

ENROLLMENT
MANAGEMENT PLAN
FORMAT
FOR
QUINSIGAMOND
COMMUNITY COLLEGE

Quinsigamond Community College

A community of support. A world of possibilities.



ENROLLMENT MANAGEMENT PLAN

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**PROPOSED
ENROLLMENT MANAGEMENT PLAN FORMAT
FOR
QUINSIGAMOND COMMUNITY COLLEGE**

I. Executive Summary

A summary or executive overview of key findings and related strategies will be written and shared with the QCC Community.

II. Introduction

The introduction to the plan will include an overview of the planning process, as well as a description of plan components. It will include a mission and/or vision statement, core values, and an overview of strategic directions.
(See QCC's Promise Statement)

III. Situational Analysis

The situational analysis is a comprehensive assessment of internal and external factors that may influence or directly impact desired outcomes.

A. Enrollment Trends will be collected by the following databases and will be analyzed by IT and the EMTF.

Institutional Enrollment Data
IPEDS Reports
National Center for Education Statistics
Digest of Educational Statistics
The Chronicle of Higher Education
High School Graduates: Projected by State
Enrollment Information Service
National Enrollment Clearinghouse

B. Population Characteristics will be collected by the following databases and will be analyzed by IT and the EMTF.

Institutional Student Data
Institutional Survey Research
Institutional Focus Groups
Geodemographic Analysis
Adult and Experiential Learning
High School Graduates: Projected by State
State Department of Statistics
Economic Development Board or Chamber of Commerce
Enrollment Information Service

C. Retention and Graduation Trends will be collected by the following databases and will be analyzed by IT and the EMTF.

Institutional Retention Data
Institutional Graduation Date
NCAA Graduation Rates
The State-by-State Report Card on Higher Education
National Survey on Student Engagement
National Resource enter for First-Year Students in Transition
Center for the Study of College Student Retention

D. Yield/Conversion Analysis will be collected by the following databases and will be analyzed by IT and the EMTF.

Institutional Yield/Conversion Data
National Enrollment Management Survey

E. Major and Job Trends will be collected by the following databases and will be analyzed by IT and the EMTF.

Institutional Student Data
Institutional Alumni Data
Bureau of Labor Statistics
Census Bureau
American Association of Community Colleges

F. Financial Aid and Pricing Comparisons will be collected by the following databases and will be analyzed by IT, Financial Aid, and the EMTF.

Institutional Financial and Pricing Trend Data
U.S. Department of Education Federal Student Financial Aid
The State-by-State Report Card on Higher Education
Recent National Trends on Loan Debts
School Guides/Competitors' Publications

**G. Competition Analysis has been completed.
Report via QCC's Enrollment Management Consultant**

H. Capacity Analysis will be determined by the following data:

- Course Availability
- Seat Availability
- Schedule Spread
- Space Utilization
- Distance Options

IV. Key Performance Indicators (KPIs) will be measured by the following:

- A. Enrollment Headcount, Credits, and FTE's**
- B. Student Quality**
- C. Student Diversity**
- D. Student Satisfaction**
- E. Alumni Loyalty**
- F. Institutional Reputation**
- G. Program Reputation**
- H. Program Viability**
- I. Capacity Management**
- J. Net Revenue**

V. Marketing and Recruitment Objectives

Objectives will be specific, measurable, and doable within a specified timeframe. Objectives will also be aligned with factors identified in the situational analysis. **(See Recruitment Plan)**

VI. Market Positioning

The market niche of the institution or program will be described among its various competitors. This position in the market space will build on institutional or program strengths, exploit competitor weakness, and/or fill an unmet need in the market. **(See Recruitment Plan)**

VII. Marketing Strategy

A. Marketing Messages will be developed by analysis of Enrollment Management Consultant and the Marketing Consultant and QCC's Marketing Department.

B. Marketing Mix for QCC will be achieved by the following:

Personal interviews, telecounseling, direct mail, Web mail, Web chat, Video streaming, CD-ROMS, Web diaries, Web banners, newspaper and

radio advertising, billboards, information sessions, open houses, area receptions, alumni-sponsored events, etc.

C. Segmentation will be determined by analyzing the following:

Prospective students selecting QCC based on convenience, cost, assistantship offer, program quality, faculty reputation. (NOTE: The marketing message and mix will be aligned with the reason(s) a market segment selects QCC)

D. Marketing Activities will be determined by the Marketing Department and the EMTF.

VIII. Recruitment Strategy

A. Communication Flow

For each segment we will define the flow of communication (e.g., target audience, marketing mix, message, timing, call to action, staffing assignment, resource implications). The definition will include a marketing objective for each communication along with method for measuring whether or not the objective is met. (See **QCC Prospect Communications Plan**)

B. Campus-wide Communications Coordination

This activity combines the centralized communication flow with decentralized communication initiatives to ensure consistency of message and look and prevent illogical overlapping or duplication of information. To the student, QCC is one institution. Hence, communication from various campus units will be collectively intuitive and synergistically connected.

C. Recruiting Events will include:

High School visits, Campus visits, open houses, information sessions, area receptions, fairs, private visits, business or agency visits, Web chats, Web seminars, Satellite Recruitment Offices, etc. (See **Recruitment Plan**)

D. Program Management

Prospects and/or applicants will be assigned to staff by program interest for relationship building and cultivation. (See **“Action Plan”**)

E. Telecounseling

Calls to prospects and/or applicants will be made by current students, faculty, staff alumni, or professional firms ideally with a specific purpose and call to action. (See “**Action Plan**”)

F. Interviews

Interviews will be conducted face-to-face, by phone, or via Web chat. The purpose of interviews ranges from collecting information, evaluating information, or disseminating information to relationship management.

G. Inquiry Processing

Inquiry processing is the practice of entering prospective student data into a database for future cultivation.

H. Applicant Processing

Applicant processing is the practice of entering applicant student data into a database for evaluation, future cultivation, or advising.

I. Financial Aid

Federal Aid, State Aid, Institutional Aid (e.g., scholarships, grants, emergency loans, graduate assistantships, campus employment), outside aid (e.g., civic organizations, competitions, sponsoring governments or agencies)

IX. Retention

A. Enrollment Management Retention Strategies

We will identify and describe retention strategies by each of the departments within QCC, based on the EMTF recommendations.
(See **EMTF Recommendation Document**)

X. Service

A. Review of Policies and Procedures

The PACE Committee will review policies and procedures at least annually to determine if they add value to the student experience, are administered fairly and consistently, are intuitive, and are conveyed clearly and frequently.

B. Integrated Processes

The PACE Committee will explain the mechanism for ensuring integration of processes across departmental and divisional boundaries.

C. Face-to-face Services

The PACE Committee will describe the plan for enhancing services delivered in-person, which may include training, information management, on stop shopping, student runaround prevention, etc.

D. Web-enabled Services

The PACE Committee will describe the plan for enhancing web services, which may include information architecture, business transactions, personalization, customization, the blending of high tech and high touch solutions, etc.

XI. Program Development

A. QCC Academic Division will expand present program offerings and/or create new program development by continuing the IPR Process.

B. QCC Academic Division will expand present on-line/distance learning options. (See EMTF Recommendation Document)

XII. Infrastructure

A. Staff Skills and Roles

QCC will begin restructuring, redefining jobs, training, and other professional development needed for successful implementation for immediate action and with the QCC Enrollment Center as the long term goal.

B. Resources

QCC's Senior Staff will determine budget, space, technology, and staffing antecedents for successful implementation.

C. Internal Communication

The EMTF and the Marketing Department will review and coordinate all presentations, written communications, meetings, Web pages, involvement, and shared ownership.

XIII. Conclusion and Further Study

Conclusions will connect back to the introduction, provide a call to action and will outline areas requiring further study. Conclusions will also foreshadow potential return on investment (ROI) or expected progress reports.