

Form 2: Justification: One-Time Budget Request 2015-16

Division: Chancellor's Division

Department / Unit: Office of Chief of Staff - Communications & PR

Instructions: One page per item listed on Form 1.

Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, *2020 Vision: Focusing our Future*. Justification narrative below must:

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from administrative and/or accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
1	Video Production Equipment	1.1.2; 1.1.3;; 1.1.5; 1.5.2; 2.1.5; 1.5.4; 1.6.3; 2.3.5;	\$10,000
Brief Justification:			
<p>Video production is becoming an increasingly critical tool in accomplishing WCU's strategic communication and marketing goals. Video offers a uniquely emotional presentation to sway the minds and hearts of our key audiences, including legislators, donors, prospective and current students as well as global, national and local media outlets. The newly formed marketing department now places even greater demands on production value and production capacity. An upgraded university website is expected to rely heavily upon video content.</p> <p>Request of new equipment is to increase production capabilities, improve workflow inefficiencies / shortfalls and to increase effectiveness of content to meet growing demand on services.</p>			

VC Priority # _____

**Form 2: Justification: One-Time Budget Request
2015-16**

Division: Chancellor's Division

Department / Unit: Office of the Chief of Staff - Marketing

Instructions: One page per item listed on Form 1.

Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from administrative and/or accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
2.	Paper Cutting Machine - Print Shop	6.2.1, 2.3.5, 2.3.5	\$50,000
Brief Justification:			
<p>The WCU Print Shop paper cutting machine is 22 years old, and it is facing some needed repairs that may or may not add significant longevity to its lifespan. The cutting machine is used in the production of brochures, booklets, notecards and any other marketing collateral item that requires the paper to be trimmed after printing. Consider this: approximately 40 percent of the income at the Print Shop comes from digital printing, and almost everything that comes off of the digital printer must then be trimmed. Without an effective cutting machine, the University print shop would not be able to operate effectively, and the university would have to seek outside sources for important marketing items that are currently printed in house where we can control quality, cost and brand consistency. In addition, the cutting machine is necessary to make much of the print shop's other equipment profitable.</p>			

VC Priority # _____

Form 3: Prioritized List of Recurring/Ongoing Budget Requests 2015-16

Division: Chancellor's Division

Department/Unit:

Instructions: List all recurring/ongoing budget requests in priority order. Complete and attach a *Justification: Recurring/ Ongoing Budget Request* (Form 4) for each item listed. Form originator should calculate and include fringe benefits of 22.86%. In addition, for each new 1.0 FTE, include \$5,378 for the employer portion of health insurance.

Priority Number	Budget Request	Cost
1	Advertising - Media Budget	\$300,000
2	Vocus Advocacy Software/Website	\$10,000
3	Hourly Video Assistant	\$20,014
4	Administrative Support Associate (\$28,800 plus fringes)	\$40,762
	Total	\$370,776

Form 4: Justification: Recurring/Ongoing Budget Request 2015-16

Division: Chancellor's Division

Department/Unit: Office of the Chief of Staff - Marketing

Instructions: One page per item listed on Form 3.

Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from administrative and/or accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
1	Advertising - Media Budget	Initiative 2.3.5, Initiative 6.2.1, Initiative 1.6.3, Initiative 1.5.4	\$300,000

Brief Justification:

In order to meet the Strategic initiatives of our 2020 Vision and insure the visibility that will fuel our growth, we must have a paid media budget. This request of \$300,000 is a modest media budget for a public university of our size and pales in comparison to our private competitors. DEMONSTRATED SUCCESS: During the FY 13-14 roll up process, Western Carolina was able to allocate \$300,000 to put in place a paid advertising campaign to support brand awareness, reputation and recruitment as well as event support for 2014-15. These dollars are supporting a wide variety of programs and events across the university. To date, the results from paid media activations supported through these dollars have included: an advertising campaign supporting "Instant Decision Day" which took our enrollment in undergraduate engineering at Biltmore Park from 0 students to 23 students in one day; a TV campaign in Asheville and Charlotte aimed at brand awareness and recruitment that has played a role in significantly increased undergraduate applications, which are currently up 20 percent year-over-year; a print and social campaign to support registration at the inaugural LEAD:WNC conference which helped in meeting the goal of over 250 registrants; a social media campaign for development to drive gifts on national Giving Day which brought in over \$30,000; and a yet-to-be-launched comprehensive digital campaign aimed at driving up graduate school admissions to combat a recent turn down. In the coming months, those dollars will also be used to support summer school recruitment, transfer student recruitment, development initiatives and more. Marketing simply cannot be done well without making an investment, and a media budget is a necessary institutional cost to meet our stated goals.

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Form 4: Justification: Recurring/Ongoing Budget Request 2015-16

Division: Chancellor's Division

Department/Unit: External Relations

Instructions: One page per item listed on Form 3.

Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from administrative and/or accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
2	Vocus Advocacy Software	3.1.1	\$10,000
Brief Justification:			
<p>Funding and policy challenges facing WCU and public higher education require development of a broad-based network of advocates to communicate with federal, state, and local officials. This network must include faculty, students, administrators, staff, alumni, and friends who share an interest in sustaining WCU's excellence for future generations. While specific goals and objectives will vary from year to year, the overall mission remains the same -- maintaining and, where possible, increasing community and legislative support for the instructional, research, and public service programs at WCU. The University needs advocates who will advance the interest and promote the welfare of Western Carolina University to the legislature. WCU needs advocates who will share their unique experience and perspective with legislators.</p> <p>This software is multi-faceted and features:</p> <ul style="list-style-type: none"> • Comprehensive student/alumni database management tools • Legislator and staffer database • Easy bill and vote monitoring for Congress and all state legislatures • Legislative meeting and grassroots activity tracking • Federal and state Zip-to-District matching • Targeted outbound communications to staffers and employees/members • Extensive analytics and reporting capabilities 			

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Form 4: Justification: Recurring/Ongoing Budget Request 2015-16

Division: Chancellor's Division

Department / Unit: Office of Chief of Staff - Communications & PR

Instructions: One page per item listed on Form 3.

Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from administrative and/or accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
3	Hourly Video Assistant	1.1.2; 1.1.3; 1.5.4; 1.6.3; 1.6.4; 2.3.5; 3.1.5	\$20,014

Brief Justification:

Addition of a temporary-hourly video assistant will provide increased support for university communications efforts and projects of the newly formed marketing unit as it begins to implement an integrated marketing and communications plan. Demand for produced video is expected to at least double with the implementation of a new university website that heavily relies on produced video content, and as the university gears up for a comprehensive fundraising campaign. Additional video content is necessary for both the university's marketing/advertising/promotional needs and to help the communications office meet demand for video from local TV markets as well as UNC-TV, which because of distance to Cullowhee relies heavily on WCU-provided video for stories that appear on the statewide network seen by North Carolina's movers and shakers. Adding an hourly video assistant will enable increased hours for capturing video of events on evenings and weekends and expand the number of projects completed. In addition to increasing production volume, an additional staff member will serve the role of an on-set assistant to what is currently a one-man crew attempting the work that is commonly handled by a crew of at least two to three people. Assistance is needed in hauling often hundreds of pounds of equipment to and from site and working on-set as a grip, focus puller, etc. This on-set assistance will ensure quality of work, reduce waste of resources, and enable ability to increase production value beyond the limits of a single person operation. Increased ability to produce high-quality video is critical to support the university's student recruitment, overall awareness, image-building, and fundraising goals.

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Form 4: Justification: Recurring/Ongoing Budget Request 2015-16

Division: Chancellor's Division

Department/Unit: Development and Alumni Affairs

Instructions: One page per item listed on Form 3.

Each justification **MUST** link to at least one specific strategic initiative from the WCU Strategic Plan, *2020 Vision: Focusing our Future*. Justification narrative below must:

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.
- 2) address outcomes from administrative and/or accreditation review.

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
4	Administrative Support Associate (\$28,800 plus fringes)	6.3.6; 6.2.3	\$40,762
<p>Brief Justification: To provide an increased level of administrative support services for the Department generally, and specifically for the new Asst. VC position and four Directors of Development who currently share support from Assoc. VC's administrative support person. Frees time spent on administrative duties to be better allocated to direct fundraising activities. Position is also needed to assistance to expanded Alumni Affairs staff and can also serve as back-up for the sole gifts processor in the Department.</p>			

VC Priority # _____

**Form 5: University-wide Initiatives
2015-16**

Division: Chancellor's Division

Department / Unit: Office of Internal Audit

Instructions: List recommended university-wide initiatives budget requests in priority order. Complete and attach a *Justification: University-wide Initiatives Budget Request* (Form 6) for each item listed. Form originator should calculate and include fringe benefits of 22.86%. In addition, for each new 1.0 FTE, include \$5,378 for the employer portion of health insurance.

Priority Number	Budget Request	Cost
1	Journey Auditor (salary and benefits information obtained from Human Resources)	\$60,404
	Employer portion of health insurance	\$5,378
	Fringe Benefits	\$13,808
	Training, additional office supplies for auditor	\$3,500
	Total	\$83,090

**Form 6: Justification: University-wide Initiatives
2015-16**

Division: Chancellor's Division

Department / Unit: Office of Internal Audit

Instructions: One page per item listed on Form 5.

Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:

1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
1	Journey Auditor	5.1 through 5.5, and 6	\$83,090

Brief Justification:

This request is to strengthen the internal audit function by hiring a staff auditor. The goal of strengthening Internal Audit aligns with Strategic Direction Goal #5 - "Invest In Our Core Resources". Infrastructure is interpreted broadly to include facilities, technology, fiscal practices, and business processes and procedures." Goal 5.3 is especially relevant and falls under the purview of the internal audit function. It states "Improve the effectiveness and efficiency of campus business processes to ensure continuous improvement and to realize financial savings." Goal 5.5 is also pertinent and states "Maintain and improve campus safety systems, capabilities, and infrastructure in support of the University's strategic priorities." Internal audit plays a key role in examining and facilitating emergency response plans and business continuity plans not only for critical functions of the university but also to ensure the safety of students, faculty and staff.

The office of internal audit staff has been reduced by 50% over the past several years. However, its responsibility has increased exponentially due to:

- 1) 40% enrollment growth over the past ten years; 2)
- Budget reductions equaling approximately \$32,000,000 dollars over the last six years; 3)
- Increased unfunded mandates in response to Title IX and Clery Act Requirements;
- 4) Greater demands regarding transparency/accountability and partnering with groups across campus in order to manage enterprise wide risk, as well as campus wide safety initiatives.

All of the factors described above have increased risk to Western Carolina University.

In order to remediate this risk and continue to align Internal Audit with Western's 2020 Strategic Plan, specifically Strategic Direction Number Goal #5, the Internal Audit Office is requesting an additional staff person. Please see Form 4A as it outlines how state appropriations, and enrollment numbers are allocated to other universities within the UNC system as compared with number of auditors assigned to the corresponding institution. WCU's comparable institutions in the UNC System have a minimum of 3 auditors at comparable size universities.

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