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Continuing Education Certification Programs for Career-Long Learning: Winston-Salem State University

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Consultancy Project Executive Summary

Organization: Gardner-Webb University School of Education

Project Title: Continuing Education Certification Programs for Career-Long Learning: Winston-Salem State University

Candidate: Patricia Oliver

Consultancy Coach: Dr. Althea Bradford

Defense Date: November 09, 2018

Authorized by: Dr. Jeffrey Hamilton, Project Coordinator

Amendment History

<u>Version</u>	<u>Issue Date</u>	<u>Changes</u>
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Approval

This consultancy project was submitted by Patricia Oliver under the direction of the persons listed below. It was submitted to Gardner-Webb University School of Education and approved in partial fulfillment of the requirements for the degree of Doctor of Education at Gardner-Webb University.

Dr. Jeffrey Hamilton, Faculty Advisor

Date

Dr. Althea Bradford, Doctoral Advisor
Winston-Salem State University

Date

Acknowledgements

First, Given Glory, Honor, and Praise to my Lord and Savior, Jesus Christ who is first in my life.

Jesus is my rock that I stand on each day; Jesus is my comforter when I am lost and can't find my way; Jesus is my strength when I am weak; and Jesus is my ALL-IN-ALL for He blesses me each day and allows me to rest each night.

To my cohort group in the DEOL program: I want to say thank you for your love and support these nine semesters. When I needed help, you were there to direct me; when I was confused about an assignment and needed clarity, you were there to guide me back to where I needed to be. I pray for my cohort group each day, and I asked God to give each of you the desires of your heart for you have given me so much love and support.

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Abstract

Continuing Education Certification Programs for Career-Long Learning: Winston-Salem State University. Oliver, Patricia, 2018, Consultancy Project, Gardner-Webb University, Digital Commons/Continuing Education/Career-Long Learning

The Division of Continuing Education at Winston-Salem State University has a service gap in the market regarding career-long learning in the community. Continuing Education wanted to establish a project that would bring in revenue with very little start-up costs.

The purpose of this project was to look at career-long learning as a concept in the disciplines of allied health, computer technology, paralegal, project management, and business administration at Winston-Salem State University in the Division of Continuing Education. The need for in-depth education and training in specific areas has been influenced by the shortage of corporations and hospitals in some areas. One approach to career-long learning is certificate and certification programs. A certificate program can be a single course or a linked series of credit or noncredit courses that constitute a coherent body of study in a discipline. Career-long learning is the heart of professional discipline today. The highest degree a professional person holds is not the end of learning. In fact, academic degrees in an area such as nursing should come with additional training as part of one's profession. Career-long learning must be planned, cultivated, and managed by individuals who seek to gain additional knowledge and support by their employer. Certificate and certification programs were formed to interest professionals in continuing their studies in a specialized discipline.

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1 Introduction

1.1 Project Purpose

Winston-Salem State University (WSSU) is a bold, vibrant, and diverse academic college that fosters academics, creative thinking, analytical problem-solving, and depth of character that graduates need to transform themselves and their lifestyle. These values represent WSSU's motto, "Enter to Learn. Depart to Serve."

Founded in 1892, WSSU enjoys a distinguished reputation as a historically Black constituent institution of the University of North Carolina that offers a rich curriculum rooted in a high-quality, liberal education. Our undergraduate and graduate students can choose from many innovative areas of study designed to equip them with the skills and knowledge needed to develop creative solutions to complex problems.

The Division of Continuing Education offers noncredit personal and professional development courses which reflect and anticipate the change of society. A few of these courses that are offered are Test Prep Academy, GRE Test Prep, and LSAT Test Prep. Continuing Education offers Professional Learning courses like Public Speaking, Conflict Resolution, and Communication with Influence. Continuing Education approved three external partners: ProTrain, Center for Legal Studies, and Education 2Go. These online institutions will provide training for future professionals and skilled trade people for many in-demand occupations. Any of these programs that are successfully completed online will be certified by Continuing Education. Graduates will receive an official Certificate of Completion from WSSU in the Division of Continuing Education mailed to students at the end of their program.

The purpose of this project was to introduce WSSU in the Division of Continuing Education with three online educational institution partnerships: ProTrain, Center for Legal Studies, and Education 2Go. These three online providers will help Continuing Education meet the high demands for certificate and certification programs in the areas of allied health, computer technology, paralegal, project management, and business administration.

Today, career-long learning is the heart of professional disciplines when a specialization is needed for promotional growth and job security. According to the Learning Resources Network (Draves, 1998), the demand for certificate programs has increased in many disciplines and is expected to continue to grow for the foreseeable future. At the University of Washington, for example, from 1987 to 2002, the number of certificate programs across the campus increased from 15 to more than 90, and the number of individuals graduating from certificate programs rose from 200 to 2,000 (Craven, Hirnle, & Jensen, 2013).

Certificate programs have become more popular in recent years because they offer a way to advance skills, raise individual abilities and levels of confidence for mastering new learning, and an option for earning nonacademic credits and getting a jump start toward a certificate or certification (Irby, 1999; Kerka, 2000; Schuett, 2001). Typically, it takes 4 years to earn a bachelor's degree, approximately two years to earn an associate's degree, and certificate programs can often be completed in a year or less.

Even though the need for certificate programs is rising, continuing education providers should be wary of any new programs without careful planning. If a certificate program is well implemented, it can be successful; but it takes considerable time and, in some cases, requires a sizable financial investment. The strength of continuing education needs to match with the content of the certificate program that is offered. For example, if WSSU in the Division of Continuing Education wants to offer a certificate program in Certified Nursing Assistant (CNA), the depth of knowledge of the expert should align with the Nursing Department at WSSU.

Final Organizational Benefits

The organizational benefits for Continuing Education were realized in these areas:

- The creation of a new Continuing Education website that is now up and running. The website was completed with effective measure and sustainability.
- The Advisory Board was established for the partnership with ProTrain. The Board is still in place, and we approved to have partnerships with Center for Legal Studies and Education 2Go as our online educational providers for all our certificate and certification programs.
- The Advisory Board laid the foundation for the partnerships, and all parties agreed.
- We laid the foundation and secured the commitment between ProTrain, Center for Legal Studies, and Education 2Go with WSSU in the Division of Continuing Education.
- The Advisory Board implemented a marketing communication budget to increase the growth in certificates and certification programs. Continuing Education has a Facebook page and a Twitter account. Marketing printed flyers that were distributed throughout the community and online communications to all staff, current students, and alumni.

Terminology and Definitions

- **Career-long learning.** All learning activity undertaken throughout life, with the aim of improving knowledge, skills, and competences within a personal, civic, social, and/or employment-related perspective.

- **Certificate program.** A certificate program can be a single course or a linked series of credit or noncredit courses that constitute a coherent body of study in a discipline.
- **Certification program.** Shorter than graduate degree programs and can usually be completed in less than 1 year on a full-time schedule. Some schools may allow students earning credits in a graduate certificate program to transfer those credits to a graduate degree program.
- **Professional discipline.** Professional life requires continued adherence to codes of conduct both within and beyond the workplace. They must each comply with the standards set by their professional regulatory bodies.
- **Professional learning.** A professional learning community is a method to foster collaborative learning among colleagues within a particular work environment or field.

1.2 Associated Documents

1.3 Project Plan Maintenance

The project plan was originally constructed in April 2017 under the approval of the Advisory Board at WSSU in the Division of Continuing Education. The partnership started with ProTrain LLC, an online educational institution for our certificates and certification programs in allied health. The partnership between ProTrain and Continuing Education increased revenues for noncredit programs. In February 2018, Continuing Education partnered with Center for Legal Studies and Education 2Go as new online educational providers to bring in additional certificates and certification programs in the areas of allied health, paralegal, computer technology, project management, and business administration. These new online partnerships will help give WSSU in the Division of Continuing Education a niche in career-long learning that will help serve the community. The updated project plan consists of the following:

- Laid the foundation for our two new partnerships.
- Secured the commitment between Education 2Go and Continuing Education to the project goals
- Secured the commitment between Center for Legal Studies and Continuing Education to the project goals
- Created a link from Continuing Education's website to Education 2Go
- Created a link from Continuing Education website to Center for Legal Studies
- WSSU in the Division of Continuing Education introduced Center for Legal Studies and Education 2Go in our weekly ConEd email newsletter
- WSSU in the Division of Continuing Education introduced Center for Legal Studies and Education 2Go in our weekly WSSU Campus Announcements

2 Project Scope

2.1 Outline of Partnering Organization's Objectives

2.1.1 Objectives

- Created a new Continuing Education website that will appeal more to students/potential students
- Established an Advisory Board for the partnerships with ProTrain
- Laid the foundation for the partnership
- Secured the commitment between ProTrain, and Continuing Education to the project goals
- Standardization of all processes between ProTrain, and Continuing Education
- Executed a market penetration strategy to increase growth
- Focused the communication efforts on engaging stakeholders to take action on behalf of potential new students
- Laid the foundation for our two new partnerships
- Secured the commitment between Center for Legal Studies and Continuing Education to the project goals
- Secured the commitment between Education 2Go and Continuing Education to the project goals

Specific – Online educational programs for noncredit courses in allied health are no longer valid. Continuing Education extended the curriculum to include all certificate and certification programs with our partnership with ProTrain, an online educational institution. The following year, we looked at two more online educational institutions for our certificate and certification programs to make our career-long learning more marketable, Center for Legal Studies and Education 2Go.

Measurable - The partnerships with our online providers are now on Winston-Salem State University's website. Consequently, students have a choice to go on the website and register for a certificate or certification program.

Attainable – Continuing Education has met and achieved its goals with a partnership with ProTrain. The Advisory Board approved Center for Legal Studies and Education 2Go to bring in additional certificate and certification programs that will attract more students in the area of allied health, computer technology, paralegal, and business administration.

Realistic – The partnerships with ProTrain, Center for Legal Studies, and Education 2Go on WSSU in the Division of Continuing Education website will cause students to enroll into one of these online providers. We did see an increase from 10 to 18 students when we added on Center for Legal Studies and Education 2Go.

Time-Bound – The start date was effective January 2017, and we stayed on course. The plan to market the certificate programs with an enrollment of 100 for August 2018 was pushed back to December 2018.

2.1.2 Success Criteria

Noncredit certificate and certification programs at WSSU in the Division of Continuing Education will help students achieve their learning objectives and competencies. If students want to complete a certificate program, Continuing Education offers a variety of options. This means that no matter what students wish to study, from allied health to computer technology, they can find online certificate and certification programs they need.

2.1.3 Risks

The purpose of this project was to mitigate risks with our online educational institutions. The major risks were (a) unfavorable partnership between Continuing Education and ProTrain, Center for Legal Studies, or Education 2Go, (b) Information Technology and related courses through the online portal, (c) system failure occurrence probability, (d) system vulnerabilities, and (e) existing controls to reduce risks.

2.2 Outline of Student's Objectives

2.2.1 Objectives

- The creation of a new WSSU Continuing Education website that is now up and running. The website was completed with effective measure and sustainability.
- The Advisory Board was established for the partnership with ProTrain. This Board is still in place, and we approved to have a partnership with ProTrain as an online educational institution for all our certificate and certification programs.
- The Advisory Board laid the foundation for the partnership, and all parties agreed.
- We also laid the foundation and secured the commitment between ProTrain and Continuing Education.
- The Advisory Board did implement a marketing communication budget to increase the growth in certificate and certification programs. Continuing Education has a Facebook page and a Twitter account. Marketing printed flyers that were distributed throughout the community and online communications to all staff, current students, and alumni.
- The Advisory Board approved two new online educational institutions: Center for Legal Studies and Education 2Go. These two online providers will give Continuing Education more options in other areas of study.

2.2.2 Success Criteria

The success criteria of this project were measured based on the number of students enrolled in a certificate or certification program through Continuing Education's website. Students will go to the website to register for a certificate or certification program through ProTrain, Center for Legal Studies, or Education 2Go.

2.2.3 Risks

- IT and related courses through the online portal
- Unfavorable partnership between Continuing Education and all online providers
- Schedule and timeline
- Whether the admissions applications are stored or transmit critical or private information
- Skill sets
- System failure occurrence probability
- Resource availability
- Ownership of data and/or application

2.3 Definitive Scope Statement

This project consisted of creating curriculums for noncredit courses; creating a new Continuing Education website that will appeal more to students/potential students; forming an Advisory Board that will help in the decision-making for new partnerships; and forming these partnerships with online educational providers such as ProTrain, Center for Legal Studies, and Education 2Go. These online institutions will help Continuing Education maintain our career-long learning by providing certificate and certification programs; providers will help Continuing Education maintain our registration process and course offerings in areas of allied health, computer technology, paralegal, project management, and business administration. The project will be completed by December 2018. Modules of curriculums in noncredit courses will only be online courses deliverables.

3 Deliverables

3.1 To Partnering Organization

Deliverable	Due Date
New Website: Developed a new Continuing Education website. The website was completed with effective measure and sustainability.	Completed in December 2016
Board: Created Continuing Education Advisory Board. The Advisory Board met monthly to review and discuss using ProTrain as an Online Educational Institution for certificate and certification programs.	Completed October 2016 This was discussed and approved in October 2016.
Partnership: Created the partnership between WSSU in the Division of Continuing Education and ProTrain	February 2017-April, 2017
Created the marketing processed: Continuing Education has implemented marketing communication to increase growth in online certificate and certification programs	Completed March 2017
Laid the foundation for two new partnerships: Continuing education moved into partnerships with two new online institutions (Center for Legal Studies and Education 2Go) to offer various certificate and certification programs.	Completed February 2018
Budget: Financial budgets outlined for Continuing Education	Completed February 2018

3.2 From Student

Once a student registers in an online continuing education program through WSSU Continuing Education website, the online institution will provide the material, instructor, and customer service. Any of these programs that are successfully completed online will be certified by Continuing Education. Graduates will receive an official Certificate of Completion from WSSU in the Division of Continuing Education mailed to students at the end of their program.

4 Project Approach

4.1 Project Lifecycle Processes

The project plan was originally constructed in April 2017 under the approval of the Advisory Board at WSSU in the Division of Continuing Education. The partnership started with ProTrain LLC, an online educational institution for our certificate and certification programs in allied health. The partnership between ProTrain and Continuing Education will increase revenues for noncredit programs. In February 2018, Continuing Education partnered with Center for Legal Studies and Education 2Go as new online educational providers to bring in additional certificate and certification programs in the areas of allied health, computer technology, paralegal, project management, and business administration. These new online partnerships will give WSSU in the Division of Continuing Education a niche in career-long learning that will help serve the community. The updated project plans consist of

- Laid the foundation for our two new partnerships
- Secured the commitment between Education 2Go and Continuing Education to the project goals
- Secured the commitment between Center for Legal Studies and Continuing Education to the project goals
- Created a link from Continuing Education's website to Education 2Go
- Created a link from Continuing Education website to Center for Legal Studies
- WSSU in the Division of Continuing Education introduced Center for Legal Studies and Education 2Go in our weekly ConEd email newsletter
- WSSU in the Division of Continuing Education introduced Center for Legal Studies and Education 2Go in our weekly WSSU Campus Announcements

4.2 Project Management Processes

- Continuing Education will continue to market and enroll students in ProTrain, Center for Legal Studies, and Education 2Go through the Continuing Education website.
- Weekly reports will be generated to track growth with each online provider.
- ProTrain, Center for Legal Studies, and Education 2Go handle all the online training, and Continuing Education provides the certificate of completion once a student finishes his or her certificate or certification program.

4.3 Project Support Processes

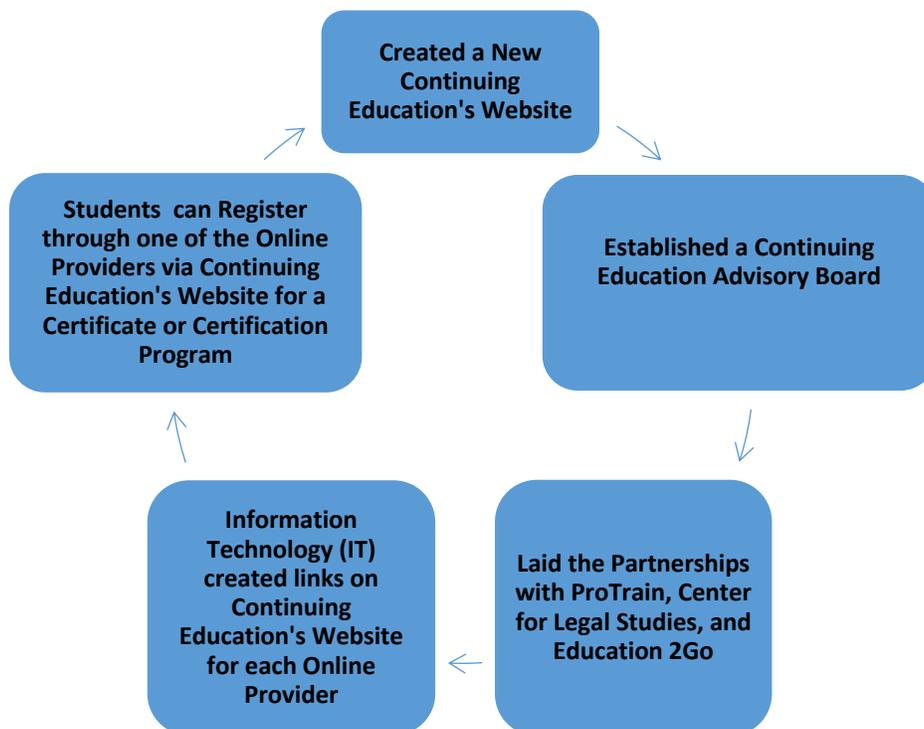
- Continuing Education will sustain its partnership with Information Technology (IT) to update ProTrain, Center for Legal Studies, and Education 2Go websites on Continuing Education's website as needed.
- IT will monitor the Continuing Education's website for errors in the webpage links and fix as needed.

4.4 Organization

4.4.1 Project Team

In October 2016, WSSU in the Division of Continuing Education established an Advisory Board to help Continuing Education with new educational programs. We have defined roles of each board member and set up monthly meetings.

4.4.2 Mapping between WSSU in the Division of Continuing Education and our Online Educational Providers ProTrain, Center for Legal Studies, and Education 2Go



5 Communications Plan

Communication Plan

Prepared for: Continuing Education

Prepared by: Patricia Oliver

This Communications Plan sets two primary goals:

1. Create a new website for Continuing Education that will appeal more to students/potential students
2. Focus the communication efforts on engaging stakeholders to take action on behalf of potential new students

Target Audiences

ProTrain, Center for Legal Studies, and Education 2Go to partnered with Continuing Education in certificate and certification programs.

Target audiences:

Students, potential students, employers, community leaders, neighbors, community members and federal, regional, and local governments

Values/concerns of target audiences:

- Switching from traditional classroom to computer-based training in a virtual classroom
- Not provided with high bandwidth or a strong internet connection that online courses require
- Lack of computer literacy
- Time management
- Self-motivation

Value message: Students are attracted to career-long learning because of its flexibility to online education; however, many students encounter serious challenges that prevent them from completing their courses successfully.

Vision message: If students want to complete a certificate program, WSSU in the Division of Continuing Education offers a variety of options. This means that no matter what students wish to study, from nursing to project management, they can find online certificate and certification programs they need.

Timeline

<p>Step 1: Developed a new Continuing Education website. The website was completed with effective measure and sustainability. This was completed in December 2016.</p>

<p>Step 2: Created Continuing Education Advisory Board. This was completed in October 2016.</p>
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<p>Step 3: The Advisory Board met monthly to review and discuss using ProTrain as an online educational provider for certificate and certification programs. This was discussed in October 2016.</p>

<p>Step 4: WSSU in the Division of Continuing Education and ProTrain, and online educational institution have formed a strategic partnership in certificate and certification programs in allied health. This was completed in April 2017.</p>

<p>Step 5: Continuing Education has implemented marketing communication to increase the growth in its online certificate and certification programs. We are primarily targeting Facebook users, Twitter users, meeting and conference materials, marketing and sales tools, and online communication. This was completed in March 2017.</p>
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<p>Step 6: WSSU in the Division of Continuing Education moved into partnerships with two online providers (Center for Legal Studies and Education 2Go) to offer various certificate and certification programs. This was completed in February 2018.</p>

6 Work Plan

6.1 Work Breakdown Structure

- Developed a new Continuing Education website established by Director, Project Manager, Information Technology, and Consultant for the project
- Continuing Education Advisory Board created by Director of Continuing Education
- Presentation (Partnership with ProTrain) delivered to the group by the Consultant for the project
- Presentation from Betty Gardner, Owner of ProTrain, for Partnership with Continuing Education to the Advisory Board
- Program Infrastructure: Created Link to ProTrain's Website by Information Technology
- Developed a Curriculum for Healthcare: Completed by the Director, Project Manager, and ProTrain
- Created Database with Addresses and Zip Codes: ConEd Email Newsletter Implemented by Marketing Department
- Funding Strategy: Developed Project Budget and Funding Strategy Plan: Initiate Formation of Partnership with ProTrain by the Director and CEO of ProTrain
- Added Center for Legal Studies and Education 2Go as new online providers for certificate and certification program. This was approved by the Advisory Board.
- Open up ProTrain curriculum for all certificate and certification programs. This was approved by the Advisory Board.
- Created links to Center for Legal Studies and Education 2Go on Continuing Education Website. This was Created by Information Technology.
- Continue Registration through WSSU Continuing Education Website. The goal is 25 by December 2018 by the Consultant of the Project.

6.2 Resources

	Task	Assigned To	Start Date	End Date	Oct -Dec 2016	Jan-Jun 2017	Jul-Dec 2018
1	Developed a New Continuing Education Website	Project Manager, IT, and Consultant	16-Oct	16-Dec			
1.1	Continuing Education Advisory Board	Director	16-Oct	16-Oct			
1.2	Presentation to Advisory Board for New Partnership	Consultant for the Project	17-Feb	17-Feb			
1.3	ProTrain Delivered Presentation on their Programs	Advisory Board	17-Feb	17-Feb			
1.4	Lay the Foundation for the Partnership	Advisory Board and ProTrain	17-Feb	17-Feb			
1.5	Secure the Commitment with ProTrain	Advisory Board	17-Feb	17-Feb			
1.6	Standardization of All Processes	Advisory Board and ProTrain	17-Feb	17-Feb			
1.7	Program Infrastructure: Created Link to ProTrain	Information Technology	17-Feb	17-Feb			
1.8	Developed a Curriculum for Healthcare	Director, Project Manager and ProTrain	17-Feb	17-Feb			
2	Created Database with Addresses and Zip Codes	Marketing Department	17-Mar	17-Apr			
2.1	Funding Strategy: Developed Project Budget	Director and ProTrain	17-Mar	17-Apr			
3	Approved the Partnerships with two New Online Providers	Advisory Board	18-Jan	18-Feb			
3.1	Created a Link from Center for Legal Studies to Continuing Education's Website	Information Technology	18-Feb	18-Feb			
3.2	Created a link from Education 2Go to Continuing Education's Website	Information Technology	18-Feb	18-Feb			
3.3	Open up ProTrain Curriculum for all Certificate and Certification programs	Advisory Board	18-Mar	18-Mar			

7 Milestones

Milestone Number	Title
1	Creating the Plan and Purpose for Career Long Learning
2	Defining Project Scope
3	Implementation of SMART Goals and Timeline
4	Partnership Between ProTrain and WSSU in the Division of Continuing Education
5	Defining Risk Assessment with ProTrain
6	Redefining Project Scope
7	Defining Project Plan that Includes Detailed Strategies, Activities, Timelines, and Up-to-Date Outcomes and Results
8	Defining the Financial Budget and Deliver the Consulting Project Objectives and Benefits
9	Defining Quality Assurance Plan that includes two new Partnerships with Continuing Education; Center for Legal Studies, and Education 2Go
10	Redefining my SMART Goals and Timeline

8 Metrics and Results

Purpose: WSSU in the Division of Continuing Education will partner with ProTrain, Center for Legal Studies, and Education 2Go as our online educational providers for our certificate and certification programs.					
Objectives	Priority	Responsibility Person (s)	Begin	Completed	Deliverables
Created a New Continuing Education Website	H	Candidate Project Team	Oct-16	Dec-16	Created a new website for Continuing Education that will Appeal more to Students/Potential Students
Established an Advisory Board	H	Continuing Education	Oct-16	Oct-16	Created an Advisory Board to Help with New Educational Programs
Created the Partnership between ProTrain and Continuing Education	H	Advisory Board	Jan-17	Apr-17	Created Link to ProTrain's Website
Created the Marketing Processed	H	Advisory Board	Feb-17	Mar-17	Continuing Education has Implemented Marketing Communication to Increase Growth
Laid the Foundation for Two New Partnership	H	Advisory Board	Jan-18	Feb-18	Two New Partnerships with Online institutions; Center for Legal Studies, and Education 2Go

9 Risks, Constraints, Assumptions

9.1 Risks

High: Ratings classified as high pose a threat to the organization and require plans of action to prevent the issue from growing into detrimental situations.

Medium: Ratings classified as medium tend to have the potential to increase and have an impact on the staff, students, and university.

Low: Ratings classified as low will have little incentive to draw up a contingency plan.

Risk Description	Risk Assessment Plan	Mitigation Plan
1) IT and related courses through the online portal	2. High	Each online provider will monitor its system to make sure Continuing Education has access to their website.
2) Unfavorable partnership between Continuing Education and each online providers	1. High	All educational providers must contact Continuing Education with any updates to their website or changes to their institution.
3) Schedule and timeline	2. Low	
3) Whether the admissions applications are stored or transmit critical or private information	1. High	All admissions applications for registrations will be handle by each educational institution.
4) Skill sets	2. Medium	All customers that goes through the website should have computer knowledge
5) System failure occurrence probability	1. High	Each educational provider must contact Continuing Education with notification of system problems or concerns.
6) Resource availability	1. High	Tuitions and fees have been calculated for each course and

Continuing Education will receive
18% per registration

7.) Ownership of data and/or application 1. Low

9.2 Constraints

- 1) **Project funding sources are limited, with no contingency.** WSSU is a state-funded institution. The finances that are needed for partnerships with ProTrain, Center for Legal Studies, and Education 2Go will help underwrite the University website, newspaper ads, radio, and social media.
- 2) **Due to the nature of information technology, resource availability was inconsistent.** Problems did occur with Continuing Education's website. For example, the website was down which caused potential students to not register. Consequently, there were delays in enrollment and projection of tuition and fees.

9.3 Assumptions

- 1) **Continuing Education will continue to use ProTrain, Center for Legal Studies, and Education 2Go as education providers.** WSSU will continue the strategic partnerships between Continuing Education and ProTrain, Center for Legal Studies, and Education 2Go. Career-long learning certificate and certification programs will fill the gap and further boost Continuing Education.
- 2) **The desired population for online learning.** Potential customers who are searching for a certificate or certification program recognize they need programs that will help them with in-depth study in knowledge and skills that are required for new career objectives.
- 3) **Problem-solving requires information that was as accurate as possible.** Information is more accurate when it reflects the full range of viewpoints and opinions among the partners. ProTrain, Center for Legal Studies, and Education 2Go will involve Continuing Education as much as possible.
- 4) **Effective decision-making requires free and open choices among customers.** The partnerships will allow potential students to have access to all certificate and certification programs. These customers will receive further assistance because all our online educational providers will contact all enrollees regarding tuition, fees, books, and supplies. Due to limited resources, however, ProTrain, Center for Legal Studies, and Education 2Go will act as our third-party schools. Nevertheless, collaboration will allow

for free and open choice that was more likely to produce the full range of benefits necessary for good planning. Consequently, our educational providers can expect to adopt these changes necessary to bring about this transformation.

- 5) **Effective implementation requires the internal commitment of our educational online institutions.** The partnership and relationship between Continuing Education and ProTrain, Center for Legal Studies, and Education 2Go will meet the needs of students who desire to take an online certificate or certification class. Once a student registers in an online continuing education program through WSSU Continuing Education website, the online institution will provide the material, instructor, and customer service. Additionally, our online providers will involve Continuing Education as much as possible in project planning. Our online providers are more likely to implement the plans completely which will strengthen the partnership at the same time.

10 Financial Plan

Item	Cost per unit	Number of units	Total cost	Notes
Project Delivery: Grow our revenue by 25 new students by December 2018	(\$2,850)	(25)	(\$71,250)	Effective decision-making requires free and open choice among students
Project Design: Grow enrollment in Allied Health Programs by 40% by March 2018	(\$3,231)	(10)	(\$32,310)	The desired population for allied health certificate and certification programs
Product Improvement: Maintain a 20% net profit margin each semester	(\$3,320)	(12)	(\$39,840)	Problem-solving requires information that is as accurate as possible for each program
Other Cost: New job opening (program assistant)	\$26,000	1	\$26,000	New position was approved and will be posted by December 2018
Total	\$35,401	(48)	(\$169,400)	

11 Quality Assurance Plan

PLAN:

Strategic Plan 1: Created a Strategic Planning Process with Goals from March 2016 through December 2018

- Created a new Continuing Education website.

DO:

Results: Continuing Education has implemented a new website that will be more favorable to students and potential students. The website features new links that allow students to navigate to (1) GRE Test Prep; (2) LSAT Test Prep; (3) Professional Learning courses such as (a) Public Speaking, (b) Conflict Resolution, and (c) Communicating with Influence; and (4) and the Distance Learning Directory.

- New website: Developed a new Continuing Education website. The website was completed with effective measure and sustainability. This was completed in December 2016.

STUDY:

- Website: Continuing Education approved of the new changes and additions to the website.
- Continuing Education Website: There needs to be an easier way to get to the webpage. Users have to go through too many drop-down boxes to get to the website.
- Links to Website: Links on the Continuing Education webpage were not functioning properly and Information Technology (IT) was called to help with these issues.
- IT will meet with the Advisory Board on a weekly basis to get feedback with issues on the website.

ACT:

- Continuing Education will sustain its partnership with Information Technology (IT) to update the website as needed.
- IT will monitor the Continuing Education website for errors in the webpage links.

PLAN:

Strategic Plan 2: Created an Advisory Board Process.

- Established an Advisory Board for the partnership with ProTrain

DO:

Results: The Advisory Board at WSSU Continuing Education is now implemented with eight new members. We have defined roles of each board member and have setup a schedule to meet monthly.

- Board: Created Continuing Education Advisory Board. Completed October 2016
- The Advisory Board met monthly to review and discuss using ProTrain as an online educational institution for certificate and certifications programs. This was discussed in October 2016.

STUDY:

- The Advisory Board needs to replace two people who came off in November 2016.
- We need to add an additional staff member on the Advisory Board.
- Members are having difficulties coming up with a meeting time that is conducive for our Board meetings.
- The Board will consider having our monthly meeting at 4 p.m. This will give us the majority of Board Members who can attend.

ACT:

- The Board received information on ProTrain at the December 2016 meeting.
- Pat Oliver delivered a presentation on creating a partnership with ProTrain in January 2017.
- The Board approved Ms. Oliver's presentation, and a time was setup to meet with ProTrain in February 2017.
- Continuing Education Advisory Board continues to meet monthly.

PLAN:

Strategic Plan 3: Created the Partnership between WSSU Continuing Education and ProTrain.

- Lay the foundation for the partnership
- Secure the commitment between ProTrain and Continuing Education to the project goals
- Standardization of all processes between ProTrain and Continuing Education

DO:

Results: WSSU Continuing Education, and ProTrain LLC, and online educational institution have formed a strategic partnership in certificate and certification programs in allied health.

- ProTrain delivered a presentation before the board on their certificate and certification programs in allied health. Completed in February 2017.
- Advisory Board approved the partnership in February 2017. Continuing Education created a curriculum for healthcare certificate and certification programs with ProTrain. Completed in February 2017
- Developed a budget and funding strategy plan. Completed in February 2017

- Created a link to ProTrain on WSSU Continuing Education website. Completed in March 2017
- Continuing Education website was open for online registration. Completed in March 2017

STUDY:

- The Board had to renegotiate our percentage of fees per student with ProTrain. The percentage was too low and the Advisory Board made a request to have the percentage raised from 16.5% to 18% per student.
- ProTrain agreed to increase the percentage rate from 16.5% to 18%.
- Information Technology (IT) had to fix ProTrain's link on Continuing Education's website prior to online registration.
- IT will continue to work with Continuing Education to monitor the website for problems with the link.
- When a student went to WSSU Continuing Education website and clicked in ProTrain's website, the link was down. This prevented potential new students the opportunity to search for certificate or certification programs.
- From April through September 2017, we had 10 new students who went through the Continuing Education website to register with ProTrain for certificate and certification programs.

ACT:

- Advisory Board approved to offer a 12-week class on campus for the certification in Certified Nursing Assistant (CNA).
- The Board considered looking into other institutions that have certificate and certification programs in Computer Science and Legal Studies.
- Encourage participation among faculty, staff, and partners by marketing ProTrain in our ConEd Newsletter.
- Continuing Education continues to seek new enrollment through the website.

PLAN:

Strategic Plan 4: Created the Marketing Process.

- Executed a market penetration strategy to increase growth
- Focused the communication efforts on engaging stakeholders to take action on behalf of potential new students

DO:

Results: Continuing Education has implemented marketing communication to increase the growth in its online certificate and certification programs. We are primarily targeting Facebook users, Twitter users, meeting and conference materials, marketing and sales tools, and online communications.

- Our advertising platform in Facebook was a success. This feature allowed us to target ads and “like” posts. As such, we have offered contact information to those who liked us. Further, we have made sure those who did received the information know to visit WSSU Continuing Education website and check out our partnership with ProTrain. Completed in March 2017
- Our advertising with Twitter went well, and we use this site for quirkier purposes. Links to WSSU videos introducing Continuing Education partnership with ProTrain was one of our primary means of communication on this channel. Completed in March 2017
- We are focusing on students, faculty, and staff to register for a certificate or certification program.
- We created databases with addresses and zip codes. Completed in March 2017
- We created a Continuing Education (ConEd) email newsletter. Completed in April 2017
- According to my research, online menus will bring us the largest percentage of our students. As such, The Advisory Board approved partnerships with several other online educational institutions to offer various certificate and certification programs over the next few months to strengthen our growth in career-long learning. My research was completed in January 2018.

STUDY:

- The ConEd newsletter did not go out in time due to the backlog of Marketing. Consequently, online registration was up and running before the newsletter was emailed to students.
- Due to the budget constraints, printed publications and flyers advertising our partnership with ProTrain have been put on hold.
- The Board was disappointed with our feedback from LinkedIn.
- The Director of Continuing Education will speak with Marketing on getting our advertising out in a timely manner.
- The Advisory Board wants Marketing to send out the ConEd newsletter every week to advertise our partnership with ProTrain.
- Small percentage of faculty and staff are not interested in allied health certificate or certification programs through our partnership with ProTrain.
- Two of 10 students cancelled their enrollment with ProTrain. Therefore, percentages from these two students will not be reflected in our payment.

ACT:

- The Advisory Board members approved my request for online menus that will consist of two new online institutions that will offer computer technology, paralegal, project management, and business administration in certificate and certification programs.

- Due to low enrollment, the Certified Nursing Assistant (CNA) that was going to be taught on campus has been cancelled. Advertising for this course did not go forth. This course was offered with ProTrain as an on-campus certification program.
- The Advisory Board suggested we use a new website called WSSU Campus Announcements. We can advertise our partnership with ProTrain on this website that comes out weekly.
- The Advisory Board continues to meet monthly.

PLAN:

Strategic Plan 5: Developed the Infrastructure to Prepare for High Growth in the Area of Career-Long Learning

- Laid the foundation for our two new partnerships
- Secured the commitment between Education 2Go and Continuing Education to the project goals
- Secured the commitment between Center for Legal Studies and Continuing Education to the project goals

DO:

Results: WSSU Continuing Education moves into partnerships with several other online educational institutions to offer various certificate and certification programs. For example, we will partner with Education 2Go and Center for Legal Studies. These online institutions will give Continuing Education an array of programs from computer software to paralegal certificates and certification programs.

- Created a link from Continuing Education's website to Education 2Go. Completed by Information Technology (IT) February 2018
- Created a link from Continuing Education's website to Center for Legal Studies. Completed by IT February 2018
- WSSU in the Division of Continuing Education introduced Center for Legal Studies and Education 2Go in our weekly ConEd email newsletter. Completed February 2018
- WSSU in the Division of Continuing Education introduced Center for Legal Studies and Education 2Go in our weekly WSSU Campus Announcements. Completed February 2018
- Board approved budget of \$3,000 for marketing expenses. Completed March 2018

STUDY:

- Center for Legal Studies offered an 18% per student fee with computer certification programs paying an addition .8% per student. These fees were accepted by the Board.
- Education 2Go offered 18% per student fee. The Advisory Board approved the fee.

- Two students completed registrations through the Continuing Education website with Education 2Go.
- Three students logged into Education 2Go requesting information and two students logged into Center for Legal Studies requesting information.
- Continuing Education received great reviews from faculty, staff, and partners.
- Observed too much sedentary time from Education 2Go when responding to student requests through email.
- The partnership with Center for Legal Studies and Education 2Go only required the Advisory Board speaking with representatives from both online schools and IT helping with setting up the links.
- The Board submitted our information to WSSU Campus Announcements to promote our two new online schools. The information was submitted late and therefore was not in the weekly announcements.

ACT:

- Continuing Education will continue to market and enroll students in ProTrain, Center for Legal Studies, and Education 2Go through Continuing Education website.
- I looked at several more online schools to add on the Continuing Education website.
- The Advisory Board discarded this idea of adding additional online institutions. The Board feels three online institutions are enough for online certificate and certification programs.
- The Advisory Board will start meeting quarterly.

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