



TEXAS A&M UNIVERSITY
COMMERCE



TEXAS A&M UNIVERSITY - COMMERCE

STRATEGIC ENROLLMENT PLANNING (SEP)
KICK-OFF MEETING



DISCUSSION AGENDA

1. Opening Remarks from President Rudin – 5 minutes
2. Meeting Overview – 5 minutes
3. Steering Committee & Huron Introductions – 5 minutes
4. Higher Ed Landscape – 10 minutes
5. Project Framework & Approach – 15 minutes
6. Q&A – 20 minutes

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Welcome & Introductions



INTRODUCTIONS

STEERING COMMITTEE MEMBERS

Strategic Enrollment Planning (SEP) Steering Committee

Nechell Bonds, Vice President of Enrollment Management
(Co-Chair)

Michael Knight, Assistant Professor (Theatre)

Dr. Ricky Dobbs, Associate Provost for Academic Affairs (Co-Chair)

Jayson Douglas, Director (Intercultural Engagement & Leadership)

Mario Hayek, Dean (College of Business)

Jeremy Anderson, Assistant Director (Institutional Research)

Jennifer Schroeder, Dean (Graduate School)

Cece Gassner, Vice President (Economic Development)

Jeremy Gamez, CIO (Information Technology)

Annmarie Wu, Academic Advisor (College of Education)

Michael Johnson, Executive Director (Marketing and Communications)

INTRODUCTIONS

HURON TEAM



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Higher Ed Landscape



HIGHER ED ENROLLMENT LANDSCAPE

HISTORICAL NATIONAL TRENDS

To attract, enroll, and retain a new generation of students, A&M – Commerce must be proactive in addressing the national shifts in tuition, demographics, and high school graduation rates.

Increasing Tuition

In-state tuition and fees at public universities in the U.S. have increased 211% since 2002.² Additionally, from 2008-2018 U.S. state-appropriated spending on higher education fell 13% per student.³



Families Ability To Pay

In 2017, a public four-year institution accounted for 23% of a family's median household income. For Hispanic / Latinx and Black households, this accounted for 40% or more.³



Changing Demographics

Hispanic / Latinx students are estimated to make up 28% of high school graduates by 2036.¹ Additionally, first-generation student enrollment in universities has increased by 20% since 2000 and represented 30% of students in Texas.⁵



Decline in College-Going Students

Due to a declining U.S. birthrate, regional bachelor's institutions are expected to lose more than 11% of their students by 2029, heightening recruitment competition nationwide.⁴



As the U.S. faces a higher education enrollment cliff beginning in 2025⁴, TAMUC will need to proactively identify strategies for competing in an increasingly competitive and dynamic environment.

HIGHER ED ENROLLMENT LANDSCAPE

IMPACTS OF COVID ACROSS INSTITUTIONS

The pandemic has exacerbated an already-precarious future of higher education. From enrollment trajectory to delivery method, higher education institutions will have to quickly adapt to thrive in a post-COVID world.

Revenue

Decreases in enrollment and use of auxiliary services have resulted in some institutions seeing a 25% decrease in revenue¹.



Transfer Enrollment

All institution types experienced enrollment declines in Fall 2020, but public associate-degree institutions suffered the biggest decline of 16.5%¹.

Need for Flexibility

Accelerated by the global shutdown, students are seeking flexible degree options – including modality, time-to-degree, and career pathways.



Geographical Enrollment Declines

Every geographic locale experienced a drop in enrollment. However, rural locations and towns suffered the most severe enrollment declines with distant towns and fringe rural communities decreasing by 5.1% and 7.9%, respectively¹.



Staying Close to Home

Fewer students are crossing state lines to go to college, instead, opting for institutions in their home state.



In addition to the trends above, prospective students are challenging the merits of a four-year degree – placing added pressure to align academic programming with market needs and standards of excellence.

HIGHER ED ENROLLMENT LANDSCAPE

CURRENT STATE OF TEXAS

Although Texas is projected to experience slight growth in its college-aged population in the next ten years, competition with regional and out-of-state universities will heighten due to declining high school graduates nationally.

Regional Gains

While the rest of the country is projected to experience declines, the West South Central Census Division² should see a slight increase in high school graduates, peaking in 2026 at 550K¹.

The Lone-Star State



Incoming college students in Texas are expected to grow by 4%¹ between 2019 & 2037, for public and private schools.

Hunt County



The college-aged population³ in Commerce, located in Hunt County, is expected to grow 17%⁴ by 2031.

Competition/Opportunity

Due to TAMUC's regional growth, backyard recruiting will be a priority for maintaining strong enrollment. However, outreach into this region from contracting states will provide increased competition for Texas students.



Increased Diversity



The White student population is decreasing in the West South Central Census Division while nearly all other race/ethnicity student populations are increasing¹.

While regional projections do suggest stable population growth, the composition & needs of TX students are changing – placing increased emphasis on the retention of students through support services and academic delivery.

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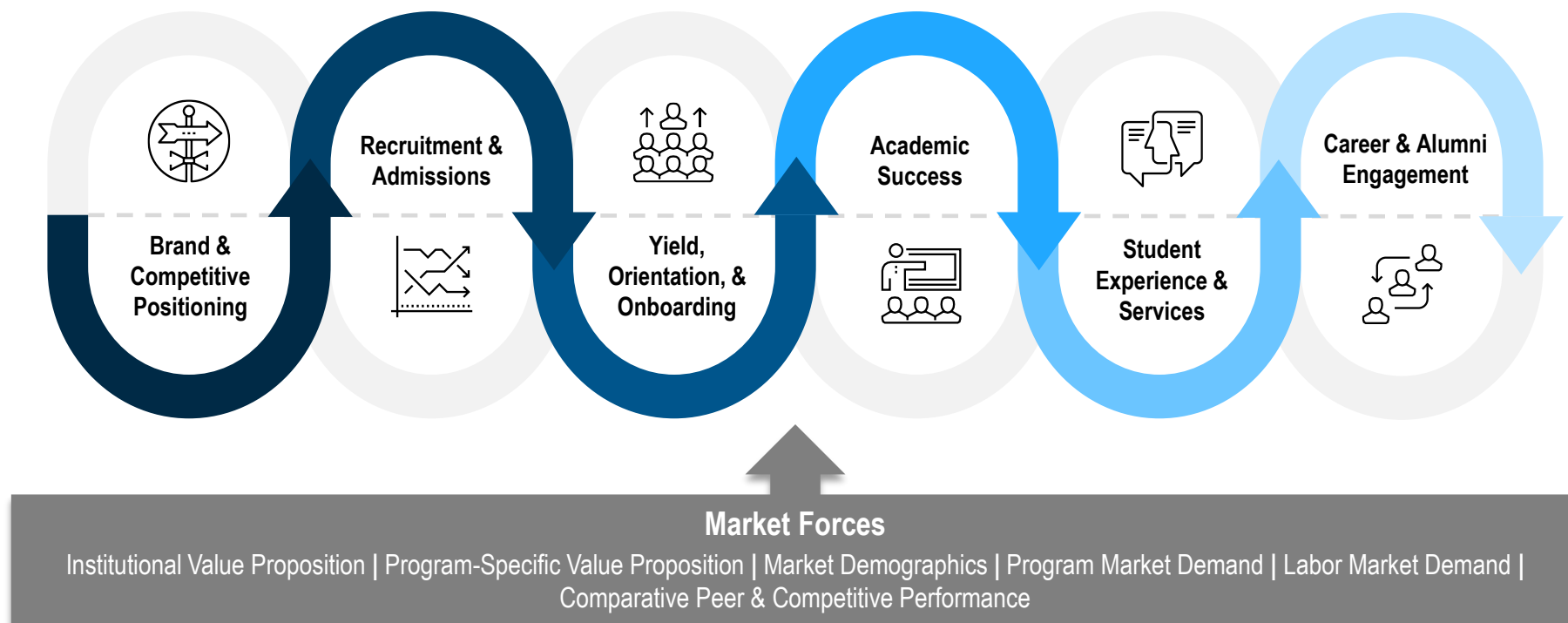
Project Framework & Approach



PROJECT FRAMEWORK

HURON'S FRAMEWORK

Enrollment management is broader than recruitment and admissions. Huron takes an integrated approach that focuses on considering the institutional infrastructure, the student experience, and an institution's ability to respond to the market to create a plan founded on measurable goals and objectives.



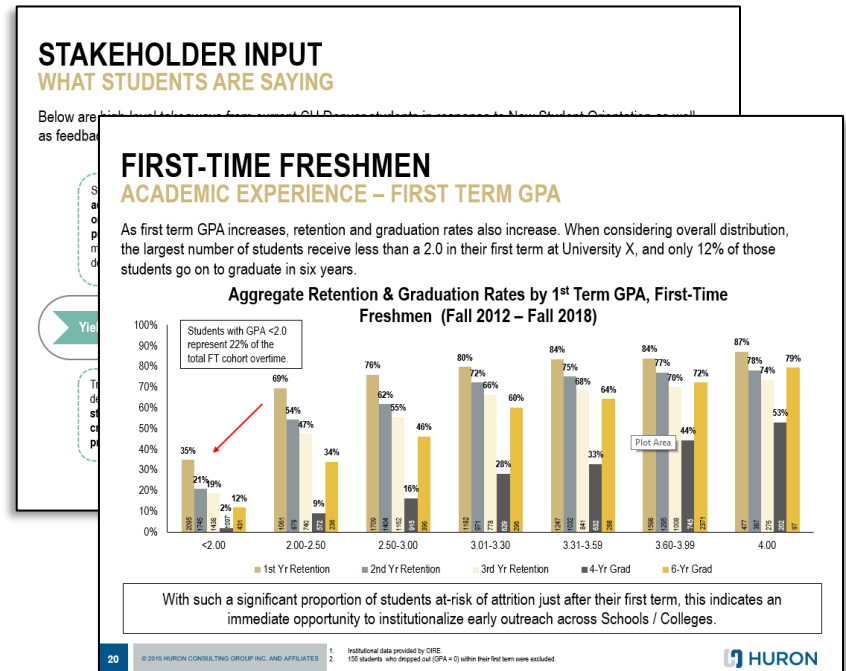
Understanding enrollment opportunities through the student lens illuminates opportunities for greater institutional and market alignment.

PROJECT APPROACH TIMELINE (1 OF 4)

The Strategic Enrollment Planning project will be divided into four phases over the course of 16 weeks:

PHASE 1: Current State Diagnostic

- Conduct **Qualitative Assessment**:
 - Interview Stakeholders and conduct student focus groups
 - Review and assess past institutional surveys and reports
 - Begin to identify emerging priorities
- Conduct quantitative current state diagnostic:
 - **Enrollment and Retention Analysis** to understand the interrelationship of recruitment, onboarding, pricing, financial aid, retention, progression, & persistence across undergraduate (FTFT & Transfer) and Master's / Specialist populations
- Evaluate effectiveness of TAMUC's **Institutional Aid Model** to identify opportunities for further alignment with enrollment and retention goals.



PROJECT APPROACH

TIMELINE (2 OF 4)

The Strategic Enrollment Planning project will be divided into four phases over the course of 16 weeks:

PHASE 2: External Market Scan

- Conduct a **Market Positioning Analysis** to assess coming changes in the college-bound population & labor market trends
- Conduct an **Academic Portfolio Demand Analysis** to develop an understanding of the true cost of delivery across each element of the academic portfolio and analyze it against market demand data to identify opportunities for enhancement of current program offerings

BRAND AND COMPETITIVE POSITIONING

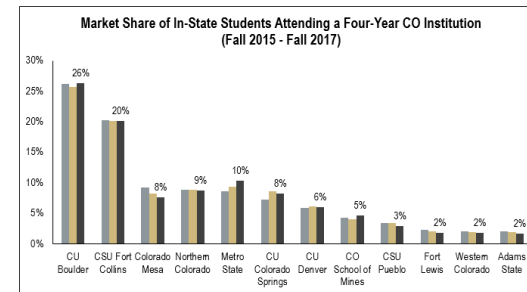
LABOR MARKET TRENDS IN COLORADO

The following occupational areas are projected to grow in the next 10 years within Colorado. "Feeder Programs"

ENROLLMENT LANDSCAPE

PRIMARY COMPETITORS: INSTITUTIONAL MARKET SHARE

Between 2015 and 2017, University X captured 6% of Colorado students entering a four-institution as a first-time freshmen.



Percent In-State of Total FT Freshmen Enrollment (Fall 2017)	
Institution	Percent In-State
Metro State	96%
CU Denver	87%
Northern Colorado	85%
CU Colorado Springs	83%
Colorado Mesa	83%
CSU Pueblo	82%
Adams State	78%
Western State Colorado	71%
CSU Fort Collins	68%
Fort Lewis	67%
Colorado School of Mines	57%
CU Boulder	56%

As an institution driven by CO resident enrollment, University X will need to consider its in-state recruitment strategy to enhance local market share as competition heightens.

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1. Source: Department of Higher Education, "Colorado Resident and Non-Resident Enrollment," 2018.
2. IPEDS Data Center.
3. Western Interstate Commission for Higher Education, "Knocking at the College Door: Projections of High School Graduates."



PROJECT APPROACH

TIMELINE (3 OF 4)

The Strategic Enrollment Planning project will be divided into four phases over the course of 16 weeks:

PHASE 3:

Establishment of Strategic Priorities

- Work with the Steering Committee to **establish Strategic Priorities** to guide enrollment and student success aligned with TAMUC's vision – setting the foundation for the SEP
- Develop SEP Framework** to serve as the foundation for TAMUC's strategic enrollment plan
 - Begin to identify options focused on different approaches to supporting TAMUC's priorities for enrollment and student success

STRATEGIC ENROLLMENT PLAN PRIORITIES

THE FIVE PRIORITIES OF THE STRATEGIC ENROLLMENT PLAN

The five priorities below – derived from discussion and evaluation of the undergraduate and graduate success factors – serve as the foundation for the Strategic Enrollment Plan.

- 1 Recruitment, Marketing & Innovation
- 2 Student Success
- 3 Resource Management
- 4 Financial Affairs
- 5 Demand-Based Innovation

SEM PLAN FRAMEWORK

STRATEGIC PRIORITY ROADMAP: EXAMPLE

Below is an example strategic priority supported by stated desired outcomes and goals, and initiatives / tactics to pursue to achieve success.

Example Strategic Priority: Establish a deliberate strategy to grow transfer enrollment and enhance transfer student services.

Desired Outcome	Aligned Goal
<i>Example:</i> Clear and simple pre-enrollment best practices, policies, and procedures related to credit articulation, course equivalencies, and academic pathways.	<i>Example:</i> Overall transfer enrollment = 1,580 students by 2024 (up from 1,435) • Spring Term enrollment = 765 (up from 611)

Example Initiative: Grow CU Denver's transfer recruitment pipeline by enhancing presence and relationships at local community colleges and developing formalized transition partnerships.

Tactic	Timeline (Short, Mid, Long-term)	Owners	Change Mgmt Effort Level (Low, Medium, High)	Investment Required
<i>Example:</i> Deploy dedicated Transfer admission counselor(s), focused solely on local community colleges	Short / Mid	Central Admissions & Recruiting, Schools / Colleges	Mid, resource restructuring	Low / Medium



PROJECT APPROACH TIMELINE (4 OF 4)

The Strategic Enrollment Planning project will be divided into four phases over the course of 16 weeks:

PHASE 4:

SEP Development and Implementation Plan

- **Draft the Strategic Enrollment Plan** focused on identifying actionable initiatives and activities to achieve the desired outcomes and goals / metrics aligned to TAMUC's priorities
- **Finalize the SEP and Socialization Support** based on the feedback provided by the Steering Committee
 - Huron will develop a communication plan outline to guide socialization of the SEP
- **Establish an Implementation Structure** utilizing the key stakeholders and campus champions to support plan socialization and ultimately drive its execution

IMPLEMENTATION NEXT STEPS

SEQUENCE OF NEXT STEPS

VISION AND GOVERNANCE

GOVERNANCE NEXT STEPS

AID STRATEGY

INITIATIVE 3: GRADUATE INSTITUTIONAL AID STRATEGY

Pilot a merit-based tuition discounting strategy for an initial set of 2-3 master's programs in alignment with SEP graduate growth priorities and evaluate impact on NTR for further expansion.

Supporting Sub-Initiatives

A. (Graduate) Audit and study the data that is currently available across graduate programs related to the impact of assistantship awards and institutional scholarships on yield, and incorporate this information in the design of the tuition discounting pilot.

Initial Implementation Next Steps

- Develop a competitive application process for academic programs to secure funding to pilot a merit-based tuition discounting strategy. Ensure selected programs have plans for growth and outline a clear strategy for how a discount strategy will help them yield students they otherwise would not enroll.¹
- Evaluate effectiveness of pilot and document best-practices with pilot programs for potential expansion.

Other Details & Considerations

- Other Considerations:** Potential increases in discount rates (in aggregate and with specific populations) should all be in service of increasing NTR, hence this investment amount is not included.
- Recommended Pilot Approach:** While a more complex model is required for undergraduate discounting (EAB), UMBC should consider a graduate strategy that is merit-based with a fixed number of award tiers, strategically providing programs with a set of awards per tier, allowing programs to allocate those awards among the students they choose to admit, and *systematically collecting and utilizing data to determine the effectiveness of the pilot approach.*

Initiative	Student Focus	Relative Priority	Investment Type & Description	One-time Investment	Recurring Investment	Spr 2020	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024
4.3: Graduate Institutional Aid Strategy	Graduate	2	--	TBD	TBD						

1. See page 57 for specific programs identified for growth.

PROJECT APPROACH

SEP LESSONS LEARNED

Common pitfalls in the Strategic Enrollment Planning process can be avoided by ensuring the following are prioritized during the planning process:

1

Established Vision & Priorities

An actionable SEP needs to be guided by agreed upon priorities, aligned to the institutions mission and goals.

2

Campus Voice

The Steering Committee provides critical insights to the SEP, but stakeholders across campus (staff, faculty, students) need to be engaged.

3

Focus on Student Success

Student success is “everyone’s job.” There is a need to establish accountability across campus in supporting enrollment & retention.

4

Communication Plan

A strong campus communication plan starts from initiation – to provide transparency of the process and associated outcomes.

5

Timebound Goals

Priorities and correlating activities need to be supported by timebound goals & metrics (KPIs) to ensure TAMUC can measure success.

6

Clear Action Steps & Owners

The SEP must be supported by specific and actionable initiatives / activities for implementation and have a defined owner(s) who oversees action teams.

PROJECT APPROACH

OUR COLLABORATION – ROLES AND RESPONSIBILITIES

The Huron team and the TAMUC community will work together to create the SEP. Our project roles and responsibilities, to that end, are outlined below:



HURON

Huron

- Provide process and project oversight
- Serve as confidant and provocateur
- Conduct necessary research and assessments to inform recommendations



Steering Committee

- Provide insight and guidance throughout the planning process by validating findings
- Own the process and resulting plan and be a partner in the work
- Identify solutions, make recommendations, and model leadership



Faculty and Staff

- Provide foundational understanding of the current state of TAMUC's enrollment and student success efforts
- Identify opportunities to enhance curriculum & programming to drive student success



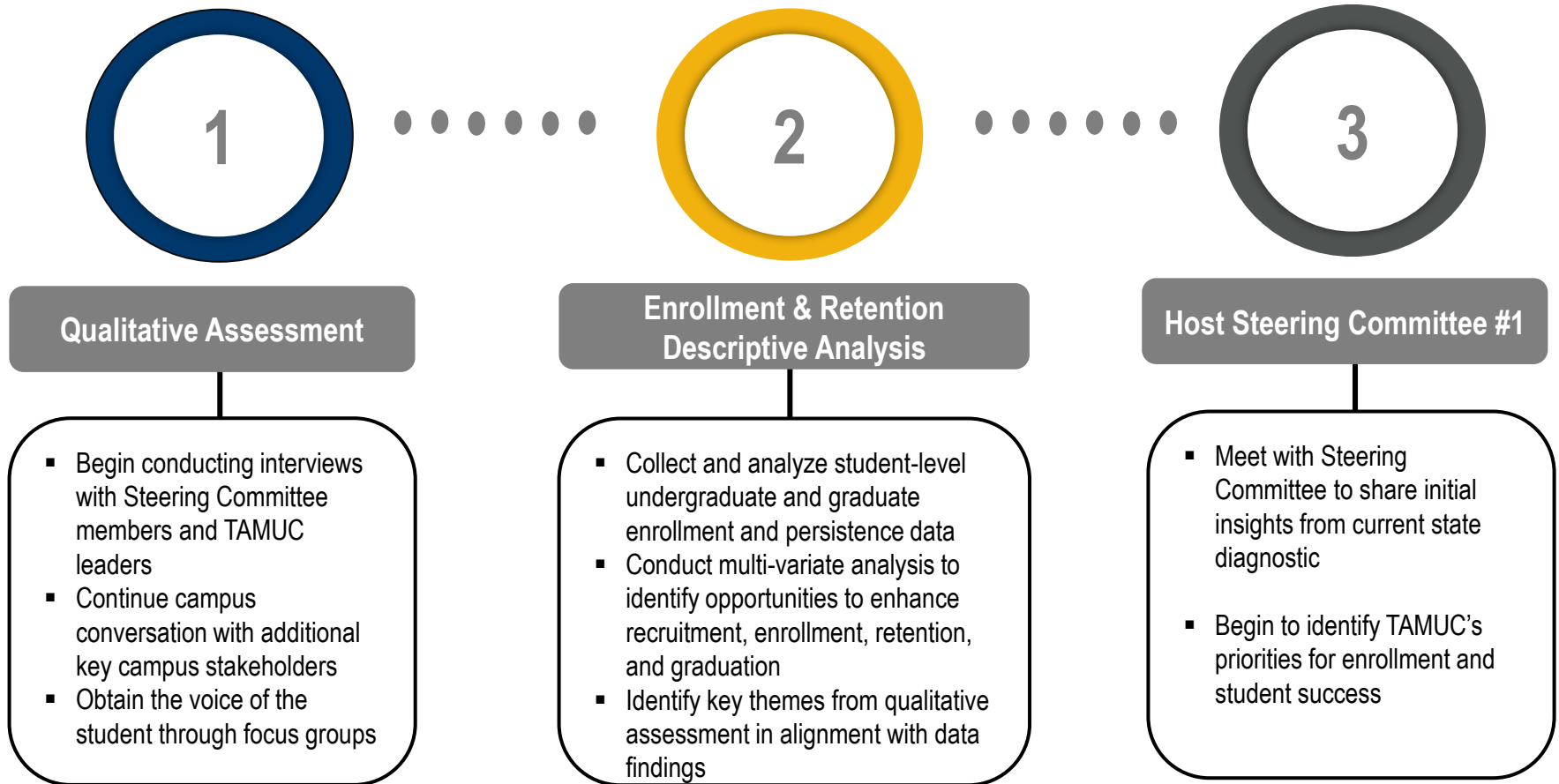
Students

- Provide insight for understanding the student experience at TAMUC and identify opportunities to enhance enrollment and student success practices

PROJECT APPROACH

NEXT STEPS

The activities below will be conducted over the coming month. Over the course of this engagement, we will continue to engage the campus community and Steering Committee through early 2022.



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Q & A

