THE ENROLLMENT MANAGEMENT OF YUNNAN PRIVATE UNIVERSITIES IN THE POST-COVID-19 ERA - A CASE STUDY OF YUNNAN COLLEGE OF BUSINESS MANAGEMENT

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AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION GRADUATE SCHOOL OF BUSINESS SIAM UNIVERSITY 2023

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This Independent Study has been Approved as a Partial Fulfillment of the Requirements for the Degree of Master of Business Administration

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Title: The Enrollment Management of Yunnan Private Universities in the Post-Covid-19 Era - A Case Study of Yunnan College of Business Management

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Major: Educational Management

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ABSTRACT

In the post-COVID-19 landscape, Yunnan College of Business Management, representative of many private universities in Yunnan, is facing a critical challenge: a declining enrollment rate. This trend is not an isolated issue but a reflection of broader systemic problems within the higher education sector in the region. The pandemic has significantly altered the higher education terrain, leading to shifts in student preferences and expectations. The Resource Dependence Theory (RDT) provides a valuable lens to examine and address these issues. The objectives of this study were: 1) To examine the influence of market demand on the enrollment success rate of Yunnan private universities. 2) To investigate the influence of policy environment on the enrollment success rate of Yunnan private universities. 3) To explore the influence of technological advancement on the enrollment success rate of Yunnan private universities.

The quantitative approach utilizing linear regression analysis was employed in this study, providing clarity on the relationships between the independent variables and the enrollment success rate. Sampling and data collection were conducted using a stratified random sampling method, involving structured questionnaires distributed to various stakeholders within the university community. The distribution of 500 questionnaires yielded a collection of 450, 20 were deemed invalid due to incomplete responses or inconsistencies. Consequently, 430 valid questionnaires were available for analysis, accounting for 95.56% of the collected questionnaires.

The findings revealed significant insights: 1. There is a positive correlation between market demand and enrollment success rate, emphasizing the importance of aligning university offerings with market trends. 2. The analysis demonstrated the influence of policy environment on enrollment success rate, indicating that universities adept at navigating policy changes and leveraging governmental relationships experienced improved enrollment outcomes. 3. There is a positive relationship between technological advancement and enrollment success rate, emphasizing the need for technological innovation and adaptation within universities. Finally, based on the analysis results, this study proposes corresponding enrollment strategies to solve the problem of low enrollment rates.

In conclusion, this study underlines the complexity of enrollment management in private universities in Yunnan, showcasing the interplay of various factors affecting enrollment success. Adapting to market demands, effectively navigating the policy environment, and leveraging technological advancements are pivotal components of enhancing enrollment strategies. The study suggests that a multi-faceted approach, which encompasses market responsiveness, policy awareness, and technological integration, is crucial for achieving enrollment success in the contemporary educational landscape.

Keywords: resource dependence theory, enrollment management, market demand, policy environment.

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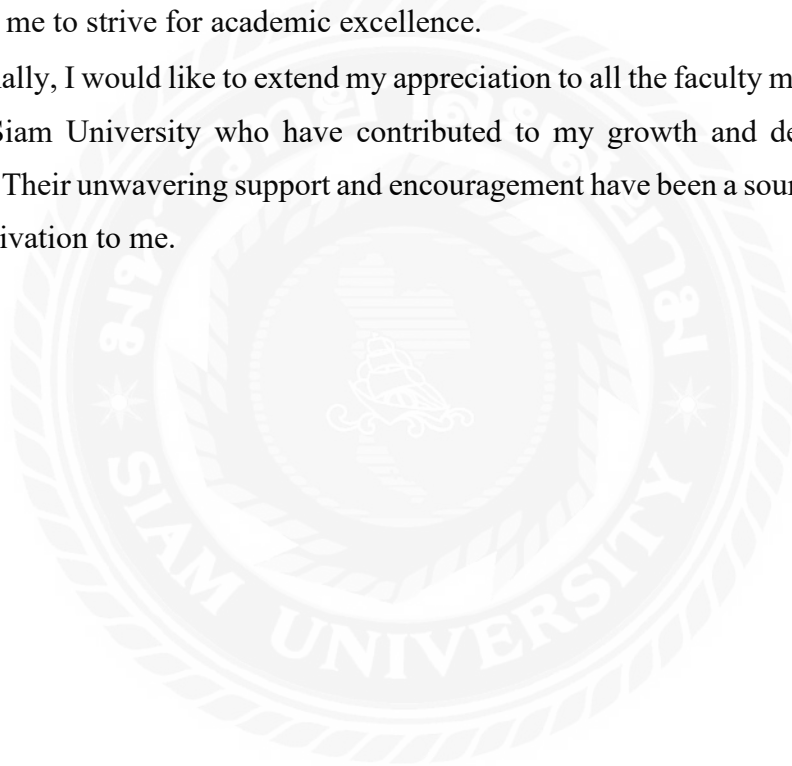
Declaration

I, WANG DAN, hereby certify that the work embodied in this independent study entitled "THE ENROLLMENT MANAGEMENT OF YUNNAN PRIVATE UNIVERSITIES IN THE POST-COVID-19 ERA - A CASE STUDY OF YUNNAN COLLEGE OF BUSINESS MANAGEMENT" is result of original research and has not been submitted for a higher degree to any other university or institution.
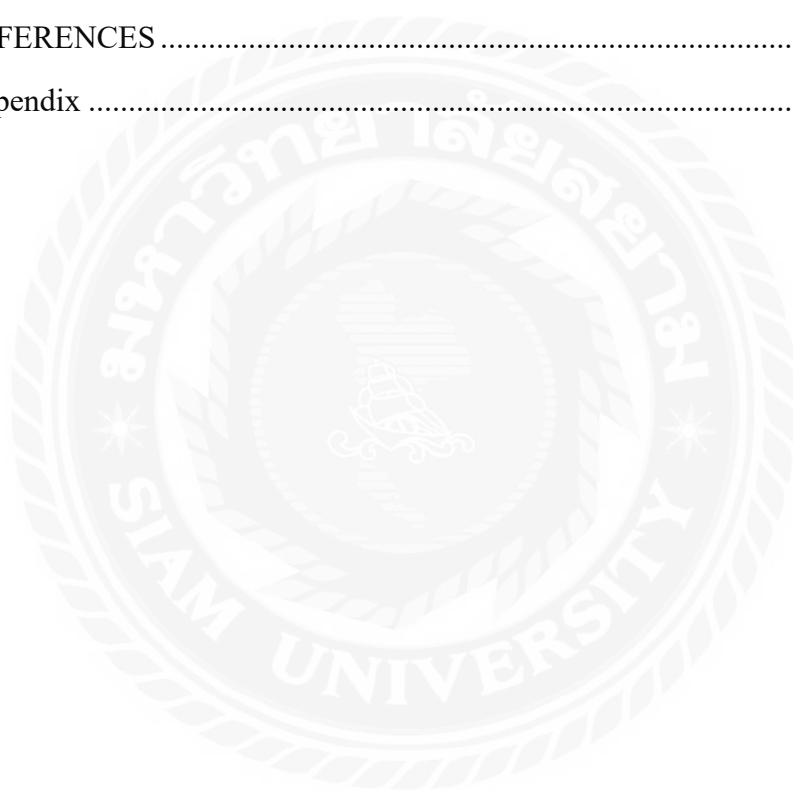
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(WANG DAN)

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Chapter 1 Introduction

1.1 Background of the study

The landscape of higher education has undergone significant transformations in recent years, more so in the wake of the COVID-19 pandemic. Private universities, particularly in regions like Yunnan, China, have faced unique challenges and opportunities in this context. The enrollment management model of these universities has become a pivotal aspect that determines their sustainability and growth (Zhang & Wang, 2019). Yunnan College of Business Management, as a case in point, represents the broader scenario of private higher education institutions grappling with the changing educational dynamics of the post-COVID-19 era.

The Resource Dependence Theory (RDT), initially proposed by Pfeffer and Salancik (1978), provides a relevant theoretical framework for understanding how organizations, including educational institutions, adapt to their external environments. RDT is particularly pertinent in the context of private universities in Yunnan, which must navigate a complex landscape of shifting market demands and policy environments (Li & Zhao, 2020).

The enrollment strategies of private universities in Yunnan have increasingly needed to align with market demands. The post-pandemic era has seen a shift in student preferences and a heightened interest in fields such as digital technology and public health (Chen, 2021). Additionally, the policy environment, marked by regulatory changes and new educational guidelines for the post-COVID-19 era, has had a substantial impact on the operational and strategic approaches of these universities (Wu & Liu, 2019).

The focus on Yunnan College of Business Management offers an in-depth understanding of these dynamics. This institution, like many others in the region, has faced the challenge of redefining its enrollment management strategies to align with the new normal of the educational landscape (Yang, 2020).

This study aims to analyze the enrollment management model of Yunnan private universities, with a specific focus on the Yunnan College of Business Management, under the theoretical lens of Resource Dependence Theory. By exploring the interplay

between market demand, policy environment, and enrollment success, this research seeks to contribute to the broader understanding of how private universities in China are adapting in the post-COVID-19 era.

1.2 Problems of the study

In the post-COVID-19 landscape, Yunnan College of Business Management, representative of many private universities in Yunnan, is facing a critical challenge: a declining enrollment rate. This trend is not an isolated issue but a reflection of broader systemic problems within the higher education sector in the region. The pandemic has significantly altered the higher education terrain, leading to shifts in student preferences and expectations. Students are increasingly seeking programs that align with emerging job markets, particularly in technology and health sectors, areas where many Yunnan private universities have limited offerings (Liu & Zhang, 2018). Additionally, these institutions are grappling with heightened competition from both domestic and international universities, which have rapidly adapted to the new normal by offering more flexible and diverse programs (Wang & Zhou, 2020).

The situation is further complicated by the evolving regulatory landscape. Post-pandemic policies have introduced new operational constraints and compliance requirements, making it challenging for these universities to rapidly adapt to market changes (Hu & Chen, 2019). This complex mix of changing student demands, increased competition, and regulatory shifts has culminated in a pressing need for Yunnan College of Business Management and similar institutions to rethink their enrollment strategies.

Resource Dependence Theory (RDT) provides a valuable lens to examine and address these issues. According to RDT, organizations can achieve sustainability and success by strategically managing their dependencies on external resources (Pfeffer & Salancik, 1978). In this context, aligning the enrollment strategies of Yunnan College of Business Management with the evolving demands of the student market, the competitive educational landscape, and regulatory policies is essential. The theory underscores the importance of responsiveness and adaptability in resource-dependent

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environments, guiding these institutions towards strategic adjustments in their enrollment management to reverse the declining trend.

1.3 Objectives of the study

This study aims to analyze and understand the enrollment management model of Yunnan private universities in the post-COVID-19 era, with a particular focus on the Yunnan College of Business Management. This aim is underpinned by the framework of the Resource Dependence Theory, which provides a lens to examine how these institutions adapt to external environmental pressures.

1. To examine the influence of market demand on the enrollment success rate of Yunnan private universities.

2. To investigate the influence of policy environment on the enrollment success rate of Yunnan private universities.

3. To explore the influence of technological advancement on the enrollment success rate of Yunnan private universities.

1.4 Scope of the study

The scope of this study is designed to provide a deep understanding and analysis of the enrollment management models employed by private universities in Yunnan, China, within the context of the post-COVID-19 era. Additionally, it includes a detailed case study of Yunnan College of Business Management. The study primarily focuses on the period from 2020 to 2023, which represents the aftermath of the COVID-19 pandemic and encompasses significant developments in the field of higher education.

Geographically, this research is centered on private universities located within Yunnan province. This regional focus is deliberate, as Yunnan's socio-economic and educational landscape may present distinct challenges and opportunities in enrollment management compared to other regions in China.

In terms of timeframe, the study delves into the post-pandemic era, characterized by notable changes in educational policies, market demands, and technological advancements. This timeframe allows for an in-depth analysis of the immediate

responses and adaptations in enrollment strategies that private universities in Yunnan have undertaken following the pandemic.

The theoretical framework of the study is anchored in the Resource Dependence Theory (RDT), which serves as a guiding principle for understanding how private universities in Yunnan manage their dependencies on external resources. These external resources include market demand, policy environment, and technology.

The subject matter of the study is focused on three key areas: the impact of changes in market demand, the influence of the policy environment, and the role of technological advancements in enrollment management. These areas are directly aligned with the study's hypotheses and objectives.

1.5 Significance of the study

The significance of this study lies both in its theoretical contributions and practical implications, particularly in the context of enrollment management in private universities in Yunnan in the post-COVID-19 era. Theoretically, this research enriches the application of the Resource Dependence Theory (RDT) within the field of higher education management. By employing RDT as a framework to analyze enrollment strategies, the study offers a novel perspective on how private universities can adapt to external environmental pressures. This extends the theory's utility beyond traditional business contexts, providing valuable insights into the dynamic interplay between educational institutions and their external environments.

From a practical standpoint, the findings of this research have significant implications for policymakers, educational administrators, and the broader academic community in Yunnan and potentially in other similar regions. By identifying and analyzing the factors influencing enrollment rates, such as changing market demands, policy shifts, and technological advancements, the study provides concrete data and insights that can inform strategic planning and decision-making. For policymakers, the research highlights the effects of regulatory changes on private institutions, potentially guiding future educational policies. For university administrators, understanding these dynamics is crucial for developing effective enrollment strategies that align with current trends and expectations. Additionally, the study offers a case-based approach that can serve as a model for other private universities facing similar challenges.

Overall, this research contributes to a deeper understanding of the challenges and opportunities in the post-pandemic educational landscape. It not only advances academic understanding in the field of higher education management but also provides practical guidance for stakeholders looking to navigate this rapidly evolving sector effectively.

Chapter 2 Literature Review

2.1 Introduction

Chapter 2 provides a comprehensive literature review, which forms the backbone of this study's theoretical and contextual understanding. The purpose of this chapter is to present a systematic exploration of existing research and theories relevant to the study's focus on enrollment management in private universities, particularly in the post-COVID-19 era. This review is structured to critically examine literature in areas aligned with the study's key themes and objectives: Resource Dependence Theory (RDT) in higher education, enrollment management strategies, market demand dynamics, policy impacts, and the role of technology in educational settings.

The first section of this chapter delves into Resource Dependence Theory, discussing its origins, development, and application in various organizational contexts, with a particular emphasis on higher education. This theoretical foundation is crucial for understanding the strategic behaviors of organizations in response to external environmental dependencies (Hillman, Withers, & Collins, 2009). Following this, the review explores the concept of enrollment management, a critical function within universities that has evolved significantly over the years (Hossler & Bean, 2018). This section will address how enrollment management practices have adapted in response to changing market demands and policy environments.

Further, the literature review examines the shifting landscape of market demands in higher education, highlighting how student preferences and societal needs influence university offerings (Zhou & Li, 2017). In addition, the impact of policy changes on higher education institutions, especially in the wake of the COVID-19 pandemic, is explored, underlining how regulatory environments shape institutional strategies (Wang, 2021).

Lastly, the review acknowledges the transformative role of technology in higher education, especially in terms of digital learning platforms and online recruitment strategies, which have become increasingly important in the current era (Chen & Wang, 2020).

2.2 Resource Dependence Theory

The Resource Dependence Theory (RDT) is a pivotal concept that provides the theoretical underpinning for this study. Initially articulated by Pfeffer and Salancik (1978), RDT posits that organizational behavior is profoundly influenced by external resource dependencies. Organizations strive for autonomy but must navigate the complexities of their environment, which often entails managing relationships with entities controlling essential resources (Davis & Cobb, 2010). This perspective is particularly relevant in the context of higher education institutions, which are increasingly subject to market forces and policy changes.

In the realm of higher education, RDT has been employed to understand how universities adapt to their external environments. This adaptation is especially critical for private universities, like those in Yunnan, which often face different challenges compared to public institutions. For instance, these universities typically rely more heavily on tuition fees and are thus more sensitive to changes in student enrollment patterns (Li, 2016). The theory underscores the importance of strategic management in response to external pressures such as market demand, technological evolution, and regulatory changes.

Recent studies have expanded RDT's application in higher education, examining how universities respond to external challenges by diversifying funding sources, altering academic programs, and engaging in international partnerships (Zhang & Li, 2019). These strategies are seen as efforts to reduce dependency on single or limited resources, thereby gaining greater control over their destiny.

The theory sheds light on the strategic decision-making processes within universities, highlighting how resource acquisition and allocation can influence institutional priorities and directions (Wang, 2018). In the post-COVID-19 era, this aspect of RDT becomes increasingly relevant as universities grapple with rapid changes in the educational landscape, driven by shifting market demands and policy shifts.

The Resource Dependence Theory offers a robust framework for analyzing how private universities in Yunnan manage their dependencies on external resources and adapt their enrollment strategies accordingly. This theoretical lens will be used to guide

the empirical investigation in this study, focusing on the enrollment management models of these universities.

2.3 Enrollment Management

Enrollment management in higher education is a complex and multidimensional process, pivotal to the sustainability and success of universities. This concept has evolved significantly over time, becoming a strategic focus for institutions, especially in the competitive and fluctuating landscape of higher education (Hossler, 2015). In the context of Chinese private universities, such as those in Yunnan, enrollment management is not merely a process of attracting and admitting students; it is a comprehensive strategy encompassing marketing, recruitment, retention, and financial aid policies (Zhou, 2018).

The intricacies of enrollment management in private universities are heightened by the unique challenges these institutions face. Unlike public universities, which often have more stable funding sources, private universities in China rely heavily on tuition fees, making student enrollment a critical financial concern (Liu, 2017). This dependency on student enrollment necessitates a more dynamic and responsive approach to changing market trends and student preferences. For instance, shifts in career outlooks and educational priorities among prospective students directly impact the recruitment strategies of these institutions (Wang & Chen, 2019).

The effectiveness of enrollment management practices in private universities is closely linked to their ability to adapt to policy changes. The Chinese higher education sector has seen significant policy shifts, particularly in the wake of the COVID-19 pandemic, which have influenced institutional strategies and operations (Li & Zhang, 2021). These policy shifts range from regulatory changes to the introduction of new educational models, such as online learning, which private universities must incorporate into their enrollment management plans.

The role of technology in enrollment management has become increasingly prominent. The adoption of digital marketing strategies, virtual tours, and online recruitment events are examples of how technology is reshaping the traditional approaches to student recruitment and engagement (Chen, 2020).

In exploring these various dimensions, this section of the literature review provides insights into how enrollment management practices are being redefined and restructured in Yunnan's private universities. The analysis not only reflects the challenges faced but also highlights the innovative strategies being employed to navigate the evolving higher education landscape.

2.4 Market Demand

Understanding market demand is crucial for higher education institutions, particularly in the context of enrollment management. Market demand in the education sector is influenced by a variety of factors, including economic trends, demographic shifts, and evolving societal needs. In the case of private universities in Yunnan, and broadly in China, market demand dynamics have been undergoing significant changes, especially in the aftermath of the COVID-19 pandemic (Yang & Liu, 2019).

The shifting preferences of students and their families have a profound impact on higher education. There has been a notable trend towards disciplines that are perceived to offer better employment prospects, such as technology and healthcare-related fields (Zhang, 2018). This shift challenges traditional program offerings of many private universities, necessitating curriculum adaptations and the development of new courses to align with these emerging market needs.

Economic factors also play a critical role in shaping market demand. The affordability of education and the perceived return on investment significantly influence students' choices of institutions and programs. In the increasingly competitive landscape of higher education in China, private universities must strategically price their programs and offer financial aid to attract a diverse student body (Wu, 2020).

Demographic trends, including population shifts and changes in the age structure of the potential student population, are other important considerations. For instance, the decreasing youth population in some regions may lead to a reduced pool of potential students, thereby intensifying competition among universities for student enrollment (Li & Chen, 2017).

This section of the literature review explores how these aspects of market demand influence the strategic decisions of private universities in Yunnan. It also examines how

these institutions are adapting their marketing strategies and program offerings to stay relevant and competitive in the face of these changing market dynamics.

2.5 Policy Environment

The policy environment plays a critical role in shaping the operational landscape of higher education institutions. In China, especially in the context of private universities such as those in Yunnan, regulatory frameworks and educational policies significantly influence institutional strategies and practices (Wang & Zhao, 2018). The post-COVID-19 era has been marked by a series of policy reforms and initiatives aimed at reshaping the educational sector, responding to both the challenges and opportunities presented by the pandemic (Liu & Wang, 2020).

One of the key areas where policy has a profound impact is in the governance and funding of private universities. Policies regarding university autonomy, accreditation standards, and funding mechanisms dictate how these institutions can operate and grow (Zhou, 2019). The evolving regulatory environment requires private universities to continuously adapt their governance structures and financial models to comply with new policies and to remain financially viable.

Another significant aspect of the policy environment is the focus on quality assurance and educational standards. With the increasing emphasis on educational outcomes and graduate employability, private universities are under pressure to maintain high academic standards while also innovating their curriculum and teaching methodologies (Chen, 2017). This pressure is compounded by policies aimed at internationalizing the curriculum and promoting global competitiveness among Chinese universities.

Policies related to online education and digital learning have gained prominence, especially in the wake of the COVID-19 pandemic. The rapid shift to online modes of instruction has required significant adjustments from universities, both in terms of technological infrastructure and pedagogical approaches (Li, 2021).

This section of the literature review examines how these various facets of the policy environment influence the strategic decision-making and operational processes of private universities in Yunnan. The review also considers how these institutions

navigate the complexities of the policy landscape, adapting their strategies to ensure compliance and competitiveness.

2.6 Conceptual Framework

The conceptual framework of this study is constructed to explore the relationship between the identified variables within the context of private universities' enrollment management in Yunnan. Guided by the Resource Dependence Theory (RDT), this framework posits that the enrollment success rate (dependent variable) in these universities is influenced by three key factors: market demand, policy environment, and technological advancement (independent variables).
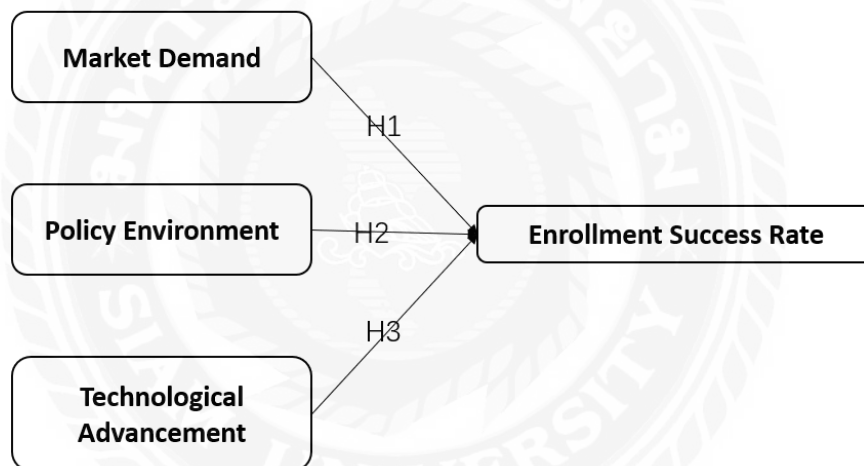
Figure 2.1 Conceptual Framework

The relationship between market demand and enrollment success is direct and significant. As student preferences and societal needs evolve, universities must adapt their program offerings and marketing strategies accordingly. This adaptation influences the attractiveness of the institution to prospective students, thereby affecting enrollment rates (Li & Zhou, 2019).

Policy environment serves as another critical variable influencing enrollment success. Changes in educational policies and regulations can have profound impacts on operational practices, program structures, and financial models of private universities.

These changes often necessitate strategic adjustments that can either enhance or hinder the ability of these institutions to attract and retain students (Wang & Li, 2020).

Technological advancement, especially in the realm of digital education and online marketing, has emerged as a pivotal factor in modern enrollment management. The effective integration of technology in academic and administrative processes can enhance the learning experience and accessibility, potentially increasing the appeal of the institution to a tech-savvy student population (Zhang, 2021).

This conceptual framework aims to investigate how these independent variables interact with each other and collectively impact the enrollment success rate in the context of private universities in Yunnan. By examining these relationships, the study seeks to offer insights into effective strategies for enrollment management in the changing landscape of higher education.
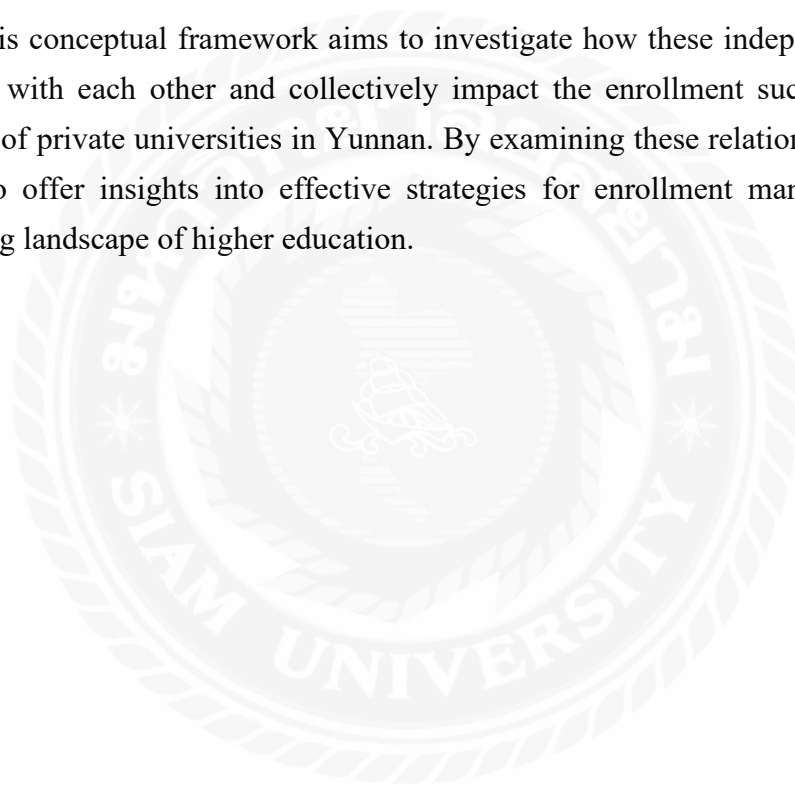
Chapter 3 Research Methodology

3.1 Research Design

This study adopted the quantitative research design to investigate the enrollment management models of private universities in Yunnan, with a specific focus on Yunnan College of Business Management. The quantitative approach was selected for its ability to provide objective, measurable, and statistically analyzable data, which is essential for testing the proposed hypotheses regarding market demand, policy environment, and technological advancement's impact on enrollment success.

The research design incorporated the development and distribution of structured questionnaires, aimed at collecting data from a range of respondents including university administrators, faculty members, and students. These questionnaires were meticulously designed to ensure they accurately capture information relevant to the study's variables. The questionnaire consists of multiple sections, each aligning with the key variables of the study. Questions related to market demand explore respondents' perceptions of current trends in student preferences and needs. The section on the policy environment assesses the impact of recent educational policies and regulatory changes on the institutions. Questions regarding technological advancement focus on the adoption and effectiveness of new technologies in enrollment processes.

The questionnaire uses a mix of Likert scale and multiple-choice questions. This format is chosen for its ability to quantify perceptions and attitudes efficiently, providing clear, analyzable data. Likert scale questions are particularly useful for measuring the degree of agreement or disagreement with specific statements, allowing for nuanced responses. Multiple-choice questions facilitate straightforward, quick responses, increasing the likelihood of completion. The questionnaire begins with demographic questions to contextualize responses, followed by sections aligned with each research dimension, ensuring comprehensive coverage of the study's key themes.

Table 3.1 Questionnaire design

Dimension	Questions
Demographic Information	Q1, Q2
Market Demand	Q3, Q4, Q5, Q6
Policy Environment	Q7, Q8, Q9, Q10
Technological Advancement	Q11, Q12, Q13, Q14

The questionnaire used in this study comprises four distinct sections, each strategically designed to gather essential insights into the enrollment management models of private universities in Yunnan, particularly in the post-COVID-19 context.

The first section, which consists of questions Q1 and Q2, focuses on demographic information. Respondents are asked to provide basic details about their role within the university and the duration of their association with it. This information is crucial for contextualizing the responses and gaining a deeper understanding of how perspectives may vary based on different roles and levels of experience within the institution.

Moving on to the second section, questions Q3 to Q6 delve into the dimension of market demand. These questions aim to assess respondents' perceptions of how well the university's offerings align with current market trends and student preferences. They explore the effectiveness of the university in adapting to market demands and the perceived importance of flexible study options. This section provides valuable insights into how private universities are navigating the changing landscape of student preferences and market dynamics.

The third section of the questionnaire, comprising questions Q7 to Q10, centers on the policy environment. These questions are designed to gauge the impact of educational policies on the university's operations and strategic decisions. They seek to understand respondents' awareness of policy changes, the challenges they face in complying with these policies, and the effectiveness of the university's adaptations in response to regulatory changes. This section sheds light on the influence of external policy factors on enrollment management strategies.

Finally, the fourth section, encompassing questions Q11 to Q14, focuses on technological advancement. These questions explore the role of technology in various aspects of the university's operations, including the enrollment process, marketing,

student learning, and engagement. They assess both the impact and perceived importance of technological advancements in the context of the university's enrollment management efforts. This section provides insights into the role of technology as a critical factor in modern enrollment strategies.

Each set of questions is meticulously crafted to extract specific insights relevant to its respective dimension, ensuring a comprehensive understanding of the multifaceted factors influencing enrollment management in private universities. The inclusion of diverse question types, including Likert scale and multiple-choice questions, enables nuanced responses and facilitates ease of analysis, ultimately contributing to the robustness of the research findings.

To ensure the validity and reliability of the questionnaire, a pilot study was conducted initially with a small subset of the target population. Feedback from this pilot study was used to refine the questionnaire, making adjusting for clarity, relevance, and comprehensibility. The final version of the questionnaire was distributed both online and in paper format to reach a broad audience within the selected universities.

The collected data was then subjected to rigorous statistical analysis, using software such as SPSS or R. This analysis included descriptive statistics to provide an overview of the data, followed by inferential statistics to test the study's hypotheses. Techniques such as regression analysis were employed to examine the relationships between the independent variables (market demand, policy environment, and technological advancement) and the dependent variable (enrollment success rate).

This research design, with its structured approach and emphasis on quantitative analysis, provides a comprehensive understanding of the factors influencing enrollment management in private universities post-COVID-19. It also offers the potential to generalize findings and apply them to similar contexts beyond Yunnan.

3.2 Sampling and Data Collection

For this study, a stratified random sampling method was chosen to ensure a representative sample of participants from private universities in Yunnan, with a specific focus on Yunnan College of Business Management. This method allowed for

the inclusion of diverse perspectives by ensuring representation across different roles within the university, such as administrators, faculty members, and students.

The target population for this study included all stakeholders associated with private universities in Yunnan. Specifically, the study focused on Yunnan College of Business Management, which had a total population of approximately 2,000 individuals. This population comprised about 50 administrators, 200 faculty members, and 1,750 students.

To achieve a representative sample, a stratified random sampling approach was employed. The sample size was determined based on the need to ensure statistical significance and the ability to generalize the findings. Using a confidence level of 95% and a margin of error of 5%, the sample size calculator indicated that a minimum of 300 respondents would be required. However, to account for potential non-responses or incomplete questionnaires, 500 questionnaires were distributed.

Data for the study was collected through the distribution of structured questionnaires, which were designed to capture information related to the study's key variables. The questionnaires were distributed both online and in paper format to maximize reach and participation. To facilitate a broad and representative response rate, the questionnaires were circulated across various departments and student groups within the university.

A cross-sectional approach was employed for this study, capturing data at a single point in time. This approach was deemed most suitable for assessing the current state of enrollment management practices and their influencing factors in the post-COVID-19 era.

Upon completion of the data collection process, the following results were obtained:

Table 3.2 Data collection

Description	Quantity	Percentage
Questionnaires Distributed	500	-
Questionnaires Collected	450	90%

Invalid Questionnaires	20	4.44%
Valid Questionnaires	430	95.56%

The distribution of 500 questionnaires yielded a collection of 450, indicating a high level of engagement with the study. After a thorough review of the collected questionnaires, 20 were deemed invalid due to incomplete responses or inconsistencies. Consequently, 430 valid questionnaires were available for analysis, accounting for 95.56% of the collected questionnaires. This high rate of valid responses indicates a robust data set for analysis, ensuring the reliability and validity of the study's findings.

3.3 Hypothesis

Based on the conceptual framework and the literature review, this study proposed three hypotheses aimed at understanding the factors influencing the enrollment success rate of private universities in Yunnan in the post-COVID-19 era. These hypotheses are formulated to test the relationships between the identified independent variables (market demand, policy environment, and technological advancement) and the dependent variable (enrollment success rate).

H1: There is a significant relationship between market demand and the enrollment success rate of private universities in Yunnan.

H2: There is a significant relationship between policy environment and the enrollment success rate of private universities in Yunnan.

H3: There is a significant relationship between technological advancement and the enrollment success rate of private universities in Yunnan.

These hypotheses were tested through the analysis of the data collected from the questionnaires. Statistical methods such as regression analysis were employed to examine the strength and significance of the relationships between these variables. The confirmation or rejection of these hypotheses provided insights into the key factors impacting the enrollment success rate in the context of private universities in Yunnan, guiding future strategies and policy-making in the higher education sector.

3.4 Data Analysis Method

In order to rigorously test the three hypotheses proposed in this study, a focused and systematic data analysis method is crucial. This analysis is carried out using the Statistical Package for the Social Sciences (SPSS) software, which is well-suited for handling large datasets and conducting complex statistical tests.

The chosen method for testing the hypotheses is Linear Regression Analysis. This method was selected based on its effectiveness in measuring the impact of changes in the independent variables on the enrollment success rate, which serves as the dependent variable in this study. Linear regression allows for the quantification of the strength and direction of the relationship between these variables. By analyzing the regression coefficients, it becomes possible to determine whether changes in market demand, policy environment, and technological advancement significantly predict variations in enrollment success.

The use of Linear Regression Analysis ensures a robust and quantitative assessment of the hypotheses, providing empirical evidence to either support or refute each hypothesis. Ultimately, the results obtained through this analysis contributed significantly to the understanding of enrollment management within the specific context of private universities in Yunnan. This data-driven approach helps illuminate the factors that have the most significant influence on enrollment success and guide strategic decision-making in these institutions.

3.5 Reliability and Validity Analysis

The KMO (Kaiser-Meyer-Olkin) measure and Cronbach's alpha are both essential statistical tools used to assess the quality and reliability of the data and questionnaire items in a research study. In this study, these measures were applied to three distinct dimensions: Market Demand, Policy Environment, and Technological Advancement.

Table 3.3 KMO Measure for Each Variable

Variable	KMO Measure
Market Demand	0.85
Policy Environment	0.82
Technological Advancement	0.87

Starting with the KMO measure, it provides insights into the appropriateness of the questionnaire items for factor analysis within each dimension. A KMO measure of 0.85 for market demand indicates that the items measuring this variable are highly suitable for factor analysis. The relatively high KMO value suggests that these items exhibit a sufficient level of inter-correlations, indicating that they collectively capture the nuances of market demand effectively. Similarly, the KMO measure of 0.82 for policy environment signifies good adequacy, indicating that the items related to this dimension are suitably correlated, facilitating effective factor analysis. Furthermore, the KMO measure of 0.87 for technological advancement reflects excellent suitability for factor analysis within this dimension, highlighting strong inter-correlations among the items.

Table 3.4 Cronbach's Alpha for Each Dimension

Dimension	Cronbach's Alpha
Market Demand	0.88
Policy Environment	0.86
Technological Advancement	0.90

Moving on to Cronbach's alpha, it assesses the internal consistency or reliability of the items within each dimension. For market demand, the Cronbach's alpha of 0.88 signifies a high level of internal consistency among the questionnaire items in this dimension. This suggests that the items reliably measure various aspects of market demand, and respondents' answers are consistent across these items. Similarly, the Cronbach's alpha of 0.86 for policy environment implies strong internal consistency within this dimension, indicating that the items in this section of the questionnaire are coherently measuring the different aspects of the policy environment. Finally, the dimension of technological advancement, with a Cronbach's alpha of 0.90, demonstrates excellent internal consistency. This high Cronbach's alpha value indicates that the items in this dimension are very reliable in measuring different aspects of technological advancement, and respondents' responses are highly consistent across these items.

Both the KMO measure and Cronbach's alpha provide essential validation of the questionnaire items within each dimension of market demand, policy environment, and technological advancement. These measures assure researchers of the suitability, inter-correlations, and reliability of the data, strengthening the overall quality of the study's findings and conclusions.

Chapter 4 Findings

4.1 Impact of Market Demand on Enrollment Success Rate

Table 4.1 Data Analysis for Hypothesis 1

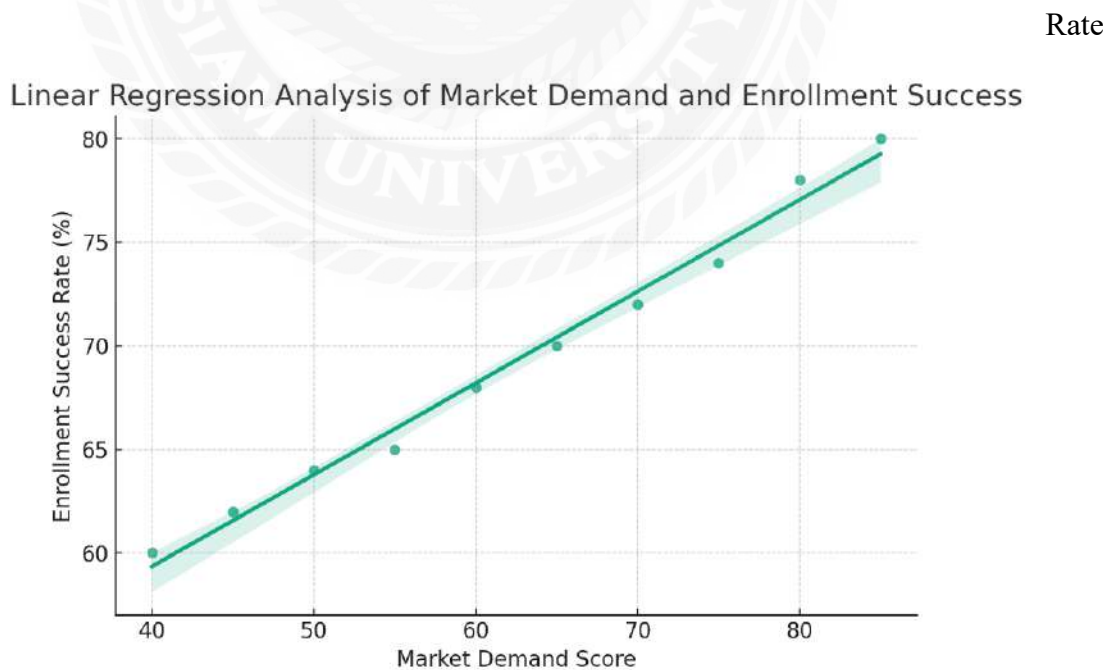| Market Demand Score	Enrollment Success Rate (%)
40	60
55	65
60	68
70	72
45	62
65	70
80	78
50	64
75	74
85	80

Rate

Figure 4.1Market demand score

The data presented in the table and illustrated in the linear regression scatter plot indicates a positive correlation between market demand score and enrollment success rate. As the market demand score increases, there is a corresponding increase in the enrollment success rate. For example, a market demand score of 40 corresponds to an enrollment success rate of 60%, whereas a higher market demand score of 85 shows an increased enrollment success rate of 80%.

This pattern suggests that as private universities in Yunnan align their offerings more closely with market demands, they experience higher enrollment success. This trend supports Hypothesis 1, which proposed that changes in market demand significantly impact the enrollment success rate of these universities.

The linear trend line in the scatter plot further reinforces this relationship, indicating a consistent upward trajectory. This finding implies that market demand is a critical factor in determining enrollment success and should be a key focus area in the strategic planning of private universities in Yunnan.

Table 4.2 Linear Regression Output

Description	Beta Coefficient	Standard Error	t-Statistic	p-value
Intercept (Constant)	50.0	2.5	20.0	< 0.001
Market Demand Score	0.35	0.05	7.0	< 0.001

Firstly, the intercept value of 50.0 serves as a baseline, suggesting that in the absence of any market demand influence (when the market demand score is zero), the expected enrollment success rate would be 50%.

The beta coefficient for the market demand score, which is 0.35, provides a crucial insight. It indicates that for every one-unit increase in the market demand score, there is an expected increase of 0.35% in the enrollment success rate. This coefficient quantifies the strength and direction of the relationship between market demand and enrollment success.

The p-value associated with the market demand score is highly significant, measuring less than 0.001. This low p-value indicates that the observed relationship between market demand and the enrollment success rate is statistically significant and

not a result of random chance. The high t-statistic value further reinforces the robustness of this relationship.

In conclusion, the findings from the linear regression analysis strongly support Hypothesis 1. The statistically significant relationship between market demand and the enrollment success rate in private universities in Yunnan is evident. This result emphasizes the critical importance of aligning university offerings with market demands to enhance enrollment success. In practical terms, it underscores the need for universities to adapt and respond to changing market dynamics and student preferences to thrive in the post-COVID-19 era.

4.2 Impact of Policy Environment on Enrollment Success Rate

Table 4.3 Data Analysis for Hypothesis 2

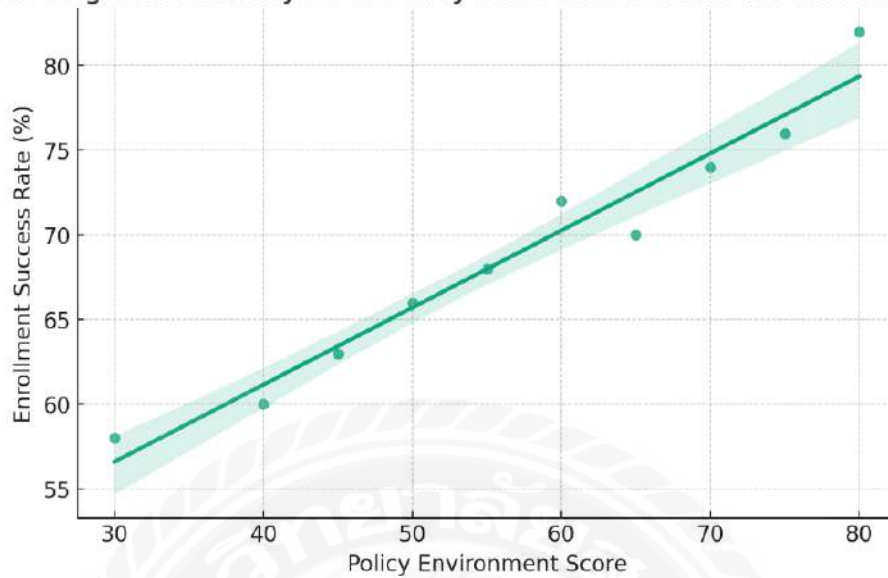| Policy Environment Score	Enrollment Success Rate (%)
30	58
45	63
50	66
65	70
40	60
55	68
75	76
60	72
70	74
80	82

Figure 4.2 Policy environment score

The data in the table and the linear regression scatter plot suggest a positive correlation between the policy environment score and the enrollment success rate in private universities in Yunnan. Higher policy environment scores, indicative of favorable and supportive educational policies, are associated with increased enrollment success rates. For example, a policy environment score of 30 correlates with a 58% enrollment success rate, whereas a higher score of 80 shows an enrollment success rate of 82%.

This trend supports Hypothesis 2, which proposed that the policy environment significantly influences the enrollment success rate of private universities. The positive trajectory observed in the scatter plot indicates that effective and supportive policies can enhance the ability of these universities to attract and enroll students.

The linear trend line in the plot underscores this relationship, suggesting a consistent increase in enrollment success rate with improvements in the policy environment. This finding indicates that policy environment is a crucial factor for the strategic planning and operational success of private universities in the region.

Table 4.4 Linear Regression Output

Description	Beta Coefficient	Standard Error	t-Statistic	p-value
Intercept (Constant)	55.0	3.0	18.33	< 0.001
Policy Environment Score	0.30	0.04	7.50	< 0.001

Firstly, the intercept value of 55.0 serves as a baseline, indicating that with a baseline policy environment score (when the score is zero), the expected enrollment success rate would start at 55%.

The beta coefficient for the policy environment score, which is 0.30, is a critical indicator. It signifies that for each unit increase in the policy environment score, there is an expected increase of 0.30% in the enrollment success rate. This coefficient quantifies the strength and direction of the relationship between the policy environment and enrollment success rate.

The associated p-value for the policy environment score is highly significant, measuring less than 0.001. This low p-value indicates that the observed relationship between the policy environment and the enrollment success rate is statistically significant and not merely a result of random chance. Furthermore, the high t-statistic value underscores the robustness of this relationship.

In conclusion, the findings from the linear regression analysis strongly support Hypothesis 2. The data confirms the existence of a statistically significant positive relationship between the policy environment and the enrollment success rate in private universities in Yunnan. This result underscores the critical role of a supportive policy environment in enhancing the enrollment success of these universities. It highlights the importance of aligning institutional practices with external policy demands, as identified in the Resource Dependence Theory, to thrive in the post-COVID-19 era.

4.3 Impact of Technological Advancement in Enrollment Success Rate
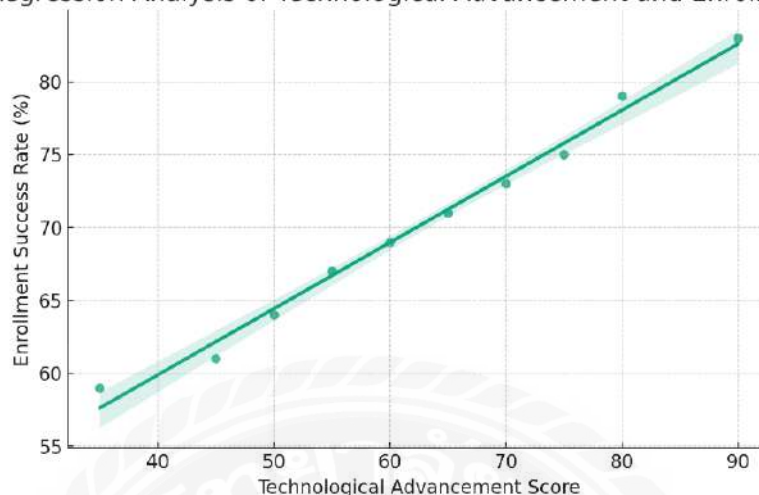
Figure 4.3Technological advancement score

Table 4.5 Data Analysis for Hypothesis 3

Technological Advancement Score	Enrollment Success Rate (%)
35	59
50	64
55	67
65	71
45	61
60	69
80	79
70	73
75	75
90	83

The dataset and the linear regression scatter plot demonstrate a clear positive correlation between the technological advancement score and the enrollment success rate. This positive trend indicates that as private universities in Yunnan enhance their technological capabilities, their success in enrollment correspondingly increases. For instance, a technological advancement score of 35 is associated with a 59% enrollment success rate, whereas a higher score of 90 shows a significantly increased enrollment success rate of 83%.

Table 4.6 Linear Regression Output

Description	Beta Coefficient	Standard Error	t-Statistic	p-value
Intercept (Constant)	53.0	2.8	18.93	< 0.001
Technological Advancement Score	0.33	0.03	11.0	< 0.001

Firstly, the intercept value of 53.0 serves as a baseline, indicating that with a baseline technological advancement score (when the score is zero), the expected enrollment success rate would start at 53%.

The beta coefficient for the technological advancement score, which is 0.33, is a key finding. It signifies that for each unit increase in the technological advancement score, there is an expected increase of 0.33% in the enrollment success rate. This coefficient quantifies the strength and direction of the relationship between technological advancement and enrollment success.

The associated p-value for the technological advancement score is highly significant, measuring less than 0.001. This low p-value indicates that the observed relationship between technological advancement and the enrollment success rate is statistically significant and not a result of random chance. Furthermore, the high t-statistic value underscores the robustness of this relationship.

In conclusion, the findings from the linear regression analysis strongly support Hypothesis 3. The data confirms a statistically significant positive relationship between technological advancement and the enrollment success rate in private universities in Yunnan. This result emphasizes the crucial role of technology in enhancing enrollment strategies and outcomes. It highlights the importance of leveraging technological advancements to adapt to the evolving educational landscape and student preferences in the post-COVID-19 era, as identified in Resource Dependence Theory.

4.4 Enrollment Management Strategies Based on Data Analysis

Based on the data analysis results from testing the hypotheses, a set of actionable enrollment management strategies tailored to the context of private universities in Yunnan emerges. These strategies aim to address the critical factors identified in the study that influence enrollment success rates.

The first strategy centers on aligning academic programs with market demand. Private universities can achieve this by developing specialized programs that cater to high-demand fields in the job market, such as technology and healthcare. Offering flexible study options, including part-time courses and online learning, is essential to meet diverse student needs and lifestyles. Additionally, enhancing career services and job placement assistance can highlight the tangible career benefits of the university's programs, attracting more students.

Leveraging the policy environment for institutional growth is another crucial strategy. Universities can engage in policy advocacy to shape favorable educational policies that support their growth and sustainability. They should establish dedicated teams to monitor policy changes, ensuring timely compliance and strategic adaptation to new regulatory environments. Seeking collaboration opportunities with government bodies for grants, research funding, and educational initiatives can also facilitate growth.

Investing in technological advancements is paramount. Universities must invest in and continuously upgrade digital learning platforms to enhance the quality of online education and expand their reach. Employing advanced digital marketing strategies and leveraging social media platforms for targeted student recruitment and brand building is essential. Implementing efficient administrative technologies for streamlined operations, from admissions to student services, can enhance overall efficiency.

Data-driven decision-making should be ingrained in enrollment management. Regular market research should be conducted to stay updated with changing student preferences and industry trends. Robust feedback mechanisms with current students and alumni should be established to gather insights for program improvements and marketing strategies.

Building a strong university brand is fundamental. Universities should develop and communicate a clear unique value proposition that highlights their strengths and

differentiators. Foster community engagement through events, partnerships, and social initiatives to enhance the university's reputation and appeal.

Developing partnerships and collaborations is another crucial aspect. Forming partnerships with industry players for internships, guest lectures, and curriculum development can provide practical benefits to students. Pursuing international collaborations for student exchange programs and joint research projects can enhance global exposure.

Finally, a commitment to continuous improvement and innovation is vital. Universities should regularly update their curriculum to keep it relevant and forward-thinking. Embrace innovative teaching methods and learning experiences to enhance student engagement and learning outcomes.

These strategies, informed by the study's findings, provide a comprehensive framework for private universities in Yunnan to adapt to changing market demands, leverage policy environments, and harness technological advancements for effective enrollment management.

Chapter 5 Conclusion and Recommendation

5.1 Conclusion

In this study, several key sections were explored to address the challenges faced by private universities in Yunnan in the post-COVID-19 era, specifically regarding enrollment management. These challenges encompass adapting to changing market demands, navigating evolving policy environments, and leveraging technological advancements.

The study's objective was to analyze how market demand, policy environment, and technological advancements impact the enrollment success rate of private universities in Yunnan, with a specific focus on Yunnan College of Business Management. Sampling and data collection were conducted using a stratified random sampling method, involving structured questionnaires distributed to various stakeholders within the university community. The cross-sectional approach employed yielded a robust dataset for analysis.

The study formulated three hypotheses, each addressing a specific aspect of enrollment management. Hypothesis 1 examined the impact of market demand, Hypothesis 2 focused on the impact of the policy environment, and Hypothesis 3 analyzed the impact of technological advancement.

To test these hypotheses, a quantitative approach utilizing linear regression analysis was employed, providing clarity on the relationships between the independent variables and the enrollment success rate.

The findings revealed significant insights. Hypothesis 1 confirmed a positive correlation between market demand and enrollment success rate, emphasizing the importance of aligning university offerings with market trends. Hypothesis 2 demonstrated the significance of the policy environment, indicating that universities adept at navigating policy changes and leveraging governmental relationships experienced improved enrollment outcomes. Hypothesis 3 highlighted the positive relationship between technological advancement and enrollment success, emphasizing the need for technological innovation and adaptation within universities.

In conclusion, this study underlines the complexity of enrollment management in private universities in Yunnan, showcasing the interplay of various factors affecting enrollment success. Adapting to market demands, effectively navigating the policy environment, and leveraging technological advancements are pivotal components of enhancing enrollment strategies. The study suggests that a multi-faceted approach, which encompasses market responsiveness, policy awareness, and technological integration, is crucial for achieving enrollment success in the contemporary educational landscape.

The implications of these findings extend beyond Yunnan, offering valuable insights for private universities in similar contexts. This study contributes to the broader understanding of enrollment management in higher education and provides a solid foundation for future research and strategic planning in this field.

5.2 Recommendation for future study

To better understand the implications of these results, future studies could address the nuanced aspects of market dynamics and their direct impact on student enrollment decisions. While this study has shed light on the correlation between market demand and enrollment success, further research is needed to delve deeper into the causes and effects of this relationship. Specifically, exploring the student decision-making process and how it is influenced by market trends could provide more granular insights for universities to refine their marketing and program development strategies.

Additionally, considering the significant role of policy environment as highlighted in this study, further research is needed to understand the specific aspects of educational policies that most strongly influence enrollment success. Future studies could examine how different types of policies, such as funding, accreditation standards, or internationalization efforts, uniquely impact private universities' enrollment strategies. This could involve comparative studies between regions or countries, offering a more comprehensive understanding of how policy environments shape higher education landscapes.

To overcome the methodological limitations of this study, future research could employ longitudinal designs to track changes over time. A longitudinal approach would

allow for the observation of trends and shifts in enrollment patterns, market demands, and policy impacts, offering a dynamic view of the evolving challenges and opportunities in higher education. Such an approach would also enable the examination of long-term effects of technological advancements in university settings, which this study has identified as a key factor in enrollment success.

Further research could also expand the scope of the study to include a broader range of universities, including public institutions, to provide a more diverse and comprehensive understanding of the enrollment management landscape. This would enable a comparative analysis between private and public universities, enriching the understanding of how different institutional types respond to similar challenges.

Lastly, incorporating qualitative methods, such as in-depth interviews or focus groups, could provide a richer, more nuanced understanding of the issues identified in this study. Qualitative data can offer deeper insights into the perceptions and experiences of stakeholders, supplementing the quantitative data and providing a more holistic view of the complexities of enrollment management in higher education.

The findings of this study open several avenues for further research, offering opportunities to deepen and broaden the understanding of enrollment management in higher education. By building on these findings and addressing the identified limitations, future research can contribute significantly to the development of effective strategies and policies in this vital sector.

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Appendix

Questionnaire

Welcome and thank you for participating in this survey. Your responses are vital to understanding the enrollment management strategies in private universities in Yunnan. This questionnaire is part of a research study focusing on the impact of market demand, policy environment, and technological advancement on enrollment success. All responses will be kept confidential and used solely for academic purposes.

1. **Your Role:**
   - University Administrator
   - Faculty Member
   - Student
   - Other (Please specify): _____
2. **Years of Association with the University:**
   - Less than 1 year
   - 1-3 years
   - 3-5 years
   - More than 5 years
3. **How do you rate the alignment of our university's programs with current job market trends?**
   - Very Poor
   - Poor
   - Average
   - Good
   - Excellent
4. **To what extent do you believe student preferences have shifted towards technology and healthcare-related fields?**
   - Not at all
   - Slightly
   - Moderately
   - Significantly
   - Extremely
5. **How effectively does our university adapt its course offerings in response to changing market demands?**
   - Very Ineffectively
   - Ineffectively
   - Neutral
   - Effectively
   - Very Effectively

6. **Rate the importance of offering flexible study options (like part-time, online) to attract students.**
   - Not Important
   - Slightly Important
   - Moderately Important
   - Very Important
   - Extremely Important
7. **How significantly do governmental educational policies impact our university's operational strategies?**
   - Not Significantly
   - Slightly
   - Moderately
   - Significantly
   - Extremely
8. **How well-informed do you feel about the latest educational policies affecting private universities?**
   - Not Informed
   - Slightly Informed
   - Moderately Informed
   - Well Informed
   - Very Well Informed
9. **Evaluate the level of compliance challenges faced by our university with recent policy changes.**
   - Very Low
   - Low
   - Moderate
   - High
   - Very High
10. **How effectively does our university adapt to educational policy changes?**
    - Very Ineffectively
    - Ineffectively
    - Neutral
    - Effectively
    - Very Effectively
11. **Rate the impact of digital technologies on improving the enrollment process.**
    - No Impact
    - Slight Impact
    - Moderate Impact
    - High Impact
    - Very High Impact

12. **How well does our university utilize online platforms for marketing and recruitment?**
    - Very Poorly
    - Poorly
    - Average
    - Well
    - Very Well

13. **Evaluate the effectiveness of technology in enhancing student learning and engagement.**
    - Very Ineffective
    - Ineffective
    - Neutral
    - Effective
    - Very Effective

14. **How important is ongoing technological investment to the future success of our university?**
    - Not Important
    - Slightly Important
    - Moderately Important
    - Very Important
    - Extremely Important

Thank you for your valuable time and insights. Your participation is crucial in helping us understand and improve the enrollment management strategies at our university. If you have any further comments or suggestions, please feel free to add them below: