



Demand Analysis	Marketing Resources	Capacity Analysis	Program Renewal	Cost/Benefit Analysis
Competitor Analysis	Target Markets	Enrollment Projection	Environmental Scan	Estimate of Future Potential
Market Opportunity Analysis	Marketing Strategy	Manage Capacity	Market Opportunity Analysis	Determine Viability
		Graduate Profile		
		Recruitment Profile		

- The **demand analysis** should occur when a new program is being considered. It consists of an analysis of student, industry, and community demand. Demand among one of the aforementioned populations without the other two suggests a program that has limited potential. The analysis should not be limited to a determination of need for the program but should include preferred program delivery method (e.g., in class/lab/studio, online, or hybrid model), course delivery times and days (e.g., daytime, evening, weekend, compressed semesters), and instructional methodology (e.g., lecture, interactive, hands-on, field placements, integrated technology). Findings generated from the demand analysis should not be adopted at the sacrifice of sound pedagogy.

- A **competitor analysis** should be used to assess market potential for new programs. An in-depth competitor analysis will provide information regarding market saturation and expose potential unclaimed or underserved niches. The effective positioning of a new program is critical to its success.

- The **market opportunity analysis** recommended for the conceptual stage of program development is designed to identify market size, market share potential, as well as target populations inclined to respond positively to the new program offering. Regarding targeting populations, segmenting zip code

clusters by demographic characteristics, academic profile, institutional perceptions compared to competitors, likelihood to enroll at your college, perceived barriers to enrolling at your college, media preferences, and communication preferences will supply the institution with information that can be used to strategically target marketing and communication activities. This portion of a market opportunity analysis is best conducted through a combination of constituent surveys and secondary data.

- Adequate **marketing resources** should be identified prior to the launch of any new program. Too often new programs are created without a thoughtful marketing plan. The “Field of Dreams” model of program enrollment can work if the demand is high and the market is void of strong competitors, but it never yields optimal results. If a program is worthy of academic investment, it is certainly worthy of marketing investment. Defining target markets is perhaps the most important facet of a successful launch. Identify target populations along with the problem your program will solve for them. By casting your program as a solution rather than simply as another program offering will compel people to enroll. Come to understand their needs, and ensure the new program addresses identified needs.

- The **marketing strategy** should be multifaceted: awareness building, lead generation, inquiry cultivation, and applicant conversion. It should include specific, measurable objectives for each strategy along with the antecedents necessary for a successful implementation. Said strategies should be academic unit- and college-based with a high level of orchestration between the two. The strategy should focus on related industries and agencies, schools, as well as potential students. During the growth stage, it is imperative to engage in a capacity analysis. This analysis should determine the optimal number of students given institutional resources such as classroom and lab space, available clinicals or internships, faculty teaching loads within the program, the need for and availability of service courses in other disciplines, and the capacity of necessary support services. More students than institutional capacity is a prescription for failure—insufficient class availability, delayed time to degree, student dissatisfaction, attrition, and poor program and institutional reputation. The ability to deliver on promises inherent in a program offering is particularly important for schools that draw from a fairly localized market. In regional markets, “word-of-mouth” is your most powerful recruitment tool. Students will inevitably share their experiences at your college with others—positive or negative experiences.

- As enrollment in a program grows, it is essential to forecast and plan for future enrollments. **Enrollment projections** that account for new student demand as well as migration between college programs and student retention will allow the institution to ensure adequate capacity exists to serve the needs of all enrolled students. Using capacity analysis data and enrollment projections, your institution can manage capacity to ensure an exemplary educational experience for students in any program. Effectively managing capacity means ramping up when necessary (e.g., increased sections, additional faculty, expanded number of online courses, new locations). Such planning should occur early in the academic calendar to avoid last minute searches for space or instructors and potentially diminishing the quality of instruction. A graduate profile can be used to create a recruitment profile. By identifying students who have been successful in the past, an institution can effectively search for new students who possess similar characteristics—enhancing recruitment and retention efforts.

- **Program renewal** is essential at the maturation stage of any program. The needs of your community, local industry, and students are fluid and thus, must be assessed periodically with appropriate changes occurring to curriculum, pedagogy, and delivery mechanisms.

- An **environmental scan** should consist of an analysis of global, national, state, and local trends in technology, social values and lifestyles, labor force, education, economic, and demographics.
- The market **opportunity analysis** described earlier should be repeated during every program review cycle. The recommended cost/benefit analysis has three components: (1) the cost to run the program versus the revenue produced by program enrollments, (2) the benefits to students, industry, and the service region, and (3) impact on desired institutional outcomes. The analysis of programs with waning enrollments is intended to combine quantitative and qualitative measures and balance objective and subjective findings. Programs with negative net revenue should have compelling evidence of external benefits and internal impact in order to demonstrate program viability.
- An **estimate of future potential** accounts for the “pendulum-like pattern” alluded to earlier that is found in demand for some programs. This estimate should consider current labor market trends and projections along with student academic interest trends.
- Finally, it is up to senior management, with guidance from the academic leadership, to determine **viability of programs**.

	<b>Established Programs</b>	<b>New Programs</b>
<b>Established Markets</b>	<p><b>Lowest Risk</b></p> <p><b>Market Penetration</b></p>	<p><b>Medium Risk</b></p> <p><b>Program Expansion</b></p>
<b>New Markets</b>	<p><b>Market Expansion</b></p> <p><b>Medium Risk</b></p>	<p><b>Market Diversification</b></p> <p><b>Highest Risk</b></p>

Black, Jim (2008) Perfecting enrollment strategy ([http://www.semworks.net/papers/wp\\_perfecting-enrollment-strategy.pdf](http://www.semworks.net/papers/wp_perfecting-enrollment-strategy.pdf))