



TEXAS A&M UNIVERSITY  
**COMMERCE**



# TEXAS A&M UNIVERSITY - COMMERCE

**STRATEGIC ENROLLMENT PLANNING (SEP)**  
**Town Hall – Executive Summary of Current State  
Assessment**



FEBRUARY 22, 2022

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# DISCUSSION AGENDA

1. Welcome and Overview – 5 minutes
2. First-Time Freshmen & Transfer Enrollment & Retention Outcomes – 25 minutes
3. Master's Degree Enrollment & Graduation Outcomes – 15 minutes
4. Peer Institution Trends – 10 minutes
5. Market Positioning Analysis – 10 minutes
6. TAMUC's for Enrollment & Student Success – 10 minutes
7. Next Steps & Q&A – 15 minutes

# OVERVIEW

## WHAT WE HAVE ACCOMPLISHED

Today our focus is sharing an executive summary of the findings from the enrollment and retention current state assessment, which will inform the development of TAMUC's Strategic Enrollment Plan.



### Qualitative Assessment

- Stakeholder Interviews
- Student Focus Groups
- Secondary Research

### Quantitative Assessment

- First-Time Freshmen & Transfer Student Enrollment & Retention Analysis
- Master's / Specialist Enrollment & Completion Analysis
- External Market Scan, & Portfolio Demand Analysis

### Establish Strategic Priorities

- TAMUC's goals and vision for enrollment & student success

### Develop SEP Framework

- Identify success metrics
- Develop options to inform the action-oriented plan

### Share Final Current State Assessment Outcomes

- Findings include the following assessments:
  - FTF & TR Enrollment & Retention Analysis
  - Master's / Specialist Enrollment & Graduation Analysis
  - External Market Scan
  - Portfolio Demand Analysis

### Draft & Finalize TAMUC's Strategic Enrollment Plan

- The SEP Steering Committee will share feedback and input into TAMUC's five-year Plan.

### Establish Implementation Structure

- Identify stakeholders to support plan socialization & execution

# OVERVIEW

## WHY DOES TAMUC NEED A SEP?

In our previous discussion we discussed landscape trends and the need for a strategic enrollment plan to mitigate these challenges. Following the current state assessment, we've identified TAMUC-specific areas of opportunity to be further explored today.

### Flexible Degree Options

Students are demanding flexibility. While TAMUC offers online modalities & non-traditional degree options – students still seek the campus experience and faculty engagement.

### Revenue

Due to Texas's funding model, TAMUC has implemented a revenue-enhancing strategy by increasing fees to exceed overall tuition, which is a significant area of complaint for students across populations.



### Transfer Enrollment

Transfer enrollment for TAMUC has been in decline since Fall 2019 – further exacerbating future enrollment challenges as community college pipelines decrease.

### The Lone-Star State



TAMUC is focused on enhancing its presence in the Dallas metro region, but student outcomes associated with Dallas-residents are significantly lower and continue to drop.

### Increased Diversity

Although historically underrepresented minority students are growing regionally, TAMUC is not serving these students well – attrition rates are highest for Black and LatinX students.

### Regional Competition



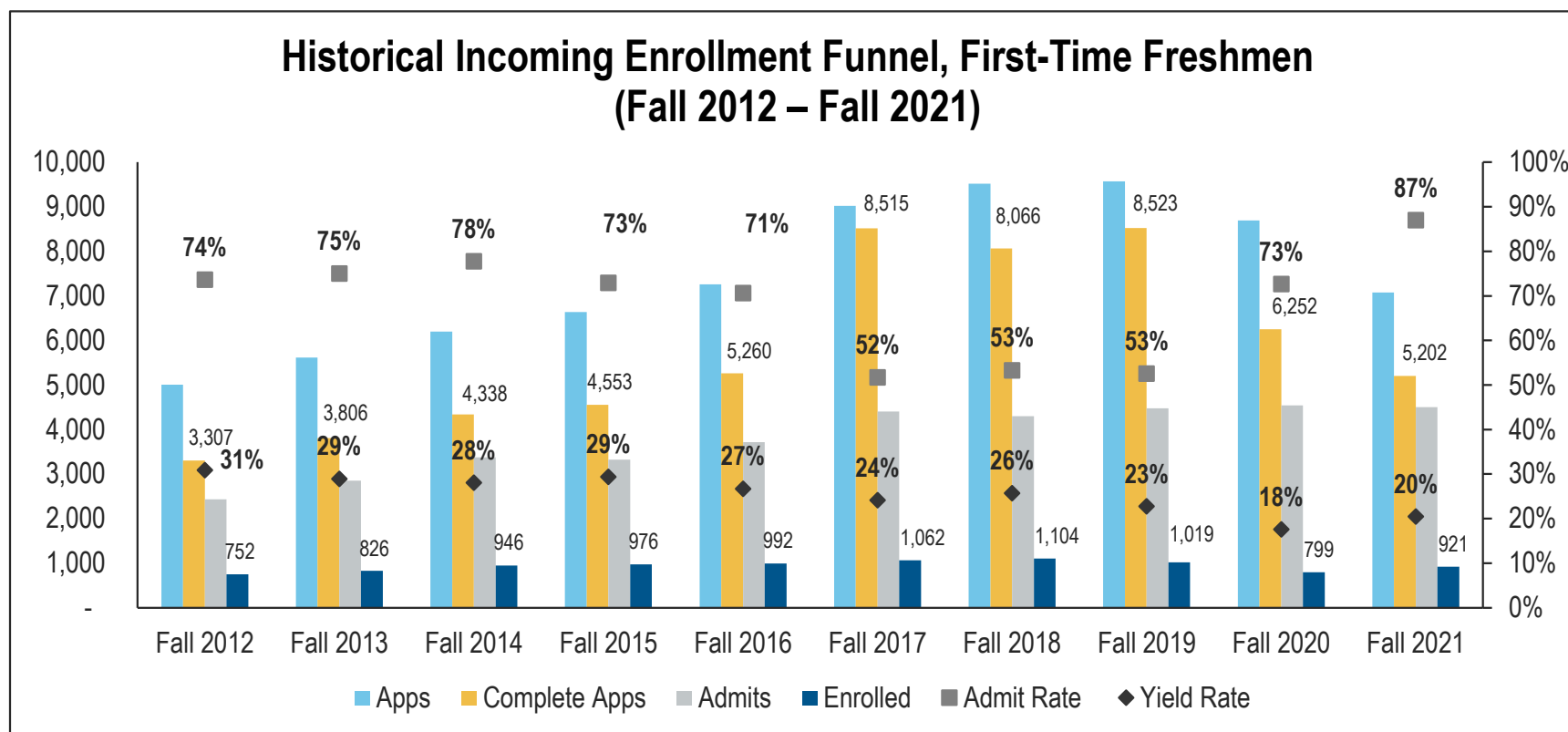
As the Dallas metroplex continues to grow, TAMUC is losing considerable market share to University of North Texas and UT-Arlington.



*How have TAMUC's undergraduate enrollment trends changed over time?*

# FIRST-TIME FRESHMEN HISTORICAL ENROLLMENT FUNNEL

Although TAMUC has seen positive funnel performance over the last ten years, applications have declined by 40% since Fall 2017.



**As the competitive landscape continues to heighten market pressures, TAMUC must make considerable shifts to rebuild its incoming enrollment pool.**

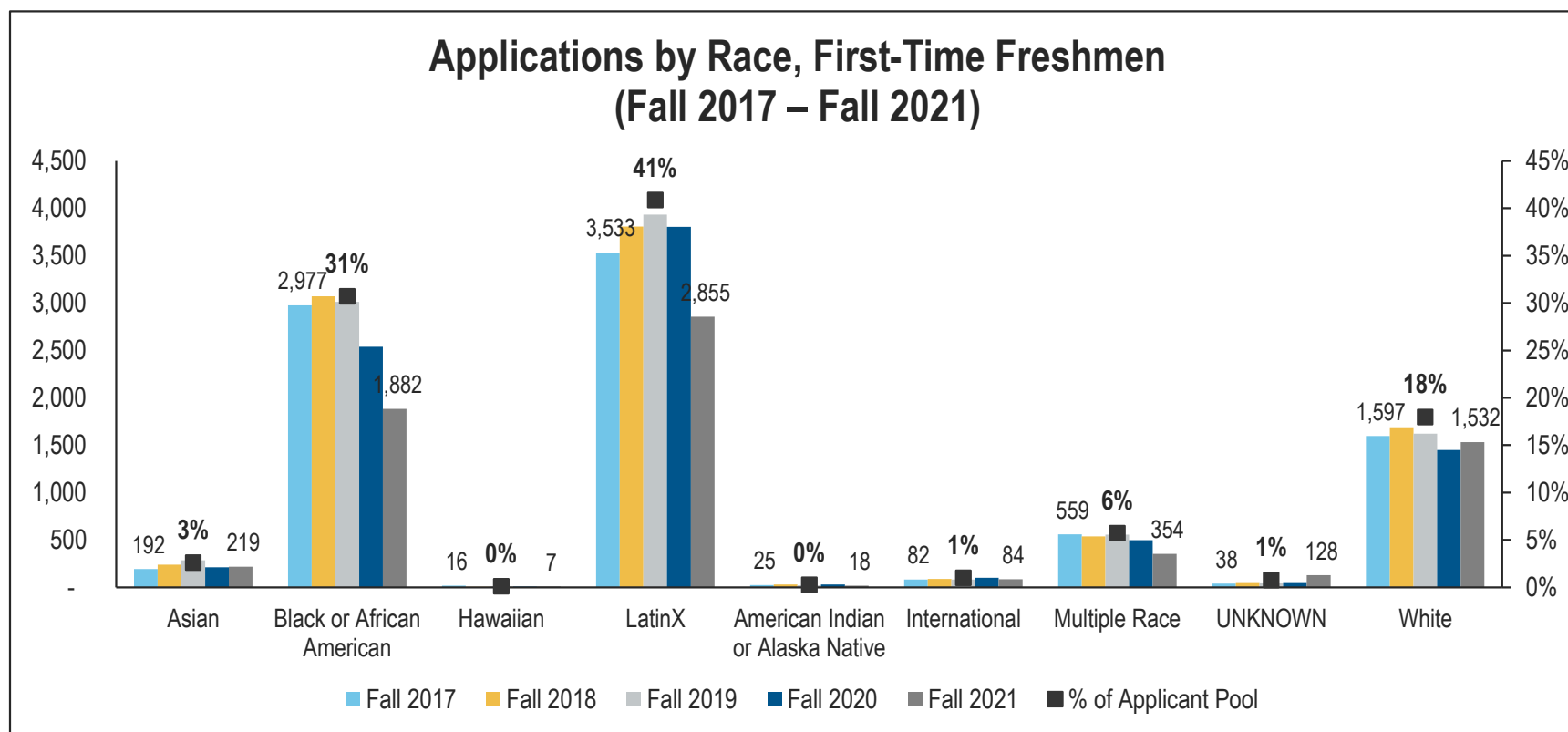
1: Source: Institutionally Provided Data

2. Transition to automated admit process- Admitted students reached a high point in Fall 2021, admitting 87% of FTF.

3. First-Time Freshman includes full-time and part-time students and excludes PSA. The Fall 2021 cohort included 82 students identified as Part-Time (approximately 8% of the cohort).

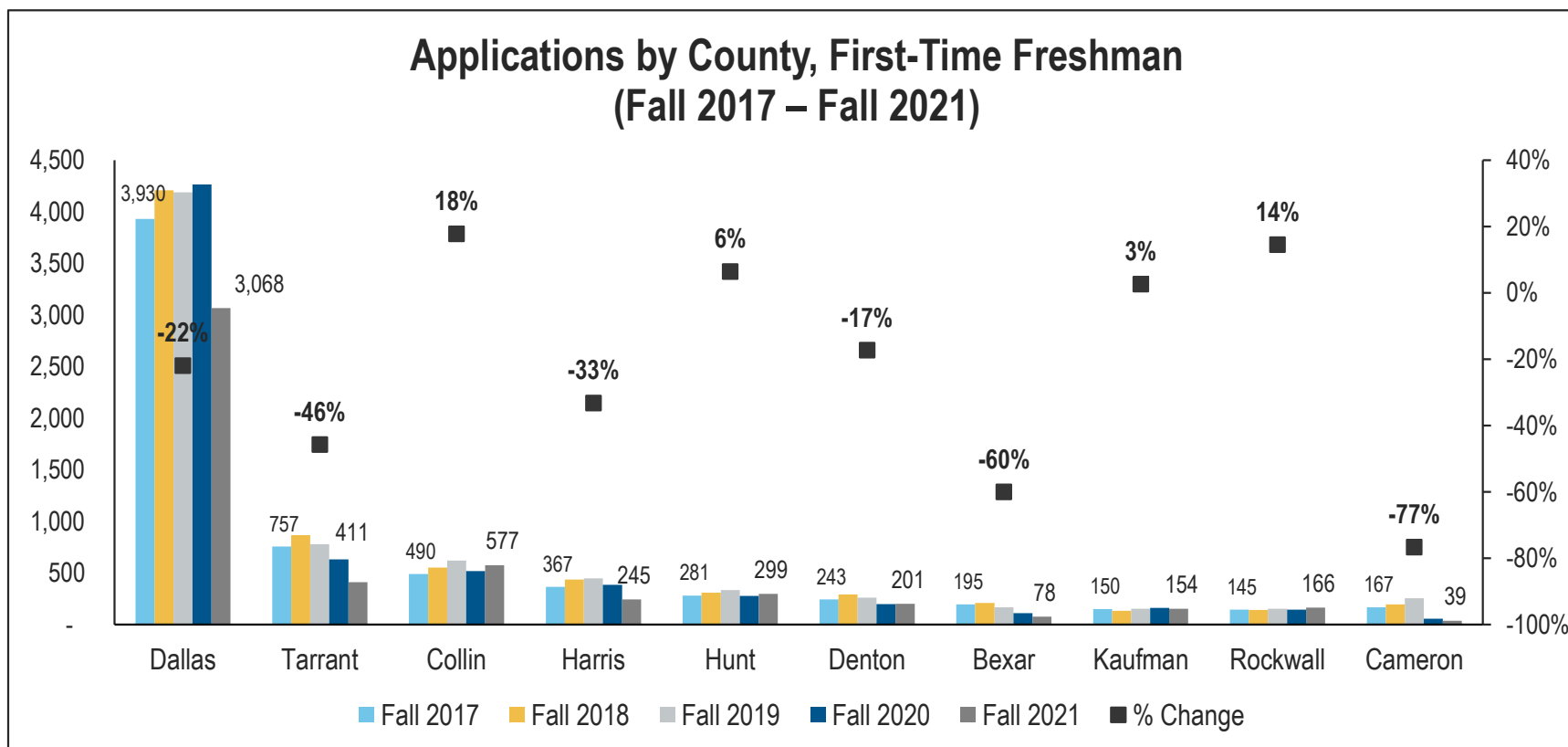
# FIRST-TIME FRESHMEN APPLICATIONS BY RACE

Students that identify as Latinx / Hispanic or Black / African American represent 72% of TAMUC's applicant pool, but as highlighted below – both populations have since significant declines in the last three years.



# FIRST-TIME FRESHMEN APPLICATIONS BY COUNTY

In the last five years, Dallas, Tarrant, and Collin counties are the largest feeder territories for TAMUC and make up 59% of TAMUC's applicant pool.

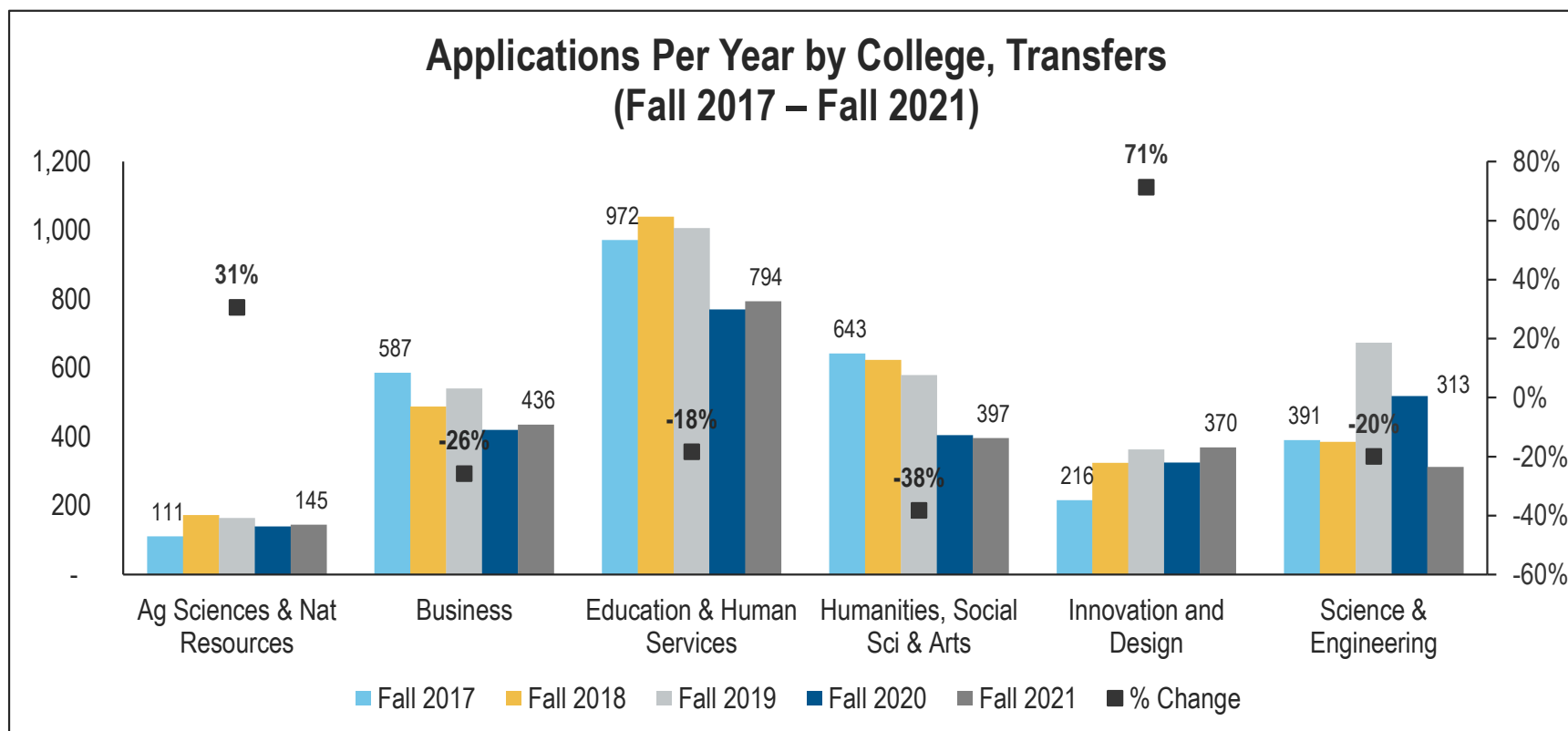




# TRANSFERS

## APPLICATIONS BY COLLEGE

At the program level, declines in demand are evident across Colleges, with the exception of the College of Innovation and Design.

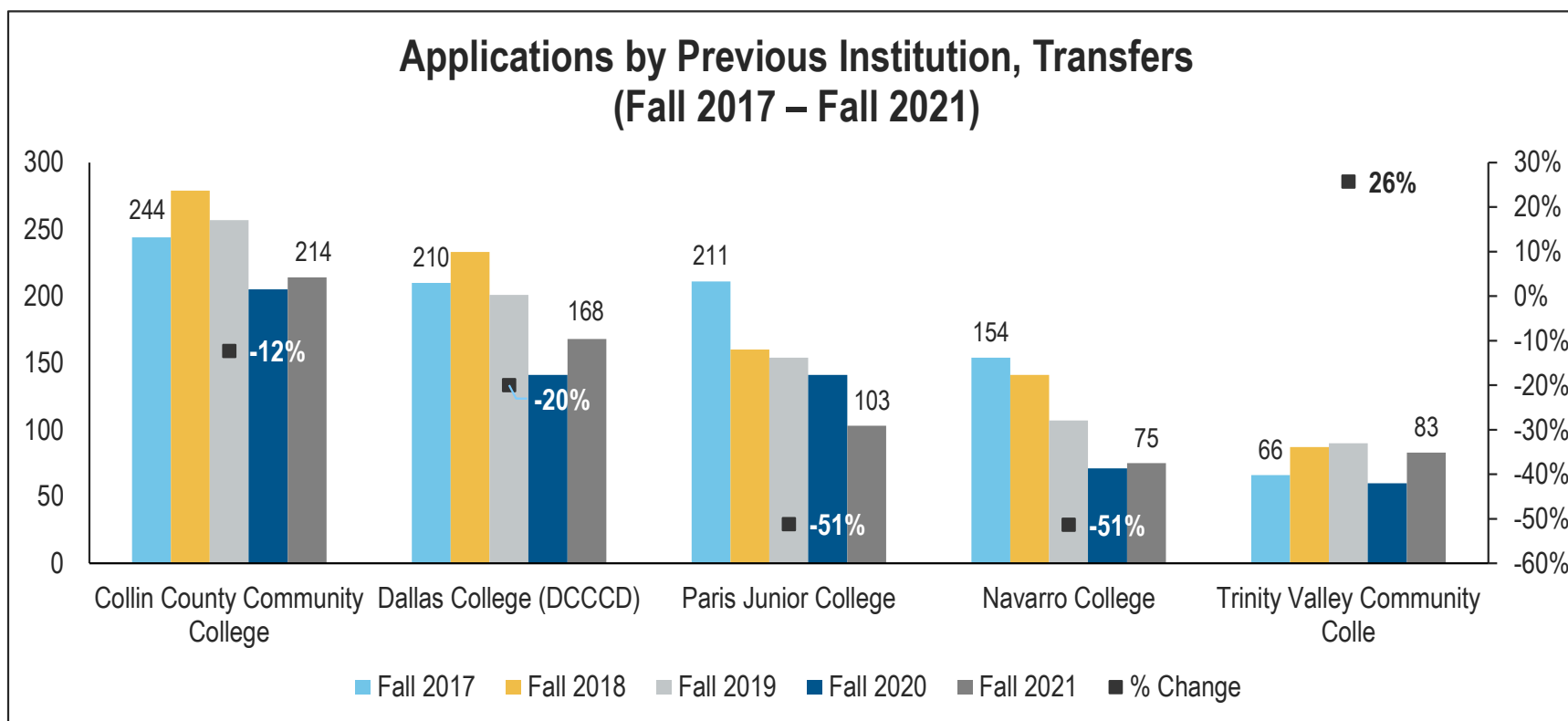


Source: Institutionally provided data

# TRANSFERS

## APPLICATIONS BY PREVIOUS INSTITUTION

The below community colleges account for the largest inbound transfer pipeline. Since 2017, there has been a cumulative 22% decline in applications from these five institutions.



**As TAMUC seeks to further its partnerships with local community colleges, there is a need to collectively assess its program pathways and ensure ease of transition from its partner schools.**

Source: Institutionally provided data

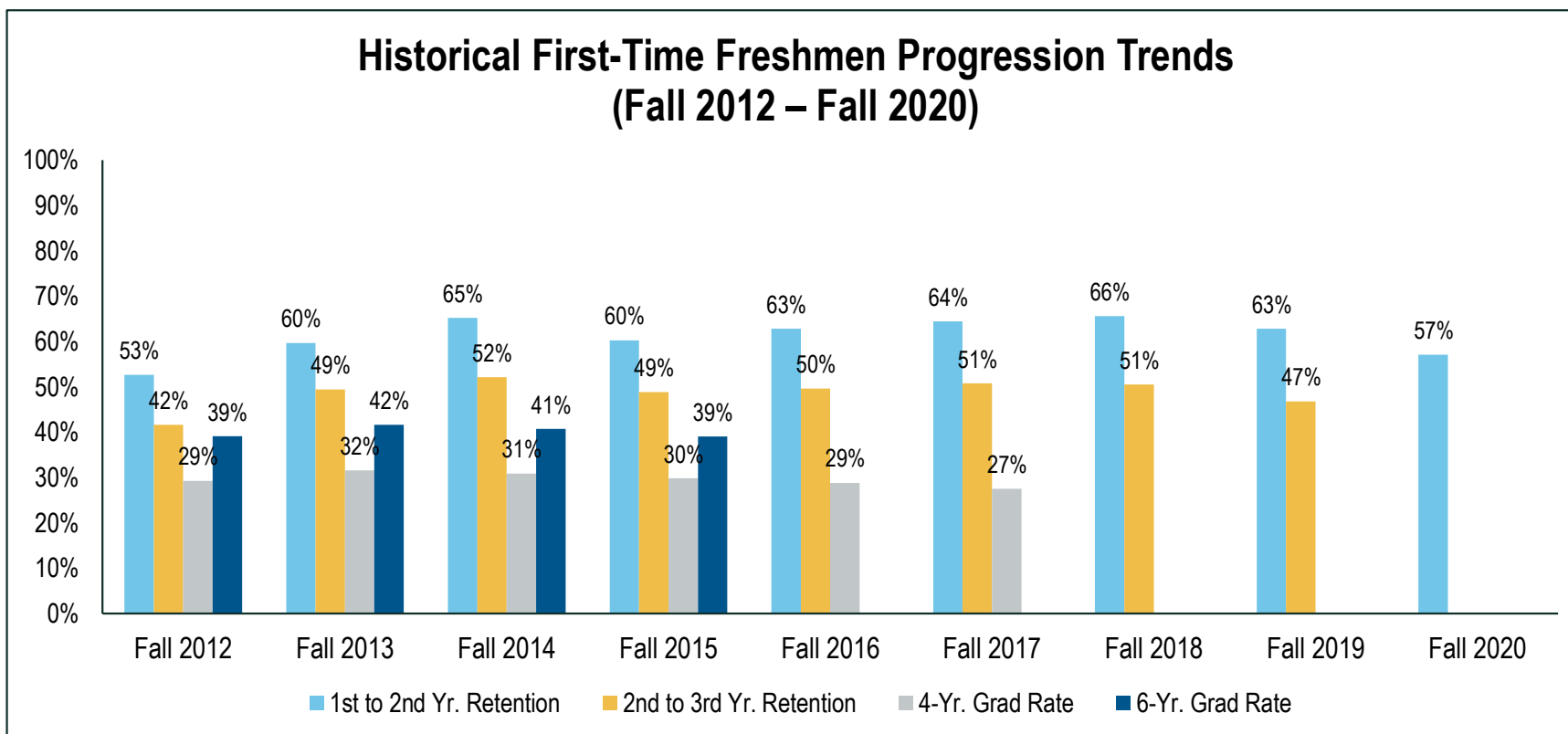


*What are the strengths and areas of opportunity for enhancing undergraduate student success at TAMUC?*

# FIRST-TIME FRESHMEN

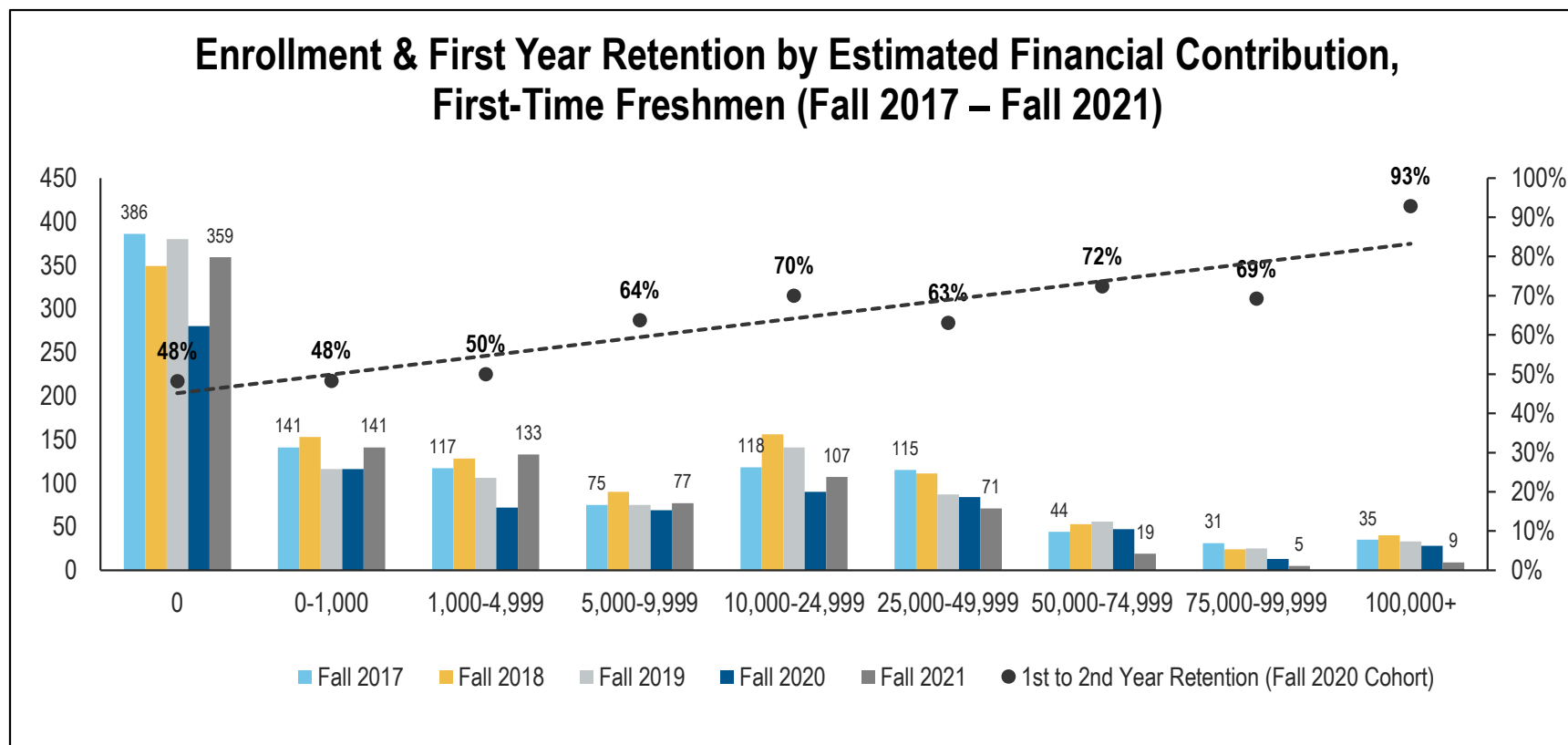
## PROGRESSION OUTCOMES – OVERALL TRENDS

Although first-year retention rates have seen gains over time, nearly half of first-time freshmen leave the institution by their third year.



# FIRST-TIME FRESHMEN ENROLLMENT BY EFC BANDS

TAMUC's largest enrollment pool report an estimated financial contribution of \$0 at time of entry. These students also retain at the lowest rates.



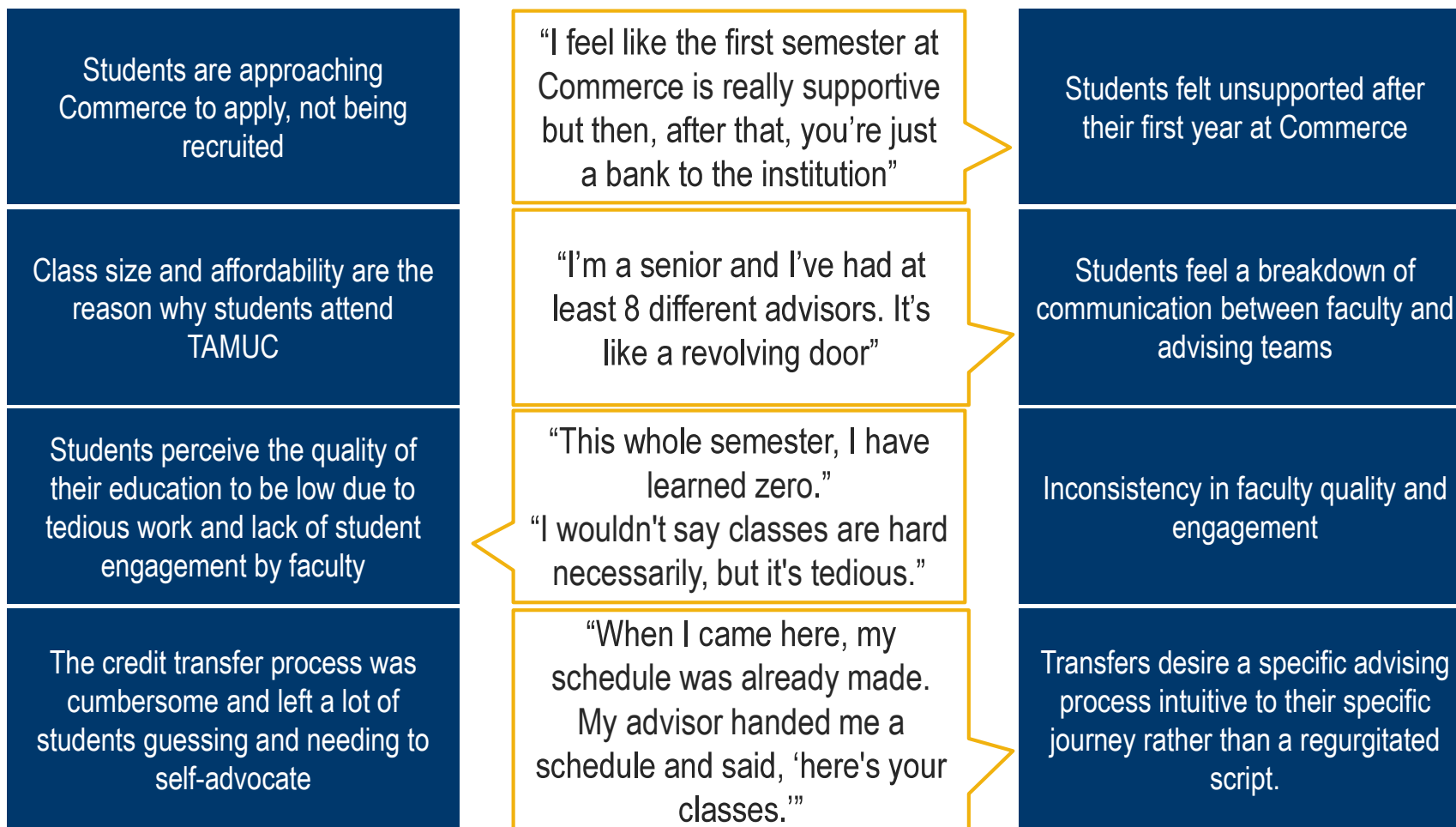
**While EFC measure's ability to pay, it is important to keep in mind a student's willingness to pay. This is directly aligned to a student's perception of value.**

1. Source: Institutionally provided data.  
 2. First-Time Freshman includes full time and part time students and excludes PSA.

# STUDENT FOCUS GROUPS

## THEMES & OBSERVATIONS – FIRST-TIME FRESHMEN & TRANSFER

First-Time Freshman and Transfer Students' primary concerns were around support services, perceived value and quality of education.

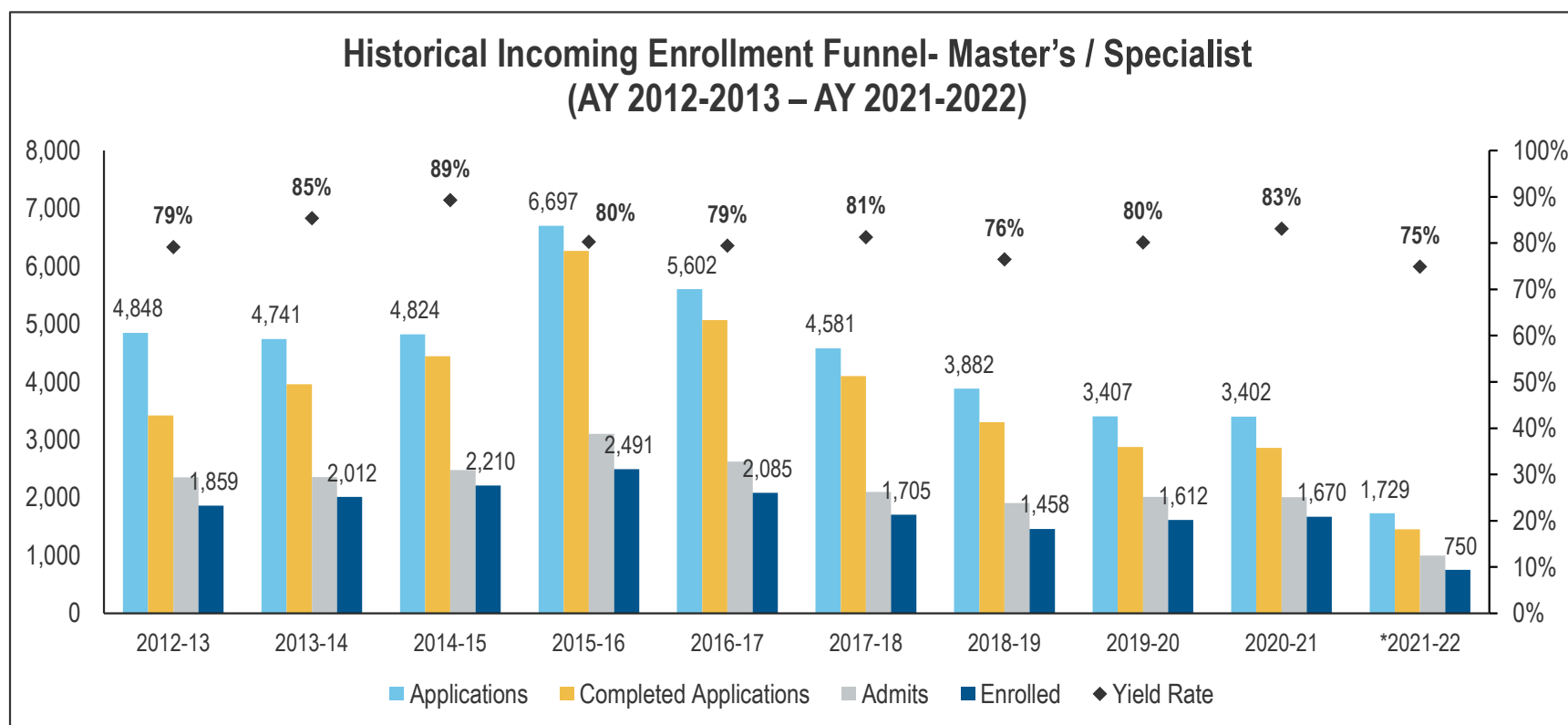




*How are Master's /  
Specialist degree  
students performing  
relative to  
undergraduates at  
TAMUC?*

# MASTER'S / SPECIALIST HISTORICAL ENROLLMENT FUNNEL- MASTER'S / SPECIALIST

Following a period of strong growth, TAMUC's Master's / Specialist incoming enrollment funnel has seen a contraction in applications and admitted students since the 2015-2016 academic year.



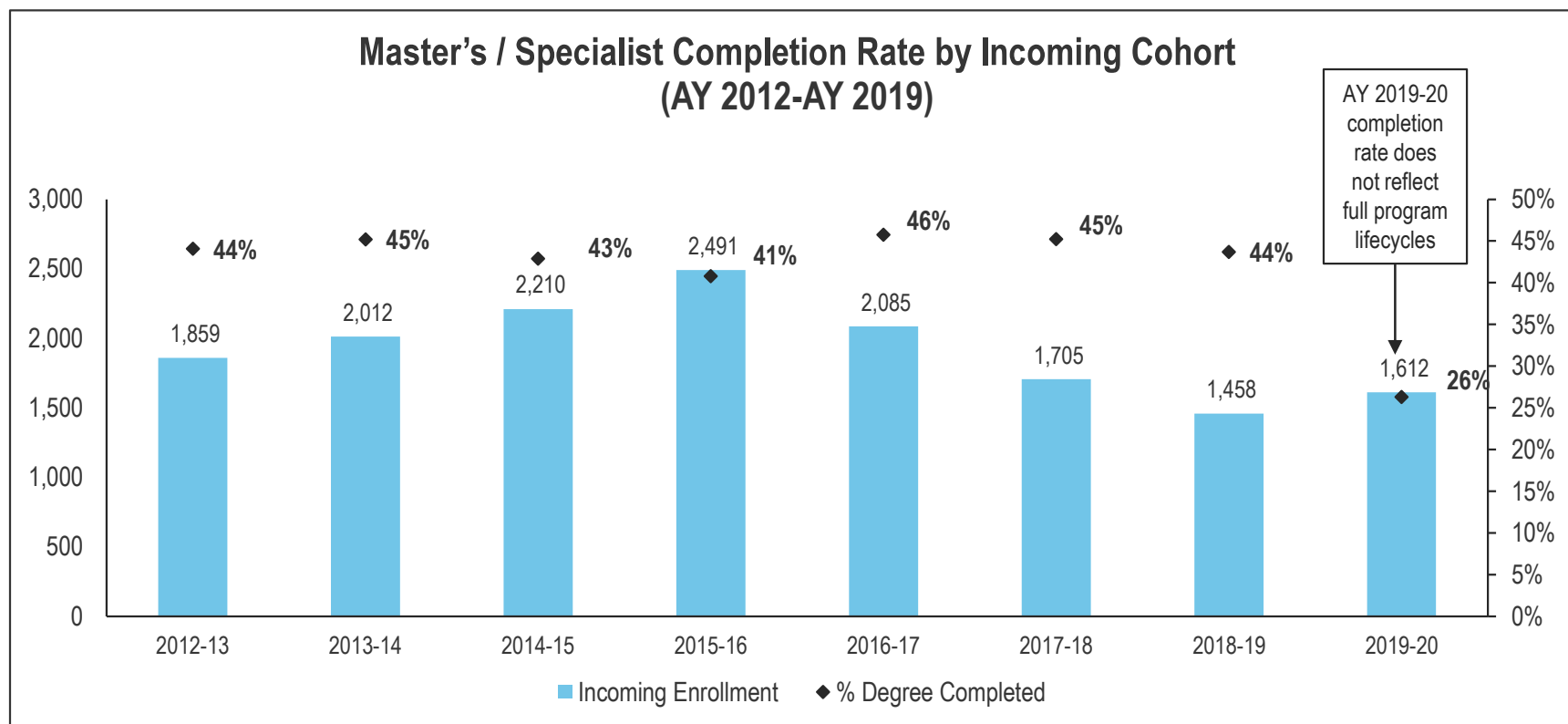
**These outcomes follow similar trends to TAMUC's undergraduate population – highlighting the need to deploy a targeted, multi-channel recruitment strategy as the regional population continues to grow.**

1. Institutionally provided data.  
2. \*AY 2021-22 only includes incoming Fall students



# MASTER'S / SPECIALIST COMPLETION RATE BY INCOMING COHORT

Since 2012, TAMUC has graduated an average of 44% of incoming students, and due to declining enrollments, fewer students go on to attain a master's degree.

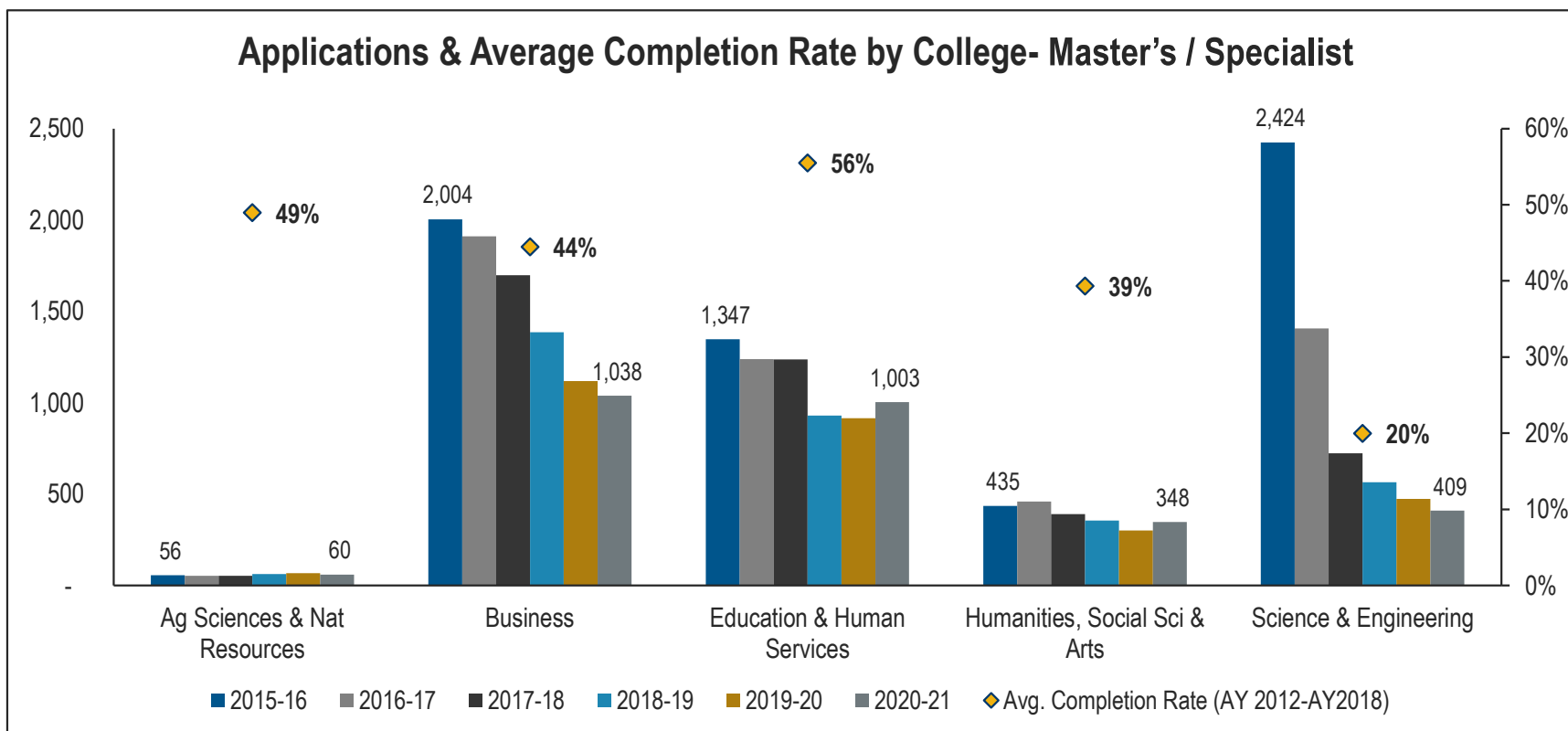


1. Institutionally provided data.
2. Student graduation date used as measure for completion.
3. Completion rate calculated by incoming cohort entry term, not total number of graduates by academic year. Each AY includes Fall – Summer entry terms.

# MASTER'S / SPECIALIST

## HISTORICAL ENROLLMENT FUNNEL- MASTER'S / SPECIALIST

In general, enrollment and progression trends for master's program vary widely across TAMUC's colleges. Most evident is the large swing in completion rates (36 pts.) for incoming students who do go on to enroll.

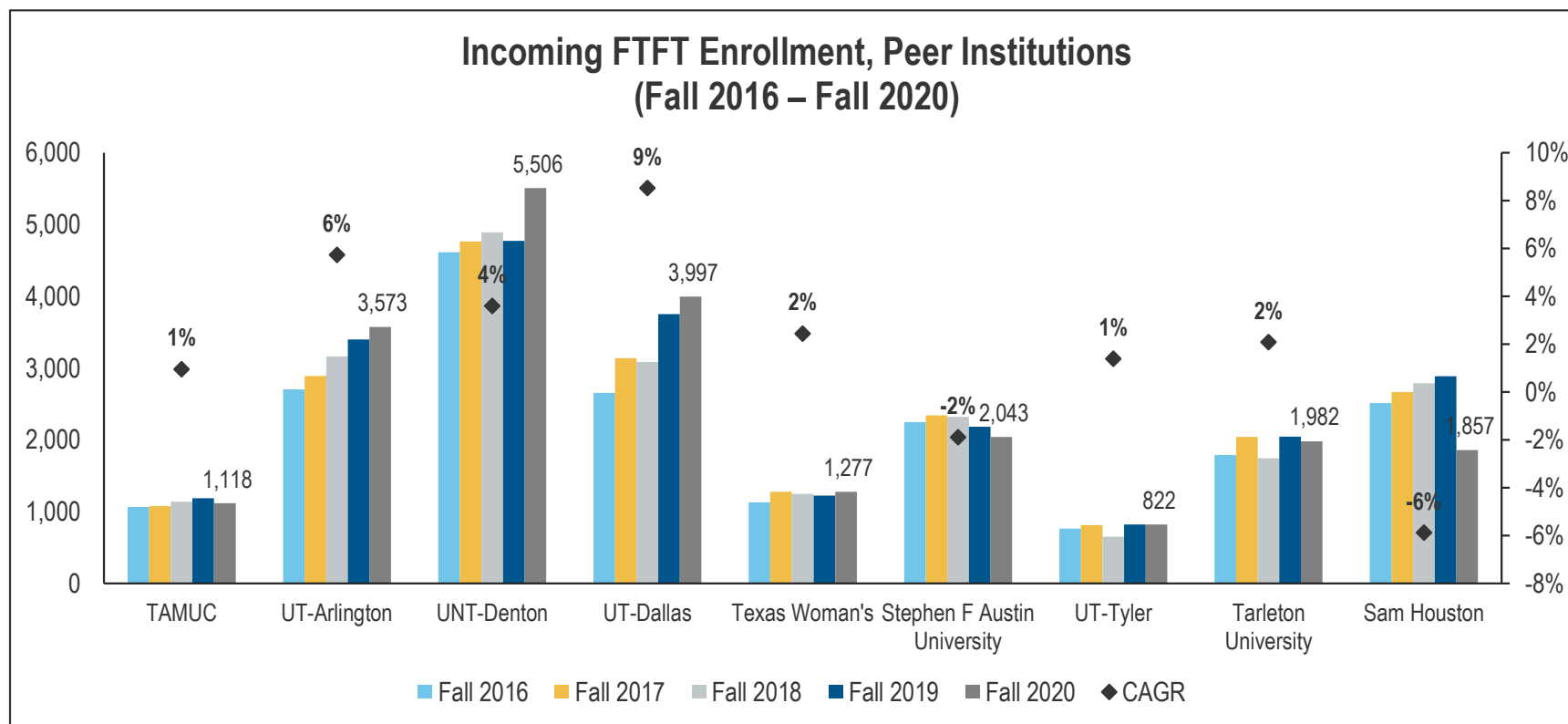




*How do TAMUC's enrollment & progression outcomes compare to its peers – at the undergraduate & graduate level?*

# FIRST-TIME FRESHMEN OUTCOMES OVERVIEW – PEER ENROLLMENT

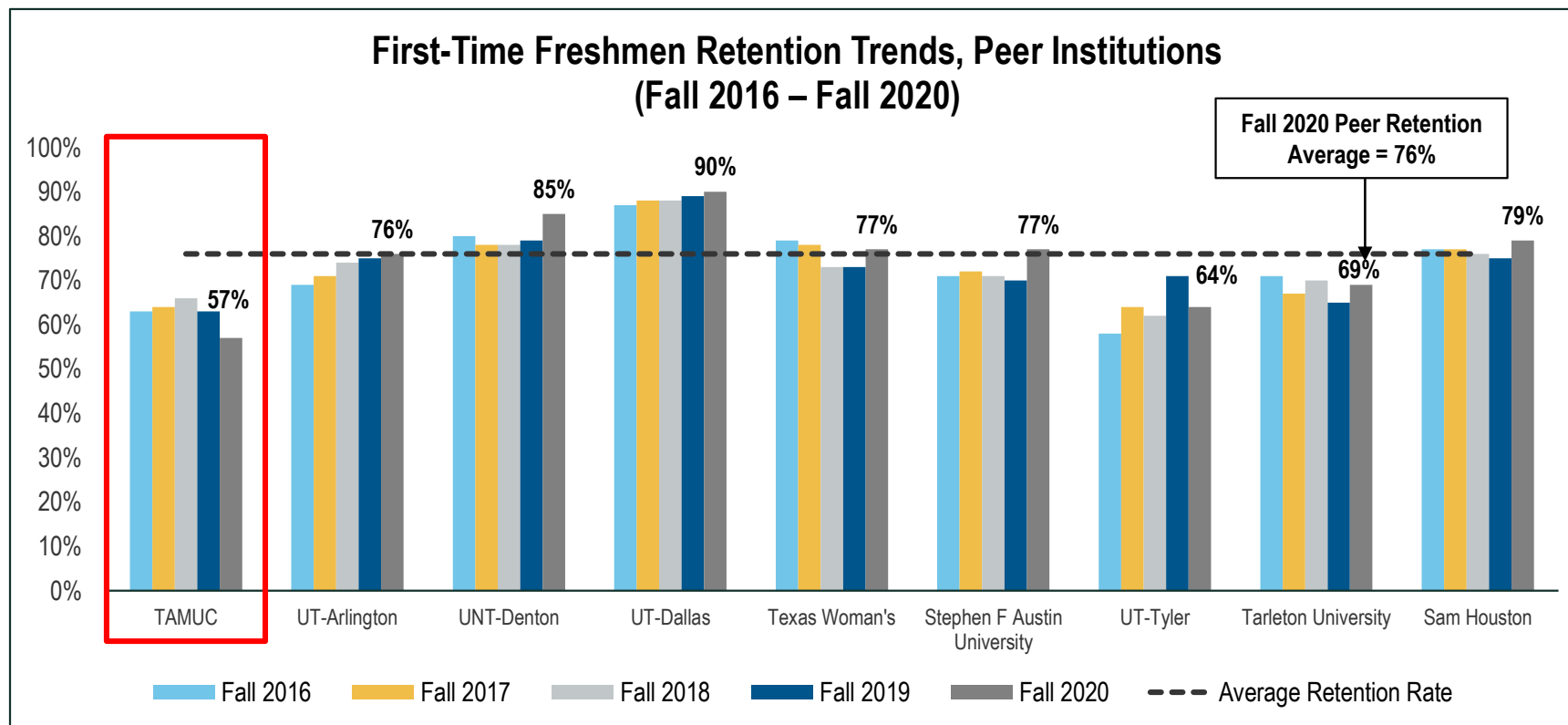
While TAMUC's undergraduate enrollment stayed relatively constant between Fall 2016 and Fall 2020, its local public peers saw significant growth annually.



Source: IPEDS Data Center

# FIRST-TIME FRESHMEN RETENTION TRENDS – PEER RETENTION

The incoming first-time freshmen Fall 2020 cohort for TAMUC’s peers retained, on average, at a rate of 76% - nineteen percentage points higher than TAMUC’s fall retention rate for that same year.

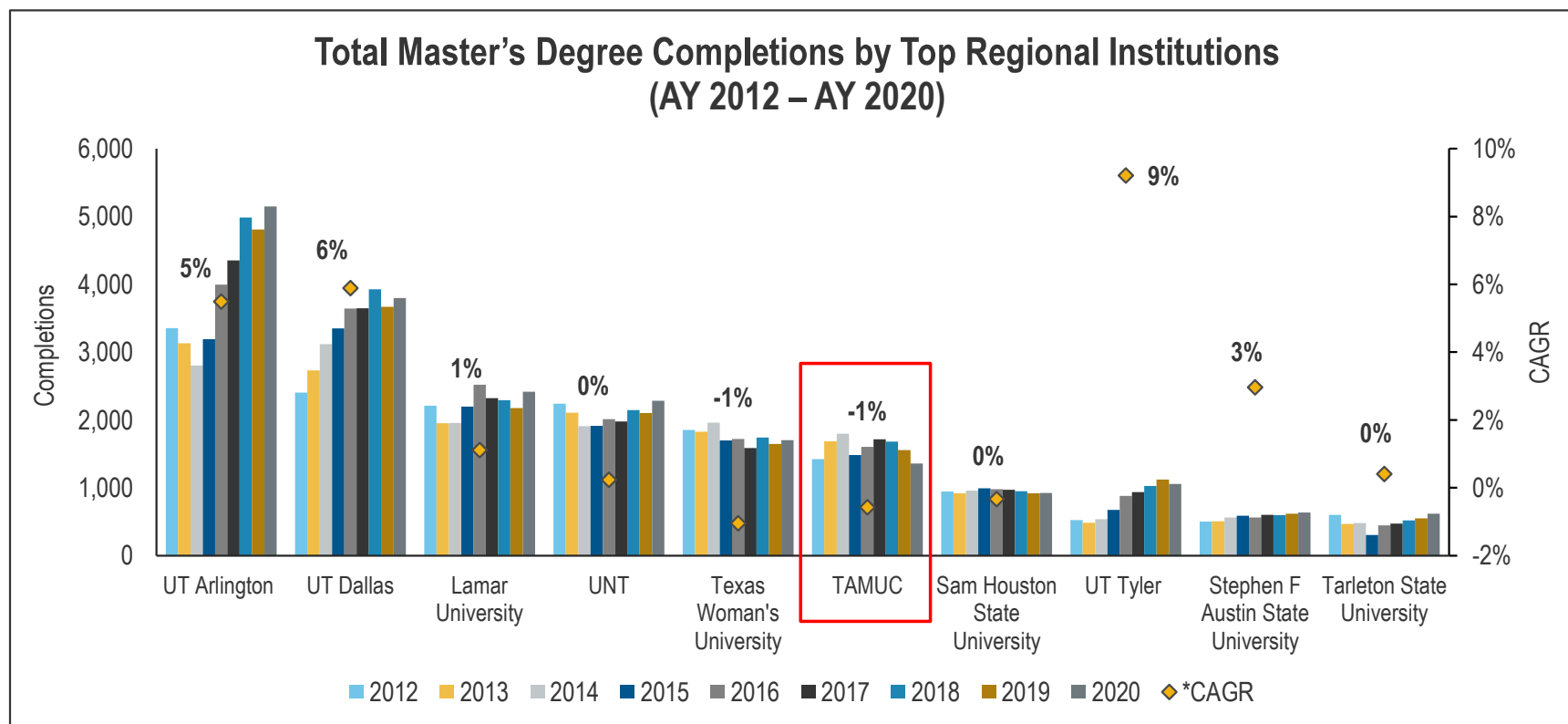


Source: IPEDS Data Center

# MASTER'S / SPECIALIST

## TOTAL MASTER'S DEGREE COMPLETIONS BY LOCAL PEERS

While most of TAMUC's regional peers have seen only slight shifts in master's level degree completions since 2012, UT Arlington and UT Dallas have experienced considerable growth – up 5% and 6%, respectively.



1. Data sourced from Emsi, an economic modeling platform, aggregating IPEDs completion data.
2. Graduate completions include Master's & Doctorate degrees and certificates awarded from AY 2012-2020.
3. CAGR = compound annual growth rate.

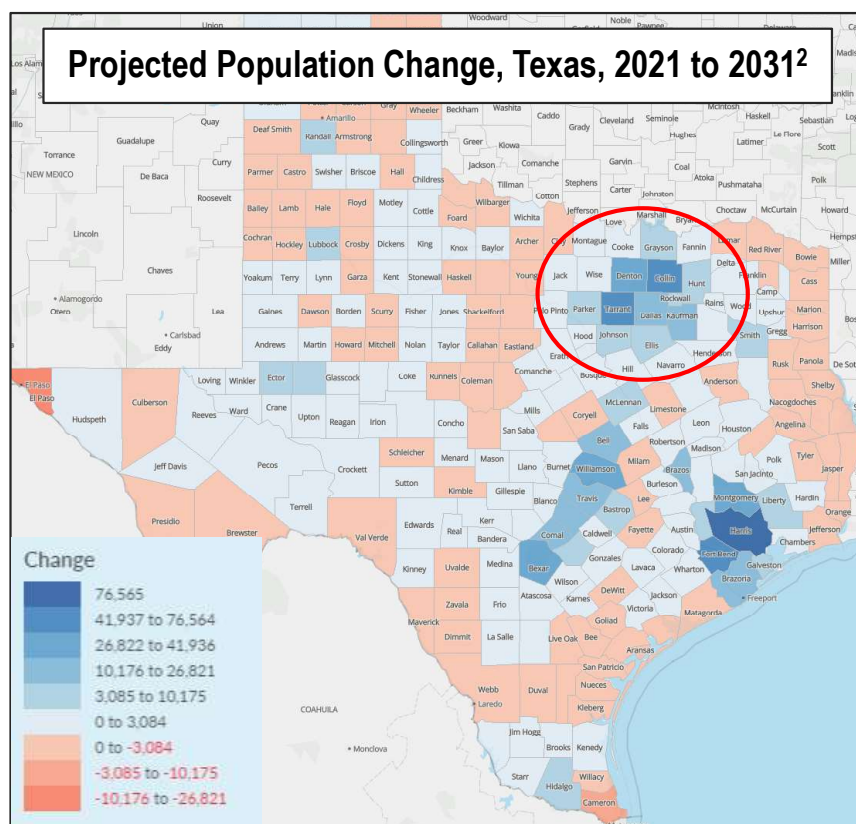


*Looking forward, how will incoming enrollment be impacted by local market trends?*

# MARKET POSITIONING ANALYSIS

## POPULATION GROWTH PROJECTIONS- TOP FEEDER MARKETS

Over the next 10 years, Texas will experience population growth across TAMUC's feeder markets for undergraduate and graduate students.



**Population Change – Top Feeder Markets<sup>2</sup>**

County	'16-'21 UG Enrolled	'16-'21 Master's Enrolled	Total Pop Change (Age 15-19)	Total Pop Change (Age 20-24)	Total Pop Change (Age 25-34)
Tarrant	324	516	+7,086	+18,303	+41,835
Collin	386	931	+11,754	+12,909	+39,284
Harris	147	351	+16,611	+35,920	+32,359
Dallas	1,887	1,785	(4,405)	+8,151	+23,220
Kaufman	217	226	+4,410	+3,893	+7,010
Rockwall	253	294	+1,879	+1,538	+3,511
Hunt	705	796	+1,230	+1,208	+2,713
Hopkins	236	145	(74)	+203	+353
<b>Total Population Change</b>				<b>+737,959</b>	

**As populations in these markets increase, competition will also be heightened, highlighting the need for TAMUC to focus on graduate program differentiators and local labor market needs.**

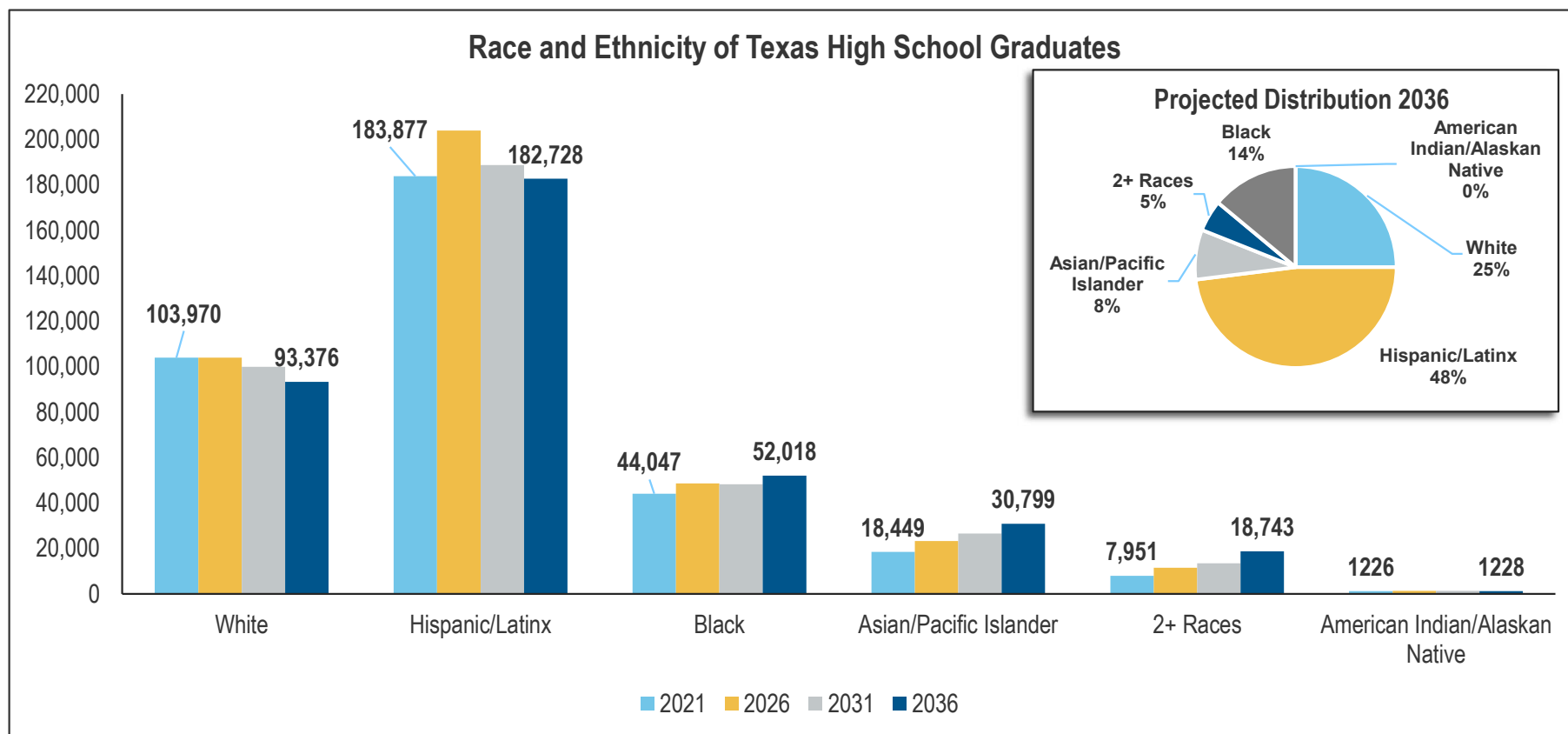
1. Total incoming Master's / Specialist enrollment between AY 2016 and AY2021. \*AY 2021-22 only includes incoming Fall students Data provided by TAMUC.
2. Population projections sourced from Emsi. Emsi is a comprehensive database that combines labor market, job posting, and education data sources ([www.economicmodeling.com](http://www.economicmodeling.com)).



# MARKET POSITIONING ANALYSIS

## DEMOGRAPHICS IN TEXAS HIGH SCHOOLS

Texas high school graduates will continue to become more diverse. By 2036, 75% of students will identify as BIPOC.



1. Source: WICHE Knocking on the College Door 2020 report.

# LABOR MARKET TRENDS

## TEXAS – OCCUPATIONS AND ACADEMIC PROGRAMS (BACHELOR)

The following occupational areas are projected to grow in the next 10 years in Texas. Business, technology and education professions will continue to dominate the market.

**Top 10 Texas Occupations Requiring a Bachelor’s Degree  
Projected Growth Rates, 2021-2031<sup>1</sup>**

Occupation	Number of Jobs (2021)	Number of Jobs (2031)	Growth Rate
Software Developers / Analysts	125,784	161,519	35,734 (28%)
General and Operations Managers	242,693	269,885	27,192 (11%)
Registered Nurses	229,622	247,140	17,519 (8%)
Elementary School Teachers	131,423	147,592	16,169 (12%)
Project Management Specialists and Business Operations	144,414	158,091	13,677 (9%)
Market Research Analysts	45,796	58,258	12,462 (27%)
Secondary School Teachers	97,750	109,924	12,174 (12%)
Personal Service Managers	80,652	92,059	11,407 (14%)
Accountants and Auditors	126,388	137,489	11,101 (9%)
Management Analysts	61,357	71,775	10,418 (17%)

**Top 10 Texas Academic Programs Based on Occupations  
2015-2019 Texas Conferrals – Bachelors' Degree**

Top 10 Academic Programs Based on Occupation	2015-19 Conferrals	2015-19 Trends
General Studies	12,047	
Business Administration and Management, General	29,295	
Registered Nursing/Registered Nurse	52,582	
Liberal Arts and Sciences/Liberal Studies	2,025	
Multi-/Interdisciplinary Studies, Other	47,153	
Psychology, General	33,567	
Accounting	23,300	
Biology/Biological Sciences, General	26,860	
Computer and Information Sciences, General	10,022	
Criminal Justice/Safety Studies	15,621	

**“Top 10 Texas Academic Programs” referenced are the top bachelor programs that individuals in these occupational areas pursued.**

≥ 6% growth  
 3 – 5% growth  
 ≤ 2% growth

1. Occupation projections and program data pulled from Emsi. Emsi is a comprehensive database that combines labor market, job posting, and education data sources ([www.economicmodeling.com](http://www.economicmodeling.com)).

# LABOR MARKET TRENDS

## TEXAS – OCCUPATIONS AND ACADEMIC PROGRAMS (GRADUATE)

The following occupational areas are projected to grow in the next 10 years in Texas. Health and education professions dominate the market.

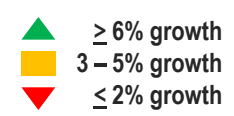
**Top 10 Texas Occupations Requiring a Graduate Degree**  
**Projected Growth Rates, 2021-2031<sup>1</sup>**

Occupation	Number of Jobs (2021)	Number of Jobs (2031)	Growth Rate
Postsecondary Teachers	129,943	146,780	+16,836 (13%)
Lawyers	63,995	71,446	+7,451 (12%)
Nurse Practitioners	16,424	23,395	+6,971 (42%)
Educational, Guidance, and Career Counselors and Advisors	29,584	33,591	+4,007 (14%)
Speech-Language Pathologists	15,097	18,733	+3,636 (24%)
Education Administrators, Kindergarten through Secondary	29,275	32,721	+3,447 (12%)
Physical Therapists	16,477	19,620	+3,143 (19%)
Physician Assistants	9,824	12,467	+2,642 (27%)
Physicians, All Other; and Ophthalmologists, Except Pediatric	26,417	28,969	+2,552 (10%)
Instructional Coordinators	20,217	22,681	+2,465 (12%)

**Top 10 Texas Academic Programs Based on Occupations**  
**2015-2019 Texas Conferrals – Master & Doctorate<sup>1</sup>**

Top 10 Academic Programs Based on Occupation	2015-19 Conferrals	2015-19 Trends
Educational Leadership and Administration, General	16,780	▲
Law	10,224	▼
Curriculum and Instruction	8,627	▲
Family Practice Nurse/Nursing	7,836	▲
Medicine	7,406	▲
Psychology, General	1,414	■
Liberal Arts and Sciences/Liberal Studies	791	■
Early Childhood Education and Teaching	502	▼
Registered Nursing/Registered Nurse	118	▼
General Studies	79	▼

**“Top 10 Texas Academic Programs” referenced are the top graduate programs that professionals in these occupational areas pursued.**



1. Occupation projections and program data pulled from Emsi. Emsi is a comprehensive database that combines labor market, job posting, and education data sources ([www.economicmodeling.com](http://www.economicmodeling.com)).



*How does TAMUC's current infrastructure support enrollment and student success goals?*

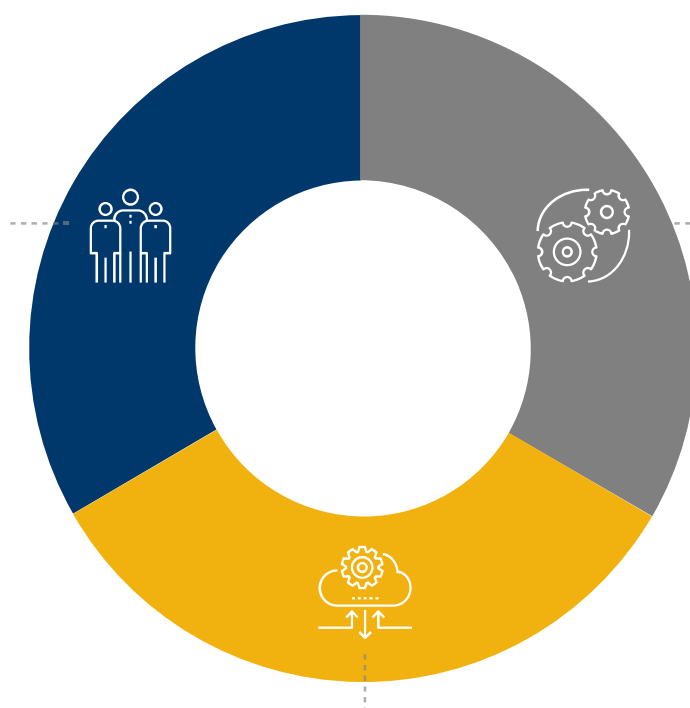
# TAMUC'S INFRASTRUCTURE

## AREAS OF OPPORTUNITY

The components below were identified during interviews with TAMUC leaders, faculty, and administrators as critical opportunity areas in supporting TAMUC's Strategic Enrollment Plan.

### PEOPLE

- Recruitment and student success **efforts are siloed**.
- TAMUC **lacks a coordinated and cohesive strategy** for supporting strategy enrollment and retention goals.
- TAMUC's SEP will not be successful without **buy-in and support across campus**.



### DATA & TECHNOLOGY

- Use of **technology is fragmented** and could be better integrated to support a more seamless student experience.

### PROCESS

- TAMUC's current market differentiator is focused on affordability, but **students question the value** of a TAMUC degree.
- Data is not being utilized to inform **strategic decision-making**.
- Goals for enrollment & student success are not **owned campus-wide**.



*Moving forward, what is TAMUC's vision for enrollment and student success?*

# SEP DEVELOPMENT POSITIONING STATEMENT

## SEP Positioning Statement

**Texas A&M University-Commerce transforms students' lives and promotes social mobility through world-class educational experiences driven by engaged faculty, innovative pedagogy, and multiple market-relevant program delivery modes**

### Integrated Enrollment Strategy

Develop a data-driven, integrated enrollment strategy inclusive of Enrollment Management, Marketing & Communications, and Colleges – incorporating actionable enrollment targets by College/Program and degree type.

### Culture of Student Success

Establish a culture of accountability in supporting student success at TAMUC by defining roles and responsibilities for campus stakeholders (e.g., Enrollment Management, Campus Life & Student Success, Colleges, Faculty, etc.) 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.

# SEP DEVELOPMENT

## NEXT STEPS

Below is a three-step process outlining how we will engage with TAMUC as we work towards finalizing and implementing the Strategic Enrollment Plan.







# Q&A