

CAPITAL CAMPAIGN
FEASIBILITY STUDY REPORT

Prepared for

WEST VIRGINIA STATE COLLEGE FOUNDATION
Institute, West Virginia

by

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SECTION IA. EXECUTIVE SUMMARY

1. West Virginia State College is perceived very positively or positively by the majority of the constituency which it serves. The image of the College is considered excellent or good by 68 per cent (68%) of the sampling of this study.
2. Dr. Carter is gaining the respect of the community and supporters of the College. He needs to be more visible to the business community and its leaders.
3. It is recognized by most that West Virginia State is the only state college in the capital city area.
4. West Virginia State has not been aggressive in telling its story to the public. It quietly goes about its business of producing quality graduates in education, liberal arts and business.
5. West Virginia State is perceived as being "off the beaten path" in Institute. Little is known about the curriculum and the contribution which the College makes to the economy and higher education in the area.

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6. West Virginia State has not developed its potential in garnering financial support. There appears to be a hesitancy to go out and seek and secure support for the College.

7. West Virginia State College can develop a capital campaign to meet its future needs if:
 - a. It redefines its case for support and narrows the scope of the needs;

 - b. Recruits and develops a strong volunteer leadership team for the Foundation and the College;

 - c. Revitalizes and develops its alumni organization and public relations program;

 - d. Researches and expands its donor prospect lists;

 - e. Begins a systematic cultivation program for potential donor prospects;

 - f. Utilizes the West Virginia State College Foundation as the hub for the campaign organization and strengthens staff support for the Foundation; and

- g. Is willing to aggressively go out and tell its story and seek financial support to meet its needs.
8. West Virginia State College should begin preparation for Phase I of a capital campaign for \$2 million to be tentatively launched in 1991.

B. OBSERVATIONS

1. West Virginia State College is accepted as a "good" College in the area which it serves. However, many of the leaders of the capital city don't know about the College, its programs or the contribution it makes to the city, region and state.
2. West Virginia State has the greatest recognition in the areas of business education, teacher preparation, chemical technology and ROTC.
3. The National Alumni Association is composed primarily of students and graduates who attended WVSC more than 25 years ago. The members are loyal to the College but receive little information about the College, its need and goals through that channel. Also, support of the National Alumni Association is rather small, considering the number of graduates.
4. The donor records do not indicate past support for the College in substantial dollar amounts. Apparently the College has not asked for support and has functioned with state income and income from special events. The Foundation appears to be the one source of extra-budgetary income for the needs of the College.

5. Dr. Carter has gained a good degree of respect during his tenure as president of the College. However, he is not known well enough by the key business leaders in Charleston.
6. The needs presented to the group interviewed were rather expansive. This list should be reduced to a workable number of high priority program objectives for packaging and presenting to prospective donors during a campaign.
7. There is a perceived deficiency in the public relations and marketing programs of the College. Public relations and marketing should be an integral part of the strategic plan of the College. Telling the story of the College through a well designed plan would be of considerable assistance in raising private sector dollars.
8. It is perceived that the president does not have an advisory group of persons with affluence and influence to help him achieve his goals for West Virginia State. This group should not be limited to persons in the immediate vicinity of the College or just among alumni. He needs to have an advisory group which commands respect for the College through their involvement in the community.

9. The volunteer leadership of the College, Foundation, etc. is not perceived to have the strength to lead a campaign. The Foundation and the College must recruit individuals who are recognized as leaders and have the ability to back up their interest in the College with financial support in substantial proportions.
10. There is a perceived lack of cohesiveness and focused purpose in the area of fund-raising at the College. The majority of interviewees were not aware of the role of the institutional advancement department in securing funds for the College. They had not been contacted by anyone representing the department and did not know any personnel from that area.
11. The Foundation Board is perceived as the most influential and active of the groups presently helping the College.
12. There is an awareness of the role of the Foundation in securing outside funding for the programs of the College continuing. It was suggested that the Foundation become the hub for the College fund-raising similar to the function of the West Virginia University Foundation. According to those involved with other college

foundations, the Foundation should assume the major, up front role in securing private sector dollars for the College.

13. There is a high degree of respect for the job Mr. Sellers has done in his short time on the campus. His knowledge of the community and its business leaders can be invaluable in securing funding for the programs of the College.
14. The budget for institutional advancement, public relations, alumni and the Foundation functions appears to be inadequate for the objectives to be accomplished. Many of the interviewees figure that the College should be able to "make-do" on the funds received from the state.
15. The dollar goal proposed in this study would be difficult for the College to achieve. By packaging the right set of program objectives and presenting them well, with a newly formed leadership base, a successful campaign for West Virginia State College can be developed.

C. CONCLUSIONS

1. West Virginia State College has a credibility gap. It is perceived as a good College, but the community doesn't know why. Too little is known about the mission of the College and where it fits into the state system of higher education.
2. There is need of an improved alumni program for the College. There is potential there which has never been developed or tapped.
3. Prior to launching a campaign, a public relations program must be developed, under skilled direction, to tell the West Virginia State College story. This program should reflect the past accomplishments of the College, how the area has benefited by having the College there and share the future strategic plan for the College.
4. West Virginia State must recruit top leadership to head a campaign for its needs. This should begin with the strengthening of the Foundation Board and the addition

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of a president's advisory committee, then move to the development of a steering committee, refinement of goals and objectives and the further cohesion of the various funding elements of the College.

5. The case for support should be refined and the program objectives consolidated into four major areas of need.
6. A campaign should be planned for two phases. The first phase would have a goal of \$2 million to be achieved over a three-year period. (Goals can be increased after a campaign starts; it is difficult to reduce a goal once the campaign is launched.)