



BRENTWOOD
OPEN LEARNING COLLEGE

Enrolment Management Plan

September 2013

Student Enrolment Policy & Plans

Back Ground

Brentwood Open Learning College offers flexible distance learning courses which can be completed from anywhere with other life commitments. The courses are designed for students who need or desire to work outside the traditional classroom to pursue academic goals or to take classes not traditionally offered on the campus. Distance Education courses offer a flexible, convenient alternative to courses taught on campus and require a strong commitment by the student, faculty and administration.

The college's mission is "to provide accessible and quality education to all. We aim to provide professional and vocational qualifications, enabling students to develop knowledge, skills and work ethics resulting in entry level employment or career advancement."

The College:

- Places learning first
- Creates an environment and experiences that encourage students to be active members of the learning community
- Empowers students, faculty, and staff to create a personally meaningful learning environment

For such a complex enterprise, serving broad constituencies, it is imperative to think and operate strategically with respect to all facets of the institution. This enrolment planning process is specifically designed to bring a strategic approach to managing one critical aspect of the College's enterprise—student enrolment.

Strategic Opportunities

Strategic opportunities reflect areas that the college has identified as having enrolment potential to improve desired institutional outcomes. Which are shown in the table below:

Strategies and Related Planning Elements

Connected to each metric is a set of strategies intended to influence the respective metric. The strategies in each section of the plan are defined in terms of, a timeline for implementation, the target audience associated with the strategy, and an effectiveness measure to determine if the objective has been met.

Metric	Strategy	Antecedents for Success	Target Audience	Timeline	Objective	Effectiveness Measure
Increase enrolment of target populations and programmes	Develop and implement promotional campaigns and communication strategies relevant to each target population and programme	Adequate budget, information from prior strategies, expertise in marketing campaigns, time.	Target populations	Summer 2013	Develop marketing plan	Plan implemented
	Identify target programmes with the most potential for the College.	Accessibility of programme data (enrolment, , career pathways, industry demand)	Students	October 2013	To identify and address unmet needs	validate existing programmes, and create new programmes
	Become and remain competitive in identifying and meeting the educational needs of adult learners and alumni.	Current enrolment data, evaluation of prior and current marketing efforts, evaluation of current offerings, survey of student educational needs.	Adult learners and alumni	Year 1 and Annually	Meet educational needs of adult learners and alumni and increase enrolment of these populations	Enrolments increased, student satisfaction improves
Establish and convey an integrated, consistent institutional image (e.g., design, message, navigation)	Improve frontline student and public interfaces.	Audit of current interactions (points of student/staff contact). Appropriate training for staff (customer service, cross-training, job shadowing). Requires cultural transformation	All College staff	2013–14 Academic Year	Improved customer service	Public and students satisfaction with service
	Enhance communication to ensure an immediate and consistent message to students and the public.	Develop workflow diagrams and procedures for key student service areas. Develop promotional materials for various programmes.	All College staff	Ongoing	Improved communications.	Resources available and in use
Build College loyalty	Develop a current student communication plan.	Determine most effective student communications and related mediums. Technology support to automate communications	Current students	Ongoing	Build college loyalty among current students	Student enrollment and/or participation
	Develop an alumni database and	Locate and survey alumni.	Alumni	Ongoing	Database and plan developed	Database and plan are operational

	communication plan (e.g., newsletter, home page).					
	Enhance (and establish) relationships with local business, organizations, educational institutions, etc.	Knowledge of current relationships, buy-in from local businesses and organizations.	External stakeholders	Ongoing	Enhance external relationships	Partnerships expanded and developed
	Enhance (and establish) relationships with current and future students (e.g., develop/expand short courses.).	Evaluate effectiveness of current outreach programmes, survey community needs.	Current and future students	Ongoing	Build college loyalty among current and future students	Increased student enrolment and/or participation
Number of inquiries generated & conversion of inquiries to applicants	Capture inquiry data of potential students who requested information.	Keeping accurate and complete data about the student inquiries	Inquiries	Ongoing	Increase the number of highly interested inquiries	The number of inquiries in the Banner system
	Disseminate college information to all prospective student inquiries via multi-channel communications with audience-	capture contact information in Banner; electronic communications ; customized letters for individual prospective students in Banner;	All prospective student contacts	ongoing	to generate an effective communication flow with prospective students	Number of "touch points" with each individual inquiry; number of inquiries who actual enrol

	tailored messages: academic programme brochure, Student Ambassador contacts, e-mail campaigns, postcard teasers	program brochures and up-to-date materials provided in cooperation with Creative Services				
Alignment of program offerings with current and projected employment opportunities	Map existing and new programs with career pathways to employment opportunities.	Collect, interpret, and analyse data.	Internal and external constituents	followed by annually along with program reviews	To help students identify career paths	100% of direct-to-employment career programs will be mapped
	Identify community needs and individual interests.	Collect, interpret, and analyse data.	potential students	ongoing	To better align programs with student interests and community needs	Interests/needs have been identified

Conclusion

Like any plan, this document is valuable only if we use it as a road map for daily operations. It must be a dynamic, organic document that informs decisions, guides priorities, challenges assumptions, and validates action. While we will modify the plan based on changing conditions and new opportunities, in general, we must stay the course. This is a journey, not a quick fix or a solution for some immediate crisis facing the College. The plan is intended to be strategic in nature—meaning long-term, systemic, comprehensive, and based on data regarding environmental factors that may affect our enrolment as well as our own enrolment ambitions and constraints.