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# 2021 – 2025 **STRATEGIC ENROLLMENT MANAGEMENT (SEM) PLAN**

LAKE SUPERIOR COLLEGE

STRATEGIC ENROLLMENT  
MANAGEMENT COMMITTEE



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# Executive Summary

## EXECUTIVE SUMMARY

Strategic Enrollment Management (SEM) is a comprehensive process designed to help institutions of higher education achieve and maintain the optimum student recruitment, retention, and graduation rates (Dolence, 1993). This document provides information and insight into Lake Superior College's SEM plan for 2021 – 2025. It will include information on the institution's profile, background, and enrollment trends. It also includes the goals, strategies, and objectives & tactics that will assist the College in stabilizing its declining student enrollment.

The following information summarizes the audiences and goals for each phase of the enrollment cycle in Lake Superior College's Strategic Enrollment Management (SEM) plan. The goals will ultimately provide the five-year framework for the College's strategies, objectives, and tactics to improve student recruitment, retention, and completion.

### RECRUITMENT (Inquiry/Prospect)

- **Goal 1:** Heighten the college's positionality as "Our Community's College" in Northeast Minnesota.
- **Goal 2:** Increase the academic programs' community presence by 10%.
- **Goal 3:** Develop a strategic recruitment plan to increase the number of prospect/inquiry students by 5%.

### ONBOARDING (Applicant, Accepted, and First-Year Student)

- **Goal 1:** Increase enrollment of new degree-seeking students by 1% each year.
- **Goal 2:** Improve newly accepted and enrolled students understanding of Lake Superior College's student financial aid.
- **Goal 3:** Enhance onboarding efforts for newly accepted and enrolled students.

### RETENTION AND PERSISTENCE (Current Student and Returning Student)

- **Goal 1:** Increase student retention and persistence rates by 1% annually for degree-seeking students.
- **Goal 2:** Close the educational opportunity gap between historically excluded and majority students by 1.5%.
- **Goal 3:** Foster a campus culture that is equitable, accessible, and student-centered.

### COMPLETION (Transfer Student and Graduate)

- **Goal 1:** Enhance our transfer services and partnerships.
- **Goal 2:** Help students who have dropped out or have an interest in transferring to a four year complete their program.
- **Goal 3:** Engage students who have completed or transferred.

# Introduction and Background

## INSTITUTIONAL PROFILE

Lake Superior College (LSC) is a combined community and technical college in Duluth, Minnesota. It is one of 30 public two-year colleges in the Minnesota State College and Universities (MnSCU) system. LSC is an open-enrollment institution whose mission is to provide high-quality, affordable education that benefits diverse learners, employers, and the Northeast Minnesota community.

**Mission:** Lake Superior College serves the community and supports the economy of Northeast Minnesota and beyond by providing high-value, accessible higher education and advanced training in a supportive environment.

**Vision:** We will strengthen our community by anticipating and meeting its needs for innovative education and training.

**Values:**

- Lifelong learning
- Equity and diversity.
- Innovation and initiative
- Trust and respect
- Academic freedom and free inquiry
- Integrity and stewardship collaboration
- Community

Lake Superior College achieves its mission, vision, and values through various academic, technical, customized training, and workforce development offerings. The College's main campus is on a majestic 97-acre wooded lot overlooking Lake Superior and St. Louis River Bay. The campus features an award-winning hiking trail, a designated trout stream (Miller Creek) and access to a city-run disc golf course. The College also offers academic programs at four remote locations, including Downtown, the Center for Advanced Aviation, an Emergency Response Training Center, and a local prison in partnership with the Department of Corrections.

The College's missions, vision, and values are further supported through the efforts of various Student Affairs areas that provide services that support students' growth and development. College departments that provide these services include Advising, Athletics, Career Services, Center for Equity and Inclusion, Disability Support Services, Mental Health, Financial Aid, Student Senate, TRiO Student Support Services, Tutoring and Learning Center, Veteran's Resource Center, and a plethora of Student Life events that enhance the student experience.

Lake Superior College is accredited by the Higher Learning Commission, which participates in its Open Pathway Program.



# Introduction and Background

## ENROLLMENT TRENDS

Lake Superior College has been experiencing declining enrollment over the last several years due to a decline in high school graduates, an improved economy, the shortage of workforce and higher wages, and the COVID-19 pandemic.

Unduplicated Headcount				
2016	2017	2018	2019	2020
7,885	8,037	7,820	7,645	7,529

Admission Type	2016	2017	2018	2019	2020
Degree Seeking Students	4,308	4,209	4,113	4,148	3,938
Non-Degree Seeking Students	2,035	2,053	2,059	1,957	1,791
High School Students	1,542	1,775	1,648	1,540	1,800

Gender Distribution	2016	2017	2018	2019	2020
Female	55%	55%	55%	55%	40%
Male	43%	43%	43%	42%	59%
Not Reported	2%	2%	2%	1%	1%

Status (Full-time/Part-time)	2016	2017	2018	2019	2020
Full-time	41%	40%	39%	36%	38%
Part-time	59%	60%	61%	64%	62%

Traditional vs. Non-Traditional (Age 25+)	2016	2017	2018	2019	2020
Traditional	65%	66%	71%	73%	73%
Non-traditional	35%	34%	29%	26%	27%
Not Reported	1%	0%	0%	1%	0%

Ethnicity	2016	2017	2018	2019	2020
African American	3%	3%	3%	2%	2%
Asian	1%	1%	1%	2%	1%
Caucasian	83%	83%	83%	83%	84%
Hispanic	3%	3%	3%	3%	1%
Native American	2%	1%	2%	1%	4%
Nat. Hawaiian/Pacific Islander	0%	0%	0%	0%	0%
Two or More Races	4%	4%	4%	4%	5%
Not Reported	4%	3%	4%	4%	2%

# Introduction and Background

## INTERNAL AND EXTERNAL FACTORS

Lake Superior College is known for its premiere, accessible, hands-on training for many in-demand careers.

LSC has three niche-filling facilities that support workforce development and readiness. Its Center for Advance Aviation provides aviation maintenance technician education and professional pilot training. The Emergency Response Training Center, in West Duluth is home to a regional firefighting and emergency rescue training facility that facilitates truck driving courses. While the Downtown Center offers state-of-the-art integrated manufacturing training, machining, welding, and computer-aided design courses. Each of these remote location programs is in addition to the more than 200 online classes that provide students throughout the state and the Midwest region access to its 90+ academic programs.

The College has also been nationally recognized for quality and affordability. Over the years, various programs, such as business administration and licensed practical nursing, were top-ranked nationally as the best in Minnesota. These recognitions and workforce development partnerships with local and state organizations helped the institution leverage more than \$200,000 in student financial resources. These financial resources furthered the college's affordability reputation while complimenting its free admissions application and title as having the second lowest tuition rates in the MnSCU system.

Despite affordability and quality being at the forefront of Lake Superior College's reputation, the College has experienced declining enrollment over the last several years due to a birth dearth impacting high school graduate rates, an improved economy, the shortage of workforce and higher wages, and the COVID-19 pandemic.

Inside Higher Ed's Rick Seltzer reported in 2020 that a birth dearth will drastically impact college enrollment within the next decade. The birth dearth results from "families having fewer children amid the economic disruptions of the Great Recession" (Seltzer, 2020). Furthermore, the economy has boomed in recent years resulting in higher wages that deter prospective students from enrolling in college and a demand for employees to go directly into the workforce post-high school graduation. The booming economy is the aftermath of a worldwide epidemic known as coronavirus, which halted many workforce fields and drastically reimaged education. The shift in education forced institutions to adapt and increase their online learning options, which Lake Superior College was best known for in the state. This negatively impacted the college's enrollment because students had more viable options for remote learning at sister institutions which was not available to them before.

With declining high school graduating classes, the growing economy and its needs, and a more competitive online learning presence Lake Superior College will need to identify new prospective student pools.

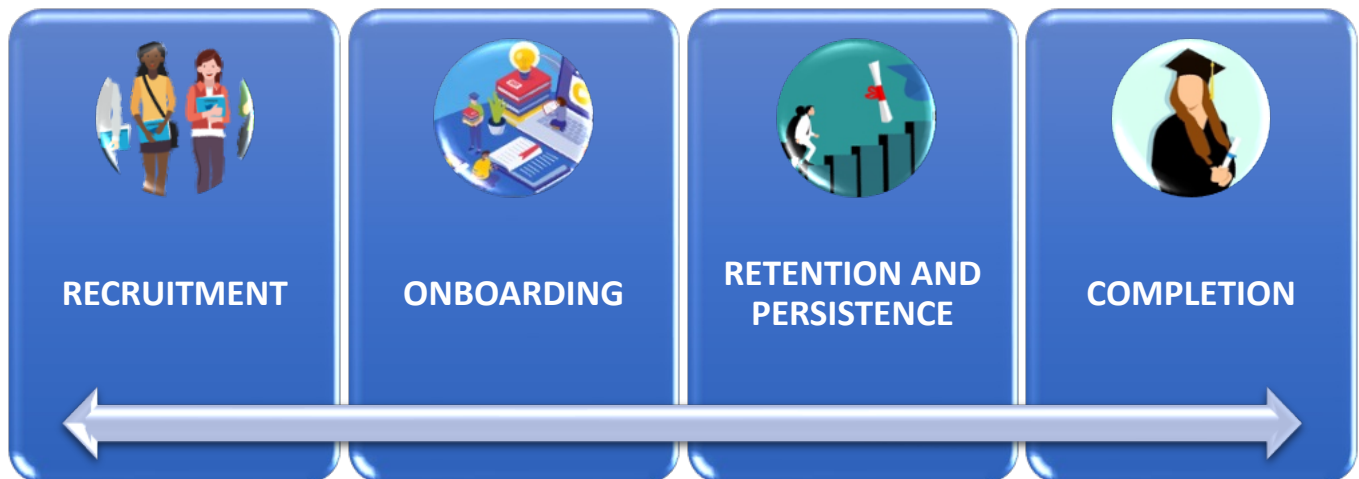
# Strategic Enrollment Management Planning

## STRATEGIC ENROLLMENT MANAGEMENT PLANNING

Strategic Enrollment Management (SEM) is a comprehensive process designed to help institutions of higher education achieve and maintain the optimum student recruitment, retention, and graduation rates (Dolence, 1993). This section will provide information about Lake Superior College's SEM plan for 2021 – 2025.

## ENROLLMENT CYCLE & AUDIENCES

Strategic Enrollment Management (SEM) is a comprehensive process designed to help institutions of higher education achieve and maintain the optimum student recruitment, retention, and graduation rates (Dolence, 1993). This section will provide information about Lake Superior College's SEM plan for 2021 – 2025.



### Recruitment

**Inquiry/Prospects** - Anyone who has indicated an interest in the college through a request for information form (online or physical form) or engaged with the recruitment team. Prospects could also include purchased leads.

### Onboarding

**Applicant** – Anyone who has applied to LSC; **Accepted** – Students who complete their admissions file; and **First-Year** – Students who are registered for their first-term classes.

### Retention and Persistence

**Current Student** – Students who register for a second or subsequent semester. **Returning Student** – Students who begin their academic journey with LSC, then stop out or transfer and return to LSC.

### Completion

**Transfer** – Students who complete courses to matriculate into a partner institution program; and, **Graduate** – Students who complete all program requirements.

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# Strategic Enrollment Management Planning

## GOALS AND STRATEGIES

Lake Superior College's SEM Plan will strategically use marketing, scheduling, staffing, and budgeting to meet the enrollment goals. The goals will provide the five-year framework for the College's efforts to improve student recruitment, retention, and completion.

### Recruitment (Audiences: Inquiry/Prospect)

*The goals and strategies in the recruitment cycle will focus on enhancing Lake Superior College's brand positioning and marketability for recruiting efforts.*

- **Goal 1:** Strategy: Heighten the college's positionality as "Our Community's College" in Northeast Minnesota.
  - **Strategy:** Increase the college's attendance at community events by 10%.
  - **Strategy:** Enhance our partnerships with community workforce organizations/companies by 5%.
- **Goal 2:** Increase the academic programs' community presence by 10%.
  - **Strategy:** Increase marketing for top-performing programs by 4% via community and social media marketing.
  - **Strategy:** Heighten program visibility of lower-performing programs by 6% via increased faculty engagement and ad placement.
- **Goal 3:** Develop a strategic recruitment plan to increase the number of prospect/inquiry students by 5%.
  - **Strategy:** Coordinate marketing and recruitment efforts targeted at historically excluded students and students from low socioeconomic backgrounds.
  - **Strategy:** Coordinate marketing and recruitment efforts to increase visibility to traditional (high school) and non-traditional (adult) students

### Onboarding (Audiences: Applicant, Accepted, and First-Year Student)

*The goals and strategies in the onboarding cycle will focus on examining, monitoring, and adjusting the registration/orientation process to adapt to students' needs.*

- **Goal 1:** Increase enrollment of new degree-seeking students by 1% each year.
  - **Strategy:** Implement a customer relationship management tool to automate enrollment processes.
  - **Strategy:** Review 25% of the campus policies and procedures annually to eliminate matriculation and access barriers.
- **Goal 2:** Improve newly accepted and enrolled students understanding of Lake Superior College's student financial aid.
  - **Strategy:** Increase awareness of the financial advantages of attending Lake Superior College.
  - **Strategy:** Provide better, more accessible financial aid information to students.
- **Goal 3:** Enhance onboarding efforts for newly accepted and enrolled students.
  - **Strategy:** Develop a more inclusive transfer website with relevant and timely campus resources.
  - **Strategy:** Enhance extracurricular and cocurricular onboarding events for newly admitted students.



# Strategic Enrollment Management Planning

## GOALS AND STRATEGIES

### Retention and Persistence (Audiences: Current Student and Returning Student)

*The goals and strategies in the retention and persistence cycle will focus on providing timely, ongoing student and personnel professional development opportunities focused on closing the equity gap and student success.*

- **Goal 1:** Increase student retention and persistence rates by 1% annually for degree-seeking students.
  - **Strategy:** Review 25% of the campus policies and procedures annually to eliminate barriers to student success.
  - **Strategy:** Make data-informed decisions to enhance student success, persistence, and retention. (Shared with Retention and Persistence Goal 2)
- **Goal 2:** Close the educational opportunity gap between historically excluded and majority students by 1.5%.
  - **Strategy:** Develop a welcoming and inclusive environment that is collaborative across both the campus and the community.
  - **Strategy:** Make data-informed decisions to enhance student success, persistence, and retention. (Shared with Retention and Persistence Goal 1)
- **Goal 3:** Foster a campus culture that is equitable, accessible, and student-centered.
  - **Strategy:** Enhance the visibility and accessibility of student support service campuswide - main campus, remote locations, and online learning.
  - **Strategy:** Identify financial and community resources to support students' basic needs.

### Completion (Audiences: Transfer Student and Graduate)

*The goals and strategies in the completion cycle will focus on enhancing our program completion and transfer efforts.*

- **Goal 1:** Enhance our transfer services and partnerships.
  - **Strategy:** Identify pathways to transfer opportunities, degree/certificate completion, or graduation.
  - **Strategy:** Engage students who have completed their program or transferred.
- **Goal 2:** Help students who have dropped out or have an interest in transferring to a four year complete their program.
  - **Strategy:** Develop and enhance transfer articulations.
  - **Strategy:** Develop reverse credits transfer efforts to help students obtain a degree from LSC.
- **Goal 3:** Engage students who have completed or transferred.
  - **Strategy:** Assess the number of students who successfully gained employment or transferred.

# 2021- 2025 Strategic Enrollment Management Plan

## 2021 – 2025 STRATEGIC ENROLLMENT MANAGEMENT PLAN

Enrollment Cycle & Targeted Populations	Goals	Strategies	Tactics	Accountability Leaders
<p><b>RECRUITMENT</b></p> <p><b>Inquiry/Prospects</b> - Anyone who has indicated an interest in the college through a request for information form (online or physical form) or engaged with the recruitment team. Prospects could also include purchased leads.</p> <ul style="list-style-type: none"> <li>• Active duty/Veteran and their family members</li> <li>• Adults pursuing higher education options/ training</li> <li>• Community organizations and businesses</li> <li>• High school counselors</li> <li>• High school students pursuing higher education options</li> <li>• Historically Excluded Students (BIPOC, LGBT+, Veterans, Disability, and Low SES)</li> <li>• Homeschooled students</li> <li>• Individuals transitioning from DAE</li> <li>• International students</li> <li>• Middle schoolers</li> <li>• Out of school youth (18-22)</li> <li>• Recent high school graduates</li> </ul>	<ul style="list-style-type: none"> <li>• Heighten the college's positionality as "Our Community's College" in Northeast Minnesota</li> <li>• Increase the academic programs' community presence by 10%.</li> <li>• Develop a strategic recruitment plan to increase the number of prospect/inquiry students by 5%</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the college's attendance at community events by 10%</li> <li>• Enhance our partnerships with community workforce organizations/companies by 5%</li> <li>• Increase marketing for top-performing programs by 4% via community and social media marketing</li> <li>• Heighten program visibility of lower-performing programs by 6% via increased faculty engagement and ad placement</li> <li>• Coordinate marketing and recruitment efforts targeted at historically excluded students and students from low socioeconomic backgrounds</li> <li>• Coordinate marketing and recruitment efforts to increase visibility to traditionally (high school) and non-traditional (adult) students</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the Duluth Airshow, Pride Festival, and Duluth Chamber of Commerce events</li> <li>• Enhance the institution's visibility throughout Minnesota and Northwest Wisconsin</li> <li>• Continue to run digital marketing campaigns targeting traditional-aged prospective students in the Twin Cities</li> <li>• Leverage grant funding to expose schools with higher percentage of underrepresented students to LSC academic programs</li> <li>• Partner with community agencies such as Duluth Workforce, ISD 709, and Duluth Adult Education</li> <li>• Host virtual and in-person campus Open House events for Aviation, Firefighting and Truck Driving, Healthcare, integrated manufacturing, and LSC in general</li> <li>• Provide campus tours for community stateholders, prospective students, and their families</li> <li>• Participate in traditional college &amp; career fairs (i.e., MEF, WEF, and McACC) and career fairs put on by high schools</li> <li>• Connect with students earlier by providing information about LSC to middle schoolers</li> <li>• Attend high school recruitment events throughout the state and Twin Ports area</li> </ul>	<ul style="list-style-type: none"> <li>• Perkins Program Coordinator</li> <li>• Executive Diversity Officer</li> <li>• Director of Marketing</li> <li>• Director of Recruiting</li> <li>• Director of Financial Aid</li> <li>• Director of Advising and Retention</li> <li>• Registrar</li> <li>• Dean of Students</li> <li>• Academic Deans</li> <li>• AVP of Student Affairs</li> <li>• VP of Advancement and External Relations</li> <li>• VP of Academic and Student Affairs</li> </ul>

# 2021- 2025 Strategic Enrollment Management Plan

## 2021 – 2025 STRATEGIC ENROLLMENT MANAGEMENT PLAN

Enrollment Cycle & Targeted Populations	Goals	Strategies	Tactics	Accountability Leaders
<p>ONBOARDING</p> <p><b>Applicant</b> - Anyone who has applied to LSC.</p> <p><b>Accepted</b> – Student completes admissions file.</p> <p><b>First-Year</b> – Student is registered for first term classes.</p> <ul style="list-style-type: none"> <li>• Active duty/Veterans</li> <li>• BIPOC students</li> <li>• First Year Students</li> <li>• Individuals transitioning from DAE</li> <li>• International students</li> <li>• LGBT+ Community</li> <li>• Low SES students</li> <li>• Recent high school graduates</li> <li>• Incarcerated/Rehabilitated Members of Society</li> <li>• Students who have stopped out</li> <li>• Students with children</li> <li>• Working adults</li> <li>• Young adults 22+</li> </ul>	<ul style="list-style-type: none"> <li>• Increase enrollment of new degree seeking students by 1% each year</li> <li>• Improve newly accepted and enrolled students understanding of Lake Superior College's student financial aid</li> <li>• Enhance onboarding efforts for newly accepted and enrolled students</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a customer relationship management tool</li> <li>• Review 25% of the campus policies and procedures annually to eliminate matriculation and access barriers</li> <li>• Increase awareness of the financial advantages of attending Lake Superior College</li> <li>• Provide better, more accessible financial aid information to students.</li> <li>• Develop a more inclusive transfer website with relevant and timely campus resources.</li> <li>• Enhance extracurricular and cocurricular onboarding events for newly admitted students</li> </ul>	<ul style="list-style-type: none"> <li>• Acquire Salesforce to enhance, automate, and closely monitor the matriculation process for new and returning students</li> <li>• Modify admissions policy to provide greater ease/access to education and eliminate barriers to acceptance.</li> <li>• Create an accepted student landing page to outline/simplify next steps to enrollment process.</li> <li>• Increase conversion of PSEO/CITS students to degree status by 2% annually</li> <li>• Partner with high schools to hold "FAFSA education nights"</li> <li>• Provide financial aid and literacy workshops at recruitment campus hosted events</li> </ul>	<ul style="list-style-type: none"> <li>• Student Activities Coordinator</li> <li>• College in the Schools Director</li> <li>• Director of Recruitment</li> <li>• Director of Advising and Retention</li> <li>• Director of Marketing</li> <li>• Director of Financial Aid</li> <li>• Registrar</li> <li>• Chief Information Officer</li> <li>• AVP of Student Affairs</li> <li>• VP of Advancement and External Relations</li> <li>• VP of Academic and Student Affairs</li> </ul>

# 2021- 2025 Strategic Enrollment Managment Plan

## 2021 – 2025 STRATEGIC ENROLLMENT MANAGEMENT PLAN

Enrollment Cycle & Targeted Populations	Goals	Strategies	Tactics	Accountability Leaders
<p>COMPLETION</p> <p><b>Transfer</b> - Students who complete courses to matriculate into a partner institutions program</p> <p><b>Graduate</b> – Students who complete all program requirements</p> <ul style="list-style-type: none"> <li>• Active duty/Veterans</li> <li>• BIPOC students</li> <li>• First Year Students</li> <li>• International students</li> <li>• LGBT+ Community</li> <li>• Low SES students</li> <li>• Incarcerated/Rehabilitated Members of Society</li> <li>• Students who have graduated or transferred from LSC</li> <li>• Students with Children</li> <li>• Students with disabilities</li> <li>• Working adults</li> <li>• Young adults 22+</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance our transfer services and partnerships</li> <li>• Help students who have dropped out or have interest in transferring to a four year complete their program</li> <li>• Engage students who have completed or transferred</li> </ul>	<ul style="list-style-type: none"> <li>• Identify pathways to transfer opportunities, degree/certificate completion, or graduation</li> <li>• Engage students who have completed their program or transferred</li> <li>• Develop and enhance transfer articulations</li> <li>• Develop reverse credits transfer efforts to help students obtain a degree from LSC.</li> <li>• Assess the number of students who successfully gained employment or transferred.</li> </ul>	<ul style="list-style-type: none"> <li>• Contact students who have graduated and gather information on job placement</li> <li>• Create a dedicated Transfer Center</li> <li>• Develop a more inclusive transfer website</li> <li>• Increase transfer opportunities</li> <li>• Implement “Grad Fair” to assist graduating students</li> <li>• Implement fall “Graduation Reception” to honor fall graduates</li> <li>• Implement a reverse transfer campaign</li> <li>• Establish new bachelor degree pathways with local universities</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Career Services</li> <li>• Director of Marketing</li> <li>• Registrar</li> <li>• Academic Deans</li> <li>• AVP of Student Affairs</li> <li>• VP of Advancement and External Relations</li> <li>• VP of Academic and Student Affairs</li> </ul>

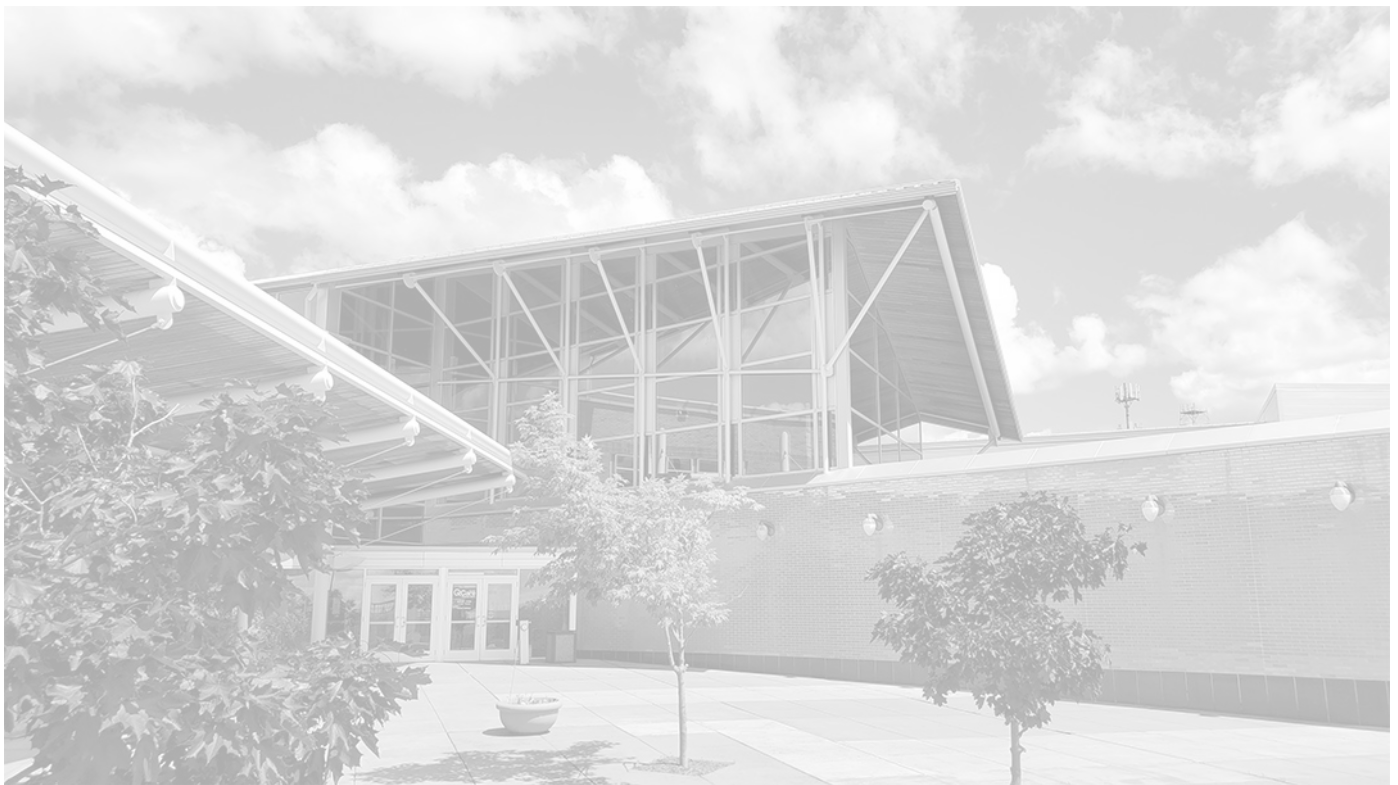
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Seltzer, R. (2020). *More high school graduates through 2025, but pool still shrinks afterward*.

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