

Form 4: Justification: Recurring/Ongoing Budget Request 2016-17

Division: Student Affairs

Department/Unit: Undergraduate Admission

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	Admission: Expense Increases for Lead Generation	1.6; 6.3.2; 5.1.1	\$185,000
<p>Brief Justification:</p> <p>The 2020 Vision speaks directly to the importance of healthy and strategic enrollment as part of its access mission, in relation to student success, and in regards to university sustainability. Effective student recruitment is heavily dependent upon expanded lead generation--obtaining names, contact information, and other information about individuals who may be potential applicants--and communication methods and modes to those leads. In many cases, leads have to be contracted or purchased (i.e., from entities such as College Board, ACT, National Research Center for College and University Admissions (NRCCUA), etc.). Admissions also partners with others (i.e., Education Advisory Board--Royall and Co.; Cappex, Hobsons, College Foundation of North Carolina) to get our name in front of potential students and to communicate with the leads that are obtained. As competition for college students continues to intensify and as students and their families shop longer and later for the right college (even to the point of attending multiple orientations), costs associated with recruitment and communication continue to escalate. For example, North Carolina shifted from an SAT to an ACT state a couple of years ago, and NC began covering the costs for public high school juniors to take the ACT. Whereas less than half of the public school seniors in North Carolina were taking the ACT a couple of years ago, last year 99% of NC public school juniors took the ACT. Acquiring the names and information of this increased pool of leads and communicating with them once the information is acquired mean significant increased costs. Additional recurring dollars are needed to be able to cover these expanded lead generation and communication costs.</p>			

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Division: Student Affairs

Department/Unit: Scholarship Services (Financial Aid)

Instructions: One page per item listed on Form 3.

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
2	Increase in Scholarship Services operating budget	1.4.4; 1.6.5; 4.2.1; 5.1.1	\$10,000
<p>Brief Justification:</p> <p>Scholarship Services has relied upon an operating budget of \$10,000 since its establishment in 2012. With careful planning, this budget has been sufficient to support the printing, postage, outreach, equipment, travel, and professional development activities for the Director of University Scholarships. Given the need to support recruitment and retention efforts through scholarship funding from all sources (college affordability), additional student outreach activities, and two additional positions that will support scholarship activities, \$10,000 will no longer be sufficient.</p> <p>1.4.4: It is critical that WCU continue to grow its outreach efforts regarding college affordability in support of recruitment. There is a high percentage of first generation college students in our region and we utilize different methods of communication to try to reach them. There are associated travel and printing/postage costs with these initiatives.</p> <p>1.6: In order to increase the quality, quantity, and diversity of our student body and increase retention and graduation rates, we have to be competitive with our scholarship programs. Appropriate resources for training, support, and implementation of initiatives are critical to the potential impact scholarships have on institutional enrollment.</p> <p>4.2.1: Each individual working with scholarships needs professional development opportunities, including attendance at the National Scholarship Providers Association annual conference. NSPA is currently the only professional organization serving individuals who administer scholarships.</p>			

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Department/Unit: Financial Aid

Instructions: One page per item listed on Form 3.

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
3	Administrative Cost Allowance (ACA)	1.6.2; 1.6.4	\$50,000
Brief Justification:			
<p>Currently, a majority of the Financial Aid operating budget is funded by Federal Administrative Cost Allowance funds. Administrative cost allowance is taken from WCU's federal allocation for campus-based aid programs: Federal Perkins Loans, Federal Work Study, (FWS) and Federal Supplemental Educational Opportunity Grant (FSEOG). The maximum claim amount permissible is up to five percent of the sum of the loans advanced in Perkins, the total earned in FWS, and the total awards to recipients in FSEOG. Without administrative cost allowance the Financial Aid general operating budget, after salaries, to cover printing, postage, supplies, equipment purchases and professional development is \$6,953.00.</p> <p>As it stands, the Federal Perkins Loan program expires September 30, 2017. For 2016-17, limitations will be imposed on disbursements of the Federal Perkins Loan program driving administrative cost allowance claims down significantly. Without sufficient funds, our ability to sustain student success and deliver a positive impact on enrollment will be adversely impacted. During this time of growth, Financial Aid is dedicated to being a trusted and reliable source of students financial aid and scholarship information while delivering services to our students and their families and making every effort to assist students in affording their education.</p>			

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Department/Unit: Financial Aid

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
4	Verification Shared Service	5.1.1; Compliance	\$50,000

Brief Justification:

A finding of the North Carolina General Assembly's Joint Legislative Program Evaluation Oversight Committee was the University of North Carolina system lacked comprehensive approaches to operational efficiencies. As a result, the Financial Aid Verification Shared Service project started in 2012. The shared service is intended to provide a one-stop financial aid verification process for financial aid applicants. It is an effort to eliminate duplicate verification requests for students who apply to more than one UNC school and streamline and standardize the financial aid verification process and reduce processing costs. Western Carolina University began participation in the 2014-15 academic year. The cost of the service is covered by General Administration for 2014-15 and 2015-16. Starting with academic year 2016-17, Western Carolina University will be responsible for the costs associated with the service. The cost for the 2014-2015 academic year was \$74,393.50. However, WCU Financial Aid is exploring cost-cutting measures related to verification shared service that might bring the costs down. Also, there is an upcoming change, effective October 1, 2016, for financial aid to move to prior prior year tax information on the Free Application for Federal Student Aid which should help to lessen the number of students selected for verification; thus, we are projecting a need of \$50,000 to cover verification shared service costs.

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Division: Student Affairs

Department/Unit: Undergraduate Admission

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
5	Admission: Reorganization and Operations	1.6.2; 6.3.2	\$25,000

Brief Justification:

2020 Vision, Initiative 6.3.2: Revisit the organizational structure of all campus offices and functions related to enrollment management to ensure lean, robust, and efficient operations. (See Goal 1.6) The Office of Admission is undergoing organizational restructuring to more strategically manage systems, operations, and recruitment. The office has been without a director of admission or associate directors of admission, and the organizational restructuring is addressing those needs, and aligning the unit structure to better match other admission units and best practices. The moves are also aimed at better positioning the unit for impending changes to the Fair Labor Standards Act (FLSA) and at reducing turnover in the unit. The funds would be used to address salary adjustment needs related to reorganization.

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Form 4: Justification: Recurring/Ongoing Budget Request 2016-17

Division: Student Affairs

Department/Unit: New Student Orientation

Instructions: One page per item listed on Form 3.

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- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.
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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
6	Assistant Director of New Student Orientation	4.1.1; 4.3.5	\$59,578

Brief Justification:

The Office of New Student Orientation is one of the departments under the direction of Student Recruitment and Transitions within the Division of Student Affairs. The mission of New Student Orientation is to connect students and their families with the university community, inform them about university resources and create a system of support for them in order to invludence student success from orientation to graduation. This position is integral to the ongoing success of all new students through cooperative programming with other university constituents with an emphasis on transition, retention and success. The Assistant Director will also provide leadership to Orientation in the absence of the Director. New Student Orientation is responsible for transitioning over 4500 first year students, transfer students and their families throughout their careers at Western Carolina university. This position will assist throughout the academic year and summer with the promotion, selection, training, supervision and evaluation of orientation counselors who work with the new students and their families.

VC Priority # _____

Form 5: University-wide Initiatives 2016-17

Division: Student Affairs

Department/Unit:

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 22.97%. In addition, for each new 1.0 FTE, include \$5,471 for the employer portion of health insurance.

Priority Number	Budget Request	Cost
1	Analytic Data Architect	\$79,253
2	University Scholarship Support for Graduate Students	\$50,000
3	DSCE AlcoholEDU, Haven, and Maxient	\$27,000
4	University Scholarship Support for Undergraduate Students	\$50,000
Total		\$206,253

**Form 6: Justification: University-wide Initiatives
2016-17**

Division: Student Affairs

Department/Unit: Office of the Vice Chancellor

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.**
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Priority	Budget Request	Strategic Initiative(s)	Cost
	Analytic Data Architect	1.6.7, 1.6.8	\$79,253
Brief Justification:			
<p>This Business and Technology Applications Analyst (Journey) position is responsible for developing processes for data acquisition, management, and reporting with a specific focus on, but not limited to, data available and generated within the Division of Student Affairs. The position resides within the Office of Institutional Planning and Effectiveness in order to leverage current data expertise as well as create synergy towards developing WCU's growing business intelligence output. The outcome of this position will be greatly improved student data integration across multiple functional units, for the purposes of both enhanced descriptive data reporting and to allow for robust predictive data modeling targeting improved student success. The cost is inclusive of starting salary (\$60,000), and all taxes and benefits (22.97% + \$5471).</p> <p>Currently, student affairs related student data exists in numerous disconnected and limited-connected sources, without robust process and structure to ensure usability. This position will accomplish the following</p> <ul style="list-style-type: none"> • Establish data acquisition and maintenance protocols for the Division of Student Affairs • Coordinate and work with other analytic staff to develop and enforce data management policies and procedures. • Develop, publish and deploy fact and dimension tables according to business requirements • Design, implement and deploy data models to support BI and statistical learning initiatives • Development, analysis and production of complex reports, queries, and data extracts from multiple data sources • Assist with design and implementation of ETL solutions for extraction and integration of data to and from data warehouses and data marts for the purposes of reporting, decision support and analysis. 			

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**Form 6: Justification: University-wide Initiatives
2016-17**

Division: Student Affairs

Department/Unit: Scholarship Services

Instructions: One page per item listed on Form 5.

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***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.**
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Priority	Budget Request	Strategic Initiative(s)	Cost
2	Local tuition funding to support Graduate Scholarships	1.6.5; 6.3.6	\$50,000
Brief Justification:			
<p>There are limited opportunities for financial support for graduate students beyond federal and private student loans. Graduate students are not eligible for federal or state grant programs, nor are they eligible to apply for many scholarships through external sources. A significant number of graduate students have incurred student loan debt at the undergraduate level and are not inclined to further extend their level of debt to obtain a higher degree when they could enter the workforce instead.</p> <p>In order to recruit and retain graduate students, additional funding support is needed. Graduate student numbers have declined as employers have decreased financial support and monetary incentives for completion of advanced degrees, and an infusion of additional scholarship funds could boost graduate student enrollment.</p>			

VC Priority # _____

**Form 6: Justification: University-wide Initiatives
2016-17**

Division: Student Affairs

Department/Unit: Student Community Ethics

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.**
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Priority	Budget Request	Strategic Initiative(s)	Cost
3	AlcoholEdu, Haven, and Maxient Software	2.2.1; 2.2.6; 5.3.2; 5.3.3	\$27,000
Brief Justification:			
<p>In an effort to adhere to federal regulations and expectations while consolidating/maximizing our resources, the Department of Student Community Ethics (DSCE) utilizes AlcoholEDU, Haven, and Maxient software. In summary, AlcoholEDU and Haven are interactive, educational modules that are required for all new students at WCU. They assist, in an easily trackable manner, us with meeting the requirements of providing students with primary education on alcohol and sexual violence. Similarly, Maxient is thrid-party software which allows WCU to track information reports, conduct data, Clery information, SCRT data, SACSCOC student complaints, etc. Although intended to be a module to assist with conduct cases, we have been able to expand Maxient into other areas of campus to maximize communication and efficiency. As a result of the broad-based impact these programs have on students and the campus as a whole, DSCE is requesting that the \$27,000 annual expenses for these products be transferred from their responsibility to that of the Student Affairs Division/University as a whole.</p>			

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2016-17**

Division: Student Affairs

Department/Unit: Scholarship Services

Instructions: One page per item listed on Form 5.

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Priority	Budget Request	Strategic Initiative(s)	Cost
4	Local tuition funding to support Undergraduate Scholarships	1.6.5; 6.3.6	\$50,000
Brief Justification:			
<p>Approximately 42% of undergraduate students at Western Carolina University are classified as “high need” based on their eligibility for a federal Pell Grant. During the 2014-2015 academic year, our undergraduate students from North Carolina, who applied for financial aid and received grant support, demonstrated more than \$20 million in unmet need to simply cover their direct educational costs including tuition, fees, housing, and meal plan. Many of our competitor institutions have established “access” programs to cover this gap of unmet need in order to afford students the opportunity for a college education.</p> <p>In support of the university’s commitment to access and partnerships that have been established through Foundation gifts (i.e. Annexstad Family Foundation Leaders for Tomorrow Scholarship) to reach high need students, a request for \$50,000 is being submitted to assist with this initiative.</p>			

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