



WESTERN CAROLINA UNIVERSITY
CHANCELLOR'S DIVISION
ANNUAL REPORT 2019-2020



CHIEF OF STAFF
MELISSA WARGO

Looking back on the past twelve months, I feel a deep sense of pride in what my team has been able to accomplish. When Chancellor Brown first came to campus last year, none of us could have expected that this is how our year would have turned out. The Chancellor's Division, from University Communications and Marketing, to External Relations, the Print Shop and Mail Services, to our newest arrivals of Economic Development and Diversity and Inclusion have all stepped up to the plate to continue to propel the image and brand of this University forward during these challenging times.

When Kelli Brown began her tenure as Chancellor last July, the division had one overarching goal, to introduce her to the on and off-campus community in such a way that students, faculty, staff, alumni, parents, and community would all see in Chancellor Brown what we see: someone who is approachable, knowledgeable, has a wonderful sense of humor and cares deeply about the success of WCU students. The Chancellor's Welcome Tour, with over 20 stops, was paramount in communicating this. The tour truly was a team effort and every person in this division contributed countless hours to its success. In the end, the tour was tremendously successful and well-attended and has laid the groundwork for future outreach both on and off campus.

The fall semester was filled with many 'firsts', key events at WCU that showcased the Chancellor's priorities of academic excellence, inclusive excellence, and economic development. I know how honored we all felt to participate in honoring Dr. Levern Hamlin Allen at the naming of the residence hall that bears her name. WCU also hosted two very

successful regional events, the Opioid and Addiction Town Hall and the 2019 Outdoor Economy Conference.

This year saw both wins and some disappointments for our legislative priorities. We started the year in a state of limbo as we waited for lawmakers to reach an agreement on a state budget that never materialized. Yet hard work finally paid off in the short session when we received the final \$16.5 million to replace the Steam Plant on campus. What an accomplishment! That project had been a long time coming, and we are overjoyed to have reached a successful conclusion to an 8+ year priority.

And finally, how can you talk about the spring semester without focusing on the impact of the COVID-19 pandemic and the national events over racism and injustice? Having to convert not only our academic courses to online instruction, but basically all of our operations online in a matter of weeks was a tremendous feat. The digital team, including both photo and video, social media and the website in particular, were critical in the successful management of this ongoing crisis. In addition, the communications and marketing team rose to the occasion of managing two serious crises with significant local and regional public relations components.

I say it every year, and it is as true now as ever, my success and the success of Chancellor Brown's initiatives occur because of the strength of this division. I am honored to lead such a team of talented and professional individuals in service to Western Carolina University.

Go Cats!

ECONOMIC DEVELOPMENT AND REGIONAL PARTNERSHIPS



The Office of Economic Development and Regional Partnerships pursues opportunities and relationships that leverage WCU's talent, expertise and resources to create positive economic impacts throughout Western North Carolina. The office is led by Arthur Salido, who is also an associate professor in the Department of Chemistry and Physics. The office works with regional and state leaders to seek funding and implement strategies to promote WCU's mission of catalyzing community and economic transformation. Partners include local governments, economic developers, chambers of commerce, business leaders, and counterparts across the UNC System. Priority areas include broadband, entrepreneurship, small business support, advanced manufacturing, healthcare, craft food and beverage, and outdoor recreation.

Major Accomplishments in 2019-2020:

- Awarded \$134,000 by the USDA Rural Business Development Grant Program to develop a small business/entrepreneurship hub in Jackson County.
- Organized and raised sponsorships for the 2019 Outdoor Economy Conference, which was a multi-day event attracting 530 participants from 14 states. The event included a business pitch competition for WCU students and an additional pitch competition in Asheville hosted by the Small Business Technology Development Center. Chancellor Kelli Brown was the luncheon speaker and talked about the importance of outdoor recreation in WNC and WCU's leadership role in business development, entrepreneurship, and creating talent for the regional industry.
- Invited to the Awards of Excellence competition at the University Economic Development Association's annual meeting in Reno, Nevada. It was an amazing opportunity to showcase WCU's economic development activities on a national stage among a peer-group comprising flagship universities.
- Coordinated two councils to help collect and share engagement information and activities with the campus. Members include one representative per college and division, center directors, and other campus administrators. The councils meet once per semester and once in the summer.
- Provided logistics support, served as a business mentor, and co-organized the ScaleUpWNC meetings in Cullowhee and Biltmore Park. Thirty small businesses were served through this multi-week program.
- Coordinated WCU's involvement and support of MyFutureNC, which is a statewide initiative with the goal of ensuring that, by 2030, 2 million North Carolinians have a high-quality credential or post-secondary degree.
- Served on the Comprehensive Economic Development Strategy committee at the Land of Sky Council of Government.
- Chaired the Workforce Committee for the NC Outdoor Recreation Industry Office.
- Served on the French Broad Partnership Economic Development board and was responsible for obtaining \$56,000 for WCU to measure the economic impact of the French Broad River rivershed throughout eight counties.
- Represented WCU on the UNC System Economic Transformation Council and shared WCU's engagement successes and economic impacts; Worked with colleagues across the system to help the state recruit new companies, strengthen entrepreneurship, and support existing businesses.
- Represented WCU at the Business NC panel discussion at the Asheville Chamber and appeared in the Business NC Journal.
- Completed the Basic Economic Development Training course through the UNC School of Government.
- Co-organized and promoted the Health Care and Economic Development Meeting at Southwestern Community College.
- Advocated for regional broadband infrastructure; served as the advocacy chair of WNC Broadband, which aims to support communities interested in ensuring access to reliable, truly high-speed internet service; worked with the NC Broadband Infrastructure Office, regional hospitals, governments, and leaders to obtain funding and develop projects that lead to broadband infrastructure deployment; helped organize and promote the Southwestern Commission Regional Broadband Summit and the WNC Broadband Project conference in Asheville.
- Organized meetings between colleges and regional organizations to showcase WCU's resources, develop partnership opportunities, understand regional needs, and connect students to jobs.
- Worked with colleagues across campus to complete the Strategic Initiatives (4.1.2, 4.1.3, 4.1.6, 4.2.1, 4.2.2) annual reports and contributing on other initiatives.
- Created partnership opportunities with over 25 organizations.
- Delivered weekly presentations about WCU's economic development activities and impacts to a variety of internal and external audiences.
- Represented WCU across the state at more than 30 unique events.
- Organized an on-campus town hall event with UNC-TV and the UNC School of Government's NCImpact initiative focusing on the regional outdoor recreation economy. The hour-long event attracted 60 regional leaders and was broadcast throughout 2019 and 2020 on UNCTV and online.

Unfortunately, because of COVID-19, the following events were postponed:

- a. Second Annual WCU Gear Design and Manufacturing Summit and Hackathon + Outdoor Inclusion Summit presented by the Van Winkle Law Firm; more than \$4,500 raised and additional in-kind sponsorships obtained from Van Winkle, Duke Energy, Wildwater, Nantahala Outdoor Center, and WCU's Center for the Study of Free Enterprise.

- b. Second Annual Aerospace and Automotive Summit.
- c. Panel presentation at the ACE Annual Meeting (San Diego) showcasing WCU's work regarding substance addiction and outdoor recreation.

Upcoming

- Developing a small business hub, incubator, and co-working space in downtown Sylva.
- Working with the Division of Administration and Finance and Jackson County to create mixed-income housing in Jackson County.

EQUAL OPPORTUNITY AND DIVERSITY PROGRAMS



The Equal Opportunity and Diversity Programs (EODP) office is directed by Chief Diversity Officer Ricardo Nazario-Colón. The EODP is dedicated to promoting diversity and inclusion on campus and within the surrounding communities. Diversity at Western Carolina University is all-inclusive and recognizes everyone and every group as part of the diversity that should be valued. It includes race, ethnicity, gender, gender identity, age, national origin, geography, religion, disability, sexual orientation, socioeconomic status, education, marital status, language and linguistic differences, and physical appearance. It

also involves different ideas, perspectives, and values.

The University's strategic plan drives the operation of the office. In particular, strategic direction #3 – Inclusive Excellence.

We commit to creating a campus reflective of our core values. We offer curricular and co-curricular educational programs that prepare our students for the diverse world in which they live.

We strive to broaden our commitment to diversity and inclusion by recruiting, retaining, and developing a diverse community.

Initiative 3.1.1: Build a more diverse and inclusive student, faculty and staff community to provide an environment in which all can be successful academically and professionally.

Initiative 3.1.2: Ensure that units comply with University policies on equity, non-discrimination, compliance, and equal employment opportunity to reflect our commitment to diversity and inclusion.

We support innovative and inclusive scholarship and teaching.

Initiative 3.2.1: Ensure that diversity, equity, and inclusion are foundational aspects of educational offerings.

Initiative 3.2.2: Provide ongoing, appropriate diversity professional development for faculty and staff.

We foster an inclusive University community.

Initiative 3.3.1: Administer a campus climate survey biannually and develop an action plan to address the results. Implement the recommendations of the Taskforce on Racism and report progress annually.

Initiative 3.3.2: Develop and implement a robust University diversity and inclusion plan.

Initiative 3.3.3: Establish unit diversity initiatives that align to the University diversity plan.

Major Accomplishments in 2019-2020:

- The EODP office steered the work of the Council on Inclusive Excellence and supported the Intercultural Dialogue Group. Strategic Plan - EODP goals addressed/achieved: 3.3.1, A.
- Dr. Dana Patterson was sponsored to become our campus delegate to the Intercultural Development Inventory Training – Dr. Patterson is now our campus trainer. Strategic Plan - EODP goals addressed/achieved: 3.2.2., D.
- In 2019-20, the chief diversity officer served on a total of 14 committees, advisory boards, and groups, lending his experience and knowledge to each. Strategic Plan - EODP goals addressed/achieved: 3.1.1., A., C.
- The EODP office supported/co-sponsored nine major campus events during the 2019-20 academic year- Strategic Plan - EODP goals addressed/achieved: 3.3.1., 3.3.3., B., C., E.
- The chief diversity officer advised the Latinx Appreciation Student Organization and provided support to groups such as the African American Faculty and Staff group,



LGBTQ Working Group, and the International Faculty and Staff group and the National Society of Black Engineers student organization. Strategic Plan - EODP goals addressed/achieved: 3.1.1., E., C.

- The chief diversity officer conducted nine presentations during the academic year, both locally and nationally. Strategic Plan - EODP goals addressed/achieved: 3.1.1., B.
- Upon request and in coordination with the Office of Alumni Engagement, the chief diversity officer provided support to the African American Alumni Society. Strategic Plan - EODP goals addressed/achieved: 3.1.1.1., E.
- Upon request by Latinx Alumni, the chief diversity officer is working with the Office of Alumni Engagement to assist in the establishment of a LatinX Alumni Club. Strategic Plan - EODP goals addressed/achieved: 3.1.1.1., E.
- The chief diversity officer continued to raise funds for the Colón López Family Diversity Program Endowment, which he began in 2017. Strategic Plan - EODP goals addressed/achieved: 3.1.1.1., E.

COVID-19 Impact – Due to the Coronavirus, these events were canceled:

- Hate speech presentation by Officer Jacob Deal
- Gilbert-Chappell Distinguished Poets Series – Presentation
- Second Annual Southeastern LatinX Student Leadership Conference



EXTERNAL RELATIONS



The Office of External Relations is led by Meredith C. Whitfield, who came to WCU in 2013 as the University's official advocate with elected and appointed officials from the municipal to the federal levels. The office pursues state funding through the University of North Carolina System's established budget priorities process and the North Carolina Legislature.

The last year saw external relations activities focused primarily on the on-boarding of Chancellor Kelli Brown and on the passage of a favorable state budget. As Chancellor Brown arrived on campus, the fiscal year ended without a budget. Little did anyone know, there would be no budget at all for FY 19-20. Although the remainder of the summer and fall was spent advocating for an end to the budget stalemate so that WCU could see funding for the steam plant, NC Promise and salary increases, it never materialized, and we unfortunately spent the year in budgetary limbo.

Thankfully, the arrival of Chancellor Brown went much better than final passage of the budget. The Office of External Relations was involved in every step of the successful Chancellor's Welcome Tour. From tour stops, to invitation design and mailings, to advertising.

And now, in a fiscal environment much different than the one the state faced one year ago, the Legislature passed a series of mini-budgets to fund critical items for FY 20-21. Western Carolina University has had tremendous success getting must-fund items through the legislative short session, putting us in the best position we can be going into even more uncertain fiscal times for next year's long session.

Major Accomplishments in 2019-2020:

- Received final \$16.5 million in funding from Legislature to replace Steam Plant.
- Received \$15 million in funding for NC Promise for FY 20-21.
- Received final legislative approval so that the lower campus residence hall project can begin.
- The UNC-System received more than \$29 million for enrollment growth funding, the first year that enrollment growth is being funded based on actual enrollment.
- Passage of legislation that funds R&R for the UNC-system at \$104 million. The system will receive approximately \$34 million for repair and renovation to be distributed to the campuses.
- Passage of favorable UNC policy bill that includes necessary lab school changes and other needed policy adjustments.
- Assisted with the on-boarding of Chancellor Brown including creation of the Chancellor's Division briefing materials.

- Provided Chancellor's Division support for the Chancellor's Welcome Tour. Included development of the schedule, design of invitations, compiling of mailing lists, all web and social media communications. Interfaced between Division of Advancement and University Communications and Marketing. The tour lasted seven months and had over 20 stops.
- Created a legislative briefing book for Chancellor Brown and participated in introductory legislative phone calls with her.
- Attended professional development conference for current and aspiring chiefs of staff in Denver, Colorado.
- Was active committee member for the Dogwood Health Trust proposal development committee.
- Provided legislative updates to multiple Academic Affairs units as well as Student Affairs units.
- Organized all aspects of meeting and tour with Speaker of the House Tim Moore to showcase need for steam plant funding and passage of state budget.
- Coordinated visit for President Bill Roper with UNC System office to include roundtable and tour of steam plant in order to communicate need for passage of state budget.
- Chaired search committee for new executive assistant for chief of staff.
- Worked with general counsel on implementation of voter ID policy on campus.
- Member of Compliance and ERM Council to include presentation of risk management plan related to political, legislative and regulatory change.
- Hosted UNC System State Relations Council at Biltmore Park.



- Arranged for elected officials to speak at the Addiction and Opioid Town Hall.
- Hosted the Board of Visitors meeting in the fall.
- Hosted a number of legislators for football in the fall, introducing many of them to Chancellor Brown for the first time.
- Arranged legislative visits on campus for Chancellor Brown.
- Organized the UNC Presidential Search Open Forum with the UNC System.
- Oversaw the installation implementation committee.
- Coordinated installation platform speakers prior to cancellation.
- Review of the Board of Visitors mission and charge with Division of Advancement and Chancellor Brown. Recommendation ended in dissolving the Board of Visitors.
- Coordinated planning for chancellor's one-year retrospective video address.

Upcoming:

- Work to receive funding for Apodaca Science Building reserves prior to the long session.
- Receive full recurring funding for NC Promise and enrollment growth in the long session.
- Minimize, if not completely avoid, cuts to the institution in the long session when the state is facing multibillion dollar deficits.
- Continue to communicate the need for support for faculty and staff salaries, even in the face of another recession.

UNIVERSITY COMMUNICATIONS AND MARKETING

The Office of University Communications and Marketing is responsible for all external and internal communications, brand development and management, media relations, photography and videography, institutional content and design, advertising, social media and institution-wide special events. UCM works in an integrated approach to share the stories of the University, its people, its programs, and its impact on the Western North Carolina region – and beyond. The Office uses the full range of print, electronic and emerging media and collaborates with other units of the university to deliver creative, compelling, personalized communications and marketing projects in order to share University messages and priorities to stakeholders including students, faculty, staff, alumni, donors, taxpayers, and political and community leaders.

A Year of Transitions

After the departure of former Chief Marketing Officer Robin Oliver in June 2019, the offices of Communications and Public Relations, Special Events, and Marketing were restructured to strengthen and align the efforts of all units into an integrated Office of University Communications and Marketing. However, just a few months into the new organizational structure, Donna Gallo, who had been promoted to the role of director of digital strategy, left WCU to join Ms. Oliver at Ohio University. Chief of Staff Melissa Wargo decided to formalize the integration of the communications and marketing teams by creating a new position – chief marketing and communications strategist – to oversee the work of the entire UCM operation beginning July 15, 2020. In the meantime, recently hired internal communications specialist Shawna Young is serving as interim leader of the digital team while Stacy MacGregor continues as director of marketing and brand and Bill Studenc remains chief communications officer and director of communications and public relations.

COMMUNICATIONS AND PUBLIC RELATIONS



The Office of Communications and Public Relations encompasses WCU's news, media relations and strategic communications functions. The office includes University News Services, directed by Randall Holcombe, who retired in January; that position is currently vacant. The office consists of three staff writers and editors, as well as an executive assistant who supports other units of UCM. The office is the official liaison between WCU and news media; works with photo/video team for visual content shared with external media and used in WCU publications; produces the WCU magazine and faculty-staff

electronic news digest; issues news releases and answers media inquiries; and maintains news and other content on the website.

Major Accomplishments in 2019-20:

- Onboarding Chancellor Kelli R. Brown – Assist introducing chancellor to campus, surrounding community and WNC; stories promoting and covering the Chancellor's Welcome Tour; writing remarks for each tour stop and introductory gatherings with civic groups, chambers of commerce, etc.; meetings with editorial boards or reporters,



including Inside Higher Ed, Blue Ridge Public Radio, Asheville Citizen-Times, Smoky Mountain News, WLOS-TV, Cherokee One Feather, Sylva Herald, Cherokee Scout, WRGC.

- Executive Communications Assistance – Extensive assistance preparing chancellor remarks for Opening Assembly, meetings of WCU's Board of Trustees, Faculty/Staff Senate, Catamount Club Board, Alumni Association Board and WCU Foundation; regular updates to faculty, staff and students; communications related to campus events or incidents as they arise.
- Leadership Transitions – Communications and media relations on several leadership changes, including provost/former interim chancellor, vice chancellor for advancement, director of athletics, and dean of the business; naming of interim leaders, appointment of a new dean of health and human sciences, and announcement of a former Catamount student-athlete as director of athletics; media relations on issues related to a women's basketball coach search.
- Diversity and Inclusion – Support projects to enhance diversity and inclusion including promotion, coverage, media relations around residence hall named in honor of WCU's first African American student; dedication of an archeological collections facility in recognition of Cherokee connections; new Latinx studies and African American studies programs; relocation of the chief diversity officer into the Chancellor's Division; coverage of remarks from the chancellor and chair of trustees in response to civil unrest; communications to campus.

- Community and Economic Development – Support for opioid town hall through advance stories and web content, op-eds by faculty, staff and students and community members, obtaining participation of local reporters as moderators, assist media in coverage, post-town hall news coverage; coverage of MOUs with four community colleges; relocation of community and economic development liaison into Chancellor’s Division.
- Legislative Priorities and Enrollment – Support legislative priorities through media relations activities seeking funds to replace steam plant and full funding for NC Promise; chronicling WCU approach to sale of beer/wine at athletics venues; facilitating news coverage of visits by speaker of the house and interim UNC president; obtaining editorial support for steam plant and NC Promise; news releases/media relations on enrollment; stories about marching band appearance in Macy’s Parade, with coverage across NC culminating with a story by Charlotte NBC affiliate broadcast by other TV stations across the US; assist UNC-TV with statewide stories on research into diseases carried by mosquitos, and the relationship WNC predators.
- Improving Campus Communications – Work with digital/web teams on new process for internal communications; weekly faculty/staff e-news digest transformed into product called Inside WCU, enabling readers to pick time/frequency of receipt of the news digest and select types of content they want to read; result is fewer all-campus emails; office maintains the authority to ensure high-level messages are seen, regardless of individual content preferences.
- Crisis Communications – With several new staff, worked across UCM to update/ operationalize crisis comms plan to account for new roles/responsibilities; sessions with colleagues at UNC-Wilmington and UNC Charlotte to hone plan; took part in table top exercise based on scenario in which tornado hits campus; used plan in several instances during 2019-20, including response to deaths of three students within a single week; instances of erosion/runoff at project on West Campus; put into full utilization in February hazmat incident at HHS Building, with national media inquiries from CBS, NBC, CNN and Associated Press in addition to local media; several campus communications about incident; held media briefing involving chancellor and emergency services director; debriefing several days after.
- COVID-19 – Heavily involved in preparation/dissemination of campus communications and messaging, including emails, web content, FAQs, news releases; stories about how members of campus community have responded; many stories resulted in regional media outlets doing their own pieces; media relations and communications on COVID-19 outbreak at construction project; connected media with faculty experts on impact of pandemic; work related to planning for March installation events (postponed because of pandemic), including close-to-final version of installation address.

Upcoming:

- Continuing communications related to COVID-19 and impact on university operations.
- Move to second floor swing space as fourth floor renovations begin.
- Assist with onboarding of new chief marketing and communications strategist.
- Anticipated communications needs related to national civil unrest.
- Communications/media relations related to rescheduled installation of Chancellor Brown.

MARKETING, BRAND, AND SPECIAL EVENTS



The Office of University Marketing, Brand, and Special Events oversees all University branding, creative and design services, advertising strategy and media buying, special events, marketing services and special projects. The team is led by Director of Marketing and Brand Stacy MacGregor. The Office includes marketing services, which provides strategic direction, copy writing and design for all University marketing, admissions and development materials. The team manages all trademark and licensing related to the WCU brand as well as developing new brand materials and guidelines. The media services team works

with campus clients to develop the media strategy and manage all elements of the media buy including TV, radio, print, digital, outdoor/out-of-home, promotional partnerships and sponsorships. The special events team is responsible for the strategic direction, planning and implementation of top-level, University-wide events on behalf of the Chancellor and the Chief of Staff, both on campus and off. The special events team serves as advisers to the Chancellor’s Ambassador organization, providing leadership development and oversight to a top-level student group of 18 representing WCU and supporting the Chancellor at events. They also serve as advisers and support for other departments for their special event needs.

DIGITAL STRATEGY



The Digital Strategy team is composed of social media, photography, videography, website management and internal communications. Our team works collaboratively within our unit to produce and promote compelling content that reinforces the University’s brand and supports the recruitment and retention of students. We train campus stakeholders to use our digital communication platforms, provide strategy and support to enhance their communication efforts. We seek to engage and connect prospective students to the university in our digital communication spaces.

Marketing and Digital Strategy Major Accomplishments in 2019-2020:

- Pride of the Mountains at Macy’s Thanksgiving Day Parade – designed and implemented a digital strategy including student features, press releases, social media, web, photo, video, paid media and fundraising support for students.
- Managed the dedication of Levern Hamlin Allen Hall including special events, programming, design, content and digital efforts.
- Continued to build the success of the “Decide to Succeed” campaign and created content showcasing the compelling stories of our students.
- Partnered with the Office of Sustainability to support the efforts of the 2019-20 Campus Theme: Sustainability.
- Develop the media strategy and direct \$800K+ in annual paid media including print, TV, radio, outdoor/out-of-home and digital to support undergraduate and graduate

enrollment, overall WCU branding, academic programming as well as individual institutional priorities.

- Enhanced the user experience at WCU.edu that reflects data ascertained from user testing. This included the launch of a newly designed homepage to provide a more modern and user-centric web experience; the creation of an aggregate web space within WCU.edu hosting stories, photographs and video for use in content marketing; and working with IT to improve the loading time of WCU.edu in consideration of broadband access in our region.
- Launched a new email system using AI to provide content delivered based on user interest and create an aggregated employee electronic news digest designed to deepen employee engagement and connection to the university.
- Operationalized our crisis communication plan, which set the team up to successfully support communication needs during the HHS incident and the coronavirus pandemic.
- Supported the University's communication needs during the ongoing pandemic – email, web and social – including development of an institutional resource hub and strategic communication plan for employees and students.
- Created robust digital content to celebrate and tell the stories of our 2020 graduates – written student features as well as photo essays and video celebrations promoted through WCU.edu and social media channels.
- Successfully advised and supported New Student Orientation in bringing new student orientation online. Support included producing 12 live streams, promotion via social media and development of a website for additional resources.
- Design and management of 900-plus design projects ranging from flyers and promotional materials to environmental graphics and institutional campaigns.

- Managed more than \$11M in licensing and production efforts for WCU branded merchandise including design support, approvals, sales strategies and trends, legal issues as well as managing unlicensed vendors in their effort to use WCU trademarked elements.
- Launched the InMotion project management system, which allows all marketing and communication projects to be managed on one system, streamlining each step of each creative project. The software allows us to optimize team productivity and foster more collaboration between creative and marketing teams to exceed internal goals and client needs. During 2019-2020, 1,250 projects were submitted through inMotion.
- Successfully created a virtual tour to support University admissions efforts. The inability to hold campus tours in person made this a top priority for our videography and web team. The virtual tour's second phase includes producing 360 videos of various campus locations.

Special Events

Each year, the Office of Special Events designs, plans and executes 80-100 events ranging from small receptions and meetings to large-scale campus festivals and tours. Due to COVID-19, the spring event schedule was either canceled or moved into a virtual space.

Key events include:

- Board of Trustees, Board of Visitors, Foundation Board, and Chancellors Leadership Committee, meetings and receptions.
- Chancellor's Welcome Tour, 7-month, 20-stop introduction tour and receptions.
- Opening Assembly, annual campus-wide kickoff ceremony for the coming school year.
- New Faculty and Staff Welcome, reception for new faculty and staff prior to the start of the academic year.
- Levern Allen Hall, dedication and receptions for the new residence hall.
- Employee Appreciation Day, annual event celebrating all faculty and staff of WCU.
- Mountain Heritage Day, annual fall festival generating 15K+ visitors to campus.
- Football season, five home games hosting in the Chancellor's Box including pre- and post-game receptions.
- Two Sparrows Town Dedication.
- Scholarship Luncheon, annual luncheon for donors and their students with more than 250 attendees.
- Full Professors Reception, honoring those receiving full professor status in the academic year.
- Annual offsite retreat for Board of Trustees.
- Chancellor's Distinguished Teaching Award Finalists Reception, annual award reception.
- Student Leaders, SHRA and EHRA Holiday Open House, annual holiday events for all faculty and staff of WCU.
- Faculty and Staff Excellence Awards, annual campus-wide awards ceremony, virtual experience.





- Senior Toast fall and spring donor celebration for giving seniors, rescheduled.
- Commencement fall platform party, spring events rescheduled.
- Leadership Tour, week-long regional tour bringing new and emerging WCU leaders out into their community, canceled.
- Retiree Association Luncheon, annual luncheon for more than 100 WCU retirees, canceled.

Upcoming for Marketing, Digital Strategy and Special Events:

- Onboard the new chief communication and marketing strategist, Brian Mullen and continue to fully transition and integrate the marketing and communication teams.
- Launch the Catamounts Care initiative supporting the fall return to campus for more than 12,000 students along with faculty and staff. The campaign was designed to communicate WCU's commitment to working together to keep our campus as safe as possible. The campaign will be campus-wide through print, signage, internal communication, social media and digital platforms, video and radio messaging.
- Transition opening semester and fall traditions into virtual experiences and safe, socially distanced in-person events.
- Develop and execute long- and short-term marketing and communication plans to support the strategic plan and key campus initiatives including the design of a new marketing campaign and media strategy.
- Create and execute the marketing and communication plan around Chancellor Brown's key priorities outlined in her Honoring Our Promise installation plan with a focus on academic excellence, diversity and inclusion and regional economic development.
- Build on our licensing partnership to increase availability and sales of WCU licensed merchandise.

- Provide strategic direction and resources to assist key campus stakeholders as they transition in-person experiences, events and activities into virtual spaces.
- Continue to support and streamline University communication regarding pandemic-related changes to campus operations and procedures.
- Continue to manage major annual special events and meetings including Board of Trustees meetings and receptions, Foundation Board receptions, Opening Assembly, football, Employee Appreciation Day, holiday events, Friends of the Arts Gala, Scholarship Luncheon and much more as in-person events return to campus.
- Create and implement a holistic, multimedia PSA campaign on-campus to educate and support new COVID-19 community guidelines and expectations for faculty, staff and students.
- Transition the news site from WordPress to Omni Update to enhance the user experience, bolster search engine optimization and sunset out-of-date technology.
- Support and transition team through the fourth-floor renovation.

PRINTING AND MAIL SERVICES



In accordance with the University's 2020 strategic plan, Printing and Mailing Services has prided itself in serving our campus, our local schools, and our community in many ways. While the fiscal year started out strong, the pandemic did affect overall revenue, however the unit was able to accomplish much throughout the year to serve and meet the needs of customers.

Printing Services Accomplishments 2019-20:

CAMPUS

Enrollment Management

As part of a commitment to enhancing the student experience, the unit provided printing assistance to the offices of Orientation, Admissions, and Financial Aid. This year, the unit aided in The Office of Admissions' move to HFR. Using the laser to produce a 3D logo, Printing Services created backlit graphic displays for The Office of Admissions' main display in its new lobby. For Financial Aid and Orientation, the unit provided new graphics and signage for their new office space in the Camp Building. To help visitors to our campus, Printing Services printed all directional signage to help guests find these departments and to guide them to special events.

Throughout the unprecedented pandemic that completely changed University operations, Printing and Mailing Services continued to fully support enrollment management efforts through the printing and processing of admissions "Golden Ticket" acceptance mailings, financial aid letters, FAFSA postcards, Catamount Gap brochures, and letters from the deans.

Athletics

With the various facility upgrades in the Division of Athletics, the unit had the opportunity to venture into a variety of designs to improve their spaces, including the use of graphics to completely change the look and presentation of the press box. In the basketball hallway, the unit used LED displays to bring a new energy to the space. New and updated graphics were also added to the Field House, to the Ramsey Center hallways, and to the softball stadium.

Music

Printing Services helped the band in its second performance at the Macy's Thanksgiving Day Parade. From designing graphics to installing the materials, the unit made sure the band's appearance was as extraordinary as the performance by its talented students. The unit supplied the main sign they carried in the parade, a backdrop, a full scaffold covering, new graphic covers for the drum heads, and new graphics on the buses that carried the students and instruments to New York.

On campus, Printing Services installed a stunning, full-wall graphic that makes a true statement to the music department.

Alumni Engagement

In support of diverse communities, Printing Services provided invitations, brochures, postcards, signage, name tags and buttons.

As a way of engaging the community, the Homecoming Parade is an event where the unit produces signs for floats and for participants walking in the parade. Instead of giving the signs to those in the parade, staff uses that time to interact with students, faculty, staff, campus organizations, and community members by hanging these signs on their floats and vehicles for them.



SPECIAL EVENTS

Chancellor

The year 2019 was a particularly exciting time for our University as our new chancellor arrived to campus. As a way of introducing her to the WCU family, to people throughout the region, and to WCU alumni and donors in other states, a 'Chancellor's Tour' event was organized and Printing Services had the honor of creating new signage, banners, and invitations for each stop.

Additionally, the unit installed a vehicle wrap on the chancellor's new golf cart.

Though the event was postponed due to the pandemic, Printing Services was given the opportunity to handle the production of all materials for the chancellor's installation events and ceremony. Items created for that event include signage, formal invitations, light pole flags for campus and downtown Sylva, and gold metal engraved bookmarks, which were to be given out to guests attending the installation ceremony.

Two Sparrows Town

Honoring the Cherokee community and recognizing the importance of its diverse population, the unit was honored to produce all materials for the dedication of the Two Sparrows Town archeological collections facility. Items provided include dedication invitations, programs, signage, and a large wall graphic to honor this event and the history of our region.

Highlands Biological Center

In support of WCU's expanded role at the Highlands Biological Center, the unit provided banners, new signage for the entrance and rooms, updated graphics for podiums, and new directional signage for the rebranding event at the center.

Allen Hall

In support of investing time and focus on the improvement of our campus, Printing Services provided items to make the dedication of Allen Hall a memorable event. For Ms. Allen, we re-created a special memory book, "With Thee... It Began" with images commemorating her experience as the first black female to attend WCU. Additionally, students and guests received a smaller version of this memory book and engraved cups to celebrate the opening of the new residence hall. Using the newly acquired CNC machine, the unit created a special display for the residence hall, as well as ADA-compliant signage. Because of this machine, staff had the ability to make 100% of the signage ADA-compliant, making Allen Hall the first facility on campus to be fully compliant. Working with the University photographers, the unit produced a commemorative photo following the dedication ceremony of the Allen family in a custom printed frame and had them ready to present at a banquet in Ms. Allen's honor that same evening.

Facilities Management

Focusing on the visual enhancement of campus, Printing Services assisted Facilities Management with the front entrance project by researching, bidding, acquiring, and ordering the letters and installation template guide for the new rock wall at the main entrance of campus.

STUDENTS

Being committed to the academic excellence and the student experience, assisting students with their printing needs is a priority of the unit. Students came to the Print Shop for a variety of reasons this year. Theatre students had professional images and



resumes printed for auditions; graphic design students had class assignments and large projects printed; interior design students had design boards and scale-rendered floor plans printed on the plotter; and construction management students had their scale-rendered blue prints printed on the plotter. Additionally, students came to the shop for printing books to be spiral bound, for buttons, conference posters, and for printing and binding portfolios and reports.

Major student publications the shop printed include the Nomad, Gadfly, Tuckaseegee Valley Historical Review, and the Imagine Magazine. The unit also printed playbills and stage props for School of Stage and Screen students.

COMMUNITY

Eastern Band of Cherokee Indians

Providing services to the EB CI community, the unit printed and coil bound 500 books written to assist in the preservation and promotion of teaching the Cherokee language. These books were distributed nationwide and the project was featured on WLOS News 13.

QUICK FACTS FROM 2019-2020

- Approximately 4,100 print jobs completed
- Laser-engraved 650 university computers for faculty and staff
- Delivered 6,240 packages across campus
- 103,889 pieces of postmarked mail delivered on-campus
- Assembled, processed, and mailed utility bills each month and continued to provide that service throughout the pandemic
- Continuously supported printing needs of local schools, SCC, Jackson County, the town of Sylva, and nonprofit organizations

FUTURE OF PRINTING AND MAILING SERVICES

- The department will be moving from the Chancellor's Division to the Division of Student Affairs and joining the Auxiliary Services team, which is part of Campus Services.
- In response to the COVID-19 pandemic, Mailing Services is looking to install apartment-style kiosks in most buildings on campus to provide more centralized locations for mail delivery and pick-up for departments. The goal is to keep mail moving while at the same time limit person-to-person contact and reducing the amount of traffic in and out of departments across campus.
- Mailing Services will also be updating the outgoing package addressing system to allow all outgoing packages to be tracked and to be sent at discounted postage rates.
- Printing Services will be the source for all signage related to reopening the university under social distancing guidelines. The unit is already working with University Communications and Marketing, along with Facilities Management, to produce all posters, stickers, floor, wall, and display graphics necessary to allow the campus to open with safety and confidence in the fall.
- The unit will enhance its online poster and print services for students and student organizations, and continue to expand online ordering services to on-campus customers.
- The unit will assist Auxiliary Services in the rebranding of Dining Operations to become recognized as Campus Dining beginning fall 2020.





The Office of Internal Audit (OIA), whose purpose is to provide independent, objective assurance and consulting services designed to add value and improve University operations, is led by Lisa Gaetano, who has served as chief internal auditor (CIA) since 2011. The office is staffed by one associate auditor and employs students through graduate assistantships and internships during the academic year. The mission of internal audit is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. The OIA helps the university accomplish its objectives by bringing a

systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

Standards for the Professional Practice of Internal Auditing

The OIA will govern itself by adherence to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework, including the Core Principles for the Professional Practice of Internal Auditing, the Code of Ethics, the International Standards for the Professional Practice of Internal Auditing (Standards), and the Definition of Internal Auditing.

Authority

The chancellor and the Finance and Audit Committee, through the Board of Trustees, have delegated the necessary authority to the OIA to establish, to maintain and assure that it has sufficient authority to fulfill its duties. This is because the chancellor and the Board of Trustees, through the Finance and Audit Committee, approve its charter and risk-based audit plan and receive communications from the chief internal auditor on performance relative to the plan and other matters. This charter authorizes the CIA to:

- Have unrestricted access to, and communicate and interact directly with the chancellor and the Finance and Audit Committee, including private meetings without management present.
- Have full, free, and unrestricted access to all functions, records, property, and personnel pertinent to carrying out any engagement, subject to accountability for confidentiality and safeguarding of records and information.
- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques required to accomplish audit objectives, and issue reports.
- Obtain assistance from the necessary personnel of the University, as well as other specialized services from within or outside the University, as policy and law permits, in order to complete the engagement.

The CIA will report administratively (i.e., day-to-day operations) to the chancellor and functionally to the Finance and Audit Committee.

Major Accomplishments in 2019-2020:

- Completed audits of:
 - Compliance with the Clery Act noting general compliance with no significant control weaknesses
 - Student mental and emotional wellness at WCU in a limited scope noting strong initiatives and offerings of services that aligned with national best practices and WCU's strategic plan
- Reviewed business continuity of operations plans for all major work units in collaboration with the director of emergency services. This was completed prior to the COVID-19 stay-at-home order and facilitated a smoother transition to telecommuting and changes in operations.
- Increased employees' awareness of data security requirements and reduced the University's risk footprint regarding sensitive data through partnership with the chief information security officer to review:
 - Certification of privileged user access to systems and applications harboring sensitive data,
 - Certification of access to secureshares and bounty2 folders harboring sensitive data,
 - Certification of access to Banner Modules, and
 - Service Organization Control (SOC) 2, Type 2 or SOC 3 reports for all providers hosting sensitive data.
- Developed and provided training to University employees as to required documentation for reimbursable COVID-19 expenditures. This will expedite the application process for the reimbursement and receipt of emergency related funds. It will also prepare the university for audits by external parties such as the Office of the Inspector General of the Office of the State Auditor.
- Collaborated with the Office of Research Administration (ORA) to create meaningful data analytic tools, simplify processes, and generate solutions for issues to increase efficiency. The CIA attended an Auditor's Guide to Research Administration offered by the National Council of University Research Administrators to gain insight on forming an advantageous partnership with ORA and opportunities for advisory work through IA's knowledge of data analytics.
- Continued utilization of data analytic tools and software to increase productivity while conducting audits, consultative projects, and the risk assessment process.
- Completed and issued reports on 26 planned audits, investigations, and consultative projects with four in process at the end of fiscal year 2020
 - Of the audits and investigations completed, a total of 25 findings were discovered. Fifteen were successfully resolved by the end of year and

10 findings were in the process of resolution and preparing for follow up in the 2020-2021 fiscal year

- o Due to Governor Cooper’s COVID-19 “Stay-at-Home orders,” guidance provided by the UNC System Office and Chancellor Brown, IA was approved to shift to advisory work and defer scheduled audits until resumption of normal university functions. See upcoming section with new advisory work.
- o See Summary of Internal Audit Activity for 2019-2020 below

Summary of Internal Audit Activity for 2019-2020				
<i>Specific Audits/Consultative Work</i>	<i>Included in the Audit Plan</i>	<i>Audit Status</i>	<i>Reported Audit Findings</i>	<i>Status of Finding and Resolution</i>
Audits				
Financial				
Audit of Deposits Process, University Wide	Yes	IP	9	P
Information Technology				
Examination of the Number of User Accounts with Domain Administrator Privileges	Yes	D	N/A	N/A
Audit of Timely Removal of Disabled and Privileged Accounts.	Yes	D	N/A	N/A
Examination of Number of Users with the Ability to Change Passwords.	Yes	D	N/A	N/A
Networking Closets Follow Up	Yes	D	N/A	N/A
SciQuest (WCU E-Procurement System) Follow Up	Yes	D	N/A	N/A
Compliance				
Student Wellness	Yes	C	2	RIP
Clery Act	Yes	C	6	RIP
Communication Sciences & Disorders, (Could include reviews of processes and operations)	Yes	D	N/A	N/A
Nursing, (Could include reviews of processes and operations)	Yes	D	N/A	N/A
Campus Activities, (Could include reviews of processes and operations)	Yes	D	N/A	N/A
Bookstore, (Could include reviews of processes and operations)	Yes	D	N/A	N/A
Continued audit of Laboratory Safety & Training, School of Nursing Follow Up	Yes	C	1	C
Laboratory Safety and Training, College of Fine and Performing Arts	Yes	IP	N/A	N/A
Laboratory and Safety Training, College of Arts and Sciences	Yes	IP	N/A	N/A
Laboratory and Safety Training, College of Engineering and Technology	Yes	IP	N/A	N/A
Minors on Campus	No	D	N/A	N/A
ICQ	No	IP	N/A	N/A
Capital Fixed Assets	No	C	1	RIP
Advisory/Consultative/Projects				
Advisory/Consulting/Project				
Continued Recertification of Systems and Applications Harboring Sensitive Data in Partnership with the Chief Information Security Officer	Yes	C	0	N/A
Continued Recertification of Accounts with Elevated Permissions in Applications Harboring Sensitive Data, In Partnership with the Chief Information Security Officer	Yes	P	N/A	N/A
Certification of Banner Modules, In Partnership with the Chief Information Security Officer	Yes	C	0	N/A
Examination of SOC II Reports and Contracts Associated with Applications the Harbor Sensitive Data	Yes	C	0	N/A
Continued Review of Deposits Process. This is to prepare the University for a University Wide Audit of Deposits. (See Financial Audits Above)	Yes	C	0	N/A
Continued Commitment to Review of Processes, Accounts Payable	Yes	D	N/A	N/A
Review of Business Continuity Plans in Partnership with the Director of Emergency Services	Yes	C	0	N/A
Continued Recertification of SecureShares and Bounty2 Folders Harboring Sensitive Data in Partnership with the Chief Information Security Officer	Yes	C	0	N/A
COVID-19 Advisory, Response to FEMA	No	IP	N/A	N/A
COVID-19 Advisory, Other	No	IP	N/A	N/A
Tableau, Travel Data Analytics	No	IP	N/A	N/A
Educating Others				
Assisting the Purchasing Department with Tableau	Yes	IP	N/A	N/A
New Senior Management	No	IP	N/A	N/A
Service to the Profession				
Peer to Peer Collaboration with Chief Audit Officer at UNC Asheville	Yes	OG	N/A	N/A
Committee Work				
UNCAA	Yes	OG	N/A	N/A
Data Security and Stewardship Committee	Yes	OG	N/A	N/A
ACUA	Yes	OG	N/A	N/A
Information Technology Council	Yes	OG	N/A	N/A
Computer Security Incident Response Team	Yes	OG	N/A	N/A
Export Control Committee	Yes	OG	N/A	N/A
Enterprise Risk Management Council	Yes	OG	N/A	N/A
Institutional Effectiveness Council	Yes	OG	N/A	N/A
University Safety Committee	Yes	OG	N/A	N/A
Search Committees	Yes	OG	N/A	N/A
Investigations				
Two Hotlines	Yes	C	2	RIP
Two Investigations	Yes	P	0	N/A
Other				
Quality Assurance Reviews (Internal and External)	Yes	D	N/A	N/A
Audit Planning and Risk Assessments	Yes	C	N/A	N/A

Legend	
Audit Status	Status of Finding Resolution
C=Complete - Fieldwork complete and report issued	Resolved - Follow-up C
IP=In Process - Fieldwork in process and/or report not released.	Resolved - Follow-up Pending
OG=On-Going - activities of an on-going N/Nature, i.e. committees	Resolved - Deferred to Senior Management
P=Pending - Fieldwork stopped and /or report held up due to specific delay.	Resolution in Process RIP
D=Deferred - Audit/Review moved to a future year.	Unknown, follow up has not been performed
X=Cancelled - Audit/Review will not be performed in the current or future year.	Not Resolved
	Not Applicable

- Additional opportunities for advisory work were realized through an update to the risk assessment and the COVID-19 pandemic. This resulted in the identification of new risks. See Audit Plan for 2019-2021 below.

Upcoming:

- Below are the approved audit plan additions, which were the result of the COVID-19 pandemic and OIA’s annual risk assessment.
- Encourage and support the associate auditor efforts to obtain a Certified Internal Audit designation.
- Continue to refine use of data analytic tools and other software to conduct audits, promote efficiency and provide information to key stakeholders.
- Continue to promote positive experiences with clients by providing additional consultative services
- Support our new chancellor as she responds to our changing work environment and establishes new priorities. Follow her lead by asking clients “What works for you and what does not work?”

Advisory/Consulting/Project
COVID-19 Advisory, Response to FEMA
COVID-19 Advisory, Other
Tableau, Travel Data Analytics
Educating Others
Assisting the Purchasing Department with Tableau
New Senior Management

Melissa Canady Wargo

Chief Of Staff

530 H.F. Robinson Building

wargo@wcu.edu | 828.227.3082

