

A background image showing a group of business professionals in a meeting, with a dark blue banner at the top containing the title. The page is decorated with orange and grey geometric shapes.

Creating a Business Plan

EXECUTIVE SUMMARY

- A. Business plan developers
- B. Plan purpose
- C. Brief plan overview

OVERVIEW

- A. Program description
- B. Target audience and participants
- C. Program objectives
- D. Philosophy/keystone beliefs
- E. Anticipated results

PURPOSE

- A. Mission statement
- B. Target market
- C. Competitive landscape
 - 1. In-state
 - 2. Out-of-state

PROGRAMS

- A. Programs and competency sets
- B. Criteria for choice of offerings
- C. Expansion and evolution of offerings

CRITICAL SUCCESS FACTORS

- A. Most important considerations
- B. Additional factors
- C. Assumptions

MARKETING STRATEGY

- A. Target market's typical purchase process
- B. Market segments
- C. Key messages
- D. Marketing activities



OPERATIONAL PLAN

- A. Tuition pricing options analysis and rationale
- B. Enrollment projection process
- C. Academic process
 - 1. Academic activity assumptions
 - 2. Academic director
 - 3. Competency and assessment development
 - 4. Faculty competency and assessment development
 - 5. Faculty competency and assessment revisions
 - 6. Academic and student support roles
 - 7. Faculty assessment grading
 - 8. Faculty support
- D. Student success process
 - 1. Student services operations roles and personnel
 - 2. Program management roles and personnel
 - 3. Marketing and recruitment roles and personnel

CHALLENGES

- A. Financial and human resources
- B. Institutional cultures
- C. Student system and records
- D. Accreditation, financial aid, other regional and federal regulatory issues

FINANCIAL PLAN

- A. Financial projection assumptions
- B. Start-up expenses and capitalization
 - 1. Program development
 - 2. Reallocated resources
 - 3. Customer relationship management system
 - 4. Student information system
- C. Pro forma cash flow—worst case scenario
- D. Pro forma cash flow—likely case scenario
- E. Sources and uses of funds
- F. Estimated expenditures summary
- G. Staff resources summary

APPENDICES (AS NEEDED)

Project Title:

Business Plan:

Date:

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The business plan consists of narratives, tables, and financial worksheets, depending upon the best way to present information in each section.

I. Executive Summary

Write this section last, in one or two pages, after completing the other sections. Include everything that you would cover in a five-minute interview, without developing the details that comprise the rest of the business plan.

A. Business plan developers

NAME	POSITION	INSTITUTION OR ORGANIZATION	CONTACT INFORMATION
•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•
•	•	•	•

B. Plan purpose

C. Brief plan overview

II. Overview

This section details the program: what it is, for whom it is intended, what values and philosophy drive its creation, goals and objectives, and anticipated results.

A. Program description

B. Target audience and participants

1.

2.

3.

4.

5.

6.

C. Program objectives

1.

2.

3.

4.

5.

D. Philosophy/keystone beliefs

1.

2.

3.

4.

5.

E. Anticipated results

III. Purpose

A. Mission statement

B. Target market

C. Competitive landscape

1. In-state

Institution	Program	Enrollment	Similarities	Differences
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•

2. Out-of-state

Institution	Program	Enrollment	Similarities	Differences
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•

IV. Programs

What, specifically, are the products of this initiative? What is being offered to the target market? Why are these important?

A. Programs and competency sets

B. Criteria for choice of offerings

- 1.
- 2.
- 3.
- 4.

C. Expansion and evolution of offerings

V. Critical success factors

Use this section to consider additional factors that align with the mission and philosophy of the institution or that will provide evidence of success.

A. Most important considerations

- 1.
- 2.
- 3.
- 4.

B. Additional factors

- 1.
- 2.
- 3.

C. Assumptions

- 1.
- 2.
- 3.

VI. Marketing Strategy

Effective marketing, especially in an area that is breaking new ground, begins with careful, systematic research. Conduct both primary and secondary market research. In your marketing plan, be as specific as possible: give statistics, numbers, and sources.

A. Target market's typical purchase process

B. Market segments

C. Key messages

D. Marketing activities

Activity	Purpose	Channel	Owner	Deadline
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•
•	•	•	•	•

VII. Operational Plan

Explain the daily operation of the business, including economics, processes and procedures, staffing roles and personnel, and management of functions.

A. Tuition pricing options analysis and rationale

B. Enrollment projection process

C. The academic process – *Define the following*

1. Academic activity assumptions
2. Academic director
3. Competency and assessment development
4. Faculty competency and assessment development
5. Faculty competency and assessment revisions
6. Academic and student support roles
7. Faculty assessment grading
8. Faculty support

D. The student success process – *Define the following*

1. Student services operations roles and personnel
2. Program management roles and personnel
3. Marketing and recruitment roles and personnel

VIII. Challenges

What might interfere with the success of your plan? Consider human, financial, regulatory, and time factors.

A. Financial and human resources

B. Institutional cultures

C. Student system and records

D. Accreditation, financial aid, and other regional and federal regulatory issues

IX. Financial Plan

The financial plan consists of a 12-month profit and loss projection, consideration of start-up costs and funding sources, a cash-flow projection, a projected balance sheet, and summaries of estimated resources and expenditures. These are suggested items. Each institution or organization will have its own financial projection needs.

A. Financial projection assumptions

- 1.
- 2.
- 3.
- 4.

B. Start-up expenses and capitalization

1. Program development
2. Reallocated resources
3. Customer relationship management system
4. Student information system

C. Pro forma cash flow—worst case scenario (insert budget sheet)

D. Pro forma cash flow—likely case scenario (insert budget sheet)

E. Sources and uses of funds (insert budget sheet)

F. Estimated expenditures summary

G. Staff resources summary

X. Appendices (examples)

A. Terminology/definitions

B. Enrollment assumptions

C. Sources

Pro Forma Cash Flow

	Start-Up Year	Year 1	Year 2	Year 3	Year 4	Total
Revenues						
Program Revenues from Tuition						
Other Sources of Funding						
State Support - Ongoing						
University System Investment						
Other Investment						
Total Revenues						
Expenditures						
Academic Activities						
Program Coordination & Supports						
Competency & Assessment Development						
Academic Advising & Tutoring						
Assessment Grading						
Support of Campus Programs						
Instructional & Assessment Design						
Marketing & Recruitment						
Student Services						
Program Management						
IT Infrastructure & Desktop Computers						
Leased Facility & Employee Workstations						
Amortization of CRM & SIS						
Total Expenditures						
Cash Flow - Surplus / (Deficit)						
Additional University System Investment						
Revised Cash Flow - Surplus / (Deficit)						

Pro Forma Cash Flow

	Start-Up Year	Year 1	Year 2	Year 3	Year 4	Total
Sources of Funds						
Programs						
State Support - ongoing						
University system investment						
Other investment						
Additional Investment/Loan/Grant Needed						
Total Sources of Funds						
Uses of Funds						
Academic Activities						
Support of Campus Programs						
Competency & Assessment Development						
Marketing & Recruitment						
Student Services						
Program Management						
Revenue Sharing						
Total Uses of Funds						