

BOARD OF GOVERNORS

PLANNING AND ADVANCEMENT COMMITTEE

June 23, 2011

- I. **Attendance:** Chairman Eric Coleman, Governors Tom Guetzloff, and Gary Swingle, Student Representative Kris Casdorff. **Staff in Attendance:** Dr. John M. Berry, William Patterson, Cynthia Rakes, Phil Bright, Amanda Downs, Robin Baldwin, Dr. James Rowley, Jonathan Adler, Maria Drake, Janie Hill.

- II. **Welcome and approval of the agenda from Chairman Coleman:**
 - A. Alumni Affairs Strategy Engagement (Phil Bright/Amanda Downs)
 - B. Overview of National Alumni Association Executive Summit (Phil Bright/Amanda Downs)
 - C. Fundraising Campaign Committee Structure (Dr. John M. Berry)
 - D. Annual Fund Update (Robin Baldwin/Cynthia Rakes)
 - E. Constituent Group Giving History (Robin Baldwin/Cynthia Rakes)
 - F. Legislative Affairs Status Report (Jonathan Adler)

- III. **Reports on agenda items:**
 - A. **Constituent Group Giving History (“Foundation Giving Report”/Attachment):**

Robin Baldwin:
This report was compiled from Raiser’s Edge data, managed by Cynthia Rakes and Robin Baldwin. Robin, Chairman Coleman and Cynthia provided clarification on categories of giving for this report (Alumni, Board members, etc.). Statistical reports on the breakdown of giving were also presented.

 - B. **Annual Fund:**

Robin Baldwin:
For the Foundation, “in the past, unrestricted funds were used to pay for Foundation expenses”. The majority of the funds are derived from the Foundation Annual Dinner. Unrestricted funds are very difficult to acquire. As relates to Planned Giving, Robin stated that recent studies show that only a “small pocket of people” are engaging in Planned Giving. She needs more materials pertaining to the “Legacy Society”.

 - Chairman Coleman requested further clarification on definition of unrestricted funds.
 - Gary Swingle stressed the need for endowments.

- Pre-alumni Club: involve more commuter students; continue book fund awards; engage students in more community service projects; connect students with alumni in various areas.
- Graduating seniors: continue to actively participate in Grad Salute events; pursue a Senior Giving Program or Class Gift opportunities.
- Assist in job referrals.
- Mentoring/assisting with student retention.
- Return to learn program.
- Assist in recruiting new students: work with Alumni Chapters as a liaison to the Admissions and Recruitment department.

Discussions and questions pertaining to Alumni Relations:

- Chairman Coleman encouraged connecting all records (Raiser’s Edge software, records, etc.)
- Encouragement from group to continue efforts with the Alumni Advisory Group and Pre Alumni Club. Amanda and Phil are working on this effort, “networking”, etc. Kris Casdorff offered his assistance with these efforts. Chairman Coleman encouraged engaging Mr. Casdorff in the planning, inviting other alums, faculty, etc. to participate in the planning and implementation of these programs.
- Chairman Coleman encouraged the continued efforts in meeting with all Alumni Chapters & having hard, fast, measurable goals. Statistical data shows that there are 30-33 chapters, with 9635 individual Alumni members in the Kanawha Valley. The Kanawha Valley Chapter will be electing a new President & hopefully this will assist with centralizing & mobilizing those alums. Phil hopes to “grow” the alums by 10%.
- Alums need a “reason”, incentives, goals, “what’s in it for me”, etc. to become involved in the work of the University. Use/access of facilities – library, gym, sporting events, guest lecturers, mentors, etc.

E. Legislative Affairs Status Report:

Jonathan Adler:

The Governor’s Office has our Land Grant Match on list of potential funding for Supplemental appropriations. That process will most likely happen during a possible August Special Session of the Legislature. However, the Governor may process these Monies next month rather than during the August session. The Governor’s Office assures me they will inform us when this will occur so that we can be ready. The appropriate House and Senate Committee Chairs and their staffs – Education and Finance – have been briefed and we have all our “ducks in a row” for support, leadership from the Chancellor. We hope that the match will happen.

IV. Adjournment

Submitted by Janie Hill _____ 6/23/11

**West Virginia State University Board of Governors
Institutional Advancement Committee
10:30 a.m. (or immediately following Finance/Audit Committees)
Thursday, September 22, 2011
Grand Hall, Erickson Alumni Center**

Mr. Larry L. Rowe - Chair, Presiding

AGENDA

- I. Call to Order
- II. **Approval of Agenda**
- III. Review of Comments on 2011-2013 Strategic Plan
- IV. **Recommendation to Full Board to Approve Proposed Changes to 2011-2013 Strategic Plan**
- V. Update on Fundraising
- VI. University Relationships
- VII. Preliminary Discussion on Working with Research and Development Corporation to Prepare a Contract for its Work and Relationship to the University and the Board of Governors
- VIII. Work with Legislators, the Kanawha County Commission and other Government and Business Leaders, starting with Kanawha County and then in Other Counties in Central West Virginia and Other Land-Grant Affiliated Counties
- IX. Preliminary Discussion on *Campus Master Plan*
- X. Adjournment

Action items are in **bold print**.

**West Virginia State University Board of Governors
Meeting of Sept 22, 2011**

ITEM: Strategic Plan Feedback

ADMINISTRATIVE AREA: Office of Institutional Effectiveness

RECOMMENDED ACTION: Review for revision of Draft Strategic Plan

PRESENTER: Dr. Barry Pelphrey

BACKGROUND

During the June 23 regular BOG meeting, the Board asked for additional stakeholder input regarding the 2011-2013 Strategic Plans. The attached documents are feedback and comments collected from the Faculty, Student, Invitation, Staff, and internet forums.

Overarching Stakeholder Input Themes To-Date

- New Student Housing
- Specific programs and activities to serve commuter students
- Textbook cost committee
- Better job of advertising (Brand Marketing)
- More Online offerings
- Correcting document to reflect changes in organization structure
- Including cost information
- More donations (Fundraising Champaign)
- Better electronic infrastructure
- Revise Mission Statement

Public Feed Back and Student Forum Comments

The following comments are public feedback obtained by anonymous submissions through LiveText.

- As a current student enrolled at WVSU I am in favor of the ideas to increase brand awareness, and to improve the image of WVSU. I must urge WVSU to concentrate on retaining the support of their commuter students. These students are the least informed and the least connected, but they make up a majority of the students enrolled at WVSU. Their lives are hard, they are normally not traditional college students, and they never cultivate a proper and prideful

connection to the WVSU community. This is a problem, for these are the individuals who surround the areas that WVSU reach. These commuter students also have family members and others in the community at large. When a problem or hassles burden these students this inhibits the growth of a connection with WVSU, and therefore ultimately leads to little or no alumni support from these individuals. I strongly and wholeheartedly hope that the Board will remember to care for their commuter students, for these will become alumni who may not have a connection to WVSU if no actions are taken to remedy the present situation. Their memories of life on this campus will not be happy, and they will not give money or support to WVSU. I therefore urge the Board to make for certain that the commuter students are given opportunities for a vibrant student life. More activities must be made for and available to the commuter student population of WVSU.

I must also insist that WVSU make for certain that the Drain-Jordan Library is not forgotten. It is in need of up-to-date references and resources. Should it be left behind the library will ultimately become obsolete and just filled full of archaic books. I urge that WVSU remember that the strength academically of their students and faculty depends on a strong and vibrant library. If we continue to allow the library to decay it will ultimately be to the detriment of the campus and the education of its students. I urge that increased funding and renovations be made to the library. Sincerely, Just a Commuter Student

- Strategic plan does not have cost in the goals. The school is broke, so not considering cost is not wise. Also, several new organizational charts have come out and most of these positions do not exist
- According to Radio-Info.com, the fastest growing format in radio is the Urban Adult Contemporary format. The utilization of the campus radio station 106.7 FM in this format could bring extreme revenue and publicity to West Virginia State University. There are no stations with this format in the entire state of West Virginia. A station with a mix of classic soul, classic r&b and gospel. With the success of 98.7 "The Beat" and the abundance WVSU alumni, coupled with an older minority population in the state and Charleston area, this format could guarantee successful revenue, listenership. As an HBCU, WVSU could model the success of WHUR - Howard University Radio in Washington, DC. This station and format is could be a platform in the community to speak on public affairs, news and information specific to the local, WVSU and minority community. Please consider utilizing the West Virginia State University radio station more as a Charleston/Kanawha County vehicle by changing the format of the campus radio station to be more competitive in the media/communications industry. Thanks
- It appears to me that the cover letter to the strategic plan (which was signed by Dr. Carter) is at worst a bunch of lies, and at best a stretching of the truth. I do not know everything that went into the plan, but what I do know is that the Faculty were not allowed any input into the document. Classified staff were not allowed input into the document. Computer Services was not allowed input into the document. The Center for Instructional Technology was not

allowed input into the document. The latter two are particularly glaring in that one of the stated threats is "Inadequate electronic infrastructure could negatively impact all areas of operation in the academic, administrative and service areas of the University." And finally, it seems ridiculous that someone would arbitrarily create an Objective, and assign Milestones, a Timeline, and Responsibility with no discussion with the parties involved (see "Implement a Degree Audit System").

- Greetings"

Now that Mr. Walton is due to return shortly from his military obligations; I feel that he be allowed to continue his good works with the B.T.W. Institute, in Malden; A project that he started prior to his departure; Further I feel that he is the person to take the institute to the next level, and ultimately worldwide.....

- There is no mention of international aspects within the texts. How can we speak of a living laboratory or human relations and cultural diversity without speaking of global awareness. Thanks.
- A Cost column needs to be inserted
- Better electronic infrastructure
- Please address the textbook cost issue. Perhaps there can be textbook cost committee
- Hi,

I just skimmed the compact and offer the following suggestions:

p.16, ECI, 2nd paragraph: This workshop for ECI callers should probably have some element on the cognitive transition from high school/junior college to University, including library and study skills.

pp. 20-25: The literature also suggests that there are two physical facilities which play inordinately large roles in student persistence: the student center and the library. Both must be supported in order to provide the nurturing atmosphere that students need to thrive--especially on commuter campuses. In addition to the library materials, libraries should offer meeting places, comfortable places to spend time between classes, etc. We've begun to do this, but need much more support to make this happen in a big way.

p. 30, 2nd full para: In 14 months of living in Charleston, and having a spouse who is addicted to watching TV in the evenings, I have seen a WVSU commercial exactly once. And it was a dud. This needs to be ramped up.

p. 40, % of faculty with terminal degrees: Don't know the rules for counting this, but if librarians (who are at least nominally faculty) are counted the number will go up. 100% of us have the terminal degree for practicing librarians.

p. 56, Accreditation: Just a note to think about, especially with your involvement in the Accreditation process--since the library has not been allocated any budget at all for years and is not given authority or resources to buy materials, we're going to have a hell of a time keeping accreditation. Just sayin'.

That's all I have to offer; hope it helps.

- I am a non-traditional student and I would more online offerings like Marshall and WVU.
- The document needs to reflect changes in organization structure

The following comments are student feedback obtained during a student forum regarding the Strategic Plan. There were several topics mentioned by the students and those are also listed below.

- The students do not know the history of the University nor do they know what it means to be a Land grant Institution.
- Online programs reach a larger population due to convenience and allow you to work at your own pace.
- With Dorm conditions why build a new gym.
- It would be nice to have a student apartment complex
- You can tell there has been a loss of students but the environment on campus is better

Mentioned while discussing Strategy One

- Students' biggest problem is boredom.
- Teachers should do more hands on then lecture

Mentioned while discussing Strategy Two

- Why not market in rest areas like other campuses and use billboards that are away from the general area of the University
- Should try to get WVSU apparel in stores like Wal-Mart and others to get our name out to the public.

Mentioned while discussing Strategy Four

- We don't do what other HBCU's do as far as student activities

After discussing the Strategic Plan the following questions and statements were made

- Has anyone surveyed the community to see what they would like pertaining to the University
- It is not a bad plan. Once the branding gets good then other things can fall into place
- Need to look for sponsors to get things done
- Fundraising should be more focused on one or a few things at a time based on need
- The changes made to the website were very good, even though some pages are rough like the donations page.



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Meeting Report
West Virginia State University Community Feedback Session
7:30 a.m., August 29, 2011
Charleston Marriott

Ann Green Communications' Senior Consultant, Jennifer Goddard, and Director of Operations/Senior Consultant, Randy Shillingburg, facilitated a meeting with two members of the community on Monday, August 29, starting at 7:30 a.m. at the Charleston Marriott. The hour-long meeting was scheduled to gather feedback from the community on the draft version of the University's 2011-13 Strategic Plan. This was the first of three meetings with the community on August 29.

Feedback from Community

Although only two members of the community – Mildred Holt and Georgette George -- participated in this morning session, they are community leaders with extensive business and community connections throughout the Kanawha Valley. Georgette George's family developed the Southridge shopping centers, taking an area of the county with little or no development and turning it into the area's most prominent shopping and dining destination. As a former West Virginia State University faculty member and nearby resident, Ms. Holt has strong connections to the University, as well as the Dunbar and Institute communities.

Goal 1. *Develop focused programs to ensure student academic success, and thereby increase retention and graduation rates.*

- Student evaluation of professors should be a major component of this goal
- Evaluation of non academic staff should also be undertaken
- Other support services should be evaluated

Goal 2. *Invest in strategic marketing to create and convey a compelling brand identity.*

- Much needed, but difficult
- Very little awareness of West Virginia State, compared to the University of Charleston and Marshall University
- Media relations could be greatly enhanced
- Tremendous opportunity for development of Shawnee Park as a University facility
- Natatorium could be developed at current pool; next closest Olympic-size pool would be in Athens, Ohio
- Need branding
- Current branding is “Oh, they ended up at West Virginia State”
- Want West Virginia to be a choice, not a fall-back position
- Facilities can be leveraged more
- Shawnee Park could be a West Virginia State University center, enhancing the universities brand, and attracting business investment and community use of area

Goal 3. *Engage in long-term, sustained philanthropic success.*

- Alumni are not engaged in fundraising; very few contribute
- Alumni should be leveraged
- Engaged alumni are typically in their late 50s, 60s and 70s; younger alumni are not engaged

Goal 4. *Grow enrollment by at least 3% per year and increase graduation rate by at least 2% per year through planning and execution of a focused enrollment management campaign.*

- At first blush, this is counterintuitive, but it makes sense
- If you're going to have increased enrollment, you must raise more money for school
- Opportunities for collaboration among universities
- West Virginia State gives an opportunity to students who don't succeed at WVU and Marshall

Goal 5. *Develop a university-wide research agenda that furthers WVSU's reputation for scholarship and academic excellence.*

- Faculty retreats should be held
- University could become a hub for businesses classes on such things as internet marketing
- Internships with area businesses
- Should add, "promoting lifelong learning"

Goal 6. *Develop Centers of Excellence that are widely recognized and held in high esteem by external stakeholders and the public at large.*

- This is really important because this is how you raise money
- Important to encourage cross discipline collaboration
- Globalization of academic world makes this very important

Goal 7. **Implement a program of enhanced engagement with constituents in the Greater Kanawha Valley.**

- This is important
- The Greater Kanawha Valley Foundation should be supporting West Virginia State with a large grant
- Historic talks and programs could enhance image
- Speaking engagements at university (i.e. series sponsored by University of Charleston)
- Significant history in area that is largely untapped
- People who attend talks are people who can donate
- This university should be in lead
- Community is dying; university will, too, unless something is done

Additional feedback:

- University should be protecting environmental surroundings
- How close to University will the cracker facility be located?
- Another strength: West Virginia State is an affordable solution
- West Virginia State benefits at-risk students


Recommendations

Based on the feedback from the faculty participants, Ann Green Communications encourages the leadership at West Virginia State University to explore the development of Shawnee Park as a University facility and to engage Ms. George and Ms. Holt in these conversations. These two well-known community leaders are very well connected and strong advocates for the university.





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Meeting Report
West Virginia State University Faculty Feedback Session
Noon, August 15, 2011
Erickson Alumni Center

Ann Green Communications' Senior Consultant, Jennifer Goddard, and Director of Operations/Senior Consultant, Randy Shillingburg, facilitated a meeting with 39 members of the West Virginia State University Faculty on Monday, August 15, starting at noon in the Erickson Alumni Center. The 45-minute meeting was scheduled to gather feedback from the faculty on the draft version of the University's 2011-13 Strategic Plan.

Feedback from Faculty

The facilitators encouraged feedback from all faculty members participating. Nearly every faculty member who participated provided feedback during the session, without one or two faculty members providing the majority of feedback.

The facilitators did not attempt to ascertain if any of the comments represented the consensus of the group or those of one or two faculty members. Instead the following feedback represents candid, high-level feedback from participating faculty members on the seven Strategic Goals:

Goal 1. *Develop focused programs to ensure student academic success, and thereby increase retention and graduation rates.*

- What do they mean with this goal?
- Implies we're not focused
- Other institutions have a holistic approach
- Goal should be rewritten as, "increase retention and graduation rates"
- Strategy needs clarified
- Student needs and University mission should be represented in focus

- Budget support should be tied to focus areas.

Goal 2. *Invest in strategic marketing to create and convey a compelling brand identity.*

- Maintain “Land Grant Institution” as part of branding
- How do we differentiate West Virginia State from competitors?
- Brand already exists; need to market that brand
- I felt proud to be a member of faculty when I saw the TV commercial during Steelers-Washington football game.

Goal 3. *Engage in long-term, sustained philanthropic success.*

- Should be “create” or “begin”
- Does goal mean we’re beneficiaries or benefactors?
- Should read, “to engage in long-term, successful fundraising *results*”
- Should endow faculty chair.

Goal 4. *Grow enrollment by at least 3% per year and increase graduation rate by at least 2% per year through planning and execution of a focused enrollment management campaign.*

- Overlaps with Goal 1
- Numbers are too specific
- Should add enrollment-specific goal
- Is recruitment included in this goal?
- Need experienced enrollment professional on campus who’s accountable for goal
- Goal is unattainable.

Goal 5. *Develop a university-wide research agenda that furthers WVSU’s reputation for scholarship and academic excellence.*

- Research and teaching should be considered together
- Encourage high-quality faculty research
- Include goals and strategies to reach goal
- Current faculty contracts are teaching-focused

- Too closely aligned with marketing goal
- Student and/or faculty research?

Goal 6. *Develop Centers of Excellence that are widely recognized and held in high esteem by external stakeholders and the public at large.*

- Define “Center of Excellence”
- Focus on developing centers in Departments
- Should be faculty-driven
- External development should be measureable
- Who wrote goals? How do you measure them?
- Is “excellence” determined internally or externally?

Goal 7. **Implement a program of enhanced engagement with constituents in the Greater Kanawha Valley.**

- Should read, “increase engagement.”

Additional feedback:

- Strategic Plan isn’t visionary
- Strategic plan is “common sense”
- WVU’s Strategic Plan isn’t visionary either
- Not all present received documents
- Physical structures and infrastructure need to be addressed in plan
- Part of Strategic Plan should be to “Go Green.”

Recommendations

Based on the feedback from the faculty meeting participants, Ann Green Communications encourages the leadership at West Virginia State University to take the following steps as soon as possible:

- Use dissemination of feedback as a communication “bridge” to faculty
- Send out email from Dr. Pelphrey immediately with feedback from session, thanking faculty for their feedback and giving them the opportunity to provide additional feedback
- Provide specific ways they can provide additional feedback (i.e. attending upcoming forums or e mailing a specific member of leadership team)

- Emphasize in e mail that faculty members were provided early draft in March and later draft last week for them to review
- Attach Strategic Plan document in e mail to ensure that faculty members have the opportunity to review thoroughly
- Communicate process next steps in e mail.

a n n g r e e n



c o m m u n i c a t i o n s

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Meeting Report

West Virginia State University Staff Feedback Session

2:00 p.m., September 9, 2011

Wallace Hall

Dr. Hazo Carter, President of West Virginia State University, kicked off a meeting with approximately 35 members of the University staff on Friday, September 9, 2011, starting at 2:00 p.m. The session was scheduled to gather feedback from staff members on the draft version of the University's 2011-13 Strategic Plan. Following a short presentation by Dr. Carter on the history of the strategic planning process and the University's current financial situation, the President answered a number of questions before leaving the room so that candid feedback could be provided to inform the strategic planning process.

Ann Green Communications' Director of Operations/Senior Consultant Randy Shillingburg facilitated the feedback session with staff, which concluded at approximately 3:45 p.m.

Feedback from Staff

From the outset of the session, staff members strongly communicated they believe they are an integral part of the efforts to increase the University's enrollment and graduation rates.

One staff member offered the following as an item that should be added to the list of strengths of the University: "Dedicated and committed staff who promote and provide needed services to ensure the successful matriculation of students and the college at large."

During the session, staff members proudly shared a number of anecdotes about how they have touched the lives of students. One staff member talked about how she washed a homesick student's clothes when he became distraught after discovering he didn't have any clean clothes. Another staff member shared a story about how she talked a student out of dropping out of college - a student who has since graduated and is now a successful coach. This staff member also shared how this graduate sends her flowers every Christmas to demonstrate his

appreciation. A staff member shared how she received a late night call from a student who was having computer problems and was unable to complete a paper due the next day. To support this student, the staff member arrived at the University very early the next morning to help this student. A staff member also talked about how her department makes birthday cakes for students to help them feel welcome at the University.

The feedback session focused on obtaining candid feedback from staff members on each of the seven strategic goals. Following are the notes from this session with staff:

Goal 1. *Develop focused programs to ensure student academic success, and thereby increase retention and graduation rates.*

- WVSU is viewed by some as a university of “last resort”
- Should the University focus its efforts, perhaps becoming smaller, in order to be *great* in a few academic areas?
- West Virginia does not place a high priority on education; this must be changed in order to increase retention and graduation rates
- Most goals have technology focus; University has lack of technology
- Are timelines realistic given current state of technology?
- We need to change the attitude throughout University of what we *can't* do to what we *can* do to solve our problems
- Indicating that we should implement ideas as approved and as allowable and affordable means the same as “we acknowledge it is a problem, but we are not going to give you any money to fix it”
- We need more student activities (i.e. intramurals, on-campus concerts); activities equal university “experiences” that graduates remember and helps to retain students
- Degree audit goals are unrealistic, including timelines

Goal 2. *Invest in strategic marketing to create and convey a compelling brand identity.*

- Strategic Plan appears to be a PR campaign to promote a better reputation -- unless changes are made within the University
- What is our identity? What are our strengths?
- We should not change who we are (HBCU); we should be proud of this heritage and market it

- Are some negative perceptions of WVSU racially motivated?
- I liked the advertisements, but I did not like the music
- Ads seemed to downplay the fact that we're an HBCU

Goal 3. *Engage in long-term, sustained philanthropic success.*

- Goes hand in hand with Goal 2
- We should have a targeted approach
- Recent criminal justice major who also attended Marshall donates to Marshall because Marshall asks; we don't ask
- We should encourage donations both large and small; donation cards should include any amount anyone wants to contribute
- E mail is the most effective way of communicating with alumni
- Personal e mail accounts should be targeted, not WVSU e mail
- I took one class at Marshall 10 years ago and I get weekly e mails from them in my personal e mail account
- Faculty should be targeted as part of fundraising efforts; only 15% currently give
- Faculty can kill fundraising efforts with negative comments

Goal 4. *Grow enrollment by at least 3% per year and increase graduation rate by at least 2% per year through planning and execution of a focused enrollment management campaign.*

- Efforts to better connect with students should be by individual departments; this is more personal
- We already have a foundation for these efforts through AmeriCorps program
- We're small enough to do this (connect with students individually)
- A kind word goes a long way to increase retention
- Orientation should be expanded
- Some universities do two-week orientations
- Some orientations focus on writing skills; this is vital to help students succeed in college

- At one university, students “graduate” from orientation; feels like a graduation ceremony
- When students checked into our dorms there were crates and other things; this was not a professional presentation and did not create a positive first impression
- We refer a lot of nursing students to the community college; why can't we offer this needed program here?
- Some students attend WVSU to get basics down, so they don't plan on graduating
- Curriculum constraints by State of West Virginia limit what we can offer

Goal 5. *Develop a university-wide research agenda that furthers WVSU's reputation for scholarship and academic excellence.*

- Ask students (why they dropped out, what kept them here, why they enrolled)
- We are currently working towards more and better assessments of students
- WVSU offers more opportunities for undergraduate research than WVU, but very few know about this
- Research by faculty is currently not a requirement
- We recently lost one good faculty member because there were no opportunities or dollars for research
- We should research graduates of the past 10 years; where are they today?
- We should offer graduate students opportunities to do research

Goal 6. *Develop Centers of Excellence that are widely recognized and held in high esteem by external stakeholders and the public at large.*

- Our business accounting degree program does not use accounting software
- What will be the measure of whether or not an academic area is a Center of Excellence?
- The measuring stick should be external, not internal
- Our small class sizes would allow students to feel connected to these Centers

Goal 7. Implement a program of enhanced engagement with constituents in the Greater Kanawha Valley.

- This does not need to be a separate goal
- We need more business connections
- Some universities have contractual relationships with constituents
- Partnerships should be mutually-beneficial
- True partnerships will result in more internships, more jobs fairs and more dollars for the University
- We should view partnerships as “What’s in it for them?” and not just what’s in it for us
- Does Bayer support WVSU?

Recommendation

Based on the innovative ideas gleaned from this session and others, Ann Green Communications believes that there may be an opportunity for additional focus groups of staff members, faculty and the community to drive the 2011-13 Strategic Plan forward through the inclusion of these vital groups, to build stronger relationships with these constituents, and to create stronger buy-in within the University community and the community at-large.



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Meeting Report

West Virginia State University Community Feedback Session

6:30 p.m., Tuesday, August 30, 2011

Wilson Student Union

Ann Green Communications' Senior Consultant, Jennifer Goddard, and Director of Operations/Senior Consultant, Randy Shillingburg, facilitated a meeting with three members of the community on Tuesday, August 30, starting at 6:30 p.m. in the Wilson Student Union. The meeting was scheduled to gather feedback from the community on the draft version of the University's 2011-13 Strategic Plan.

Feedback from Community

Although only three members of the community were present, all were graduates of West Virginia State University and clearly had strong connections with and feelings for the University. Prior to the start of the session, one community member shared interesting information about the rich history of the University. Four members of the local news media attended the session. Note: The press coverage of the meeting was positive overall, focusing on the strategic planning process, not the lack of participants in this session scheduled to solicit feedback from the community.

Following are the notes from this session for each of the seven goals:

Goal 1. *Develop focused programs to ensure student academic success, and thereby increase retention and graduation rates.*

- Develop mentors for students
- Implement an internship program
- Survey students regarding their needs

Goal 2. *Invest in strategic marketing to create and convey a compelling brand identity.*

- WVSU has stood out as an HBCU
- WVSU has a rich history

- Why are African-American students bypassing WVSU to attend Marshall given our rich history?
- We should focus on our strengths
- In the 1950s, hundreds of students came from D.C. to WVSU to become teachers
- We have lost the concept of teacher training
- Focusing on teacher training is a good idea and needed

Goal 3. *Engage in long-term, sustained philanthropic success.*

- Well needed – we may not have had much success
- This will be critical with increased number of students
- Long-term donor relationships are key
- Who should donate?
- We have many successful alumni; we should seek out those with passion for WVSU
- We have a history of sororities, fraternities and ROTC at WVSU
- Segregation may have been a barrier to financial contributions – graduates couldn't afford to support University
- There was a stigma about going to WVSU
- Perception was, "If you can't go to college, go to WVSU"
- That perception may still be present today
- We should provide opportunities for people to donate to WVSU over time; name rooms if not buildings for donors

Goal 4. *Grow enrollment by at least 3% per year and increase graduation rate by at least 2% per year through planning and execution of a focused enrollment management campaign.*

- This should be part of marketing/branding
- Tell stories about University and its history to attract students
- Recruit on University's strengths
- Should check on students regularly during semester to increase graduation rate
- Develop mentors for students
- Survey students to find out their needs

- Why do African-American students no longer gravitate to WVSU and instead go to Marshall?
- Do they go to Marshall because of money?
- Segregation impacted quality of education for African-Americans
- WVSU can't compete with Marshall and WVU because of football resources

Goal 5. *Develop a university-wide research agenda that furthers WVSU's reputation for scholarship and academic excellence.*

- Focus on reputation
- Not sure the reputation is as good as it once was
- Students coming into college not be as well educated as they used to be
- WVSU may not be promoting success stories that are out there
- Research needs to be far reaching
- Revive teacher training concept as part of research efforts
- School is noted for arts, music
- Success with Bioplex
- We need to share success stories statewide
- Agriculture/Land Grant Status – went away from that focus for a time, but could pick up students in that niche
- Many graduates, especially teachers, had to leave West Virginia in order to be successful

Goal 6. *Develop Centers of Excellence that are widely recognized and held in high esteem by external stakeholders and the public at large.*

- Teach/focus on business
- How can we revive recruitment from D.C., Virginia and from across U.S.?
- WVSU is a well-kept secret, but it shouldn't be
- My wife graduated from WVSU business department and makes more than I do
- These type of stories will help public recognize success of WVSU
- Squeaky wheel gets the grease – WVSU needs to communicate its needs and promote its successes

- Ads in newspaper would help
- Local media needs to be more involved in promoting WVSU

Goal 7. Implement a program of enhanced engagement with constituents in the Greater Kanawha Valley.

- We need to do a structured program to reach out beyond the Institute community
- We need to share more information
- This is an interesting goal (Goal 7)
- How many WVSC/WVSU graduates live in the greater Kanawha Valley?
- With the recent press, n
- As a result of recent publicity, now there's a greater interest in the future of the University
- 10,000-plus alumni in greater Kanawha Valley
- Challenge is to get them involved
- They work in different businesses
- We need to start reaching out, pull them back in
- Market strengths, brand WVSU
- We can't take no for an answer when engaging area businesses