



Establish School of Extended Learning Team

- Include staff, key academic and business staff on the committee
 - Establish a working committees for developing business plans for the School of Extended Learning
 - Develop a draft vision / mission
 - Establish operating principles

- Assign responsibilities and tasks to team members
 - Tasks should align with core competencies and organizational responsibility
 - Determine additional resources required for the planning process

- Establish planning timelines, working procedures and information sharing methods
 - Select planning methods (ownership assignments)
 - Schedule periodic meetings
 - Define communications

Prepare Mission Statement / Goals / Priorities

- Develop a mission statement (less than 3 sentences) that clearly and succinctly represents the enterprise's purpose for the school of extended learning
 - Utilize Provost's draft mission and goals to future refine a cohesive statement
 - Ensure statement aligns with vision, mission, and goals of Norfolk State University

- Based on best practice findings, determine long-term and short-term goals and priorities
 - Develop three to five goals for extended learning (to be refined later)
 - Based upon current knowledge and information, prioritize goals

- Establish performance measures, timeframes, and accountability for each goal
 - Example performance measures are numbers of students, revenue per student and profitability (these are not the specific targets but simply the units of measure that will be utilized)
 - The high level timeframe is identified for completion of each segment of the business planning process
 - Establish the ownership for each of the business planning process segments

Define Present State

- Gather background information that affects extended learning (online learning, continuing education, distance education, & graduate programs)
 - Fully analyze existing programs in these areas
 - Number of students in each program
 - Faculty required for delivery of each program
 - Costs of each program (direct & indirect)
 - Revenue from each program (direct & supplemented)
 - Other overhead costs (Management, Marketing, etc)
- Determine foci, strengths and weaknesses
 - Through interviews and focus groups determine for each program (include faculty, staff, students and external stakeholders)
 - Develop matrix to rank programs based upon assessment criteria
- Assess current state of each existing program
 - Utilize quantitative as well as anecdotal input
 - Rank the programs utilizing assessment matrix
- Review and understand the NSU/ODU agreement on Virginia Beach facility
 - Cost sharing arrangement
 - Facility management
 - Usage arrangement

Extended Learning Needs Assessment

- Determine current needs of external education community local educational authorities (LEAs)
 - Visit local LEAs to determine opportunities of training their employees and other stakeholders
 - Research pending and future education and training requirements of federal, state, and local authorities
- Investigate local military educational and training requirements and opportunities (Army, Navy, Air Force)
 - Engage the learning and training organizations to determine how Norfolk State University's school of extending learning can assist in meeting their requirements
 - Identify pending and future educational and training needs
 - Identify current providers and programs
- Poll local corporate entities for education and training needs
 - Identify the top five corporations with whom to engage
 - Engage the learning and training organizations to determine how Norfolk State University's school of extending learning can assist in meeting their requirements
 - Identify pending and future educational and training needs
 - Identify current providers and programs
- Visit Old Dominion University
 - Benchmark their distance education or extended learning program
 - Establish relationships with key leadership positions
 - Explore opportunities for collaboration
- Complete a literature review on distance learning and continuing education needs

Analyze Extended Learning Gaps and Opportunities

- Identify target audiences
 - Create demographic composition of the identified marketplace (potential students & organizations)
 - Identify niches for development of core competencies
- Identify key program offerings
 - Identify needed program offerings by demographic information
 - Map existing programs to needed programs
 - Identify programs for intervention (close the gaps)
 - Select programs that NSU will offer
- Determine appropriate methods(s) of delivery
 - Online
 - Correspondence
 - Blended
 - Traditional
- Identify required staffing levels and skills
 - Existing NSU programs that will continue
 - Potential new NSU programs
 - Partnership and collaborative programs
- Determine required investments, program operating costs, and revenue streams (program and organizational profitability)
 - Develop a profitability matrix for existing and potential new programs
- Recommend portfolio of programs
 - Based upon profitability matrix assessment

Establish Governance

- Define an organizational structure responsible for managing the extended learning initiative and identifying priorities
 - Identify key players
 - Define ongoing organizational structure (functional, weak matrix, strong matrix)
 - Develop organizational chart for school of extended learning

- Define roles and responsibilities for all positions
 - Develop performance guidelines

- Identify and prioritize required skill sets for positions
 - Develop job descriptions

Develop Funding Strategy

- Determine costs and budgets relative to the school of extended learning
 - Complete use of funds document by program ([Profitability Template](#))
 - Combine program totals and organizational overhead / administration costs
 - Establish letters of agreement for cost methodology (how numbers are calculated; what are the agreed upon assumptions)
 - Research competitive rates within the area for validation purposes

- Identify funding gaps, funding approach, and revenue sources
 - Complete source of funds document by program
 - Combine program totals and organizational funding

- Understand profitability
 - Analyze profitability by program
 - Summarize program profitability and organizational cost/revenue to determine school of extended learning profitability
 - Develop alternatives to address funding and cost components

Create Implementation Plan

- Select beta programs (high ROI)
 - Select programs with a high expected yield and most immediate benefit; the following is the expected result but detailed analysis could reflect otherwise
 - Continue, enhance or terminate existing programs
 - Explore collaborative programs
 - Develop new programs
- Establish a work plan, timetable, and an implementation task force
 - Special emphasis should be placed on minimizing fixed costs
 - Focus on just in time support costs
- Review and analyze beta program results
 - Adjust delivery of offerings accordingly
- Test the final plan against the mission statement
 - Ensure programs are demand driven (customer base)
 - This is not build it and they will come

Implementation

- Build Programs as defined in Plan
- Perform quarterly assessments, evaluation and updating of plan
- Place emphasis on marketing, marketing and marketing (who is the sales force?)