MHC Program Review Appendices

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Appendix A, The Digital Heritage Project

Originally conceived by the Institute for the Economy of the Future (IEF), the Digital Heritage Project was intended as a vehicle to increase regional awareness and heritage tourism. The Mountain Heritage Center (MHC)—which inherited the idea—supports those aims, but we also realized that the project could encourage student engagement in the region and that it offered a significant opportunity for applied student learning.

To that end, we have worked with faculty and students in a variety of departments to generate content for the project, redesign the website, and prepare multi-media materials. The Mountain Heritage Center publically launched the Digital Heritage Project on June 2, 2008. The project now consists of three closely linked products:

- a series of over 150 one-minute radio spots on the history, culture, and traditions of Southern Appalachia,
- a companion website (digitalheritage.org),
- and a print version in *The Laurel of Asheville* and *The Sylva Herald*.

To date we have produced almost 150 radio moments that are heard daily on radio stations WKSFM, WMXF-AM, WPEK-AM, and WWNC-AM (combined market share average of 40%-50% in western North Carolina). The 60-second radio moments run 2-4 times per day depending on the station. In May 2009, we launched an illustrated print version of the radio scripts with *The Laurel of Asheville* (25,000 circulation) and recently have added *The Sylva Herald* (7,000). The website, DigitalHeritage.org, includes illustrated essays, video interviews, and short documentaries created by WCU students. Eight of these web topics have been selected by LearnNC for inclusion in their digital textbook of North Carolina history ([http://www.learnnc.org/lp/editions/nchist-civilwar/5469](http://www.learnnc.org/lp/editions/nchist-civilwar/5469)). The Digital Heritage Project supports the cultural components of UNC-Tomorrow, while also providing our students with meaningful, hands-on experience in a public showcase and providing support for western North Carolina’s Tourism industry.

Under the Mountain Heritage Center, student involvement in the project has been significant and consistent. Graduate students, undergraduates, interns, work-study students, and student volunteers have all gained significant experience. A graduate student composed and performed the background music for the radio moments. Undergraduate Film students created all the video moments and conducted all the video interviews found on the website. Graduate and undergraduate students in History composed the web essays. Work-study students researched and selected public domain images for the print version of the Heritage Moments.

We clearly communicate to students that we only publish work that meets our standards. We work closely with students to discuss our goals, to respond to their questions, and to model a professional business experience. To further support student learning we created an internal blog for MHC students to reflect on their experiences while working on the digital heritage project.
Appendix B, The UNC-Tomorrow Report and the Mountain Heritage Center

4.4.4. UNC should promote the arts and cultural enrichment in all regions of the state. Suggested Strategies:

- Support and expand campus artistic and cultural programs, and increase offerings of such programs to the public.

Now in its 37th year, Mountain Heritage Day is the university's largest public event. It typically attracts over 20,000 visitors from throughout the region to our campus. It has a significant impact on area motels, restaurants, and other travel services. It also showcases local talent as the overwhelming majority of the performers, craftspeople, and vendors are from western North Carolina. Other public programming includes our exhibits, the First Thursday concert series, and—through the Digital Heritage Project—a regional radio presence on four stations (with 40-50% market share in western NC), a print presence in two publications, and a multi-media web presence.

- Increase collaborations with public schools to strengthen K-12 arts education.

Our Quilt trunk encourages the arts through the study and recreation of quilt patterns. All K-12 programming is based on the North Carolina Standard Course of Study.

- Develop strategies for expanding campus artistic and cultural programs to communities that do not have a UNC campus located in or near them.

Our traveling exhibits have gone to museums across the state as well as to less traditional venues such as libraries, K-12 schools, and private businesses. To date, our traveling exhibits have been seen in Jackson, Macon, McDowell, Pasquotank, and Transylvania counties. They will appear in Madison and Wake counties later this year.

- Develop innovative course offerings (such as online and distance-education offerings by the N.C. School of the Arts) targeted to nonprofits, regional theater, performing arts, and other cultural and artistic organizations. That would increase the artistic, technology, management and leadership skills of the staff of such organizations.

The MHC supports regional heritage organizations through collaborative ventures, low-cost traveling exhibits, consultations, service on committees, and service through professional organizations.

4.4.5. UNC should facilitate inclusive discussions on important community issues.

- Facilitate community dialogue on important community issues.

The MHC has offered programs and roundtable discussions on subjects as varied as endangered species, the scientific and religious views on climate change, the role of women in mountain culture, and cemeteries on public lands.

- Communicate faculty expertise on important community issues to broader audiences.

Through their own research and through student projects WCU faculty participate in MHC programs such as the Digital Heritage Project, new exhibits, and product development such as Smartphone applications for heritage tours.

4.6.3. UNC should increase community awareness of environmental and sustainability issues.

- Educate current K-12 teachers, as well as current education majors, on how to integrate ecological and environmental components into science and non-natural science areas of instruction in the public schools.

The MHC inherited the teacher resources created as part of WCU’s Adventure of the American Mind program and are making them available through DigitalHeritage.org. We also provide programs for teachers through the North Carolina Center for the Advancement of Teaching.

4.7.1. UNC should apply, translate, and communicate research and scholarship to broader audiences.
• Align campus programs with regional needs as the driver for applying the skills and resources of University faculty.

The Digital Heritage Project supports the heritage tourism industry of our region through multimedia programming. In addition to historic figures we cover topics such as whitewater rafting, heritage festivals, and Christmas tree farming—all important economic activities in our region.

• Develop stronger partnerships with business, industry, and government agencies and nonprofits.

We provide programming for public, charter, and private schools, regional businesses, civic organizations, public libraries, and other venues. We are collaborating with CIS faculty and students to develop a Smartphone application for a walking tour of Dillsboro. We have worked with local organizations to create and enhance programming. Produce exhibits for display in public spaces such as the I-26 Welcome Center (Madison County), libraries, and schools.

• Establish Web-based portals to serve as the entry point for information access.

DigitalHeritage.org provides multimedia information on over 150 regional topics that include our region’s history, culture, environment, literature, together with notable people and institutions.

4.7.4. UNC should communicate its resources and expertise to wider audiences.

• Develop mechanisms by which innovations, research, and scholarship are communicated to interested stakeholder groups and broader constituencies.

Through collaborations with the Cashiers Historical Society, the Haywood County Historical Society, the Appalachian Women’s Museum, and the Jackson County Public Library the MHC shares the expertise of its staff and connects the public groups with other WCU faculty and students.

• Institutionalize mechanisms for UNC-community interaction.

Mountain Heritage Day is the university’s largest public event. Our First Thursday Concert & Jam Series brings together a varied audience of college students, local families, retirees, and visitors. Many of them bring their instruments to join the jam that follows each concert. Attendance has increased each year since 2008.
Appendix C, The QEP in action: The Digital Heritage Project

In December of 2009, the QEP Assessment Committee awarded the MHC a grant to assess how the Digital Heritage Project (DHP) supports the learning outcomes prescribed in Western Carolina University’s Quality Enhancement Plan. The Center contracted an external evaluator to conduct a “bottom up” analysis and formative evaluation that included in-depth interviews with faculty participants, student participants, and faculty who have not participated in the Digital Heritage Project.

According to the Summary of Results, “faculty believed that students were gaining a ‘real world,’ authentic learning experience by working on a DHP project. Students agreed that their project assisted them with career preparation.” “Students felt that their DHP project helped them with self-realization. In other words, they believed that their project connected them to who they were and what their interests were. One student explained, ‘it also helps you realize what type of person you are.’” (St, line 659) Students also learned important skills such as time management, creative and critical thinking, collaboration, and gained confidence in their own abilities.

WCU Faculty members also noted that students “get [their DHP project] published … on a respectable, highly noted, website. Many students have gone from showing that work [their DHP project] over the summer and picking up professional jobs.” (FacP, line 56). They also described the DHP as “very much a confidence builder … and any way that you can build up somebody’s confidence helps tremendously.” (FacP, line 64)

As one faculty member noted, the DHP helps students “make a connection between what they learn and the outside world … they can see there’s a connection and I think that’s huge.” (FacP, line 659) Faculty members also found that the DHP helps “students think creatively.” (FacP, line 649) They attribute this to Center staff, who they describe as “very instrumental in helping the students think in different ways, encouraging them and sometimes giving them listings or avenues to pursue and pushing them out the door.” (FacP, line 934)

Student participants “believed that their DHP experience helped meet educational goals through giving them experience, helping with career development or choice, and managing time.” The DHP is fundamentally different from other class work. As one student noted, “if you were just doing just any other regular old project you would treat it like a regular school project but it [the DHP] forces you to do something good.” (St, line 210) Students also learned important collaborative skills, a trait employers value in successful job candidates. From a student’s perspective—“I think what I learned most was just working together, not only with your group members, but with people that you have to get in contact with. Be they other professors, or outside sources, just working together and collaborating.” (St, line 456)

Clearly, the Digital Heritage Project helps students synthesize their classroom experiences and apply them to real world situations. The DHP also encourages students to be intentional and self-aware of their own choices, skills, and career goals.
Appendix D, MHC exhibits 2006 - 2011

1. *Migration of the Scotch-Irish People*, Gallery A, Permanent. We updated this exhibit in 2008 with the addition of the interactive rail and in 2009 by removing the stone cottage, revising the entrance area, adding information on moonshine, and are in the process of adding panels and artifacts on religion.


7. *Cherokee Baskets and Their Makers*. Gallery B, February—June 2007. Guest curated by WCU staff member, Steve Lott, this exhibit featured more than 100 baskets from regional collections. Companion events included a basketmaking workshop with Katrina Maney and a presentation of “The Connoisseurship of Collecting: Cherokee Baskets” by Betty DuPree and Vicki Ledford Cruz, former director and current directors of Qualla Arts & Crafts.


11. *The Artistry of Plain-Style Furniture*, Galleries B & C, May 2008—January 2009. Guest curated by Steve Lott, this exhibit examined the variety of plain-style furniture produced in western North Carolina, particularly in Buncombe County and Catawba County. This exhibit coincided with the Plain Style Furniture Symposium co-hosted by the MHC and the Cashiers Historical
Society. The exhibit included a significant number of pieces not shown in public before, including African-American furniture and painted furniture from western North Carolina. MHC staff coordinated the program and recruited speakers. Presenters included scholars from the Smithsonian, Old Salem, and the PBS program, Antiques Roadshow. The exhibit and the symposium received very favorable coverage by WUNC-TV, WLOS-TV, the Asheville Citizen-Times, and other regional media. June Lucas, Director of Research at the Museum of Early Southern Decorative Arts (MESDA), analyzed seven pieces from our exhibit for her 2009 article in American Furniture.

12. History of Haywood County: Portrait of a Mountain Community, Gallery B, January—August 2009. Produced in partnership with the Haywood County Historical Society as a companion to the new county history of the same title. This exhibit has been displayed at the Waynesville Public Library and is currently touring the Haywood County School system.

13. Decoration Day in the Mountains, Gallery C, April 2009 — May 2010. Guest curated by Alan Jabbour, Founding Director of the American Folklife Center in the Library of Congress. An exploration of the mountain tradition of “Decoration Day” as a way of remembering the dead and reconnecting community. Much more interactive than past exhibits, this exhibit includes three listening stations, two white boards for visitors to record their memories and impressions, and an area for visitors to make their own paper flowers. Handouts on cemetery resources and a Stack Cake Recipe were also available. A popular exhibit, it has traveled to UNC-Asheville and the Transylvania County Heritage Museum. The Great Smoky Mountain Heritage Center of Townsend, Tennessee and the Macon County Folk Festival have expressed interest in hosting “Decoration Day.”

14. Our State Dog: North Carolina’s Plott Hound, Gallery B, September 2008—April 2009. Highlights the origin and history of this unique hunting breed. Our exhibit will be the first major exhibit on North Carolina’s official state dog. In addition to the exhibit, we developed additional programming and activities for Mountain Heritage Day on Plott Hounds. The exhibit has traveled to Elizabeth City, Old Fort, and Rosman during the last year. It is scheduled to appear at the NC Museum of History for a full year beginning September 2011.

15. Judaculla Rock, North Lobby Gallery, September 2010—February 2011. Produced in partnership with the Judaculla Rock Preservation Project to highlight the petroglyph’s history and cultural significance, as well as part and current preservation efforts.


17. The Cabarrus Quilt, North Lobby, September—November 2010. A 33’ x 12’ quilt created by MACO—a Macon County quilt guild—that illustrates over 300 traditional quilt patterns. Displayed in partnership with the Folk Heritage Association of Macon County.


19. Digital Heritage.org, Gallery C, November 2010-June 2011. Features selections from the Mountain Heritage Center’s online resource, DigitalHeritage.org, supported by objects from MHC’s permanent collections.
20. *Women’s Work: Stories of the Appalachian Women’s Museum*, Ballery B, February—August 2011. This exhibit was created in partnership with the Appalachian Women’s Museum. We are exploring travel venues for this exhibit in the region.


Online Exhibits


27. *Watts in the Mountains: Rural Electrification in Western North Carolina* ([http://www.wcu.edu/mhc/exhibits/NPL/Index.htm](http://www.wcu.edu/mhc/exhibits/NPL/Index.htm))
Appendix E, Positions—Reassignments, Split Assignments, and reduced workloads

MHC positions:

- Director Scott Philyaw, EPA Faculty, (duties vary from half to full time. Also Associate Professor of History with varying faculty duties). The Director is responsible for overseeing the day-to-day operation and strategic planning of the museum; overseeing all aspects of the planning, implementation, and evaluation of exhibits and programming; fiscal matters; resource development; community outreach; and supervision of all employees.

- Curator Pam Meister, EPA Non-faculty (full time), Researches, designs, and installs/develops exhibits and other programs; Manages Collections; grant-writing; and collaborates with community partners.

- Educational Specialist Peter Koch, EPA Non-faculty (full time), creates and coordinates K-12 programs in schools and in museum; coordinates musical performances for First Thursday series and at Mountain Heritage Day; works with Curator in exhibit design and collections management.

- Office Manager Sona Norton, SPA (full-time). Responsible for MHC budget, all purchases, contracts, and check requests; coordinates student worker schedules; oversees space use.

- Mountain Heritage Day Coordinator Trina Royar, SPA (.75 time). Festival coordinator; maintains festival budget; creates sponsorship packages; coordinates vendor recruitment and placement; coordinates student workers and volunteers.

- Digital Heritage Project Coordinator, Christie Osborne (resigned 12/2009) EPA Faculty (with varying faculty duties). Maintains DigitalHeritage.org website; works with faculty to create digital assignments; serve as a resource for students working on digital projects. Following Ms. Osborne’s resignation to join her spouse in California, we temporarily filled this position with three part-time employees who had previous experience with the Project (Professors Emeriti Tyler Blethen, Newton Smith, and Curtis Wood) and two graduate students (Megan Griffin and Kaylynn Washnock). Funding ends June 2011.

- Curatorial Specialist, David Brewin (retired 12/2010) SPA, full time. Creates props and installs exhibits, assist with exhibit design and layout; work closely with curator in collections management; coordinates musical events; co-advisor to Porch Club. Funding discontinued January 2011.

MHC Teaching responsibilities 2006-2011

Fall 2006

HIST 297 (Sophomore Seminar), Philyaw
HIST 141 (Turning Points in American History), Philyaw

**Spring 2007**
- HIST 232 (United States since 1865), Philyaw
- HIST 431/531 (Colonial America), Philyaw

**Fall 2007**
- HIST 232 (United States since 1865), Philyaw
- HIST 471/571 (Introduction to Public History), Philyaw

**Spring 2008**
- No classes taught by MHC staff

**Fall 2008**
- HIST 141 (Turning Points in US History, On-line), Osborne

**Spring 2009**
- HIST 141 (Turning Points in US History, in class), Osborne

**Fall 2009**
- ASI 250 (Introduction to Appalachian Studies) Philyaw, Jones, Koch, and Osborne
- HIST 141 (Turning Points in US History, On-line), Osborne
- HIST 141 (Turning Points in US History, in class), Osborne
- HIST 341 (North Carolina History), Philyaw

**Spring 2010**
- ASI 250 (Introduction to Appalachian Studies) Philyaw, Jones, and Koch
- HIST 141 (Turning Points in US History, On-line), Osborne
- HIST 141 (Turning Points in US History, in class), Osborne
- HIST 341 (North Carolina History), Philyaw
- HIST 473/573 (Introduction to Museums), Jones and J. Swigger of History Dept.

**Fall 2010**
- ASI 250 (Introduction to Appalachian Studies), Osborne
- HIST 141 (Turning Points in US History, On-line), Osborne
- HIST 341 (North Carolina History), Philyaw

**Spring 2011**
- No classes taught by MHC staff

In addition to the above teaching commitments, the following staff members have worked less than full time as indicated:

- The Digital Heritage Project Coordinator position was a nine-month position, August 15—May 15.
- The Director is at .75 time during the summer (in lieu of vacation).
- The Educational Specialist was on Paternity leave through the Family Medical Leave Act September 2009—August 2010. During this period, he transitioned from full leave to working .50 time, then .75 time.
- The Mountain Heritage Day Coordinator has been on Medical Leave since November 2010. Her return date is not yet determined.
- The Curatorial Specialist position (vacant since December 2010) is no longer funded.
- The Digital Heritage Project Coordinator position will lose funding as of June 2011.

The MHC’s staffing has fluctuated over the years. In the 1980s and 1990s the MHC often had a folklorist on staff. They were instrumental in the collection of oral histories, the production of our music recordings, and assisted with exhibits and programming. For most of its history, the MHC
had a ½ time director. From 2002—2006, the Curator served as interim director (with an office manager, educator, and a ¾ time curatorial specialist). A new director was hired in 2006 and now serves in a full time capacity with some additional faculty duties.

The History department has assigned graduate students to serve their assistantships with the MHC as follows:

- Christie Fulcher Osborne (Fall 2006-Spring 2008). The Provost’s office funded a 2008 summer assistantship for Ms. Osborne.
- Jennifer Dumond (Fall 2009)
- Kaylynn Washnock (Fall 2010)
Appendix F
Attendance at Mountain Heritage Center Events and Mountain Heritage Day.

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Fall (July-Dec.)</th>
<th>Spring (Jan.-June)</th>
<th>Concert and Jams attendance</th>
<th>MHC subtotal</th>
<th>MHDay (estimate)</th>
<th>Total</th>
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<td>2006-07</td>
<td>2,467</td>
<td>2,110</td>
<td>Incomplete data</td>
<td></td>
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<tr>
<td>2007-08</td>
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<td>2,111</td>
<td>Incomplete data</td>
<td>4,128</td>
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<td>2008-09</td>
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<td>7,206</td>
<td>293</td>
<td>9,941</td>
<td>*12,500</td>
<td>22,441</td>
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<td>2009-10</td>
<td>9,910</td>
<td>10,543</td>
<td>420</td>
<td>20,553</td>
<td>*10,000</td>
<td>30,553</td>
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<tr>
<td>2010-11**</td>
<td>13,507</td>
<td><strong>3,186</strong> (Jan.-Feb.)</td>
<td><strong>478</strong> (Jan.-Mar.)</td>
<td>*16,693 (Jan-Feb.)</td>
<td>20,000</td>
<td><strong>36,693</strong></td>
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</table>

*The 2008 Mountain Heritage Day occurred during a gas crisis. Most service stations in Jackson County did no have gasoline to sell. Those with gas were charging over $4.25 a gallon or limiting customers to five gallons. The 2009 festival experienced 2 ¼ inches of rain. Estimates for Festival attendance are based on shuttle ridership and parking lot counts.

**Data for the 2010-2011 Academic year is incomplete.

We installed electronic counters in October 2008. While these count visits, rather than individual visitors, they have allowed us for the first time to capture casual visits to our galleries. We continue to hand count attendance at formal events such as concerts, receptions, and presentations.
Appendix G, MHC Budgets
(Mountain Heritage Day budget will be sent under separate cover)

**Budget Spreadsheet – Years 2006 to 2009**
Mountain Heritage Center - Western Carolina University

**Budget Spreadsheet – State Budget Code: 152420**

<table>
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<tr>
<th>COSTS</th>
<th>Year 1 2006-2007</th>
<th>Year 2 2007-2008</th>
<th>Year 3 2008-2009</th>
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<td>Expended</td>
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<td>* Academic Salaries</td>
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<td>54,000.00</td>
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<td>Salaries - 152420</td>
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<td>92,732.92</td>
<td>96,605.00</td>
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<td>Benefits - 152420</td>
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<td>PURCHASES (2000BP &amp; 2100BP)</td>
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<td>Contracts - Including Entertainment</td>
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<td>Maint./Repair</td>
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<td>OTHER PROGRAM COSTS (5000BP)</td>
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<td>Grand Total of Budget Codes: 170420/152420</td>
<td>231,441.00</td>
<td>232,516.82</td>
<td>226,969.00</td>
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</table>
*Note: The salaries for the director and the Digital Project Coordinator are paid by Academic Affairs. Their pay is pro-rated to reflect their varying academic responsibilities separate from their MHC work. Several positions that were split-coded between the 170420 and the 152420 budgets have been combined into the 152420 budget code.

Note: If there is an unusual, nonrecurring cost or revenue item in any particular year, you may provide a written explanation (not to exceed 1/2 page in length) and attach it to the Cost Effectiveness Template.

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**Appendix D**  
Page 2 of: Years 2006 to 2009  
Budget Spreadsheet - State Budget Code: 152420  
Mountain Heritage Center

<table>
<thead>
<tr>
<th>REVENUES</th>
<th>Year 1 2006-2007</th>
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<th>Year 3 2008-2009</th>
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</thead>
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<td>Received</td>
<td>Expended</td>
<td>Received</td>
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<td>Tuition</td>
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<td>N/A</td>
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<td>Other Student Fees</td>
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<td><strong>Restricted Gifts:</strong></td>
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<td>933120:</td>
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<td>Not includ. 12.74 Real Loss Invest</td>
<td>Not includ. 2000.00 Fnd Tfr to Univ</td>
<td>Not includ. 2089.15 int.</td>
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<td>Other Supporting Revenue (Sale of Goods)</td>
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<td>3,092.83 Including 2,616.91 interest</td>
<td>2,430.80 Including 12.78 intrst.</td>
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<td>Endowment Earnings</td>
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<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Grants* JACA</td>
<td>500.00 Not in gr. total</td>
<td>500.00 Not in gr. total</td>
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<tr>
<td>Tickets</td>
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<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Outside Contracts</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Other (specify):</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recordings (224008)</td>
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<td>2,468.34</td>
<td>1155.24 - tax 137.00 =1,018.24</td>
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<tr>
<td>Log Cabin Sale: new fund # 224009</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>11,471.81</td>
<td>8,941.76</td>
<td>12,603.03</td>
</tr>
</tbody>
</table>

*Please provide details regarding the grant term and possibility of renewal.

**2006-2007 / JACA Grant:** Jackson County Arts Council Grassroots Funding Grant (The local arts council disperses state funds by awarding community grants.) July 1, 2006 – June 20, 2007

To provide summer experiences for local children – the Center provided two summer camps covering historic themes: One for rising 4th and 5th graders and one for rising 6th and 7th graders. This grant is not renewable.
### Budget Spreadsheet - State Budget Code: 152420

#### COSTS

<table>
<thead>
<tr>
<th></th>
<th>Year 4 2009-2010</th>
<th>Year 5 *2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Budgeted</td>
<td>Expended</td>
</tr>
<tr>
<td><strong>Budget Code: 170420</strong></td>
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</tr>
<tr>
<td><em>Salaries – 170420</em></td>
<td>0</td>
<td>808.65</td>
</tr>
<tr>
<td>Benefits - 170420</td>
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<td>59.76</td>
</tr>
<tr>
<td><strong>Sub-total: 170420</strong></td>
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<td><em>Salaries -152420</em></td>
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<tr>
<td>Benefits - 152420</td>
<td>701.00</td>
<td>44,482.65</td>
</tr>
<tr>
<td><strong>PURCHASES</strong> (2000BP &amp; 2100BP)</td>
<td>16,403.00</td>
<td>8,252.00</td>
</tr>
<tr>
<td>Contracts- Including Entertainment</td>
<td>5,794.16</td>
<td>3,844.38</td>
</tr>
<tr>
<td>Maint./Repair</td>
<td>308.34</td>
<td></td>
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<tr>
<td>Travel (Lodg./Meals)</td>
<td>1,024.54</td>
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<td>Telephone</td>
<td>274.94</td>
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</tr>
<tr>
<td>Postage/Freight</td>
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<tr>
<td>Printing Costs</td>
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<td>4,301.93</td>
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<tr>
<td>PawPrint/Copy</td>
<td>1,719.00</td>
<td>1,052.00</td>
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<tr>
<td>Registration</td>
<td>2,075.00</td>
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<tr>
<td>Rent/Lease Other Property</td>
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</tr>
<tr>
<td>Advertising</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>SUPPLIES</strong> (3000BP)</td>
<td>6,627.00</td>
<td>7,411.97</td>
</tr>
<tr>
<td><strong>EQUIPMENT</strong> (4000BP)</td>
<td>5,241.00</td>
<td>5,241.93</td>
</tr>
<tr>
<td><strong>OTHER PROGRAM COSTS</strong> (5000BP)</td>
<td>410.00</td>
<td>350.00</td>
</tr>
<tr>
<td>Memberships</td>
<td>400.00</td>
<td></td>
</tr>
<tr>
<td>Other Fixed Charges</td>
<td>10.00</td>
<td></td>
</tr>
<tr>
<td>Accreditation Costs</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Sub-Total: 152420</strong></td>
<td>222,043.00</td>
<td>229,982.05</td>
</tr>
<tr>
<td><strong>Grand Total of Budget Codes:170420/152420</strong></td>
<td>222,043.00</td>
<td>263,682.05</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>REVENUES</th>
<th>Year 4 2009-2010</th>
<th></th>
<th>Year 5 *2010-2011</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Received</td>
<td>Expended</td>
<td>Received</td>
<td>Expended</td>
</tr>
<tr>
<td>Tuition</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Other Student Fees</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Restricted Gifts:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales Tax not deducted</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>933120:</td>
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<td>2,770.02</td>
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<td>3,548.58</td>
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<tr>
<td></td>
<td>Including</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>705.97 interest</td>
<td></td>
<td></td>
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</tr>
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<td>933892:</td>
<td>3,973.62</td>
<td>3,589.15</td>
<td></td>
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<tr>
<td>Other Supporting Revenue (Sale of Goods)</td>
<td>1,240.56</td>
<td>378.82</td>
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<tr>
<td></td>
<td>Including</td>
<td></td>
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<tr>
<td></td>
<td>46.71 interest</td>
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<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Grants*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JACA Grants</td>
<td>600.00 Not in grand total</td>
<td></td>
<td>600.00 Not in grand total</td>
<td></td>
</tr>
<tr>
<td>BRNHA Grant</td>
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<td>In Progress</td>
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<td>0</td>
</tr>
<tr>
<td>QEP Assessment Grant</td>
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<td>2,500.00 Not in grand total</td>
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</tr>
<tr>
<td>Tickets</td>
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<td></td>
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</tr>
<tr>
<td>Outside Contracts</td>
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<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Other (specify):</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recordings (224008)</td>
<td>875.58 – tax 38.94</td>
<td>300.45</td>
<td>900.00 – tax 279.13</td>
<td>620.87</td>
</tr>
<tr>
<td>Log Cabin (224009)</td>
<td>0</td>
<td>449.68</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>9,256.06</td>
<td>7,109.30</td>
<td>*6,635.83</td>
<td>*3,864.06</td>
</tr>
</tbody>
</table>

*Please provide details regarding the grant term and possibility of renewal.

2009-2010 / JACA Grant: Jackson County Arts Council Grassroots Funding Grant (The local arts council disperses state funds by awarding community grants.) August 1, 2009 – October 30, 2009. The grant was specifically provided for demonstrations of traditional Cherokee crafts at Mountain Heritage Day, 2009. This grant is not renewable.

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2009 -2010 / QEP Assessment Grant: This grant is not renewable.

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<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated Cost</th>
<th>Year Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curatorial Specialist Position</td>
<td>$36 – 40,000.00</td>
<td>2011</td>
</tr>
<tr>
<td>Digital Camera with accessories (artifact documentation)</td>
<td>$1,500.00</td>
<td>2011</td>
</tr>
<tr>
<td>AASLH’s Standards &amp; Excellence Program (StEPs) One time fee</td>
<td>$150.00</td>
<td>2011</td>
</tr>
<tr>
<td>Gallery Seating</td>
<td>$750.00</td>
<td>2011</td>
</tr>
<tr>
<td>Lobby furniture</td>
<td>$2,500.00</td>
<td>2011</td>
</tr>
<tr>
<td>Replacement of current technology (3 computers)</td>
<td>$6,000.00</td>
<td>2012</td>
</tr>
<tr>
<td>Upgrades and additional software/programs for computers</td>
<td>$3,500.00</td>
<td>2012</td>
</tr>
<tr>
<td>Staff Training (Software programs)</td>
<td>$1,000.00</td>
<td>2012</td>
</tr>
<tr>
<td>Kiosk for Exhibits</td>
<td>$4,500.00</td>
<td>2012</td>
</tr>
<tr>
<td>New Security Gates for Galleries</td>
<td>$5,000.00</td>
<td>2012</td>
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<tr>
<td>Office lateral and/or vertical filing</td>
<td>$500.00</td>
<td>2012</td>
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<tr>
<td>Office furniture (desks)</td>
<td>$2,500.00</td>
<td>2013</td>
</tr>
<tr>
<td>Auditorium stage floor replaced</td>
<td>$2,000.00</td>
<td>2013</td>
</tr>
<tr>
<td>COSTS</td>
<td>Year 4 2009-2010</td>
<td>Year 5 *2010-2011</td>
</tr>
<tr>
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<td>------------------</td>
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<td>808.65</td>
</tr>
<tr>
<td>Benefits - 170420</td>
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<td>59.76</td>
</tr>
<tr>
<td>Sub-total: 170420</td>
<td></td>
<td>868.41</td>
</tr>
<tr>
<td>*Salaries -152420</td>
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<td>157,376.15</td>
</tr>
<tr>
<td>Benefits - 152420</td>
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<td>44,482.65</td>
</tr>
<tr>
<td>PURCHASES (2000BP &amp; 2100BP)</td>
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<td>8,252.00</td>
</tr>
<tr>
<td>Contracts- Including Entertainment)</td>
<td>5,794.16</td>
<td>3,844.38</td>
</tr>
<tr>
<td>Maint./Repair</td>
<td>308.34</td>
<td>56.91</td>
</tr>
<tr>
<td>Travel (Lodg./Meals)</td>
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<td>Telephone</td>
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<td>Postage/Freight</td>
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<td>4,301.93</td>
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<td>PawPrint/Copy</td>
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</tr>
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<td>Advertising</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>SUPPLIES (3000BP)</td>
<td>6,627.00</td>
<td>7,411.97</td>
</tr>
<tr>
<td>EQUIPMENT (4000BP)</td>
<td>5,241.00</td>
<td>5,241.93</td>
</tr>
<tr>
<td>OTHER PROGRAM COSTS (5000BP)</td>
<td>410.00</td>
<td>350.00</td>
</tr>
<tr>
<td>Memberships</td>
<td>400.00</td>
<td>300.00</td>
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<tr>
<td>Other Fixed Charges</td>
<td>10.00</td>
<td></td>
</tr>
<tr>
<td>Accreditation Costs</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Sub-Total: 152420</td>
<td>222,043.00</td>
<td>229,982.05</td>
</tr>
<tr>
<td>Grand Total of Budget Codes: 170420/152420</td>
<td>222,043.00</td>
<td>263,682.05</td>
</tr>
</tbody>
</table>


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### Appendix D

#### Western Carolina University

**Budget Spreadsheet - State Budget Code: 152420**

**Mountain Heritage Center**

### REVENUES

<table>
<thead>
<tr>
<th></th>
<th>Year 4 2009-2010</th>
<th>Year 5 *2010-2011</th>
<th>Year 6 2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Received</td>
<td>Expended</td>
<td>Received</td>
</tr>
<tr>
<td>Tuition</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Other Student Fees</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Restricted Gifts:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sales Tax not deducted:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>933120:</td>
<td>2,114.92</td>
<td>2,770.02</td>
<td>3,628.75</td>
</tr>
<tr>
<td></td>
<td>Not Including 46.39 Real Loss Invest</td>
<td>Not including 2,500.00 Fdn Tfr to Univ</td>
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</tr>
<tr>
<td>Other Supporting Revenue (Sale of Goods)</td>
<td>1,051.38</td>
<td>Including 705.97 interest</td>
<td>554.46</td>
</tr>
<tr>
<td>933892:</td>
<td>3,973.62</td>
<td>3,589.15</td>
<td>1,173.80</td>
</tr>
<tr>
<td>Other Supporting Revenue (Sale of Goods)</td>
<td>1,240.56</td>
<td>Including 46.71 interest</td>
<td>378.82</td>
</tr>
<tr>
<td>Endowment Earnings</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><em><em>Grants</em>:</em>*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JACA Grants</td>
<td>600.00 Not in grand total</td>
<td>600.00 Not in grand total</td>
<td></td>
</tr>
<tr>
<td>BRNHA Grant</td>
<td>In progress</td>
<td>In Progress</td>
<td>0</td>
</tr>
<tr>
<td>QEP Assessment Grant</td>
<td>2,500.00 Not in grand total</td>
<td>2,500.00 Not in grand total</td>
<td></td>
</tr>
<tr>
<td>Tickets</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Other (specify):</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recordings (224008)</td>
<td>875.58 – tax 38.94 = 836.64</td>
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<td>900.00 – tax 279.13 = 620.87</td>
</tr>
<tr>
<td>Log Cabin (224009)</td>
<td>0</td>
<td>449.68</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>9,256.06</td>
<td>7,109.30</td>
<td><em>6,635.83</em></td>
</tr>
</tbody>
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## Anticipated Future Budget Needs

<table>
<thead>
<tr>
<th>Item</th>
<th>Estimated Cost</th>
<th>Year Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curatorial Specialist Position</td>
<td>$36 – 40,000.00</td>
<td>2011</td>
</tr>
<tr>
<td>Digital Camera with accessories (artifact documentation)</td>
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<td>2011</td>
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<tr>
<td>AASLH’s Standards &amp; Excellence Program (StEPs) One time fee</td>
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<td>2011</td>
</tr>
<tr>
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<td>$750.00</td>
<td>2011</td>
</tr>
<tr>
<td>Lobby furniture</td>
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<td>2011</td>
</tr>
<tr>
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<td>2012</td>
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<tr>
<td>Upgrades and additional software/programs for computers</td>
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<td>2012</td>
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</tr>
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<td>2013</td>
</tr>
<tr>
<td>Auditorium stage floor replaced</td>
<td>$2,000.00</td>
<td>2013</td>
</tr>
</tbody>
</table>
L. Scott Philyaw  
Director, Mountain Heritage Center & Associate Professor of History

Western Carolina University  
Cullowhee, N.C.  28723  
(828) 227-7129  
philyaw@email.wcu.edu

Education
- Ph.D. University of North Carolina, Chapel Hill, 1995 (Advisor: Don Higginbotham).
- B.A. Western Carolina University, 1983 (Advisor: Curtis Wood).

Employment
- Director, Mountain Heritage Center, Western Carolina University, 2006-present.
- Associate Professor of History, Western Carolina University, 2003-present.
- Assistant Professor of History, Western Carolina University, 1996-2003.

Select Awards and Fellowships
- University of North Carolina Board of Governors Award for Excellence in Teaching, 2006 (Finalist 2003, 2005).
- Paul A. Reid Distinguished Service Award, Western Carolina University, 2006.
- Integration of Learning Award, Western Carolina University, 2006.
- National Park Service Cooperating Association Excellence in Interpretation Award for The Natural Diversity of Linville Falls, 2002.
- College of Arts and Sciences Teaching Award, 2002 (Finalist in 2000).

Select Publications
- Virginia’s Western Visions: Political and Cultural Expansion on an Early American Frontier (2004, University of Tennessee Press).
Philyaw, c.v., page 2

Public History Publications

  
  http://fpamediaserver.wcu.edu/~static/mhd.mp4
- Introduction to “Cherokee Baskets and their Makers” (Exhibit pamphlet, WCU, 2007)

Select Presentations

- Additional presentations at the Organization of American Historians, the Southern Historical Association, and at a variety of teacher conferences (sponsoring organizations include the North Carolina Museum of History, North Carolina Center for the Advancement of Teaching, and Western Carolina University’s Summer Institute of Teaching and Learning).

Teaching Fields

| Early America | Public History | North Carolina |

Select University Service

- Mountain Heritage Day Committee, Chair, 2006 to present. Responsible for annual festival attended by approximately 25,000 people every September.
- Digital Heritage Project Coordinator, 2006-2008. Coordinated faculty and students in History, Communications, Film, and Music to create, record, and disseminate radio spots and web pages on the history, culture and environment of southern Appalachia.
- Quality Enhancement Plan Committee (for COC/SACS Accreditation), Co-chair, 2005-2007. The SACS reviewer recommended our QEP as a “national model.”
- Faculty Senate, 2002-2006: Senate Vice Chair, 2004-2006; University Council on Instruction and Curricula, Chair, 2002-2004.
Pamela Meister
282-227-7129 MHC main
282-227-3192 MHC direct
404-374-2365 cell
PO Box 2721
Cullowhee NC 28723
Pameis@aol.com

PROFESSIONAL EXPERIENCE

11/10-present  Curator, Mountain Heritage Center, Western Carolina University, Cullowhee, NC
01/10-10/10  Interim Executive Director, Southeastern Museums Conference, Atlanta, GA
04/09-10/10  Special Projects Curator, Atlanta History Center, Atlanta, GA
2007-2009  Executive Director, Upcountry History Museum, Greenville, SC
2004-2007  President & CEO, Charlotte Museum of History, Charlotte, NC
1998-2004  Director of Education & Interpretation, Atlanta History Center, Atlanta, GA
1990-1997  Executive Director, Southeastern Museums Conference, Baton Rouge, LA
1990-1995  Executive Director, Louisiana Association of Museums, Baton Rouge, LA
1987-1990  Chief Curator, Jekyll Island Museum, Jekyll Island, GA
1986-1987  Acting Director, Okefenokee Heritage Center, Waycross, GA
1985-1986  Arts Coordinator, Okefenokee Heritage Center, Waycross, GA
1981-1985  General Manager, Carl Ratcliff Dance Theatre, Atlanta, GA
1980-1981  Management Fellow, National Endowment for the Arts, Washington, DC

TEACHING EXPERIENCE

2006-2007  Adjunct Instructor, Department of History, University of North Carolina-Charlotte
2001-present  Founding Faculty Member, SEMC Jekyll Island Management Institute, Jekyll Island, GA
2000-2004  Co-Director, Graduate Certificate in Museum Studies (joint program of the Atlanta History Center and West Georgia University), Atlanta, GA
1999-2000  Visiting Instructor, Georgia College & State University, Milledgeville, GA

EDUCATION

Master of Fine Arts, Arts Management, The University of Georgia, Athens, GA, 1980
Certificate in Arts Management, The University of Georgia, Athens, GA, 1978
Bachelor of Arts, Drama (History minor), University of New Orleans, New Orleans, LA, 1976
CORE COMPETENCIES

• Museum professional with 25 years of experience in exhibit development, collections management, historic house/site interpretation and public programming, with emphasis on the history and culture of the southern Piedmont region.

• Creation, funding and management of a diverse array of museum/community partnerships.

• Recruitment, training, supervision and evaluation of staff, interns, and volunteers.

• Extensive experience in membership development, grants writing, sponsorship solicitation and fundraising events; confident and persuasive public speaker.

• Development and teaching of undergraduate and graduate museum studies curriculum, as well as numerous continuing education programs for museum professionals.

• Knowledge of museum professional standards and best practices gained as award-winning AAM peer reviewer and grants panelist for state and national funding agencies.

• Training and experience in focus group and strategic planning facilitation.

• Extensive experience in planning and management of professional conferences, seminars, and continuing education programs.

• Writing and editing newsletters, conference proceedings, news releases and feature articles.

SELECTED ACHIEVEMENTS

• Conducted research, wrote text, and selected images for a major exhibit on Atlanta history to be permanently installed in Atlanta’s Hartsfield-Jackson airport in early 2011.

• Developed operating budget and staffing plan for the Upcountry History Museum in Greenville, SC; recruited and trained staff and volunteers for UHM’s award-winning Grand Opening; initiated oral history and exhibition partnerships with museums and universities in the upstate SC region.

• Developed a citywide coalition of museums, archives, universities, and neighborhood groups to document Charlotte NC neighborhoods through exhibits, programs, and oral histories.

• Created the Atlanta History Center’s first living history programs for Swan House, Tullie Smith Farm, and the “Enterprising Women” traveling exhibit, as well as themed specialty tours for AHC gardens.

• Provided administrative oversight for a multi-site expansion of the National Museum Fellows Program, which trains outstanding minority students for future leadership roles in museums.

• Coordinated the team in charge of the restoration, collections conservation and reinterpretation of Swan House at the Atlanta History Center; created a new set of galleries in the Swan House basement to permanently exhibit the Shutze Decorative Arts Collection.

• Created JUMPSTART! training and mentoring program for new, emerging and transitioning museums; piloted in Louisiana and expanded regionally.

• Positioned SEMC as a national model for disaster planning and recovery through a multi-site series of workshops, publication of a disaster planning manual, and establishment of a disaster relief fund.

• Served on the team that created the first Jekyll Island Historic District master plan. Developed new interpretive plans for the District and founded the Friends of Historic Jekyll Island.

PETER GORDON KOCH

P. O. Box 3655
Cullowhee, NC 28723
828-227-7129(w)

**Education:**

- Curriculum included Museum Studies and American History.

- Double Major: History and Political Science.
- Phi Alpha Theta: National History Honor Society.

**Experience:**

**Education Associate:** Mountain Heritage Center, Cullowhee, NC. 1998-Present.

**Education**

- Developed and led education and cultural arts programs for schools and university classes, and for adult and youth group visitors.
- Hosted on average, annually, 50 programs with 2600 K-12 students from 1999 to present.
- Hosted WCU classes from USI, English, History, Art, Political Science, Sociology, Parks and Recreation Management, and Appalachian Studies. Led through tours, talks, and artifact based presentations.
- Team-taught classes in Appalachian studies and History in exhibit development.
- Led development of educational traveling trunk on quilts (*Reading a Quilt*) and pioneer life in the mountains (*A Day in the Life*).
- Created and led Girl Scout badge programs.
- Participated in grant writing including leading 6 successful applications with state and local Arts councils, and regional groups such as the Southern Highland Craft Guild.
- Assisted with grant writing for 5 successful grants with NEH and IMLS.
- Fulfilled programs and activities supported by regional, state, and federal grants.
- Developed and implemented annual history and natural history summer camps.
- Scheduled and contracted mission appropriate concerts, arts programs, and lectures.

**Other museum areas**

- Assisted Curator with research and development of major exhibits including “Working the Land” traveling exhibit and educational program and “After the War.”
- Assisted with general artifact display, storage, conservation, and research.
- Managed volunteer program and assisted with supervision of part-time employees.
- Assisted with supervision of student employees in all subject areas including curation, collections management, education, and general office support.
- Designed panels for recent exhibits including “Haywood County” and “Cullowhee Idea.”
- Used software including Microsoft suite, Adobe CS4 suite, Filemaker Pro, PastPerfect.

**Education Assistant:** North Carolina Museum of History, Raleigh, NC. 1997-8. Formulated and interpreted "Discovery Tours" for school groups. Assisted with the development and implementation of two summer camps.

Intern: Raleigh City Museum, Raleigh, NC. Summer 1996. Created an educational school program corresponding to new exhibit. Implemented conservation of artifacts within the museum.


Instructor: Echo Hill Outdoor School, Wotton, MD. Spring, Summer 1995; Spring, Fall '93; Spring, Fall '92; Fall '91. Designed and taught classes in natural sciences, social history, and group dynamics. Refined weekly schedule and facilitated overall school operations.


Professional Groups:
- Working Group: Connecting to Collections, IMLS (through the North Carolina State Library) 2009 - Present
- North Carolina Museums Council,
- Nominating chair 2009 – Present
- Student Affairs Committee, 1999-2009
- Student Affairs co-chair 2006 - 2009
- Jackson County 4-H Advisory Committee 2009 – Present.
Sona G. Norton  
P.O. Box 628  
Webster, NC 28788  
828-586-0076

**Summary**  
More than 25 years of successful experience in office management

**Accomplishments**
- Maintained schedules and appointment calendars for office staff  
- Supported management and assisted with major projects  
- Performed daily clerical functions: phones, computer, filing, faxing, copies  
- Processed accounts payable and payroll time sheets  
- Kept systematic bookkeeping records of all business transactions  
- Filed quarterly taxes  
- Documented and implemented all purchase orders  
- Handled all correspondences and shipping/receiving  
- Worked directly with the public and handled customer service  
- Supervised and trained student interns  
- Maintained and worked with my own clientele

**Computer Skills**
Windows/Word/Excel/Power Point/Banner/R25/FilePro/RedDot  
Experienced in both PC and MAC computers

**Website Design**

**Professional Experience**
Noland Interiors, Inc., Waynesville, NC  
Office Manager / Interior Designer 1987-1997  
Office management responsibilities inclusive of the above accomplishments  
Interior Designer 2003-2008  
Interior Designer including the following office management accomplishments:  
  - Estimates, Purchase Orders, Scheduling, Computer,  
  - Invoicing, Work Orders, Shipping and Installations

Mountain Design Architectural Firm, Waynesville, NC  
Draftsperson including daily clerical functions: phones, faxing and copies 1985-1987  
Blue printing / large document printing

**Education**
Western Carolina University, Cullowhee, NC  
Bachelor of Science Degree in Interior Design 1986  
Summa cum laude / University Scholar

**Current Employment**
Western Carolina University  
Mountain Heritage Center, Office Manager since June 2008
Katrina (“Trina”) Royar
271 Murdock Avenue
Asheville, NC 28804
828.253.1348
email: artstr@charter.net

Experience

Real Estate Broker, Spring 2004 to 2009, Town and Mountain Realty
North Carolina licensed real estate broker; all aspects of assisting clients in the purchase or sale of their properties includes, contract negotiations, marketing and publicity, client development, etc

Special Projects Manager, Biltmore Estate, December 2001 to November 2003
Plan, implement and oversee all functions of festivals and events on the estate. Create and develop new programs to drive ticket sales. Manage and motivate staff of four plus collaborate with all estate departments. Significant Accomplishments include:
— Sell out Summer Concert Series including Alison Kraus, Isaac Hayes with Mavis Staples, Randy Newman, The Indigo Girls, etc
— Created & established new programs to drive gate revenue including: Historic Horse Barn with indigenous craft demonstrations & dance, music & animal husbandry programs; Estate-wide Topiary Festival; Passholder Programs, Chocolate Valentine’s program, Year of the Garden, Roaring 20s Event, Book Festival, Outdoor Sculpture exhibit with Dale Chihuly
— Improved quality of event programming & production while lowering cost for in-house festivals, i.e. Michaelmas, Festival of Flowers & Christmas/Candlelight, Horse Show, & occasional movie & commercial shoots, etc

Executive Director, Haywood County Arts Council, March 1998 to January 2002
Oversee all aspects of countywide multi-disciplinary non-profit arts organization that produced over thirty events annually and managed grants programs for artists.
Significant Accomplishments include:
— Established a Sponsorship Program
— Increased grant income received by 350%
— Created Membership and fundraising program with new approaches and initiatives
— Established an in-house marketing and publicity program
— Developed a Board of Directors Manual & Job Descriptions
— Developed organizations presence on internet with web-site, email newsletter; installed office system with computer and equipment networking
— Expanded staff along with volunteer and intern involvement

Events Manager, City of Asheville, 1994 to 1997
Within Festivals Division coordinated all facets of planning, organizing, volunteer management, programming, production & wrap-up; included Bele Chere Festival, First Night Asheville, July 4th Celebration, year-long Bicentennial Celebrations plus numerous co-sponsored events.
Primary Duties included:
— Coordinated all aspects of entertainment programming for Festivals Division; included Bele Chere Festival with 12 stages plus roving performers, contract negotiations, scheduling, production, logistics, hospitality, hiring & supervision of stage & production staff. Facilitate committees in selection procedures; assure diversity, creative integrity, fairness & professionalism.
VITA

Curtis William Wood, Jr.
P. O. Box 993
Cullowhee, North Carolina 28723

Education:
  B. A.  Wake Forest University, History, 1963
  M. A.  University of North Carolina, Chapel Hill, British History 1967
  Ph.D.  University of North Carolina, Chapel Hill, British History 1971

Academic Experience
  1968-69  Instructor of Modern Civilization, University of North Carolina, Chapel Hill
  1969-2005  Department of History, Western Carolina University, Professor of History
  1985-99  Senior Research Associate, Mountain Heritage Center, W. C. U., (Joint appointment with the History Department since 1985)
  1991-98  Head, Department of History, W. C. U.
  2005  Retired, Emeritus Professor of History, W. C. U.

Publications:
  From Ulster to Carolina:  The Migration of the Scotch-Irish to Southwestern North Carolina (The Mountain Heritage Center, 2nd revised edition, 1985.) (co-authored with Tyler Blethen)
  "A Trader on the Western Carolina Frontier, 1783-1840" in The Appalachian Frontier, edited by Robert Mitchell (University of Kentucky Press, 1991.) (with T. Blethen)
  "The Pioneer Period", in The History of Jackson County, ed. by Max Williams, 1987. (with T. Blethen)
  A Mountain Heritage:  The Illustrated History of Western Carolina University (Western Carolina University, 1989) (with T. Blethen)
  "History for the Public" in Resources in Education (Educational Resources Information Center). 1991.
  "The Scotch-Irish in Scotland and Ireland," Now and Then [journal of the Center for Appalachian Studies and Services, East Tennessee State University], Summer, 1992.

Creative Works and Projects:
  Museum exhibition on Scotch-Irish Migration, 1983-85. Originally funded by the National Endowment for the Humanities. Supplementary funding by the North Carolina Legislature.
Co-organizer of teacher exchange between Northern Ireland and western North Carolina, July 1984
Co-director of the Regional History Project, a planning project funded by the National Endowment for the Humanities, Mountain Heritage Center, 1985-86
Research and project planning for National Endowment for the Arts funded exhibition entitled "Overshot Coverlets and the Craft Revival Movement", Mountain Heritage Center, 1985-86
Research and Project Planning for "The History of Jackson County", exhibit of the Mountain Heritage Center, 1986-87
Research for "Mountain Trout", exhibit of the Mountain Heritage Center, 1987-88
Research and Planning for "The School at Cullowhee", exhibit of the Mountain Heritage Center, 1989-90
Research and script for "Bells in the Valley", exhibit and slide-tape program, Mountain Heritage Center, 1989-90
Humanities Scholar for "Carolina Special: Railroads in American History," organized by N. C. Humanities Council and the Center for Creative Retirement, UNCA. Presented at the Haywood County Public Library, April-May, 1991
Humanities Scholar for "Carolina Special: Railroads in American History," organized by the National Endowment for the Humanities and the Center for Creative Retirement, UNCA. Presented at the Macon County Public Library, June-July, 1992.
Research and writing for exhibit "Haywood County: A Family of Communities", a partnership of the Mountain Heritage Center and the Historical Society of Haywood County, 2009.
H. TYLER BLETHEN

A.B. Bowdoin College, 1967  
M.A., Ph.D. University of North Carolina at Chapel Hill, 1969, 1972

Professor, Western Carolina University, 1972-2010  
Director, Mountain Heritage Center, Western Carolina University, 1985-2003

BOOKS

High Mountains Rising: Appalachia in Time and Place (Champaign: University of Illinois Press, 2004), coeditor Richard Straw; winner of Western North Carolina Historical Association’s Thomas Wolfe Memorial Literary Award 2005 and Appalachian Writers Association Book of the Year Award for Nonfiction 2005

Ulster and North America: Transatlantic Perspectives on the Scotch-Irish (Tuscaloosa: University of Alabama Press, 1997; paperback edn 2001), coeditor

Diversity in Appalachia: Images and Realities, Volume 5 of Journal of the Appalachian Studies Association (1993), editor

Irons in the Fire (1992), editor

A Mountain Heritage: The Illustrated History of Western Carolina University (1989), coauthor (winner of the NC Society of Historians 1990 Willis Peace award for institutional history)


ARTICLES


PAPERS


“Interstate 26: Corridor of Change” (historical significance of roads in western NC), Appalachian Studies Association Conference, Appalachian State University, March 22, 1998

“Ulster Scots in the Southern Highlands: The Transmission and Transformation of Scottish Culture,”
Postgraduate School of Scottish Historical, Literary and Cultural Studies Colloquium, University of
Glasgow, Scotland, September 13, 1992
Symposium, University of Ulster, Coleraine, Northern Ireland, August 8, 1992, coauthor
“The Antebellum Economy of Southwestern North Carolina,” Society for Historians of the Early
American Republic, Gettysburg College, July 17, 1992, coauthor
“The Scotch-Irish Migration from Ulster to North Carolina,” National Genealogical Society, Raleigh,
NC, May 16, 1987
“James Patton: Adventures of a Frontier Merchant,” Fifth Ulster-American Heritage Symposium,
University of Ulster, Coleraine, Northern Ireland, August 1, 1984, coauthor

MUSEUM EXHIBITIONS
“Corn: Milling, Tilling, and Stilling,” Mountain Heritage Center, Western Carolina University—project
director; research, photograph selection, labels, coauthor slide show script; funded by Institute for
Museum Services, 1993
“Irons in the Fire”—(blacksmithing in the Southern Appalachians), Mountain Heritage Center, Western
Carolina University—project director; historical research; funded by NEA; 1990
“The Migration of the Scotch-Irish to Western North Carolina,” Mountain Heritage Center, Western Carolina
University—research, artifact and photograph selection, labels; funded by NEH; 1983

AUDIO FOLK MUSIC RECORDINGS
Producer of “The Music of Mountain Heritage Day” (1999), a CD and documentary booklet featuring the
music of traditional musicians from western North Carolina
Project director for “Appalachian Swing” (1993), an audiocassette and documentary booklet featuring
the music of Gar Mosteller and Doyle Barker
Project director for “Where the Ravens Roost” (1991), a CD and documentary booklet featuring the
ceremonial songs and stories of Walker Calhoun, a Cherokee singer; a Library of Congress
American Folklife Center outstanding release for their American Folk Music and Folklore
Recordings 1991: A Selected List

HONORS AND AWARDS
Creighton Sossomon Professor of History, 2000-03
Historical Society of North Carolina (elected 1995)

PROFESSIONAL OFFICES AND BOARDS
Chair, Appalachian Consortium, 1997-99
Appalachian Studies Association: program committee 1995-96, 1989-92; chair of program committee
1991-92; vice chair of program committee 1990-91; founding officer of Association 1992; steering
committee 2003-05
Member of HandMade in America’s Cultural Task Force, 1994-95
Board of Trustees, Western North Carolina Historical Association, 1990-97
North Carolina Humanities Council 1989-93 (executive committee 1990-92)
Consultant, Museum of American Frontier Culture, Staunton, VA, 1980-81
**Brief Biography**

- Completed course work for Ph.D. in 1968 at Chapel Hill with focus on criticism, modern literature and American literature. While in graduate school founded *Lillabulero* magazine and press with William Matthews and Russell Banks and others.
- Recruited by Mabel Crum to teach as in the English department at Western Carolina College in 1967.
- Before the contract was signed it became Western Carolina University in 1968.
- Hired as Assistant Professor to teach Modern Literature, Creative Writing and American Literature.
- Won the first grant from the Appalachian Consortium to place students in remote communities to record folkways, genealogies, and cultural patterns, 1972-3.
- Participated in the National Science Foundation $300,000 grant project to teach high school physics and chemistry teachers developing a first year composition program for technology and science majors 1972-4.
- From 1974 to 1994 continued to publish poetry and was a visiting artist in the Poets in the Schools programs in North Carolina, South Carolina and Georgia.
- Continued to publish articles in literary magazines 1974-94.
- Owned and operated Communications Design producing TV commercials, corporate video, magazine and newspaper ads, and public relations for a variety of clients ranging from Planters Peanuts, Clyde Savings, Maggie Valley Country Club, to Cashiers Plastics to local non-profits 1975-86.
- Joined my wife full time in our Argura Nursery operation in 1986.
- Returned to WCU part-time to direct the Appalachian Studies Semester as part of the National Collegiate Honors Program in the spring semester 1993.
- Returned full time to the university in 1994 and was hired on tenure track to teach a variety of courses with a focus on technical and professional writing, 1995.
- Continued to publish articles and poetry in regional and national magazines, encyclopedias, and edit books and publications, 1994-2009.
- Helped design the Appalachian Studies program, including the Appalachian literature course, the Writing for Electronic Environments course, and the Writing for Multimedia course and enhanced the Technical Writing and Screen Writing courses, 1994-2003.
- Taught the first class in a computer classroom having first year composition students create a newspaper using the library computer lab, 1995-6.
- Member of the WCU Computer Implementation Team, the Jumpstart Committee, subcommittees on Freshmen manuals for general computer information and for Daedalus, 1997-2000.
• A major participant in developing the university computer requirement in 1998
• With Elizabeth Addison developed the English computer requirement for Composition, one of the first in the nation, 1998
• Chaired the Appalachian Writers Association for two terms 1998-9
• Was a major presenter at Educause on “The Future of Computing in Higher Education” in 2001 and 2002
• Was Chair of the Faculty for two terms and worked toward reorganizing the Senate, bringing faculty salaries in line with peer institutions, beginning the TPR process that recognized the Boyer model, 2002-6
• As Director of Web Services 2004-7 supervised the complete overhaul of the university website including the RedDot content management system
• Member of the IT Leadership Council, 2004-9
• Member of the SACS Planning Committee, the Leadership Team, the QEP Committee, and the Compliance Committee 2004-8
• Enrollment Management Committee, January 2006-9
• Member of the QEP Technology Committee, and the QEP Assessment Committee, 2007-9
• Presented on Web redesign at the Higher Education Web Development Conference and UNC Cause in 2007
• Supervised the pilot project for the eBriefcase, a significant part of the QEP, 2007-9
• Presented on the eBriefcase at Educause and UNCCAUSE 2008
• Chaired the Academic Technology Advisory Committee, 2008-9
• Associate Chief Information Officer, 2008-9
• Retired June, 30, 2009