Background & Purpose

Winston-Salem State University (WSSU) enjoys a great reputation as a Historically Black Constituent Institution of the University of North Carolina System. Under WSSU is the Division of Continuing Education and they offer non-credit personal and professional learning development courses. A few of these courses that are offered are Public Speaking, Conflict Resolution, and Communicating with influence.
Background & Purpose

The purpose of this project was to introduce Winston-Salem State University 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.
Project Scope
Outline of Partnering Organization’s Objectives

• Created a new Continuing Education website that will appeal more to students/potential students
• Established an Advisory Board
• Laid the foundation for the partnership with ProTrain
• Secured the commitment between ProTrain, and Continuing Education to the project goals
• Executed a market strategy to increase growth
• 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
Project Approach

Project Lifecycle Processes

The project plan was originally constructed in February 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 non-credit 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 and secured the commitment between Center for Legal Studies and Continuing Education to the project goals
- Created a link from Continuing Education’s website to Center for Legal Studies and created a link from Continuing Education website to Education 2Go.
- WSSU in the Division of Continuing Education introduced Center for Legal Studies and Education 2Go in our weekly ConEd email newsletter and in our weekly WSSU Campus Announcements
## Work Plan

### Work Breakdown Structure

<table>
<thead>
<tr>
<th>Task</th>
<th>Assigned To</th>
<th>Start Date</th>
<th>End Date</th>
<th>Task Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developed a New Continuing Education Website</td>
<td>Project Manager, IT, and Consultant for the project</td>
<td>16-Oct</td>
<td>16-Dec</td>
<td>YES</td>
</tr>
<tr>
<td>Created Continuing Education Advisory Board</td>
<td>Director</td>
<td>16-Oct</td>
<td>16-Oct</td>
<td>YES</td>
</tr>
<tr>
<td>Presentation to Advisory Board for New Partnership</td>
<td>Consultant for the Project</td>
<td>16-Dec</td>
<td>16-Dec</td>
<td>YES</td>
</tr>
<tr>
<td>ProTrain Delivered Presentation on their certification Programs</td>
<td>Advisory Board</td>
<td>17-Jan</td>
<td>17-Jan</td>
<td>YES</td>
</tr>
<tr>
<td>Program Infrastructure: Created link to ProTrain’s Website</td>
<td>Project Manager and Information Technology</td>
<td>17-Feb</td>
<td>17-Feb</td>
<td>YES</td>
</tr>
<tr>
<td>Developed a Curriculum for Allied Health</td>
<td>Director and ProTrain</td>
<td>17-Feb</td>
<td>17-Feb</td>
<td>YES</td>
</tr>
<tr>
<td>Created Databases with Addresses and Zip Codes: Email ConEd Newsletter</td>
<td>Marketing Department</td>
<td>17-Mar</td>
<td>17-Apr</td>
<td>YES</td>
</tr>
</tbody>
</table>
# Work Plan

## Work Breakdown Structure

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<tr>
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<th>Task Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developed Project Budget and Funding Strategy Plan:</td>
<td>Director and Consultant</td>
<td>17-Mar</td>
<td>17-Apr</td>
<td>YES</td>
</tr>
<tr>
<td>Approved the Partnerships with Education 2Go as a new Online Provider certificate and certification programs</td>
<td>Advisory Board and Consultant</td>
<td>18-Jan</td>
<td>18-Feb</td>
<td>YES</td>
</tr>
<tr>
<td>Approved the Partnerships with Center for Legal Studies as a new Online Provider certificate and certification program</td>
<td>Advisory Board and Consultant</td>
<td>18-Jan</td>
<td>18-Feb</td>
<td>YES</td>
</tr>
<tr>
<td>Approved to open up ProTrain curriculum for all certificate and certification program</td>
<td>Advisory Board and Consultant</td>
<td>18-Mar</td>
<td>18-Mar</td>
<td>YES</td>
</tr>
<tr>
<td>Created links from Education 2Go and Center for Legal Studies to Continuing Education’s Website</td>
<td>Information Technology</td>
<td>18-Apr</td>
<td>18-Apr</td>
<td>YES</td>
</tr>
<tr>
<td>Continue registration through WSSU Continuing Education Website. The goal is 25 by December 2018</td>
<td>Consultant for the Project</td>
<td>17-Apr</td>
<td>18-Dec</td>
<td>YES</td>
</tr>
</tbody>
</table>
### Risks

<table>
<thead>
<tr>
<th>Risk Description</th>
<th>Risk Assessment Plan</th>
<th>Mitigation Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1) IT and related courses through the online portal</td>
<td>2. High</td>
<td>Each online provider will monitor its system to make sure Continuing Education has access to their website.</td>
</tr>
<tr>
<td>2) Unfavorable partnership between Continuing Education and each online providers</td>
<td>1. High</td>
<td>All educational providers must contact Continuing Education with any updates to their website or changes to their institution.</td>
</tr>
<tr>
<td>3) Schedule and timeline</td>
<td>2. Low</td>
<td></td>
</tr>
<tr>
<td>3) Whether the admissions applications are stored or transmit critical or private information</td>
<td>1. High</td>
<td>All admissions applications for registrations will be handle by each educational institution.</td>
</tr>
<tr>
<td>4) Skill sets</td>
<td>2. Medium</td>
<td>All customers that goes through the website should have computer knowledge</td>
</tr>
<tr>
<td>5) System failure occurrence probability</td>
<td>1. High</td>
<td>Each educational provider must contact Continuing Education with notification of system problems or concerns.</td>
</tr>
<tr>
<td>6) Resource availability</td>
<td>1. High</td>
<td>Tuitions and fees have been calculated for each course and Continuing Education will receive 18% per registration</td>
</tr>
</tbody>
</table>

### Constraints

- **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.

- **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.
Quality Assurance Plan

Plan:

• Created a Strategic Planning Process with Goals from March 2016 through December 2018. 1) Developed a new Continuing Education website; 2) Established an Advisory Board; 3) Created the partnership between WSSU and ProTrain, an online educational institution; 4) Created the marketing process; 5) Developed the Infrastructure to prepare for high growth in the area of Career-Long Learning

Do:

• 1) Continuing Education has implemented a new website that will be more favorable to students and potential students; 2) The Advisory Board is implemented with eight new members and have setup a schedule to meet monthly; 3) Continuing Education and ProTrain have formed a strategic partnership in certificate and certification programs; 4) Our advertising platform in Facebook was a success. This feature allowed us to target ads and “like” posts; 5) Continuing Education moved into partnerships with several other online educational institutions to offer various certificate and certification programs. Center for Legal Studies and Education 2Go

Study:

• 1) Continuing Education approved of the new changes and additions to the website; 2) The board will consider moving our monthly meeting at 4 p.m. This will give us the majority of Board Members who can attend; 3) ProTrain agreed to increase the percentage rate from 16.5% to 18%; 4) 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; 5) Center for Legal Studies and Education 2Go offered an 18% per student fee with an additional 8% for computer science certification. These fees were accepted by the Advisory Board.

Act:

• 1) IT will monitor the Continuing Education website for errors in the webpage links; 2) Advisory Board will meet only as needed; 3) Continuing Education continues to seek new enrollment through the website; 4) The Advisory Board suggested we use a new website called WSSU Campus Announcements; Continuing Education will continue to market and enroll students in all our online educational institutions
CONSULTANCY PROJECT - SUCCESS

- Strategic goals and objectives
- Online Partnerships
- Enrollment
- Work Plan
- Marketing Communication Plan
- Revenues & Expenses:
- Quality Assurance Plan

BENEFITS:

- Good working relationship with the Advisory Board
- Setting a good example
- Development of my leadership skills
- Keeping the Advisory Board informed
- Make sound and timely decisions
- Taken responsibility for my actions
- Having a positive attitude
REFLECTION

As the consultant for this project; I wanted to be an effective leader to stimulate growth and a shared vision of new opportunities in Continuing Education. As the lead for this project, I had to always remember that the work that was accomplished was not about me. I was one of the channels through which this venture could become a reality. Therefore, my goal was to help build Continuing Education into a great Department. I was ambitious in some areas and I had to slow down at times to reflect, but nevertheless, my ambition is first and foremost for Continuing Education and not for myself. My leadership skills were strengthened from this consultancy project, and I will continue to strive to a better leader. It was very important for me to always remember that leadership is about a balance between humility and modesty and aggressiveness and determination.
REFERENCES
