

Appendix B: Program Portfolio Management Templates

Program Portfolio Management (PPM) Matrix

Program: Using the PPM matrix criteria, identify on the matrix where your program is currently and where you expect it to be in three years. Use the 3-year Program Development Plan to describe how the program will develop from/maintain its current state.

Dean: Create one PPM matrix to identify where the college/school programs are currently. Create a second PPM matrix to identify where the college/school programs will be in three years after implementing the 3-year Program Development Plan.

		Program Strength		
		Strong	Moderate	Challenged
Internal/External Demand	High			
	Moderate			
	Limited			

Program Portfolio Management (PPM) Matrix Strategies

Based on the placement of your program on the PPM matrix, the following strategies may be considered.

(Adapted from <http://www.aabri.com/manuscripts/11745.pdf>)

		Program Strength		
		Strong	Moderate	Challenged
Internal/External Demand	High	Invest Resources <ul style="list-style-type: none"> Grow program; concentrate on program strengths and areas of competitive advantage Grow enrollment 	Invest Resources Selectively/Align Resources <ul style="list-style-type: none"> Improve program strength; concentrate on areas where the program has competitive advantage Grow enrollment 	Align Resources Selectively/Shift Resources <ul style="list-style-type: none"> Improve program strength; specialize program around strengths Grow enrollment Shift resources if program strength indicators do not show progress
	Moderate	Invest Resources Selectively/Align Resources <ul style="list-style-type: none"> Increase market share Serve new niche markets Grow enrollment 	Align Resources Selectively <ul style="list-style-type: none"> Protect program in markets where demand is strongest and competition is limited Maintain enrollment 	Align Resources Selectively/Shift Resources <ul style="list-style-type: none"> Control/minimize risks Maintain enrollment Shift resources if strength indicators do not show progress
	Limited	Align Resources Selectively <ul style="list-style-type: none"> Focus on the viable market segments Maintain enrollment Redirect program strengths to new programs/markets 	Align Resources Selectively/Shift Resources <ul style="list-style-type: none"> Focus on the viable market segments Maintain enrollment Shift resources if market continues to shrink 	Shift Resources <ul style="list-style-type: none"> Divest program

3-Year Program Development Plan

Degree Program	PPM Matrix Strategy	Current HC Enrollment (FY)	FY + 1 Estimated Enrollment	FY + 2 Estimated Enrollment	FY + 3 Estimated Enrollment

- 1) Aligned with the program’s PPM matrix strategy, please briefly describe:
 - the activities planned to grow/maintain enrollment
 - the activities planned to improve degree completion/student success

How will the success of these efforts impact program strength, internal/external market demand, and position on the Strategic Program Portfolio Management matrix?

- 2) If investment in resources is part of the PPM matrix strategy, please describe:
 - additional (over and above the current year’s budget) budget needed to fund the new resources
 - use of the new resources
 - expected return on the investment (ROI), in terms of additional (over and above the current year’s enrollment) enrollment/enrollment revenue.

Overall Program Enrollment Impact

	Undergraduate Degrees and Credentials	Graduate Degrees and Credentials	Professional Credentials (non-credit or continuing ed)
St. Cloud			
Plymouth			
Alnwick			
Online and Hybrid			
Partner-based Delivery			
Total Target Enrollment			