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STRATEGIC ENROLLMENT PLAN

Draft as of 03.17.22
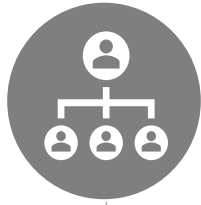
TABLE OF CONTENTS

SEP Critical Enablers

FOUNDATIONS OF THE PLAN
CRITICAL ENABLERS

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.

Shared Accountability Model	Marketing & Communications	Data & Technology
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**.	A clear and coordinated marketing, messaging, and communication strategy is the vehicle through which TAMUC **creates awareness with prospective students across all segments**.	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 critical enablers will provide direction and recommendations related to each of these areas in order to realize the full benefits of the Plan.

CRITICAL ENABLERS
SHARED ACCOUNTABILITY

Creating shared accountability with clear roles and responsibilities related to enrollment and retention are critical components to the success of the subsequent SEP priorities, initiatives, and key action items.

Observations

- There is not a coordinated strategy for student recruitment between the Colleges, EM, and MarCom. This leads to fragmented recruitment efforts that can be counterproductive.

- There is no collective goal-setting for enrollment resulting in generic recruitment efforts, unsupported by academic departments and faculty.

- There is apathy– leading to a lack of accountability, siloed initiatives, actions, and outcomes.

- Many on campus believe that the Division of Enrollment Management is solely responsible for admissions across undergraduate programs, but this should be a shared responsibility in partnership with Deans, faculty, and staff across campus.

Goals

- To identify and implement a governance model that will support the execution of a comprehensive enrollment plan.

- To develop clear and manageable roles and responsibilities throughout all of enrollment & retention processes.

- To implement a unified enrollment strategy that takes into account TAMUC's enrollment vision and desired outcomes.

- To maximize TAMUC's limited resources (human and financial) to achieve its enrollment and student success goals.

- To reduce siloed actions and decision-making as it relates to TAMUC's enrollment.

Continued

CRITICAL ENABLERS
SHARED ACCOUNTABILITY

The recommendations below are focused on (1) laying the foundation for TAMUC leadership to implement the SEP and execute a plan of action, and (2) create an environment of accountability and collaboration.

Recommendations

- *(NT)* Establish a governance structure to ensure decision-making is in alignment with TAMUC's enrollment goals and desired outcomes.

- *(NT)* Develop and communicate clear roles and responsibilities across undergraduate and graduate leadership and key partners.

- *(NT)* Building from the Undergraduate Recruitment Committee, formalize a Strategic Enrollment Council that is responsible for setting and monitoring incoming enrollment and retention targets and the costs associated with these targets in alignment with our timeline, academic programs, and long-term SEM goals. They will lead discussions across all student segments to foster a collaborative approach, allowing for shared resources, ideas, and support when needed – creating a culture of shared accountability for enrollment.

- *(MT)* Develop the infrastructure to support a culture of student success that is executed across university functions and provide support resources to enhance the student experience.

Timeline Definitions

- **Near – Term (NT)**: Within the next 1-5 months
- **Mid – Term (MT):** Within the next 6-10 months
- **Long – Term (LT):** Within the next 11-24 months

Proposed Strategic Enrollment Council Members

- **VP of Enrollment Management**
- **Associate Provost (Academic Leadership)**
- **VP of Inclusion**
- **VP and Chief Financial Officer**
- **ED of Marketing & Communications**
- **Extended University**
- **College Deans**

Council to report to Executive Team including the President & Provost quarterly

CRITICAL ENABLERS
MARKETING & COMMUNICATIONS

Marketing and Communications is a critical aspect in driving brand awareness and consistent messaging in the market, but requires a collaborative effort with campus partners to re-envision TAMUC's value proposition.

Observations
- Expectations and engagement with Marketing & Communications vary by college.
- Digital marketing campaigns have been a primary driver for recruitment efforts across TAMUC but lack a data-driven strategy to identify target markets aligned to enrollment growth opportunities.
- Prospective student marketing tends to be a one-size-fits-all approach and does not highlight the varied student populations or programs at TAMUC.

Goals
- To develop a comprehensive budget in alignment with long-term SEM goals that integrates marketing and communications efforts between external partners, TAMUC Marketing & Communications, Enrollment Management, and colleges.
- To attract a more diverse audience and build an affinity for TAMUC and what it offers as an institution.
- To streamline the development of marketing and communications to prospective students – including identifying priority needs in alignment with actionable goals.

Recommendations
- *(NT)* Clarify expectations around marketing enrollment functions including roles/responsibilities of all parties involved.
- *(MT)* Review current governance and priorities related to Marketing spend and allocate a comprehensive budget toward SEP efforts that will allow for a more strategic university wide approach.
- *(MT)* Strategic Enrollment Council to ensure that an enrollment marketing program (focused on demand generation, outreach, conversion to application, and yield) is established and outcomes monitored in support of enrollment strategy"
- *(MT-LT)* Re-evaluate current partnerships to ensure that all goals, scope, and outcomes align with TAMUC's goals.

CRITICAL ENABLERS
DATA & TECHNOLOGY

TAMUC has already begun to identify opportunities to improve data governance and technology gaps with the SEP's implementation. Continuing to evaluate, monitor, and enhance these capabilities will be important.

Observations

- There is a lack of consistent tracking and reporting due to varied data definitions and data sources.

- There is a sense that data is available, but many campus constituents say it is hard to access or tailor to their specific needs.

- Data is not used effectively to inform data-driven decision-making to impact enrollment goals.

- The tools used by units across campus to engage and track prospective students do not support a seamless transition or experience resulting in fractured data sets and additional processing.

- The use of TAMUC's technology is not institutionalized – resulting in fragmented student support strategies.

Goals

- To maximize TAMUC's technology tools that it has invested in, to date, and consider future investments to transform the student experience.

- To improve the governance of data – including defining data definitions, data stewards, and identifying a strategy for utilizing data to inform decision-making.

- To align people, technology, and data to the strategic and enrollment goals of the institution.

Continued

CRITICAL ENABLERS
DATA & TECHNOLOGY

The recommendations below are focused on (1) creating a governance structure to support TAMUC's data and technology goals, and (2) harness current data to inform enrollment and student success goals.

Recommendations

- *(NT)* Create a Data Insights Team – inclusive of Center for IT Excellence, Institutional Effectiveness & Research, Enrollment Management, Academic Affairs (Provost and Deans), Finance & Administration, and Campus Life and Student Success – to develop a strategic enrollment data strategy for tracking admissions, enrollment, and student progression data to inform recruitment and retention efforts.

- *(NT)* Data Insights Team to develop data governance standards for enrollment, financial aid, and retention data management and reporting – including defining a standardized set of data definitions, reporting policies and practices, and data access roles for campus staff and faculty.

- *(MT)* Develop student success-related data dashboards for colleges and departments that allow TAMUC to monitor outcomes and inform proactive support efforts.

- *(MT-LT)* Invest resources to optimize technology that TAMUC has already procured, e.g., EAB, Target X. Ensure ongoing training is provided for users.

- *(LT)* Integrate academic performance and cocurricular engagement data and knowledge to strengthen the proactive approach to identify students facing challenges.

- **(LT)** Build a data warehouse for capturing point-in-time enrollment data of incoming and continuing students – including bio/demo information / admissions data from TargetX (all applied students) and enrollment data from Banner – to inform enrollment and retention reporting (including real-time dashboards).

Timeline Definitions

- **Near – Term (NT)**: Within the next 1-5 months
- **Mid – Term (MT):** Within the next 6-12 months
- **Long – Term (LT):** Within the next 12-24 months

Strategic Priorities

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 PRIORITIES
INITIATIVES & ACTION ITEMS: *EXAMPLE*

The sample template below defines components of the SEP action plan and will guide the roadmap for implementation.

	Action Item	Owner(s) / Contributors	Target Student Segment(s)	Resource Needs	Effort Level	Timeline
1.1		Owner(s) Contributor(s)	Prioritized segments will be indicated	Potential investment, reallocation, or external support needs	Change management Impact to TAMUC organization	Near-Term: 0-5 months Mid-Term: 6-12 months Long-Term: 12-24 months
1.2						
1.3						

Definitions

- **Action Items** – Activities required to begin work on the priority and any other initiative

- **Owner(s) / Contributors** – Who should lead and/or drive the action(s) of this initiative? Who needs to be involved?

- **Target Student Segment(s)** – What student segment or subsegment is this initiative or action item directed towards?

- **Resource Needs** – Is an investment required and if so, how significant is this investment?

- **Effort Level / Change Management** – Is the activity easily completed in conjunction with normal daily operation, or does it require coordination and dedicated efforts?

- **Timeline** – When should this initiative / action be deployed? Within the next six months? 1-2 years? 3-5 years?

**Integrated
Enrollment
Strategy**

STRATEGIC ENROLLMENT PLAN
INTEGRATED ENROLLMENT STRATEGY

Priority 1: Develop a data-informed, campus-wide enrollment strategy with measurable evidence of impact to create sustainable growth across all programs.

Desired Outcomes

- Identify clear, total enrollment targets by student segment as part of the unified enrollment vision
- Determine and allocate appropriate financial incentives and resources needed to achieve enrollment targets

Metrics to Measure

The following are metrics that should be monitored and measured to ensure progress on each action item over the five-year strategic enrollment plan.

Student segments:
- FTF 6%-8% enrollment growth from Fall 2021 cohort of 921
- Transfer 5%-7% enrollment growth from the Fall 2021 cohort of 936
- Graduate 2%-5% enrollment growth from the academic year 2020-2021 cohort of 1670

All populations (FTF, Transfer, & Master's)
- *3%-5% percentage-point increase in yield rate*
- *10%-15% percentage-point increase in completed applications*

Initiatives to Pursue

- **Initiative 1 –** Establish a system of accountability to enable a data driven enrollment strategy

- **Initiative 2 –** Enhance TAMUC's brand and strengthen market presence

- **Initiative 3 –** Drive demand through a robust student search process

- **Initiative 4 –** Harness partner relationships to expand TAMUC recruitment efforts

STRATEGIC ENROLLMENT PLAN
INTEGRATED ENROLLMENT STRATEGY

The chart below represents the sequencing of the various action items associated with each Priority 1 related initiative.

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.	■		
1.2 Identify recruitment representatives within each college /department to 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
INTEGRATED ENROLLMENT STRATEGY

Initiative 1- Establish a system of accountability to enable a data-driven enrollment strategy

	Action Item	Owner(s) / Contributors	Target Student Segment(s)	Resource Needs	Effort Level	Timeline
1.1	Building from the Undergraduate Recruitment Committee, formalize a Strategic Enrollment Council ("SEC") comprised of VP of Enrollment Management, President, Provost, College Deans (including Graduate School), Extended University and ED of Marketing & Communications to identify enrollment targets by entry term, college, and student segment and report to cabinet on quarterly basis.	Owner(s): VP of EM & Provost Contributor(s): Deans, Marketing & Communications, Admissions, President	All student segments	Low	Medium	Near-Term
1.2	Deans to identify recruitment representatives within each college and/or department to liaise with Undergraduate Admissions, the Graduate School, and Marketing & Communications to inform program-focused recruitment and yield strategies. [3]	Owner(s): SEC Contributor(s): Deans, Marketing & Communications, Admissions	All student segments	Low	Medium	Near-Term
1.3	In conjunction with the Data Insights Team, develop undergraduate and graduate enrollment dashboards for regular tracking and reporting, tailored by internal audience[1]. Use these to inform strategies throughout the recruitment and admissions cycle.	Owner(s): Data Insights Team Contributor(s): EM, Deans, Marketing & Communications, Provost, President	All student segments	Low	Medium	Mid-Term
1.4	Led by the Strategic Enrollment Council, identify informed recruitment & retention targets utilizing TAMUC's predictive enrollment model. Align targets with future-focused financial metrics including net tuition revenue and instructional costs[2].	Owner(s): SEC Contributor(s): EM, Deans, Provost, President, Finance & Administration	All student segments	Low	Medium	Mid-Term
1.5	In conjunction with Finance & Administration, explore opportunity to establish college-based incentives aligned to enrollment performance objectives (e.g., additional faculty lines, college-based student support resources, etc.).	Owner(s): SEC, Finance & Administration Contributor(s): Provost, President	All student segments	High	High	Long-Term

1. Prioritize dashboard needs by audience – Ex: MarComm to have specific and personalized lead generation and conversion metrics.
2. Projected revenue to be broken down by funding source – e.g., tuition revenue vs. state appropriations.
3. if faculty are identified as representatives, P&T credit should be aligned.

STRATEGIC ENROLLMENT PLAN
INTEGRATED ENROLLMENT STRATEGY

Initiative 2- Enhance TAMUC's brand and strengthen market presence

	Action Item	Owner(s) / Contributors	Target Student Segment(s)	Resource Needs	Effort Level	Timeline
2.1	Develop differentiated, market-specific value propositions (applied learning and career outcomes) for target recruitment markets; focus on geographic (Dallas) and demographic qualities to enhance experience customization.	Owner(s): Deans Contributor(s): Faculty, Marketing & Communications, EM	All student segments; Deans to identify priority programs	Low	Medium	Near-Term
2.2	Create a TAMUC alumni campaign to highlight career mobility of a TAMUC degree – sharing alumni backgrounds, why they chose TAMUC, how it helped their career, and where they are now.	Owner(s): Alumni Relations, Career Development Contributor(s): Deans, Faculty, VP for Inclusion	All student segments	Medium	High	Mid-Term
2.3	Utilize a multi-channel approach (social media, texting, email) to drive TAMUC website traffic and create landing pages that target key populations – transfer, parents, Dallas-area professionals, CBE, students of color – to learn about TAMUC program offerings and degree outcomes.	Owner(s): Marketing & Communications Contributor(s): SEC	Identified in action item	Medium	Medium	Mid-Term
2.4	Leverage faculty industry experience and create "Ted Talk" style videos that are available through digital channels that highlight TAMUC's world class faculty. Content should be aligned to priority academic offerings and market demand.	Owner(s): Marketing & Communications Contributor(s): Deans, Faculty, IT	TAMUC to identify priority segments	Medium	High	Long-Term
2.5	Invest in an institution-wide CRM to be the source of record for all constituent engagement – including prospective & current students, parents, alumni, community members – to manage outbound communications, evaluate effectiveness of engagement strategies, and harness lifelong relationships with TAMUC constituents.	Owner(s): IT Contributor(s): Marketing & Communications	All segments	High	High	Long-Term

STRATEGIC ENROLLMENT PLAN
INTEGRATED ENROLLMENT STRATEGY

Initiative 3- Drive demand through a robust student search process

	Action Item	Owner(s) / Contributors	Target Student Segment(s)	Resource Needs	Effort Level	Timeline
3.1	Conduct a recruitment ROI assessment[1] of each student segment type to determine the strength of prospect and admitted student pools and identify target markets / key audiences as "right-fit students" (territory, demographics, programmatic)	Owner(s): Admissions Contributor(s): SEC, Marketing & Communications	All student segments	Low	Low	Near-Term
3.2	Utilize consumer data to supplement list acquisition data to deploy tailored marketing campaigns to prospective students with a higher likelihood of conversion.	Owner(s): Admissions Contributor(s): SEC, Marketing & Communications	First-time Freshmen	Medium – consumer data must be purchased	Medium	Mid-Term – roll-out for Spring / Fall 2023
3.3	Launch short, mobile-enabled polls and surveys to identify "affinity" and intent to enroll of applied students to focus recruitment strategy – including financial aid awarding and melt mitigation tactics.	Owner(s): Admissions Contributor(s): SEC, Marketing & Communications	All student segments	Medium – may need to engage vendor	Medium	Mid-Term
3.4	Utilize TargetX to deploy custom yield strategy for admitted students by tracking engagement and developing an engagement scoring framework – broken down by geography, race, academic interest, etc. – to segment further follow-up.	Owner(s): Admissions Contributor(s): SEC, Marketing & Communications, IT	All student segments	Medium – may need to engage vendor	Medium	Mid-Term

1. ROI refers to recruitment activity results – identify which high schools, territories, events, etc. results in high engagement, applications, yield, etc. This can also include outsourced recruitment activities including prospective student list acquisition, digital marketing, etc.

STRATEGIC ENROLLMENT PLAN
INTEGRATED ENROLLMENT STRATEGY

Initiative 4- Harness partner relationships to expand TAMUC recruitment efforts

	Action Item	Owner(s) / Contributors	Target Student Segment(s)	Resource Needs	Effort Level	Timeline
4.1	Inventory and coordinate opportunities at a secondary level including partner relations and co-curricular program opportunities (Pre-Collegiate Development Program, concurrent and dual enrollment, school/college summer camps, etc.) to drive demand in pipeline development of target markets.	Owner(s): SEC Contributor(s): EM, Extended University, colleges	Undergraduate	Low	Low	Mid-Term
4.2	Work closely with TAMUC faculty, student ambassadors, or alumni to target lost admit high schools[1]. Engage these schools with a current student/alumni visit to highlight applied learning and career opportunities, or a Faculty Speakers Bureau – a program showcasing the university's faculty and academic programs to high school students through a local campus presentation on the faculty member's expertise.	Owner(s): Admissions Contributor(s): SEC, Marketing & Communications	Undergraduate	Medium	Medium	Mid-Term
4.3	Partner with Marketing and Communications, Alumni Relations, and Campus Life & Student Success to grow the Alumni Ambassador program and launch newly revamped "Lion Ambassadors" – including current students and alumni. Identify subgoals in support of student pipeline development in target markets by offering 1:1 mentorship and peer support.	Owner(s): Campus Life & Student Success, Graduate School Contributor(s): Marketing & Communications, Alumni Relations, Current Students	Undergraduate & Graduate	Medium	Medium	Mid-Term

1. High schools with strong applicant demand, but low yield rates.

Culture of Student Success

STRATEGIC ENROLLMENT PLAN
CULTURE OF STUDENT SUCCESS

Priority 2: Establish a culture of accountability in supporting student success at TAMUC by defining roles and responsibilities for campus stakeholders to increase student progression.

Desired Outcomes

- Identify actionable retention and completion targets by student segment
- Define roles and responsibilities across University departments to support student progression
- Identify and monitor "at-risk" student predictors

Metrics to Measure

The following are metrics that should be monitored and measured to ensure progress on each action item over the five-year strategic enrollment plan.

- FTF and Transfer 4%-7% retention increase from Fall 2020 retention rate of 57% and 54%

- FTF and Transfer 5%-8%-year completion rate increase from Fall 2017 completion rates of 27% and 49%.

- FTF and Transfer 5%-8% 6-year completion rate increase from Fall 2015 completion rates of 39% and 54%.

- Masters 6%-8% completion rate increase from Academic Year 2018-2019 completion rate of 44%.

Initiatives to Pursue

- **Initiative 5 –** Map the path to student success

- **Initiative 6 –** Develop student-centric support services

- **Initiative 7–** Providing proactive support for "at-risk" students

- **Initiative 8 –** Redefine the advising model

STRATEGIC ENROLLMENT PLAN
DYNAMIC ACADEMIC EXPERIENCE

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
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"[1] 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

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.	▉		
7.2	Align a subset of the current advisors – including professional advisors and faculty mentors – to provide scaffolded support to students admitted with support.		▉	
7.3	Evaluate degree pathways and recommend first-year course plans across each College.	▉		
7.4	Evaluate course options to ensure flexibility for students working full-time.		▉	
7.5	Build an action team comprised of staff and faculty across campus to identify "at-risk" behaviors utilizing TAMUC academic performance and engagement data .		▉	
7.6	At-Risk Action Team to develop intervention strategies and an accountability model aligned to defined "at-risk" variables.		▉	
8.1	Establish integrated advising model and identify required touchpoints for professional advisors and faculty mentors.	▉		
8.2	Implement case management approach to advising, monitor students and identify common interventions.		▉	
8.3	Create baseline advising experiences for all students and identify staff / faculty roles and responsibilities in support.		▉	
8.4	Expand peer advising in central advising center for Tier 1 student support.		▉	
8.5	Institutionalize the use of EAB navigate and standardize inputs and early alerts.			▉

STRATEGIC ENROLLMENT PLAN
CULTURE OF STUDENT SUCCESS

Initiative 5- Map the path to student success

	Action Item	Owner(s) / Contributors	Target Student Segment(s)	Resource Needs	Effort Level	Timeline
5.1	Assess critical "milestones" in the student lifecycle from point of inquiry through graduation by student segment – beginning with FTFT, Transfer, Grad, Online, CBE – through a mapping exercise. Assess for gaps and key points in the lifecycle where we "lose" students (e.g., summer melt of admitted students, after midterms, between 1st & 2nd year, etc.).	Owner(s): Student Success Action Team Contributor(s): University-wide	Begin with Fall 2022 FTF, TR, Master's cohort	Medium	Medium	Near-Term
5.2	Create student milestone maps for each student segment that outline the successful progression of students through each "milestone" (e.g., meets w/ advisor, registers for next term).	Owner(s): Student Success Action Team Contributor(s): University-wide	All student segments	Medium	Medium	Mid-Term
5.3	Identify proactive student support touchpoints (e.g., required advisor meeting) throughout the student lifecycle and establish handoffs for engagement across the university to help guide students through each milestone of their TAMUC career.	Owner(s): Student Success Action Team Contributor(s): University-wide	All student segments	Medium	High	Mid-Term
5.4	Clearly define roles and responsibilities of university departments (administration & academic affairs) across each student segment milestone map to allow for a seamless student experience.	Owner(s): Student Success Action Team Contributor(s): University-wide	All student segments	Medium	High	Mid-Term
5.5	Expand Lion Ambassador program – continuing students to act as "onboarding stewards"[2] for first-year students – identifying critical points of engagement throughout the first year and hosting on-campus events to enhance sense of belonging.	Owner(s): Student Success Campus Life & Student Success Contributor(s): Students	Undergraduate	High	High	Mid-Term
5.6	Identify "predictors"[1] that would signal an intervention for students who are at-risk of not progressing to the next milestone (e.g., hasn't filed FAFSA for next academic year), and create strategies for intervention including defining accountability across the university.	Owner(s): Student Success Action Team, IER Contributor(s): Campus Life	All student segments	Low	Medium	Mid-Term

1. Analyze historical data – including admissions and academic performance data – to "score" students at the time of admission and continue to "re-score" each academic term. TAMUC to identify risk levels based on scoring model.
2. Small scholarships can be offered to stewards as incentives. Consider expanding stewardship beyond the first-year after an initial pilot period.

STRATEGIC ENROLLMENT PLAN
CULTURE OF STUDENT SUCCESS

Initiative 6- Develop student-centric support services

	Action Item	Owner(s) / Contributors	Target Student Segment(s)	Resource Needs	Effort Level	Timeline
6.1	Deploy a centralized, student-centric philosophy for supporting current student needs by re-envisioning an on-campus center(s) and virtual support network that is the "front door" for TAMUC student services[1] – providing front-line customer service from Student Support Specialists, acting as a gateway to Financial Aid & Scholarships, Registrar, Student Accounts, Academic Success Center, and Student Success Teams.	Owner(s): Action Team Contributor(s): Financial Aid & Scholarships, Advising, Academic Success Center, Registrar, Campus Life & Student Success	Begin w/ UG, sequence other populations thereafter	High	High	Mid-Term
6.2	Institute a University wide "high touch experience" policy that includes solution-oriented practices – including institutionalizing a standard of returning email and phone communication within 24 hours.	Owner(s): Action Team Contributor(s): University-wide	All student segments	Low	Medium	Near-Term
6.3	Establish a triage model for solving student concerns – Student Support Specialists to act as Tier 1-level support, while Tier 2 designated staff are responsible for ultimate resolution if concerns are escalated.[2]	Owner(s): Action Team Contributor(s): University-wide	Begin w/ UG, sequence other populations thereafter	Medium	Medium	Mid-Term
6.4	Deploy a Transfer Success Team within the re-envisioned student center (see 6.1) focused on providing in-depth support for Transfer students – including cross-training with Financial Aid & Scholarships, Registrar, and Advising.[3]	Owner(s): Action Team Contributor(s): Financial Aid & Scholarships, Advising, Registrar	Transfers	Medium	Medium	Mid-Term
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. A case management system would allow for tracking student interactions and creating "tickets" to support follow-up outside of business hours or based on availability.	Owner(s): Enrollment Management Contributor(s): University-wide	All student segments	High	High	Long-Term

1. Recommend deploying comprehensive center on Commerce campus and providing help desk at Dallas site for students to connect virtually with TAMUC advisors.
2. TAMUC will need to define escalation framework for triage – including identifying what is consider Tier 1 and Tier 2.
3. Transfer Support Specialist also to support credit articulation and articulation processes for admitted / incoming students.

STRATEGIC ENROLLMENT PLAN
CULTURE OF STUDENT SUCCESS

Initiative 7- Providing proactive support for "at-risk" students

	Action Item	Owner(s) / Contributors	Target Student Segment(s)	Resource Needs	Effort Level	Timeline
7.1	Expand the use of academic indicators from applicant data (e.g., HS GPA, predictive course grades, etc.) to create an "at-risk" scoring model – identifying students who may benefit from structured support during their first year and coordinate programming starting from time of admission.[1]	Owner(s): Action Team Contributor(s): IER, Admissions, Registrar, Financial Aid & Scholarships	All incoming student segments; begin with UG	Medium	Low	Near-Term
7.2	Identify a cohort of advisors – including professional advisors and faculty mentors – to provide scaffolded support to students admitted with support, including creating a tailored onboarding program and engagement timeline from time of admission through their second year.	Owner(s): Action Team Contributor(s): University-wide	Begin with FTF & TR	High	High	Mid-Term
7.3	Evaluate degree pathways and recommend first-year course plans across each College to alleviate risky combinations and increase likelihood of first year success for incoming students.[2]	Owner(s): Action Team Contributor(s): Department Chairs, Registrar	Begin with FTF & TR	Low	Medium	Near-Term
7.4	Following initiative 7.3, create term-by-term course sequencing options that provide flexibility for students working full time.	Same as 7.3	All segments	Low	Medium	Mid-Term
7.5	Build an action team comprised of staff and faculty across campus – including Campus Life & Student Success and Academic Affairs – to identify "at-risk" behaviors of continuing students utilizing TAMUC academic performance and engagement data (e.g., students with a GPA < 3.25 after first term) to inform automated "flags" in EAB Navigate.	Owner(s): At-Risk Action Team, Academic Affairs Contributor(s): CLSS, Academic Affairs, IER, Registrar, Financial Aid	All continuing student segments; begin with UG	Medium	Medium	Mid-Term
7.6	At-Risk Action Team to develop intervention strategies and an accountability model aligned to defined "at-risk" variables, including providing ongoing training and support for university staff and faculty.	Owner(s): At-Risk Action Team Contributor(s): Academic Affairs, Faculty, CLSS	All continuing student segments; begin with UG	Medium	High	Mid-Term

1. Create admit code for identifying students admitted with support.
2. Begin with identifying "risky" course patterns for incoming FTFT and transfer students. After a one-year pilot, expand to focus on full degree plans – outlining course combinations not to take in the same term.

STRATEGIC ENROLLMENT PLAN
CULTURE OF STUDENT SUCCESS

Initiative 8- Redefine advising model

	Action Item	Owner(s) / Contributors	Target Student Segment(s)	Resource Needs	Effort Level	Timeline
8.1	Establish an integrated advising approach through the central advising center – defining an accountability model for professional advisors and faculty mentors. Building from the milestone maps (initiative 5.2), identify required advisor / mentor touchpoints throughout the student lifecycle.	Owner(s): Assc. Provost, Dean of Students Contributor(s): Advisors, Faculty, Action Team	UG students	Medium	High	Near-Term
8.2	Develop a case management approach to student advising – the professional advisor acting as case manager and relationship "owner," tracking student progress and identifying interventions, as needed.	Owner(s): Assc. Provost, Dean of Students Contributor(s): Advisors, Faculty, Action Team	UG students	Low	High	Mid-Term
8.3	Create standards and baseline advising experiences for all students with clear roles and responsibilities for initiating proactive communication with students, required advising touchpoints, and supporting potential interventions.	Owner(s): Assc. Provost, Dean of Students Contributor(s): Advisors, Faculty, Action Team	UG students	Low	Medium	Mid-Term
8.4	Embed upper-class students as peer advisors[1] in the advising center to support Tier 1 student questions (initiative 6.3) and provide assistance with "at-risk" student interventions.	Owner(s): Action Team Contributor(s): Advisors, Faculty, CLSS	UG students	Medium	Medium	Mid-Term
8.5	Institutionalize the use of EAB Navigate[2] university-wide to support student success related initiatives for undergraduate students. This includes utilizing Navigate to record notes from advising appointments, early alert inputs from faculty, and developing student success dashboards to streamline ongoing monitoring of caseloads.	Owner(s): CLSS, Action Team Contributor(s): Advisors, Faculty, Academic Affairs	UG students	Medium	High	Long-Term

1. Peer advisors to be hired as student workers and compensated appropriately.
2. TAMUC should also consider evaluating CRM platforms that provide enhanced integrations and full lifecycle management.

Dynamic Academic
Experience

STRATEGIC ENROLLMENT PLAN
DYNAMIC ACADEMIC EXPERIENCE

Priority 3: Develop a dynamic academic experience that offers innovative degree options – through versatile modality and program types – and is aligned to market demands and student needs.

Desired Outcomes

- Increase student's willingness to pay for TAMUC degree through proven outcomes
- Provide diversified options across campus locations and modalities
- Enhance student-faculty engagement

Initiatives to Pursue

- **Initiative 9 –** Enrich the student experience through faculty engagement.

- **Initiative 10 –** Build the infrastructure to support academic innovation.

- **Initiative 11 –** Leverage external partnerships to drive applied learning and community engagement

Metrics to Measure

The following are metrics that should be monitored and measured to ensure progress on each action item over the five-year strategic enrollment plan.

- New programs developed/introduced in alignment with budget and long-term SEM goals.
- Percent of students who are Employed Full Time/pursuing higher level degrees after graduation.
- Number of new corporate/employer partnerships
  - Numbers of students enrolled based on partnership
  - Student outcomes from partnership programs

STRATEGIC ENROLLMENT PLAN
DYNAMIC ACADEMIC EXPERIENCE

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
9.1	Evaluate faculty effort model across colleges and standardize model to incorporate a student retention component.		■	
9.2	Define expectations of faculty 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.			■

SEP INITATIVES
DYNAMIC ACADEMIC EXPERIENCE

Initiative 9- Enrich the student experience through faculty engagement

	Action Item	Owner(s) / Contributors	Target Student Segment(s)	Resource Needs	Effort Level	Timeline
9.1	Evaluate faculty effort model across colleges and standardize model to incorporate a student retention component[1] that allows for the potential to utilize a course offload option to support student retention-related activities (e.g., advising, tutoring, career coaching, etc.).	Owner(s): Provost Contributor(s): Deans, Faculty	All student segments	High	Medium	Mid-Term
9.2	Define expectations of faculty in supporting student retention-related activities including clarifying advising loads, student touchpoints, data collection & reporting processes (EAB Navigate), and end-of-term evaluation policies.	Owner(s): Provost Contributor(s): Deans, Faculty	All student segments	Low	Low	Near-Term
9.3	Expand TAMUC's Office of Academic Technology – or engage an external partner – to enhance instructional design resources for faculty to identify innovative tools for engaging the modern student – focused on enhanced learning outcomes and personalized engagement.	Owner(s): IT Contributor(s): Deans, Faculty, Provost	All student segments	High	High	Mid-Term
9.4	Utilize technology to enhance and track success of one-on-one relationships between faculty and students – including enabling personalized communications through CRM/LMS or text messaging software at mass scale.	Owner(s): IT[2] Contributor(s): Faculty, Advising, Enrollment Management	All student segments	High	High	Long-Term
9.5	Review faculty evaluation criteria and include student assessment to ensure teaching is student-centric and promoting degree progression. Identify incentives for recognizing strong faculty to build student-centric culture.	Owner(s): Provost Contributor(s): Deans, Faculty	All student segments	Medium	Low	Mid-Term

1. This is to be defined separate from a "service" component within TAMUC's faculty effort model; Should be offered to tenure and non-tenure full-time faculty.
2. IT to own the identification of technology to support.

SEP INITATIVES
DYNAMIC ACADEMIC EXPERIENCE

Initiative 10- Build the infrastructure to support academic innovation

	Action Item	Owner(s) / Contributors	Target Student Segment(s)	Resource Needs	Effort Level	Timeline
10.1	Establish an Academic Innovation Team ("AIT") including the President, Provost, Deans, Enrollment Management, and Extended University who will evaluate potential options for growth of high demand programs – including modality considerations, time to degree acceleration, customized learning pathways / degree options, etc. – and conduct analysis of appropriate expectations for lower demand programs	Owner(s): Assc. Provost Contributor(s): President, Provost, Deans, EM, Extended University	All student segments; prioritize non-traditional programs & grad	Low	Medium	Near-Term
10.2	Academic Innovation Team to conduct a program demand gap analysis – assessing regional labor market trends and aligned program offerings across the institution – to identify gaps and or demand needs that TAMUC can meet through current or envisioned programs.	Owner(s): AIT Contributor(s): Deans, Faculty, Extended University, SEC	All student segments	Medium	Medium	Near-Term
10.3	Work with Deans and their departments to inventory and/or establish program differentiators – focused on experiential / applied learning opportunities and outcomes – to promote in target student markets.	Owner(s): AIT Contributor(s): Deans, Faculty, Marketing & Communications, SEC	All student segments; define prioritization	Medium	Medium	Mid-Term
10.4	Conduct a comprehensive academic portfolio analysis to set baseline metrics for credit production, enrollment, and cost to deliver. Continue to monitor progress towards growth goals and identify actionable targets annually.	Owner(s): AIT Contributor(s): Deans, Faculty, Extended University, IER, SEC	All student segments	Low	Low	Mid-Term
10.5	Utilize Academic Innovation Action team to incentivize[1] and facilitate modifications to existing programs – including managing the pipeline for new program design, marketing, and launch to market (including acting as liaison between Colleges and Marketing & Communications).	Owner(s): AIT Contributor(s): Deans, Faculty, Extended University, Marketing & Communications, SEC	All student segments	High	High	Long-Term

1. While incentives may be needed upfront to support development costs – incentives to be focused on outcomes (e.g., progression and completion rates).

SEP INITATIVES
DYNAMIC ACADEMIC EXPERIENCE

Initiative 11- Leverage external partnerships to drive applied learning and community engagement

	Action Item	Owner(s) / Contributors	Target Student Segment(s)	Resource Needs	Effort Level	Timeline
11.1	Utilize a subset of the Academic Innovation Team (initiative 10.1) to create a university-wide inventory[1] of campus partners and external partnerships (community colleges, corporations, government organizations, etc.) and assign relationship owners.	Owner(s): AIT Subgroup, Extended University Contributor(s): President, Deans, Philanthropy & Engagement, Enrollment Management, Career Development	All student segments	Low	Medium	Mid-Term
11.2	Following initiative 11.1, determine a strategy focused on engaging campus partners and leveraging these relationships to drive TAMUC goals – including identifying opportunities for research, applied learning, recruitment initiatives, and professional education partnerships.	Owner(s): AIT Subgroup, Extended University Contributor(s): President, Deans, Philanthropy & Engagement, Enrollment Management, Career Development	All student segments	Medium	Medium	Mid-Term
11.3	Review course curriculum policies and consider refining requirements to provide high-impact engagement opportunities for all student audiences[2] (e.g., micro-internships, applied research / learning, remote career experiences, etc.).	Owner(s): AIT Subgroup Contributor(s): Career Development, Deans, Faculty	All student segments	High	High	Long-Term
11.4	Assess regional labor market trends to develop workforce development programs (e.g., technical certificates, skill accelerators) in partnership with private sector organizations to build pipelines to high demand jobs.	Owner(s): Extended University Contributor(s): Career Development, Deans, Faculty	All student segments	High	High	Long-Term

1. This initiative would be best supported by a constituent relationship management system (CRM) to support ongoing engagement and provide a comprehensive view of partner relationships.
2. Initial assessment of all audiences is recommended but may only be applicable to specific programs.

Implementation
Next Steps

IMPLEMENTATION NEXT STEPS
IMPACT OF SUCCESS VS. COST OF NOT CHANGING

The positive impacts that TAMUC will experience if the Plan's changes are successfully implemented, and the costs of not changing, further support the case for action.

WHAT ARE THE POSITIVE IMPACTS THAT WILL BE EXPERIENCED IF THE PLAN IS SUCCESSFUL?	WHAT ARE THE COSTS OR CONSEQUENCES OF NOT CHANGING?
1. A **guiding document to drive key enrollment & student success decisions** for the next five years	1. Risk being **outcompeted by competitors** that are evolving more rapidly
2. Improved student outcomes and overall student experience	2. TAMUC **does not keep pace** with prospective student markets' demands
3. A reduction in the uncertainty of enrollment and retention, **enabling a more deliberate use of limited resources** – monetary and human.	3. TAMUC could be **negatively impacted** by projected regional demographic trends
4. Common **direction** and institutional **sense of accomplish**ment	4. Enrollment and Retention **trends could continue to decline**, necessitating a plan from a higher-pressure position
	5. TAMUC **would *not* reach its potential** as a model public research institution in Texas and in the region

IMPLEMENTATION NEXT STEPS
KEY ASPECTS OF IMPLEMENTATION SUCCESS

The responsibility areas listed below are key aspects to consider for managing and ensuring implementation success and should be examined as TAMUC considers its readiness and capacity to begin execution of the SEP.

1. Structure & Socialization	2. Project Management
• **Establishing long-term governance and project management** structure for managing oversight and progress; • Determining **appropriate owners for the three priorities** and developing charters to guide their efforts; • Developing and executing a **communication and change management plan** as we transition to implementation; • **Drafting communications and materials** to inform vetting the SEP with campus stakeholders.	• Appointing, **training, and onboarding project management resources;** • Developing a system / infrastructure for **monitoring progress and documenting key accomplishments** of the Plan; • Providing <u>active</u> **project management support** and updates to the Executive Team and key leadership (status reporting, documentation, meeting coordination, etc.).
3. Ongoing Facilitation Responsibilities	**4. Research & Analysis**
• Building **consensus on a master plan of early initiatives / action items** to pursue across priorities; • Designing **execution plans and timelines** for early initiatives; • **Leading Action Team-specific meetings** and managing each toward consensus and clear next steps; • Providing **onboarding support to new staff** whose roles may connect to the SEP.	• Developing materials and **executing analysis for leadership team meetings;** • Conducting **targeted research and analysis to support execution of specific initiatives / action items** in each priority; • Supporting the **enrollment goalsetting process** for the 2022-23 enrollment year **and monitoring progress toward desired outcomes.**

IMPLEMENTATION NEXT STEPS
KEY ASPECTS OF IMPLEMENTATION SUCCESS

In considering key aspects of implementation success shared on the previous slides, let's discuss readiness implications for TAMUC, potential challenges, and strategies for preparing the campus for change.
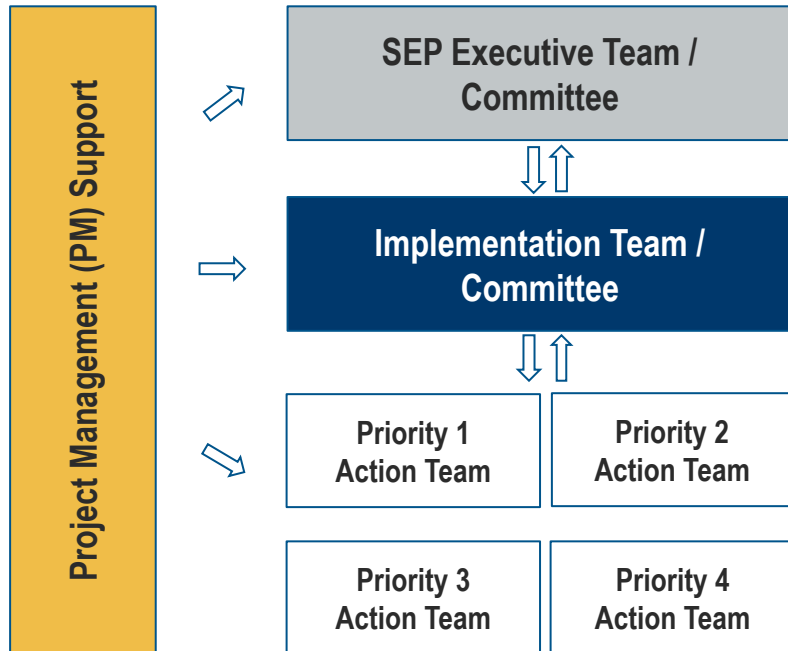
1. Structure & Socialization	2. Project Management
• *Are you confident in the Steering Committee's <u>ability to build buy-in</u> across the university to facilitate change related to enrollment and student success?* • *Is TAMUC's <u>organizational structure effectively aligned to</u> execute the SEP?*	• *Are you confident in TAMUC's ability to <u>manage the ongoing implementation</u> and achieve SEP goals?* • *Who will be the <u>overall SEP champion </u>and who will provide project management support?*

3. Ongoing Facilitation Responsibilities	4. Research & Analysis
• *Are you confident in the <u>capacity</u> of TAMUC staff and faculty to successfully implement the SEP?* • *Is TAMUC's <u>organizational structure effectively aligned to</u> execute the SEP?*	• Are you confident in TAMUC's ability to conduct the necessary <u>research and analysis to support initiatives / actions</u> items identified in the plan? • Are you confident in TAMUC's <u>capacity to support supplementary analysis</u> in support of short-term initiatives?

IMPLEMENTATION NEXT STEPS
STRUCTURE FOR MANAGING IMPLEMENTATION

Below is a proposed approach for managing the implementation of the SEP. TAMUC should customize their approach, but strong project management is an essential component regardless of the implementation structure.

Steering Committee Expands to Implementation Committee & Formal Priority Action Teams are Established

Project Management (PM) Support

SEP Executive Team / Committee

Implementation Team / Committee

Priority 1 Action Team	Priority 2 Action Team
Priority 3 Action Team	Priority 4 Action Team

Overall accountability *+ approvers of proposed decisions.*

*Typically, the Steering Committee with modifications; this group **proposes goals, monitors progress, oversees the execution of Action Teams**, and reports up to Executive Team/Committee.*

*Co-chaired by IC members, cross-functional Action Teams are responsible for **executing initiatives** aligned to a given priority. Members will include mid-level staff as the drivers, while also incorporating the student perspective.*

Key Considerations for the Structure:
- Encourage faculty involvement (on Committee & Action Teams)
- Clearly define cross-functional teams needed for Action Team efforts

IMPLEMENTATION NEXT STEPS
ROLES & RESPONSIBILITIES

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.

Organizational Group	Roles & Responsibilities
SEP Executive Team/Committee	• Short and long-term strategic initiatives oversight; • Communicates with Institutional leadership and external stakeholders • Removes roadblocks • Aligns resources • Final decision-making authority for action teams • Ensure alignment of SEP implementation efforts with overall Institutional strategic initiatives
Implementation Team/Committee	• Prioritizes initiatives for implementation • Identifies key personnel to align to Action Teams • Identifies key data sources to be utilized by Action Teams • Identifies peripheral initiatives that may align, impact, or conflict with SEP initiatives
Priority Action Team	• Responsible for developing analysis and follow-up research related to initiatives • Surfaces relevant timelines, goals, detailed implementation plans for prioritized initiatives • Reports back progress to Implementation Team/Committee
Project Management Support	• Serves as a key champion for the SEP • Coordinates efforts across different stakeholder groups • Monitors and informs leadership of progress • Drafts or facilitates the drafting of communications and meeting materials for leadership groups • Manages conversations and meetings toward consensus and provides relevant input where valuable • Conducts needed analysis to inform next steps regarding implementation and execution of various initiatives

IMPLEMENTATION NEXT STEPS
SOCALIZATION AND BUY-IN

Following the finalization of the SEP, the Steering Committee / Implementation Team will focus on socializing the goals and outcomes of the Plan, including how stakeholders can help support overall implementation efforts.

Stakeholder Groups to Consider	Potential Engagement Type(s)
Administrative Council	Presentation of SEP & Feedback Collection
College Deans	Presentation of SEP & Feedback Collection; Co-Chair *and / or* SC Member led-discussions w/ individual Deans
Faculty Senate	Presentation of SEP & Feedback Collection
Entire Campus	Communication / Memo from Institutional Leadership
All TAMUC Faculty	Town Hall Presentation[1]
College & Division-based Staff	Town Hall Presentation *and / or* SC Member-led Discussions w/ Units
Students	Meetings with SGA + Town Hall Presentation(s)

Key Components of Plan to Socialize:
- Positioning Statement
- Goals & Outcomes of SEP
- Overview of Priorities & Initiatives
- Implementation Strategy & How to Engage
- "Your Role" for key audiences / stakeholder groups

1. Our experience with these meetings is that who delivers key messages / priorities / initiatives / goals of the Plan really matters. Typically, existing faculty champions addressing their colleagues is well-received. Academic leaders from the Steering Committee are also important voices to be represented.

IMPLEMENTATION NEXT STEPS
MAINTAINING MOMENTUM AND SECURING EARLY WINS

In an effort to maintain the momentum that was established during the SEP planning process and secure early implementation wins, Huron recommends that TAMUC focus on the six next steps below.

Immediate Next Steps

1   **Review Strategic Enrollment Plan and provide feedback to inform finalization.**

2   **Establish and communicate implementation leadership / governance and project management approach to campus stakeholders.**

3   **Socialize the Positioning Statement and the high-level contents of the SEP's priorities, initiatives, and goals with relevant stakeholders for final approval.**

4   **Convene leaders to address initiatives that require significant effort and / or change management.**

5   **Determine initiatives / action items to prioritize for immediate implementation and identify "quick wins."**

6   **Identify a potential set of incentives with clear connections to SEP outcomes to evaluate, pursue, and implement in the short-term. Determine the appropriate initial investment necessary to cover the early incentives and resources that will support growth.**

Appendix

STRATEGIC PRIORITY METRICS
TAMUC'S ENROLLMENT & STUDENT SUCCESS METRICS

These metrics and historical numbers are from TAMUC's institutional data. Concrete, specific goals with an included time-frame will need to be identified through the initiatives outlined in the SEP.

Metric	FY 18[1]	FY19[1]	FY20[1]	Goal
Incoming enrollment of freshman cohort	1,104	1,019	799	
Incoming enrollment of transfer cohort	1,218	1,371	1,092	
Incoming enrollment of master's cohort	1,458 (AY 2018-2019)	1,612 (AY 2019-2020)	1,670 (AY 2020-2021)	
Fall-to-fall retention of freshman cohort	66%	63%	57%	To be determined
Fall-to-fall retention of transfer cohort	61%	59%	54%	
TAMUC's 4 Yr. Graduation rate (Undergraduate)	32% (Fall 2013)	31% (Fall 2014)	30% (Fall 2015)	
TAMUC's 6 Yr. Graduation rate (Undergraduate)	42% (Fall 2013)	41% (Fall 2014)	39% (Fall 2015)	
TAMUC's Annual Completion rate (Master's / Specialist)	45% (AY 2013-2014)	43% (AY 2014-2015)	41% (AY 2015-2016)	

1. Institutionally provide data. TAMUC should create a dashboard to track and monitor historical State / System reported numbers and progress, utilizing the same definition.