

Strategic Planning Template

Business, Industry and Constituent Groups

June 8, 2021



Committee Charge

Conduct a review of the organizational structure and processes within the University related to the effectiveness of partnerships with Business and Industry. Examining the degree in which Business, Industry and other entities engage and participate in mutually beneficial efforts to help define future growth opportunities. Conduct an analysis of the current level of performance with strategic partners that frames successes and potential opportunities for even greater collaborations. Analyze progress by using key metrics and offer strategic suggestions that need to be included in plans moving forward.



Data Collection Areas (1 of 2)

- Current internship and employment opportunities from CAREERLink, Career Development Services, and Program Internship Coordinators
- LinkedIn report of WSSU Alumni company representation (2016 – present, only available from 2016)
- Advisory Council Boards (SOHS, Education, HCM, OT reported)
- Board of Trustees company representation (2016-present)
- Foundation Board of Directors company representation (2016 – present)
- The Enterprise Center companies
- Accounts Payable large vendors (\$50K+) report
- Corporate Donors List from Advancement (2016 – present)
- NSSE report comparison with TSU, Norfolk State, & Francis Marion Universities



Data Collection Areas (2 of 2)

- Course and faculty internship information, including clinical internship sites and scholarship providers (received from some of SOHS, Behavioral Sciences, Business, Justice Studies, Education)
- Faculty guest speakers (Business, Education, SOHS)
- Faculty consulting/research engagements
- Faculty Endowments (external peer comparison: TSU=2 in Business, Francis Marion and Norfolk State unavailable)
- Career Development Services – comparison with external peers unavailable



Data Collection & Analysis

The committee determined Classifications of Engagement between WSSU and Industry as:

- **Academic:** Advisory and Curricula Support (Academic Departments, CASBE, SOHS)
- **Research:** Contracts to conduct studies or applied research (No current corporate sponsored awards)
- **Community:** Partnership that involves Social and Community Development (not in analysis)
- **Employment:** Partnership to hire WSSU interns or graduates (CDS, Academic Departments, and LinkedIn)
- **Industry/Corporate Donor:** Financial contributor to WSSU (WSSU Advancement and Foundation)

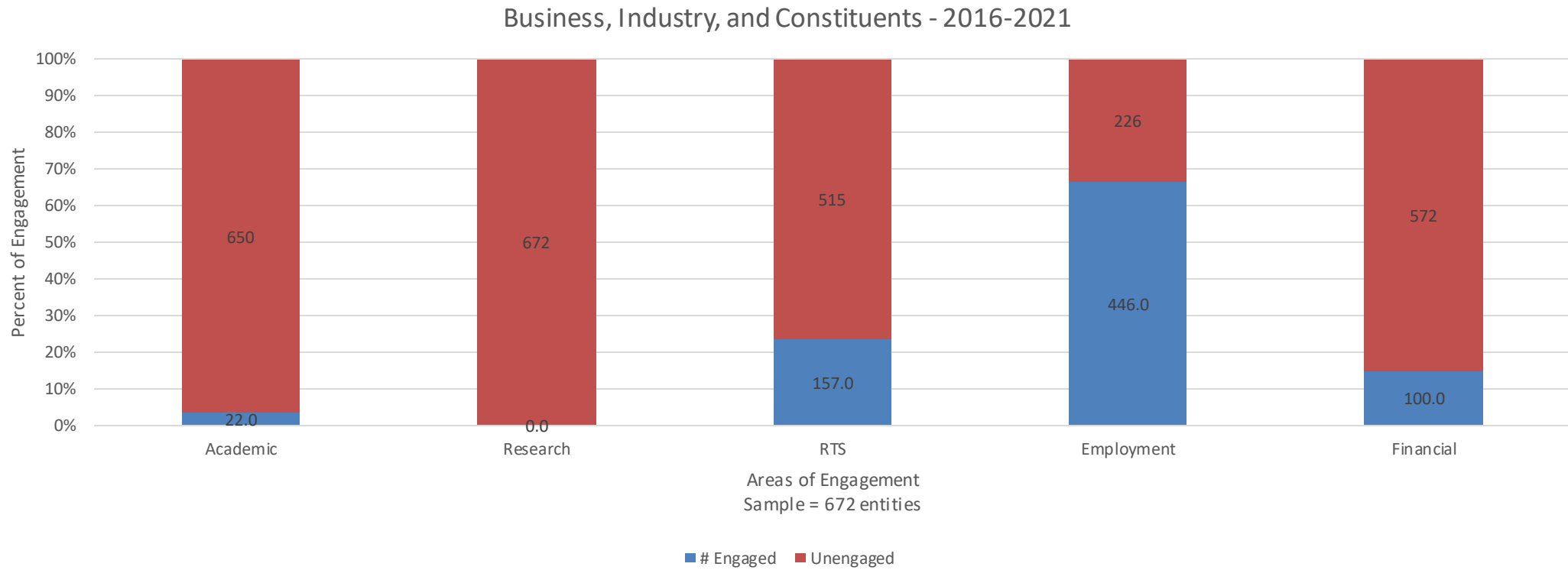
Data Sample

Entities included:

- Donated more than \$500 from 2016 – 2021
- Engaged in a Career Expo between Fall 2018 – Spring 2021
- Employed our graduates per LinkedIn or department reported internships from 2016 – 2021 (Note: only 9 of 26 departments reported)
- Participated in Alumni Return to Serve events 2016 – 2021
- Served on an Advisory Board (Note: only 4 boards reported – SOHS, Education, HCM, and OT)

If any of the above were true, the entity was included in our final sample = 672

Data Analysis



Fortune 500 Firm Engagement

Company Name	F500 Rank	Advisory	# Employed	# Expos	Internships	Any Employment	# Years Donated 2016-2021	Total \$	Return to Serve # Years
AIG	66	0	0	0	0	0	0	-	1
AT&T	9	0	0	0	0	0	1	26,000	1
AbbVie	99	0	0	0	0	0	0	-	1
Ally Financial	273	0	0	0	1	1	0	-	1
Anthem	29	0	1	0	0	1	0	-	0
Aramark	200	0	0	1	1	1	2	7,000	0
Bank of America	25	0	6	0	1	1	2	965	1
CVS Health	5	0	1	0	0	1	0	-	0
Charles Schwab	271	0	0	0	0	0	1	1,500	0
Cisco Systems	63	0	0	0	0	0	0	-	1
Johnson & Johnson	35	0	0	0	0	0	0	-	4
Merck	69	1	0	1	0	1	0	-	0
Morgan Stanley	61	0	0	0	0	0	1	1,500	0
Nationwide	74	0	1	6	1	1	1	25,000	5
Quest Diagnostics	410	0	0	0	1	1	0	-	0
State Farm Insurance	36	0	0	0	0	0	3	6,250	0
TIAA	81	0	0	1	0	1	3	8,873	4
Target	37	0	1	0	1	1	0	-	0
Walmart	1	0	9	0	0	1	1	3,000	0
Western & Southern Financial Group	401	0	0	2	0	1	0	-	0
Total Count		1				12			8

Minimum
Maximum

-
26,000

Summary of Findings

Community support information: Center for the Study of Economic Mobility (CSEM), Center for Entrepreneurship, S.G. Atkins Community Development, Center of Excellence for the Elimination of Health Disparities, WSSU economic impact on region tops \$500 million in 2020 (115% growth since 2014 \$233M, no current data available for NSU 2014-\$280M, TSU 2014-\$458M, or Francis Marion), WSSU 45,000 hours of community service

Strong employment support: Large number of local, state, national firms, and health providers are recruiting our students, 66.4% of sample (e.g., health sciences has sufficient internships to meet current student curriculum requirements, #1 in the UNC System for graduates receiving jobs in NC after graduation)

All business and industry information is scattered across multiple areas, with no systematic data recording, tracking, or coordination



Summary of Findings

Poor academic engagement with BIC Groups: only 4 advisory councils

Poor recognition of corporate support on WSSU website:

- Only one faculty distinguished professorship on WSSU website and many un-awarded (5 awarded out of 23 total)
- No recognition of corporate donors

Market share erosion in Health Sciences due to proliferation of programs – impact on internships and student employment uncertain

S.W.O.T. Analysis

Strengths (S): Analysis and institutional knowledge to identify factors that set the University apart from peers.
What are the University's internal strengths?

Weaknesses (W): Analysis and institutional knowledge to identify factors that must be improved to become effective.
What are the University's internal weaknesses?

Opportunities (O): What are the external factors that can enable the University to achieve desired outcomes? What are the internal and external opportunities that might move the University closer to its vision?

Threats (T): What are the external factors, situations, or changes that could have negative impacts?

SWOT - Internal and External Assessment	
Internal	External
Strengths	Opportunities
Weaknesses	Threats



Strengths (S): Analysis and institutional knowledge to identify factors that set the University apart from peers. What are the University's internal strengths?

- Faculty Research Portfolio growth \$27M 2019-2020, \$25M ytd, total \$81M
- NSSE Report (Francis Marion, Norfolk State, Tennessee State):
 - Highest # community-based projects both 1st years and seniors
 - Highest # High Impact Practices
- Student Community Service 45,000 hours (2019)
- Multiple Centers generating community impact: business, health, and social mobility (Center for the Study of Economic Mobility (CSEM), Center for Entrepreneurship, S.G. Atkins Community Development, Center of Excellence for the Elimination of Health Disparities)
- Social Mobility Index: #27 in country (out of 1,449 entries), #1 in NC
- Health Sciences:
 - Adequate internship and placement opportunities for currently enrolled students



Weaknesses (W): Analysis and institutional knowledge to identify factors that must be improved to become effective. What are the University's internal weaknesses?

- Funding from Corporate relationships: 23.4% of sample
- Lack of Advisory Councils (only identified 4: SOHS, Education, HCM, OT; 3% of BIG sample engagement)
- Limited collaboration between Career Development Services, Alumni Engagement, Advancement, and Academic areas
- Lack of student engagement with employers and Career Development Services (<10% of students registered in CareerLink) will negatively impact corporate engagement
- Faculty endowed positions not recognized on website/mostly unawarded (18 out of 23 unawarded)
- Corporate donations not recognized on Chancellor's donor page



Opportunities (O): What are the external factors that can enable the University to achieve desired outcomes? What are the internal and external opportunities that might move the University closer to its vision?

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- Major vendor opportunities to develop internship, academic, advancement relationships – Only six \$50K+ (7.3%) vendors also donate or employ our students
 - Development of internal database systems to provide functional area data tracking, analysis, and coordination on an ongoing basis
 - LinkedIn profile development for students, faculty and staff to leverage employment/internship opportunities, alumni support, and university public media profile
 - Businesses currently have increased diversity and inclusion agendas with HBCUs targeted for engagement
 - Corporate engagement recognition on webpage
 - Executive Speaker Series/Executive in Residence opportunities
 - Center for Applied Data Science opportunities (data and research)



Threats (T): What are the external factors, situations, or changes that could have negative impacts?

- Proliferation of programs across the state (both within the state system and external) contributing to Health Sciences market share erosion
- Clinical program competitors are paying for exclusive clinical site access (i.e., High Point University has exclusive contract with High Point Hospital)
- Businesses requiring data analytics and technological skills
- Businesses have limited resources and attention spans
- Student quality interactions continued complaints – NSSE report ranks WSSU lowest in quality interactions with other administrative staff and offices, and student support services



Strategic Objectives (Long-term)

- Engage business and industry thought leaders to become advocates for university initiatives
- Promote equity, social justice, social mobility, and entrepreneurial opportunities

Priorities or Areas of Focus

- **Short-Term Priorities (Years 1-2)**

- **Implement a formal University-wide Corporate Partnership Program (CPP):** CPPs bring benefits such as revenue, social capital with firms, curriculum updates, research, and streamlined hiring processes. For example, expand relationship with current corporate donors or academic support to promote additional engagement (i.e., Nationwide – internships/career opportunities, donated for computer labs)
- Note: CPP will have ST, Intermediate & LT objectives (including structure for building new relationships – application online for advisory councils, i.e., TSU)
- **Build and Enhance Existing Advisory Boards:** Institutional data indicate that less than 15% of WSSU’s academic departments have existing/active business/industry advisory boards. All academic units and Career Development Services should have Advisory Boards. A strategic plan and application process should be developed to leverage corporate engagement.
- **Institutionalize systematic business and industry data collection:** Creation of database with access for university constituent groups
- **Public/WSSU website recognition of corporate donors:** Example of TSU’s Corporate Partnerships page <https://www.tnstate.edu/partnerships/>



Priorities or Areas of Focus

- **Short-Term Priorities Continued (Years 1-2)**
 - **To improve corporate engagement opportunities:**
 - **Improve Academic Department Webpages:** Present consistent, clear, and professional vision and/or mission statements
 - **Update and Create Faculty Webpages with Biographies and Research**
 - **Improve and increase University Faculty, Administration, and Student professional public profiles on LinkedIn and in the media**
 - **Expand Academic and Research initiatives and partnerships:** Increase student success, faculty professional development, curricula engagement and enhancement, facilities and tech integration, and corporate education programs
 - **Track secured student internship and employment information**
 - **Increase campus-wide student registration and usage of CareerLink**



Priorities or Areas of Focus

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

- **Increase student support funding:**

- Increase student support funding via Corporate Partnership Program through advisory board funds

- **Long-Term Priority (Years 5+)**

- Engage business and industry thought leaders to become advocates for university initiatives
 - Promote equity, social justice, social mobility, and entrepreneurial opportunities



Conclusion

Based on our analysis, Winston-Salem State University needs to focus on:

- University measurement of BIC Engagement using clear, concise data management systems
- Establishment of a formal University-wide Corporate Partnership Program(CPP) to improve collaborative processes, and streamline and increase corporate engagement