

March 4, 2009

UNIVERSITY RELATIONS PLANNING PRINCIPLES

The Office of University Relations at Western Washington University was created in 1988. Overseeing state and federal Government Relations, the development of Western on the waterfront, University Communications, and Publishing Services, the Office of University Relations is responsible for fostering and maintaining effective relationships and communication with the neighborhoods and the greater community of Bellingham, the legislative and executive branches of state and federal government, and providing leadership for the integrated marketing of the Western and the resulting dissemination and printing of information to internal and external constituent groups, all targeted to enhance the reputation of, and appreciation for, the University

The University Relations Division of Western Washington University biennial budget submission for 2009-11 has been built based on the unit's basic planning principles of:

- 1) Striving to help WWU fulfill its academic mission by serving as the University's leader in the procurement of public funding at the state and national levels and by serving as Western's leader in marketing communicating to the multiple constituent groups the University serves. This will be accomplished by the building of personal relationships, by developing and implementing communication strategies and products, and by strategically creating the framework needed to market those efforts successfully.
- 2) To use the collective expertise of University Relations and other campus associates, as well as that of off-campus friends, to create cutting edge strategies and programs, to advance WWU as one of the premier university's of its kind in the country.
- 3) Inclusion of all associates within the University Relations division in planning and budget decisions that drive the division's goal of fulfilling its mission to enhance the image and reputation of WWU as one of the premier university's of its kind in the country.
- 4) All planning and budgeting decisions shall be made within the goal of maximizing the public's investment in the University Relations division and the University. This will be accomplished by making best use of human and financial resources through the creation of efficiencies and by focusing on returning the best value possible for customer, constituents and taxpayers.
- 5) All decisions will be process and data driven while also relying on the collective expertise of the human capital that the Division is built around.
- 6) Establishing priorities within the Division, and in conjunction with other Divisions, that will maximize human and financial resources.

- 7) To make decision that help to foster a culture of team play and team contributions in all endeavors conducted within the University Relations division, and with all other on and off-campus entities we work and associate with on a daily basis.

The University Relations Division engaged in a SCOT Analysis exercise that all associates within the division were asked to participate in. The results of the exercise were shared with the directors in the division and then with all associates. Associates were asked to provide feedback to the draft SCOT Analysis and much thoughtful response was provided and added.

With the results of the SCOT Analysis providing a compass, the Vice-President of University Relations began the process of crafting a budget for the division. Directors within the division were continually asked for input and feedback in the strategic building of the budget. Once a final draft was compiled, directors were asked for final feedback on the proposed submission. Upon final approval of the directors, a meeting of associates comprising Government Relations and Communications and Marketing was held as was a separate meeting of the team comprising Publishing Services. All associates were asked to provide feedback to the budget document and that feedback was then reviewed by the vice-president.

Numerous suggestions were received from the campus community regarding cost savings measures that are directly applicable to the University Relations division. The most common were suggestions that various WWU publications no longer be made available in print copy and, rather, become web-based communications. These recommendations were acted upon and result in a partial budget reduction for University Relations and to a more significant reduction for Western. "Fast", the WWU faculty and staff publication, and the Chancellor's Annual Donor Report will both cease to be print in paper form in 2009-10. The saving resulting from these actions totals \$17,955 counting toward the Division reduction. It was also suggested that Window magazine also be made available on-line only, but because of the necessity for a printed version by numerous entities, it was decided to keep the publication in print for in 2009-10 with a review to be conducted during that year. It was also suggested that WWU engage in increased advertising to promote the institution. This is an area that is great concern to the University, but with no budget previously allocated for this service, only minimal efforts are being made in this area. Nonetheless, this suggestion will be a part of the University integrated marketing plan which is now in the early planning stages and will begin to be implemented in 2009-10. Other suggestions made included evaluating the need for the University Holiday Party, elimination of the University holiday card, and merging the University Advancement and University Relations Divisions. Each of those suggestions will be reviewed with the President's Office which is where the final decision is made in those cases.

In order to reach its budget reduction goal of \$64,333, the University Relations Division will discontinue printing of "Fast" resulting in a reduction of \$17,955, will reduce funding for the open Waterfront Director position by \$36,233 and associated benefits by \$10,145 (.50 FTE); and by reducing the general operating budget by \$2,145.

University Relations Division is also striving to realize a budget savings for the University through a proposed realignment. The division currently owns two open positions, Waterfront Director, and Communications Specialist. Both positions are in need to be filled as they are currently designated, but each has been held open to enable leadership to determine the highest personnel priorities within the Division and for the University.

The Publishing Services has been faced with a financial challenge for a number of years and is now under new leadership with John Zuzarte who has incorporated numerous strategies to improve the operations financial situation. One additional action that is being proposed in this budget submission is to move the two graphic artists located in the Publishing Services operation and their reporting lines to the Communications Office. The positions are currently funded through cost recovery (charge backs for services) and would be transferred into the one full-time and one half-time state funded open positions within the Division. The strategy behind this proposed realignment is two fold.

1. The two positions do not currently recover their costs. The combined salaries of the two positions are \$79,191 while the revenue generated through graphic design services is approximately \$63,000. The move of the graphic artists to University Communications will mean the elimination of chargebacks for their services which will result in additional savings to University department budgets of approximately \$63,000 annually.

2. In addition, the move will establish University Communications as the one-stop shop for printing and eventually web-based projects for University departments and programs. This new approach will create a synergy that will enable customers to meet at the start of the project with both a writer and graphic artist which will result in a higher quality product and improve delivery time. It will also enable Publishing Services to lower its overhead costs and to become highly competitive with its print prices for customers.

An additional short-range goal of the University Relations Division is to maximize the vast potential for video production at WWU and to use it in ways that provide new programmatic opportunities for students and new capabilities to market the university.

The University Relations Division is in the early stages of planning for the development and implementation of an integrated marketing plan for the institution. The first part of the process will be to lead the campus community and its constituents through a branding exercise. It is expected the branding initiative will be completed by the end of 2009. These two exercises will result in a new institutional self identification and provide the framework for a new approach to marketing the University both on and off campus, tangibly and intangibly.

SCOT ANALYSIS FOR THE UNIVERSITY RELATIONS DIVISION
February 13, 2009

Operational Participants – University Marketing and Communications, Publishing Services, and Legislative Relations

STRENGTHS

- The division is made up of very diverse operations, but a common denominator is they are comprised of associates who have flexible skills and valuable breadth of experience.
- Personnel in the division are knowledgeable and technical skills they possess are of high quality. Many associates in the division are considered experts in their field and are sought out both on and off campus.
- The final products produced by each of the operations in the division are of high quality and are valued by the constituents and customers who request them.
- The division identifies strongly with “liberty ships.” This concept is derived from the World War II construction of ships, cites the efficiencies that are created when feedback from workers is sought and used. Associates cited this as a fact within the Division.
- The Communications Department has a strong understanding of media expectations and because of experience and vision, is well-suited to meet the needs of, and proactively inform, the mediums it deals with at all levels.
- The associates in each of the operations of the Division are dedicated to providing a high level service and strive to share cost-saving ideas with its customers and constituents.
- Creativity in thinking and practice is strongly encouraged and practiced by associates in the Division.
- Unlike the vast majority of operations at Western, the Printing and Copy Services operation is self-sustaining and does not require the use of state funds, thus allowing those resources to be used in other areas.
- Because of the nature of its mission, associates in the Division have established strong relationships with key constituents and stakeholders, both on and off campus. Those relationships are essential to securing and maintaining business, to the use of information disseminated to the media, and to fund procurement at the legislative level.
- There is a high level of pride in each of the operations within the Division in their respective abilities to meet deadlines....Publishing Services with customer orders, Communications with the media, and Legislative Relations with elected officials and legislative committees.
- Internal communications, a function that was once viewed as a challenge has matriculated into a strength.

CHALLENGES

- The WWU website presents a weak face for the university and must be restructured and redesigned to meet current and future needs.
- The Division, and the University as a whole, suffers from the absence of an institutional brand and the lack of design standards to guide print and web graphic design and overall presentation.
- The lack of an institutional marketing plan contributes to the perception that WWU is just another regional university and does not allow it to distinguish itself as one of the premier schools of its kind in the West. The lack of a plan has led to decentralized marketing efforts and a resulting duplication of marketing efforts.
- The existence of institutional silos results in a lack of common goals, focus, communication, and cooperation and thus, at times, a final product that does not realize its fullest potential.
- Relationships between WWU and the greater Bellingham community are not at the level they should and could be.
- Because of the deteriorating economy in the state and nation, people are concerned about losing their positions as a result of budget cuts at WWU.
- The Publishing Services operation is threatened by the ability of commercial entities to do the same work at lower prices while at the same time the operation is challenged by rising paper, materials prices, and overhead costs.
- Changing computer and related social media technology is a threat both within WWU's Marketing and Communications and within other units across the campus.
- Turmoil within the media industry (paper and electronic) is constantly changing the focus and strategies that must be used to work with the respective mediums. This turmoil has led to a dilution of strength of some traditional media.
- As a part of WWU we recognize the threat that the establishment of new four year campuses and the expansion of the mission of community colleges to deliver baccalaureate degrees. However, this could also be an opportunity for Publishing Services.
- Because of the freezing of and/or elimination of positions in the division and across campus, people are doing more work and that has resulted, in some cases, in the reduction of the production of the highest quality product possible. Publishing Services is an exception to this statement.
- The current resource allocation process at WWU does not recognize areas of need nor recognize opportunity for future excellence.

OPPORTUNITIES

- The bad economic and budget situation on campus, in the state and country has caused a new attitude where people are eager and willing to increase responsibilities within their own position to help others in their work.
- WWU has an opportunity to escape from its recognition and status as a “Regional” university because of new focus and energy devoted to developing an all encompassing brand and to subsequent integrated marketing.
- Western has an opportunity to provide degree programs away from Bellingham, either through self support or state funding, to meet the needs of communities who desire to have a higher education presence for its residents.
- There are a wide array of new and exciting opportunities for website enhancement and general on-line presentations, as well as enhancement and coordination of video capabilities on campus.
- Possible new leadership structure in Publishing Services.
- Because of turmoil in the media industry, there are multiple opportunities for the development of innovative ways for WWU to send its message to its constituents and stakeholders. One of those opportunities is through dedicated programming and content offerings to TVW, the Washington public affairs television network.
- Changing computer and social media technology present the Division and University with a new world of new media opportunities to connect with constituents and stakeholders.
- The initiative to expand Western to the Waterfront is an important focus and opportunity within the Division and for the University.
- Capitalizing on the talents of students at WWU, the opportunity exists to engage Art Department students and students from other programs in the WWU branding process.
- While video is and has been used through links on the WWU website in the past, the opportunity exists to expand and refine that use in the future. The expanded use of video for other purposes to constituents and stakeholders is also available.
- With audiences becoming less patient but still interested in gathering information quickly, the opportunity exists to merge on-line productions and print pieces to compliment each other and more effectively serve the needs of viewers and readers.
- Increased promotion for arts events at WWU and the broadcasting of some of those events would significantly improve the profile of the arts and showcase gifted and talented students and faculty.

COMMONALITIES LISTED BY MULTIPLE GROUPS

- University branding issues
- Lack of coordination of communications and marketing
- The presence of talented employees
- Strong relationships that exist with constituents and stakeholders
- Lack of communication within the Division and University in the past
- Working relationships with legislators

FORM A

PROPOSED 2009-2011 REDUCTIONS

Planning Unit:

UNIVERSITY RELATIONS

LINE 5 State Operating Budget -- Reduction Goal 5%: \$ 64,333 \$ 64,333

Item #	DESCRIPTION	Reduction Amount		FTE Reduction		Position Type	Fund-Org-Program Code	CONSEQUENCES Relationship to Unit's long term vision? University's? Will reduction be covered by other funding sources so that service continues?
		2009-10	2010-11	2009-10	2010-11			
1	Discontinue print version of "Fast" faculty and staff publication and use a web-based report exclusively	17,955	17,955	-	-		14186-6510-085CRD	Employees will have to "go to" the internet to receive "fast" as opposed to receiving it at their desk in the campus mail
2	.50 FTE reduction in base allocation for the funding designated for the open Waterfront Director position.	36,233	36,233	0.500	0.500	Professional	14191-6200-10200	Reduces the salary to .50 FTE. It will likely be impossible to hire a part-time candidate for this position.
Corresponding Benefits from Pooled Benefits								
3	Benefits corresponding to reducing a full-time position to part-time to be deducted from the pooled benefits budget at 28%**	10,145	10,145					
TOTAL		64,333	64,333	0.500	0.500			
Balance (Over)/Under Reduction Goal (Line 5)		(0)	(0)					

FORM A

PROPOSED 2009-2011 REDUCTIONS

Planning Unit:

UNIVERSITY RELATIONS

LINE 5 State Operating Budget -- Reduction Goal 7%: \$ 90,066 \$ 90,066

Item #	DESCRIPTION	Reduction Amount		FTE Reduction		Position Type	Fund-Org-Program Code	CONSEQUENCES Relationship to Unit's long term vision? University's? Will reduction be covered by other funding sources so that service continues?
		2009-10	2010-11	2009-10	2010-11			
1	Discontinue print version of "fast" faculty and staff publication and use a web-based report exclusively	17,955	17,955	-	-		14186-6510-085CRD	Employees will have to "go to" the internet to receive "fast" as opposed to receiving it at their desk in the campus mail
2	.75 FTE reduction in base allocation for the funding designated for the open Waterfront Director position.	54,684	54,684	0.750	0.075	Professional	14191-6200-10200	Reduces the salary to a point that it is impossible to hire a candidate.
3	Reduce the University Relations Operations Budget	2,115	2,115	-	-		14191-6200-085ZAC	Reduces travel, supplies, professional services, etc. in all units in University Relations resulting in reduced productivity and efficiency.
Corresponding Benefits from Pooled Benefits								
4	Benefits corresponding to reducing a full-time position to part-time to be deducted from the pooled benefits budget at 28%**	15,312	15,312					
TOTAL		90,066	90,066	0.750	0.075			
Balance (Over)/Under Reduction Goal (Line 5)		0	0					

FORM C**REALLOCATION OF EXISTING RESOURCES****Planning Unit:****UNIVERSITY RELATIONS**

What action has your Planning Unit taken to eliminate an activity or program funded by the 2008-09 state operating budget in order to use those funds to support a priority activity or program?

This list is intended to demonstrate how Planning Unit base budgets are efficiently managed.

Item #	DESCRIPTION	<u>Amount</u>		<u>FTE</u>		Position Type	<u>RATIONALE</u>
		2009-10	2010-11	2009-10	2010-11		
1	Use balance of state funded salary line assigned for the open Waterfront Director position and transfer a .50 FTE graphic artist from Publishing Services to Communications	18,529	18,529	0.500	0.500	classified	Graphic artists are currently funded by cost recovery and this change would eliminate chargebacks to campus programs for a .50 FTE portion of a graphic designer position.
2	Use the state funded salary line assigned for the open Communications Specialist and transfer a graphic artist from Publishing Services to Communications	42,134	42,134	1.000	1.000	classified	Graphic artists are currently funded by cost recovery and this change would eliminate chargebacks for graphic design to campus programs.
Corresponding Benefits for all New Positions							
3	Benefits corresponding to adding a full-time position (50% or greater) at 29% for graphic artist position. Salary & benefit line assigned for open Waterfront Director position used.	5,373	5,373				This amount already held in pooled benefits for waterfront position .
4	Benefits corresponding to adding a full-time position (50% or greater) at 29% for graphic artist position. Salary & benefit line assigned for open Waterfront Director position used.	12,219	12,219				This amount already held in pooled benefits for communications specialist position.
TOTAL		78,255	78,255	1.500	1.500		