

Strategic Planning Template

(summary of comprehensive reports)

Fiscal Resources

May 2021



Committee Charge

Conduct an analysis to gauge the University's ability to attract external funding for the groups as outlined. Determine if the infrastructure is in place to meet aspirational targets of the entire University. Identifying and securing funding sources requires a level of experience and expertise of the internal staff and faculty. This group should assess the adequacy of existing resources to achieve current and future funding targets. Given the competition for funding, determine forward looking strategies that will help the University secure adequate funding for future needs.



Data Collection / Analysis

Data Sources

- Integrated Postsecondary Educational Data Systems (IPEDS) data was used to create reports for Revenue Generated from Fundraising, Grants, State and Federal Sources comparing WSSU to the selected peer and aspirant groups.
- Fundraising data was collected from the Voluntary Support in Education (VSE), 990, the University of North Carolina, University Advancement, Norfolk State University, Villanova University, and Giving USA 2020
- Athletics data was collected from the following sources
 - Equity in *Athletics* Disclosure Act (*EADA*) database; Membership Financial Reporting System
 - Finances of Intercollegiate Athletics Database; NCAA Finances-
<https://sports.usatoday.com/ncaa/finances>;
 - College Athletics Financial Information (CAFI) Database



Data Analysis – EXTERNAL

- **Fiscal Resources**

- Revenue Generated from Fundraising, Grants, State and Federal Sources and Projections
- Sustainability Analysis
- Fundraising Capacity
- Endowment Market Value/FTE
- Extramural Funding Level and Opportunity
- Tuition and Student Debt
- Athletics Impact



Data Analysis – EXTERNAL

Revenue Sources as a Percentage of Core Revenues

(IPEDS Reports Fiscal years 2015-2020)

Tuition and Fees - WSSU has the lowest percentage (17) as compared to external (20), internal (22), and aspirant (50) peers

Category	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	% Average
Internal Peers						
Fayetteville State	17	17	16	15	15	16
NC Central	23	24	26	25	24	24
Western Carolina	29	29	30	28	17	27
Total						22
External Peers						
Eastern Illinois	26	32	25	13	24	24
Norfolk State	19	21	16	21	21	20
Maryland Eastern Shores	13	15	17	17	14	15
Total						20
Aspirant Peers						
Tennessee State	34	34	31	30	28	31
Villanova	71	78	60	60	73	68
Total						50
WSSU	18	18	17	18	15	17



Data Analysis – EXTERNAL

Revenue Sources as a Percentage of Core Revenues

(IPEDS Reports Fiscal years 2015-2020)

State Appropriations - WSSU has the highest percentage (49) as compared to internal (47), external (35), and aspirant (13) peers

Category	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	% Average
Internal Peers						
Fayetteville State	49	47	49	45	47	47
NC Central	50	48	46	45	43	46
Western Carolina	47	48	44	43	51	47
Total						47
External Peers						
Eastern Illinois	21	8	17	29	29	21
Norfolk State	37	41	36	46	45	41
Maryland Eastern Shores	28	35	46	49	50	42
Total						35
Aspirant Peers						
Tennessee State	23	23	25	26	27	25
Villanova	0	0	0	0	0	0
Total						13
WSSU	50	53	52	48	42	49



Data Analysis – EXTERNAL

Revenue Sources as a Percentage of Core Revenues

(IPEDS Reports Fiscal years 2015-2020)

Government Grants and Contracts –WSSU has the highest percentage (25) as compared to internal (23), external (21), and aspirant (19) peers

Category	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	% Average
Internal Peers						
Fayetteville State	31	30	29	28	31	30
NC Central	24	25	23	24	24	24
Western Carolina	16	16	14	14	11	14
Total						23
External Peers						
Eastern Illinois	12	12	10	15	16	13
Norfolk State	22	22	21	23	26	23
Maryland Eastern Shores	23	25	28	29	27	26
Total						21
Aspirant Peers						
Tennessee State	36	36	35	37	36	36
Villanova	2	2	2	2	2	2
Total						19
WSSU	24	26	26	26	21	25



Data Analysis – EXTERNAL

Revenue Sources as a Percentage of Core Revenues

(IPEDS Reports Fiscal years 2015-2020)

Private Gifts, Grants, and Contracts - WSSU has the lowest percentage (0) as compared to external (1), internal (2), and aspirant (9) peers

Category	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	% Average
Internal Peers						
Fayetteville State	1	1	1	1	1	1
NC Central	0	1	1	0	0	.40
Western Carolina	3	3	3	3	2	3
Total						2
External Peers						
Eastern Illinois	1	2	2	2	3	2
Norfolk State	1	1	1	1	1	1
Maryland Eastern Shores	1	1	2	1	2	1
Total						1
Aspirant Peers						
Tennessee State	1	1	1	1	1	1
Villanova	16	21	19	18	12	17
Total						9
WSSU	0	0	0	0	0	0



Data Analysis – EXTERNAL

Revenue Sources as a Percentage of Core Revenues

(IPEDS Reports Fiscal years 2015-2020)

Investment Returns (income) - WSSU has the next to lowest percentage (2) tied with internal peers at (2) as compared to external (.27), and aspirant (4) peers

Category	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	% Average
Internal Peers						
Fayetteville State	1	1	2	2	2	2
NC Central	2	0	2	3	2	2
Western Carolina	2	0	4	4	4	3
Total						2
External Peers						
Eastern Illinois	0	0	0	0	0	0
Norfolk State	0	0	0	0	1	.20
Maryland Eastern Shores	0	0	1	1	1	.60
Total						.27
Aspirant Peers						
Tennessee State	0	0	0	0	1	.20
Villanova	6	-7	14	15	6	7
Total						4
WSSU	2	0	2	2	2	2



Data Analysis – EXTERNAL

Revenue Sources as a Percentage of Core Revenues

(IPEDS Reports Fiscal years 2015-2020)

Other Core Revenues - WSSU's percentage (8) exceeds that of internal (5) and aspirant (7) peers but is less than external (23) peers

Category	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	% Average
Internal Peers						
Fayetteville State	1	4	3	9	4	4
NC Central	1	2	2	3	7	3
Western Carolina	3	4	5	8	15	7
Total						5
External Peers						
Eastern Illinois	40	46	46	41	28	40
Norfolk State	21	15	26	9	6	15
Maryland Eastern Shores	34	24	6	3	6	15
Total						23
Aspirant Peers						
Tennessee State	6	6	8	6	7	7
Villanova	5	6	5	5	7	6
Total						7
WSSU	6	3	3	6	20	8



Data Analysis – EXTERNAL

Fundraising Capacity – WSSU's fundraising capacity is limited due to inequitable staffing in comparison to other UNC institutions.

Internal Peers	FY 2015	FY2016	FY2017	FY2018	FY2019	FY2020
WSSU	\$3,178,995	\$3,189,787	\$3,290,709	\$2,739,991	\$3,902,535	\$5,680,174
FSU	\$961,844	\$1,847,122	\$2,198,520	\$2,257,074	\$1,269,306	\$2,524,283
NCCU	\$6,718,933	\$5,596,878	\$4,544,939	\$5,886,460	\$7,747,693	\$4,400,439
WCU	\$5,496,935	\$6,434,530	\$6,588,254	\$9,994,403	\$5,714,832	\$8,906,279
External Peers						
University of Maryland at Eastern Shore	No data available	\$2,329,566	\$3,403,197	\$1,689,875	\$1,372,657	\$2,879,954
Norfolk State	(No data available)	\$2,493,523	\$3,512,204	\$3,673,537	\$3,829,699	\$43,127,142* *(\$40 Million McKenzie Scott gift)
Eastern Illinois University	\$6,290,370	\$2,896,027	\$2,843,726	\$2,762,544	\$2,579,818	\$6,640,000



Data Analysis – EXTERNAL

Athletics - Comparison of Revenues, Enrollment, Division, & # of Student-Athletes. WSSU has more student athletes than Fayetteville at DII level. All other peers are Division I.

Universities	Revenues	**Enrollment	Division	Participants
	18-19 Academic Year			
Winston-Salem State University	\$4,286,679	4111	Division II	296
Internal Peers				
Fayetteville State	\$3,852,323	3843	Division II	219
NC Central	\$14,511,739	5237	Division I	348
Western Carolina	\$12,758,206	8555	Division I	437
External Peers				
Eastern Illinois	\$12,424,550	4088	Division I	556
Norfolk State	\$13,709,708	4133	Division I	347
Maryland Eastern Shores	\$5,316,689	2360	Division I	220
Aspirant Peers				
Tennessee State	\$12,041,187	5024	Division I	342
Villanova	\$51,223,342	6560	Division I	774

****Enrollment data as reported in EADA Database**



Comparison of Athletics Revenue

Points of Interests Highlighted in Red for Division I schools

Data*	Division	Other Revenue	CSAL	Donor	Guarantees	NCAA/Con	Ticket Sales	I/G Supp	Student Fees
NSU	DI FCS	\$67,416	\$483,417	\$437,982	\$504,500	\$747,186	\$440,664	\$3,876,691	\$7,170,443
NCCU	DI FCS	\$600,122	\$513,800	\$835,050	\$773,000	\$1,299,949	\$718,687	\$5,020,415	\$4,913,907
TSU	DI FCS	\$149,523	\$110,067	\$379,425	\$789,500	\$567,507	\$462,847	\$6,674,939	\$2,450,111
WSSU	DII	\$116,090	\$2,117	\$236,236	\$4,500	\$134,674	\$220,637	\$0	\$2,959,680
EIU	DI FCS	\$584,507	\$316,599	\$654,504	\$805,550	\$1,196,437	\$97,651	\$6,326,084	\$1,366,415
WCU	DI FCS	\$500,653	\$428,648	\$2,354,387	\$925,440	\$595,549	\$469,702	\$2,750,949	\$6,856,955
UMES	DI NF	\$51,848	\$10,634	\$254,574	\$740,000	\$222,426	\$56,822	\$1,455,417	\$2,513,947

CSAL: Corporate Sponsorship, Advertising, Licensing

Donor: Donor Contributions

NCAA/Con: NCAA/Conference Distributions, Media Rights, and Post-Season Football

I/G Support: Institutional Government Support

***No data found for FSU or Villanova**

Data Analysis – EXTERNAL

Research – WSSU ranked second in new research dollars among internal peers and ranked third among external and aspirant peers.

- The total number of R&D personnel seem to significantly impact the total dollar amount of new awards received.
- R&D expenditures are significantly lower for WSSU compared to all peer institutions except for Eastern Illinois University.

University	R&D Expenditures	R&D Personnel	R&D New Awards
2019-20 Academic Year			
Winston-Salem State University	\$2,011	120	\$27,687,291
Internal Peers			
Fayetteville State University	\$4,695	457	\$17,443,527
North Carolina Central University	\$16,227	526	\$33,177,922
Western Carolina University	\$2,633	109	\$5,569,854
External Peers			
Eastern Illinois University	\$700	0	\$3,878,585
Norfolk State University	\$8,050	69	\$0
University of Maryland Eastern Shore	\$7,133	101	\$29,773,871
Aspirant Peers			
Tennessee State University	\$15,236	385	\$47,861,500
Villanova University	\$0	0	\$0

"0" represent no available data at the time this document was compiled.



Summary of Findings – Fiscal Resources

Revenue Sources Analysis

Based on data tables presented (fiscal periods 2015-2020) and utilizing the average percentage scores for internal, external, and aspirant peers the following is noted:

- **Tuition and Fees**- WSSU has the lowest percentage (17) as compared to external (20), internal (22), and aspirant (50) peers
- **State Appropriations**- WSSU has the highest percentage (49) as compared to internal (47), external (35), and aspirant (13) peers
- **Government Grants and Contracts**- WSSU has the highest percentage (25) as compared to internal (23), external (21), and aspirant (19) peers
- **Private Gifts, Grants, and Contracts**- WSSU has the lowest percentage (0) as compared to external (1), internal (2), and aspirant (9) peers
- **Investment Returns (income)**- WSSU has the next to lowest percentage (2) tied with internal peers (2) as compared to external (.27), and aspirant (4) peers
- **Other Core Revenues**- WSSU's percentage (8) exceeds that of internal (5) and aspirant (7) peers but is less than external (23) peers



Summary of Findings – Sustainability Analysis

- Increasing Research and Development investments, including personnel, is required to sustain/increase the current level of awards received.
- Increase the number of faculty members recruited with research-focused agendas/priorities.
- Increase enrollment at levels to realize tuition receipts and state appropriations.
- Align Athletics operations consistent with available resources.



Summary Of Findings – Fundraising Capacity

- WSSU's Division of University Advancement is not equitably staffed in comparison to its peer institutions in the UNC system, therefore WSSU's fundraising results have been limited.
- In order to expand the university's fundraising capacity, hiring additional personnel to increase private support should be considered. Development officers are needed for the Annual Fund, CASBE, SOHS, and Athletics. Advancement Communications Specialists are needed to engage and enhance the creation and the dissemination of information to current and prospective donors. Additional stewardship and donor relations professionals are needed to manage existing relationships with internal and external stakeholders.
- A feasibility study is underway at WSSU. This study will provide critical information related to perceptions of stakeholders regarding WSSU's readiness to embark on a multi-year, comprehensive campaign.



Summary of Findings

Extramural Funding Level and Opportunity

- WSSU should expand private fundraising capacity to meet the university's existing and future needs.
- According to Giving USA, there were \$449.64 billion in private contributions in the United States.
- The education subsector comprised the second-largest portion of charitable dollars; giving to education grew 12.1% in 2019, to an all-time high of \$64.11 billion; contributions to colleges and universities in FY2019 were at the highest levels ever recorded by the VSE survey (Giving USA, 2020).
- WSSU should create additional revenue streams through public/private partnerships, and commercial ventures.



Summary Of Findings -Endowment Market Value/FTE (WSSU ranked 5th in endowment value for FY2018-19).

Institution Name	Value of endowment assets at the end of the fiscal year (FY1819)	12-month full-time equivalent enrollment: 2018-19	Value of endowment per FTE(Calculated)	Value of endowment assets at the end of the fiscal year (FY1718)	12-month full-time equivalent enrollment: 2017-18	Value of endowment per FTE(Calculated)	Value of endowment assets at the end of the fiscal year (FY1617)	12-month full-time equivalent enrollment: 2016-17	Value of endowment per FTE(Calculated)
Eastern Illinois University	58,268,865.00	5,828	9,998.09	56,512,129.00	5836	9,683.37	56,538,502.00	6465	8,745.32
Fayetteville State University	24,307,555.00	5,566	4,367.15	22,687,847.00	5450	4,162.91	21,197,428.00	5481	3,867.44
Norfolk State University	24,484,727.00	4,786	5,115.91	24,804,748.00	4736	5,237.49	19,543,109.00	4830	4,046.19
North Carolina Central University	39,525,320.00	7,541	5,241.39	36,629,410.00	7700	4,757.07	33,260,399.00	7645	4,350.61
Tennessee State University	61,551,259.00	6,875	8,952.91	61,064,388.00	7473	8,171.34	57,108,524.00	7443	7,672.78
University of Maryland Eastern Shore	29,742,037.00	3,109	9,566.43	28,878,769.00	3446	8,380.37	27,802,543.00	3711	7,491.93
Western Carolina University	86,509,244.00	10,752	8,045.87	82,013,023.00	10106	8,115.28	70,603,426.00	9863	7,158.41
Winston-Salem State University	35,338,782.00	4,930	7,168.11	32,617,852.00	4858	6,714.26	30,339,542.00	4827	6,285.38



Summary of Findings

Athletics

Points of Analysis

Internal Peer Institutions: Fayetteville State University, North Carolina Central University, Western Carolina University.

External Peer Institutions: Eastern Illinois University, Norfolk State University, Maryland Eastern Shores University

Aspirant Peer Institution: Tennessee State University, Villanova University

- Western Carolina University has approximately 140 more student athletics than WSSU.
- WSSU spends about \$400,000.00 more than Fayetteville State University on athletics
- Fayetteville State University has approximately 80 less student athletics.

Expenses:

- Total operating expenses for WSSU \$3,230,234
- Total operating expenses for Fayetteville State University \$2, 832, 000
- Total operating expenses for Western Carolina University \$7,128,381



Summary Of Findings

Athletics - HBCU Comparison

Points of Analysis (cont.)

Student Aid	WSSU	NCCU	NSU	TSU
Men's Teams	\$691,192	\$2,689,413	\$2,420,584	\$2,094,286
Women's Teams	\$574,179	\$1,356,449	\$1,312,394	\$1,010,860
Totals	\$1,265,371	\$4,045,862	\$3,732,978	\$3,105,146

# of Student-Athletes	WSSU	NCCU	NSU	TSU
Men's Teams Total Participants	168	232	212	189
Total Male Participants	168	232	212	189
Total Female Participants	128	116	135	153
Total Participants	296	348	347	342

Recruiting Expenses	WSSU	NSU	TSU	NCCU
Men's Teams	\$8,328	\$74,369	\$101,160	\$130,849
Women's Teams	\$3,887	\$22,955	\$50,044	\$31,296



Summary Of Findings

Athletics - HBCU Comparison

Points of Analysis (cont.)

Total Head Coaches	WSSU	NCCU	NSU	TSU
Men	4	6	5	5
Women	7	5	6	6

Average Annual Institutional Salary per Head Coaching Position			
WSSU	NCCU	NSU	TSU
\$50,437	\$80,952	\$50,376	\$60,541



SWOT Analysis

Strengths

- Strong historical Academic Programs- Education and Nursing –these dominate the number of scholarship funds, endowed and non-endowed.
- Friends of the University – i.e. McKenzie Scott Gift.
- Participation in the State Employees Combined Campaign.
- Alumni Support/Base with potential for growth.
- Available facilities for Basketball and Football with capacity for more patron attendance.
- WSSU has many student athletics that contributes to enrollment.
- Among our internal peers, WSSU ranks second in new research dollars and has highest state appropriations.
- WSSU has more new research dollars (on average) received per number of R&D personnel compared to peers.



SWOT Analysis

Weaknesses

- Development Staffing compliment vs NCCU, FSU, ESCSU
- Restricted Endowments/ Restricted contributions
- No Leadership (Alumni Engagement)
- Seeking ROI on Homecoming activities such as Free Food -Saturday's game and convocation, (Homecoming Breakfast and Lunch
- Limited Gymnasium Capacity and no Football Stadium (own)
- Parking Accessibility
- Facility Comfort factor (Poor Air Conditioning/Aging HVAC systems – Gaines Complex)
- Lowest private gifts, grants, and contracts
- Lowest tuition and fees
- The total number of R&D personnel for WSSU is significantly lower than the total number of R&D personnel for Fayetteville State, North Carolina Central, and Tennessee State Universities.
- R&D expenditures for WSSU is significantly lower for WSSU compared to all peer institutions except for Eastern Illinois University.



SWOT Analysis

Opportunities

- Increase Corporate Partnerships (Externships for faculty, Internships, and post graduate career opportunities) and Restricted Endowments
- Engagement of Health Sciences Students/ Non-traditional HBCU graduates
- Building fundraising partnerships with Athletics
- Offering a robust sophisticated donor engagement program for Young Alumni to increase Alumni Participation Rate (donor)
- Virtual Engagement / Marketing/ External Outreach
- Football Women' Sports Alumni Giving
- Increase private gifts, grants, and contracts
- Increase the number of resources invested in R&D infrastructure.
- Enhance the benefits for faculty to pursue more external R&D funding.
- Increase the number of personnel and fiscal resources solely dedicated to R&D.
- Increase the number of faculty specifically focused on research and scholarship.



SWOT Analysis

Threats

- Decrease of Unrestricted dollars to WSSU (Annual Fund)
- Decrease in state dollars to recruit, retain, train Development Staff (Fundraising)
- Leadership changes can impact fundraising
- Absence of a graduate school and limited ability to engage professional alumni in a targeted manner.
- Student fee limitations
- Lowest tuition and fees may lead to the perception of low quality
- State may reduce appropriations or not increase appropriations (perception we are getting our fair share or more than)
- Federal, state, and local governments can reduce the amount of R&D funding made available for competition.
- The number of WSSU faculty submitting R&D proposals can decrease.
- Research faculty can leave WSSU for positions at more research-intensive institutions.



Priorities or Areas of Focus

Short-Term Priorities (Years 1-2)

- **Allocate Funds to Support Faculty Research**
 - Increase incentives to PI's.
 - Provide internal support for research grants to generate preliminary data.
- **Increase/Enhance Private Fundraising**
 - Conduct an Advancement audit to review operations and implement the recommendations to enhance operations.
 - Review a comparative analysis of Advancement operations against internal and external peer institutions for best practices.
 - Create and disseminate a survey to stakeholders to determine the appropriate engagement, communication, and solicitation preferences.



Priorities or Areas of Focus

Short-Term Priorities (Years 1-2 cont.)

Increase/Enhance Private Fundraising

- Continue to build a sustainable culture of philanthropy with programs and services for alumni, students, faculty, staff, parents, friends, corporations and businesses.
- Encourage collaborative partnerships between staff in University Advancement and faculty/staff across campus constituents.
- Accelerate efforts to create relationships with corporations and businesses through implementation of Signature Partnerships models.
- Prepare to launch a multi-year, comprehensive campaign to support university's priorities



Priorities or Areas of Focus

- **Intermediate Priorities (Years 3-4)**

- **Invest in faculty grant writing capacity**
 - Hire a grant developer/editor to assist faculty with grant writing mechanics
- **Increase funding for the undergraduate research award program**
 - Encourage PIs to include student funding in grant proposals
- **Increase/Enhance Private Fundraising**
 - Continue to create and sustain a culture of philanthropy among all constituents through segmented programming, with particular emphasis on alumni within 1-5 years of graduation.
 - Expand relationships with business corporations and individual executives through Signature Partnership models.
 - Continue fundraising campaigns to support university priorities; review and assess outcomes of the campaign to create strategic engagement and fundraising initiatives for the future.



Priorities or Areas of Focus

- **Long-Term Priorities (Years 5+)**
 - **Enhance Research Funding Opportunities**
 - Improve faculty capability to obtain large scale grant funding
 - **Increase/Enhance Private Fundraising**
 - Work with university leadership to create and support the creation new streams of revenue for the University through the WSSU Foundation (e.g. real estate and business investments);
 - Implement strategic plan for Advancement 2026-2031

