

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

Chancellor's Division

Department/Unit:

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	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.

Justification: One-Time Budget Request 2016-2017

Division: Chancellor's Division

Department/Unit:

Instructions: One page per item.

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
1	Print Shop Building Renovations	5.5.5, 6.3.1, 1.6.1	\$150,000

Brief Justification:

Renovations to the University Print Shop have become necessary to maintain production capacity while providing a safe work environment. The Print Shop houses University Mail Services, administration and support for WCU's enterprise-wide desktop printing service Paw Print, and a full-service commercial printing operation that supports all units of the university. The latter is necessary due to our location, more than 2 hours away from a comparable printing service. Justification for renovations includes:

- The building is not ADA compliant, including no entrance without stairs for those needing service or needing to pick up packages from Mail Services.
- The Print Shop is now printing and mailing all Admissions acceptance materials, including information with 92 numbers, and there is no secure location for stuffing and storage of these documents between the time they are printed and mailed. These documents are literally sitting in bins on rolling carts in the middle of the shop.
- Some equipment must be moved every time it is operated in order to be far enough away from power boxes that it does not violate fire safety guidelines.
- Paw Print services contract employees have been moved to a temporary building behind the shop due to lack of room.
- Materials needed for the printing operation are being stored in an old Cat Tran due to lack of adequate storage.

It is important to note that there are two large metal storage buildings behind the Print Shop. These buildings are entirely devoted to storage for the WCU Marching Band and the WCU Parks and Recreation department. The Print Shop does not have access to either of these buildings, and in order to keep the doorways clear for entering and exiting these buildings, there is limited parking access for Print Shop and Mail Room delivery vehicles.

When the Print Shop was constructed, there were 4 employees and far fewer printing capabilities. The shop now houses 9 full-time employees plus 4-6 student workers at any given time.

**Justification: One-Time Budget Request
2016-2017**

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Department/Unit:

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
2	2016-17 TV Campaign	1.6.3, 6.2.1, 2.3.5	\$200,000

Brief Justification:

During the 2015-16 budgeting process, University Marketing requested \$300,000 recurring for an annual paid media campaign. WCU was able to grant \$100,000 of that \$300,000. While that amount will go a long way in paid media, particularly in digital form, it is not enough to support a paid TV campaign. Through year end funds WCU has been able to run TV in markets across the state, building awareness statewide. It is important to continue that momentum, especially as we work to promote our newly launched university website, lay the groundwork for our comprehensive campaign, and rebound from a dip in freshman enrollment growth. This request is for one-time funding to continue a statewide TV campaign into 2016-17.

Justification: One-Time Budget Request 2016-2017

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
3	Binding System Replacement and Upgrade	6.2.2	\$160,000

Brief Justification:

The University Print Shop's binding system, which is used as the primary tool for assembly of printed materials, is now more than 15 years old. Due to age, the system is beginning to fail intermittently and need repair. In addition, it does not allow for newer binding capabilities such as perfect binding (which provides a straight edge rather than a stapled fold). The Print Shop's ability to produce finished, bound publications is essential to the university. From the Commencement program to Catamount Club Membership Packets to the Madison Society Scholarship booklet, all high-profile booklet projects are assembled on the existing binder system.

University-wide One-Time Initiatives 2016-2017

Division: Chancellor's Division

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 22.34%. In addition, for each new 1.0 FTE, include \$5,435 for the employer portion of health insurance.

Priority Number	Budget Request	Cost
1	Main Campus Entrance Sign	\$237,636
2	Digital Signage Kiosks	\$90,000
Total		\$327,636

**Justification: University-wide Initiatives
2016-2017**

Division: Chancellor's Division

Department/Unit:

Instructions: One page per item.

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***Vision: Focusing our Future*. Justification narrative below must:**

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
1	Main Campus Entrance Sign	3.1.5,2.3.5,5.2	\$237,636
Brief Justification:			
<p>3.1.5 Signage for any facility is critical. For roughly 2 decades WCU has not had any formal outwardly facing signage announcing our main campus entrance on Highway 107. This has been identified at Chancellor's Leadership Council meetings as a critical issue needing attention.</p> <p>The only existing entrance sign is an old wooden sign located on private land adjacent to the back entrance, on old Cullowhee Rd. Students and prospects post photos on social media with this dilapidated wooden sign out of desperation for some "selfie" opportunity with the brand, which carries this problem beyond a directional challenge to a significant brand challenge.</p> <p>Main Campus signage will convey our university identity, help people navigate campus and represent to the community that we are proud to be here.</p> <p>The cost estimate here was provided by University Facilities and includes landscaping, lighting, necessary foundation for a permanent sign and a 20 percent contingency to make sure all project costs are covered. Final cost would be determined by a competitive bid process.</p>			

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
2	Digital Signage Kiosks	3.1.5,2.3.5,5.2	\$90,000
Brief Justification:			
<p>Signage and access to information for any facility is critical. As our campus continues to grow in physical size and population it will continually be a challenge to get information to students in a way they will consume. Digital signage Kiosks through out campus can offer a variety of information in support of critical safety announcements, way-finding, event marketing, as well as streaming content which could include Athletics events, concerts, lectures or graduation.</p> <p>A cross divisional collaboration with IT, Facilities, and Marketing in have identified a vendor for the test unit and the physical location outside Hunter library in the open brick area directly across from the Mountain Heritage Center. This area was identified as a heavy traffic area for all levels of users, and as it is in close proximity to Tech commons for troubleshooting and testing.</p> <p>47 inch units would be used in walking areas in mixed use areas such as; in the area surrounding Belk/Cat building, One stop, HHS, central plaza when ever possible they will be included in a free standing shelter (such as a Cat Tran shelter) 55 inch units are proposed for the back side of campus, exiting side of the round-about or visitor center, Ramsey Center/Forest Hills, and possibly the old digital sign.</p> <p>The cost estimate here would include purchase and installation of five 47-inch outdoor displays and three 55-inch displays similar to the units found at the links below:</p> <p>5 KOP547-S-XTR - \$9,599.00 each</p> <p>http://www.peerless-av.com/en-us/professional/products/KOP547-XTR</p> <p>KOP555-S-XTR - \$12,399.00 each</p> <p>http://www.peerless-av.com/en-us/professional/products/KOP555-XTR</p>			

University-wide Initiatives Recurring 2016-2017

Division: Chancellor's Division

Department/Unit:

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Priority Number	Budget Request	Cost
1.	(Human Resources) Staff Auditor	\$60,404
	Employer portion of health insurance	\$5,435
	Fringe Benefits	\$13,494
	Training	\$3,500
2.	Website Content Strategist/Director	\$79,253
3.	Hootsuite Social Media Software	\$37,000
Total		\$199,086

Justification: University-wide Initiatives Recurring 2016-2017

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
1	Staff Auditor		\$82,823
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 several years. However, its responsibility has increased exponentially due to:</p> <p>Enrollment growth from 8,861 students in 2006 to 10,340 students in 2015. Budget reductions equaling approximately \$41,000,000 dollars over the last eight 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> <p>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 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>			

**Justification: University-wide Initiatives
2015-2016**

Division: Chancellor's Division

Department/Unit:

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
2	Website Content Strategist / Director	6.2.2	\$79,253

Brief Justification:

The Website Redesign Steering Committee and the Content Governance Committee have recommended the establishment of a position to oversee website content, ensure ongoing maintenance of content and web structure, administer regular website audits and assist departments and units in the establishment of new content as necessary. Our website is our front door in terms of marketing the university and establishing reputation among prospects, and it needs an owner on campus who is dedicated to ensuring our web presence not only meets but exceeds expectations in the market place.

A Content Governance Plan has been drafted and reviewed by Executive Council that includes this recommended position as part of a two-person Digital Strategy Team that also includes the Lead Web Developer in IT Web Services. The responsibility of this team would include:

1. Provide strategic direction and consultation to web administrators across campus, ensuring alignment with overall website strategy, university brand and best practices in user experience.
2. Review structure and IA placement for new pages added to the website in the top 6 levels of IA.
3. Answer questions related to interpretation and use of the web content style guide.
4. Provide assistance and training on the appropriate use of CMS templates.
5. Provide assistance as needed on the development of custom solutions within the website templates (with approval from the WOB).
6. Provide recommendations to the WOB for new templates, policies or procedures needed to meet the need of the campus community and/or the end web user.

The outlined budget assumes a salary of \$60,000 plus benefits.

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2015-2016**

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
3	Hootsuite Social Media Software	2.3.4, 3.1.3, 6.1.3, 6.2.2, 6.2.3	\$37,000

Brief Justification:

Western Carolina University's various units operate over 70 branded Facebook accounts and a few dozen Twitter accounts. Of those, 10-15 are heavily used to market the university to prospective students, alumni and supporters. Today, there is no way to centrally monitor, post and manage these channels. Each account is managed by an employee or small group of employees through their own social logins. That reality presents an enormous threat to the university. Several universities have been victims of social hacking. Should that happen to any of our accounts, there would be no way to respond except through the employee that owns the account.

In addition, as social media continues to grow and change as a means of marketing to students, alumni and supporters, there is an increasing need to coordinate content between our various channels. This is a need that was identified by a cross-divisional working group set up to draft a strategic social media plan for the university.

Administrations of social accounts in University Marketing, Athletics, Admissions, Alumni Affairs, Graduate School and Education Outreach are recommending the purchase of Hootsuite, a software product that will allow us to coordinate between multiple departments on campus to ensure consistency across social channels. It also provides central management to provide for better crisis communication and to protect against hacking. Each of above referenced units has been involved in demos of the product and are interested in participating in central management in order to streamline our messages to prospects. This price is a negotiated price through a University System IT contract and would be set for the next three years.