

**Western Carolina University
Academic Affairs Annual Report to the Board of Trustees
2016-2017**

Submitted by

Dr. Alison Morrison-Shetlar

Provost and Vice Chancellor for Academic Affairs

July 31, 2017

Table of Contents

Introduction 3

Office of the Provost Goals and Outcomes 3

College of Arts and Sciences 8

College of Business 13

College of Fine and Performing Arts 16

College of Education and Allied Professions 22

College of Engineering and Technology 23

College of Health and Human Sciences 24

Honors College 29

Graduate School and Research 33

Office of Undergraduate Studies 35

Office of Academic and Faculty Affairs 41

Office of Student Success 45

Office of Institutional Planning and Effectiveness 49

Educational Outreach 50

Hunter Library 53

Biltmore Park Instructional Site 58

Community and Economic Engagement and Innovation 59

Office of Equality and Diversity Programs 60

Office National and International Awards 62

Western Carolina University
Academic Affairs Annual Report for the Board of Trustees
2016-2017

Introduction

The past year was another exciting and productive one for the Division of Academic Affairs. We recruited 82 new faculty to support the recent enrollment growth in both graduate and undergraduate students. Last year, we completed significant classroom renovations to create larger classroom facilities, increased the numbers of students in sections and increased the section offerings in courses with high demand. These initiatives will ensure that our incoming and current students have the courses and sections that they need to graduate in four years.

In administration leadership, Dr. Kim Winter became the Dean of Education and Allied Professions and Dr. Arthur Salido, the Executive Director of Community and Economic Development and Innovation.

We completed our ten-year accreditation cycle with the Southern Association of Colleges and Schools: Commission on Colleges (SACS COC). Over one hundred faculty, staff and administration completed a tremendous amount of work to ensure our success and we are grateful to those who put this as a priority for the last year. We look forward to the December SACS COC meeting where we will hear of our successful accreditation. During these processes, we learned much about our own university including areas that we need to focus on in the future - one such area is assessment. We will be working together to ensure that we are using our assessment data for continuous improvement of our programs and divisions. We also are moving forward with our Quality Enhancement Plan – DegreePlus, an innovative measure of the co-curricular activities that our students take to enhance their skills and talents through professional development.

Last year, we focused on marketing targeted and strategic graduate programs, resulting in an increase of graduate enrollment of 116 students.

In the face of a flat budget this past year, academic affairs reallocated over \$1.2M to support institutional success (e.g. salary compression and equity and position realignment in high demand areas and faculty and staff retention).

The following are the ‘tip of the iceberg’ of activities assessed this year, organized by academic affairs goals and in alignment with the University Strategic Directions. Following the Office of the Provost Goals assessment, each unit within the Division of Academic Affairs has detailed its successes in the following areas: Programs and Initiatives, Faculty and Student Success, and Engagement and Advancement Activities.

Office of the Provost

Goal #1: Work with all members of Executive Council, faculty and staff to provide open communication, support and collaboration with all units on campus to achieve the 2020 Vision Strategic Plan of WCU (SD #1-6). (Institutional Goal – TEAM ORIENTED).

Primary Leaders: Tony Johnson • Brandon Schwab • Suzanne Tobin • Ricardo Nazario-Colon

Outcomes:

1. Collaborated with Administration & Finance, General Counsel, and the Dean of the College of Health & Human Sciences to assist the Board of Trustees of the Endowment Fund with the Sub-Ground Lease to Summit Healthcare Group to build a medical office building on the West/Millennial Campus. • Collaborated regularly with the Dean of the College of Health and Human Sciences regarding available clinic space in the HHS Building and in the proposed medical office building. • Planned the 2016 LEAD: WNC conference which had over 100 participants in attendance. • Served on the Advisory Board for the Regional Small Business & Technology Development Center and the University of North Carolina Economic Transformation Council. (Tony Johnson)
2. Published annual reports for Summer Session 2015 and 2016. • Created, published and distributed the Student Success Strategic Plan. (Lowell Davis/Claire Napoletano)
3. Liaised with Faculty Senate, Collegial Review Council, Academic Policy Review Council, Professional Education

Council. • Chaired Book Rental Task Force charged with reviewing book rental practice and policy. Piloted changes in Spring 2017; researching other service models. • Created, edited, and published Academic Affairs Newsletter (Brandon Schwab/Suzanne Tobin)

4. Worked with Human Resources to provide expertise in the pursuit of goal 4.3.5. • Worked with Intercultural Affairs Department to conduct joint programming in support of goal 1.6.6 of the 2020 strategic plan. • Worked with various academic units to provide and facilitate classroom presentations around diversity and inclusion and enhance the educational experience, in support of goal 1.6.6. • Served on the Advisory Board for the Cherokee Center. (Ricardo Nazario-Colon) • Assisted in communication between Office of the Provost and Executive Council regarding agenda items, officers in charge, meeting planning, annual reporting, and other support and communication as needed. (Anne Aldrich)
5. Secured support from Executive Council to petition Board of Elections to establish a polling station on campus. • Worked with Office of Sponsored Research to analyze and publicize results of RaMSES data of grants awarded to WCU faculty and staff with community engagement element (@\$2.8 mil.). (Carol Burton)
6. Provided regular communication on the 2020 Vision Strategic Plan initiatives to key stakeholders, including reminders to strategic initiative reminders to accountable executives and initiative coordinators in August and January, and a report on progress given at a university-wide forum in April. (Tim Metz)

Goal #2: Create a vibrant and academic 2017 summer school that includes development of a summer session strategic plan around marketing, enrollment, revenue, faculty salary, curriculum, policy and process revisions (SD #1, #2, #4, #5). (Institutional Goal - CUSTOMER ORIENTED).

Primary Leaders: Lowell Davis • Claire Napoletano • Anne Aldrich • Bill Yang

Outcomes:

1. Increased enrollment and performance in the Academic Success Program. (Lowell Davis) • Increased enrollment in Catamount Gap Learning Communities. (Lowell Davis)
2. Added new subject cohorts in Catamount Gap, including Nursing and Health and Human Sciences. (Lowell Davis)
3. Increased marketing efforts for Summer Session with mailers, direct advisor contact and the Summer Splash on Advising Day, which was recognized by the North American Association of Summer Sessions. • Creation of the Summer Session Administrative Handbook for Departmental and Dean's Office administrative personnel. • Created a Summer Session Strategic Plan. (Lowell Davis/Claire Napoletano)
4. Hosted Listening Sessions in partnership with Faculty Senate to disseminate information and glean input from faculty across campus regarding the impact of and response to NC Promise. (Lowell Davis/Bill Yang)
5. Provided direction and information regarding questions about summer session on a general basis. (Anne Aldrich)

Goal #3: Develop a strong and sustainable reporting and data collection process for supporting accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) in 2017; development and implementation of DegreePlus (SDI-6). (Institutional Goals - ACCOUNTABILITY / COMPLIANCE AND INTEGRITY).

Primary Leaders: Arthur Salido • Carmen Huffman • Brandon Schwab • Tim Metz • Carol Burton

Outcomes:

1. Continued to improve the communication and implementation of the Faculty Activity Database. • Created a streamlined process to confirm and document faculty qualifications. • Prepared schedules, lodging, and handled logistics for the on-site visit April 4-6. • Prepared Focus Report which adequately answers all instances of non-compliance, with special focus on non-IE standards. • Managed reaffirmation so that relevant stakeholders were included in decision-making and felt informed. (Arthur Salido)
2. Successfully managed the SACSCOC onsite visit with only 6 remaining principles of noncompliance. • Prepared the DegreePlus proposal which was submitted Feb 2017. (Arthur Salido /Carmen Huffman)
3. Ongoing: worked with Arthur Salido, Greg Hodges, HR, and Registrar on faculty credential auditing, reporting, and course assignment assessment. (Brandon Schwab)
4. A new Director of Assessment, Steve Wallace, was hired and began employment on August 1, 2016. Steve is conducting a comprehensive evaluation of institutional assessment processes. • New assessment planning and reporting templates are actively being developed for use in all divisions, colleges and units. Implementation is planned for Spring 2017. • The Director of Assessment has developed a new reporting template for outcomes

assessment reporting which was utilized for 2015-16 reporting and will be continued for 2016-17 reporting. • A university-level Institutional Effectiveness Council has been established to develop an integrated planning and reporting process. (Tim Metz/Steve Wallace)

5. Provided data and guidance on implementation of DegreePlus by the Center for Career and Professional Development and the Center for Service Learning. • Provided oversight for response to SACSCOC focused report for comprehensive standard 3.3.1.5, community engagement. (Carol Burton)
6. Currently preparing a report that will include recommendations to better manage information gathering and reporting for 14 different SACSCOC principles. This will ensure that we anticipate changes in SACSCOC policies, improve communication around accreditation-related issues, and that we have ongoing processes that facilitate continuous improvement. (Arthur Salido)

Goal #4: Create a robust dashboard of data needed by university stakeholders to make data driven decisions working in collaboration with Office of Institutional Effectiveness and Planning. Develop a working group of Deans and other stakeholders. Initial progress report due August 1, 2017, final report and implementation September 15, 2017 (SD #16). (Institutional Goals - EXPERTISE / ACCOUNTABILITY / COMPLIANCE AND INTEGRITY).

Primary Leaders: Lowell Davis • Tim Metz

Outcomes:

1. Continued to work with EAB on the collection of data through the Student Success Collaborative (GradesFirst 2.0), refining our data points and processes. (Lowell Davis)
2. OIPE is evaluating the use of Tableau software as an option for user-interactive data dashboards. In November 2016, the annual course spread report was revised and reconstructed using Tableau. • In December 2016, a comprehensive student enrollment and demographics dashboard was developed. (Tim Metz)
3. Established recommendations for the holistic student experience around academic and co-curricular scheduling. (Tim • Metz) • OIPE staff evaluated competing data visualization platforms (Tableau and Microsoft Power BI) and identified Tableau as the data visualization platform of choice. • Several data dashboards have been developed and are published for use, including student enrollment, admission trends, course spread, and credits, courses and class size. (Tim Metz)

Goal# 5: Be a model for University offices by developing and streamlining administrative processes (e.g., SharePoint work flows for travel, hiring of faculty and staff, etc.) to be more effective, accurate and efficient. Continued processes to be implemented fall 2017 (SD #2, #3, #5). (Institutional Goals - EXPERTISE/ ACCOUNTABILITY / COMPLIANCE AND INTEGRITY).

Primary Leaders: Drew Thomas • Anne Aldrich • Lynley Hardie • Suzanne Tobin • Brandon Schwab

Outcomes:

1. Worked with Lynley Hardie, Suzanne Tobin, Drew Thomas, IT, and HR to create SharePoint workflow to manage faculty credential (AA-21) process. (Brandon Schwab, Lynley Hardie, Suzanne Tobin, Drew Thomas)
2. Investigating development of SharePoint workflow for tracking undergraduate research awards and activities. (Brandon Schwab/Suzanne Tobin)
3. Maintained SharePoint sites for Faculty Handbook, Faculty Senate, Joint Taskforce on Racism, and Academic Affairs. (Suzanne Tobin)
4. Utilized Campaign Monitor for communication to Academic Affairs. (Suzanne Tobin)
5. Established weekly support staff meetings to address office coverage, major initiatives, relay of information from Provost Executive Council, planning for all hands-on-deck events, personnel issues, discussion of ways to continuously address areas of efficiency and effectiveness of office operations. (Anne Aldrich)
6. Moved internship application to an online process in the Center for Career and Professional Development. (Carol Burton)
7. Implemented scanning project to move from paper files to electronic files for Tenure, Promotion and Reappointment. (Anne Aldrich/Lynley Hardie)

Goal #6: Create a formative assessment of performance culture (staff and faculty; review position descriptions) including professional development for faculty and staff in the summer and fall of 2017 (SD#4). (Institutional Goals - CUSTOMER ORIENTED / ACCOUNTABILITY).

Primary Leaders: Brandon Schwab • Lynley Hardie • Carol Burton • Deidre Hopkins

Outcomes:

1. Facilitator of Department Head Workshops — worked to identify professional development needs and provide support. Facilitated two-day Department Head Institute that included participants from UNCW and UT-C. • SOCON Academic Exchange subcommittee for professional development — developed programming for Summer 2016 Department Head Workshop. • Worked with Collegial Review Committees and Department Heads on continual development of formative feedback; implemented post-tenure review changes and updates to department collegial review documents. • Reviewed, updated, and revised position descriptions for multiple positions within unit. (Brandon Schwab)
2. Evaluated and reformatted New Faculty Orientation for 2016 — worked with Lynley Hardie and CFC. • Structured meeting environments for Associate Deans, Department Heads and other groups that provide an opportunity for informative instruction, discussion and feedback throughout the year. • Prepared for New Faculty Orientation, 2017-2018 Cohort. Scheduled speakers on compliance, the student experience, organizing information fair, and other matters for the event. (Lynley Hardie).
3. Summer 2017 will host the 4th annual Summer Institute for Administrative Support Professionals - attendance has increased each year and has become an event that is of value to staff regarding what they learn as well as the networking. (Anne Aldrich)
4. Hosted summer retreat for Undergraduate Studies with diversity focus and session for staff led by Ricardo Nazario-Colon, Chief Diversity Officer. • Instituted 360 evaluations for directors in Undergraduate Studies. (Carol Burton)
5. Created a Student Employment Handbook for Provost Office Student Assistants. • Created a Performance Evaluation Process for the Provost Office Student Assistants. • Assisted with the final draft of the WCU Student Employment Handbook for Supervisors. (Deidre Hopkins)

Goal #7: Invest in staff and faculty professional development. Provide professional development and growth plans for all employees in the areas of management and leadership (SD #4). (Institutional Goal EXPERTISE).

Primary Leaders: Lowell Davis • Brandon Schwab

Outcomes:

1. Provided \$250 in professional development funding for Learning Community instructors to attend professional conferences. • Provided professional development funds for direct reporting staff presenting at professional conferences. • Conducted on-campus professional development with Student Success directors, including in the areas of strategic planning, assessment, and complimentary work styles. (Lowell Davis)
2. Worked closely with professional development on campus (Coulter Faculty Commons, Leadership Tour, Department Heads Workshop, New Faculty Orientation, Human Resources). • Worked as part of SOCON Academic Exchange LEAD to develop professional development and networking opportunities for Department Heads and School Directors within SOCON. Inaugural meeting in July 2016 included five DHs from WCU. (Brandon Schwab)
3. Attended SharePoint Power End User training. (Suzanne Tobin)
4. Provided Curriculog training opportunities and sessions for faculty and staff. • Accepted into WCU Works program. • Attended professional development and training classes. (Suzanne Tobin/ Deidre Hopkins)
5. Accepted to the WCU Leadership Academy, 2016-17 Cohort. • Continuing progress towards Master in Public Affairs degree. (Lynley Hardie)
6. Graduated with Masters in Human Resources. (Deidre Hopkins)
7. Worked with staff of the Equal Opportunity and Diversity Programs office (EODP) to establish a professional workshop series around diversity (lunch time presentations) topics in support of goal 4.2 of the 2020 strategic plan. • Worked with the Summer Institute for Administrative Support Professionals to provide support of goal 4.2 of the 2020 strategic plan. • Sponsored professional development via webinars in support of goal 4.2 of the 2020 strategic plan. (Ricardo Nazario-Colon/Anne Aldrich)
8. Provost Office Staff attended a professional development event as a group this year; intend to do this on an annual basis to continue building expertise as well as a strong team; most of the staff participated in the summer institute either as a facilitator or an attendee. (Anne Aldrich/Lynley Hardie/Deidre Hopkins/Suzanne Tobin/Claire Napoletano)
9. All OIPE staff had the opportunity to join and participate in professional organizations, and travel to state-level, regional, and national conferences such as the Fred Pryor One-Day Seminar on Creative Leadership. • In FY 2016, six of seven professional staff members traveled to professional meetings or conferences, including the UNC Student

Data Mart meeting, the UNC CAUSE Conference, the North Carolina Association for Institutional Research Annual Conference, the Southern Association for Institutional Research Annual Conference, the CollegeNet User Conference, the National Symposium on Student Retention, the annual meeting of the Southern Association of Colleges and Schools Commission on Colleges, and the Critical Thinking Symposium. (Tim Metz)

10. Coordinated semi-monthly discussions with Undergraduate Studies Support Staff in an effort to update, inform, and answer any questions/concerns. (Diedre Hopkins)

Goal #8: Improve marketing of programs, faculty, staff and student successes to tell our story to internal and external stakeholders, future students and parents. Support development of branding and website presence (SD #1-6). (Institutional Goals - TEAM ORIENTED / CUSTOMER ORIENTED).

Primary Leaders: Tony Johnson • Lowell Davis • Brandon Schwab • Claire Napoletano • Carol Burton

Outcomes:

1. Partnered with regional economic developers in the MountainWest Partnership to assist in marketing the region to employers offering collaboration opportunities for students, faculty, and staff. • Current initiatives also included the development of a web portal for those starting or expanding businesses in the seven-county region. • Had ongoing conversations with private entities interested in locating on the Millennial Campus. In addition to the proposed medical office building an example includes a potential engineering skunkworks through WCU 's College of Engineering and Technology. • Provided outreach to manufacturers and other large employers throughout the region to identify needs and highlight WCU programs and services with the intent of building and expanding partnerships. (Tony Johnson)
2. Published the Summer Session Annual Reports for 2015 and 2016. (Lowell Davis/Claire Napoletano)
3. Student Success and RISA continued to work with community partners to create opportunities for vulnerable student populations. A partnership with the Baptist Children's Homes of NC brought Home Base to campus and garnered attention from local and regional news outlets. Home Base offers resources to students in need, including a food pantry, full kitchen, laundry facilities, common areas and emergency housing. (Lowell Davis/Claire Napoletano)
4. Debuted Summer Session Advising Day Splash marketing campaign, which was recognized by a national association. (Lowell Davis/Claire Napoletano)
5. Applied and became institutional member of Colleges of Distinction. (Carol Burton)
6. Worked with Robin Oliver (Marketing), IT, Andrew Adams, Arthur Salido to develop faculty profile pages to be populated by Faculty Activity Database. (Brandon Schwab)

Goal #9: Continue collaboration with the Foundation, Alumni Affairs and external partners to increase opportunities for our students (TAP: Touch, Advocate, Partner) in undergraduate research, study abroad/away, service learning and internships (SD #1-4, #6). (Institutional Goals - TEAM ORIENTED / CUSTOMER ORIENTED).

Primary Leaders: Brandon Schwab • Carol Burton

1. Member of SoCon Academic Exchange developing SoCon undergraduate research conference. WCU Faculty Bill Kwochka leading the initiative for the SoCon. (Brandon Schwab)
2. Secured \$100K State Employees' Credit Union grant to establish internships for summer 2017 in non-traditional areas. (Carol Burton)
3. Established opportunities for fundraising to support the Center for Service Learning and students' participation in community engagement (with Office for Advancement and Alumni Engagement). (Carol Burton)

Goal #10: Continue to work with community colleges to increase pipeline for transfer students to WCU through the further development of MOUS, Compacts, advising, curriculum alignment and advocacy (SD #1-2). (Institutional Goal - TEAM ORIENTED).

Primary Leaders: Lowell Davis • Brandon Schwab • Suzanne Tobin • Lynley Hardie

1. Continued to work with SCC and HCC through "Western Day," as well as providing college advising, information, admissions recruiting, and class presentations during additional visits to the community college campuses. Focus on networking with several area community colleges via the Foothills Higher Education Center in Morganton, NC. (Lowell Davis)
2. Oversight/approved articulation agreements; worked with new Director of Advising on articulation agreement

- process and ways to improve workflow. (Brandon Schwab/Suzanne Tobin)
3. Planned and orchestrated the WCU/SCC Fall Luncheon as a networking opportunity for faculty at both institutions to create connections and discuss program priorities. (Lynley Hardie)
 4. Worked with Southwestern Community College's representative to host the WCU/SCC Spring Luncheon at their campus. (Lynley Hardie)

Goal #11: Continue work towards creation of a University Office of Undergraduate Research by 2017 (SD #2, #4). (Institutional Goals - TEAM ORIENTED / CUSTOMER ORIENTED).

Primary Leaders: Brandon Schwab • Suzanne Tobin • Claire Napoletano

1. Continued work with faculty and staff across the university to articulate the mission and goals of an Office of Undergraduate Research. (Brandon Schwab/Suzanne Tobin)
2. Revised existing Administrative Support Position to provide partial assistance to undergraduate research initiatives; filling that position Spring 2017. (Brandon Schwab/Suzanne Tobin)
3. Increased involvement with UNC System undergraduate research activities and Council on Undergraduate Research (CUR). (Brandon Schwab)
4. Built greater collaboration between Graduate School and Honors College to create campus wide celebration of Research Scholarship and Creative Activities. First RASC event held March 30-31, 2016. Second RASC planned for March 30-31, 2017. (Brandon Schwab)

**Academic Affairs
Colleges, Schools and Units Annual Reports
2016-2017**

**College of Arts and Sciences
Dr. Richard Starnes, Dean**

The 2016-17 academic year has been very busy and very successful for the students, faculty, and staff in the College of Arts and Sciences. Through teaching, scholarship, and service, our College worked to fulfill our University's mission and to generate positive change for our students and our community. Student research and awards, innovative courses, numerous articles, books, and research projects, successful grants, and engagement activities in all twelve departments reflect the academic excellence that defines us. What follows is a small representative sample of initiatives, activities, and accomplishments from Western Carolina's largest College. I am proud of all that our students, faculty and staff have accomplished this year, and I am very honored and humbled to lead our College.

Programs and Initiatives

- Planning for our new science building, Apodoca Hall, was a key initiative during the 2016-17 academic year. We selected designers and our construction manager, but devoted most of our work to facilitating discussion on our vision for the new facility. We established a series of committees (Steering, Pedagogy, Research and Collaboration, Engagement, and Outdoor Spaces) made up of faculty from across the University. These committees brainstormed, gathered data, wrote reports, and developed extensive recommendations. We will be implementing recommendation during construction so as to be best prepared for the new facility. We created an open process of faculty input/feedback during the design process. We also initiated planning on the future of Stillwell given the moves related to the new building.
- We began an initiative to increase the visibility of Humanities programs, programing, and faculty and student work on campus, laying the groundwork for additional development during the 2017-18 academic year.
- We completed the HD upgrades of the CAT television studio by Sony during the Spring 2017 term.
- The Department of Philosophy and Religion largely completed a major, multi-year curriculum revision project that restructures and streamlines our curriculum and Liberal Studies offerings, and should offer an enhanced experience to majors and more coherence in LS offerings.

- The Computer Science Program completed a major step in pursuit of ABET CAC accreditation this year. In October 2016 the accreditation review team conducted a site visit and produced a Draft Statement (preliminary report). We will hear the final recommendation later this summer.
- The Communications faculty developed Health Communication concentration was approved fall 2016 and became active Spring 2017. The program was developed in conjunction with the College of Health and Human Services. The first class in the concentration is being offered online Summer 2017.
- In Spring 2017 the Department of English approved new electives for the English Studies Concentration to enable the inclusion of the TESOL minor in the BA, ESP concentration to make it available for students as part of a coordinated major such as International Studies. The first student to pursue this new pathway is now enrolled.

Student Successes

- Our undergraduates and graduate students presented their original research at a broad range of professional meetings including the Southern Sociological Society, National Emergency Management Institute, Broadcast Education Association, National Association of Broadcasters, Public Relations Society of America, and the Society of Professional Journalists, the Southern Appalachia Student Conference, the Philological Association of the Carolinas Conference, the Humanities and Natural Sciences for the Graduate Research Symposium, the Conference on College Composition and Communication, the Society of American Geographers, Geological Society of America meeting, Southeastern Section Geological Society of America, American Geophysical Union, Society of American Foresters, Southeast Regional Meeting of the American Chemical Society, the International Symposium on Human Identification, and the North Carolina Graduate Education Day. This is in addition to participation at our own Undergraduate Expo and the National Conference on Undergraduate Research.
- Undergraduates and graduate students also completed internships at various agencies including Veterans Restoration Quarters; Vecinos, Inc. Farmworker Health Program Biltmore Baptist Church Hendersonville Police Department; EBCI Public Health and Human Services Department of Family Safety; Jackson County Christmas Connection; Arlington County Police Department, and a wide range of other places.
- Jesse Fowler, an MPA student, used his capstone project to design a public park for the Town of Waynesville, supported by a \$15,000 budget from the town.
- During 2016-17, television production students produced a total of ten videos for the following clients: Western Carolina AIDS Project, Asheville; The Pisgah Conservancy, Pisgah Ranger District; Hands on Children's Museum, Hendersonville; and Loving Food Resources, Asheville.
- Three Mathematics students were accepted into summer NSF Research Experiences for Undergraduates (REUs): Adam Gregory (Mathematics, University of Texas Tyler), Luke Guatelli (Mathematics, Boise State University), and Bailey Stillman (Security Printing and Anti-Counterfeiting Technology, South Dakota School of Mines and Technology, South Dakota State University, and the University of South Dakota).
- The Fall 2016 Environmental Science capstone class conducted a study examining changes in behavior resulting from access to recycling in several campus buildings. Their efforts increased recycling in these buildings. The students presented their results to the Foundation Board in February 2017.
- Lindsey Farris and Reliza McGinnis, sophomore students in Jamie Wallen's Chemistry lab, are doing an NSF REU at the University of Kentucky and an NIH summer experience, respectively.
- Anthropology student Krista Craig identified at least 10 Archaic period archaeological sites in Transylvania County, NC not currently recorded with the NC Office of State Archeology, using data from our Beutell artifact collection.
- The NRCM capstone project was centered around evaluating the current and potential effects of the Dick's Creek wildfire on forests, wildlife, soils, and water resources. They also established a network of 42 permanent plots on national forest lands within the burn unit and developed a monitoring plan for assessing effects into the future. Students presented their research at a seminar on campus.
- Philosophy major Ali Russell was awarded second prize overall at the 18th Annual Southern Appalachian Undergraduate Philosophy Conference at UNCA for her paper, "A de Beauvoirian Analysis For the Reform of Social Structures Via the Black Lives Matter Movement." This conference is one of the oldest undergraduate philosophy conferences, and the quality of papers is extremely high).
- Two Biology majors traveled to the Howard Hughes Medical Institute's SEA-PHAGES annual symposium to present their work with Maria Gainey (Biology) and Jamie Wallen (Chemistry) in their freshman "virus hunter" classes. The students, ReLiza McGinnis and Erin Cafferty, were honored to be selected to give a talk about their research results

and were also awarded the best poster of the meeting.

- Biology graduate student Traci Ballance's thesis research on Carolina Chickadee nesting behavior was featured on UNC-TV and a talk she gave on the same subject was awarded best graduate student presentation at the Georgia Academy of Sciences Annual Meeting.
- The Criminal Justice Club received the Catamount Collaborative Award for work with the Tunnel of Oppression.
- Gabrielle Beam, a junior math/math education major, won the Walt and Susan Patterson Prize for Outstanding Presentation at the Mathematical Association of America Southeastern Section (MAA-SE) Meeting in Macon GA in March 2017 for research with Mark Budden.

Faculty Successes

- Political Science's Jen Schiff won the Chancellor's Distinguished Teaching Award and Biology's Joe Bill Mathews won the College of Arts & Sciences Teaching Award.
- Channa De Silva of the Department of Chemistry and Physics won WCU's Innovative Scholarship Award.
- Ron Rash has been named a Guggenheim Fellow for 2017. Rash has also been awarded the Thomas Cooper Medal by the Thomas Cooper Society in Columbia, SC, for his achievement in Arts and Sciences and was named a longlist nominee this year for the Dublin Literary Prize (along with his student David Joy).
- Mimi Fenton and Paul Worley have been named Fulbright Scholars for the 2017-18 academic year.
- Faculty from English, History, Communications, Political Science, Anthropology and Sociology, and Biology published over 11 books this year.
- The faculty published well over 100 referred articles, technical reports, and other scholarly work, in addition to numerous conference presentations. Many of these works included student co-authors.
- Lisa Briggs, from the Department of Criminology and Criminal Justice, served as President of the North Carolina Criminal Justice Association.
- Dr. Beverly Collins was named the 10th HF "Cotton" and Katherine P. Robinson Professor of Biology and will hold this position until 2020.
- Philosophy professor Jim McLachlan received, with University of Buffalo Professor Richard Cohen, an \$80,000 National Endowment for the Humanities grant to co-direct a seminar on the ethical and political philosophy of Emmanuel Levinas this summer.
- Historian Honor Sachs' book, titled *Home Rule: Households, Manhood, and National Expansion on the Eighteenth-Century Kentucky Frontier*, was awarded the 2016 Kentucky History Award (Kentucky Historical Society) and the 2016 Armitage-Jameson Prize, presented by the Coalition for Western Women's History. She also won a grant from the National Endowment for the Humanities and the Huntington Library Travel Grant to research her next project.
- Ben Steere received the Principal Chief Leon D. Jones Award for Archaeological Excellence from the Eastern Band of Cherokee Indians Tribal Historic Preservation Office, highlighting archaeological work and historic preservation.
- Saheed Aderinto's book, *When Sex Threatened the State: Illicit Sexuality, Nationalism, and Politics in Colonial Nigeria, 1900-1958*, won the Nigerian Studies Association's Book Award Prize for 2016. He also established the Lagos Studies Association, and will serve as the organization's president for the next five years.
- This year, in addition to our international travel course programs in Spain, Costa Rica, and Japan, our World Language faculty re-introduced a program in Germany and a Medical Spanish program in Argentina.
- Bill Kwochka from the Department of Chemistry and Physics organized the 1st annual [SoCon Undergraduate Research forum](#) in the Fall of 2016, with 10 students representing WCU.
- Brian Railsback and Drew Virtue of the Department of English had activities in their courses identified as 2 of the University's 10 STAR Engagement Projects for the current academic year. The STAR award recognizes innovative and important ways our students are having an impact on the community.
- Our World Languages faculty and students remained very involved in the local Vecinos program, which is a non-profit organization that helps farmworkers, many of whom do not speak English.
- Brett Riggs received a Samuel A. Worchester Award from the Cherokee Nation of Oklahoma for outstanding service.
- Scott Eldredge's Catamount Communications students won a Center for Service Learning Outstanding Student Achievement Award for their promotional work for Loving Food Resources in Asheville. He also won a STAR Project Award and a Meritorious Service Award, that recognizes a faculty or staff member for meaningful support of the mission, goals and programs of the Center for Service Learning.

- Historian Lily Balloffet co-organized an international conference, “Middle East & North African Migration Studies in a Time of Crisis” hosted by Khayrallah Center for Lebanese Diaspora Studies at North Carolina State University.
- This year we opened the Mathematics and Computer Science Virtual Reality Laboratory. The lab uses a state of the art virtual reality system for teaching and learning as well as student research.
- Nick Passalacqua co-founded *Forensic Anthropology*, the first forensic journal dedicated to the advancement of research in the fields of forensic anthropology and archaeology (University of Florida Press).
- Andy Hansen was awarded the Sage Junior Faculty Professional Development Teaching Award from the Academy of Criminal Justice Sciences.
- GNR faculty worked with many community partners including the NC Department of Environment Quality, the Haywood County Waterways Association, the US Forest Service, the National Park Service, the NC Wildlife Resources Commission, the NC Geological Survey, and the EBCI. In addition to work with regional partners, faculty have ongoing collaborations with colleagues at several institutions across NC and the US, Australia, Indonesia, and Chile.
- Jane Eastman, Ben Steere, and Brett Riggs are providing consultation on WCU’s new STEM building for TRC Environmental Corporation and WCU Facilities Management. Their environmental (archaeological) assessment have so far demonstrated archaeological deposits are present in the soil in the construction area. They will assist in developing a plan to mitigate the impacts of the construction project.
- The faculty remained active grant writers, including the following successful grants:
 - Pamela Duncan, 2017 Spring Literary Festival, North Carolina Arts Council, \$5000
 - Jerry Miller, A Multi-scale Resilience-based Framework for Restoring and Conserving Great Basin Wet Meadows and Riparian Ecosystems, USDA NRE US Forest Service, \$15,115
 - Brett Riggs, Archaeological Remote Sensing Investigations at Ft. Cass Tennessee, National Park Service, \$26,996
 - Brett Riggs, Cultural Landscape Inventory and Report for the Trail of Tears, USDA National Forest Service, \$75,001
 - Brett Riggs, Cultural Landscape Inventory and Report for the Trail of Tears National Historic Trail and Unicoi Turnpike, USDA Forest Service, \$9750
 - Laura DeWald, Dendroecology of Carolina hemlock (*Tsuga carolinana*) stands in the southern Appalachian Mountains, USDA National Forest Service, \$12968
 - Katherine Matthews, Digitalization TCN: Collaborative Research: The Key to the Cabinets: Building and sustaining a research database for a global biodiversity hotspot, University of North Carolina at Chapel Hill, \$6,864
 - James McLachlan*, Emmanuel Levinas on Morality, Justice and the Political, SUNY at Buffalo, \$12,069
 - Jerry Miller, Monitoring and Evaluation of the Big Harris Creek Mitigation Site, Cleveland County, North Carolina, NCDENR N.C. Eco-system Enhancement Program, \$25,201
 - Peter Bates, Prescribed Fire Effects in Oak-Hickory, Yellow Pine, and High Elevation Red Oak Communities in the Southeastern United States, USDA NRE US Forest Service, \$15,000
 - Joseph Pechmann, Research on conservation and recovery of the endangered dusky gopher frog, DOI US Fish and Wildlife Service, \$143,000
 - Nathan Borchelt, Smoky Mountain Math Teachers’ Circle and the North Carolina Math Teachers’ Circle Network, Western Carolina University Foundation, \$38,500
 - Britannia Bintz*, Tackling Big Data: Next-Generation Sequencing from Sample Prep to Analysis, NC Biotechnology Center, \$2,428

Community Engagement including Advancement

- David Dorondo received the Distinguished Service Award of the American Legion of the US, Post 143 in Cherokee, for assisting in documenting Cherokee involvement in military history from WWI through the Persian Gulf War.
- The Departments of Biology and Chemistry co-organized the “Science at the Market” as part of the North Carolina Science Festival in April. Faculty and students engaged many young people at the Jackson County Farmers Market about a variety of topics via hands-on activities, including the importance of pollinators, looking at life through a microscope, astronomy, and natural products.
- Britt Bintz and Maureen Hickman in Forensic Science organized a Next Generation Sequencing workshop at WCU last August with 20 people attending. Speakers were from around the country including representatives from Illumina, Inc, Applied Biosystems, Qiagen, the Armed Forces DNA Identification Laboratory and the Fullerton Genetics Center.
- The Political Science and Public Affairs faculty published over a dozen op-eds for a range of regional, state, and

national newspapers, including Ingrid Bego's recent work in the *Washington Post*.

- John Williams served as an instructor for the National and Region IV DMORT training, Disaster Mortuary Operational Response Teams.
- The Spring Literary Festival remains the significant event of the year for the department, and this year was no exception. The festival this year featured former poet laureate of the United States Billy Collins, along with writers Stephen Clingman, Stephanie Elizondo Griest, Robert Gipe, Michael Knight, Ray McManus, Carrie Mullins, Elena Passarello, Jamie Quatro, Sue Weaver-Dunlap, Paul Worley with WCU student writers, Gilbert-Chappel Distinguished Poet Pat Riviere-Seel with student poets, and special guest, photographer Roger May.
- Elizabeth McRae (in collaboration with Saheed Aderinto of WCU History Department; Pamela Shuler, Smoky Mountain HS; Brandon Pendergast, Jackson County Early College) organized "Local Stories and National Narratives: Content and Pedagogy for Teaching Secondary Social Studies," a professional development workshop for Jackson County HS Social Studies Teachers. Nine HS teachers attended and 6 WCU History faculty members presented.
- Our High School Foreign Language Contest hosted over 200 students from across western North Carolina, thanks in part to a large group of student and community member volunteers.
- Karen Butcher, Enrique Gomez, and Scott Huffman worked with students of Smoky Mountain High and Fairview Middle School to prepare teams in their statewide competition of the Science Olympiad. In the Astronomy event, SMHS received 17th place and Fairview ranked 6th in the state. Both schools overall Science Olympiad scores were the highest for any school in this part of the state.
- The Department of Philosophy and Religion once again sent a group of students to Washington, D.C. to participate in civic advocacy with the international, non-partisan humanitarian development organization CARE. This is the 7th group we have sent in the past eight years.
- Andrew Denson worked with the Mountain Heritage Center staff and One Dozen Who Care, Inc., to create an exhibit on African American community history in far western NC, titled "When All God's Children Get Together."
- The Department of Political Science and Public Affairs and the Public Policy Institute sponsored our annual Constitution Day activities, including Constitution Day Shark Tank. The Public Policy Institute, especially director Todd Collins and his students, co-hosted series of regional political debates on the WCU campus during the fall election season, including the nationally significant 11th Congressional District race. This has become an important annual event for voters and candidates in the region.
- Sara Snyder organized the Undergraduate Cherokee Language Symposium, which focused on improving Cherokee language pedagogy and connecting students to cultural aspects of language learning. Thirty-five students and instructors from UNC, UNCA, WCU, UT-Knoxville, and Stanford participated in the symposium.
- Elizabeth McRae served as team leader for AT&T's African American Heritage Calendar Project with included profiles of notable African Americans from North Carolina written by WCU student authors.
- Enrique Gomez of the Department of Chemistry and Physics has been hard at work promoting, and explaining the August 2017 solar eclipse, including a radio broadcast highlighting this event's significant recorded by WWCU.
- Jay Gerlach, the MPA director, facilitated a series of professional development talks for students and local government and nonprofit professionals at Biltmore Park.
- Sloan Despeaux and Nathan Borchelt continued work on their \$200,000 grant from the North Carolina GlaxoSmithKline Foundation for the North Carolina Teachers' Circles Network, which includes two circles in our service region managed with support from our faculty, Smoky Mountain Math Teachers' Circle (Haywood County and Jackson County and west) and the Blue Ridge Math Teachers' Circle (Madison, Buncombe, Henderson, and Transylvania Counties). They conducted the second Summer Immersion Workshop at NCCAT in June 2016.
- Dr. Betty Farmer won an Outstanding Achievement Award from the Center for Service Learning for her collaborative research with Dr. Steve Ha, professor of economics, and Dr. Lane Perry, director of the Center for Service Learning. This research documented long-term benefits of service learning on graduates of WCU's public relations program, and has been published in an international journal and presented in both national and international forums.
- In the election season, faculty from Political Science and Public Affairs gave over 100 media interviews, including the *Atlantic*, *Washington Post*, *New York Times*, Morning Edition (NPR), Weekend Edition (NPR), Salon.com, *Durham Herald-Sun*, *The Toronto Globe and Mail*, Charlotte Talks (Charlotte public radio), the State of Things (statewide public radio), WLOS, *Asheville Citizen Times*, *Blue Ridge Public Radio*, *WWNC-Radio*, *CNN*, *WRGC Radio*, *Raleigh News and Observer*, *Charlotte Observer*, *Carolina Journal*, *Mountain Xpress*, *Smoky Mountain News*, *USA Today*, *Christian*

Science Monitor, and KOCO (Oklahoma City, OK ABC affiliate), among others.

- Lisa Briggs worked with several law enforcement agencies of search operations and worked to coordinate Operation Vigilant Catamount, a significant Emergency Management operations hosted, in part, on our campus.
- Alex Macaulay of the Department of History assisted the Sylva Vet to Vet Program with organizing “Unseen Scars: Combat Veterans Discuss the Personal Costs of War.”
- Jamie Vaske has served as an external evaluator of various programs at the Buncombe County Detention Center.
- Jessie Swigger, Mary Ella Engel, and Honor Sachs collaborated with the North Carolina Department of Cultural Resources to bring the regional History Day competition to WCU.
- We raised \$252,110.25 for student scholarships and general departmental support despite the departure of our Development officer in December. Over \$100,000 went to Political Science and Public Affairs alone.

Gender Equity Salary Progress

Issues of salary equity, compression, and inversion remain the foremost of all issues facing the College. It is becoming increasingly difficult to attract and retain top quality faculty in this salary environment. To accomplish all these things, we will need significant investment from the North Carolina General Assembly and the University of NC system. Ours is a vocation that relies on high caliber people, faculty who can bring passion and expertise to their classroom and efficient and effective staff to keep departments functioning at a high level. Those people are in short supply. We must spare no effort to recruit and retain the talent we need to transform our students’ lives, improve our region and state, and make meaningful contributions to human knowledge. If we cannot secure these resources, our very mission is at risk.

Since 2013, the College has worked to address pay equity. In the 2014-15 academic year, the College used \$54,000 of its own funds to address the most egregious cases of salary equity, especially gender inequity. Of the thirty salary adjustments we made (beyond Lecturers and upgrades from Lecturer to Instructor), women received over 12% more on average than men due to the level of their respective salary inequity. We certainly did not solve this problem; we did make a meaningful College-level commitment to addressing salary inequality. Since that time, we have not had funds to move forward with additional equity adjustments, but we maintain a strong commitment to using salary inequity as a criterion for future adjustments.

College of Business
Dr. Darrell Parker, Dean

Programs and Initiatives

- The college’s newest online programs, Sport Management (Master’s level) and Business Administration and Law (undergraduate), continued to grow.
- Faculty revised the MBA program based on the analysis of comprehensive collection of data. The newly designed curriculum will have 3-course sequences of concentrations as an option; many courses will move to a hybrid format.
- The Master’s in Entrepreneurship established two tracks, one for intrapreneurship and the regular entrepreneurship sequence. The intrapreneurship sequence may become a concentration in the MBA.
- Insights and Reflections Speaker Series, sponsored by the Dean’s Office, sponsored Mr. Harvin Moore, attorney & former bank executive who went to federal prison for bank fraud, Nick Heim ’15, alumnus, and Kemp Otto, Strategist with Wells Fargo Enterprise Transformation & Global Services Group.
- The Free Enterprise Speaker Series hosted Fernando Teson, Florida State University, Virginia Postrel, Wall Street Journal, Donald J. Boudreaux, the Economist, Michelle Vachris, Economics professor at Christopher Newport Univ. and Sandra Peart, Dean and Professor of Leadership Studies, University of Richmond.
- The Finance major established two tracks, one in banking and one for financial planning.
- College Choice has ranked Western Carolina University among the 50 Best Online Bachelor's in Business Administration (#32).
- The college subscribed to Jobzology, a career services software program that guides students to potential career paths. A link to the Jobzology log is shared with all faculty for their students.
- Drs. Tyler & Lam participated in the first Catamount Gap summer study abroad for incoming 1st year students.
- A new Health Economics course was established for the econ minor and to support a proposed HHS program.

- New BYOD classrooms debuted in the spring in Forsyth, with more renovations on tap for summer.
- Princeton ranked the college as one of the “Best 294 Business Schools” to earn an MBA.

Student Successes

- Dr. Dills worked with a student research assistant to gather county-level data for local economic developers.
- Dr. Lakatos authored a case study with an MBA student who is the CEO of an Asheville company. The student developed a Balance Scorecard (BSC) for the company that brought the company back to pre-financial crisis levels of performance. He is also sponsoring the student to attend a leadership training program at the University of Chicago, a new annual initiative.
- Fall 2016 Student Entrepreneur Business Idea Pitch Party featured six student entrepreneurs who presented their ventures to a live audience and a panel of business judges.
- A new student group, EPIC (Elevating Potential Imagination & Collaboration) organized its first Student Start-Ups Trade Show for student entrepreneurs to market their products. Through EPIC, student entrepreneurs from across campus have the opportunity to apply for business development mini-grants to help “Make Ideas Happen.”
- Finance students competed against 44 collegiate student teams in the Conference of State Bank Supervisors 2017 Community Bank Case Study Competition. Their consulting project on our local Entegra Bank placed them in the top fifteen teams in the country.
- WCU finance students, Garrett Chmiola and Emily Ranson, were among 50 students from 25 colleges and universities who attended a financial adviser industry conference, the TD Ameritrade Institutional’s National LINC 2017, in San Diego early in February.
- Hospitality Management students attend 90th Annual Club Managers Association of America’s conference in Orlando.
- Six MBA students participated in the inaugural Mission Hospital/MBA internship program.
- Senior Emily Ranson conducted an undergraduate research project examining financial literacy of WCU students, parental and home life characteristics that contribute to student being financially literate when they begin college.
- CEI and the COB sponsored two senior engineering student projects for the businesses. The first project, Aegis, modeled a novel approach to creating a roadway with imbedded coils that could continuously power an electric car. The students were able to create a short model and demonstrate design feasibility. The other project engaged two business Capstone teams with a student engineering Capstone team for the design and commercialization of a new cervical collar to meet the needs of Ehlers-Danlos patients. One business team researched the patentability and FDA requirements for the invention. The second team investigated the market potential of the product. CEI sponsored the provisional patent for the product in exchange for the right of first refusal for commercialization. Dr. Candace Ireton from Mission Health was the expert advisor to all three teams.
- CEI provided 3 Graduate students for compensated research projects. Two developed a business plan for the Mad Batter’s new venture. One other provided marketing research for a Pinnacle Fund prospective investment.
- CPA pass rates again exceeded the national average as well as other graduate accountancy programs in the state.
- The COB awards day event presented a total of \$45,463 from 46 scholarships to 92 students.

Faculty Successes

- Awards to faculty include Creative and Innovative Teaching Award to David Tyler; Professor of Excellence Award to Wayne Aho; Graduate Teaching Award to Marco Lam; Excellence in Research Award to Angela Dills; Engagement Award to Teri Domagalski; and Bloomberg Businessweek Teaching Awards to Debra Burke, Mary Beth DeConinck, and David Tyler.
- Julie Johnson-Busbin won the Board of Governors Teaching Award, Vittal Anantatmula was named University Scholar and Joe Lakatos received the Last Lecture award.
- Seven faculty members presented papers at the Appalachian Research Symposium at Appalachian State University.
- Professors Leroy Kauffman and Marco Lam took graduate students to London for the second COB international trip for graduate students.
- Dr. Zanglein achieved the million-dollar circle award for external grants.
- Dr. Larry Trautman spoke on the NPR Dallas affiliate on the one-year anniversary of the leak of the Panama Papers.
- A western North Carolina NPR affiliate ran a story about Dr. David Tyler’s rivalry among sport teams research.

- A recent paper in Economics Bulletin ranked the research impact of 200 economics faculties at regional universities in the U.S. south. WCU's economics faculty ranked 13th on the reported list of top 50.
- In conjunction with *Center for the Study of Free Enterprise*, six CoB faculty members were awarded \$5000 summer research grants.
- Dr. Marco Lam was named editor of *Global Perspectives on Accounting Education*, an academic, peer-reviewed journal publishing research and instructional resources relevant to accounting faculty and accounting education worldwide.
- Dr. Audrey Redford gave an invited guest lecture at James Madison University, which was sponsored by the Gilliam Center for Free Enterprise.
- Dr. Brian Clark spoke at Vermont Law School and Tulane University on law student mental health issues, as well as at the Mecklenburg Bar Association's annual employment law continuing education program.
- Angela Dills, Gimelstob-Landry Distinguished Professor in Regional Economic Development, was among 36 participants chosen for "Homegrown Leaders," a North Carolina Rural Center Program.
- Dr. Vittal Anantatmula's ninth book, *Attributes of Project-Friendly Enterprises*, was published by Business Expert Press. His other book published in 2016 is entitled *Project Teams: A Structured Development Approach*.

Community Engagement Including Advancement

- More than 100 students and faculty from both Western Carolina University and the University of North Carolina at Asheville participated in the 2017 Dixon Hughes Goodman Accountancy Program Meet the Firms event.
- The COB hosted the fourth annual LEAD: Tourism conference held at Harrah's Cherokee Casino Resort. The theme was "Growing Partnerships with Outdoor Tourism and Local Communities" and drew a record 177 attendees from across North Carolina, Tennessee and Georgia.
- Faculty delivered two training sessions on the Business Model Canvas for the Fall 2016 STEM-E HS conference, a program funded to work with junior high and high school students throughout the western seven counties.
- Faculty delivered two training sessions, "Branding your Business" and "Networking" at SCC as part of their one-day Marketing Summit.
- Hospitality and Tourism faculty served as judges for the student DECA competition at the 2016 western NC DECA student meeting in Asheville, NC, sponsored by the NC Dept. of Public Education.
- MPM established a sponsorship program with NC-PMI chapter and PMI Piedmont Chapter to promote the MPM program. MPM faculty are invited speakers for August and September.
- Dr. Ed Wright was a keynote speaker at the NC Project Management Institute on August 22, 2016 in Raleigh. His topic was Common Sense Strategic Planning. He also facilitated the introduction and negotiation between the NC Arboretum and the NC State University Tech Transfer office on the commercialization of the NCA Germplasm library.
- A new, student-designed website was established for the Corporation for Entrepreneurship & Innovation (CEI): www.wcupei.com. Faculty interested in engagement are submitting bios with 'fields of expertise' to the site. CEI provided professional development education to senior staff at Cherokee Indian Hospital in Management (11-week program) and provided a consultant / facilitator to the NC Arboretum for development of a new strategic plan.
- The venture capital Pinnacle Fund raised money and started hearing proposals from regional entrepreneurs.
- The SBTDC at WCU assisted 309 clients in 2016 across a 14 county region. Those clients attributed the SBTDC with direct impact of close to \$4 million dollars in investment capital, 80 jobs created and 10 business starts.
- The SBTDC also leveraged the resources of the COB to enhance business growth by connecting 107 businesses to student teams and faculty engagement projects. As a result, seven faculty members and 341 students invested around 14,000 hours.
- College of Business advancement activity for the current capital campaign (donations from FY 2015 through 3rd Quarter of 2017) totals \$4,087,405.09. This includes \$2,007,629.00 in unpaid outstanding pledge balances and \$700,000 in new bequest commitments.

Gender Equity Salary Progress

Eleven faculty received raises during the APR process. Including promotion, merit, and equity \$72,491 of raises were awarded to 11 faculty. Six female faculty received \$45,049 and five male faculty received \$27,442 in raises.

College of Fine and Performing Arts
George Brown, Dean

The 2016-2017 academic year was another highly productive year for the College of Fine and Performing Arts (CFPA) with a significant record of performances, exhibitions, scholarly work, student accomplishments and excellent teaching. Of special note are six achievements:

- CPFA 2016-17 enrollment was at its highest level since the founding of the college, with a total of 684 majors (663 UG/21 Grad) – an increase of 53 majors over last year and an increase of 181 majors from the low recorded in Spring 2014 (503 Majors). It is anticipated the college will approach 700 majors in 2017-18.
- In January 2017, CFPA developed a comprehensive assessment plan with identified Student Learning Outcomes for each degree along with curriculum maps, benchmarks, calendar, and administrative structure to ensure processes are facilitated. As part of this plan, the college established an annual Assessment Day scheduled in January each year to review assessment data, make recommendations, and appropriately document assessment activities.
- CFPA facilitated the second *LEAD: Arts* meeting with participants from across our western counties working to develop a regional arts strategic plan that will perpetuate, preserve and encourage culture and the arts as central to the quality of life of the people of Western North Carolina. Two specific region-wide initiatives were brainstormed and organized focused on a regional communication / marketing plan and a regional week-long arts festival.
- The reorganization of the Bardo Fine and Performing Arts Center under a single Executive Director was implemented in July 2016 with all six support positions in place at the beginning of the fiscal year. To advance this reorganization, CFPA was the recipient of a New Realities grant from the North Carolina Arts Council. The New Realities Program is an innovative organizational development initiative conducted by Nello McDaniel of Arts Action Research to provide long-term organizational assistance for arts organizations interested in addressing the challenges of a fast-changing environment for the arts.
- The Arts & Entrepreneurship program is being implemented. The first cohort will be admitted in Fall 2018. Under the leadership of Heather Mae Erickson, 161 students participated in five entrepreneurial intensives during the 2016-17 academic year, ranging in subject from Resume Writing and Networking to applying for grants and branding as a marketing tool. In Fall 2018, the inaugural sections of the Arts and Entrepreneurship class (439) will be offered along with two intensives: 1) Website Development for Artists and 2) Bringing Creative Projects to Life with Dr. Terri Lonier, Dean of the Career + Co-op Center at the School of the Art Institute of Chicago. The oversight of the Arts & Entrepreneurship Program moves to the Bardo in Summer 2017 under Denise Drury Homewood.
- Belk building is undergoing significant renovation to accommodate the School of Stage and Screen, being relocated in anticipation of the demolition of parts of Stillwell and construction of the new Natural Science Building. Commercial and Electronic Music moved operations to two new studio spaces on the first floor. Spaces on the second floor are currently being renovated for Stage and Screen. New classrooms include an acting classroom, design studio, and seminar room. Interior Design will be relocating to the 3rd floor of Belk centralizing their offices and classroom/studios.
- Leadership changes in the College of Fine and Performing Arts
 - A national search for a new Director of the School of Music was facilitated during the 2016-2017 academic year and internationally acclaimed pianist Milton Laufer accepted our offer to join CFPA in that role. An exceptional administrator from Florida International University, Milton is a Fulbright Fellow, composer, entrepreneur, and successful grant writer. During the interim, Mike Schallock, Travis Bennett, and Matt Hensley served as co-directors of the school.
 - Matt Little stepped down as the Director of the School of Art and Design at the end of 2016-17 after serving in the role for five years. Erin Tapley has agreed to serve as the new Director of the School of Art and Design beginning with the 2017-2018 academic year.

Programs and Initiatives

School of Art & Design

- Working in collaboration with the Chancellor's Office, Development, and the CFPA Dean's office, the school hosted Randall and Susan Ward during the *Contemporary Clay* symposium to acknowledge and extend thanks for their \$1 million legacy gift to the School of Art and Design.

- Developed self-study and prepared for the National Association of Schools of Art and Design accreditation visit scheduled for Fall 2017.
- Continued hosting robust visiting artist program, with 22 artists, curators, designers and scholars interacting with majors and faculty over the year.
- IDES Students and faculty assisted with the design for the MadStone Cafe and Catching Light Books as part of Noble Hall development.
- Funded by a State Department Grant from the Art in Embassies Program, Distinguished Professor Tom Ashcraft is working with students on a three-year public art project for the American Embassy in Niger Africa that is focused on social engagement through art.
- Students in Graphic Design working with Professor Mary Anna La Fratta designed a board game to teach the Cherokee Syllabary that was acquired by the learning center at the Smithsonian Museum of the American Indian.
- MFA students organized the 2nd Annual "Draw Sylva" project and held multiple exhibitions at the Revolve Gallery in Asheville and the Bascom Center in Highlands.

School of Music

- The School of Music hosted over 400 students and teachers to campus in February for the annual All-District Band Festival, revived the WCU Honor Band Clinic for high school students and teachers, and continued to offer free all-state audition lessons to eligible all-district band members.
- The Wind Ensemble presented a featured concert at the November 2016 North Carolina Music Educators Association Annual Conference in Winston-Salem.
- The Pride of the Mountains strengthened the University's national visibility through exhibition performances at the 2016 Florida Marching Band State Championships in Tampa and the Blythewood High School's Tournament of Bands in Columbia, South Carolina.
- The annual WCU Jazz Festival was held April 22, 2017 with guest artists Carly Johnson (world class singer from Louisville KY), John Riley (Manhattan School of Music and Vanguard Jazz Orchestra member), and Mike McGuirk (New York City bassist, winner of most prestigious double-bass competition in the USA - the Society of Bassists).
- In conjunction with WCU's 2015-2017 campus theme, "Africa! More than a Continent," the Smoky Mountain Brass Quintet travelled to South Africa with a student brass quintet (Balsam Brass) in May 2017 to perform concerts and present clinics. Engagement locations include: South African College of Music, Stellenbosch University, DF Malan High School, and Cape Town Philharmonic Orchestra's Music Academy.
- The Assembly Quartet (including Dr. Ian Jeffress), will be moving its summer chamber music camp, the Carolina Saxophone Camp, to campus for the first time this summer, where we will be hosting high school and undergraduate students for a week June 11-16. The camp will be held concurrently with a new chamber music camp for trombone students hosted by Dr. Zsolt Szabo's American Trombone Quartet.
- WCU Percussion Studio hosted world renowned percussion artist Bill Molenhof for clinic/concert, December 2016.

School of Stage and Screen

- New curriculum and new 8-semester plans that more accurately reflect contemporary professional practice and pedagogy were established for all programs including the BFA in Musical Theatre, BFA in Acting for Stage and Screen, BFA in Film and Television Production, BA in Stage and Screen, Entertainment Design and Technology, and the minor in Dance.
- Two black box productions were added to the season, bringing the total to six productions per academic year, in order to meet the performance and design needs of the theatre and musical theatre students. This year's productions included *Resident Alien*, *Intimate Apparel*, *In the Soundless Awe*, *This is Our Youth*, *King Lear*, and *HAIR*.
- Two senior thesis films, *Around and Around* and *Creating Joseph*, were produced by the Film and Television Production students, along with two web series and another series of shorts.
- Film and Television Production and Dance collaborated to make a film about the Syrian refugee crisis using the music of a nationally renowned singer/songwriter.
- A number of successful hires were made due to faculty turnover in Entertainment Design and Technology, Musical Theatre, and Film and Television Production.
- Ongoing recruitment efforts have lead the way to a 20% increase in applications for program admission.
- Nineteen guest artists were brought in this academic year including a guest equity actor to play King Lear, an Emmy award-winning writer, a nationally renowned hip hop dancer, and a number of respected theatrical designers.

Bardo Fine and Performing Arts Center

- The Bardo Fine and Performing Arts Center hosted 120 performances, concerts, lectures, meetings, receptions and community events in the Performance Hall, Studio Theater and Star Atrium spaces over the 2016-2017 academic year. These events are in addition to the center's arts programming including the WCU Fine Art Museum, WCU PRESENTS, and the Learning Live! series.
- The WCU Fine Art Museum presented 27 exhibitions in the 2016-2017 academic year. Of particular note are two major exhibitions, *Contemporary Clay* and *Soft Diplomacy*, as well as *Language of Weaving* which included bilanguage programming in Spanish and English. Several exhibitions received national recognition. In addition to the *Contemporary Clay* exhibition, WCU Fine Art Museum hosted a symposium by the same name focused on contemporary ceramics in the U.S. This symposium was live-streamed over the internet with viewers tuning in from Argentina, the United Kingdom, Canada, Ireland, Korea, Germany, Uruguay and across the United States. The museum received 5,219 visitors during the 2016-2017 academic year.
- WCU PRESENTS, the newly branded performance series in the BAC, brought six performances to campus including *Tarocco*, *TzakBu*, *Shana Tucker: Chamber Soul*, *Rhonda Vincent & The Rage*, *The Nile Project*, and *Artrageous*. WCU PRESENTS sold a total of 1,979 tickets for all performances in the 2016-2017 season.
- In 2016-2017, the Bardo Arts Center, through the *Learning Live! Museum & Matinees* program served roughly 2,000 K-12 students from Haywood, Jackson, Macon, and Swain counties as well as the Qualla Boundary. Learning Live! provides arts education opportunities tied to the NC Board of Education Standards and offered six matinees as well as multiple museum tours and hands-on visual arts workshops in collaboration with Erin Tapley, professor of Art Education, and the WCU Art Education Club.

Student Successes

School of Art and Design

- 100% of the students that graduated in May of 2016 from the Interior Design program were employed by January of 2017, with 94% employed within the interior design field.
- Brendan Best (MFA) was selected as Bascom Art Educator for Summer.
- Zach Rogers (MFA) was selected as Bascom Artist in Residence for Summer.
- Don Sawyer (MFA) is serving as visiting artist at Winston Salem Art Center for Summer.
- Sarah Booze (MAT) was a finalist for the Outstanding Perspective Teacher Award in Spring 2017.

School of Music

- Members of the Concert Choir performed in Chapel Hill for the inauguration of UNC President Margaret Spellings in October 2016.
- Senior Music major Brian Bumgarner [trumpet] recently won a position with the Commandant's Own United States Marine Drum and Bugle Corps in Washington D.C. There are now two WCU music alumni in this prestigious professional ensemble (Seth Estes performs on bass drum).
- Senior Music major Andrew Hutchens presented a lecture-recital (*Decoding the Analytical Envelope of Alan Theisen's Sonata No. 2*) at the 31st Annual National Conference on Undergraduate Research at the University of Memphis. Faculty sponsor was Dr. Ian Jeffress. Andrew was assisted in recital by Dr. Lyn Burkett.
- WCU Percussion Ensemble (Dr. Mario Gaetano, director) performed in concert at the 2017 NC Chapter of the Percussive Arts Society's Annual "Day of Percussion", March 18, 2017, UNC-Greensboro.
- Brandon Kassab and Maggie Pazur presented at the WCU Undergraduate Expo on March 29th (UC Theatre); respective topics were, *Shostakovich's Tenth Symphony and Germanic Musical Nomenclature*, and *Exoticism in 18th Century Opera: Appropriation v. Appreciation*.
- The Ouera Quartet (Andrew Hutchens, Brian Parsons, Sarah Smith, Erik Rhodes) was invited to perform on the College Quartet Series of the International Saxophone Symposium in January 2017.

School of Stage and Screen

- Ten students were nominated for and competed in the Irene Ryan Acting Scholarship competition at the Kennedy Center American College Theatre Festival regional festival in Statesville, GA in February. Six of the ten students advanced to the semi-final round, and one student placed second in the Musical Theatre Initiative.
- Two costume design students received certificates of merit for their design work in *In the Soundless Awe* and *Intimate Apparel*.

- Eight students participated in the United States Institute for Technical Theatre national conference in St. Louis.
- Eight students participated in the American College Dance Festival in Charlotte, NC.
- Senior Acting and Musical Theatre students presented a showcase in New York over spring break.

Bardo Fine and Performing Arts Center

- 20 students were employed by the BAC in the areas of Box Office, Museum Visitors Services, Museum Shop, Exhibition Preparation, and Technical Assistance including Lighting and Sound.
- Students in the Exhibition Practicum and Contemporary Art History courses taught by the Fine Arts Museum staff researched and wrote informational panels for the Museum's 2017 summer exhibition *Print Plus One: Beyond the Glass Matrix*.
- Two students, MFA candidate Sara Rincon and English undergraduate major Alli Rios, along with Denise Drury Homewood, Executive Director Bardo Arts Center, and Dr. Paul Worley, professor of English, received a Provost Internal Support Grant to travel to Chiapas, Mexico in the summer of 2017 to conduct research with three female-led weaving co-operatives in preparation for the FAM exhibition *Language of Weaving*. The exhibition featured the research and work of these students.

Faculty Successes

School of Art and Design

- Heather Mae Erickson received an Award of Merit at the ArtFields competitive exhibition in South Carolina and was included in the Gyeonggi International Ceramics Biennial in Korea.
- Karen Britt's research on architectural mosaics in Turkey is being funded and will be published in *National Geographic* magazine.
- Tom Ashcraft initiated the *Soft Diplomacy* exhibition of Liberian quilts hosted by the FAM and participated in a panel discussion. His work was also featured in exhibitions in NY, Greensboro and Harrisonburg, VA.
- Erin Tapley received a \$10k Provost Grant to create an Art Garden at WCU and had a solo show at Brenau University.
- Jon Jicha had a solo show of paintings in New Delhi, India.
- Ron Laboray has a solo show at ETSU and a group show in Los Angeles.
- Morgan Kennedy organized a student/faculty collaborative sculpture project with James Madison University.
- Seth McCormick had two essays on Jasper Johns published by the Tate Gallery London online publication *InFocus*.

School of Music

- *Blackbeard's Ghost* Radio Show received the "Best of Festival" award from the Broadcast Education Association for 2017 among 1450 entries.
- Dr. Andrew Adams's critical edition of Edmund Neupert's *Konsertouverture* was published in Oslo, Norway, as part of the Norwegian Musical Heritage Project.
- Dr. Terri Armfield received the 2016-17 College of Fine and Performing Arts Excellence in Teaching Award.
- Dr. Bruce Frazier received the 2016-17 Paul A. Reid Distinguished Service Award for Faculty. The award was presented at the WCU Faculty and Staff Excellence Awards ceremony Friday, April 21, 2017.
- Dr. Mario Gaetano served as an adjudicator for the Rosen-Schaffel Concerto Performance Competition at Appalachian State University for the month of April 2017.
- Dr. Ian Jeffress was invited to serve as the guest artist/clinician for the Gustavus Honor Band at Gustavus Adolphus College in St. Peter, MN, in November 2016. He also presented a keynote address to the participants and performed the Minnesota premiere of David Biedenbender's *Dreams in the Dusk* with the Gustavus Wind Orchestra, as well as teaching lessons to GAC music students and performing John Williams' *Catch Me if You Can* with the Gustavus Wind Symphony, during his residency.
- Dr. Christina Reitz presented at the College Music Society National Conference in Santa Fe.
- Dr. Damon Sink will be traveling to Sydney, Australia for the premier of a new work, *Prelude and Spinnerfall* for flute and piano, accepted as part of the program for the College Music Society's International Conference in July 2017.
- Dr. Zsolt Szabo received the 2016-17 College of Fine and Performing Arts Scholarship Award.
- Dr. Shannon Thompson was invited back to teach and perform at the InterHarmony International Music Festival in Arcidosso, Italy.
- Dr. Margaret Underwood received the 2016-17 James Dooley Excellence in Music Teaching Award, and served as guest conductor for the University of Georgia High School Band Festival "Janfest"

- The Assembly Quartet, a new music chamber ensemble including Dr. Ian Jeffress, released their album *In Search of Stillness* on the AMP Recordings label in February 2017. The album features four world premiere recordings of works commissioned by Assembly, including the title track, composed by Guggenheim fellow and American Academy of Arts and Letters awardee Marilyn Shrude.

School of Stage and Screen

- Katya Stanislavskaya's new musical, *Resident Alien*, was produced at WCU in the Fall as an educational world-premiere. Her newest musical, *Going South*, was produced at the BMI workshop in NYC.
- Andrew Mannion designed the sets for a regional world-premiere at NC Stage and a new play Off-Off-Broadway.
- Joshua Russell's newest screenplay, *American Royalty*, was officially selected for the Beverly Hills Film Festival.
- Dustin Whitehead will be playing the lead role in Arcadia Theatre's (Maine) production of *The Christians*. Dustin also had a major role on the feature film, *Luke and Jo*.
- Ashlee Wasmund presented two dance workshops for musical theatre students at both the American College Dance Festival and the American College Theatre Festival.
- Jayme McGhan's play, *In the Soundless Awe*, was produced at WCU in the Fall with its Chicago premiere in June with Saltbox Theatre Collective.

Bardo Fine and Performing Arts Center

- Denise Drury Homewood, Executive Director Bardo Arts Center, was invited to present at the Southeastern Museums Conference in Charlotte, NC in a session titled "Visitor-Centered Exhibitions: Creating / Curating / Collaborating."
- Laura Minton, WCU Fine Art Museum Curator of Collections & Exhibitions, was invited to present her research titled, "The Expanded Museum: Public Art at Western Carolina University", at the Association of Academic Museums Conference in Eugene, OR from June 22 – 25, 2017.
- Jill Jacobs, Bardo Arts Center Marketing Manager, participated in the National Arts Marketing Conference in Austin, TX from November 11 – 14, 2016.
- Technical Director, Michael Mauren will receive a Certificate of Rigging Competency Within the Concert / Theatrical / Live Event Entertainment Industry during a certification course scheduled June 25 – July 3.

Community Engagement including Advancement

School of Art and Design

- Brent MCCoy worked with students at the HUB in Sylva on a study of Islamic tiles and a related ceramics project.
- MFA students organized the 2nd Annual "Draw Sylva" project to encourage visual creative expression by placing drawing materials at various locations over the town.
- Art Ed club hosted Family Art Days and other evening and weekend workshops.
- Ceramics students participated in the Empty Bowl event at the Community Table, Dillsboro Pottery Festival.
- Students and faculty supported the annual Youth Art Festival at Green Energy Park, Dillsboro.

School of Music

- Students and faculty from the School of Music, joined by Jackson County Schools children's chorus, presented "Sounds of the Season" a holiday concert for community audience.
- Music Education students served as clinicians at the Far West Honor Band Clinic, Swain County.
- Eight SoM faculty served as all-district band judges for the WNC Bandmasters Association in January.
- In May 2017, students in the Catamount Singers and Electric Soul presented four concerts to high school students while on tour in the Charleston, SC, area.
- The Wind Ensemble worked directly with regional high school and middle school students in side rehearsals in February 2017 at host schools. [off campus engagement]
- The Western Carolina Civic Orchestra celebrated orchestra member and long-time conductor William Henigbaum with a concert on April 30th, the leader of the Civic Orchestra for 25+ years still performing in the violin section. The special concert was sponsored by the Jackson County Arts Council and included solo performances by the winners of this year's solo competition, Ashton Parker (clarinet) and Tyrone Kiaku (trumpet), both WCU music majors.

School of Stage and Screen

- The Film and Television Production program partnered with the Great Smoky Mountain Railroad to make a short film about the new steam engine.

- Film and Television Production continues to help local organizations and groups create promo pieces for marketing.
- A formal proposal for the Great Smoky Mountain Arts Festival has been established.
- Jayme McGhan, Director, has joined the Town and School Club, a group whose primary purpose is to advance the relationship between WCU and the surrounding community.
- Stage and Screen's production of HAIR was used as the anchor event for the Friends of the Arts gala.

Friends of the Arts

- Friends of the Arts had another record year. The Gala grossed approximately \$150K including a new endowed scholarship created by Chancellor Belcher in honor of his wife, Susan. All totaled, the FOA brought in \$393,320 during the 2016-17 year with the FOA endowment at \$200,714.
- The Friends of the Arts hosted Jazz great Branford Marsalis with his quartet and special guest vocalist Kurt Elling for the FOA Annual Membership Concert on October 2, 2016 in the Bardo Fine and Performing Arts Center.

The Dean's Office

- The Development Office and CFPA facilitated a nation-wide search to hire a new Director of Development for both CFPA and the Honors College. In May 2017, Carol May joined WCU in that position bring with her extensive experience in fund raising for the arts.
- CFPA produced the first WCU Roadworks tour during the summer of 2016. The Complete Works of William Shakespeare (Abridged) performed for free at 24 different venues across Western North Carolina. The purpose of WCU Roadworks is to share the talents of our students with the region and encourage them to visit WCU. During the Summer of 2017, WCU Roadworks will be sending out a musical ensemble to tour the region.
- Working in partnership with the Development Office, CFPA secured two new Endowed Scholarships to support students in the College.
- CFPA held its first "Salon" at the home of Phil and Connie Haire. More than 20 guest attended the event that highlighted students from the School of Music.
- CFPA supported a cultivation event hosted by Cary and Koni Findley at the Walnut Cove Country Club which highlighted students from the Musical Theatre Program.
- As part of stewardship efforts, the Dean's office continued hosting a series of Desserts with the Dean with donors whose gifts exceeded \$2500.

Gender Equity Salary Progress

Gender Equity is a priority in the College of Fine and Performing Arts. Inequities in the college had developed over time and will not be eliminated overnight, however, during the 2016-2017 academic year several steps were taken to improve this balance within CFPA:

- In the School of Stage and Screen, we were able to utilize a portion of lapse salary from a retired full professor to make salary adjustments to the units only tenure track female assistant professor raising her salary and the unit's two non-tenure track female assistant professors to competitive levels effective in July 2016. The average increase of this equity adjustment was \$4773.
- In the School of Music, the searches for the Director of Bands and the Director of Choral Activities brought two new outstanding female professors into leadership positions with salaries higher than male counterparts. Additionally, one Female faculty earned promotion to Full Professor in the school advancing gender equity among senior faculty. Finally, 2016-17 merit increases were leveraged to help raise the lowest female faculty's base.
- In the School of Art & Design, Erin Tapley has accepted the Director's position for the school with a related salary increase. Additionally, utilizing Rate Reserve, Erin Adams serving as Chair of Interior Design, Heather Mae Erickson serving as coordinator for the Arts and Entrepreneurship program, and Mary Anna La Fratta serving as coordinator for the Graphic Design Program each received a leadership stipend augmenting their base salary.
- In the Bardo Fine and Performing Arts Center, as part of the reorganization, female faculty members have taken on significant leadership roles with equitable salary levels. Denise Drury Homewood serves as the Executive Director Bardo Arts Center; Laura Minton serves as the WCU Fine Art Museum Curator of Collections & Exhibitions, and Jill Jacobs serves as the Bardo Arts Center Marketing Manager.
- All these efforts aide in improving gender equity in the College of Fine and Performing Arts. Additionally, we hope the General Assembly will be able to provide raises in the coming short session. The college will continue to keep inequities, including those based on gender, in consideration as salary increases are implemented.

College of Education and Allied Professions

Dr. Dale Carpenter, Dean

Kim Winter was selected as Dean of the College of Education and Allied Professions after a national search with extensive stakeholder input. Dr. Winter began July 1, 2017 replacing Dale Carpenter who returns to fulltime faculty after five years as dean. Dr. Lori Unruh was selected as interim associate dean. A national search for an associate dean will be held in 2017-2018.

Programs and Initiatives

- A proposal to develop a Doctor of Psychology program (PsyD) received approval from the UNC system. Approval of the program submitted in June 2017 is pending.
- The Master of School Administration and Post Master’s Certificate in school administration was revised and in collaboration with Western Regional Education Service Alliance and Educational Outreach and a competitive state grant admitted over 20 new students.
- WCU Programs in Jamaica (BSEd in Middle Grades Education and MAEd in Educational Supervision) were reaccredited by the University Council of Jamaica for five years.
- Two reviewers from SACS – COC conducted an onsite review of WCU Programs in Jamaica.
- The College of Education and Allied Professions was selected as one of eight UNC educator preparation to begin a university laboratory school as specified in 2016 NC legislation. The Catamount School for Grades 6, 7, and 8 will be located on the Smoky Mountain High School Campus in Jackson County will begin on August 22, 2017 and will be one of two university lab schools opening this fall.

Student Successes

- Several CEAP alumni received significant recognitions and moved into prestigious positions including
 - Tim Hardin – President elect of NC School Counselor Association
 - Laura Leatherwood – President of Blue Ridge Community College
 - Erin Fox – South Carolina Teacher of the Year
 - Robert McGraw – Superintendent of Mt. Mitchell State Park
 - Jennifer Gordon – recognition for transforming a school in Jamaica
 - Thomas McCants – National Park Ranger of the Year
 - Leslie Schoof - Teacher of the Year for Western North Carolina
 - Doris Sellers – Principal of the Year for Western North Carolina
 - Philip Rash - [2016 Excellence in Teaching Award](#) for the NC School of Science and Mathematics, which is a UNC System level award.

Faculty Successes

- Faculty-led travel courses for CEAP students included trips to Kenya, Germany, Poland, and Spain. Trips planned for 2017-2018 will add Ghana and Peru.
- An after-school program served over 50 elementary school English Learners in collaboration with Jackson County Schools, the Cullowhee United Methodist Church, and the College of Arts and Sciences.
- Several CEAP faculty received significant professional awards including April Perry, Dan Grube, Alvin Malesky, Aubrey Ray, Patricia Bricker, Yancey Gulley, Roya Scales, Brandi Hinant-Crawford, Kofi Lomotey, and Andrew Bobilya.

Community Engagement including Advancement

- The CEAP Advancement Council held two meetings in 2016-2017. Scholarship funds awarded to CEAP students totaled approximately \$130,000. The second scholarship in Parks and Recreation Management reached a minimum value for endowment.

Gender Equity Salary Progress

- Twelve faculty received raises during the APR process. Including promotion, merit, retention, and equity \$48,000 of raises were awarded to 12 faculty members. All 12 faculty members were female.

College of Engineering and Technology

Dr. Jeff Ray, Dean

Programs and Initiatives

- The first eight (8) graduates of the Bachelor of Science in Engineering (BSE) – Mechanical program graduated during Commencement exercises in May 2017. 25% of the graduates were female.
- ABET, the applied and natural sciences, computing, engineering, and engineering technology accreditation agency, visited the BS Electrical Engineering program in October 2016. Initial results are very positive of the program. Final accreditation results will be delivered in July 2017. ABET Self-study for the Bachelor of Science in Engineering – Mechanical has been submitted. Initial site visit scheduled for October 2017.
- The Rapid Center provided engineering services to over 130 clients covering product design, prototyping, 3D printing, and test and analysis, resulting in over \$145,000 gross revenue for the center, a slight decline.
- The Rapid Center submitted a 5-year grant renewal to the U.S. Department of Commerce Economic Development Agency, approximately \$800K requested.
- Held a strategic planning retreat of the leadership team to update the strategic plan and discuss transformative moves in the college to focus on enrollment growth and retention strategies.
- Developed a College-wide Strategic Directions (SD) committee, composed of faculty and staff. to develop a new SD plan to align with the WCU 2020 plan. Final CET SD plan will be unveiled prior to the beginning of fall semester 2017.
- Initiated a new partnership with the U.S. Special Operations Command, Office of Science and Technology – received funding for two student interns with U.S. Navy Special Operations for summer 2017.
- A new partnership was established with the U.S. Army Research Office and The Rapid Center.
- Completed a 3-phase material analysis project for Tutco-Farnam Custom Products, teaming faculty from both engineering and chemistry to satisfy customer needs.
- Established the College of Engineering and Technology Student Ambassadors program with an initial class of five (5) Ambassadors. They volunteered at multiple campus events including giving prospective student tours, Open Houses, Capstone Symposium, and attending the Spring Deans Advisory Council.
- Hosted Peter Freer of Freer Logic in a presentation on “Yes, I Can Read your Mind”.
- Rebecca Crandall of McGuire, Bissette, and Woods Law Firm gave a presentation to campus faculty on IP and the Patent process, hosted by the College.
- Holding the first STEM “Bootcamp” for engineering and technology students during the summer semester. The goal of the program is to bring underprepared math students to campus for an intensive weeklong math and engineering experience, prior to the Catamount Gap session. Offered collaboratively with the College of Arts and Science.

Student Successes

- 93 capstone students from the School of Engineering and Technology participated in 30 industry-sponsored projects. This is an all-time record number of capstone students and projects.
- An engineering Capstone student project team designed, developed, and tested a mobile test station for testing mobile jet engines (40 – 150 pound thrust) for Edmonds Consulting.
- E&T students, with their faculty mentors, delivered nine posters at the WCU Undergraduate Expo.
- Students completed their third year of the NSF-funded SPIRIT program. Several SPIRIT Scholars presented at the Annual NCUR Conference.
- Arlynn Baker and Steven Johnson, presented at the SoCon Undergraduate Research Forum.
- Arlynn Baker will be presenting a peer-reviewed paper at the Summer Biomechanics, Bioengineering and Biotransport Conference in Tucson, Arizona.
- Completed a year-long project with Optical Cable Corporation (OCC) for electronic modeling and design – Team comprised of Rapid Center Engineers, faculty and students. Project culminated in student presentations to the CEO, Mr. Neal Wilkin, and his Leadership team in Roanoke VA.
- Three (3) CET student athletes were named Academic All Southern Conference for Fall 2016.

Faculty Successes

- School of Engineering & Technology faculty published 5 peer-reviewed journal articles, 1 book chapter, and 30 peer-

reviewed conference papers.

- Kimmel School of Construction Management faculty published 7 peer-reviewed journal articles and 7 peer-reviewed conference papers.
- School of Engineering & Technology submitted approximately \$1.35M in externally funded grant proposals. Awarded approximately \$212K to date. Almost \$200K awarded from the Nuclear Regulatory Commission for student scholarships for students interested in energy careers.
- Dean Jeffrey Ray was awarded the James H. McGraw for Excellence in Service in Engineering Technology Education by the American Society for Engineering Education (ASEE) at the 2017 ASEE Annual Conference in June 2017. The McGraw is one of eleven society-wide Awards.

Community Engagement including Advancement

- In collaboration with the WCU Development Office, approximately \$240K was raised for student scholarships and Gift in Kind donations.
- Multiple E&T faculty and graduate students served as Judges and Coordinators for the Western Regional Science and Engineering Fair at WCU.
- Dr. Paul Yanik, E&T Professor, served on the Board of Directors for NC FIRST Robotics organization.
- E&T Professors Yan, Yanik and Dean Ray served as Judges for the NC FIRST Robotics competition in Asheville.
- Conducted 27 Rapid Center tours, ranging from individuals, STEM high school visits, and potential clients.
- Administrators and faculty visited six (6) community colleges in NC to establish closer relationships for the Associates in Engineering articulation agreement with the College’s engineering programs in Cullowhee and in Asheville at the Biltmore Park Instructional Site.
- The CET Deans Advisory Council (DAC) added Peter Freer of Freer Logic and Ben Teague, CEO/Executive Director of the Asheville-Buncombe County Economic Development office as members of the DAC.
- The College of Engineering and Technology raised \$252,110.25 in funds and in-kind donations during AY 2016-17 (\$30,000 was designated for either Engineering or Nursing students).

2015 Gender Equity Study Results

- The disciplines in the College of Engineering and Technology (Engineering, Engineering Technology, and Construction Management) have historically been low in numbers of gender and under-represented populations across the nation. Several proactive steps have been implemented in our latest rounds of hiring and continue having trouble attracting a diverse applicant pool to WCU.
- The Gender Equity study released in October 2014 does not reflect the current state of gender equity in the College of Engineering and Technology. The latest gender equity study, based on 2012 data, included only one female. Since then that faculty member has left the university. There are currently two tenure-track faculty in the Engineering and Technology department at the assistant professor rank.
- After the minimal 2015 salary increase, female faculty salaries are in line with the male faculty at the same rank, time in rank, and CIP code. The salary for female faculty members (two) in the Engineering and Technology department is 88.9% of CUPA Market Rate for the TT Assistant Professors, while the same rate for male faculty members is 85.5% (four).
- As we work proactively to recruit more women and underrepresented minorities, we continue to have recruiting issues based on the types of degrees we offer, cost and limited supply of faculty housing, and in some cases our rural location, is a struggle.

Health and Human Sciences
Dr. Doug Keskula, Dean

Programs and Initiatives

First time pass rates for programs in CHHS range between 78% and 100%. Overall pass rates exceed the national averages for all programs. Full programmatic accreditation continues for all programs. Programs in nursing and

environmental health underwent site visits for accreditation this year. The nursing program recently received notification that they will be reaccredited for 10 years. The environmental health program will complete the final steps of reaccreditation this summer.

Examples of Program accomplishments include but are not limited to:

- Communication Sciences and Disorders
 - CSD completed 10 new clinical placement agreements. There are now over 70 active and 1900 possible SLP clinical placements for graduate students.
 - CSD hosted a summer symposium on Augmentative and Alternative Communication using IDEALL CSD doc students as presenters.
 - CSD continued its active participation in IDEALL CSD – a doctoral collaborative with UNCG.
- Athletic Training
 - Athletic Training began formal steps to create a Master of Science in Athletic Training (MSAT). MSAT curriculum was approved by the university and the Request to Plan was approved by GA. The Request to Establish will be submitted in June. Summer of 2019 is the tentative start date for the program.
- Dietetic Internship
 - Inter-professional workshop at MAHEC with students in the UNCCH Pharm D Program, WCU PT Program, WCU MS Social Work Program and WCU Nursing Program.
- Emergency Medical Care
 - The Emergency Medical Care program celebrated their 40th year as a program at WCU in June 2016 with an event in CHHS for alumni and friends of the program.
- Environmental Health
 - Environmental Health completed a successful re-accreditation visit by EHAC with no deficiencies; final report due in Summer 2017.
- Master of Health Sciences
 - MHS has been recognized as a Best Online Public Health Degree for 2016 by Affordable Colleges Online. Primary data points include in-state tuition and fees; percent of full-time students receiving institutional financial aid; number of online programs offered; and student-to-teacher ratio.
- Nutrition & Dietetics
 - Margaret Downs-West (ND) and Sherry Robison (DI) worked with the WCU Athletic Department to create learning opportunities for ND and DI students to provide educational sessions for athletes and coaches.
- Recreational Therapy
 - Nineteen students and 3 faculty attended the NCRTA state conference in Greensboro at the beginning of October.
- Health Sciences:
 - Faculty and students in Athletic Training, Recreational Therapy, Nutrition & Dietetics, and Environmental Health participated in the regional high school HOSA event at SCC on Friday, Nov. 18th, offering hands-on activities in each of the professional areas.
 - Plans for a new degree – Integrated Health Sciences (IHS) received university approval for the curriculum and the Request to Plan was approved by GA. The Request to Establish will be submitted in the summer. Fall of 2018 is the tentative start date for the program.
- Nursing
 - Commission on Collegiate Nursing Education decade review of School of Nursing: November 14-16th, 2016: Site team report was 100% without recommendations
 - 100% pass rate for Nurse Educator and Nursing Leadership students on Comprehensive Exams.
 - Faculty and students attended the NCANA Capital Day, and met with members of the NC Legislature
 - Students participated in Beyond Clinic Walls-interdisciplinary student group working with clients in the community involving students from UNC-School of Medicine, UNC-School of Pharmacy and AB-Tech Nursing.
 - 12 ABSN and BSN students participated in Day at the Legislature event in Raleigh (biannual event) on April 17th.
 - The WCU Post-Master's DNP Program was a Silver Sponsor at the NCNA Nurse Practitioner Spring Symposium.
 - Largest FNP graduating class (25) since inception.
 - Continued HRSA ANP Trainee Grant program, with great participation from students.

- Offered first time FNP Program specific orientation to incoming FNP students in August.
- The RN BRES program provided the rural health symposium, a huge success. The 1st event had 90 in attendance, the 2nd event sold out with 150 in attendance and the 3rd event again sold out with 200 in attendance.
- 2 Year Grant funded by Health Resources Services Administration (HRSA) as part of the NEPQR-BPCS program to expand educational capabilities to prepare nurses for practice in ambulatory care settings.
- Physical Therapy
 - Class of 2017 – 100% first-take pass rate on National Physical Therapy Examination and mean scale score on the exam that placed WCU graduates in top 5%-tile nationwide.
- Social Work
 - 30 second Year MSW students were each awarded \$10,000 stipend through a HRSA Integrated Care grant.
 - New initiative to work with Provost's Office, Dean's Office and Coulter Faculty Commons to conduct MSW classes at both BP and Main campus using video technology.

Student Successes

CHHS enrollment (as determined by fall census data/Catalytics) for students fall 2016 of 2451 students. This represents an increase from fall 2015 at 2409. SCH generation increased from fall 2015 (18,326) to fall 2016 (18,927). Applications remain strong for all programs. Both graduate and undergraduate students are presenting their research at local, state and national forum. CHHS students are engaged in service in a variety of settings ranging from local communities to international locations. Examples of student and alumni accomplishments:

- Communication Sciences and Disorders:
 - Graduate students Amanda Davis, Christine Regiec, Emily Lacy, and Virginia Weaver were all featured as authors in professional papers or chapters during the 2016-17 year.
 - Graduate student Christine Regiec presented at ASHA (Dr. Bill Ogletree mentor).
 - Undergraduates Erin Grimsley and Bailey Schob presented research at the Cullowhee Conference on Communicative Disorders (sponsored by Dr. Georgia Hambrecht).
 - Undergraduate Leah Bush (Dr. Georgia Hambrecht mentor) presented at ASHA, the WCU Research Symposium, and the Cullowhee Conference.
 - All graduating graduate students in CSD passed the SLP praxis and those seeking employment are either employed or interviewing.
- Athletic Training Program:
 - 100% first time pass rate on the BOC exam for those students taking the exam in Spring 2017
- Dietetics Internship Program:
 - 100% of graduates who desired to work found jobs within the field of dietetics within six months of DI program completion. (2016 graduates)
- Emergency Medical Care program:
 - 100% pass rate on North Carolina Paramedic Written exam (Class of 2016)
 - 100% employment/graduate school rate (Class of 2016).
- Environmental Health:
 - 100% employment/graduate school rate for the Class of 2016 (data from Class of 2017 is not available yet)
 - ENVH alum – Alan Parham, who received the WCU 2016 Professional Achievement Award during Homecoming.
- Recreational Therapy:
 - RTH first-time candidate pass rates are at 92.6%, above national average of 88.1% for 2016.
 - Two RTH seniors have received Intentional Learning Funding for their presentations at their state conference in October - Ms. Kayleigh Perlotto and Ms. Mary Vieregge.
- Nutrition and Dietetics
 - The SAND (Student Association in Nutrition & Dietetics) sponsored a 5K run/walk in March to raise funds for Feeding America.
- Nursing
 - Class of 2016 NA students had a 100% (13/13) first time pass rate
 - Dec 2016: 33 out of 34 ABSN students passed NCLEX (97% pass rate).
 - NC BON reports ABSN and BSN together, with a 96% pass rate.
 - DNP: 4/4 successful Scholarly Project Defenses and graduates

- During summer 2016, all eligible RIBN students successfully passed NCLEX on the first attempt! 100% pass rate for RIBN students!
- 85% of the 4th year RIBN students chose to be employed as RN's throughout the year. We saw an increase in the diversity of employment settings for these students.
- BSN: Four students presented honor's projects at the NCUR conference with faculty.
- FNP: FNP students completed a total of 95 clinical practicums (3-month duration) in health provider shortage area or with an underserved medical population to participate in the AENT HRSA Grant
- 100% pass Certification Exam pass rate for FNP graduates.
- Physical Therapy
 - Five graduates from the WCU DPT Class of 2017 have been accepted to complete post-graduate clinical residencies in physical therapy: (1) neurologic residency at Emory University, (2) pediatric residency at UNC-Chapel Hill, (3) orthopedic residency at Duke University, (4) orthopedic residency at the Mountain Home VA Medical Center in Johnson City, TN, (5) Cardiopulmonary residency at Mercer University.
- Social Work
 - Social Work Students fed over 500 people at community dinner of thanks.
 - Undergraduate Social Work students raised over \$1300.00 for AWAKE child advocacy center.

Faculty Successes

- The CHHS has 92 full time faculty and 17 staff on the Cullowhee campus and instructional site at BP. The following CHHS faculty were promoted this year:
 - Dr. David Hudson promotion to Professor
 - Dr. Tracy Zontek promotion to Professor
 - Dr. Mary Knowleton promotion to Associate Professor
 - Dr. Elizabeth Tait promotion to Associate Professor
- The following CHHS faculty received tenure this year:
 - Dr. Kae Livsey
 - Dr. Mary Knowleton
 - Dr. Elizabeth Tait
- Dr. Livsey continues as the Dean Fellow for Strategic Initiatives and has been leading the CHHS Prevention Wellness initiatives. Dr. Brian Byrd continues as the Dean Fellow for Research. CHHS faculty are actively engaged in clinical practice and provide service at the local, state and national levels, many in leadership roles.
- Scholarship summary:
 - PT: Five peer-reviewed publications, 1 non peer-reviewed publication, 11 peer-reviewed presentations at state and national conferences (9 involved students), 2 invited presentations
 - HS: Eight book chapters and 22 peer reviewed manuscripts were published; 67 presentations were given, 29 of which included students; and eight grants were funded.
 - SW: Over 20 peer-reviewed journal articles this academic year
 - CSD: Ten peer-reviewed articles published and 4 book chapters as a unit. We had two small grants (5k each) completed or drawing to a close – one was Amy Rose's ASHA award (new scholar-teacher award) the other was Johanna Price's Provost award. Amy Rose and Trish Davis were a part of a Fulbright application for 50K.
 - NSG: Eleven articles and one book chapter were published, Grant activity to include: RN-BRES-\$1,250,000; RN-Pop-\$1,250,000, FNP HRSA Training grant-\$750,000, and Golden Leaf- \$225,000
- Examples of faculty accomplishments to include but not limited to:
 - Dr. David Shapiro received Honors of the NC Speech Hearing Language Association during the spring of 2017.
 - Dr. Billy Ogletree was selected as the 2017 Alumnus of the Year for the School of Speech-Language Pathology at the Florida State University. Dr. Ogletree received his Ph.D. from FSU in 1988.
 - Jill Manners (ATTR) continues to serve on the NATA Foundation Board of Directors
 - Dr. Ashley Thrasher (ATTR) received the Outstanding Original Research Manuscript Award at the NATA Clinical Symposium in June 2016.
 - Melisa McNeil (EMC) was the 2016-17 faculty recipient of the WCU Women's Leadership in Action (WLIA) program fellowship.
 - Dr. Burt Ogle (ENVH) and Dr. Tracy Zontek (ENVH) were selected as Faculty Research Fellows at Oak Ridge

National Lab.

- Dr. Brian Byrd (ENVH) received a grant from the CSTE/CDC Cooperative agreement to attend the Council of State and Territorial Epidemiologists (CSTE) Annual Conference in Boise, ID.
- Dr. Brian Byrd (ENVH) has received a \$185,000 extramural award from the CDC.
- Dr. Beth Wall-Bassett (ND) will be taking students to Costa Rica in May 2017 for a service learning experience; this is open to all students not just ND students.
- Dr. Jennifer Hinton (RTH) received the Distinguished Service Award from Clemson University in April 2017. This award is presented to a member of the PRTM community who has made outstanding contributions to the PRTM Department.
- Baldwin Sanders (HSCC/LS) has been awarded a \$1000 CIEE grant to participate in the CIEE International Faculty Professional Development Seminar – Italy.
- Dr. Ericka Zimmerman (HS) received the 2017 Most Distinguished Athletic Trainer (MDAT) Award from the National Athletic Trainers' Association.
- Ramona Whichello received a DNP in Executive Leadership from East Tennessee State University May 2017.
- Kae Livsey & Mary Knowlton received tenure.
- 2 nursing faculty accepted to UNC-G PhD program and will begin Fall 2017
- Summer Huntley Dale - Board Certification, Family Nurse Practitioner, FNP-C, American Association of Nurse Practitioners
- Colleen Hayes attended Drexel University healthcare simulation certification course in January 2017
- Susan Hester and Beth Nease graduate with DNP's in May, 2017
- Dr. David Hudson was promoted to full Professor.
- Shantel Sullivan received her EdD from University of New England-
- Turner Goins
 - President (president 7/1/16-6/30/17) of the Southern Gerontological Society.
 - Fulbright Scholar
- Amy Murphy Nugen received the following award: Service learning winner of a Star Project for the year regarding her work on Health Care Enrollment for North Carolinians

Community Engagement Including Advancement

The CHHS has over 2000 clinical contracts external sites to provide clinical education for our students. These sites are primarily focused in NC and the South Eastern US. Examples of local Community partners are the Jackson County Health Department; Healthy Carolina Partnership; Good Samaritan Clinic; Harris Regional Hospital; Mission Health System; Vecinos; Eastern Band of Cherokee Indians. In addition, the CHHS manages or supports the following clinics in the Health Science Building that provide health care services for our region: WCU Balance & Fall Prevention Clinic, Vecinos Farm Worker Clinic, Harris Family Care / Cullowhee, Harris Sports Medicine & Physical Therapy, WCU Speech & Hearing Clinic, and the MAP Physical Therapy Clinic (WCU). The CHHS has embarked on a coordinated recruiting campaign to regional high schools, where students are able to explore 9 health professions through hands-on meet and greet sessions. This year 230 students from 6 high schools across 4 counties visited our campus. Additionally, the CHHS led interactive afterschool sessions with Asheville Middle School and interacted with over 100 students at the statewide HOSA conference in Greensboro. Examples of community engagement include the following:

- The 25th Cullowhee Conference on Communicative Disorders provided 1.0 CEUs for approximately 270 attendees.
- Dr. Georgia Hambrecht featured community service learning projects in her CSD 630 course.
- CSD Speech & Hearing Clinic provided 1500+ clinical sessions for the community and screenings for local schools.
- Tara Peterson (ATTR) took 7 students to Baton Rouge, LA to volunteer with cleanup efforts, working on 3 homes.
- Dietetic Internship faculty and students designed and implemented sports nutrition education sessions for WCU athletic teams (basketball, softball, football and rugby.)
- Dr. Brian Byrd (ENVH) hosted a training workshop for Registered Environmental Health Specialists (REHS) on vector control and Zika.
- Nutrition & Dietetics program (faculty and students) partnered with Harris Regional Hospital and participated in the Tuesday's To Thrive event in Fall 2016, providing an evening to engage in a healthy cooking class.
- RTH students volunteered for Camp Royall in Moncure, NC. Students served as volunteer staff for the camp's respite week in October.

- BSN: Students in NSG 413: Collaborated with WCU Project Discovery to have students discuss school of nursing requirements at four high schools in our area.
- BSN: Began a clinical partnership with Oconalufee Job Corps Center.
- First semester students provided vital sign screening at Vecinos Spring Clinics - Feb2017
- Whee Wagon Program: Received \$1000 grant from the Smoky Mountain health foundation for the wagon program. Donated approximately 15 Whee wagons to hospitals/special needs children.
- 7 students and 3 faculty in the department of physical therapy partnered with Vecinos Farmworker Health Program WCU Information Technology to produce and publish a video-based course intended for health outreach workers on enhancing musculoskeletal health and preventing injury in agricultural workers for the NC Farmworker Health.
- Social Work students provided 20 hours of direct service; examples of the following community service partners:
 - 30th District Judicial Alliance (Waynesville)
 - Area Agency on Aging, Region A (Sylva, 7-county service area)
 - Boys and Girls Club of the Plateau (Cashiers)
 - Center for Native Health (WCU, Dillsboro)

Gender Equity Salary Progress

78 faculty received raises during the APR process. Including promotion, merit, and equity \$153,884 of raises were awarded to 78 faculty. 64 female faculty received \$127,128 and 14 male faculty received \$26,756 in raises.

Honors College

Dr. Jill Nelson Granger, Dean

The Honors College serves as a point of distinction for Western Carolina, helping to attract and retain some of the university's top student scholars, across all academic fields, by providing them with community, opportunity, recognition, and engagement in an environment that sets high expectations both in and out of the classroom. Working closely with the WCU faculty, staff, and students, The Honors College creates and facilitates opportunities for collaborations with and service to the wider community and works to enhance the reputation of WCU.

Programs and Initiatives

- *Recruitment and Enrollment*
 - Early in the year, our campus advisory committee made the recommendation to scale back on Honors College acceptances this year, with an aim to enroll 300-325 new students in the fall of 2018, about 130 fewer than in fall 2017. This decision was made primarily to be in alignment with the University's ability to provide enough honors courses for these students and a concern about housing requests. Admissions criteria were modified by setting a hard floor on the unweighted HS GPA, at 3.5. Our current prediction is that we will enroll about 340 (using last year's summer melt percentage) this coming fall. Although enrollment is tight, we expect to be able to seat all of the new students into an honors course this fall and to house them in Honors if requested.
 - We continued initiatives started last year which were demonstrated to have a strong effect in terms of higher than average yield (application to deposit), higher than average student profile statistics (HS class rank, GPA, and standardized test scores), and which produced increased diversity in the incoming fall class. Efforts in 2016-17 look to have similar effects from the prior year in terms of shaping the incoming class.
 - We changed the way in which scholarship offers were sent out. This year we held all scholarship offers until December and then sent out all of our scholarship offers within a couple of weeks prior to the semester break. This approach allowed us to more consistently apply scholarship offers to the students in the top academic profile groups, reaching a larger percentage of student applicants this year compared to last year; however, we were not able to fully carry out our recruiting plan in the Merit scholarship category because funds were depleted before we got that far on the list.
- *Building Community*
 - We used donor scholarship funds, earmarked for new students in the HC, to recognize student potential for leadership and service in the incoming class. Working with the students on the Honors College Board of Directors, we created a mini-grant program to encourage and support these students to take on significant

projects of service in the community. For instance, two students worked with The Community Table to build a secure box to keep scraps in for upcycling to a local farm, and two other students worked with the Community Garden to build habitat structures to encourage pollinators to take up residence in the area.

- Working in close partnership with the staff in the Center for Service Learning, we created The Conference on Undergraduate Regional Engagement (The CURE) as a way to 1) bring all of the new Honors students together at the start of the year, 2) to jumpstart and underscore the message with these new community members about the importance of engaging with the region and addressing regional needs, and 3) to give the students the experience of an academic conference, complete with concurrent sessions, a keynote speaker, and a plenary.
- Throughout the year HC staff worked with the Honors College Student Board of Directors to support a variety of initiatives. Highlights: creating the mini-grant program (mentioned earlier) for community service, production of an Honors College Student Handbook, creation of an Honors College student code of conduct statement, modification of the policy on accepting honors credits in transfer from another four-year institution's honors college or honors program, creating a new faculty award recognition, revitalization of the Wheel-Turn-the-Page committee with book/movie nights scheduled throughout last year.
- This year the *ad hoc* campus committee for The Honors College, which was started at the end of last year, was strengthened. The committee lost its ad hoc status and formalized its purpose, membership, and meeting schedule. The committee reviewed course offerings, course enrollment, honors contract numbers, policies on accepting transfer hours in honors, scholarship policies, enrollment goals and progress. The Program Review recommended that we continue to strengthen this group, noting that the committee helps to make what's going on in Honors more accessible and transparent to the University as a whole.
- *Academic Engagement*
 - The Honors Contract was put online, through a team effort with IT. The online form is one step along the way to a fully electronic Honors Contract process, vis-a-vis an IT project that was initiated in 2015-16. The Honors Contract version 1 was implemented in the fall 2016 and, based on feedback and usage data, the form was revised and version 2 was implemented in the spring 2017. The online form greatly minimizes the paperwork burden in our office and across campus, allows students and faculty to provide updates electronically, allows us to provide feedback and updates to both the student and the faculty, provides for an electronic record of submissions, communications, and approvals, allows us to efficiently collect basic descriptive information about contracts, facilitates workflow efficiency, increases security, and minimizes errors. Despite these advantages, the form by itself, outside a fully electronic process, has some deficiencies. Concerns expressed by faculty tend to be around timing and process efficiencies. Our online process project was officially started in IT at the end of June 2017 and is scheduled to be completed by August 2018. We are planning to continue making incremental improvements during the next year as the official project gets underway in IT.
 - The Honors College supported undergraduate research opportunities in a variety of ways:
 - Collaborations with the Graduate School and Research and the Office of the Provost to support the Research and Scholarship Celebration (RASC), specifically in terms of organizing the undergraduate activities.
 - Preparation and logistical support of student travel to the National Conference on Undergraduate Research (NCUR), which was held in Memphis, TN. WCU was among the top 10 institutions nationally as contributors of student presentations to the conference with 54 accepted student abstracts.
 - Facilitation of the review and awarding of Academic Project Grants to support undergraduate students' scholarship and research endeavors. April Tallant coordinates this effort with a committee of faculty reviewers from across the university.
 - Co-sponsor and coordinator of SURP, the Summer Undergraduate Research Program. Nine student-faculty research teams were supported for the 8-week intensive program in 2017. Our Research Scholars, new incoming first-year students, earned three credits this summer with honors designation as they were enrolled in USI 190, a new First Year Seminar, added to SURP this year.
 - The Honors College provides Study Abroad Travel Reimbursements to help and encourage HC students to pursue study abroad options. These funds are made available through external donations and are awarded through an application process. This year over \$14,000 were awarded.
 - We had new collaborators this year on the 2016-17 edition of Imagine Magazine. Imagine is written by first year HC students and designed by HC students and is an important marketing and recruitment piece that we share with Admissions. This year's magazine was edited by Pamela Duncan (Associate Professor, English) and

- produced by Will Huddleston (Visual Arts Specialist, Marketing).
- Given the large class size of new Honors students in the Fall of 2016, we remodeled the Honors Forum course, USI 101. We moved away from the weekly whole group evening “Forum” and weekly small group sections of 20-24; and we set up larger sections (average was 36) that met weekly in person and had weekly online content and assignments. The move away from the large weekly evening forum was b/c of the size of the class (400+) and because our feedback on the forum last year (at 200+ students) was that the speakers did not feel they made good connections with the students. Even though the speakers had to repeat their talks in all of our larger sections this year, the feedback was universally positive that they felt they made more and better connections and had a better experience overall with these, still large but smaller subsets of the class. The Provosts Office was helpful in providing teaching support to help us staff all of the sections needed to accommodate this year’s large class size. We relied heavily on the FYE Blackboard modules for the online content and supplemented as needed. We used The CURE as a special event to gather the entire class together at the start of the semester to be sure that students felt that they were part of a larger group of Honors.
- We co-sponsored several lectures this year:
 - Jerry Jackson Lecture in Humanities, organized by Department of Philosophy & Religion: Dr. Kate Temoney, Montclair State University, “When Killers Become Victims: The 1994 Rwandan Genocide & Mythology.”
 - With the World Languages Department, Dr. James Pohling, “The Heart of Africa: Eithics, Honor, and Bible Translation.”
 - With the Department of Geosciences, former SC Congressman Rob Inglis discussed climate change and screen a documentary, “Merchants of Doubt,” on corporate-financed public relations in scientific fields.
 - Carol Anderson gave a workshop on “Women, Power and Peer Support,” co-sponsored with WCU’s chapter of AAUP and a member of the Honors College Board of Advisors, Diane McPhail.
- *New Initiatives*
 - We completed The Honors College’s first external Program Review. The external reviewers were Dr. Rita Bailey from Kennesaw State University and Dr. Linda Frost from the University of Tennessee at Chattanooga. The internal reviewers on the team were Dr. Erica Zimmerman (HHS) and Dr. Mark Lord (A&S).
 - We’ve been active participants in planning the implementation of the DegreePlus pilot and look forward to the Honors students being able to participate in the pilot year, 2017-18. April Tallant facilitated a fall 2016 planning retreat, and both April and Jill Granger served on DegreePlus implementation committees during the past year.
 - When the CLE Honors Scholars program was established, a required spring-semester course was planned for those students in their first year, with the aim of the course to help prepare these students in terms of writing skills to ready them for applications to prestigious national and international awards. This spring the course took form as *Journey into Literature*, a three-credit course in English taught by Dr. Brian Railsback. At the end of the course, Railsback took the students to Highlands to give oral presentations at the Center for Life Enrichment.

Student Successes

- The Honors College Student Board of Directors reviewed and renewed their partnership with the UCM food pantry in Sylva, continuing to provide needed supplies and food stuffs throughout the year. The group also supported a larger number of local community organizations through the mini-grant program started this year, empowering more students to get involved. The Board completed drafting a student code of conduct that articulates expectations for Honors students in terms of personal conduct, civility, and working to develop a strong sense of community ethics and respect. The Board researched and recommended changes to The Honors College’s policy on accepting transfer credits in honors, a policy that was refined and will be in place in fall 2018.
- There were 252 students who graduated with the Honors College diploma this year.
- The WCU Alpha Lambda Delta chapter inducted 162 new members this year, a 34% increase over the previous high number. ALD-eligible students are 1st year students who earn a minimum 3.5 GPA in their first semester of college.

Faculty and Staff Successes

The external Program Review team had many good things to say about our Honors College staff, remarking on their strength of commitment, knowledge, and energy. They wrote, “There is little doubt that one of the key strengths of the WCU Honors College is its staff.”

- April Tallant attended a summer 2016 institute on Honors assessment sponsored by the National Collegiate Honors

Council, held in Lincoln, Nebraska.

- April Tallant accompanied several student leaders to the national leadership conference for Alpha Lambda Delta, the national first-year student honor society, in fall 2016 in Washington, D.C.
- In April 2017, April Tallant, along with Jill Granger and Bill Kwochka, gave a presentation at NCUR on our SURP program, “*Launching a summer research program for incoming freshmen: Research Scholars at Western Carolina University.*” The talk was given at the University of Memphis and was part of the NCUR faculty network program.
- Colin Townsend attended the national conference for academic advisors (NACADA), fall 2016, in Atlanta.
- Emily Sharpe attended the National Collegiate Honors Council on Honors advising, Lincoln, Nebraska, June 2017.
- Karina Robertson participated in the Summer Institute for Administrative Support Professionals at WCU, July 2016.
- Karina Robertson participated in an IT workshop, “Administrative Professionals’ Tips and Tricks to Increase Your Productivity,” at WCU in June 2017.
- Jill Granger had a textbook, *Instrumental Analysis*, published by Oxford University Press (2017).
- Jill Granger attended the National Collegiate Honors Council’s national meeting in Seattle, WA in October, 2016, and gave a presentation on “*Characteristics of Excellence in Undergraduate Research: Applications to Honors Programming,*” as part of a panel.
- Jill Granger attended the North Carolina Honors Association meeting in Greensboro, NC, in October 2016.
- Jill Granger had a paper published in Virginia Mathematics Teacher journal, “Evaluation of Lesson Study Based Teacher Professional Development Model for Inquiry Teaching in STEM,” October 2016.

Community Engagement including Advancement

- Two new endowed funds were established this year designated to benefit students in the Honors College. These new endowments were established by: Mark and Kathy Whitehead and Ray and Diane McPhail. The Whitehead’s scholarship was established to support an Honors College student majoring in music. The McPhail’s endowment will help support student study abroad.
- Development and the Honors College held our first Parent Campaign in the fall of 2016.
- Members of the Honors College Advisory Board have been generous in providing annual funds to continue our Study Abroad Travel Reimbursement awards.
- Honors College Advisory Board members have made significant one-time gifts in support of Honors College merit and need based scholarship support.
- Honors College Advisory Board members and other friends of The Honors College have funded student scholarships to support the Summer Undergraduate Research Program.
- Friends and alumni of the Honors College have made additional gifts to augment existing endowed funds (i.e. Mark and Kathy Whitehead, David and Susan Belcher, Mike and Rebecca Schlosser) for Honors College students.
- In addition to our Quarterly newsletter to the HC Advisory Board, we first produced an Honors College Parent and Families Newsletter in fall 2016. The second edition will be mailed out the first week of July 2017.
- We raised \$191,856.75 this year in total gifts. \$3,485 was raised from 53 donors (average gift \$65.75, largest gift was \$500, smallest gift was \$20) for the Honors College Endowed Scholarship, a collective fund that was created by the Development Office last year to support student scholarships in the Honors College. Our phonathon and direct mail (Parent Campaign) funds went into this ES when earmarked for student scholarship. The majority of funds raised, \$132,966.75 (69%) was raised for named endowed scholarships, i.e. Bob and Pam Thomas, David E. W. Schlosser, David O. and Susan B. Belcher, Jerry Johnson, Katherine and C. Mark Whitehead, Lonnie and Nellie Benge, Sweat/McGuire, and Wesley R Elingburg. This includes funding for the Ambassador Jeanette Hyde Study endowment for supporting study abroad, and for the new McPhail Honors College Study Abroad endowment. \$23,255.00 was raised for the Dean’s Fund (which includes funds used for student study abroad travel support). \$30,000 was designated for immediate use for Honors College scholarships (this gift also came with an additional \$20,000 for non-Honors College scholarships). \$700 was added to the Student Emergency Fund. \$200 was added to the Nancy Tarbox Memorial fund. \$1,250 was added to the Study Abroad fund. There were 47 donations made by Parents and 12 donations made by Alumni this year. \$80,000 (42%) of the total gifts designated to the Honors College were made by members of the Honors College Advisory Board.

Graduate School and Sponsored Research

Dr. Brian Kloeppe, Interim Dean

Graduate School:

ENROLLMENT:

	Final Headcount	% Increase from AY2015 to 2016
Fall 2016 (Census)	1634	+7.57%
Spring 2017 (Census)	1591	+11.26%

Programs and Initiatives

Recruiting and Marketing of Graduate Programs:

- The second dispersal of the \$10 Application Fee Increase occurred in summer 2016 and yielded \$19,130 that was disbursed to Graduate Programs to support marketing and recruiting for graduate students
- Rachel Walker was hired as Director of Marketing and Recruiting for the Graduate School and will begin in July, 2017. Rachel was formerly a recruiter and marketer for Northern Arizona University and is excited to begin her work as we develop the graduate program marketing prioritization plan for the 2017-2018 academic year.
- The M.S. in Sport Management online program has undergone a remarkable start-up after the program was approved by UNC General Administration on 14 March 2016. As of 30 June 2017, there are 37 graduate students enrolled in the program for the Fall 2017 semester.
- Strategic Marketing Initiatives (in collaboration with the WCU Director of Marketing) is occurring with graduate programs specifically targeted with a capacity for growth including:
 - Tier 1: Sport Management, Project Management, Health Sciences, Technology, Entrepreneurship
 - Tier 2: English, History, Elementary and Middle Grades Education, Public Affairs, Business Administration, Chemistry, Fine Arts, Educational Leadership
- Redesigned and implemented five communication plans in CONNECT-Customer Relationship Management (CRM) software system to electronically manage prospecting/recruiting and automate manual processes on a semester-by-semester basis to better focus recruitment messaging.
- Revised the systems that we built to empower Graduate Program Directors to review to automate all application processes, reporting, and notifications to Graduate Program Directors to facilitate application review and decisions.
- Fully implemented monthly recruiting Graduate School Open House events that alternate between Cullowhee and Biltmore Park. The online advertisement, recruiting, and Program Director/faculty conversations are the most effective recruiting and relationship-building event that we currently utilize in the Graduate School.

Graduate Student Support:

- Graduate Tuition Awards for Distance and Residential Awards awarded: \$80,000 for 40 awards @ \$2,000 each for meritorious students.
- Strategic Graduate Assistantship Allocation Plan: revised and implemented for providing transparent data for advising the Graduate Dean in assistantship allocations. Assistantships were moved from low growth to high growth graduate programs to incentivize faculty who implemented enrollment gains.
- Graduate Student Association (GSA) fully utilized their base budget of \$15,000 for graduate student professional development travel grants. The increased graduate enrollment and increased activity of the GSA initiated a further \$5,000 request to increase the base budget. The budget request is currently under review by WCU Student Affairs.
- Graduate Student Association: updated their Strategic Plan and Succession Plan, and elected their officers for the 2017-2018 academic year.
- Graduate Student Orientation for Cullowhee-based graduate students has been moved to Thursday, 17 August 2017, before classes begin and will be conducted in close association with the Social with the Provost, which will likely increase attendance at both events.

Events:

- Three-Minute Thesis Competition (17 November 2016): WCU was represented at the Council of Southern Graduate

Schools Regional 3MT Competition by Kelsey Woodford (1st Place: Higher Education Student Affairs). Terry Chavis (2nd Place: Higher Education Student Affairs) and Courtney Kirby (People’s Choice: Higher Education Student Affairs) were also competition winners.

- Fifth Annual Graduate Education Summit (16 February 2017): “Engagement: External Validation and Graduate Career Placement” was organized by Associate Dean Dr. Sharon McGee and led by a panel of four external experts representing each of our academic colleges and attended by 35 WCU faculty.
- We awarded the Third Annual Curtis W. Wood Outstanding Graduate Faculty Mentoring Award (funded by Emeritus Professor Dr. Curtis Wood) to Dr. Beth Huber, faculty and Graduate Student Mentor in the English Department.
- We awarded a Graddy to Johnny Lail, Staff Member in the Office of Institutional Planning and Effectiveness, for his work on automating the weekly graduate enrollment report that has decreased 100s of hours of data compilation time and greatly enhanced the distribution of point in time graduate enrollment across Western Carolina University.
- Faculty Scholarship Celebration (15 February 2017): recognized faculty and staff scholarship products during a reception and slide show at the Blue Ridge Conference Center in addition to recognizing first time Million Dollar Circle Club winners (please see [Office of Research Administration](#) summary below)
- Graduate Research Symposium was integrated with the Undergraduate Expo (29 and 30 March 2017) with the title of the Research and Scholarship Celebration in partnership with the Honors College and the Provost Office: the poster competition had 24 student participants (a new record), oral presentations had 91 student participants, and the research paper competition had 19 student participants.
- Graduate Education Day at Raleigh (16 May 2016): 3 graduate students (Lamyae Sroute - Chemistry; Angela Lewis-Myers - Social Work, Aaron Griffin - Technology) visited with NC State legislators as part of a delegation from the North Carolina Council of Graduate Schools.

Policies and Practices:

- Graduate Admissions policy changes were approved and implemented in 2016 to facilitate fewer hurdles in the application process and greater empowerment to Graduate Program Directors when reviewing applicants.
- Graduate School was the first Academic Affairs unit to implement On-Base paperless processing to contribute to cost savings & greener environment in 2014; the NC records retention policies will enable full implementation of electronic records by 2019 with a subsequent reduction in risk associated with maintaining paper files.

Office of Research Administration:

- *FY 17 Awards to date as of 30 June 2017

FY 17*	FY 16	FY 15	FY 14
Awards	Awards	Awards	Awards
56*	62	66	66
\$4,608,021*	\$6,040,388	\$5,712,555.36	\$5,547,971.53

Initiatives and Programs

- Provost Internal Grants - \$150,000 committed from the Chancellor and Provost from indirect cost returns resulted in 32 applications from and 15 awards to faculty. The Chancellor and Provost have again allocated \$150,000 for FY18
- At the Faculty Scholarship celebration on 15 February 2017, there were two faculty and staff recognized as first time members of the Million Dollar Circle Club with more than \$1,000,000 in externally funded research at Western Carolina University. This initiative to recognize some of our most successful proposal writers is an attempt to incentivize others to join this exclusive group of investigators.
- Multiple Proposal Writing Workshop were Hosted by Alison Krauss and Pan Riggs (ORA). The workshop focused on concept development, funding searches, and creating a more fundable proposal. There were 18 participants from Academic Affairs and Student Affairs.

ORA Highlights

- Andrea Moshier, Director of the Office of Research Administration, was selected as one of two participants in the WCU Women’s Leadership in Action Program for 2015-2016. As a result of her activities at WCU, she was selected to

participant in the Summer Harvard Institute for Educational Management in June 2016.

- Morgan Burnett, Patricia Cantrell, and Jennie Wyderko were hired as Research Service Professionals to assist and ensure our financial and non-financial compliance - have received rave reviews from faculty and staff.

Office of Undergraduate Studies
Dr. Carol Burton, Associate Provost

Undergraduate Studies is composed of the following Centers: Mountain Heritage, Service Learning, and Career and Professional Development, as well as the office of the Associate Provost for Undergraduate Studies. Additionally, Undergraduate Studies administers the Liberal Studies program, the Campus Theme, and *Synthesis: a pathway to intentional learning*, a quality enhancement initiative. The new Quality Enhancement Plan, *DegreePlus*, is also administered the Center for Career and Professional Development (please see end of this report for a special section on DegreePlus). There are fifteen employees in Undergraduate Studies.

Programs and Initiatives

- The Mountain Heritage Center's (MHC) new program series, "Evening at the Museum," showcased skills and talents of WCU students with informal programs on a variety of cultural topics. Examples include sophomore English major Ashton Woody presenting Jack Tales and Appalachian ballads, and the Parks & Recreation Management Club presenting "Camp Cookery: Then and Now."
- The MHC launched a major new initiative focusing on African-American community history, "When All God's Children Get Together," with a highly successful set of exhibits and programs at WCU and at Liberty Baptist Church in Sylva, from February to May 2017. Co-sponsored by One Dozen Who Care, Inc., and funded by the Blue Ridge National Heritage Area, the North Carolina Humanities Council, and the Cherokee County Arts Council, the project will continue with exhibits and programs in Murphy (July, 2017) and Waynesville (October, 2017). A multi-county school outreach program and a digital archive hosted by Hunter Library's Digital and Special Collections are included and WCU faculty, staff, and students have been involved in this project from its inception.
- A team of 9 faculty, staff, students, and community leaders collaborated to develop the WCU Civic Action Plan in partnership with national Campus Compact. The committee met between October, 2016 and May, 2017, created the course of action to advance WCU's commitment to civic engagement over the coming years. The approved Civic Action Plan can be found here: <https://compact.org/resource-posts/western-carolina-university-civic-action-plan/>
- The Student Democracy Coalition (SDC) was an initiative that represented the highest level of collective, student-led (administratively supported) civic engagement effort in the history of WCU. To achieve its primary intent and outcome the SDC operationalized its efforts to develop student civic engagement in the following ways:
 - Register Voters – The goal was to register 2,000 voters from February 2016 to October 2016. Through numerous innovative and established methods, the SDC registered 2,167 students. Additionally, NSLVE (national Study of Learning, Voting and Engagement) data supported improvements in how and to whom the campus made information available. For example, Engineering students had one of the lowest voter rates in 2012 (32%); therefore, the SDC organized meetings with the Dean of Engineering and Technology and made voter registration presentations to specific classes in that college.
 - Educate Voters – The goal was to organize 50 educational initiatives (as programs and marketing campaigns) with an average attendance/impact of 50 students to either frame the issues, the candidates, and/or the voting process from Feb 2016–Nov 2016. Thirty educational programs with average attendance of 55 attendees and 18 marketing campaigns with average viewership of 1,250 per message (e.g., the Seven Voter Tips of the Week YouTube video and the 7 SDC bi-weekly Newsletter email averaged 2,000 views per distribution) were held.
 - Activate Voters (on election years) or Advocate for Issues (off election years) –The goal was to establish an early voting polling place on campus that would outpace the other five early voting polling places and to increase WCU's voter engagement percentage from 51% (2012) to 75% (2016) from March 2016 – November 2016. The SDC adopted bringing an early voting polling place to campus as the nearest polling location was nearly 1.5 miles away down a highway. In the year with a 51% voter rate, a majority of student voters (~60%) voted by way of Early Voting and this helped support the petition for an early voting polling place on WCU's campus. A campus petition with 1,000+ signatures in support of the on-campus early voting polling place and two public

presentations to the Jackson County Board of Elections led to approval of a polling station. The on-campus polling location resulted in 2,557 individuals completing early voting, which outpaced the other early voting polling locations by ~1,000 votes. Common Cause recently released a report that determined that WCU reached a 67% voter turnout rate (<https://tinyurl.com/l7hh3q4>), a 14% increase since 2012.

- The Center for Service Learning conducted or facilitated the following in support of the Africa Campus Theme and WCU's partnership with Samaritan's Feet: 1) the Catamount Walkabout (raised \$3,000); 2) an international study abroad experience to South Africa with 5 students; 3) 20 WCU student, faculty, and staff leaders attendance at the 5th Annual Samaritan's Feet Gala; 4) a panel showcasing an interactive discussion on *The Bright Continent*; and 5) with the Samaritan's Feet student leaders, presented to the end of semester campus theme celebration.
- Civic engagement awards and recognitions for the work of the Student Democracy Coalition and the Center for Service Learning include:
 - Second highest campus-based student voter turnout in the 2016 primary election (of all North Carolina institutions of higher education)
 - Second highest campus-based student voter turnout in the 2016 presidential election (of all North Carolina institutions of higher education)
 - SOCON VOTES Rounds 2 and 3, WCU won 2nd and 1st place, respectively, with the Center's Voter Play Book
 - NASPA/ADP/CVP Voter Friendly Campus Designation
 - TurboVote Campus Spotlight for Best Practice in Civic Engagement
 - Two national blogs showcasing and spotlighting the SDC's work (Campus Compact and American Democracy Project through the American Association of Colleges and Schools)
 - Gulf South Summit Student of the Year, North Carolina Campus Compact Community Impact Award, the Andrew Goodman Foundation Hidden Hero Award, and earned the Newman Fellowship through Campus Compact (Joanna Woodson, Social Work Major)
 - Director Lane Perry was recognized as the Gulf South Summit Practitioner of the Year
 - WCU and SDC were encouraged to apply for the 2017 AASCU Excellence and Innovation in Civic Learning and Community Engagement Award (submitted May 2017, currently under review).
 - Students, faculty, staff, and community leaders were recognized (institution-wide) at the 13th Annual Center for Service Learning Awards ceremony from over 85 nominations, <http://www.wcu.edu/WebFiles/PDFs/AANewsletter2017MAY.pdf#undergrad>.
- The Center for Career and Professional Development hosted several large-scale events: Part-Time Employment Fair, Catamount Career and Networking Day (2), Cultural Etiquette Dinner, Health & Human Sciences Résumé Writing and Networking Night, Arts & Sciences Career Panel, Résumé Writing Intensive & Networking Social for Fine/Performing Arts students, Etiquette Reception, Asheville/Atlanta Shadowing Day, Education Fair, and STEM Career Panel.
- Hosted an Open House event (80+ attendees) to view the newly constructed Center for Career and Professional Development.
- Conducted career events (mock interviewing or résumé review) in collaboration with faculty members for Sport Management, Accounting, Pre-Physical Therapy, Political Science, English, Recreational Therapy, Environmental Health, and Communication.
- Took industry feedback to present the idea of an Outdoor Gear Certification/Major/Minor to the Deans of several colleges. The College of Fine and Performing Arts, Engineering and Technology, Business and Education and Allied Professions are working to create an interdisciplinary certificate program and eventual minor.
- The Center for Career and Professional Development participated in an external review process, which yielded successful suggestions for future development.

CCPD by the Numbers – comparison of two years:

Subject	2015-2016 year	2016-2017 year	% Increase
Classroom Presentations	57	100	75%
Individual Appointments	503	719	43%
Drop-In Appointments	249	321	29%
Job Cat Student Logins	3,710	4,908	32%
Employer Interactions	291	494	70%
Focus II Student Logins	488	1,087	123%
Job Postings	997	1,523	53%
Internships for Credit	172	185	7.5%
Employment Paperwork	2,297	2,453	6.8%

Student Successes

The Center for Career and Professional Development received a \$100,000 grant from the State Employees’ Credit Union (SECU) to provided paid summer internships for students majoring in English, Political Sciences, Sociology and Psychology.

The Center for Service Learning provided support to students:

- High-profile paid internship with the National Alliance to End Homelessness, Joanna Woodson
- Gulf South Summit Student Leader of the Year, Joanna Woodson
- Newman Civic Fellow and as NCCC Community Impact Winner, Joanna Woodson
- Scholarship and entrance to the University of Chicago’s master’s program in international relations, Emma Tate
- Josh Vance, Christina Parker, Joanna Woodson, and the Student Democracy Coalition “top leaders” across various categories through the Department of Campus Activities.
- Gulf South Summit Presentation selected and delivered – Emma Tate, Katie Balough, Joanna Woodson presenters
- 8 student leaders attended the NCCC CSNAP conference and presented on their civic engagement work through the Student Democracy Coalition
- 7 student leaders attended the 2016 Voter Initiative Institute at Elon University
- Director of the CSL served as committee member and service-learning expert for the following successfully defended master’s thesis: Roberts-Easley, C. (2017). “Bestowing charity”: A rhetorical analysis and proposed modified approach for the language surrounding service work.
- Mentored students to deliver six national and regional presentations and publications on civic engagement initiatives developed and implemented by WCU’s Student Democracy Coalition (students’ names italicized):
 - *Woodson, J. & Perry, L. (2017). Campus Spotlight: Igniting a sleepy campus. AASCU’s American Democracy Project. [\[Link\]](#)*
 - *Woodson, J. & Perry, L. (2017). Continuing the business of hope and engagement. Campus Compact Blog. [\[Link\]](#)*
 - *Perry, L., Woodson, J., Tate, E., & Balough, K. (2017). Forever making change: Civic engagement & post-election hope. Gulf South Summit 2017. Paper presented March 2017. (Greensboro, North Carolina). [\[Link\]](#)*
 - *Woodson, J., Landreth, A., Tate, E., Balough, K., Birch, S., & Perry, L. (2016). Never take no for an answer: Reflections on engaging a campus in the 2016 election. Citizenship, Service, Networking, and Partnerships Conference. Paper presented in November 2016. (North Carolina)*
 - *Woodson, J., Landreth, A., Tate, E., Balough, K., Birch, S., & Perry, L. (2016). The REAC(+) Model: Involving students*

- in civic engagement. *2016 Election & Civic Engagement Symposium*. Paper presented in September 2016. (NC).
- Birch, S., Woodson, J., & Perry, L. (2016). Bringing the Polls to the Students: A Campus-based Approach to Civic Engagement. *2016 Campus Vote Project National Webinar*. Workshop presented in June 2016. (National).
- Woodson, J., Landreth, A., & Perry, L. (2016). Rocking the vote as a concerted effort: Developing an 'above ground' culture of civic engagement. 2016 Civic Learning and Democratic Engagement Meeting (ADP, TDC, & NASPA). Presented June 2016. (Indiana)
- The Center for Service Learning and the Honors College created the first annual 2016 Conference on Undergraduate Regional Engagement (CURE). This conference engaged nearly 400 first-year Honors College students and focused on issues that are affecting our regional community and the skills necessary to address those issues as students.
- The CSL, in partnership with the Honors College, designed and delivered a panel of 6 faculty members, and moderated by the Director of Service Learning, to discuss various paradigms of inquiry at the 2017 Undergraduate Research Expo.
- The MHC mentored 23 student workers (5 graduates, 18 undergraduates) in various aspects of museum operations, providing training, mentoring and skill building opportunities for students aspiring to careers in museums.
- MHC 2016 summer intern Charlie Jones presented "Life and Limb in Southern Appalachia: The Story of William Bryant Carden" as part of a juried program session spotlighting student work in museums at the Southeastern Museums Conference's 2016 Annual Meeting in Charlotte, NC.
- In fulfillment of his senior Capstone project, MHC intern William McDaris created the exhibit "The Walton War: An Almost Forgotten History." On display in the MHC's 2nd floor Hunter Library gallery from December 2, 2016 through February 3, 2017, the exhibit is now part of the MHC's traveling exhibit program and will be shared with museums throughout the region.
- In fulfillment of her senior Capstone project, MHC intern Catherine Linton (History/Professional Writing major) created a gallery guide for the Horace Kephart exhibit, distributed free of charge to all MHC visitors.
- Catherine Linton also successfully applied to the CCPD's 2017 Alumni Shadowing program, where she shadowed former MHC intern Catherine Dean (BA'16), who is now employed as a museum educator at the Gwinnett Nature Center in Atlanta.

Faculty/Staff Successes

- Undergraduate Studies Administrative Support Associate, Deidre Hopkins, completed her master's degree in Human Resources from WCU, was accepted into the WCU Works Program, and was elected senator on WCU's Staff Senate. She is also an instructor in the USI 130 University Experience course during summers.
- MHC Interim Director and Curator became permanent MHC Director in December 2016.
- The MHC's Office Manager Position was expanded from .75 time to full time in December 2016.
- MHC Education Associate Peter Koch was elected President of the NC Museums Co in March 2017 for a 2-year term.
- The MHC presented gallery tours and custom-designed programs for 24 WCU classes and groups, serving 611 students.
- The MHC worked intensively with 2 history faculty members, Dr. Andrew Denson and Dr. Rob Ferguson, in conjunction with our African-American community history initiative, "When All God's Children Get Together."
- In addition to facilitating capstone projects for MHC student workers, the staff also worked with Dr. Ben Steere (Anthropology and Cherokee Studies) to provide design training, research advice, technical assistance and display space for an engaged learning experience for Anthropology major Brianna Murray, who created a four-panel exhibit on traditional Cherokee dance, currently on display in the Robinson building.
- The Center for Career and Professional Development staff completed training in accessibility concerns, Safe Zone, and Green Zone.
- Dean Paulk participated in University Taskforce on Racism, trained in Controversial Issues: Train the Trainer.
- Dean Paulk and Carrie Hachadurian participated in the NACE Leadership Institute and WCU Works professional development programs.
- Carrie Hachaurian, Trina Royer, and Dean Paulk are all completing Master's level coursework.
- Dean Paulk and Christine Harriger presented at the WHEE Lead Conference in February 2017 and Dean Paulk and Carrie Hachadurian conducted a poster presentation at the Inclusion Summit in June 2017.
- Theresa Cruz Paul presented at the Competency-Based Education Conference (at UNC General Administration), the NCCAP Women's Empowerment Conference, Secrets of Powerful Women Conference and Collaborative Regional

- Education Workshop (CREW) 2016 Conference.
- The Center for Career and Professional Development was nominated for a LEAD award through Campus Activities and the Support Program of Excellence award.
- The Center for Career and Professional Development received a \$13,000 grant from the Sustainable Energy Initiative to build a solar paneled study table outside of the Center's office.
- The Center for Service Learning received the 2017 LEAD Award winner through the Department of Campus Activities. This is the highest award the Student Affairs division bestows upon "fellow" offices, centers, or units for leadership in student development.
- Patrick Long, VISTA AmeriCorps staff member, was accepted with a full scholarship to the University of Vermont master's degree of higher education program (class of 2017-2019).
- Associate Dir. for the Center for Service Learning, Jennifer Cooper, was selected to serve on the strategic planning team for North Carolina Campus Compact and has completed 4 seminars through the WCU WORKS program.
- Administrative support Associate for CSL, Mackensie Jimison, has completed four seminars through the WCU WORKS program, and is enrolled in the Master of Entrepreneurship program at WCU.
- Kelsey Woodford, graduate assistant in the CSL, was awarded the Meritorious Service award through the CSL and won the College of Education HESA (Higher Education Student Affairs) Outstanding Student Award; she has also accepted the Assistant Director of Financial Aid position at WCU.
- Director Lane Perry was selected as Co-Editor of the *International Journal of Research on Service Learning and Community Engagement* through IARSLCE (December 2016) & completed the 2016-2017 WCU Leadership Academy.
- The associate Provost for Undergraduate Studies received the Paul Reid Distinguished Service Award for 2017
- The CSL supported faculty and staff to deliver 20 national and regional presentations and publications on community-based/community-engaged research initiatives.

Community Engagement, including Advancement

Undergraduate Studies is a key vehicle for facilitating WCU's engagement with our community. This is accomplished through the work of the Centers in the division and the Associate Provost's office, which offer sustained and high level commitment to civic learning and community engagement.

- Andrew Goodman Foundation grant for the Vote Everywhere Ambassadors (AG Foundation, 2015-2016; 2016-2017). \$4,000 for 3 Vote Everywhere Ambassadors (\$1,000 x 3) with 2 Activity Budgets (\$500 x 2) for each year (Total: \$10,000).
- Campus Vote Project. \$2,000 for two CVP Fellows (\$1,000 x 2 = \$2,000).
- North Carolina Campus Compact Civic Engagement Grant (2016). \$1,000
- AmeriCorps VISTA Support (Corporation for National and Community Service and North Carolina Campus Compact), Patrick Long (2016-2017) – \$12,000
- Awarded \$8,000 in Jacob Medford Spencer scholarships to four incoming freshmen and four current WCU student leaders who have focused on both academic achievement and community engagement.
- A total of ~\$35,000 obtained to support WCU's regionally engaged mission.
- The Center for Career and Professional Development helped plan and participate in Backpacks to Briefcases and brought 8 student networkers and 5 student presenters for the Talent Jam College Edition.
- Land of Sky/Mountain Area Workforce Development has added Steve Bridges to their Healthcare Career Pathway – Strategic Planning Committee and the Hospitality & Tourism Career Pathway – Strategic Planning Committee.
- Trina Royar participates in the WCQS Community Advisory Board.
- In AY 2016-17, the MHC's K-12 outreach program served a total of 2,704 K-12 students and teachers throughout western North Carolina. This program includes class visits to the MHC's exhibits on the WCU campus, MHC staff visits to schools, and loans of our traveling trunks to schools and other museums.
- The MHC served as a resource for historical, cultural, and tourism development organizations throughout western NC and maintained exhibits throughout the WCU campus, as well as the Jackson County Public Library, Fontana Village Resort, and the Interstate 26 Visitors Center near Mars Hill. In AY2016-17, new permanent exhibits were created and installed at the Folkmoot Center in Waynesville and Liberty Baptist Church in Sylva. Over 475,000 people in AY2016-17 saw exhibits at these venues, plus exhibits at venues participating in the MHC's ongoing traveling exhibit program.

***DEGREEPLUS INITIATION AND IMPLEMENTATION**

Overview

DegreePlus is a holistic approach to student education in which students are encouraged to learn transferable skills through participation in extracurricular activities. It is an optional program for all students, but for those who choose to participate, DegreePlus will complement their curricular learning by building on the premise that learning extends beyond the formal classroom.

The specific goals of DegreePlus are:

- Goal 1: Increase students' participation in extracurricular activities that promote transferable skill development.
- Goal 2: Enhance students' cultural responsiveness, leadership, professionalism, and teamwork skills.

DegreePlus is designed to support students' "whole" university experience in which they focus on their academic programs while also grow through their involvement in extracurricular activities, and ultimately become prepared to be engaged citizens of the world. The inclusion of extracurricular activities not only fosters growth in skills related to cultural responsiveness, leadership, professionalism, and teamwork, but also teaches students to value the learning opportunities that are all around them. Finally, the development of these transferable skills through DegreePlus will prepare WCU students for post-graduation success, regardless of their anticipated career paths.

The DegreePlus Implementation Committee, chaired by Dr. Carmen Huffman, conducted various tasks within a subcommittee structure to ensure the appropriate level of planning for the DegreePlus program. Below is a list of accomplished key tasks.

Fall 2016

- Established the definitions and learning outcomes for the four (4) transferable skill areas: Professionalism, Leadership, Teamwork and Cultural Responsiveness
- Established the three (3) level framework that students will move through in the program
- Established the pilot groups: Honors College, Academic Success Program (ASP) and Leadership Living-Learning Community (LLC) students
- Hosted open forums and small group meetings with faculty, staff, students and stakeholders for feedback
- Submitted budget proposal through the University budgeting procedure
- Began development of assessment rubrics for each skill area

Spring 2017

- Completed assessment rubrics for each skill area
- Developed the assessment plan
- Created student reflection prompts
- Prepared for the SACSCOC on-site review
- Analyzed preliminary baseline data for current student participation
- Prepared and posted marketing materials for DegreePlus around campus
- Met with the Employer Advisory Board for feedback
- Developed post-event surveys
- Conducted an inventory of professionalism events for the pilot year
- Completed a successful SACSCOC (Southern Association of Colleges and Schools Commission on Colleges) on-site review with no recommendations for the DegreePlus program (QEP)

Summer 2017

- Hired an Associate Director of DegreePlus, Ms. Marti Newbold
- Met with and advertised to the pilot groups: Honors, ASP, LLC
- Offered summer Professionalism event for ASP students
- Established DegreePlus Advisory Committee

Office of Academic Affairs
Dr. Brandon Schwab, Associate Provost

Programs and Initiatives

- Continue to work with SoCon Academic Exchange in particular in the area of professional development for Department Heads and Chairs in partnership with The Citadel and Martha Diede of our own Coulter Faculty Commons. Planning for next LEAD program in July 2018.
- Enhanced communication from Provost Office with revised newsletter and website, Sharepoint repository for internal information (Suzanne Tobin)
- Worked with new CFC Director and supported Professional Development with Center for Creative Leadership.
- Instituted trial changes to textbook rental program for faculty requesting multiple books. Revising policy next year.
- Pursuing establishment of undergraduate research office to support undergraduate research as Area of Distinction.
- Second Research and Scholarship Celebration (RASC) event in March in collaboration with Graduate School and Research and Honors College.
- SACSCOC Core Working Group and Compliance Committees including writing 15 compliance narratives, Institutional Effectiveness Research focused report, follow-up task force.
- Lead on Institutional Effectiveness Research follow-up report.
- Responsible for reporting on ten strategic initiatives.
- Expanded use of Faculty Activity Database across campus led by Andrew Adams. Developing Faculty Profiles for university website using FAD.
- Member of Implementation Advisory Board for Center for Study of Free Enterprise.
- Member of non-tenure track task force.
- Established for the first time a multi-year academic calendar
- Delivered a New Faculty Orientation booster (NFO Boost) in January 2017
- Helped facilitate building access compromise for CFPA
- Revised absence policy
- Hospitality & Tourism program at BP
- International trip – led to 2 student internships; 3 partnerships
- Working on transition of HBS to be fully under WCU
- Established exit survey for faculty with Faculty Relations Fellow
- Taking on oversight of Intensive English Program
- New programs under review with General Administration: PsyD, MS Athletic Training, BS Integrated Health Sciences
- Participating in UNC system Department Head study
- Establish task force through Faculty Senate to work on broad curriculum-related issues
- Faculty Relations Fellow, Teri Domagalski, developed faculty exit interview protocol, 10 interviews conducted since December 2016
- In response to COACHE survey and faculty feedback, collaborated with HR to increase information sharing for area family and housing support options for new faculty hires

International Programs and Services (IPS)

- Increased international student number from 140 to 191
- Increased student study abroad number from 225 to 234
- Developed comprehensive Faculty Handbook for Faculty-led programs
- Developed comprehensive Student Handbook for Study Abroad
- Created Study Abroad Module for FYE program
- Developed mandatory faculty orientation for faculty-led programs
- Created I-PAL and I-CAT Friendship programs to engaged international students with domestic students and faculty
- Developed International Faculty and Staff Council to advance diversity
- Created Study Abroad Advisory Committee

- Implemented website revamping
- Co-Founded and implemented the first Global Learning Academy
- Established agreements with seven higher education institutions and organizations
- Established innovative international student recruitment programs
- Facilitated an IIE grant as one of two receiving universities in the U.S. and had WCU featured in the world.

Intensive English Program (IEP)

- Transitioned to become APAA direct report
- Directed team of part-time teachers and one full-time staff member in the Intensive English Program: marketing and recruitment of IEP students; hiring and supervising teachers fall, spring and summer semesters; evaluating students; managing all processes including communication with applicants, arrivals, housing, health insurance, meals, and all problems that arise for each of these three semesters. IEP runs fall (16 weeks), spring (16 weeks), summer (8 weeks), plus Special Programs (Costa Rica 3 weeks and GATE Teacher Training Program online).
- Developed summer Worldview Leadership Program; plan advanced marketing and promotion for 2018 offering.
- Developed an agreement with TEC (Tecnologico de Costa Rica) for a new Special IEP Summer Program for 16 Costa Rican students during Summer 2017, plans to continue each summer.
- Developed an agent agreement with Bethety Office in Riyadh, Saudi Arabia, to offer a discount of 15% of IEP program fee (to end when beginning university), and they have sent 2 students Summer of 2017 with 2 more to arrive Fall 2017.

Highlands Biological Station (HBS)

- *Facilities upgrades & renovations*
 - \$410K in R&R funds to renovate and expand housing in the Cottages
 - \$265K NSF grant to renovate and expand Aquatics Lab
 - Development of North Campus project to construct an outdoor classroom on the northern shore of Lindenwood Lake
- Draft MOU articulating potential realignment of HBS with WCU
- Grant-in-Aid researchers: Rich Baird (Mississippi State University), Traci Ballance (WCU), Robin Eng (Clemson University), Mike Osbourn (Appalachian State University), Radmila Petric (UNC-Greensboro), Eric Riddell (Clemson University)
- Other researchers/research groups: NY Botanical Garden, US Forest Service, Universidade Federal de Sao Carlos (Brazil), University of Louisville, University of Washington, John Carroll University, Connecticut College, East Carolina University
- Visiting classes: Berry College, Clemson University, Duke University, Emory University, Oglethorpe University, SE Louisiana University, UNC-Pembroke, Western Carolina University
- Other visitors: American Museum of Natural History, Carolina Raptor Center, UNC-Chapel Hill, Plethodontid Conference attendees (4)
- UNC-CH IE Program: 10 students (all UNC-Chapel Hill)
- HBS 2-week courses: Biol & Conservation of Birds (8 students); Biology of Southern Appalachian Fishes (4 students); Biology of Southern Appalachian Salamanders (9 students); Conservation Genetics of Salamanders (6 students); EPT I (6 students); EPT II (4 students); Lichens of the Southern Appalachians (11 students); Fungi (5 students); Mammals of the Southern Appalachians (8 students)
- HBS 1-week courses: Sedges (13 students); Spring Ephemeral Wildflowers (7 students); Rock Outcrop Ecology (5 students)

Coulter Faculty Commons (CFC)

- Hired three new team members: Jack Caldwell, Michele Hawes, and Terry Pollard
- Transition data reporting to one system with consistent use
- New Faculty Orientation (NFO) completely reworked and re-formatted
- January 2017 New Faculty Orientation
- New Faculty Orientation to Go course to support faculty learning in the face-to-face NFO sessions
- Writing for Publication workshop for School of Nursing
- First two meetings of CFC/LMS Advisory Board in 4 years
- Development of new CFC Mission and Vision Statements, and Guiding Principles.

- Develop partnership with Office of Institutional Planning and Effectiveness to support SACSCOC reaccreditation efforts
- Develop partnership with Office of Sponsored Research to provide multiple supports for faculty research
- Successfully run Leadership Academy 2016-2017
- Successfully advocate for UNC system to obtain an Improving Your Online Course license from Quality Matters (negotiation results in reduced cost for participating schools: \$1000 became \$171.88)
- Successfully advocate for Hunter Library to provide faculty streaming media resources and assist faculty in copyright compliance
- Launch Your New Semester programming for faculty in Fall 2016 and Spring 2017 to encourage revision of courses and incorporation of best practices
- BYOD classroom
- Forsyth classroom upgrade
- Served 4936 client contacts in 2016-2017, average 48 minutes per contact
- 2% increase in Blackboard LMS courses over previous year (6904 courses)
- Searching for Educational Developer and Scholarly Research Support Specialist positions

Program for the Study of Developed Shorelines (PSDS)

- Maintained staff integrity and ended the academic year with all staff funded through January 2019.
- Current partners include the US Fish and Wildlife Service, the National Park Service, the USGS, the Southern Environmental Law Center, the SC Coastal Conservation League, Stanford Environmental Law Clinic with possible projects developing with The Nature Conservancy of NY.
- Completed a move from Belk to the Old Student Union without incident. This will allow us to increase our capacity for student workers, interns, and visitors.
- Created a new Liberal Studies course in Oceanography that we will team-teach.

Student Successes

- Developed partnership with Hochschule Furtwangen University in Germany leading to summer internships for two WCU Engineering students
- Supported student participation in SoCON Undergraduate Research Forum, WCU Summer Undergraduate Research Program, and RASC

Faculty Successes

- *Scholarly Development Assignment Program awardees:*
 - Dr. Cyndy Hughes, Associate Professor, Department of Criminology and Criminal Justice, College of Arts and Sciences: Dr. Hughes will begin research and writing a book, *Minorities, Crime, and Social Policy*, interacting with criminologists in the field of race and crime in the United States and South Africa and engage in field collection of narratives presented by both indigenous people and the ruling class in the United States and abroad.
 - Dr. Jamie Vaske, Associate Professor, Department of Criminology and Criminal Justice, College of Arts and Sciences: Dr. Vaske will strengthen partnerships with criminal justice agencies and engage in translational research, serving as a trainer and data analyst for the Colorado Department of Corrections for the Women's Risk and Needs Assessment and as a strategic planning analyst for the Department of Corrections in the northeast.
 - Dr. Mark Lord, Professor, Department of Geosciences and Natural Resources, College of Arts and Sciences: Dr. Lord will further the development and assessment of Course-based Undergraduate Research Experiences and the use of undergraduate research fellows and conduct research to advance the understanding of groundwater-surface water interactions in headwater regions in alpine meadows (Nevada) and the southern Appalachians.
 - Dr. Laura DeWald, Professor, Department of Geosciences and Natural Resources, College of Arts and Sciences: Dr. DeWald will work collaboratively with US Forest Service geneticists on a large scale southern tree species conservation strategic plan, improve knowledge of tree genetic diversity and disease resistance associated with climate change, and analyze how much genetic material is necessary to conserve a tree species.
 - Dr. John Whitmire, Associate Professor, Department of Philosophy and Religion, College of Arts and Sciences: Dr. Whitmire will study the J.R.R. Tolkien archives in the Oxford and Marquette University Libraries to produce a

monograph on the ethical and religious elements in Tolkien's work.

- Mr. Jon Jicha, Professor, School of Art and Design, College of Fine and Performing Arts: Mr. Jicha will serve as Artist-in-Residence in Delhi, India producing work that explores the complex nature of subjective spaces to expand transcultural knowledge as an educator and enhance opportunities for student study abroad partnerships.
- HBS (Jim Costa) - Appointed to the *Distinguished Lecture Program*, class of 2017-2019, Sigma Xi National Research Honor Society
- HBS (Jim Costa) - Elected Trustee, Charles Darwin Trust, London, England.
- PSDS (Rob Young) - Invited to join the UN Group of Experts on the Scientific Aspects of Marine Pollution

Community Engagement including Advancement

- Planning team for 2017 AAC&U PKAL STEM Leadership Institute (SLI)
- Co-chair 2017 PKAL SLI-I
- PSDS - cited numerous times throughout the year in major news outlets around the world including The Guardian, BBC, NYT, Washington Post, PBS Newshour, National Public Radio, La Monde, Der Spiegel and many others.
- PSDS - honored by the NC Coastal Federation with a Pelican Award for coastal stewardship. PSDS - awarded just over \$300k in research grants with around \$60k in donated funds from supporters.
- PSDS - Chosen to host a Churchill Fellow visiting the US from Australia to study coastal adaptation.
- PSDS - Invited Presentation on global sand mining to United Nations, Nairobi, Kenya. November 2016, Rob Young
- HBS - Duke Energy (\$5000; funded, supporting outreach programming)
- HBS - Institute of Museum & Library Sciences (\$203,238; pending). In support of salary for an Education Specialist to maintain and expand outreach, fund a summer intern, supplement foundation funds, add new tablet kiosks in the Nature Center, and provide horticultural support for enhancing the botanical garden as an outdoor classroom and demonstration arena for outreach activities)
- HBS - Cherokee Preservation Foundation (\$19,000; pending). In support of revitalizing the Cherokee Garden, programming, and possible construction of a small "summer house" for artisan demonstrations.
- HBS - Co-PI (with K. Kandl and T. Martin), NSF-FSML grant: "A Modernized Aquatics Laboratory for Research and Training at the Highlands Biological Station." \$265,151. Funded.
- HBS - Co-PI (with K. Kandl and P. Bricker), Burroughs-Wellcome Student Science Enrichment Program (SSEP) grant: "Watershed Moments: Exploring Science and Math in Cullowhee Creek." \$159,123. Funded.
- HBS - completed the necessary application with supporting materials (summer 2016) and reporting documents (fall 2016) for the Grassroots Science Museums grant program: "Operational Support of Highlands Nature Center," \$76,000. Funded.

Office of Student Success

Dr. Lowell Davis, Assistant Vice Chancellor for Student Success

Academic Advising

- GradesFirst 2.0: The GradesFirst 2.0 stunt platform was highly used across the institution. Statistics of platform usage for the 2016-2017 academic year are as follows:
 - Campus Advisors Notes: 4,228
 - Advising Center Note: 7,051
 - Campus Summary Reports: 15,046
 - Summary Reports: 15,046
- Western Day: Western Day was an event created to increase the communication between Southwestern Community College (WCU's largest feeder community college) and offices within WCU. This event took place at SCC's Macon campus, and provided direct, on-site contact with WCU student support offices. As a result, SCC students and staff now have increased awareness of resources to aid in a seamless transition.
- Finish Line: Seven Finish Line students completed their degree requirements this past year. The Finish Line Program, geared toward helping students who never finished their bachelor's degree, began in fall 2015. In the 2015-2016 year, Finish Line saw the graduation of its first 2 students and more than tripled those numbers this past year.
- Pre-Professional Advising: The Advising Center has a new academic advisor who is assigned the additional task of

working with WCU's growing pre-professional student population (currently 1,311 known students). Highlights:

- UNC Eshelman School of Pharmacy (Asheville's Campus) and Rural Health & Wellness Program: Stephanie Norris presented to advisors and to WCU's Pre-Health Club.
- Campbell University: Recruiter Rodney Hipwell spoke with WCU's Pre-Health Professional Team and students.
- Wingate University, Hendersonville Campus: Barbara Burke & PA professor Taylor Fischer visited with the Pre-Health Professional Team and students.
- UNC's Benjamin Gilmer, M.D. luncheon for our Pre-Health students.
- Pre-Health Club hosted two blood drives this year (11/1/2016 & 2/2/2017). The November drive brought in 161 donors & collected 140 units.
- Catamount Transfer Drive-in Retreat: The Advising Center partnered with WCU Admissions and developed a Catamount Drive-in Retreat, which was attended by 10 Community College Transfer Counselors or Early College Advisors from 7 different institutions. This event received positive feedback and will be repeated next year.

Accessibility Resources

- Disability Awareness Month in October: Diversity Brown-Bag Lunch with the Chief Diversity Officer on "Disability as Diversity"; Diversity Dialogue Panel (in conjunction with the CEAP Diversity Committee) on Disability.
- Autism Awareness Week/Month in April: OAR on the Lawn (in conjunction with the WCU Chapter of the NC Autism Society, Full Spectrum Farms, and the Alpha Xi Delta sorority); faculty/staff/student training on "College Students on the Autism Spectrum"; a Light-It-Up-Blue Day at WCU home baseball game; co-sponsorship of a 5K (with Alpha Xi Delta); and a Diversity Dialogue Panel on Autism (in conjunction with CEAP).
- Added three dedicated testing rooms, proctored/coordinated approximately 500 exams each semester.
- Sponsored two graduate interns: one from School Psychology program for fall, spring, and summer; the other from HESA for spring.
- Gave training presentations for the One-Stop Friday Training; Hunter Library faculty and staff; work-study and non-work-study supervisors through the Center for Career and Professional Development; CCPD staff; WaLC tutors and academic coaches; USI130 Instructors; and Orientation Counselors. We have been invited to present to staff of the Center for Fine and Performing Arts at the start of the fall semester.
- Awarded Brown and Brewer Scholarships to two deserving students, one with a visual impairment and one with a hearing impairment.
- Developed (with Creative Services) marketing materials to reflect office name change and current branding, including a sign for Open Houses and other events and a print brochure. Redesigned website. Currently working with Creative Services to publish our Faculty Handbook with more visual appeal and to reflect current branding.
- Created an Office of Accessibility Resources Facebook page and linked with other WCU social media sites.
- Began process for evaluating students for Priority Registration as an individual accommodation based on demonstrated disability-related need.
- Consulted with library staff to develop ADA stations in library and transferred book magnification equipment to library for use at these stations.
- Working with the Director of Emergency Services to develop the ESF-17 (Emergency Support Function) protocol document related to emergency/disaster management where it regards individuals with disabilities on campus.
- Researched and planned mentor program for implementation for the coming year.

Math Tutoring Center

- The use of GradesFirst was expanded this year to include tracking patron usage, class selection tools, tutor information, student notes, and tutor work tracking.
- The MTC had just over 5,560 visits during the academic year, an increase of roughly 500 visits from previous year.
- The MTC director visited 51 different 100 level math courses to promote tutoring services during the academic year, up 11 from the previous year.
- MTC tutors directed 2 GRE Math prep sessions attended by over 30 students.
- The calculator lending policy created last year was a huge success.
- MTC director received one time funds to do a pilot study in conjunction with the Math Department using the math placement and remediation software ALEKS. The MTC director is in the process of collecting data and working with

some Math faculty to conduct a study.

- Awarded lifetime tutor certification to 7 tutors who fulfilled the College Reading and Learning Association's International Tutor Training Program certification requirements.
- The Director attended all Math Department regular meetings in a liaison capacity.
- MTC director worked closely with other directors to organize SI sessions for summer math classes.
- This summer, the MTC director will conduct a STEM enrichment boot camp to help incoming Catamount GAP and ASP students. A review of Algebra concepts along with some afternoon programming will be conducted in late June.
- MTC director worked with WaLC/MTC Advisory Board in improving services that MTC offers.
- MTC director compiled updates to the Student Support Services Strategic Plan by collecting information from the other directors that participate in it. These updates were edited and inserted into a master document.

Mentoring and Persistence to Success

- Compass Student academics:
 - Eighteen Compass students on Chancellor's List fall 2016.
 - Thirty Compass students on Dean's List fall 2016.
 - 80% Compass students on good academic standing following fall 2016.
 - Fifteen Compass students on Chancellor's List spring 2017.
 - Seventeen Compass students on Dean's List spring 2017.
 - Five Compass students participated in "Telling Our Stories" event.
- New Initiatives:
 - Coordinated successful Home Base Grand Opening Ceremony, February 2017.
 - Coordinated First Generation Advisory Board resulting in several new initiatives.
 - Established STEM Enrichment summer program.
 - Established Catamount Gap Abroad summer program.
 - Established Pathways to Careers.
 - Established MAPS Families program.
 - Established first generation student RSO.
 - Established MAPS student spotlight series.
 - Established first generation student and family newsletters.
- Nearly 15,00 individual student coaching or advising appointments by MAPS staff.
- Former ASP student Elizabeth Boney selected as UNC System Presidential Scholar.
- Expended services to support former foster youth, former orphans, emancipated youth, homeless youth, as well as other non-traditional students.
- Awarded \$35,000 Actualizing Innovations Meant to Scale (AIMS) scholarship by UNC General Administration to support summer enrollment.

OneStop

- Over \$2,200,000 in cash or check payment made.
- Over 20,000 phone calls taken care of by the student worker staff.
- Almost 19,000 customers came into the OneStop.
- The transition to myWCU went smoothly and staff and students find it user friendly.
- Created a student guide for the use of myWCU.
- Updated and enhanced the Cost Estimate worksheet used with incoming students.
- The OneStop had a makeover that is more reflective of the institutional spirit.
- The OneStop has implemented a steady assessment process.
- The OneStop website has been updated.
- Incorporated a graduate assistant from the HESA program into our workflow, providing mentoring and professional development.
- Created a more consistent assessment process.

Office of the Registrar

- Progress in staffing – better positioned in Graduation and in Transfer Articulation.
- Efficiency improvements in determining end-of-term standing.
- Several Banner Workflows developed and in various stages of implementation.
- IT created a Banner Workflow widget for myWCU that displays the number of pending workflows in a person queue.
- Implemented New 25Live/Banner Interface
- December 2016 was the first semester that all final grades were recorded on the day they were due.
- Improved performance in the Banner Degree Audits. Audits run on-demand ran quickly throughout the Advising/Registration window in fall and spring. No crash.
- Created the graduation@wcu.edu email account and transitioned the Graduation CommFlow.
- Rebooted our participating in the Grad-Fair.
- Significant progress toward the implementation of Banner 9. Banner 9 is in production but suffers from system performance issues multiple bugs.

Office of Student Transitions

- New Student Convocation: The new vision and direction of Convocation planning and implementation continued to be extremely well-received. Guest speaker RJ Mitte spoke to an audience of approximately 2500.
- WHEE Call U: The 2015-16 campaign reached all 2638 new freshmen and transfer students, either with a direct phone call, phone message, or email.
- FYE Advocate Awards: The spring reception enjoyed a highly favorable response and good attendance, as we honored 248 nominated advocates and announced 20 finalists for the faculty and staff awards.
- One Book: The WCU first-year common reading program: The program provided each first-year student with a copy of *The Bright Continent*. All transition courses were asked to include the book as required reading. Roughly 67% of freshmen used the book in at least one course and had at least one assignment connected to the book. Author, Dayo Olopade visited campus in October. A chapter about the WCU One Book will be included in a new book about the Scholarship of Teaching & Learning (publication pending: 2018).
- Master Course Design & Module Development: We piloted the addition of 5 Blackboard learning modules to provide instructors with the added resource for teaching student success content that is not necessarily within their area of disciplinary expertise. A comparative analysis of student pre-post surveys and instructor surveys informed module improvements and guidance for next steps.
- New Transition Course Custom Text: Concurrent with development for the course and modules, we partnered with the publishers of Gardner's 12 edition to develop a WCU customized text, which introduces students to WCU-specific resources for success in the context of the course design/modules and course goals/core content.
- Military Student Transitions: A military student transition course was piloted this spring with the support of Educational Outreach. The course proved to be a tremendous success in the eyes of the students and the instructor, with students electing to meet twice per week, even after they were only required to meet once per week.
- Sophomore Success: This year an intensive effort was made to collect and analyze data so that recommendations to launch sophomore initiatives would be grounded in fact and backed by data, as well as research. The full Executive summary includes appendices that summarize the initial data, as well as the research.

Writing and Learning Commons

- Served 3,551* students in 13,760 visits from summer 2016 through spring 2017 (*Unduplicated headcount by semester).
- Served 820 more students in AY 2016-2017 than in the previous year.
- Delivered 108 workshops (68 in fall; 40 in spring) for classes and student organizations. The approximate number of student participants in all workshops was 2,683. Of the 68 workshops delivered in fall 2016, 22 were for 1st-year transition classes.
- Presented College Reading and Learning Association (CRLA) certification to 90 tutors.
- Partnered with Professor Doug Parker to provide Supplemental Instruction sessions for four sections of ACCT 251 (Principles of Financial Accounting). Of the 188 students enrolled in the participating sections, 40% (n=76) of students attended at least one session, and the total attendance in all sessions was 213.

- Redesigned the WaLC website and changed the URL to tutoring.wcu.edu.
- Provided writing fellows support to 30 classes and served 1,242 students.
- Offered 21 activities for students preparing to take an entrance exam for a graduate or professional program.

Summer Session

- Summer Session 2016 benefitted from innovative new marketing strategies, which were recognized by the National Association of Summer Sessions with its annual “Creative and Innovation” award.
- SCH’s increased from 22,031 to 22,768 during summer of 2016.
- Due to a number of factors, including a \$5 increase in tuition, growing revenue allowed the Provost to cover salaries coded to summer rather than charging the colleges.
- Revenue sharing provided every academic college with more funding than the previous year.
- New learning communities were piloted in various disciplines, and faculty were provided with funding for in-class activities and professional development.
- We have worked with other NC Promise institutions, as well as WCU’s own faculty and staff regarding potential impact of NC Promise legislation, to work to find best strategies to maintain/grow a robust summer term at WCU.
- Two new programs have been designed for Summer 2017 – Catamount Gap Abroad, and a STEM Bootcamp. Both received more student interest than anticipated and have had enrollment caps increased.

Other

- Completion and publication of the Student Success Strategic Plan has provided a higher level of transparency and accountability to constituents across campus.
- UNC Pembroke reached out to WCU to improve upon their own processes and initiatives. A group of 5 representatives joined Student Success staff for a day of consultation regarding best practices and tested methods for supporting student needs.
- AVC for Student Success led the process of identifying and detailing WCU’s Areas of Distinction, synthesizing the missions of the WCU 2020 Plan and UNC System strategic initiatives.
- Viewership of the commencement stream continues to increase; commencement staff are working toward on-stream captioning and inclusion of student names as they receive their diplomas.
- WCU hosted College for Every Student, giving students opportunity to learn more about WCU and our region.

Office of Institutional Program Effectiveness (OIPE)

Dr. Timothy Metz, Assistant Vice-Chancellor

Programs and Initiatives

- SACSCOC reaffirmation:
 - Office staff were heavily involved in the SACSCOC reaffirmation effort, including oversight and authoring of narratives for several compliance standards. Office staff were also directly involved in remediation efforts for several items of non-compliance.
- Outcomes assessment improvements:
 - Dr. Steve Wallace, Director of Assessment, who began employment with WCU in August 2016, worked quickly to improve collection of outcomes assessment results, as a means of demonstrating compliance with SACSCOC institutional effectiveness standards. His efforts resulted in 100% completion of outcomes assessment reports for the current year, in comparison to a 40% completion rate in the previous year.
- Visual Analytics:
 - In order to improve availability of institutional data to users, a team of analysts worked through the year to evaluate data visualization platforms and develop data dashboards for key institutional metrics. Several dashboards have been developed and published, including key metrics typically utilized in academic program planning and decision-making.
- 25Live software re-implementation:
 - OIPE has partnered with Student Affairs and Administration and Finance to fund a 25Live software re-

implementation project. This ongoing project is designed to provide enhanced event management capabilities, improved stakeholder notifications pertaining to requested events and available university resources, and an improved user experience with the space reservations process.

Staff Successes

- Alison Joseph, Business and Technology Applications Analyst, was elected as Staff Senate representative.
- Alison Joseph, Business and Technology Applications Analyst, was elected to a two-year term as Treasurer of the North Carolina Association of Institutional Research.
- Steve Wallace, Director of Assessment, was elected to the leadership team of the UNC system Assessment Council.
- Tim Metz, Assistant Vice Chancellor for Institutional Planning and Effectiveness, completed his term as President of the North Carolina Association for Institutional Research.

Gender Equity Salary in the Office of Institutional Planning and Effectiveness

Gender Equity salary analysis is difficult to conduct in the OIPE. No two persons in the office hold an identical, or even similar position. Moreover, six of eight positions are SHRA positions, subject to state determined career banded salary ranges. Consequently, a fair comparison of gender equity salaries cannot be made. The two EHRA positions in the OIPE are currently filled by males (assumed), according to traditional gender classification. Therefore, no gender equity salary comparison for EHRA positions can be made.

Currently, the SHRA salary averages by traditional gender classification are:

Male (n=3, assumed)	\$47,765
Female (n=3, assumed)	\$64,293

Educational Outreach
Dr. Susan Fouts, Executive Director

Educational Outreach is comprised of the following units: Distance Education, Military Student Services, Professional Growth and Enrichment, Contract Programs, Testing Center, and the Foothills Office.

Programs and Initiatives

- In order to better serve our community, Educational Outreach continues to maintain accreditation with the National Association of State Board of Accountancy and the Society of Human Resources. These accreditations allow us to provide continuing education to individuals through an accredited process. Educational Outreach also provides Project Management Institute approved programs through partnerships. In 2016-2017, Educational Outreach added an accreditation with the Non-Profit Leadership Alliance. This partnership allows participants completing the Non-Profit Leadership Certificate to become certified through the Alliance.
- In 2017, Educational Outreach launched the Certified Nonprofit Professional Certification in partnership with the Nonprofit Leadership Alliance as an 8 module blended (on-site, on-line) program to meet the professional development needs of Western North Carolina nonprofits and graduating students. Western Carolina University is the first to offer a hybrid model. Our own University faculty as well as local experts teach the on-site workshops.
- Western Carolina University continues to be a national leader in training for cadaver dog handlers. The program continues to serve handlers within North Carolina as well as handlers from other states and internationally. After this year’s spring program, one handler credited the program with her ability to assist law enforcement in West Virginia. Three members of the Royal Canadian Mounted Police attended the 2017 spring session.
- Our long-term programs Native Plants Conference, Dulcimer Conference and Triple Arts Camp continue to bring participants to Cullowhee.
- Educational Outreach continues to expand summer camp opportunities. Two new music camps are scheduled for summer 2017. The University continues to serve a vital community need for swim classes for tiny tots and youth.
- The Testing Center continues to serve both WCU students and community members with professional testing needs. The Center provides a pathway for students to obtain credit for classes needed for graduation and also for community members to further their professional careers through certifications. Testing for the Graduate Record

Exam (GRE) was added to the testing menu in 2016.

- WCU continued to be designated as a “Military Friendly School” by the U.S. Department of Defense for the eighth year in a row. Military Student Services strategically expanded outreach to bases beyond North Carolina. Military Student Services attended five new out-of-state bases and events expanding our reach by 2000 people.
- Educational Outreach supported financially and programmatically an orientation program designed exclusively for military students. This program has been expanded to provide an online version.
- LIFE@Western Carolina University continues to grow and to be more visible in the community. This over-50 group had forty-eight learning events in 2016-2017.
- Educational Outreach conducted the Noel-Levitz Online Priorities Survey to 1,276 undergraduate distance students in late fall 2016. We received 370 completed surveys or a 29% response rate. The information is being used by EO to remove barriers to distance enrollment and improve the student service experience. The results were shared with Provost’s Council, Department Heads, Program Directors and Faculty Senate. EO will work with the Academic Departments to foster discussions on how to use the results to improve the academic experience for this growing segment of WCU’s population.
- In the fall of 2016 Distance Learning exceeded 2,000 students for the first time.
- Distance Learning increased customer service to distance students by providing online guides for common questions from distance learners.
- Western Carolina University became a member of the National Council for State Authorization Reciprocity Agreements (NC-SARA) NC-SARA is a voluntary, regional approach to state oversight of postsecondary distance education. Students from SARA member states may take online courses and programs from WCU. This significantly removes barriers to enrolling students from outside NC. It also removes barriers for students wishing to conduct internships and other field experiences outside of NC.
- In cooperation with the WCU Science Education department, Educational Outreach coordinated the Western Regional Science Fair brings approximately 600 elementary and high school students to campus. Winners compete in the state science fair.

Student Success

- The Biology department will award the endowed scholarship provided by donations through the WCU Cullowhee Native Plants Conference.
- Three students, who were regional winners in the Western Regional Science Fair, also won in their respective categories at the North Carolina State Fair.
- Educational Outreach supported the online tutoring program for distance students at approximately \$ 34,000. EO, in consultation with the Distance Learning Council researched and re-bid the contract for tutoring services. Brainfuse™ was selected as WCU’s new vendor. Brainfuse™ provides more services at a significant cost savings.
- Two hundred and sixteen children learned to swim in our annual swim program.
- Eighty-six Jamaican students graduated in July. All graduates will receive an increase in pay and approximately 15% will receive promotions. Four individuals were awarded Jamaican Alumni of the Year at the graduation ceremony. Two Western Carolina University alumni associations have been formed in Jamaica.
- Chris Houser is an example of distance learning students served. Chris graduated from the Engineering Technology program in May 2017. He works in Product Development for Corning Incorporated in Hickory, NC. “I have thoroughly enjoyed all of my experiences within the WCU Distance Learning Community. I was able to further my education and still meet my family and employment obligations while obtaining my Engineering and Technology Degree. All of my instructors were in-tune with current industry requirements and integrated work and school functions which furthered my knowledge in the field of study.” Chris is hoping to pursue an advanced position with Corning as a Regional Product Development Engineer. He feels, “the program will enable me to advance rapidly in my current position and provide me with the tools needed to meet promotional criteria in a very competitive job market.”
- According to the Noell-Levitz Distance Survey responses, Western Carolina University support for online students scored well above the national average in student satisfaction and is considered a strength of the programs.
- The Noell Levitz survey also showed the following profile of our distance students:
 - Eighty-five % of respondents are employed full time
 - Sixty-nine % own their home

- Fifty-three %have children
- Eighty-seven % are taking more than one course and thirty-seven percent are taking more than ten credit hours.
- Survey results are being used as a basis for strategic conversations about the role of distance learning at WCU.
- With a targeted increased presence on military bases, military student enrollment increased by 14%

Staff and Faculty Successes

- Jill Thompson completed Leadership Asheville program and delivered a successful project as a part of the year-long commitment. She will serve on Leadership Asheville Program Development Team for 2-year term beginning in 2017.
- Bobby Hensley and Jill Thompson completed a Leadership and Coaching webinar and developed their own on-site program offering that was one of the workshops offered through the Event Planning Certificate Program.
- Susan Fouts developed and conducted a one-day budgeting workshop for the Grant Writing Certificate program and also a customer service training program as part of the Event Planning Certificate Program
- Jen Phillips attended the budget hearings for several departments and the University-Wide hearing.
- Educational Outreach attended a customized Excel class provided by WCU Information Technology.
- Briana Ford co-chaired the NC Strive planning committee. NC Strive is a state organization dedicated to meeting the educational needs of service members and veterans.
- Wendy Buchanan serves on the University Media Advisory Group and also on WCU Staff Senate.
- Kristian Hooker, a residential student veteran and VA work study student received the Unsung Hero Award for positively influencing a program or organization from behind the scenes.
- Military student successes included 27 students graduating wearing the military honor cord in the past year.
- Carson Heath is now working full time at the Pineville Police Department in Mecklenburg County. Carson is a military student who graduated in 2016 with a degree in Criminal Justice.
- Tyler Pearce a, residential military student, reported he got his dream job in Raleigh and is now completing an Emergency Disaster Management degree online.
- Kenneth Flinchum, a WCU graduate with a doctorate in physical therapy, is starting his residency at Emory Medical Center in Atlanta this summer.
- Tony Miller participated in the UNC Online Learner Orientation Working Group. The group is developing a system-wide orientation for distance student. I also participated in the UNC Adult Student Convening
- The distance survey yielded many positive comments from students. This is a representative example: "I am very thankful to be able to get a quality education right from my own home and work around my job and hectic schedule. Thank you WCU!"

Community Engagement

- Distance Education provides access to degrees for individuals who are place-bound. There were 2,045 distance students enrolled in Fall 2016 and 2,097 distance students enrolled in Spring 2017.
- New community class offerings include Kids Art Days, Conversational French, Japanese and a new partnership with CEAP for the annual Inclusion Summit.
- Western Carolina University continues to provide day camps for children of local residents and overnight camps for the larger community.
- Educational Outreach provides logistics support for the Western Regional Science Fair which brings approximately six hundred people to campus.
- Military Student Services attended Yellow Ribbon Ceremonies. These ceremonies provide send-off and arrival support for U.S. National Guard Troops.
- Military Student Services provides care packages for deployed Western Carolina University Students.
- The Testing Center provides professional certification testing to the region.
- The Foothills Office (located in Morganton) hosted eleven community colleges in the spring and the fall. These meetings are now annual events and have improved relationships with community colleges and created transfer opportunities for students.
- Andrea Moser, WCU Director of Sponsored Research participated in an informational panel that was included as part of the Grant Writing Certificate Program.
- WCU faculty Todd Creasy, Betty Farmer, Jay Gerlach, Brian Raming, and Ken Sanney designed and taught

professional development programs as part of the Event Planning Certificate Program, Certified Nonprofit Professional Program and our program offering Society of Human Resources (SHRM) CP and SCP Recertification workshops.

- Educational Outreach hosted an open house to showcase the variety of customers served by the Division.

Hunter Library
Ms. Farzaneh Razzaghi, Dean

Hunter Library provided many great services and new resources to the students and faculty of Western Carolina University during the academic year 2016-2017. Each unit in the library made a great contribution to the success of our students and faculty. 2016-2017 was a productive year and many initiatives were established and finished. The following activities are the summary of this year projects of what has been accomplished in the library:

New Hires:

- Whitney Jordan, Acquisition Librarian
- Carol Hicks, Part time Admin. Assistant
- Scottie Kapel, Serial coordinator
- Meredith Taylor, Associate Dean

Programs and Initiatives

- Due to several retirements during the last and this academic year, the library had an opportunity to review several vacancies, and based on needs moved or reclassified some positions. As a result of this evaluation the following changes were made to the library organization:
- A librarian was moved to Special Collections. In the past the library did not have a Special Collections librarian. Collaboration and joint work for the digitization of materials in the collection were not planned or done in a systematic and timely fashion. Moving a librarian to be in charge of both special collections and digitization greatly improved the processing and decision making, as well as creating a better access to archival materials. It also helped to move one staff vacant position to public Services area to be in charge of newly created "Scholarly Studio".
- Three staff positions were reclassified with self-funding. As the result of that we could move a part time position to the dean's office to help with the extra work loads.
- Two vacant library faculty positions were changed to new positions to respond to the needs of library's new services. We created Outreach/scholarly communication (Copyright), and Web Services librarian positions.
- Through the library planning committee all departments established action plans for 2016-2017 academic year. The committee members, and the dean reviewed their departmental goals progress throughout the year and wrote assessments for each objectives. These documents were very useful during last year and this academic year when self-study report had to be prepared for SACSCOC.
- Several steps were taken to improve communication within the library.
- Dean created a "News from dean's Corner" informational e-mail sent out to the entire library staff regarding some of the activities and projects in progress at the dean's office.
- A new "Staff Advisory Council" was established to meet with the dean on a regular basis to discuss any library issues that concerned the staff.
- As the result of this advisory council a "Staff Only" monthly meeting was established per staff request. It allowed them to freely express their ideas for any improvements at their departmental level or at the library in general.
- For this year's department heads retreat, the dean's Advisory Council and staff Advisory Council members attended and participated in the retreat and discussion. Everyone made positive comments regarding their inclusions.
- Expanded the role of Dean's Advisory Council to receive more feedback and act truly as an advisory body so it no longer is just a committee about tenure and promotion.
- Initiated "Merienda". Merienda is an afternoon social gathering of all library employees to talk about any professional or personal issues, their family, friends' success stories, talk to each other to better know about each other's lives, etc. the library provides some snacks and beverages. This is a once month event for about one hour. Participation is totally voluntary. Many staff and library faculty attend this friendly afternoon gathering.

- In order to assist the library faculty to have more time for their scholarly works, Dean created a release time for their publishing activities. Each library faculty is entitled to 120 hours a year to spend on their scholarly works. Hours not used will not roll over to next year.
- In order to better assist new staff to become familiar with the library and the university, a new staff mentoring program started for the newly hired staff. New faculty mentoring program was renewed last year. This will allow staff to have someone to go to with any questions and issues they may have at their new job.
- A space planning task force was established by the Dean to draft a proposal for repurposing the first floor of the library. Task force presented a proposal that included suggestions for the relocation of the Media materials, weeding projects, redesign of the first floor and creation of the ‘Scholarly Studio’. The Scholarly Studio is a place for the students to create their scholarly work. Special furniture and equipment for the newly created area has been ordered and the place should be operational by mid-summer.
- We implemented EZ Proxy software to eliminate the issues of accessibility with online resources. More Stable, Streamlined Login, Works with More Resources, No more Security Certificate Problems and Free from NC Live!
- This year we started a “Welcome Booth” during the first week of classes. We set up a booth outside of the library to answer any questions especially with the new students. It was very successful.
- New library website was launched with a new design and is more user friendly.
- Eliminated the Community borrower card memberships and transferred the funds to Friends of library to better support the FOL membership. On one day of book sale in the fall of 2016 the library received 10 new FOL memberships. The library worked with the university Marketing department for a new design of the membership card, and brochure. The information about the FOL was added to the library website as well.
- Many library policies and procedures were updated or new policy written (Confidentiality of the patrons’ record, Service dog, Lost and Found, filming in the library, Hiring guidelines, guidelines in writing grant proposals, etc.)
- The library purchased a mobile application from Capira Technologies. The app is downloaded to a mobile device to allow patrons to access library resources including the catalog, their library record, online renewals, receive text from the library, and many other features. This software creates a much better and faster access to library services and resources, and the library staff can better communicate with the students.
- Due to safety concerns 10 graduate study room doors were replaced with doors with a window and combination key so it would be easy for staff to know if the rooms are occupied during the closing of the library. The rooms are also more accessible to the students who no longer have to check out keys.
- Special Collections was renovated with a new entrance door, new carpet, new display case and locker for the patrons to leave their personal items when using the special collections materials as it is the normal practice. An Opening of the area is scheduled for September 28, 2017.
- A proposal was submitted to the university space planning for funding of individual study areas. The proposal was not funded; however, the Dean is working with the architect to modify the plan to lower the cost if possible.
- Hunter Library in collaboration with the Graduate School, Honors College and provost office had a very successful faculty scholarship celebration event in February of 2017. The Hunter Library Scholar of 2017-2018 was selected and announced at that event. Library’s marketing committee contributed with the slide show and book displays.
- Library’s Newsletter published online for the 2nd year without problem saving us an annual cost of \$4,000 a year.
- Disaster preparedness plan had to be updated again this year to have some new guidelines added to the plan. Identify some volunteers for evacuation, purchase some supplies for emergency, and schedule series of meetings to train these volunteers. We are fortunate to be working with Jack Caldwell from the faculty commons who is very knowledgeable about emergency issues and preparedness.
- Research & Instruction Services librarians have taught a total of 340 one-shot information literacy skills sessions for 7,577 students. The classes were provided to students in a wide variety of disciplines and majors on campus. Six of them were taught online.
- RIS librarians created 14 streaming video tutorials this year on high-demand topics.
- A member of RIS made a [Fake News Identification Guide](#) to help the university community better identify fake and misleading news information.
- The library expanded the “point of need” presence of its live chat service by adding a prominent ASK US tab to most of the library’s web pages, including the homepage and the library’s research guides.
- Total of 105,027 items were added to the collection, 97,002 were digital/electronic items.

- Currently subscribe to 148,080 serials titles, up from 124,845 in 2015-16.
- E book use increased to 108,014 this year. An increase of 10% compared to 2015-16. This increase in the use of e-books is very impressive.
- E journal use increased to 254,120 this year, an impressive increase of 10% compared to 2015-16.
- Performed preliminary work to move the Interlibrary Loan unit to COM as of July 2017.

Faculty Successes

- Library Faculty Accomplishments:
- Publications:
 - Brower, M. Claritas Segmentation Solutions. *Charleston Review*, 18(4), 15-20. [Peer-Reviewed].
 - Hallyburton, A., Hinton, J. (2017). Canine-assisted therapies in Autism: A systematic review of published studies relevant to Recreational Therapy. *Therapeutic Recreation Journal*, 51(2), 127-142; Colorectal Cancer. North Carolina Health Info. www.nchealthinfo.org/health-topics/colorectal-cancer, 2017; Obsessive Compulsive Disorder. North Carolina Health Info. <https://www.nchealthinfo.org/health-topics/obsessive-compulsive-disorder>, 2017.
 - Marcus, E. A. (2017). A spoonful of sugar: Using Instagram and Kahoot to sweeten library orientation. *The First-Year Experience Cookbook*. Chicago, IL: Association of College and Research Libraries.
 - Buchanan, H. E., McDonough, B. A. (2016). The One-Shot Library Instruction Survival Guide: Second Edition. *American Library Association*, (2), 154.
 - Krista Schmidt and Tim Carstens. *Subject Liaison's Survival Guide to Technical Services*. Chicago: ALA Editions. 2016.
 - Biswas, P., & Marchesoni, J. "Analyzing Digital Collections Entrances: What Gets Used and Why It Matters." *Information Technology and Libraries*. (Dec., 2016), <https://doi.org/10.6017/ital.v35i4.9446>.
 - Adams, T. M., Biswas, P. (in press). Nobody Knows and Nobody is Responsible: Issues in eBooks Workflow and Access. West Lafayette, IN: Purdue University Press. (Conference Proceedings) <http://docs.lib.purdue.edu/charleston/2016>.
- In press:
 - Zellers, J.H. "Behind every great protagonist is a woman: gender imbalances in popular fiction and how to correct them," in *Gender Issues and the Library: Case Studies of Innovative Programs and Resources*, anticipated publication October 2017.
- Under review:
 - Biswas, P. Rotted in the Past: Use of "East Indians" in Library of Congress Subject Headings. *Cataloging and Classification Quarterly*.
 - Calvert, K.R. Fair is not equal: tracking the role of format preference in allocation formulas. *Collection Management*.
 - Stoffan, M.A. (2017). "Digital Literacy Instruction at a Public Regional University: The Western Carolina University Experience". In *Teaching Technology in Libraries: Creative Ideas for Training Staff, Patrons, and Students*. Edited by Carol Smallwood and Lura Sanborn. Jefferson, NC: McFarland, 27-33.
 - Skene, E.M. (2017). We're All In This Together: A survey of university digitization initiatives. *American Archivist*. Society of American Archivists, (March/April).
- Presentations:
 - Marcus, E. A., Turnbull, M., Access Services Conference, "Communication on the front lines: building relations between Access Services and Research and Instruction Services," Global Learning Center, Atlanta, GA. (November 16, 2016 – November 18, 2016).
 - Barker, C.M., Marcus, E.A., The Innovative Library Classroom, "It's how you play the game: utilizing an online quiz tool to enhance and assess your library's instruction program," Virginia Library Association, Radford University, Radford, VA. (May 11, 2017). [Peer-Reviewed]
 - Krista Schmidt. *Talking Through It: Using Student-to-Student Interviews and Brainstorming Activities for Facilitating Critical Inquiry*. Presentation at the Innovative Library Classroom. Radford, Virginia. May 2017; Kate Hill, Jennie Callas, Krista Schmidt, and Sandra Barclay. *Broadening Horizons: Transforming Public Services with Technical Services Knowledge*. Presentation at the Association of College and Research

Libraries 2017 Conference. Baltimore, Maryland. March 2017; *Krista Schmidt and Kristin Calvert. Technical Services and Public Services: Collaborative Decision Making*. American Library Association Midwinter Conference: ALCTS Special Interest Group. Atlanta, Georgia. January 2017.

- Steiner, S.K., Georgia COMO/Southeastern Library Association, "Librarians in Print: A Scholarly Approach to Library Research, Writing, and Publishing," Georgia Library Association, Athens. (October 5, 2016). [Juried, regional]; Series Webinar, "Getting Started in Scholarship: A Scholarly Publishing Primer for Librarians" (February 22, 2017). [Invited, national]
- Calvert, K.R., American Library Association Annual Meeting, "The weighted allocation formula and the association between academic discipline and research cited by faculty," American Library Association, Orlando, FL. (June 26, 2016); Instructor for web course "Fundamentals of Collection Assessment" offered by the ALCTS section of the American Library Association.
- Adams, T.M., Biswas, P., Charleston Conference, "Nobody Knows and Nobody is Responsible: Issues in eBooks Workflow and Access," Charleston, SC. (November 4, 2016).
- Zellers, J.H., Charleston Conference, "How to Incorporate Supply and Demand into your Allocation Formula", Charleston, SC. (November 4, 2016).
- Skene, E.M., Appalachian Studies Association, "Leaving the Rocking Chair Brigade Behind: The women of the Smoky Mountains Hiking Club in the 1930s," Blacksburg, VA. (March 11, 2017); Society of Florida Archivists and Society of Georgia Archivists Joint Meeting, "Look Homeward, Angel: Bringing together digital collections and Special Collections," Savannah. (October 14, 2016).
- Ellern, G.D., Guest Lecture, Introductory, Books in Jails in Western North Carolina, University of North Carolina - Chapel Hill - Library School, 10 participants. Collaborators: (March 28, 2017).

Community Engagement

- Barker, Cara. QEP Committee, Committee Member. (June 10, 2016 - February 1, 2017). Responsibilities: Working as head of the 'Evidence' sub-committee, which is tasked with finding research and supporting materials related to the Courses to Careers (C2C) project.
- Brower, Matt. Innovative Scholarship Award, Committee Member. (March 2017 - Present); American Library Association Business Reference and Services Section Publications Committee, Committee Member. (July 1, 2016 - June 30, 2018).
- Buchanan, Heidi. Advisory Board for the Center for Free Enterprise. (Dec 2016-May 2017); Advisory Board for the Writing & Learning Commons and Math Tutoring Center. (May 2013-May 2017) ; Site Visit Team for UNC-General Administration. (May 1, 2015 - May 31, 2017). Responsibilities: Site reviewer (library expert) for review of programs that are offered to NC citizens; Reference and Adult Services Section, North Carolina Library Association, Secretary. (May, 2016-May 2017); with McDonough, Beth. E-course instructor. (October 1, 2015 - May 30, 2017). Conducted two four-week professional development e-courses for librarians through ALA Editions. ; External Reviewer for Librarians, Promotion Reviewer, (August 2016 - November 2016). Reviewed promotion dossiers for two librarians. One at Portland State University; the other at the University of Rhode Island.
- Hallyburton, Ann. Non-Tenure-Track Task Force Member. (2016 - 2017). Task force to review use of fixed-term faculty at WCU and the policies affecting them; Student Learning Outcomes Assessment Committee (SLOAC); Member. (2014-2016) Key Accomplishments: Institution-wide group focused in 2015-2016 on creating unified rubric for evaluating WCU programs' learning outcomes assessment; *Resources for College Libraries* Editor. (October 2013 - Present) Selected core titles for professional programs in allied health; *IFLA Journal*, Invited Reviewer. (January 2017 - Present); *the Canadian Journal of Library and Information Practice and Research*, Invited Reviewer. (2017 - Present); *Advances in Health Sciences Education*, Invited Reviewer. (2011-Present); *NCHHealthInfo*, Invited Editor, NC. (2007-Present) Invited editor for two disease subject areas in *NCHHealthInfo*, "an online guide to web sites of quality health and medical information and local health services throughout North Carolina"; Jackson Cty Community Health Improvement Plan Chronic Disease Action Team Task Force Member, Jackson Cty, NC. (2016-Present)
- Marcus, Elizabeth. (First Year Experience) Cabinet, Committee Member. (September 2014 - Present); One Book Selection Committee Member. (September 2014 - Present); Transfer Student Advisory Board, Committee Member. (September 2015 - Present); First Generation College Student Advisory Board, Committee Member; Summer Undergraduate Research Program (SURP) Selection Committee; Patron Web Services- Western North Carolina Library Network, Committee Member.

- McDonough, Beth. Catamount School Teacher Advisory Group: Literacy, Task Force Member. (April 2017 - Present); College of Education and Allied Professions Diversity Committee 2017. (August 2014 - Present); College of Education and Allied Professions Professional Education Council, Committee Member. (August 2012 - Present); Higher Education Student Affairs Advisory Board, Committee Member. (March 2015 - Present); Faculty Senate Collegial Review Council, Committee Member. (July 1, 2016 - June 30, 2017); Tunnel of Oppression Facilitator, Workshop Organizer. (February 8, 2017). Responsibilities: With Intercultural Affairs staff, helped present The Tunnel of Oppression, an event designed to raise student awareness of social justice issues.
- Schmidt, Krista. Committee on Nominations, Elections, and Committees, Committee Chair; Institutional Review Board, Committee Member; Research and Collaboration Committee, Committee Member.
- Steiner, Sarah. Chancellor's Travel Fund Committee, Committee Chair. (October 2014-May 2017); University Collegial Review Committee, Committee Member. (January 2017-February 2017); Coulter Faculty Commons Advisory Board, Committee Member. (February 2017-Present); Biltmore Park Strategic Planning Committee, Committee Member. (September 2015-December 2016); NCKnows Advisory Board, Committee Member, NC. (July 2016-Present); American Library Association, online session presenter, (Feb 15, 2017) presented a 90-minute webinar entitled "How to Improve Your Library Instruction: Assessment in Five Minutes."; *College & Research Libraries*, Social Media Editor Search Committee Member. (March 1, 2017-present); *College & Research Libraries*, Editorial Review Board Member. (July 1, 2013 - June 30, 2017); *Georgia Library Quarterly*, Manuscript reviewer, GA. (January 2016-Present).
- Jessica Zellers, Hunter Library Book Sale - Planned and coordinated the annual Hunter Library Book Sale which draws in faculty, students, and community members every year to support library collections. This year was the first year of hosting an early preview night for Friends of Hunter Library. (October 5-6, 2016).
- Tina Adams and Paromita Biswas - Western Regional North Carolina History Day, Reviewer, Cullowhee, NC. (March 18, 2017). Served as a judge for the 2017 Western Regional NC History Day competition which is part of National History day. Required previewing, reviewing and judging dozens of Middle School (6th-8th grade) websites prior to competition day and on the day of the competition interviewing the student participants and choosing the three finalists to go on to the state competition.
- Paromita Biswas (along with Sarah Steiner, Beth McDonough, and Liz Skene) - Participant in NCBI Train the Trainer program in support of diversity and inclusion. (May 15-18, 2017).
- Liz Skene - Champion oral history project. Liz worked with Alex Macaulay and the curator of the Canton Historical Museum to recruit community members who worked for Champion for oral histories. Over 20 oral histories were conducted as part of the HIST 474 class and Smoky Mountain High School's Mountain People, Mountain Lives project. These oral histories will be added to the Canton digital collection.
- Jackson Country School of Alternatives - Liz continued her partnership with the Jackson County School of Alternatives, also known as the HUB, to develop a functional, sustainable school library. This year Liz collaborated with a new teacher who has taken ownership of the library and collaborated on the best ways to move forward with the project, hosted a group of students during National Volunteer Week.
- Albert Carlton Cashiers Community Library - Liz Skene serves as project manager for an exhibit with Susan Belcher and Cashiers stakeholders. She contracted with an exhibit design firm, serves as the main point of contact between the designers and the stakeholder group, researched Barbara Oehlbeck (the focus of the exhibit), wrote text for interpretive panels and an interactive, gathered feedback from the stakeholders sharing it with the designers, selected wood samples and stains to match the current library interior, and ensured all deliverables met deadlines and stayed within the budget. The exhibit will be installed this June. An opening reception is scheduled for June 30.
- Jackson County Genealogical Society - Liz Skene communicated regularly with the JCGS president and board members about donations, possible collaborations, and joint digitization projects. This summer Hunter Library Special Collections will be digitizing the JCGS newsletter *Journeys through Jackson* which will be a tremendous resource to both organizations.
- Pisgah Astronomical Research Institute - Liz was invited to PARI for a tour of the facilities and to advise the institute on their grant application to the Council on Library and Information Resources. If invited to submit a full application, PARI would like for Liz to serve as an archival/digital consultant on the project.

Contracts, Grants and Sponsored Research:

- Skene, E. M., "Thomas W. Ross, UNC Press Publishing Grant," \$800.00. (February 23, 2017).
- Dean was appointed to serve at "Liaison Grants Committee" of ACRL (Association of College and Research Libraries), "International Relation Round Table" of ALA (AMERICAN Library Association) and was invited to be vice chair of the

“Liaison Grant Committee” for 2017-18, also was invited to serve at WCU “International Advisory Board”.

Gender Equity Salary Progress

Nineteen faculty received raises during the APR process. Including promotion, merit, and equity \$18,074 of raises were awarded to 19 faculty. Sixteen female faculty received \$15,251 and three male faculty received \$2,823 in raises. The sixteen female faculty received an average of \$953.18 and the male faculty received an average of \$941.00.

Biltmore Park

Dr. Kevan Frazier, Executive Director

Now completing its fifth year of operation, the Western Carolina University Biltmore Park Instructional Site continues to be the leader for graduate and professional education in the Asheville/Hendersonville corridor. This year marked the second year for the implementation of the WCU Biltmore Park Strategic Plan and saw continued improvements in academics, professional development and community engagement.

Programs and Initiatives

- WCU Biltmore Park hosted some 600 students in 12 graduate and 3 undergraduate degree programs.
- WCU Biltmore Park hosted some 600 students in 12 graduate and 3 undergraduate degree programs.
- Overall, programs at WCU Biltmore Park maintained enrollment headcount; increased student credit hours by 3%.
- With the Graduate School we redeveloped graduate student recruitment/Open House; increased attendance 125 %
- The Counseling, Ed.D. and Social Work programs saw record applications for their 2017-2018 cohorts.
- Preparations were made to expand Social Work’s Asheville cohort starting Fall 2017.
- Two new two-way tele-video classrooms were installed to accommodate Social Work’s growth as well as to provide tele-video capabilities to the other programs.
- An agreement was reached with UNCG’s School of Nursing to serve as an instructional site for their PhD in Nursing starting Fall 2017.

Professional Development Programs and Initiatives

- Educational Outreach significantly expanded the university’s professional development offerings in Asheville to include 40 professional development programs at WCU Biltmore Park, two years ahead of schedule.
- Professional Development programs ranged from Human Resources and Event certifications to nonprofit leadership and grant writing, among many others.
- 387 people attended the professional development programs at WCU Biltmore Park during 2016-17.

Community Engagement

- WCU Biltmore Park hosted 311 meetings, workshops and conferences for area businesses, non-profits and economic development entities.
- Continued to increase WCU presence at and involvement with a number of entities including the following:
 - Asheville Chamber of Commerce
 - Asheville Newcomers Club
 - Asheville Downtown Association
 - Family Business Forum
 - Henderson County Chamber
 - Economic Development Council
 - Henderson County Manager’s staff
 - AB Tech
 - Senator Richard Burr’s Staff
 - Lenoir Rhyne in Asheville
 - Buncombe NC Legislative Delegation
 - UNC Asheville
 - One Million Cups
 - WNC Brewers Alliance
 - Creative Mornings
 - Goodwill Business Advisory Council
 - Meet the Geeks
 - Asheville City Plan Visioning Group
 - Asheville Art Museum
 - Mountain Area Workforce Development Board
 - Center for Craft Creativity and Design
 - State Employees Credit Union
 - Leadership Asheville
 - Capital at Play Magazine

- Partnered with area firms and institutions to promote WNC Economic Development:
 - WNC Health Network (WNC Hospital Consortium)
 - Asheville Chamber of Commerce
 - Asheville-Buncombe Economic Development Coalition
 - City of Asheville
 - Hendersonville Partnership for Economic Development
 - Henderson County
 - Land of Sky Regional Economic Development Council
 - Mountain Area Workforce Development Board
 - Buncombe County Tourism Development Authority
 - Asheville Art Museum
 - Center for Craft Creativity and Design
- Helped with legislative liaising at state and national levels.

Community and Economic Engagement and Innovation

Dr. Arthur Salido, Executive Director

Programs and Initiatives

- Millennial Campus: Creation of a natural products business cluster to organize and further develop the natural products, botanicals, and dietary supplement industry in WNC involving the creation of a research and production facility which could be located on WCU’s Millennial Campus. Partners include Biltmore Farms, NC Arboretum, NC Biotechnology Center, Appalachian EB-5 Regional Center, MAHEC, Bent Creek Institute, Economic Development Coalition of Asheville Chamber of Commerce, Southwestern Commission, and MountainWest Coalition.
- Facilitated a partnership between the Eastern Band of the Cherokee Indians and WCU concerning a renewable energy/engineering and science project.
- Worked with the Rural Economic Development Center and the Southwestern Commission to discuss coordinating leadership training and creating a Summer Leadership Institute at WCU for rural leaders in the MountainWest region
- Improved communication so that engagement activities are coordinated and effective for WCU’s external partners and for efficient use of University investments and resources like faculty time and expertise.
 - Creating a transparent structure that is easy for external Partners to access and easy for our internal community to understand and want to participate in
 - Creating a steering committee both internally and externally to guide my activities.
 - Leading the development of an institutional engagement strategy, including the Millennial Initiative
- Communicated significant WCU opportunities and resources to external partners such as NCPromise, DegreePlus, the Rapid Center, Corporation for Entrepreneurship and Innovation, Center for Free Enterprise, Public Policy Institute, and the new STEM building.
 - Spoke to regional and county leadership, elected officials, economic developers, and businesses

Community Engagement

- Worked with WCU leaders, the Southwestern Commission, and regional stakeholders to enhance the LEAD conference so that it continues to convene thought leaders and practitioners around ideas that are regionally-relevant like natural products, food, aging, rural health, housing, green construction, and outdoor gear.
- Participated in the LEAD: Arts conference
- Regional Partnerships - Facilitated, discovered, and supported engagement activities that create opportunities like student and faculty scholarly development, regional economic development, external funding, and regional investment.
- Partnership opportunities included the following:
 - Anthroware
 - Appalachian EB-5 Regional Center
 - Appalachian State, Mars Hill, and Lenoir Rhyne universities
 - Asheville Buncombe Chamber of Commerce
 - Bent Creek Institute
 - Biltmore Farms
 - Brushy Fork Institute, Berea College

- Buchi Kombucha
- Carolinas Chinese Chamber of Commerce
- CB&I
- Charlotte Chamber of Commerce
- Eastern Band of Cherokee Indians
- Economic Development Coalition / Asheville Chamber of Commerce
- Economic Development Partnership of NC
- FX Immune
- Gaia Herbs, Brevard
- Giles Chemical, Waynesville
- Hatch Asheville
- Jackson County Green Energy Park
- Mahec
- MountainWest and Land of Sky region counties
- NC Arboretum
- NC Biotech Center
- NC Cooperative Extension Service
- NC Department of Commerce
- North Carolina Rural Economic Development Center
- SBTDC
- Seqoyah Fund
- Small Town Ventures
- Southwestern Commission
- The Collider, Asheville
- US Biosafety Lab
- Werhloom Honey

Office of Equality and Diversity Programs
Mr. Ricardo Nazario-Colon, Director

Programs and Initiatives

- Developed the Critical Cultural Competency Certificate Training as part of the WCU Civic Action Plan.
- Developed the “Hats off to Women Luncheon,” a program designed to bring senior level women administrators with undergraduate women scholars. Co-sponsored with the Intercultural Affairs Department.
- Established and Chaired four meetings of the LGBTQ Working Employee Resource Group
- Sponsored a post-election event “What’s Next? An Exploration of the National Election Results” faculty from our History and Political Science & Public Affairs Departments
- Sponsored a special R.S.V.P. MLK Jr. Leadership Luncheon with Jason J. Meriwether, Ph.D.
- Sponsored a presentation “Why We Celebrate Black History Month” with D. Ekow King
- Sponsored the Brown Bag Lunch Series:
 - Trigger Warnings
 - Disability as Diversity
 - LatinX
 - Cultural Appropriation
 - Who Whee Are
- Sponsored the Multicultural Faculty and Staff Meet & Greet program
- Co-sponsored the Josefina Niggli Latina/o Speakers Series English Department with Melissa Birkhofer
- Co-Sponsored the Milaydi Orozco Domicó English Department with Paul Worley
- Led presentation for the C.A.S.E. "Help Me Understand You" with Intercultural Affairs Department
- Participated in the Diversity Dialogues with CAPS
- Participated with the Center for Service Learning in the development of the WCU Civic Action Plan in partnership

with national Campus Compact.

- Participated in the development of the Climate Survey
- Participated in the Diversity Caucus dialogs between departments (CAPS, ICA, IPS, and our CDO)
- Participated in the development and implementation of the Cultural Etiquette Dinner

Student Successes

- Advising Latino Appreciation Student Organization (LASO)
- Advising the Semper Fi society at WCU
- Advising the Black Student Union
- Provided training during the Tutor Training development weekend
- Conducted several Class room presentations including the following:
 - Diversity in Contemporary Society Classroom (SOCW 402)
 - Presented Managing Diversity Classroom (MGT 300-06)
 - Diversity in the Workplace - ENGR 350 (1 of 3)
 - Diversity in the Workplace - ENGR 350 (2 of 3)
 - Diversity in the Workplace - ENGR 350 (3of 3)
 - Diversity Dialogue: An Invitation for CSD Graduate Students
 - Diversity Dialogue: HESA Graduate Students
 - PA 670: Public Affairs Administration Graduate Students (Asheville)
- Provided training to the ICA Ambassadors
- Diversity dialogue with Last Minute Productions / Campus Programs
- Participated in CAPS Cab: Diversity

Faculty/Staff Successes

- Advised the Joint Task Force on Racism
- Former office associate Kasia Podosek became the new certifying official for the Military Services office.
- participated in Title IX Level One Training & Certification sponsored by ATIXA
- Completed the Standards of Professional Practice Institute sponsored by the National Association of Diversity Officers in Higher Education
- Presentations and Workshop about Diversity and Inclusions:
 - Undergraduate Studies Leadership Retreat
 - QEP Retreat
 - 2016 Summer Institute for Administrative Support Professionals
 - Health Clinic staff
 - DCA staff
 - Dispatchers
 - Library Faculty
- Participated in Managing Gen Z part 1 and 2 sponsored by Center for Career and Professional Development
- Served on the successful committee for the Director of the Cherokee Center
- Established the National Coalition Building Institute team at WCU

Community Engagement including Advancement

- Served on the Advisory Board for the Cherokee Center
- Conducted a Diversity and Inclusion session for the annual gathering of the UNC Staff Assembly
- Participated in the Right Path Leaders of 2015-16 Commencement Ceremonies
- Participated in the Folkmoot's Cultural Conversations project
- Participated with Dr. Lane Perry in the development and submission process of a grant to assist in the funding of the Critical Cultural Competency Certificate training.
- Represented the university at the NC African American Experience Heritage calendar program
- Participated in Oconaluftee Job Corps Civilian Conservation Center (OJCCCC) U.S. Department of Agriculture - Forest Service leadership session

Office of National and International Awards
Dr. Brian Railsback, Director

Directives from 2016-17 Action Plan and Progress

The Director will:

1. Coordinate with admissions to enhance the recruitment of first-year and transfer students who come to WCU with the academic preparation necessary to avail themselves of ONIA services, using such data as GPA, SAT/ACT scores, or expressed interest.
Method: Meet with admissions staff to integrate ONIA into the university enrollment management plan.
Outcome: *Met with Phil Cauley for overview of what is needed; progress delayed/awaiting completion of website.*
2. Coordinate with interested faculty and staff to encourage and support a campus network that will direct qualified students to ONIA services.
Method: Get word out to the faculty via email, the *Reporter*, and Faculty Senate about ONIA; invite interested faculty to at least one ONIA training session.
Outcome: *Reporter article published (10.13.16); email and Faculty Senate announcements planned for early fall 2017 term; Greg Llance, Director of the Fellowships Office at Harvard, has agreed to do student and faculty workshops (tentatively October 18-19 2017; he has waived his stipend).*
3. Coordinate with appropriate offices and the ONIA Faculty Council (see below) to provide training workshops for faculty members interested in identifying and mentoring students who wish to apply for competitive awards.
Method: With support and direction from Council members, at least one ONIA training session will occur (if possible, in the fall term).
Outcome: *Set for October 2017 (see note above).*
4. Coordinate with appropriate offices and the ONIA Faculty Council to recognize faculty and staff mentors for their work with students in the competitive awards process.
Method: Work with the Council to determine most appropriate means of recognition.
Outcome: *Council discussed in the fall; when appropriate (when students have won awards), a banquet to honor both students and faculty mentors will occur in the fall term.*
5. Coordinate with appropriate creative staff to build an effective ONIA website.
Method: Work with marketing/creative services to develop website.
Outcome: *Copy written, photos taken/website will be up at the beginning of the fall 2017 term.*
6. With direct input and implementation help from the ONIA Faculty Council, the Director will operate a grant program for undergraduates who seek to apply for national or international awards. The grant program will provide additional support for students to travel, to attend conferences, or to do other activities to enhance appropriate student preparation/education.
Method: Council creates a new grant program in fall 2016.
Outcome: *Discussion continuing/an additional \$7,500 was raised in 2016-17 for this purpose.*
7. Director will teach a course designed to enhance appropriate written communication by students interested in applying for awards; course will also be designed to create a “core group” of students interested in applying for awards (possibly the foundation of a student leadership group).
Method: Course created under English 352 (the Journey in Literature) for spring 2017.
Outcome: *Course taught by Director in spring 2017.*

The ONIA Faculty Council will:

1. Provide guidance to and support for the Director regarding the duties described above.
Method: Meetings and consultation via email.
Outcome: *Council formed with a new member added late in the fall (see list below).*
2. Will be composed of volunteers or faculty members who are invited to participate by the Director because of expressed interest in helping students in the competitive awards process.
Method: Volunteers invited and confirmed.
Outcome: *Completed.*
3. Set internal (WCU) deadlines for students engaging in award competitions.

Method: Council determines targeted awards for 2016-17 and sets appropriate internal deadlines.

Outcome: Awaiting completion of website.

4. Focus ONIA resources on competitive awards that seem most feasible (Fulbright, Goldwater, Marshall, Truman, or Udall, for example).

Outcome: Council committed to this strategy after discussion.

5. As needed, select internal finalists for award competitions.

Method: If more candidates apply for an award than can be sent from WCU, the Council will make selections by review/majority vote.

Outcome: Despite individual meetings with students and Director (six), there were no applications in 2016-17. One Goldwater, one Boren, and at least two submissions to the Elie Wiesel Ethics Essay Contest are in the pipeline for 2017-18.

6. Convene as a whole or smaller group to provide applying students with rigorous practice interviews in preparation for real award interviews.

Method: Director will alert Council members of an applicant and ask for volunteers to work with the student; faculty members not on the Council may be invited to help as well (particularly based on expertise).

Outcome: See #5 above.

7. Provide comment on written materials by applicants as needed, while abiding by the National Association of Fellowship Advisor's ethical stand regarding "edited" applications.

Outcome: See #5 above.

Additional Activities in 2016-17 not covered in the Action Plan

1. Administration

A. State, Development, and Trust Funds were set up for ONIA.

B. Alison Johnson has been hired as the part-time secretary.

2. Promotion

A. Business cards, ONIA pens, and ONIA koozies/mugs for promotional purposes (in particular, a "launch" at Faculty Senate early fall 2017) have been purchased.

B. Bulletin boards for fellowships information have been purchased for Balsam, Hunter, and Stillwell.

C. Signage for ONIA in Coulter, directing students to CO 423, is up.

3. Public Events

A. The first service learning activity sponsored by ONIA occurred on April 20 in the fountain area (a "Can-Struction" event that secured over 1,000 pounds of food for United Christian Ministries of Jackson County). Students involved wish to make this an annual event.

B. The fellowships class Final Exam became a successful event in Highlands on April 28. The Center for Life Enrichment plans to support this event for the spring 2018 class; the audience at the CLE lecture hall was enthusiastic.

4. ONIA Student Council

Although there was no plan to create a student council, several members of the initial fellowships class felt there should be one. A group of students will explore initiating a Council in fall 2018 (eight students from the class). Therefore, a student council to support ONIA will be formed ahead of schedule.

5. ONIA Advisory Council

As a result of the public Final Exam, several members in the audience expressed interest in joining a Council to support student applicants; it is very likely this group will be formed in fall 2018.

2016-17 Faculty Council Membership:

Risto Atanasov, Math/CS

Ingrid Bego, Political Science (added by request)

Robert Clines, History

Tony Hickey, Anthropology and Sociology

Lori Oxford, World Languages

Crystal Ellwood, WCU undergraduate/Honors College Scholar

Arthur Salido, Chemistry

David Shapiro, Communication Sciences and Disorders

Brian Railsback, English, Chair