

***THIS IS OUR MOMENT!***

**STRATEGIC ENROLLMENT MANAGEMENT  
(SEM)**







TEXAS A&M UNIVERSITY  
**COMMERCE**

# STEERING COMMITTEE CO-CHAIRS

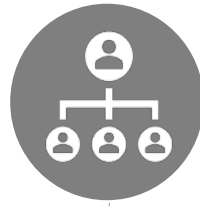
Dr. Ricky Dobbs, Associate Provost

Nechell Bonds, Vice President

# FOUNDATIONS OF THE PLAN

## Resource Partners

The three areas below will be the foundation upon which TAMUC's enrollment success will be grounded. The failure or inability to address these three areas will dilute the ability to achieve the identified enrollment goals.



### Strategic Enrollment Council for SEM

Functioning with shared accountability with clear roles and responsibilities will help TAMUC **focus on coordination and shared responsibility which enables an integrated approach to decision-making.**



### Marketing & Communications

A clear and coordinated marketing, messaging, and communication strategy is the vehicle through which TAMUC **creates awareness with prospective students across all segments.**



### Data & Technology

Data and Technology includes TAMUC's ability to **maintain accurate data, monitor and assess trends, and maximize the available tools** that support enrollment and student success.

**In conjunction with the strategic priorities, the resource partners will provide direction and recommendations related to each of these areas in order to realize the full benefits of the Plan.**



# STRATEGIC PRIORITIES

## TAMUC'S VISION FOR THE STRATEGIC ENROLLMENT PLAN

The positioning statement and three priorities below – derived from discussion and evaluation of the graduate and undergraduate opportunities – serve as the foundation for the key initiatives that will drive TAMUC's plan.

### SEP POSITIONING STATEMENT

A&M-Commerce transforms students' lives and promotes social mobility through quality experiences driven by engaged faculty and staff, innovative teaching and learning, and market-relevant programs.

#### INTEGRATED ENROLLMENT STRATEGY

Develop a data-informed, campus-wide enrollment strategy with measurable evidence of impact to create sustainable growth across all programs.

#### CULTURE OF STUDENT SUCCESS

Establish a culture of accountability in supporting student success at TAMUC by defining roles and responsibilities for campus stakeholders to increase student progression.

#### DYNAMIC ACADEMIC EXPERIENCE

Deliver a dynamic academic experience that offers innovative degree options – through versatile modality and program types – and is aligned to market demands and student needs.

# STRATEGIC ENROLLMENT PLAN

## INTEGRATED ENROLLMENT STRATEGY for Pillar 1

	High-Level Action Item	Near-Term	Mid-Term	Long-Term
1.1	Formalize a Strategic Enrollment Committee to identify enrollment targets by entry term, college, and segment.			
1.1B	Identify roles and expectations of Strategic Enrollment Council members.			
1.2	Identify recruitment representatives within each college /department to liaise with Undergraduate Admissions, the Graduate School, and Marketing & Communications.			
1.3	Develop undergraduate and graduate enrollment dashboards for regular tracking and reporting.			
1.4	Identify informed recruitment & retention targets utilizing TAMUC's predictive enrollment model.			
1.5	Explore opportunity to establish college-based incentives aligned to enrollment performance objectives.			
2.1	Develop differentiated, market-specific value propositions for target recruitment markets.			
2.2	Create a TAMUC alumni campaign to highlight career mobility of a TAMUC degree.			
2.3	Drive TAMUC website traffic and create landing pages that target key populations.			
2.4	Leverage faculty industry experience through digital channels and highlight TAMUC's world class faculty.			
2.5	Invest in an institution-wide CRM to be the source of record for <u>all</u> constituent engagement.			
3.1	Conduct a recruitment ROI assessment of each student segment type to determine the strength of prospect and admitted student pools.			
3.2	Utilize consumer data to supplement list acquisition data to deploy tailored marketing campaigns.			
3.3	Launch short, mobile-enabled polls and surveys to identify "affinity" and intent to enroll of applied students.			
3.4	Utilize TargetX to deploy custom yield strategy for admitted students by tracking engagement and developing an engagement scoring framework.			
4.1	Inventory and coordinate opportunities at a secondary level to drive demand in target market development.			
4.2	Work closely with TAMUC faculty, student ambassadors, or alumni to target lost admit high schools.			
4.3	Partner with Marketing and Communications, Alumni Relations, and Campus Life & Student Success to launch newly revamped "Lion Ambassadors."			

# STRATEGIC ENROLLMENT PLAN

## DYNAMIC ACADEMIC EXPERIENCE for Pillar 2

	High-Level Action Item	Near-Term	Mid-Term	Long-Term
5.1	Assess critical “milestones” in the student lifecycle from point of inquiry through graduation by student segment.			
5.2	Create student milestone maps for each student segment that outline the successful progression of students through each “milestone”.			
5.3	Identify proactive student support touchpoints throughout the student lifecycle and establish handoffs for engagement across the university.			
5.4	Clearly define roles and responsibilities of university departments across each student segment.			
5.5	Expand Lion Ambassador program – continuing students to act as “onboarding stewards” for first-year students.			
5.6	Identify “predictors” <sup>1</sup> that would signal an intervention for students who are at-risk of attrition.			
6.1	Deploy a “one-stop” philosophy for supporting current student needs by re-envisioning an on-campus center(s) and virtual support network.			
6.2	Institute a University wide “high touch experience” policy that includes solution-oriented practices.			
6.3	Establish a triage model for solving student concerns.			
6.4	Dedicate a resource(s) within the “One-Stop” focused on providing in-depth support for Transfer students.			
6.5	Deploy a live chat and case management system to enable virtual support for students beginning with chatbot functionality to support initial intake and routing to a live Student Support Specialist.			

# STRATEGIC ENROLLMENT PLAN

## DYNAMIC ACADEMIC EXPERIENCE for Pillar 2

The chart below represents the sequencing of the various action items associated with each Priority B related initiative.

	High-Level Action Item	Near-Term	Mid-Term	Long-Term
7.1	Expand the use of academic indicators from applicant data to create an “at-risk” scoring model.	Yellow		
7.2	Align a subset of the current advisors – including professional advisors and faculty mentors – to provide scaffolded support to students admitted with support.		Yellow	
7.3	Evaluate degree pathways and recommend first-year course plans across each College.	Yellow		
7.4	Evaluate course options to ensure flexibility for students working full-time.		Yellow	
7.5	Identify “at-risk” behaviors utilizing TAMUC academic performance and engagement data.		Yellow	
7.6	Develop intervention strategies and an accountability model aligned to defined “at-risk” variables.		Yellow	
8.1	Establish integrated advising model and identify required touchpoints for professional advisors and faculty mentors.	Yellow		
8.2	Implement case management approach to advising, monitor students and identify common interventions.		Yellow	
8.3	Create baseline advising experiences for all students and identify staff / faculty roles and responsibilities in support.		Yellow	
8.4	Expand peer advising in central advising center for Tier 1 student support.		Yellow	
8.5	Institutionalize the use of EAB navigate and standardize inputs and early alerts.			Yellow

# STRATEGIC ENROLLMENT PLAN

## DYNAMIC ACADEMIC EXPERIENCE for Pillar 3

	High-Level Action Item	Near-Term	Mid-Term	Long-Term
9.1	Evaluate faculty effort model across colleges and standardize model to incorporate a student retention component.			
9.2	Define expectations of faculty and staff in supporting student retention-related activities.			
9.3	Expand TAMUC's Office of Academic Technology to enhance instructional design resources for faculty.			
9.4	Utilize technology to enhance and track success of one-on-one relationships between faculty and students.			
9.5	Review faculty evaluation criteria and include student assessment to ensure teaching is student-centric and promoting degree progression.			
10.1	Establish an Academic Innovation who will evaluate potential options for growth of high demand programs.			
10.2	Academic Innovation Team to conduct a program demand gap analysis – assessing regional labor market trends and aligned program offerings across the institution.			
10.3	Work with Deans and their departments to inventory and/or establish program differentiators.			
10.4	Conduct a comprehensive academic portfolio analysis and align findings with SEP vision, instructional costs, and institutional capacity.			
10.5	Utilize Academic Innovation Action team to incentivize and facilitate modifications to existing programs.			
11.1	Utilize a subset of the Academic Innovation Team to create a university-wide inventory of campus partners and external partnerships.			
11.2	Determine a strategy focused on engaging campus partners and leveraging these relationships to drive TAMUC goals.			
11.3	Review course curriculum policies and consider refining requirements to provide high-impact engagement opportunities for all student audiences.			
11.4	Assess regional labor market trends to develop workforce development programs.			



# STRATEGIC ENROLLMENT PLAN

## IMPACT OF SUCCESS VS. COST OF NOT CHANGING

Outlined below are the positive impacts that TAMUC will experience if the plan's changes are successfully implemented, and the costs of not moving toward change, to further support the case for action.

### WHAT ARE THE POSITIVE IMPACTS THAT WILL BE EXPERIENCED IF THE PLAN IS SUCCESSFUL?

- **Aligned execution** of agreed-upon priorities for enrollment.
- A common direction and institutional **sense of accomplishment**.
- A reduction in the uncertainty of enrollment, **enabling a more deliberate use of limited resources** – monetary and human.
- **Improved student outcomes** and overall student experience across all populations.

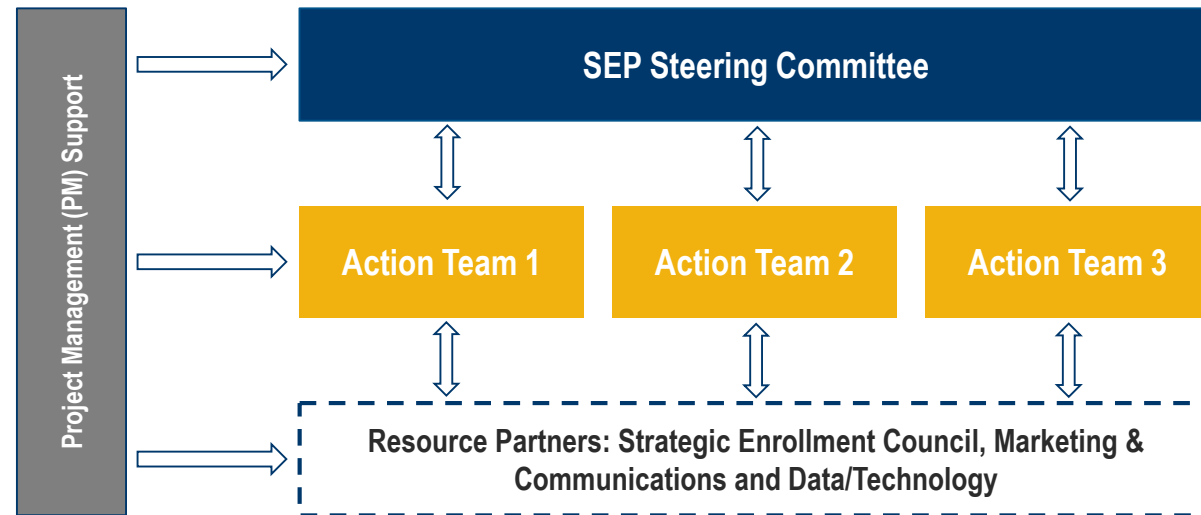
### WHAT ARE THE COSTS OR CONSEQUENCES OF NOT CHANGING?

- **Other institutions evolve** more rapidly, further increasing competition in an already competitive environment.
- TAMUC will have **more difficulty keeping pace** with prospective student market's demands.
- TAMUC's brand may be **negatively impacted** by declining student outcomes.
- TAMUC's enrollment **trends could continue to stagnate or decline**, necessitating a plan from a higher-pressure position.
- TAMUC would be **unable to pivot** in an ever-changing enrollment environment due to recent global events.

# STRATEGIC ENROLLMENT PLAN STRUCTURE FOR MANAGING IMPLEMENTATION

The implementation of the SEP is guided by the Steering Committee (SC). In partnership with the SC, cross-functional Action Teams (AC) are responsible for executing initiatives aligned to each strategic priority.

## Implementation Structure



**We need your help in building the Action Teams and supporting the execution of identified action items to enhance how we enroll and support students at TAMUC.**

# Strategic Enrollment Plan

## Action Teams

Clearly defining roles and responsibilities of the various teams engaged in implementing the Strategic Enrollment Plan will ensure that the SEP can be implemented in the most efficient and expeditious manner.

Teams	Roles & Responsibilities
Priority Action Team	<ul style="list-style-type: none"> <li>• Responsible for developing analysis and follow-up research related to initiatives</li> <li>• Surfaces relevant timelines, goals, detailed implementation plans for prioritized initiatives</li> <li>• Reports back progress to Implementation Team/Committee</li> </ul>
6.2	<ul style="list-style-type: none"> <li>• Institute a University wide “high touch experience” policy that includes solution-oriented practices.</li> <li>• Chaired by Molly Baur and Dr. Brandon Randolph-Seng</li> </ul>
7.3	<ul style="list-style-type: none"> <li>• Evaluate degree pathways and recommend first-year course plans across each College.</li> <li>• Chaired by Dr. Brent Donham and Dr. Alex Williams</li> </ul>
9.2	<ul style="list-style-type: none"> <li>• Define expectations of faculty and staff in supporting student retention-related activities.</li> <li>• Chaired by Paige Bussell and Open co-chair position</li> </ul>



# IMPLEMENTATION NEXT STEPS

## Focus Groups

Action Teams have identified topics to discuss with stakeholders to gather input to finalize the project charters and inform implementation.

Stakeholder Groups	Action Teams 6.2 and 7.3
Students	<ul style="list-style-type: none"> <li>• Focus group to discuss navigating TAMUC as a new freshman, from applying to being enrolled and participating in classes. Do they know who to ask questions to, is the website easy or difficult to navigate? Were they able to locate information they needed quickly and efficiently.</li> <li>• Focus group with students to discuss and determine the most effective place for the degree patterns and course sequencing to be placed on the university web site.</li> </ul>

Visit our Website: <https://www.tamuc.edu/enrollment-management/sem/>

*Questions??*



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