

Form 3: Prioritized List of Recurring/Ongoing Budget Requests 2017-18

Division: Chancellor's Office

Department/Unit: Marketing

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 23.77%. In addition, for each new 1.0 FTE, include \$5,753 for the employer portion of health insurance.

Priority Number	Budget Request	Cost
1	Self-Service Design and Digital Asset Software	\$10,000
2	Recurring Media Budget	\$300,000
3	Marketing Coordinator Position	\$61,451
Total		\$371,451

Form 4: Justification: Recurring/Ongoing Budget Request 2017-18

Division: Chancellor's Office

Department/Unit: 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	Self-Service Design and Digital Asset Software	5.3.2, 5.4.1, 6.1.3, 6.2.1	\$10,000
Brief Justification:			
<p>This will cover the cost of two software tools that together will dramatically improve Marketing and Photography's ability to provide self-service collateral design to units across campus. One is a self-service design tool that allows units to input text and photos into brochure, poster, digital display and other pre-designed templates. The second provides a searchable database for university photography, making it possible for people to search for photography for collateral materials they are producing through the aforementioned template tool. In addition to creating efficiencies and improving asset management, these tools will allow us to fulfill goals outlined in the Integrated Marketing and Communications Plan and help ensure consistency in the marketing of our various programs as outlined in the Vision 2020 Plan.</p>			

VC Priority # _____

**Form 4: Justification: Recurring/Ongoing Budget Request
2017-18**

Division: Chancellor's Office

Department/Unit: Marketing

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
2	Recurring Media Budget	5.1.1, 6.2.1	\$300,000
Brief Justification:			
<p>In the previous budget cycle, Marketing requested \$300,000 for recurring media dollars. \$100,000 was received and an additional \$200,000 is still needed in order to be able to continue the paid media marketing efforts of the last two years. In addition, we are looking ahead to 2017 with the knowledge that we will need additional dollars for marketing and messaging around NC Promise. The effort we put into this is essential. We are asking for an additional \$100,000 to be allocated for NC Promise Marketing, not just in 2017-18 but for years to come. In the last fiscal year, the university spent approximately \$500,000 in total media buying to support brand awareness and admissions marketing through roll up. That investment played a significant role in the largest undergraduate class we have ever seen and a 40 percent increase in new graduate students. Our undergraduate admissions recruitment partner indicated that a large majority of the increase in yield year-over-year came from students who were not influenced by their direct mail, meaning they were likely influenced by our media outreach. The comprehensive graduate school campaign resulted in significant enrollment increases for all but one of the programs we invested in. In some cases, that growth was in the double digits. As we have continued advertising for graduate programs such as Sport Management and Project Management our numbers continue to grow. This paid media investment is delivering a significant ROI. We must continue to make this investment in order to continue to grow.</p>			

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Department/Unit: Marketing

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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
3	Marketing Coordinator Position	6.2.2	\$61,451

Brief Justification:

In 2016, University Marketing underwent a Unit Review. One of the top recommendations of external reviewers was the establishment of a Marketing Coordinator / Copy Writer Position who could assist the Marketing Director in working with clients across campus on marketing strategy and copy writing. The review identified customer service and improved campus communication as an improvement need, and this new role would assist in ensuring clients across campus received project updates, had a clear first point of contact and received the strategic guidance they are looking for. This speaks to a directive in the Vision 2020 Plan that calls for the establishment of an effective organizational structure "to develop and implement comprehensive communication and marketing plans designed to communicate Western Carolina University's strategic vision effectively, concisely, and consistently to all external stakeholders." The requested budget is for a salary of \$45,000 in line with a journey level Public Communications Specialist plus the cost of all benefits.

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University-wide Initiatives 2017-2018

Division: Chancellor's Division

Department/Unit: 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 23.98%. In addition, for each new 1.0 FTE, include \$5,435 for the employer portion of health insurance.

Priority Number	Budget Request	Cost
1.	(Human Resources) Staff Auditor	\$60,404
	Employer portion of health insurance	\$5,659
	Fringe Benefits	\$14,485
	Training	\$3,500
Total		\$84,048

**Justification: University-wide Initiatives
2017-2018**

Division: Chancellor's Division

Department/Unit: Internal Audit

Instructions: One page per item.

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	Staff Auditor	5, 5.3, 5.5	\$84,048
Brief Justification:			
<p>To strengthen the internal audit function by hiring a staff auditor. The goal of strengthening Internal Audit aligns with strategic direction number five which states "Invest In Our Core Resources, WCU's Core Infrastructure Is Sustainable and Position to Support its Strategic Priorities. Western Carolina University will ensure a consistently updated infrastructure in support of its mission and vision. 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 six years. However, its responsibility has increased exponentially due to:</p> <ul style="list-style-type: none"> Enrollment growth from 8,861 students in 2006 to 10,800 students in 2016. Budget reductions equaling approximately \$66,476,668 dollars over the last nine years; Increased legislation in response to Title IX and Clery Act Requirements; 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. <p>The results of UNC GA's organizational effectiveness study which set forth the following priorities for the UNC System- access; affordability & efficiency; student success; economic impact; and excellent and diverse institutions. And finally, the passing of the of the North Carolina Promise Tuition Plan bill.</p> <p>The combination of the above factors have decreased resources available to the University, while increasing enrollment and other demands made of Western Carolina University. This represents greater and greater risk to Western. In order to remediate this risk and continue to align Internal Audit with Western's 2020 Strategic Plan, specifically strategic direction number five, I am requesting an additional staff person. Please see sheet 4 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.</p>			

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Institution	Auditors on Staff	Student Enrollment Headcount	Students per auditor
ASU	5	18295	3659
ECU	8	29000	3625
ECSU	2	1350	675
FSU	2	6223	3112
NCA&T	4	10852	2713
NCCU	4	8155	2039
NCSU	8	34015	4252
UNCA	1	3800	3800
UNC-CH	8	29469	3684
UNCC	5	28721	5744
UNCG	2	19398	9699
UNCP	2	6441	3221
UNCW	4	15740	3935
UNCSA	1	1240	1240
WCU	1	10,800	10800
WSSU	5	5107	1021
NCSSM	0.5	680	1360
UNCGA	2.5	NA	NA

Comparison within CUPA Peers:

Institution	Auditors on Staff	Student Enrollment Headcount	Students per auditor
WCU	1	10,800	10800
UNCW	4	15740	3935
ASU	5	18295	3659
NCCU	4	8155	2039

Form 4: Justification: Recurring/Ongoing Budget Request 2017-18

Division: Chancellor

Department/Unit: Communications and Public 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

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
1	Internal Communications Specialist	1.6.4; 2.3.4; 5.3.2; 6.1.1; 6.2.1	\$61,962
Brief Justification:			
<p>A public communications specialist position dedicated to internal communications would enable the university to achieve the level of faculty/staff “buy-in” called for in the university’s strategic plan. Faculty and staff have the capacity to become primary ambassadors for the institution and its mission, but current staffing capacity and other important external communications projects have diminished the amount of time the unit is able to dedicate to internal communications. The communications/PR unit has lost an existing public communications specialist who was responsible for overseeing the faculty/staff newsletter (The Reporter) because of the resignation of that staff member and the subsequent relocation of that position to the marketing unit to oversee important external-facing university websites. This comes as the university is resuming enforcement of its campus email policy, which prohibits the use of broadcast (or all-campus) emails to inform faculty and staff about events and activities and to provide other information deemed as “not critical to the operation of the university” but nevertheless important. In addition, the marketing unit’s social media manager is beginning to be overwhelmed by campus requests for internal-facing digital communications campaigns, diminishing the amount of time that staff member can dedicate to external-facing efforts aimed at student recruitment and retention. Currently more than 20 units are using the university’s digital communications platform for internal communications; those groups should be managed to schedule messaging so that those communications are delivered strategically and holistically. A public communications specialist focusing on internal communications could take over those internal-facing digital campaigns. The social media director and a working group of staff members called together to develop recommendations and alternatives to the use of broadcast email have expressed the need for a public communications specialist dedicated to the internal audience. Approximately one-fourth of the requests for services received by University Marketing are for support for internally facing projects aimed at faculty, staff and current students. A robust internal communications and marketing strategy would improve student and employee retention. Finally, internal communications will play an increasingly important role as the university begins implementation of its Degree Plus initiative through the Quality Enhancement Plan (QEP) portion of WCU’s bid for reaccreditation by the Southern Association of Colleges and Schools Commission on Colleges, as open forums and other activities related to the QEP get underway. Not only does the university need to provide important information about QEP and the accreditation process to the campus, but an internal communications specialist also could help create a record of policy changes related to the QEP and accreditation, as required by SACS-COC. Requested funding is for public communications specialist at the journey level, at 90 percent of labor market (\$50,217), plus Social Security, retirement and medical.</p>			

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Department/Unit: Communications and Public Relations

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
2	Hourly Video Assistant, Specialist	1.1.2; 1.1.3; 1.5.4; 1.6.3; 1.6.4;2.3.5; 3.1.5; 6.2.1	\$20,000
<p>Brief Justification: Addition of temporary-hourly student video assistants would provide increased support for university communications and marketing efforts as the units continue to work on implementation of the recently adopted integrated marketing and communications plan. Additional student video assistants would result in increased hours for capturing of video and audio of campus happenings during evening and weekend hours and would expand the number of projects completed while helping to reduce the likelihood of burn-out for the unit's one existing video specialist. The university's newly redesigned website is intended to have a robust video presence, especially with videos and projects aimed at prospective students. In addition, the university's increasing emphasis on social media, including the recent addition of livestreaming, requires additional video and audio content. Finally, adding student video assistants would provide real-world experience for students in broadcast and/or motion picture and TV production programs, assisting in the university's goal of preparing students for post-graduation careers.</p>			

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