



Emerging Priorities Survey

The emerging priorities identified below were informed through Huron's interviews with TAMUC stakeholders and secondary research to gain a foundational understanding of TAMUC's strengths and areas of opportunity related to enrollment and student success. These themes will help guide the Huron team through the quantitative diagnostic to "pressure test" initial hypotheses. To that end, **Huron seeks your input as a member of the SEP Steering Committee in establishing TAMUC's priorities for enrollment and student success.**

Please select three of the emerging priorities identified below that you think are most important in enhancing enrollment and student success outcomes at TAMUC.

1. Enhance **TAMUC's brand in the DFW area** by investing resources to support enrollment and student success outcomes, with an emphasis on opportunities at Dallas College.
 - a. REVISED: *Grow TAMUC's **enrollment pipelines in the DFW area** by continuing to invest resources in targeted marketing, recruitment efforts, and student success outcomes – with an emphasis on area community colleges.*
2. Focus **recruitment efforts within the local community** – defined as Commerce and additional growth areas within Northeast Texas – to provide for community-specific educational needs.
 - a. REVISED: *Provide an **immersive student experience for on-campus Commerce students** by investing in the local community and aligning TAMUC resources to enhance and provide a robust campus environment.*
3. Develop a **data-driven, integrated enrollment strategy** inclusive of Enrollment Management, **Marketing & Communications**, and Colleges – incorporating actionable enrollment targets by College and program.
 - a. NOTE: *We changed this to "enrollment strategy" as we envision this as an overarching priority for both marketing and recruitment. Let me know if you agree.*
4. Establish a **culture of accountability in supporting student success** at TAMUC by defining roles and responsibilities for campus stakeholders (e.g., Enrollment Management, Dean of Students, Colleges, Faculty, etc.) to increase student progression.
5. Evaluate undergraduate and graduate academic programs and **re-align offerings to support market demand** – including by degree type, cost to deliver, and modality options.
6. Focus expansion of "**non-traditional**" **student and career pathways** including competency-based, professional program options, and **online modalities**.

Update for Steering Committee: November 2021

Subject Line: Strategic Enrollment Planning – Steering Committee Update

Dear Steering Committee,

We hope this finds you doing well. In advance of our upcoming Steering Committee meeting on December 15th, we would like to share updates on our strategic enrollment planning progress, outline initial themes from conversations with TAMUC stakeholders, and request your input in identifying emerging priorities for enrollment and student



success at TAMUC. After reading this email over the next week, **please complete this survey by Friday, December 10th.**

Stakeholder Engagement: To build a robust understanding of perceived strengths, opportunities, vision, and goals aligned to first-time in college, transfer, master's, and continuing students, Huron met with over 75 institutional stakeholders and conducted over 40 interviews over the last month. In doing so, the following high-level themes emerged from conversations that we plan to explore more in depth in our next meeting together:

- a. **Vision & Identity:** Recent strides have been taken to build TAMUC's brand, but TAMUC lacks a cohesive identity and vision for enrollment.
 - *How will TAMUC differentiate itself in an increasingly competitive market?*
- b. **Recruitment & Admissions:** Student enrollment has resulted by happenstance, without a coordinated strategy between Colleges and EM.
 - *Through the SEP process, enrollment goals and key performance metrics will be defined. How will TAMUC set enrollment targets and deploy a coordinated and intentional recruitment strategy?*
- c. **Affordability v. Value:** Stakeholders identify TAMUC's value proposition as affordability, but challenges around perceived "value" by students dilute that proposition.
 - *What needs to change to enhance the value of a TAMUC degree? How can this planning process and the SEP support the execution of those needs?*
- d. **Retention & Student Success:** TAMUC stakeholders share a common view that retention is the biggest challenge on-campus, but student success is not viewed as "everyone's job."
 - *Units on campus are employing successful strategies in supporting student retention, but these strategies are practiced in siloes. How can TAMUC incentivize the campus community to prioritize student success?*
- e. **Academic Experience:** Students seek further engagement with faculty and connection to academic programs.
 - *What alternative methods – inside and outside of classroom – can help TAMUC engage students to feel a connection to the University and their programs? How will TAMUC enhance the academic experience to differentiate itself among competitors?*
- f. **Program Offerings:** TAMUC offers curriculum options across various campus locations, degree types, and program modalities, but has not prioritized alignment of its portfolio with market demand or defined actionable enrollment goals.
 - *Through the quantitative analysis, we will analyze enrollment and progression trends across TAMUC's programs, as well assess the external market to identify educational gaps based on labor market demands. Where do you see the need for change across TAMUC's academic portfolio (e.g., Sunsetting outdated programs, program modifications, course scheduling changes, or redefining program development needs).*

Focus Groups: In order to test our understanding of decision-making factors and to ensure the voice of the student is represented in our analysis, we plan to host student focus groups on campus and online the week of 12/6. They will consist of FTF, Transfer and Master's / Specialist students.



TEXAS A&M UNIVERSITY
COMMERCE

Texas A&M University - Commerce
Strategic Enrollment Planning

Steering Committee Update



Descriptive Data Analysis: Huron has worked closely with Texas A&M Commerce aggregate data from undergraduate and graduate admissions, financial aid, enrollment, and faculty compensation data. This data will inform a comprehensive enrollment and retention data deep-dive to identify factors, such as students who are most likely to apply and enroll at TAMUC and those most at risk of attrition. We look forward to sharing these findings during our next meeting along with a financial aid optimization assessment.

Our best,

The Huron Team