

Provost Reinvestment Fund Requests - Autumn 2013

Unit/Campus
VP FOR DEVELOPMENT

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Amount Requested	Fiscal Year	Permanent or Temporary?	# of Years Needed	Description
\$5,000,000	2015	Permanent	Permanent	<p>Campaign Investment: Our return on investment continues to be among the highest among our peers. In FY12-13, every dollar invested in University Advancement returned \$7.70. Our 5-year cost per dollar average was 13 cents on the dollar. With the \$943K we received for this year, we have added 15 FTE: 9 fundraisers, 2 volunteer engagement officers and 4 Advancement support FTEs in the areas of Communications, IT, HR and Alumni. Vice-Provost Jenny asked that we put together a scenario that includes one request to permanently fulfill our campaign needs, as opposed to a yearly ask for incremental additions to our campaign budget. For FY14-15, our one-time ask is \$5M. Receiving this investment in FY14-15 will allow us to reach our goal of raising \$400M annually by FY19-20.</p>
\$0	2015	Permanent	Permanent	<p>University Marketing and Communications Operations: The migration of University Marketing from External Affairs into the consolidated University Marketing and Communications in Advancement has included the discovery of 5 permanent positions partially or fully funded with temporary funds (\$230,000 shortfall in FY14). <i>Please see below regarding the Visitor's Center (\$80,000 shortfall in FY14).</i> <i>Please see below regarding Branding effort (\$245,000 shortfall in FY14 and \$2,000,000 in FY15).</i> Our first order of business has been to bring the five unbudgeted positions back to full-strength. We have utilized the vacant AVP position to fund the four permanent positions. As a result, the Director position is now unbudgeted. <i>Please see below regarding the Associate VP, Marketing FTE (\$240,000 shortfall in FY15).</i> As our new Chief Marketing and Communications Officer is just beginning the work of integrating the new University Marketing and Communications unit, we feel requesting additional operations funding at this time would be premature. We will utilize Advancement's one-time fund balance funds to handle the known operations deficit. During this transition period, we will review the needs of the unit, and make appropriate requests for FY15-16, with the exception of the detail that follows.</p>
\$100,000	2015	Permanent	Permanent	<p>Visitor's Center: In the Marketing reorganization, we have acquired the Visitor's Center, which comes to us as an unfunded unit. Previously, the annual operating budget was \$80,000, but after the Program Specialist FTE in charge of the Visitor's Center resigned this fall, those funds and the remaining operating funds were diverted elsewhere (prior to the reorganization), and the unit was defunded. The Visitor's Center is now staffed by 4 part-time student hourly workers (unfunded--\$10,000 shortfall for FY14). The question of the Visitor's Center's purpose and viability must be addressed holistically and strategically – and certainly in strong partnership with the Office of Admissions and the emerging Enrollment Management Strategy, the success of which is so critical to the University's future. In the short-term, we must restore the Visitor's Center budget to a level that allows for temporary staffing of the operation while additional assessments are made and the focus of its operation is clarified.</p>

\$240,000	2015	Permanent	1	Associate VP FTE, Marketing: University Marketing and Communications requests the reinstatement of the position for FY15 as a part of the leadership in the reorganized Marketing and Communications team. This is a critical, operational position that will be required if the University's central team is to be successful leading a long-term, University-wide strategic positioning strategy.
\$2,000,000	2015	Temporary	1	Phase 3: External Branding: Strategy Development and Implementation: The university branding effort that is already underway, led by Hornall-Anderson, is being implemented in three steps: Phase 1: Creative Development—concludes later this FY. We have received funding from the Budget Office for \$500,000. The effort is over-budget by \$45,000, which Advancement will cover. Phase 2: Creative Testing—will begin in the spring of 2014 at a cost of up to \$200,000, which Advancement is prepared to fund. Phase 3: The full development and deployment of a media and public relations plan (likely including broad-based advertising) and strategy—will likely begin in the fall of 2014, with an anticipated cost of \$1.5 million. We request one-time funding for Phase 2, and look forward to bringing forward our comprehensive plan during our budget hearing in early 2014. The impact of the Phase 3 investment will be measured through quantitative shifts in perception and behaviors, including those of prospective students and their families, current parents, donors, alumni, and influencers of the institution. Specific business objectives are in development.
\$0	2015	Temporary	1	Phase 3: Internal Alignment: The alignment of the University of Washington's identity, voice, and brand strategy internally (in both form and function) so it affects actual change and gives faculty, staff, and students a voice for inspiring and engaging externally must be a university wide effort. We plan to take full advantage of the already established relationships and processes established with units through University Advancement to effectuate this in Phase 3 and on an ongoing basis. Best practices and institutional history demonstrate that one of the great support efforts we can provide to the units is matching funds to encourage their conversion and development of marketing assets to the University's positioning strategy – including what we anticipate will be the major upgrades required to our digital strategy. As such, we will utilize Advancement's one-time fund balance funds to invest \$1 million in unit communications as matching funds for strategic branding efforts, including the creative refresh, recruitment and campaign communications, and digital media strategies. We will review the needs of the unit, and make any additional requests for FY15-16 as necessary.