deans Marketing/Graphics	Review and update existing Summer 2023 Add new over course of plan 2022-2025
4. Implement a planning tool for program/degree completion	<ul style="list-style-type: none"> • Grad Planner 	?	Registrar Advisors	Fall 2024

ACKNOWLEDGMENT OF STRATEGIC ENROLLMENT MANAGEMENT COMMITTEES

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