



FROM: Julie Schmidt, Vice President of Finance and Administration

RE: New Opportunity Development Process

The development of new opportunities is crucial to the continued vitality of Doane University. A new opportunity refers to any new program that generates net revenue after cost.

Given that any new opportunity will have an impact beyond individual programs and compete for limited human and financial resources, it is important that the development process provide a clear picture of the opportunity. The accompanying pages map out the ideal development process for a new opportunity. The steps and proposal details will ensure that all stakeholders are involved and that decision makers have all the needed information to make an informed assessment.

Given our limited resources, we potentially will not have the ability to develop and launch all opportunities. In general, preference will be given to opportunities that attract new students to the University, increase the amount of net revenue, and/or have identified new sources of funding. Please do not let this limit your ideas or creativity and there are approaches that we can explore if resources are the bottleneck (e.g., space out the launch of new opportunities).

At first review, the number of requested details may seem burdensome. Depending upon the type of opportunity being developed, some of the proposal details might not be relevant. Additionally, there may be times when this process needs to be accelerated. The process and template are not perfect and my expectation is that it will be modified as we gain experience. **Please know that I am here to help you and when you are unsure or need feedback, please ask.**

New Opportunity Development Process

Idea Generation		
Ideas for new opportunities can come from a range of sources: an individual program, a college or university planning group, an external university stakeholder, or by an institutional scan of potential new opportunities		
Proposal Development – map out a new opportunity in a standard format so as to be shared and evaluated by all stakeholders		
Step	Task	Description
1	Run the idea past your VP or the President if you report to the President.	Development Team (champion(s) for the proposal – could be any employee, department team, college team, administrative team). Secures permission from your VP/President to proceed with development of the proposal.
2	Program Development	Development Team develops the proposal using the accompanying <u>Proposal for New Opportunity</u> . (below)
3	Market Analysis Section	Development Team works with the Doane Enrollment team and Office of Strategic Marketing to explore available market analysis resources for the opportunity (part G of the proposal template)
4	Facilities/Other Resources Section	Development Team works with Facilities and/or IT if new or existed space is needed to launch the program or initiative. (part M & N of the proposal template)
4	Budget Section	Development Team works with the Budget Manager or CFO on creation of a 5-year budget (part P of the proposal template) reflecting startup costs, annual expenses, and projected revenues.
Proposal Approval – steps involved in approving a new opportunity		
Step	Task	Description
1	Approval by President's Cabinet	Completed proposal will seek approval by President's cabinet
2	Approval from Board of Trustees	If needed, will seek proposal approval from Board of Trustees
Program Launch – key items in launching an opportunity		
Key Item	Description	
Program development	Development Team starts the program development process.	
Enrollment services & marketing	Development Team will work with Doane Enrollment team and the Office of Strategic Marketing to develop and implement program enrollment & marketing management strategies. These strategies may be started prior to final approval of the program.	

Proposal for New Opportunity

A	OPPORTUNITY DETAILS
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Opportunity Title:

Program/department for the opportunity:

Development team members:

B	OPPORTUNITY DESCRIPTION Provide an overview of the opportunity
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C	PROGRAM RATIONALE Why is this opportunity a good match for Doane University? How does the program help fulfill the mission or advance the strategic initiatives of the institution? What benefits does it bring to potential students, faculty, or the community?
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D	STUDENT PROFILE Describe the target student audience for this opportunity (e.g., first time residential freshman, working professional, online student)
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E	ADMISSION STANDARDS Describe any specific admission requirements for the program. Examples: <ul style="list-style-type: none">• Bachelor's from a regionally accredited college or university• Licensure requirements• Demonstration of appropriate preparation• A specific grade point average in prior coursework• A minimum TOEFL score• Personal interview• Require examination and minimum score (GRE, LSAT, GMAT)
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F	COMPETITIVE ENVIRONMENT
	<p>Explain how this opportunity compares to others. Examples:</p> <ul style="list-style-type: none"> • What other Nebraska-based schools offer this opportunity? What has been their enrollment and confirmation for the past five years? • What is the regional/national/online competition? • How do we see our opportunity competing in this environment? • What will differentiate our program (e.g., cost, flexibility, quality of courses, instructors, and course/program structure)? • Will this program draw new students to Doane?

G	MARKET DEMAND
	<p>DEVELOPMENT TEAM works with Doane’s Enrollment Team and the Office of Strategic Marketing on this section</p>
	<p>What is the potential market demand for this opportunity? Examples:</p> <ul style="list-style-type: none"> • Department of labor projections • Number of new graduates needed in the future • Rate of Growth • Annual Salary • Job prospects for graduates/hiring trends • Anecdotal evidence demonstrating demand and growth • Review of job websites • NCES/IPEDS • Industry associations • General literature review (Lexis-Nexis), Web searching • Commercial website offering program assessment trends and data • Support from businesses or organizations

H	ENROLLMENT PROJECTIONS
	<p>What does enrollment look like for this opportunity? Examples:</p> <ul style="list-style-type: none"> • Map out anticipated enrollments for three years. • How many starts per year? • Is there a maximum to be allowed in the program per year?

I	LAUNCH TIMELINE AND SCHEDULE
	<p>Map out a general timeline for transitioning from approval to launching this opportunity</p>

J	OTHER OPPORTUNITIES/COLLABORATION
	Outline how this program may positively affect Doane in other ways that could result from this opportunity and increased collaboration. Examples might be: other programs or departments that would be positively influenced and why.

K	EXTERNAL FUNDING SOURCES
	Is there external funding available to support the development of the opportunities? Examples: grants, foundations, donors, corporations.

L	HUMAN RESOURCE NEEDS
	Map out the Human Resource needs to support this opportunity. For example: <ul style="list-style-type: none"> • What administrative structure will supervise the program? • Will new employees be required? What qualifications/skills will they need? Will they be hard to find? • Will graduate assistants be used? • Will new support staff be needed? • Will existing employees be utilized and how so? Do they have the capacity?

M	PHYSICAL RESOURCE NEEDS (Work with Facilities)
	Describe the physical space requirements for this opportunity. If space is required, will it have to be new or can it use existing space? If new, what is its approximate cost to develop the space? If existing, is there an approximate cost to renovate the space for use?

N	OTHER RESOURCES NEEDED
	What other resources are needed to launch this opportunity? Examples: <ul style="list-style-type: none"> • Is technology support needed for the program (e.g., computers, software)? (Work with Information Technology to complete this section. • Will an outside consultant be needed?

O	<p>IMPACT ON CAMPUS STUDENT SERVICES</p> <p>How will this opportunity impact campus student support systems? Examples:</p> <ul style="list-style-type: none"> • International Program office • Counseling Services • Career planning resources • Student disabilities office • Food services
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P	<p>BUDGET</p> <p>DEVELOPMENT TEAM works with Budget Manger/CFO on this section</p> <p>Create a 3-year budget reflecting enrollment projections, revenue projections, expense projections, program development costs, and other start-up costs.</p>
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Q	<p>FUTURE CHALLENGES AND ISSUES</p> <p>List any potential issues or challenges in developing this opportunity</p>
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