

# The enrolment manager

"... 100% full, 100% of the time"

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A newsletter for BCIT's Enrolment team

November 15, 1991 : Issue 1

## YOU'VE GOT TO BE KIDDING!

ARCHIVES

**Another \*&%\$\*#@^\*% newsletter?** Why? Well, the purpose of this journalistic gem is to keep the left arm in touch with the right arm. In other words, there are many, very specialized BCIT departments and staff functions. The object of the newsletter is to keep all the key members of the Enrolment Management team informed about the project.

How many times have we heard, "I didn't know you were doing that!" As our title suggests, we feel that all staff involved in student recruitment and retention are "enrolment managers" and that information about other facets of recruitment and retention will help all of us to do our job even better.

Using the marvels of the electronic "Guttenberg Press", we hope to circulate a new issue every 4 weeks or so (we just hope that our delivery is better than the new Vancouver Sun). We'll hope to include news and developments from all subcommittees of Enrolment Management, ranging from Marketing to Retention.

If you have any comments on "the enrolment manager" please "bend our ears" and we'll be happy to listen.

Randy Friesen  
(8306)  
Val Karpinsky  
(8446)

As a special one-time feature, the Enrolment Management Projects' September report to the Board is attached for your information. It provides a synopsis of the many activities which occurred in the spring and summer of '91, and shows that progress is being made!!

P.S. Special thanks to Ray Young of AV for our mast-head and the funnel!!

## 24 HOUR INFORMATION

Yes, thanks to an after hours information stand located in the breezeway just outside of the Registration office, prospective students can come to the campus at 3 AM and still pick up items such as application forms, mini calendars, part-time flyers and even campus maps! Since being implemented in July, the service has been well used.

## BCIT'S ENROLMENT MANAGEMENT PROCESS



BCIT'S ENROLMENT MANAGEMENT MISSION IS TO ENROL AND GRADUATE HIGH QUALITY STUDENTS IN PROGRAMS WHICH ARE, " 100% FULL, 100% OF THE TIME "

The now famous funnel. Just in case you forgot what it looks like, the funnel illustrates what the Enrolment Management process is all about.



# THE VAL KARPINSKY INTERVIEW

The Enrolment Manager's crack investigative reporter, Randy Friesen, recently had a chance to talk to the project leader Val Karpinsky. The following are excerpts from the intense session.

**EM: What does Enrolment Management mean in layman's terms?**

**VAL:** It is the process of making BCIT's recruitment and retention practises the best they can be. In other words, attracting the right students to the right programs, and helping them to graduate. Interest in Science and Technology is fairly limited amongst students. This is not just a BC trend, it is happening across North America. BCIT's Enrolment Management practises are important so that the Institute can compete effectively and produce highly qualified graduates.

**EM: How long has the project been going on at BCIT and what does the future hold?**

**VAL:** The project has been running for just over a year. The first months were spent laying the foundations. Activities focused on the establishment of the Enrolment Management Task Force and the recruitment end of

**...congratulations to all staff involved in recruitment...**

things. In the second year we'll continue to work on recruitment while examining retention and also part time studies. As for the project's long term future, the goal is to give our Steering Committee a report from each subcommittee by June of 1992. We will judge the success and future implementation of activities started in the project. By late spring of 1992 a good picture of what will be incorporated into BCIT's daily fabric should be evident.

**EM: As project leader, what have been some of the project highlights to date?**

**VAL:** Several things come to mind.  
1. First, congratulations to all staff involved in recruitment. BCIT's September 1991 enrolment picture was significantly improved over the past year. The spirit of contribution and team work in all BCIT departments was and continues to be outstanding.

2. The changes made, and being made in various departments to facilitate the better handling of students as they come down the "Enrolment Management Funnel".

3. The summer phonathon and other activities which resulted in a very low "no-show" result for September.

4. The implementation of the Sales Ally computer system. This is providing the best information at the inquiry stage that we have ever had at BCIT.

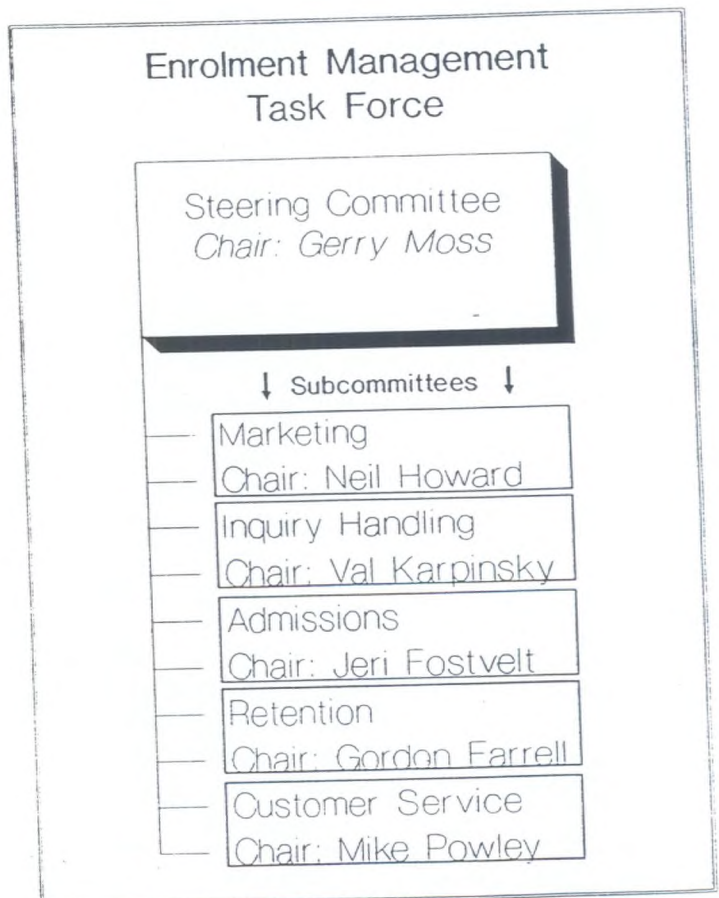
# TRADES "SWAT TEAM" FORMED

In the past few weeks, a small group has been assembled to work on Trades recruitment. Meeting bi-weekly, the group examines our Trades Training programs with an eye to past trends, while considering current enquiries and applications to identify any intakes which are in danger of not meeting enrolment targets. The "SWAT" team consists of Kate Pelletier (School of Trades Training), Lois Nightingale (Admissions), Chikako Fong (Program Advising), Randy Friesen and Val Karpinsky (both from Enrolment Management). One of the results of the "SWAT" team to date is an information session for all Automotive programs planned for November 18. Although there are plenty of applicants for some Automotive programs, several other Auto programs have fewer applicants. The purpose of the session will be to inform prospective students about all options in the Automotive area.

# THE ENROLMENT MANAGEMENT PROJECT STRUCTURE



To help understand how the Enrolment Management Project is put together, take a look at the diagram below. It shows how the various subcommittees make up the project as a whole. Val Karpinsky is the Project Leader and Randy Friesen is the Marketing Assistant for the Project.



**ENROLMENT MANAGEMENT REPORT**

**for the**

**Board of Governors**

**1991 September**



## **General**

Although the FIRST DAY REGISTRATION STATISTICS for Technology Programs are still preliminary, it appears that various Institute, School and Program initiatives have produced excellent results for 91-92.

The total number of APPLICATIONS has increased by 7.2% from last year. The number of ACCEPTS has increased by 3.7%.

Although a comparison is not yet available with last year's experience, it appears that the number of NO SHOWS has decreased significantly.

Congratulations are due to the various academic and support departments that have worked effectively to achieve these results.

## **Marketing Subcommittee**

Neil Howard and his department are currently developing the framework of an Institute Marketing plan related to student recruitment. This plan will make use of the past year's research into student recruitment issues.

This plan will be presented to the Enrolment Management Marketing Subcommittee in late September for consideration, before it is forwarded for Institute approvals.

## **Inquiry Handling Subcommittee**

The following activities have occurred in Inquiries Handling:

1. A COMPUTERIZED SYSTEM AND SOFTWARE PACKAGE was installed in Student Services and a few key additional spots to provide the ability to automate recording of prospective students' inquiries.

Student Services now personalizes all correspondence with a prospective student's initial inquiry. We also are able to contact the prospective student later to follow up and encourage an application using correspondence, telephone, and/or invitations to special recruitment activities.

This is a significant improvement from our previous manually-based method of inquiry recording, and will provide better information about the number of inquiries received for each program, background of the prospective student, etc.



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2. Changes in PROGRAM ADVISING operations have been implemented to provide better service to our prospective students. The changes have resulted in improved service to the prospects, an affiliation between the prospect and the advisor, and an improved ability to encourage the prospect to apply to BCIT.

Rather than waiting on a 'first come first served' basis, prospective students are now given an interview time for a one-on-one discussion with a Program Advisor. This has resulted in :

- a) Less peak period volumes, i.e. lunch time, etc., when staffing is at a minimum level; and
- b) A better quality interaction with the prospect as the Program Advisors are not faced with a 'packed waiting room syndrome' to deal hurriedly with the prospect in the office, so the prospects in the waiting room can be served as soon as possible.

Because the Program Advisors now have predictable interview times with prospects and can control the work load, apart from the peak periods such as autumn registration, etc., we are able to return most phone calls to customers requiring program advising assistance the next business day between 8:30 to 10:00. This has resulted in a significant improvement in our telephone service.

- 3. Efforts are under way to track the number of telephone calls received in Student Services for full-time studies and, separately, for part-time studies. The results will be used to determine how improved telephone service may be provided to both groups.
- 4. Approximately one week after receiving program information from BCIT, any prospective student inquiring into an under-subscribed program will receive a follow-up letter. Signed by the Program Head/Chief Instructor, the letter provides further program information as well as specific career opportunities and typical companies employing graduates from that program.
- 5. Negotiations are under way with various academic programs to undertake the Student-For-A-Day Concept. This allows a prospective student to attend the program's classes for a day, with the aim of encouraging an application.
- 6. Invitations were sent to Alumni (1988-90) from under-subscribed programs, inviting participation in becoming an ALUMNI REFERRAL. The names and phone numbers of participating alumnus will be provided to the prospective student to



allow the prospect to contact the alumnus re employment etc. after graduation. Institutional research has shown that Alumni constitute a very strong influencing factor in students deciding to attend BCIT.

### Admissions Subcommittee

1. Critical admissions correspondence, e.g. acceptance letters and fee-owing letters, have been rewritten to produce more effective communications with our acceptees.
2. A bi-weekly, all-inclusive Trade Applications Statistics Report has been developed and is now available on MIS under "Trades Enrolment" (previously distributed via three separate paper reports).
3. A new Application for Admission form provides an instruction sheet to assist the applicant with submitting a complete application when first applying. It also provides a mechanism to provide an immediate acknowledgement of the application being received, and a date that the applicant should expect a decision.

Admissions now acknowledges receipt of incomplete applications through personalized letters.

4. A telephone campaign to convert "incomplete applicants" to "complete applicants" in under-subscribed programs was completed. This resulted in converting applicants to "complete status" so they could be considered for acceptance. The personal communication also provided some key information about gaps in our communications with prospective students.
5. Applicants with unpaid full tuition fees by the 60-day deadline were phoned to encourage fee payment. This project was shared by Admissions, Program Advising and academic program departments.

An example of the results attained was in Forestry, as approximately 30 unpaid acceptees were cancelled, and the waiting list used to fill these seats before term start, thus reducing our traditional "no show" factor on registration day.

6. All unpaid applicants by the 60-day deadline were sent "balance-owing" letters encouraging payment. This had not occurred in past years.

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7. A new guide was included in the registration package (mailed 45 days before classes started) to give new students more insight about what to expect at BCIT. The purpose of this guide is to relieve anxieties and to confirm the decision to attend BCIT.
  8. Provisional acceptees (applicants with outstanding program admission requirements) were phoned to encourage completion.
  9. A strategy for communication with prospective students in the admissions process is under development, e.g. how often do applicants need to hear from us, and what should we be telling them along the way.
  10. Applications without the \$15 application fee are no longer turned away unprocessed.
  11. The mature student application process was adjusted to allow for a more intense review of applicant qualifications and possibility for success (e.g. to allow a more thorough review of work experience and related educational experience).
  12. Realignment of support processing work flow gives Admissions Officer staff more time to give priority to admissions decisions.
  13. Part-time Admissions Officer hired to 'float' among Admissions Officers to 'speed up' admissions decisions.
  14. Direct Entry Admissions Policy clarified for academic departments and streamlined.
  15. Diligent work by Admissions staff and other departments has apparently resulted in a very low "no show" factor by first year students in most technology programs (although statistics from previous years are not readily available).

### Retention Subcommittee

1. The RETENTION SUBCOMMITTEE OF ENROLMENT MANAGEMENT TASK FORCE invited Dr. John Gardner (from the University of South Carolina), internationally recognized for his work in student retention and the 'first year experience', to address BCIT faculty and staff in July.



His presentation addressed STUDENT RETENTION, why students withdraw or persist.

The Subcommittee is using his findings to examine BCIT retention activities.

2. The RETENTION SUBCOMMITTEE has focused attention on the IRP Preliminary Findings Report on Completion Rates of BCIT Technology Programs (1987-89) as a means of identifying our past retention rates.

### Customer Service Subcommittee

1. Ann Glover has been seconded for six months to assist the Customer Service Subcommittee with development of a customer service training program.
  - a. BCIT staff and faculty are being surveyed to obtain their views on customer service problems and potential solutions.
  - b. A customer service staff training program, "Getting Back to Basics", is in development. The course objective is to raise the level of customer awareness and importance of the customer, and to standardize the Institute's customer handling techniques.