

## Form 1: Prioritized List of One-Time Budget Requests 2016-17

**Division: Academic Affairs**

**Department/Unit: APAA**

Instructions: List all one-time budget requests in priority order. Complete and attach a *Justification: One-Time Budget Request* (Form 2) for each item listed.

Priority Number	Budget Request	Cost
1	Director's computer-CFC	\$1,250
2	Emergency backup generator, W. C. Chambers Lab Bldg	\$100,000
3	Mitsubishi mini-split heating/cooling units, Cottage dorms & Coker Lab 117	\$25,000
4	OnBase system for storing student files electronically - IPS	\$3,341
5	PC and printer for IPS front desk	\$1,500
6	International Handbook of Universities	\$890
7	Replace aging Ford trucks (2) with Polaris electric light utility vehicles	\$30,000
8	Lighting replacement/upgrade [LED fixtures] for Nature Center	\$6,000
9	Summer retreat for WCU Global Learning Academy	\$4,000
10	12-passenger van for support of summer field courses & workshops	\$45,000
11	Van-IPS	\$25,000
	<b>Total</b>	<b>\$240,731</b>

**Form 2: Justification: One-Time Budget Request  
2016-17**

Division: Academic Affairs

Department / Unit: CFC

Instructions: One page per item listed on Form 1.

Each justification **MUST** link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 *Vision: Focusing our Future*. Justification narrative below must:

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
1	Director's computer	6.3.8	\$1,250

**Brief Justification:**

When the previous director resigned, she took her computer with her. The Commons is happy to have the computer move with the previous director. In order to continue working, we need a computer for the interim director. Eventually, we will need a computer for the Sr. Educational Developer as well: that computer is taking about 10 minutes to boot up.

VC Priority # \_\_\_\_\_

## Form 2: Justification: One-Time Budget Request 2016-17

**Division: Academic Affairs**

**Department / Unit: Highlands Biological Station**

Instructions: One page per item listed on Form 1.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020**

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

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
2	Emergency backup generator, W. C. Coker Laboratory Building	1.1.2; 3.1; 4.4.2; 5.2.1; 5.5.5	\$100,000
<b>Brief Justification:</b>			
<p>The W. C. Coker Laboratory is the largest and most heavily used teaching and research building at Highlands Biological Station. This \$7,000 square-foot building recently underwent a comprehensive, million-dollar architectural and mechanical renovation. However, cost over-runs led to the elimination of several design features, most egregiously an emergency backup generator. It is imperative that an emergency generator be installed to safeguard (1) the electronics and mechanics of expensive equipment such as ultra-low freezers, walk-in environmental chambers, centrifuges, and genetic analysis equipment, which can be destroyed by power fluctuations and surges; and (2) the contents of said freezers and environmental chambers, amounting to thousands of dollars' worth of sensitive biochemicals and biological samples and person-hours in terms of ongoing experiments. Moreover, the environmental chambers and refrigerators often house live experimental animals. Sustained loss of power would result in mortality that would not only represent a severe setback for the graduate students and senior scientists using these facilities, but would also be a violation of Federal law regarding necessary infrastructural support for animal-based research according to the Animal Research Guidelines and Policies of the Institutional Animal Care and Use Committee (IACUC.org). This generator immediately enhances our external partnerships insofar as many graduate students and faculty researchers using HBS facilities come from other NC schools as well as schools across the region and country. It is a critical investment in our core resources, insofar as the facility has been renovated at great expense, yet inadequately safeguarded equipment can lead to tremendous waste should the equipment and the experiments it supports get undermined needlessly. **The urgent need for an emergency backup generator was highlighted in the recent HBS Program Review: "Recommendation: Review all power-critical systems and install central backup power generators," and: "A backup power system is required for the field station to reasonably support modern scientific activities." This review identified the threats of not providing this system: "Loss of critical research material and potentially entire research projects in the event of prolonged power failure."</p>			

VC Priority # \_\_\_\_\_

## Form 2: Justification: One-Time Budget Request 2016-17

Division: Academic Affairs

Department / Unit: Highlands Biological Station

Instructions: One page per item listed on Form 1.

Each justification **MUST** link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 *Vision: Focusing our Future*. Justification narrative below must:

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
3	Mitsubishi mini-split heating/cooling units, Coker teaching lab 117	1.1.2; 1.1.4; 4.4.2; 5.2.1; 5.5.5	\$25,000

**Brief Justification:**

The older (ca. 1958) dorms at HBS – Wright, Deacon, and Howell Cottages – no longer have a heat source: by necessity the original built-in wall heater units in Wright & Deacon Cottages were decommissioned for safety reasons, and the old oil furnace in Howell Cottage was removed last summer as it was obsolete and in poor working condition. Use of space heaters is prohibited by code in student residences. These units were the only source of heat in the Cottages, and must be replaced since we utilize these sleeping spaces extensively in the spring and fall when it can be quite cold at the elevation of Highlands. The large teaching lab in the Coker Laboratory (room 117) has the opposite problem: it gets excessively hot owing to its situation with respect to afternoon sun in the summer and frequent use of large numbers of heat-generating equipment such as microscope light units. Mitsubishi Mini-split heating/cooling units are the recommended solution by Facilities Management for all of these sites; they are highly efficient, ductless, and can be installed by our Facilities Manager. We seek multiple units costing between \$3K and \$4K depending on size. Four smaller units are intended for Wright and Deacon Cottages, and two larger units are intended for Howell Cottage and Coker Lab 117. \*\*The HBS Program Review document addresses the need for modernized heating/cooling, especially for the residential spaces: the older cottages in particular "were observed to be in most need of renovating or replacing." Among other improvements, the reviewers state that "The addition of an energy efficient automated environmental control system, to reduce humidity levels in the summer months...will further improve these living spaces."

VC Priority # \_\_\_\_\_

## Form 2: Justification: One-Time Budget Request 2016-17

Division: Academic Affairs

Department / Unit: Office of International Programs and Services

Instructions: One page per item listed on Form 1.

Each justification **MUST** link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 *Vision: Focusing our Future*. Justification narrative below must:

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
4	OnBase system for storing student files electronically	GOAL 5.3; GOAL 5.4	#REF!
<b>Brief Justification:</b>			
<p><b>OnBase:</b> The OnBase system will digitize and store student documents held by the Office of International Programs &amp; Services. Currently nearly all campus units that store student files are using OnBase system, for example, Graduate School, Admissions Office, and Registrar, except IPS. Student paper files need to be stored electronically to increase work effectiveness and efficiency. IT project proposal is available per request.</p> <p><b>Goal 5.3:</b> Improve the effectiveness and efficiency of campus business processes to ensure continuous improvement and to realize financial savings.</p> <p><b>Goal 5.4:</b> Sustain and increase information technology capabilities and capacity required to meet the goals of the University.</p> <p><b>Outcomes:</b> 1. improved confidentiality and safety of student's document; 2. Improved effectiveness and efficiency of business process</p>			

VC Priority # \_\_\_\_\_

## Form 2: Justification: One-Time Budget Request 2016-17

Division: Academic Affairs

Department / Unit: Office of International Programs and Services

Instructions: One page per item listed on Form 1.

Each justification **MUST** link to **at least one** specific strategic initiative from the WCU Strategic Plan, 2020 *Vision: Focusing our Future*. Justification narrative below must:

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
5	PC and printer for IPS front desk	GOAL 5.3; GOAL 5.4	\$1,500
<b>Brief Justification:</b>			
<p><b>PC and Printer:</b> IPS front desk averagely receives 10 students, faculty, and staff, per day. Clients often need to review information online or use computer to print document. Currently IPS lets clients to use staff computer whenever it is needed, which causes inconvenience and interruption to staff's work.</p> <p><b>Goal 5.3:</b> Improve the effectiveness and efficiency of campus business processes to ensure continuous improvement and to realize financial savings.</p> <p><b>Goal 5.4:</b> Sustain and increase information technology capabilities and capacity required to meet the goals of the University.</p> <p><b>Outcomes:</b> 1. improved confidentiality and safety of student's document; 2. Improved effectiveness and efficiency of business process</p>			

VC Priority # \_\_\_\_\_

## Form 2: Justification: One-Time Budget Request 2016-17

**Division: Academic Affairs**

**Department/Unit: Office of International Programs and Services**

Instructions: One page per item listed on Form 5.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:**

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
6	International Handbook of Universities	2.1.6; 1.3.3	\$890
<b>Brief Justification:</b>			
<p><b>International Handbook of Universities:</b> IPS urgently needs a comprehensive guide to university-level education worldwide, providing detailed information on higher education institutions that offer at least a post-graduate degree or a four-year professional diploma. <a href="http://www.palgrave.com/page/detail/international-handbook-of-universities-/?K=9781137323262">http://www.palgrave.com/page/detail/international-handbook-of-universities-/?K=9781137323262</a> This guide not only provides access to IPS to review international student and faculty foreign credentials, but also to WCU community who needs information on certain foreign higher education institutions for collaborative projects.</p> <p><b>INITIATIVE 1.3.3:</b> Ensure that meaningful international/global experience opportunities are available to every student, regardless of major, including options to study with international scholars on WCU's faculty, to participate in faculty-led international travel courses, and to study abroad.</p> <p><b>Initiative 2.1.6:</b> Expand international experiences for all Western Carolina University students through such strategies as increasing study abroad opportunities, developing exchange programs with international universities, recruiting a sizable international student population to WCU, and enhancing global awareness components of existing curricula.</p> <p><b>Outcomes:</b> Increased international outreach activities for WCU and the community; increased faculty interest in international professional development; increased interest of prospective international students</p>			

VC Priority # \_\_\_\_\_

**Form 2: Justification: One-Time Budget Request  
2016-17**

**Division: Academic Affairs**

**Department / Unit: Highlands Biological Station**

Instructions: One page per item listed on Form 1.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020**

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

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
7	Replace aging Ford trucks with Polaris electric Light Utility Vehicles (2)	1.1; 1.5; 5.2.1	\$30,000
<b>Brief Justification:</b>			
<p>HBS has three working Ford trucks used by the Facilities Manager and Horticultural Specialist. These are used to haul repair and carpentry supplies, garden and grounds materials (mulch, gravel), brush and debris, etc. Two of these trucks (302 &amp; 306) are nearly 25 years old, and the other (301) is about 15 years old. Over the past year we have had nearly \$5000 in vehicle repair expenses for these vehicles. Following the lead of other institutions in Macon and Jackson Counties, we seek to replace our two older trucks with two electric Polaris Light Utility vehicles, keeping the newer truck for longer off-campus trips and hauling heavier loads. These vehicles are rated for hauling loads up to 1,400 lbs. Local dealers quote \$15K with an enclosed cab and heat, and these can be legally driven on streets with a posted speed limit lower than 35 mph, applicable to the service area around the HBS campus. Moving to these electric vehicles is consistent with our sustainability improvements; fuel savings could pay for the vehicles in as little as 5 years, and maintenance is minimal (no oil use, no antifreeze, brake fluid etc. to maintain). Mobility on site during peak season would be greatly improved, with better access to garden and trails for routine maintenance. In view of the lower operating costs, lower carbon footprint, and increased functionality on campus, this is a highly cost-effective way to replace two aging Ford trucks that owing to age, increasing frequency of repairs, and low gas mileage are becoming more of a liability than an asset. Electric vehicles also have educational potential, tying in with the several sustainability projects already in place (solar thermal systems, rain barrels).</p>			

VC Priority # \_\_\_\_\_

**Form 2: Justification: One-Time Budget Request  
2016-17**

**Division: Academic Affairs**

**Department / Unit: Highlands Biological Station**

Instructions: One page per item listed on Form 1.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: Focusing our Future. Justification narrative below must:**

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
8	Lighting replacement/upgrade [LED fixtures] for Nature Center	1.1; 1.5; 5.2.1	\$6,000
<b>Brief Justification:</b>			
<p>The Highlands Nature Center is a ca. 1941 WPA-built museum serving the outreach education and public educational and enrichment programming missions of the Highlands Biological Station, with hundreds of K-12 children (summer camps, daily and weekly programs, after-school programs, etc.) and life-long learners (workshops, summer lecture series, special programs) and thousands of tourists and visitors from the local and surrounding communities utilizing the space annually. While the building is in overall excellent shape, as mentioned in the recent HBS Program Review, aspects of the infrastructure require an overhaul. The existing fluorescent light fixtures date to the 1970s; they are in poor condition, with missing covers and broken or repaired brackets. Fluorescent bulbs designed for these fixtures are no longer made, and although the closest models can be forced into the fixtures they must be literally broken to remove them for replacement – posing a health hazard to the Facilities Manager, who must take care to avoid contacting or breathing in the powder lining the tube's inner surface. **the HBS Program Review highlighted "Facilities deterioration" as a threat. Accordingly, we seek to replace/upgrade the lighting in this historic and programmatically important building. LEDs cost an estimated 1/3 of the operating expenses of the existing fluorescent and have a life expectancy in excess of 10 years. This improvement would help us realize the strategic vision goal of investing in our facilities as well as advancing the university's commitment to community engagement and environmental sustainability.</p>			

VC Priority # \_\_\_\_\_

**Form 2: Justification: One-Time Budget Request  
2016-17**

**Division: Academic Affairs**

**Department/Unit: Office of International Programs and Services**

Instructions: One page per item listed on Form 5.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:**

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
9	Summer retreat for WCU Global Learning Academy	2.1.6; 1.3.3	\$4,000

**Brief Justification:**

**Summer retreat for WCU Global Learning**

**Academy:** The summer workshop will provide professional development opportunity on curriculum internationalization to WCU faculty. The fee will cover trainer's stipend and travel cost.

**INITIATIVE 1.3.3:** Ensure that meaningful international/global experience opportunities are available to every student, regardless of major, including options to study with international scholars on WCU's faculty, to participate in faculty-led international travel courses, and to study abroad.

**Initiative 2.1.6:** Expand international experiences for all Western Carolina University students through such strategies as increasing study abroad opportunities, developing exchange programs with international universities, recruiting a sizable international student population to WCU, and enhancing global awareness components of existing curricula.

**Outcomes:** Increased international outreach activities for WCU and the community; increased faculty interest in international professional development; increased interest of prospective international students

VC Priority # \_\_\_\_\_

## Form 2: Justification: One-Time Budget Request 2016-17

**Division: Academic Affairs**

**Department / Unit: Highlands Biological Station**

Instructions: One page per item listed on Form 1.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020**

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

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
10	12-passenger van for support of summer field courses & workshops	1.1.2; 1.1.4; 3.1; 4.4.2; 5.2.1; 5.5	\$45,000
<b>Brief Justification:</b>			
<p>HBS summer and fall courses are field-intensive, with almost daily field trips to sites in Macon, Jackson, Swain, Clay, and Buncombe Counties, and often beyond. With renovation of key classroom and teaching lab space complete, HBS has more students on campus than ever before and often runs several courses and workshops simultaneously. Currently we do not have sufficient vehicles to transport students in all of these courses for the field work central to their courses. HBS closely adheres to the field station model of immersive education, with significant field experiences built into all courses and workshops. Such experiences are the hallmark of the experiential, hands-on, quality of the field station educational experience. Currently HBS has one Ford 12-passenger van, one Ford 8-passenger van, and one 14-passenger bus. Between academic courses and outreach programs, there is a strong need for one additional 12-passenger van, especially since the actual legal seating in these vans is fewer than the stated "seating capacity." This problem will increase if we attempt to implement some of the recent HBS Program Review recommendations for additional programming. A new 12-passenger van will alleviate current and future transportation problem and enable HBS to fully accommodate students and maximize the kind of quality field time that is the hallmark of field station courses.</p>			

VC Priority # \_\_\_\_\_

## Form 2: Justification: One-Time Budget Request 2016-17

**Division: Academic Affairs**

**Department/Unit: Office of International Programs and Services**

Instructions: One page per item listed on Form 5.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:**

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
11	Van	2.1.6; 1.3.3	\$25,000

**Brief Justification:**

**Van:** IPS needs a van to serve international students, international visitors from schools and departments, international faculty, and study abroad students, on a regular basis. The local limited public transportation has restrained WCU international development largely. In the year of 2014/2015, IPS spent \$2,500 on motor pool for limited activities. IPS could have certainly served students and faculty more, but due to the high cost of motor pool, activities were restrained. With an affiliated van, IPS could ultimately increase the amount of international outreach for the campus and community.

**INITIATIVE 1.3.3:** Ensure that meaningful international/global experience opportunities are available to every student, regardless of major, including options to study with international scholars on WCU's faculty, to participate in faculty-led international travel courses, and to study abroad.

**Initiative 2.1.6:** Expand international experiences for all Western Carolina University students through such strategies as increasing study abroad opportunities, developing exchange programs with international universities, recruiting a sizable international student population to WCU, and enhancing global awareness components of existing curricula.

**Outcomes:** Increased international outreach activities for WCU and the community; increased faculty interest in international professional development; increased interest of prospective international students

VC Priority # \_\_\_\_\_

## Form 3: Prioritized List of Recurring/Ongoing Budget Requests 2016-17

**Division: Academic Affairs**

**Department/Unit: APAA**

Instructions: List all recurring/ongoing budget requests in priority order. Complete and attach a *Justification: Recurring/ Ongoing Budget Request* (Form 4) for each item listed. Form originator should calculate and include fringe benefits of 22.97%. In addition, for each new 1.0 FTE, include \$5,471 for the employer portion of health insurance.

Priority Number	Budget Request	Cost
1	1.0 FTE: Study Abroad Coordinator position	\$49,740
2	Blackboard Tier 1 Support Positions (fringe)	\$30,000.00
3	Base budget utilities adjustment	\$15,000
4	UPS shipping fee for international students' admissions packet	\$4,500
5	Assessment Position - shared expense with IT (salary + fringe)	\$ 67,000.00
6	HBS Summer course instructor stipend adjustment	\$26,000
7	Assume full funding for Education Specialist position	\$53,800
8	Assume full-time funding for HBS Horticultural Specialist position	\$19,400
9	Assume full funding for Program Assistant position	\$16,700
10	Fund Facilities Maintenance Assistant (half-time)	\$16,150


	<b>Total</b>	<b>\$248,550</b>

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

**Division: Academic Affairs**

**Department/Unit: Office of International Programs and Services**

Instructions: One page per item listed on Form 3.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: Focusing our Future. Justification narrative below must:**

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.
- 2) address outcomes from program prioritization and/or program, administration, accreditation review.

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
1	1.0 FTE: Study Abroad Coordinator position	2.1.6; 1.3.3	\$49,740
<b>Brief Justification:</b>			
<p><b>Study Abroad Advisor Position:</b> IPS requests a full time Study Abroad Coordinator position starting as soon as possible. In May 2013, IPS's assistant director position was cut due to budget issue. In September 2014, Study Abroad Advisor position was cut for the same reason. The cut of two full time IPS positions has created extremely heavy work load for current staff, and as a consequence quite a few meaningful international activities had to be put off because of short of staff, such as study abroad promotion, international faculty service, international student host family, and not mentioning growth in international programs. Currently, there is only one study abroad staff serving over 10,000 WCU students.</p> <p>In order to fulfil WCU's strategic international initiative and truly develop WCU to be a higher-tier global higher education institution, IPS needs a full time study abroad staff on board urgently. This position will work with Study Abroad advisor to assist with all study abroad related activities and initiatives. It is proposed to be an EPA non-faculty position with annual salary of \$36,000. Adding fringe benefits of 22.97% and health insurance of \$5,471, the total is \$49,740.</p> <p style="text-align: right;"><b>INITIATIVE</b></p> <p><b>1.3.3:</b> Ensure that meaningful international/global experience opportunities are available to every student, regardless of major, including options to study with international scholars on WCU's faculty, to participate in faculty-led international travel courses, and to study abroad.</p> <p><b>Initiative 2.1.6:</b> Expand international experiences for all Western Carolina University students through such strategies as increasing study abroad opportunities, developing exchange programs with international universities, recruiting a sizable international student population to WCU, and enhancing global awareness components of existing curricula.</p> <p><b>Outcomes:</b> Increased enrollment of study abroad; increased interest of faculty's international professional development; increased interests in attending WCU from prospective students</p>			

VC Priority # \_\_\_\_\_

**Form 4: Recurring/On-Going Budget Request  
2015-16**

**Division: Academic Affairs**

**Unit: Coulter Faculty Commons**

Instructions: One page per item listed on Form 5.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:**

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
2	Blackboard Tier 1 Support Positions	1.5.2, 1.6.7, 2.1.3,	\$30,000
<b>Brief Justification:</b>			
<p>Students and faculty expect a Learning Management System, for us Blackboard Learn 9.1. The LMS has become integrated with all forms of academic delivery. To date, WCU's Blackboard system has over 13,000 users and hosts approximately 3,000 courses each semester. Of these courses, over 95% are in use each semester. Moreover, according to ECAR data, 56% of WCU students use the LMS in every class, 20% more than at all other institutions reporting to EDUCAUSE. Given this reach, Blackboard is a significant tool for all forms of instruction. Blackboard plays a role in WCU 20/20 plan initiatives 1.1.2, 1.1.4, 1.1.6, 1.1.7, 1.5.2, 1.6.7. This proposal is to convert three existing hourly positions to full-time, which would also support directions 2.1.3 and 5.1.1 as well. This change represents multiple wins: the employees win, moving from hourly to regular; the faculty win, getting better support over more hours; the CFC wins, managing its work-load better; the students win, getting additional training and skills, with better support access.</p>			

VC Priority # \_\_\_\_\_

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

**Division: Academic Affairs**

**Department/Unit: Highlands Biological Station**

Instructions: One page per item listed on Form 3.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020**

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

**1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**

**2) address outcomes from program prioritization and/or program, administration, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
3	Base budget utilities adjustment	1.1.2; 5.1.1; 5.1.3; 5.2.1	\$15,000

**Brief Justification:**

Within the past half dozen years HBS has seen several major building renovations which included additional and updated HVAC systems and an increase in labs, classrooms, and equipment necessary to support expanded research and teaching activities of the Station. The number of classrooms and research labs has nearly doubled and additional furnaces were installed to heat and cool the expanded functional space. With expanded programming made possible by these improvements the buildings are now used in the shoulder months (March-May & September-November) far more extensively than before, increasing utility costs. These buildings are also now hooked up to the Town of Highlands water treatment system. As a result of facilities improvements and concomitant program expansion our utilities costs have increased dramatically; two years ago we ran \$12,000 in the red when fuel costs were very high. Last year we were in the red to a lesser degree owing to lower fuel costs, but still had to move funds from other lines to cover the costs. Our utilities budget has been flat for at least a decade, and the additional funds needed end up being taken from other budget pools where they are needed. We seek this modest recurring sum of \$15,000 to enable us to cover basic costs of operating our facilities. This is a core resource investment issue; having invested in modernizing the facility, it is important to follow through with the resources necessary to run and maintain them. \*\*The recent HBS Program Review highlights how a commitment to staff, information technology and data management, research support, and facilities support will increase activity in all programs." The requested base budget adjustment to cover expanded utilities costs helps in this regard, as it would obviate the need to "raid" other budget pools to cover utilities shortfalls, depriving us of the intended use of the funds in those unnecessarily depleted budget pools.

VC Priority # \_\_\_\_\_

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

**Division: Academic Affairs**

**Department/Unit: Office of International Programs and Services**

Instructions: One page per item listed on Form 3.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: Focusing our Future. Justification narrative below must:**

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.
- 2) address outcomes from program prioritization and/or program, administration, accreditation review.

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
4	UPS Fee for admission packets	2.1.6; 1.3.3	\$4,500
<b>Brief Justification:</b>  <p><b>UPS fee for admissions packets:</b> International applicants, undergraduate and graduate, pay application fees to Admissions and Graduate School directly. IPS does not receive any application fee, but must pay UPS fee for international students' admission packets. In 2014-2015, IPS spent \$4,420 on UPS for 135 international applicants (12 graduates and 123 undergraduates). The UPS fee makes the limited IPS operation budget even tighter. IPS has asked Admissions and Graduate School to share the cost, but was told that they are not able to do so.</p> <p><b>INITIATIVE 1.3.3:</b> Ensure that meaningful international/global experience opportunities are available to every student, regardless of major, including options to study with international scholars on WCU's faculty, to participate in faculty-led international travel courses, and to study abroad.</p> <p><b>Initiative 2.1.6:</b> Expand international experiences for all Western Carolina University students through such strategies as increasing study abroad opportunities, developing exchange programs with international universities, recruiting a sizable international student population to WCU, and enhancing global awareness components of existing curricula.</p> <p><b>Outcomes:</b> Increased enrollment of study abroad; increased interest of faculty's international professional development; increased interests in attending WCU from prospective students</p>			

VC Priority # \_\_\_\_\_

## Form 4: Justification: Recurring/Ongoing Budget Request 2015-16

**Division: Academic Affairs**

**Unit: Coulter Faculty Commons**

Instructions: One page per item listed on Form 3.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:**

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
- 2) address outcomes from program prioritization and/or program, administration, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
5	Assessment and Data Management position	1.1.2 ; 1.1.5; 1.2.5 ; 1.3.3; 1.6.2; 3.3.2	\$67,000
<b>Brief Justification:</b>			
<p>Higher education is now driven by assessment; even academic support units are expected to provide reports on student learning outcomes. The CFC is no different: we are expected to assess our services and to provide data. Additionally academic departments are increasingly required to supply assessment documentation, and many of them have sought support from the CFC in implementing best practices in assessment. For this reason, we propose a position with focus on Assessment as a resource for the Faculty Commons and for other units at WCU. This position will help the CFC to contribute significantly to WCU strategic directions 1.1.2 ; 1.1.5; 1.2.5 ; 1.3.3; 1.6.2; and 3.3.2 . The person in this position will also manage CFC data and produce the yearly involvement letters, which some departments require faculty members to submit as part of the AFE, TPR, and PTR documentation, a direct support of the initiative to Invest in Our People. Given these multiple responsibilities and reporting lines, the CFC proposes that Academic Affairs and Information Technology jointly fund this position: Academic Affairs at 50% and Information Technology at 50%.</p>			

VC Priority # \_\_\_\_\_

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

**Division: Academic Affairs**

**Department/Unit: Highlands Biological Station**

Instructions: One page per item listed on Form 3.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020**

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

- 1) include a brief statement of how the request advances or fulfills the strategic initiative(s) identified.**
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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
6	HBS Summer course instructor stipend adjustment	1.1.1; 1.1.2; 3.1.1; 4.1.1; 4.1.3	\$26,000
<b>Brief Justification:</b>			
<p>HBS summer instructors are paid approximately 45% lower than summer instructors at WCU for the same kind of course, and we seek funds to bring these stipends up to a level commensurate with those on campus in the interests of both fairness and competitiveness. HBS instructors, who are often well-established senior faculty in their fields, are currently paid \$2,500 for 3-credit summer course, as compared to \$4,500 for summer session instructors at WCU. This low stipend has not changed in &gt;10 years. We seek to increase HBS stipends by \$2,000 for instructors of our main courses (3 credits). This increase in compensation brings us well in line with going rates at WCU, and would go a long way toward keeping HBS competitive in attracting high-quality summer instructors for the kinds of specialized courses that are at the heart of the HBS mission. This advances strategic directions 1 and 4: investing in our people, and fulfilling the educational needs of our state and region. The requested amount reflects the total increased stipend amount (\$24,000) + FICA (\$1,836) calculated on the basis of 12 3-credit courses per summer. **The recent HBS Program Review report highlights this issue as critical, citing "Low pay for summer faculty instructors" as a weakness, and further stating that "The instructional program most importantly requires faculty compensation parity to retain high quality instructors." The reviewers reiterate this twice, stating that "Summer instructors should be compensated based on academic year WCU pay scale. Otherwise, HBS risks losing quality teaching faculty and its high quality summer course program."</p>			

VC Priority # \_\_\_\_\_

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

**Division: Academic Affairs**

**Department/Unit: Highlands Biological Station**

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
7	Assume full-time 10 mo. funding for HBS Educational Specialist (School Outreach) position	1.1.2; 4.1.1; 4.1.3	\$53,800

**Brief Justification:**

The HBS Education Specialist position has been funded with soft money for 12 years, with funding provided annually by the NC Grassroots Science Museums Collaborative. Cuts to this grant two years ago resulted in changing this position from full-time/12 month to full-time/9 month. However, in the current FY State has changed the funding model for this program altogether, moving from an annual grant-in-aid model to a competitive grant model. Maintaining continuity of high-quality staff under such uncertain funding conditions is unsustainable. HBS outreach education has grown into a highly regarded service we provide the counties of western North Carolina. The Education Specialist has developed an extensive menu of high-quality science-based programming tailored to the State science standards for all grades K-12. Jackson, Macon, Swain, Clay, Haywood, and Transylvania Counties are most highly served, with programs provided on a nearly daily basis in public schools and on-site for visiting groups. The requested amount reflects the current salary level for his position at 10 months, including of benefits. \*\*The recent HBS Program Review document highlighted the soft-money problem for this position, stating the "Unstable funding sources for some staff" as a weakness, and urging that "Outreach programs require commitment to staff positions and funding." This review further recommends that WCU "Fund mission critical staff functions and programs with state lines." The review further states that "The committee cannot say enough about the value of a vibrant and successful outreach program. It is what justifies federal and state dollars spent on research to the taxpayers, and does the job of translating science for public consumption." And, "There is widespread support for, and impact from, the outreach program at HBS. Thousands of children and adults visit the Nature Center annually and thousands more school children benefit from the school lectures, demonstrations, and visits by the school outreach program. This diversity in content delivery, as well as its high visibility, increases public support for HBS." The recommendation for WCU to support unequivocally the three important facets of HBS outreach is clear: "Recommendation: Commit to permanent staff support for all three legs (School Outreach, Nature Center, and Botanical Garden,) of the outreach effort at HBS."

VC Priority # \_\_\_\_\_

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

**Division: Academic Affairs**

**Department/Unit: Highlands Biological Station**

Instructions: One page per item listed on Form 3.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:**

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
8	position	4.1.3	\$19,400

**Brief Justification:**

The HBS Horticulture Specialist position at HBS was cut from full time to half time in the budget cuts of 2010. The requested funds represent 50% of the costs for base salary plus benefits for this position, to restore it to a full time State-funded position. The 2010 cut was made very reluctantly, only after other significant core cuts had been sustained elsewhere in our budget, since the approx. 25-acre HBS campus requires full-time attention for upkeep and maintenance let alone improvement. The gardens and grounds at HBS are open to the public 365 days per year, from dawn to sundown. Our botanical garden sees hundreds of visitors annually, plus heavy use by HBS students and faculty, and HBS-sponsored children's programs, and educational outreach programs for all ages. This position is vital for monitoring and addressing safety on trails, paths, and stairs, including downed limbs and other trip hazards, mulching, snow/ice removal, sanding, etc. This position also monitors tree health, overseeing our hemlock biocide application program, and identification and removal of dead and dying trees that may become a safety hazard. In addition, the horticultural specialist conducts outreach programs, oversees botanical garden summer interns, organizes volunteer groups for garden maintenance projects, and stays current with pesticide application licensing, maintenance and upkeep of garden tools, etc. After barely getting by with half-time employees that turned over almost annually we were able to secure temporary soft funding to restore this position to full time. However, it is not sustainable to support a core maintenance position on soft money. \*\*The recent HBS Program Review document highlighted the instability of soft-money HBS positions citing as a weakness "Unstable funding sources for some staff") and recommends that WCU "Fund mission critical staff functions and programs with state lines." This position is mission-critical. We seek to regain the funds necessary to restore this position to its former status of full-time State funded position, in which capacity it had been part of the HBS staff since the mid-1970s. This is an important means of investing in our people (strategic direction 1), as well as our core resources in the area of green space (strategic direction no. 5) insofar as the Highlands Botanical Garden, now in its 53rd year, is highly valued as an educational as well as scientific and recreational resource. Moreover, the Program Review recommendation for WCU to support Botanical Garden outreach is clear: "Recommendation: Commit to permanent staff support for all three legs (School Outreach, Nature Center, and Botanical Garden,) of the outreach effort at HBS."

VC Priority # \_\_\_\_\_

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

**Division: Academic Affairs**

**Department/Unit: Highlands Biological Station**

Instructions: One page per item listed on Form 3.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:**

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
9	Assume full funding for Program Assistant position	3.1.1; 4.1.1; 4.1.3	\$16,700
<b>Brief Justification:</b>			
<p>The HBS Program Assistant position was formerly shared between the HBS and the Highlands Biological Foundation, Inc. However, with the expanded programming following on the recent significant expansion of teaching and research space at HBS, it was necessary to transition this position to 100% HBS budget, at which time the HBF hired its own part-time assistant. We now offer 17 accredited summer courses and workshops, up from 10 just a few years ago, and the Program Assistant assists with setup and breakdown for each course, processing course evaluations, assisting with van driving as needed, copying and ordering supplies as needed, overseeing housing reservations, administering course evaluations, keeping up with the HBS website, and more. The Program Assistant also helps keep up with consumable supplies in the research labs (gloves, pipette tips, etc.), assists in the preparation of reagents and other materials for research use, and maintains the microscopes, dissecting scopes, and other equipment. Continuing to split this position, keeping it at half-time at a time of growing need, was unsustainable for both the employee and the position. However, the current HBS Operating Budget is stretched too thin to sustain this position at full time, and it is filled in a temporary/part-time capacity. Accordingly we seek funds to assume full funding for this position; the requested funds represent 50% of the costs for base salary plus benefits. **This request is in keeping with the HBS Program Review document, which highlighted the "Unstable funding sources for some staff" as a weakness, and urging funding of "mission critical staff functions and programs with state lines."</p>			

VC Priority # \_\_\_\_\_

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

**Division: Academic Affairs**

**Department/Unit: Highlands Biological Station**

Instructions: One page per item listed on Form 3.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020**

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

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Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
10	Fund Facilities Maintenance Assistant position (half-time)	4.1.1; 4.1.3; 5.2.1	\$16,150

**Brief Justification:**

The HBS Facilities Manager is responsible for oversight of all HBS buildings, including 5 residences (Valentine House, Duplex, Wright, Deacon, and Howell Cottages), the W. C. Coker Laboratory building, Nature Center museum, Maintenance Shop, Weyman Dining Hall, Cook Pavilion, and Howell Administration Building. He is also responsible for maintenance of all HBS vehicles. While the Facilities Manager is well versed in electrical, carpentry, and plumbing work, the size and scope of the often aging and heavily used facilities is too much for one maintenance person. \*\*The HBS Program Review highlighted this problem, citing "Facilities deterioration" as a threat and "maintenance team size" as a weakness. The review further stated that: "It is clear that the maintenance supervisor is extremely skilled and capable. But for a facility the size of HBS a single maintenance staff person is inadequate. While major projects may get accomplished because they are high priority, highly visible, and can justify outside contractors, the price will be a decline in basic upkeep, lack of preventative maintenance and excess time spent to address small relentless issues." Elsewhere the review reiterates this point: "As mentioned in the Staff and Administration section of this report, responsibilities and work load are too large for a one-person maintenance department." The reviewers recommend engaging WCU Facilities Management for support for medium size projects that can be easily accomplished by a small team in a few days. This is something that we try to do whenever possible. However, ongoing and new facilities needs on the WCU campus often prevent FM staff from getting to HBS. Therefore, we seek to also realize the second recommendation of the Program Review pertaining to facilities maintenance, namely the recommendation that we "hire a part-time assistant for HBS maintenance supervisor." The funds requested correspond to salary plus FICA for a half-time Facilities Maintenance assistant. The Program Review warns that "Replacement and upgrade needs in the 5-10 year time frame will accumulate without support from an on-site assistant, or regular engagement by WCU campus facilities maintenance department."

VC Priority # \_\_\_\_\_



**Form 6: Justification: University-wide Initiatives  
2016-17**

**Division: Academic Affairs**

**Department/Unit:**

Instructions: One page per item listed on Form 5.

**Each justification MUST link to at least one specific strategic initiative from the WCU Strategic Plan, 2020 Vision: *Focusing our Future*. Justification narrative below must:**

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- 2) address outcomes from program prioritization and/or program, administrative, accreditation review.**

Priority Number	Budget Request	Strategic Initiative(s) Number (e.g. 3.1.2)	Cost
<b>Brief Justification:</b>			

VC Priority # \_\_\_\_\_