

Focusing on the Student Experience: Strategic Enrollment Management in Online Education

Gary Hepburn
Director
Academic Programming and Delivery
Open Campus
University of the West Indies



Dimensions of Quality

- Programs and Courses
- Delivery—new demands
- Services—new modes
- Partnerships
 - Within UWI
 - International



Context

- University of the West Indies
 - 3 established physical campuses
 - Open Campus, 2008
- Open Campus
 - Distance and online education
 - Service to the UWI 12 (+1)
 - 42 sites across the region
- Goals
 - Expand offerings beyond campuses (region and beyond)
 - Develop capacity for UWI to compete/evolve internationally



OC students?

- Online
 - 34 years old
 - Part-time - 16 credits per year
 - 80% female
 - constraints(jobs, family, finance, etc.)
 - Academic upgrading needed

- Not the same as campus students
 - Different learning experience required
 - mode of delivery (offsite, online)
 - Service expectations and provision



UWI

- Three UWI campuses—geographically situated
 - Complete slate of programs, services, human resources
 - Students come to location—mode of delivery
 - Campus Infrastructure

- Open Campus
 - Draws upon campus resources: programs, HR, etc.
 - Adapt services
 - Location: less situated, no boundaries
 - Infrastructure: technical, minimal physical
 - New delivery
 - New programs

- Single Virtual University Space



UWI – The Opportunity

- To not be separate campuses
- Stage 1
 - Separate campuses with some cooperation/competition
- Stage 2
 - Enhanced sharing and collaborating (programs, projects)
 - Some integration of campus operations
- Stage 3
 - Seamless collaboration between campuses
 - Integrated operations
 - Normalized Delivery beyond campuses
 - Fully developed opportunities for international collaboration



International – The Opportunity

- To not be **such** separate campuses
- Stage 1
 - Separate campuses with some cooperation/competition
- Stage 2
 - Enhanced sharing and collaborating (programs, projects)
 - **Protocols for linking** some campus operations
- Stage 3
 - **Facilitated** collaboration between campuses
 - **Normalized procedures for** linking operations
 - Normalized Delivery beyond campuses
 - **Regularized** international collaboration



From Competition to Collaboration

- Create new products—courses & programs
- Shared programming space
- Allows institutional specializations
- Expand markets—reach new students
 - access
 - engagement



Hazards of Not Evolving

- More competitive HEC landscape
 - encroachment
 - Winners and losers
- Lack of alternative funding sources
- Less potential for adaption and Innovation
- Failure to expand market demographic



“To Do” List

- Remove barriers/reconcile issues
 - Ownership of students
 - Who gives degrees
 - Costs differentials
 - Market segments
 - Funding
 - Engagement of governments

- Invest in strategic development
 - Enabling technology
 - Distance and online delivery
 - Faculty development
 - Support systems
 - incentives

