

**WCU Campus Master Plan Implementation
Initiatives and Recommendations Index**

Chapter Two

Focus Areas	RECOMMENDATION	DESCRIPTION
Revitalized Core	A	Position and unite the College of Arts and Sciences with a new Sciences Bldg.
	B	Construct Hunter Library addition for collaboration spaces
	C	Remove Hoey Hall and replace with green space
	D	Enhance pedestrian connectivity between upper campus and academic core
	E	Remove inefficient parking and enhance pedestrian connectivity
	F	Renovate Killian and Killian Annex for College of Arts and Sciences
	G	Renovate Coulter as "one-stop shop" for various student services
	H	Renovate Forsythe for College of Arts and Sciences
	I	Locate a new Center for Student Engagement building
	J	Renovate Breese Gym for Graduate School and Alumni Affairs
	K	Develop a new mixed use facility with retail and upper floor student housing
	L	Locate a new College of Business building
	M	Renovate Brown Hall for dining capacity
	N	Renovate Buchanan Hall and add student housing capacity
	O	Construct a new residence hall adjacent to Brown and Buchanan Hall
	P	Renovate Moore Hall for academic space
	Q	Create a new pedestrian walkway
	R	Re-route Joiner Drive to connect with Central Drive
S	Create a residence life storage facility	
T	Widen the pedestrian walkway north of the University Center	
U	Provide a new bike and pedestrian path connecting the campus to Cullowhee	
Cullowhee Creek Corridor	A	Consolidate Fine and Performing Arts spaces
	B	Addition to FPAC for recital and performance spaces
	C	Fine and Performing Arts addition to Belk
	D	Reid Hall addition for College of Education and Allied Professions
	E	Create additional recreational field spaces and accommodate wetlands
	F	Develop Cullowhee Creek management plan for enhanced viewsapes and recreation
	G	New indoor practice facility and field house with stadium improvements
	H	Create a new entrance to campus at NC 107-Little Savannah Drive intersection
	I	Construct new parking structure with related campus support spaces

West Campus

- A** HHS private partnership construction opportunities.
- B** Enhance and maintain riparian buffer areas along creek
- C** Preserve steep natural forest areas as teaching, research and recreation area
- D** Improve pedestrian and bike connectivity
- E** Potential location for surge space parking
- F** Potential location for surge space parking / private partnership development
- G** Future expansion zone for private partnership development
- H** Accommodate Forensic Anthropology Research Facility

WCU Campus Master Plan Implementation**Chapter Three****Initiatives and Recommendations Index****Focus Area****RECOMMENDATION DESCRIPTION****Integrating Community**

- A** New parking garage and entrance to create convenient access for visitors and commuters
- B** Metered parking in the core of campus
- C** Wayfinding and signage to better communicate locations to visitors and frequently accessed areas
- D** Improved pedestrian connectivity on campus and with Cullowhee
- E** New visitors center/welcome center at the parking garage
- F** New athletics facilities
- G** A consolidated area for the arts: Convenient to new campus entrance/parking garage
- H** Improved roads, intersections and parking
- I** Creation of Alumni space in Breeze for an Alumni "home"
- J** Mixed Use Development to enhance facilities for retail partners and more dining options for Cullowhee community

Preserving Campus Heritage

- A** Enhance connections to and visibility of the historic upper campus; View Corridor of Moore Hall
- B** Use native plants and responsible landscaping to preserve natural campus character
- C** Pursue arboretum status for the upper campus
- D** Save and repurpose Moore, Breese, Student Union, and the Woodland stage
- E** Create signage and acknowledgement of historic and culturally significant campus sites
- F** Support the development of the Jackson County Greenway and connect to this community resource when possible
- G** Pursue opportunities to enhance and preserve Cullowhee Creek for teaching and recreation

Chapter Five**Initiatives and Recommendations Index**

Focus Area

**Optimize central Cullowhee
Campus for walking, biking,
shuttles**

RECOMMENDATION DESCRIPTION

- A** Create on-site bicycle treatment at University Way extension, Central Drive, Memorial drive.
- B** Provide shuttle service to remote lots

- C** Create shared-use routes to identify roads as bike routes on University way, Central Drive, Buzzard's roost, Driveway between Memorial Drive/Lot 19A, Merlite Court, Legacy Lane, Chancellor's Drive, Driveway between Lot 8a and Lot 8B. Create 2 critical off-road multi-use paths for pedestrian and bicycle trafficking. The first would be along Centennial/Memorial Drives between University Way and Norton Road. The second would be upgrades to existing paths behind Harrill and Albright Residence Halls to connect to Merlite Court, and a new spur to extend behind the Cullowhee Presbyterian Church to the new commercial establishment.
- D** Install bicycle/walking incentive equipment: convenient bicycle racks, lockers, bicycle repair/maintenance facilities.

- E**
- F** Revisit bike-sharing program
- G** Develop bicycle and walking education and safety programs
- H** Install bicycle ramps/stairs, which are specially designed channels along potential multi-use paths with short, steep grades.
- I** Change Coulter Lot to metered parking. Long term goal is to close lot and change space to green space or building location.
- J** Close intersection of University Way and Memorial drive. Access only allowed for emergency vehicles, possibly shuttles, pedestrian/bike corridor. Long term plan may be to provide green space and construct building in area.
- K** Close Killian Building Lane and replace with green pedestrian corridor.
- L** Construct new main campus entrance at Little Savannah road and NC 107
- M** Create traffic calming treatment for Central Drive. This is for area from Centennial Drive eastward to at least Breese Gymnasium, and possibly as far as Buzzard's Roost Road. Possible measures include: raised crosswalks, speed tables, various signs/signals, bike lanes/cycle tracks, redesigned bus stop design/location
- N** Changes to Memorial Drive segment located between WCU Bookstore and Hunter Library: remove perpendicular/angled parking, retain some ADA/metered/other parking off street, enable sidewalks along southern side to be widened, enhance bus stops/pullouts, include bike lanes/cycle tracks, narrow drive to suppress excessive speeds.
- O** Examine using existing surplus vehicle lot as commuter lot during day and public parking lot during night. The day use would provide additional parking capacity and the night use would help with safety issues of students parking along unlit and dangerous sections of Old Cullowhee Rd.

Create additional parking

- A** Begin construction of 1200 space parking garage in 2018.
- B** Purchase land parcels on periphery of campus to provide space for future expansion, including parking.
- C** Enact 4 year plan for parking permit increases to raise capital for parking deck debt
- D** Provide short-term parking availability in mixed use development in central campus

Optimize off-campus transportation

- A** Create bicycle lanes connecting to Forest Hills road, Little Savannah Road
- B** Upgrade Blackhawk road and NCCAT drive for bike lanes or shared-use routing
- C** Construct multi-use paths from Buzzard's Roost road along Stedman Drive and terminate at the new bridge replacement on Old Cullowhee road.
- D** Remove Killian Building Line roadway and parking lot and convert to a green pedestrian corridor
- E** Improve Joyner, Chancellor's, and Young Drive; and extend Young Drive to connect with Central Drive to create continuous 2-way road
- F** Improve Buzzard's Roost road to accommodate bicycles and pedestrians through a combination of sidewalk, off-street pathway, and shared bike rout
- G** Consider elimination or reduction of the large radius, high speed, right turn lane from southbound Old Cullowhee road to Central Drive at the old east entrance of campus
- H** Eliminate intersection of University Way with Memorial Drive and replace with new building construction and additional green space. University Way will then act as pedestrian/bicycle corridor.
- I** Install missing links of the existing network or examine other methods of pedestrian access.
- J** Negotiate mutually beneficial arrangement with apartment complexes management and local transit provide to run shuttles or neighborhood circulatory routes with shared costs

Examine outcome progress, financial goals, and travel demand management

- A** Hire Transit Manager
- B** Develop real-time location/GPS data in shuttle service
- C** Promotional and educational outreaches at new student and new employee orientations
- D** Seek input from users and non-users to help identify potential markets and improve service
- E** Monitor ridership and routes on shuttles
- F** Examine Travel on Demand program.
- G** Annual examination of revenues/expenses to meet updated needs
- H** Annual examination of infrastructure to meet updated needs
- I** Use Travel Demand Management tools to examine needs
- J** Ensure that transportation issues created by or for the Mixed Use project, Brown Renovation, and Natural Science Building are included

Chapter Six

Initiatives and Recommendations Index

Cullowhee Creek Corridor	A	Per the U.S. Army Corps of Engineers (USACE) request, develop and submit a "Riparian Buffer Plan" detailing the existing uses and the future p[potential uses of the buffer.
	B	Ensure conservation easement of 35' is in place along Cullowhee Creek.
	C	Work to open views to Cullowhee Creek in select areas.
Revitalized Core	A	Develop project for the removal of McKee Lane and to create pedestrian oriented green space.
	B	Incorporate opportunities for green space and storm water bio-retention into capital projects.
	C	Consider future development of an arboretum on upper campus.
Infrastructure	A	Re-route existing sewer from under McKee Building and Hoey Auditorium.
	B	Complete a comprehensive vegetation survey for entire campus, followed by a vegetation management and maintenance plan. Plan to include detailed inventory of significant woody and herbaceous vegetation.
	C	Perform storm water bio-retention projects at Baseball parking lot north and south of Fine & Performing Arts Center.
	D	Water Utility: Provide central connector linking two dead-end mains north of the CAT building and east of FPAC to provide water flow reliability, serviceability, elimination of stagnant water zones and future growth.
	E	Water Utility: Remove outdated cross-connect running through central campus from the southwest corner of Reid Gym to the southwest corner of McKee building.
	F	Water Utility: Provide new service for Reid Gym from 10" main along western side of building.
	G	Water Utility: Allocate future Repair & Renovation (R&R) funding to the replacement of outdated water mains on the upper part of campus.
	H	Storm Water Utility: Replace deteriorated 48" culvert at back of Hunter Library.
	I	Storm Water Utility: Correct backwater valve inflow to gutter downspouts at Walker Residence Hall.
	J	Steam & Heating Utility: Start load shedding from existing Steam Plant. In connection with Brown Building renovation, construct regional heating plant (possible CHP plant) to remove Brown, Buchanan, and other building load as possible.
	K	Steam & Heating Utility: Install stand-alone boiler/heat source for Albright-Benton Residence Hall.
	L	Cooling Utility: In connection with Brown Building renovation, explore possibility of regional chiller plant to support Brown, Buchanan and possible future loads.
	M	Electric Utility: Increase primary circuit #4 capacity from 250 kcmil conductors to 500 kcmil conductors.
	N	Electric Utility: Install second duct bank section parallel to existing duct bank from substation to Courtyard Dining Hall to permit separation and timely recovery from a major underground circuit failure.
Sustainability	A	Energy Savings: Develop and implement a campus standard for exterior site lighting considering LED technologies and control schemes to permit reduction of light for late night where security is not compromised.

- B** Energy Savings: Perform interior lighting renovations converting T12 fluorescent to T8 or LED technologies. Utilize occupancy sensors as appropriate.
- C** Implementation of renewables on campus as appropriate. PV Solar and Solar thermal is an appropriate application. Creates educational value to students and supports a visual identify as a "green" school. This can be supported by the Sustainable Energy Initiative (SEI).
- D** Improvement and expansion of recycling program. We lack a Recycling Coordinator (RC) to oversee program. 2013-14 recycling rate is 13.43%. An effective recycling program could increase this rate up to 40-50%+. At 40% recycling rate the cost savings would be \$41,825. Average salary for an RC is \$49K plus benefits (22.86%) = \$60K needed to support position. Lack of recycling capacity at WCU is #1 complaint OSEM receives. Creates visual identity as "green" school.

Chapter Seven
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Focus Area	RECOMMENDATION	DESCRIPTION
Improving Technology -- Networking	A	Flexible campus cabling infrastructure (OCC) -- including both fiber optic and copper cabling
	B	Investigate PON network architecture
	C	Install 10/40GbE capable equipment
	D	Migrate to 802.11ac wireless technology
	E	Mixed use facility 1) uses latest design and equipment technology standards 2) address conduit bank issues
	F	Networking closets -- emergency power
	G	Camp IT Video Services -- services delivery approach with Camp Building being vacated
Improving Technology -- Instructional Technology	A	Revise Demo Classroom functionality standard
	B	Renovate tiered classrooms for small group collaboration
	C	Flexible furniture in classrooms
	D	Active learning technology, support, and spaces
	E	Social learning spaces
	F	IT enabled Blended and Hybrid learning pedagogy
	G	Future building considerations
	H	Applications virtualization (student software delivery)

Chapter Eight
Initiatives and Recommendations Index

Focus Area	RECOMMENDATION	DESCRIPTION
Enhance Public Safety Staff/Departments through development and certifications	A	Take steps to ensure staffing within Public Safety adequately reflects the increasing expectations and demands.
	B	Training, professional certifications, and experience should be recognized, valued, and rewarded through advancement opportunities and incentives.
	C	Succession strategies should be in place to address continuity at a high level of service.
	D	Support the accreditation and professional certification of Public Safety Departments.
Develop and foster a campus culture of safety, security, and preparedness that includes faculty, staff, and students.	A	Conduct a regular series of annual training and outreach initiatives. Foster a sense of personal responsibility and accountability for conformance to and support of campus safety and security measures. The WCU campus community should feel empowered to act in stewardship of their campus environment. Encourage personal planning by campus community members in preparation for natural and man-made emergencies.
	B	Engage in annual Emergency Response and Preparedness Exercises.
	C	Establish clear and consistent guidelines for financial resources in support of campus safety and security that are in alignment with the University priorities, best practices, UNC initiatives and federal/state mandates.
	D	
The physical campus environment should augment and promote an atmosphere of a secure and safe living/learning experience for students.	A	University stakeholders should embrace the concept of Crime Prevention through Environmental Design (CPTED). Policies should be developed that mandate adherence to CPTED methodologies and best safety practices in building design, construction, and remodeling.
	B	CPTED methodologies and review should be expanded to include safety features that provide support to vehicular, pedestrian, emergency ingress/egress, and service/delivery necessities.
	C	Lighting and Landscaping should enhance the appearance of the campus and should allow for unobstructed visual lines of sight by individuals and systems.

Public Safety Systems should enhance and augment campus safety efforts and be supported with adequate staffing to monitor and respond.

A

A Security and Risk Assessment review of the campus should be completed.

B

Implement an Access Control Administration policy that includes an integration of university databases with the Access Control System.

C

Develop a comprehensive policy for Keys, Access control cards, including a contractor and technician badging and identification policy and program.

D

Establish a set of standards and a review process of Security System Installation.

E

Implement a comprehensive security and alarm system monitoring program.

F

Maintain Emergency Notification Systems, camera systems, radio systems, and other safety related systems at the most current technologies available.

Develop and encourage adherence to comprehensive security policies and procedures to guide the campus community on safety related goals.

A

Establish a comprehensive Building Coordinator responsibility and accountability program policy that supports the Safety and Security Initiatives of the campus.

B

Develop and Implement policies that support the completion of updated emergency response and business continuity plans.

WCU Campus Master Plan Implementation

Focus Areas	2014 Recommendations	Accountable Stewards	Key Staff	2014-15 Status	2015-16 Status	2016-17 Status	2017-18 Status
Chapter Two							
Revitalized Core	A/B/C/F/G/H/I/J/L/P	Sam Miller; Mary Ann Lochner; Keith Corzine; Randy Eaton	Alison Morrison-Shetlar; Richard Starnes; Darrell Parker; Space Management Committee & Academic Space Committee	- Proposal for new NSB submitted to GA as part of the capital budget process;	- New \$110M STEM Building funded as part of NC Connect.	- Selection of Designer and CM at Risk for new STEM Building.	- Design 90% complete; Advance utility work and Memorail Drive 100% complete; Scheduled start of STEM building construction May 2018.
							- Breese Gym (first floor) ready for tenant upfit scheduled by August 2018.
							- Moore Building Annex planned for renovation to accommodate IT.
Revitalized Core	D/E/R/T/U	Sam Miller; Mary Ann Lochner; Keith Corzine; Randy Eaton	Parking & Pedestrian Team: Joe Walker; Ernie Hudson; Kevin Koett		- Design for Brown Building Renovation and Noble Hall provides for new connectivity from academic core to upper campus.		- Brown Building online as of August 2017 provides for better connectivity from academic core to upper campus.
Revitalized Core	K	Sam Miller; Mary Ann Lochner; Keith Corzine; Randy Eaton	Mixed Use Working Group: Joe Walker; Keith Corzine; Mike Byers; Sam Miller; Kevin Koett; Mistie Bibbee; Bryant Barnett; Mary Ann Lochner	- RFQ Posted and Vendors Screened - Ambling Univ Development Group selected - Development process proceeding -Underway; Completion by Fall 2016	- Construction on schedule for residence hall opening Fall 2016; Retail occupancy Jan 2017.	- Residence Hall start-up Fall semester & filled to capacity.	- Complete.
Revitalized Core	M/N/O/Q/S	Sam Miller; Mary Ann Lochner; Keith Corzine; Randy Eaton	Brown Project Working Group: Joe Walker; Keith Corzine; Mike Byers; Sam Miller; Kevin Koett; Mistie Bibbee; Bryant Barnett; Mary Ann Lochner	- RFP Posted and Vendors Screened - Ambling Univ Development Grp selected - Development process proceeding -Underway; Brown Completion by Fall 2016	- Contract completion change; Construction now underway with scheduled completion of May 2017.; - Residence life storage and warehousing consolidated into Facilities Management warehouse operations.	-Designer solicitation posted for Buchanan Residence Hall replacement and housing capacity.	- New 600 Bed Upper Campus Residence Hall under construction with a scheduled delivery of August 2018; Buchanan to remain online at this time.
Cullowhee Creek Corridor	A/B/C/D	Sam Miller; Mary Ann Lochner; Keith Corzine; Randy Eaton	Alison Morrison-Shetlar; Tony Johnson; George Brown; Space Management Committee & Academic Space Committee			- Shoreline moved from Belk to OSU; Theater faculty move from Stillwell to Belk; Broadcast & communications move to Stillwell	- Center for Career and Professional Development (CCPD) moved from Killian Annex to Reid.
Cullowhee Creek Corridor	E/F/G	Sam Miller; Mary Ann Lochner; Keith Corzine; Randy Eaton	Fields Committee: Kellie Monteith; Randy Eaton; Shauna Sage; Todd Lawing; Roger Turk	- Joint Athletics, Facilities, Student Affairs Fields Committee appointed Oct 2014; - Meetings underway	- Study on outdoor recreation space completed with identification for needed fields and/or upgrades; - Completed 75% of removal of invasive species along Cullowhee Creek to open view shed.; - Feasibility study of alternate site locations along with financial modeling completed for Indoor Practice Facility.		- Completed removal of invasive species along Cullowhee Creek; Engaged designer for potential Cullowhee Creek Greenway (pending approval).
Cullowhee Creek Corridor	H	Sam Miller; Mary Ann Lochner; Keith Corzine; Randy Eaton	DOT Working Group: Melissa Wargo; Sam Miller; Mike Byers; Joe Walker; Keith Corzine	- Met with DOT to discuss Master Plan opportunities - Commitment from DOT to restripe Little Savannah Drive lane widths	- Project submitted as part of NCDOT T.I.P but did not receive favorable priority rating thus not submitted as part of overall plan; Project will not receive NCDOT funding.		- As previously stated, new entrance project will not receive NCDOT funding; New Entrance Signage in design.
Cullowhee Creek Corridor	I	Sam Miller; Mary Ann Lochner; Keith Corzine; Randy Eaton	Parking & Pedestrian Team: Joe Walker; Ernie Hudson; Kevin Koett		- Parking rate increases postponed 1-year; To mitigate short-term parking demand, a new 500+ parking lot constructed and underway on existing Faculty Apartment site.	- New 500+ parking lot completed.	- Parking Deck study completed to identify potential sites; Selection of parking deck designer completed; After further review, in lieu of a 1000 space parking deck, structured parking options were evaluated to take advantage of existing topography; North Baseball Lot selected as first site and currently in design.
							- New surface parking lot completed at old band practice area; Additional surface parking in design along Central Drive (across from Judaculla Hall).

WCU Campus Master Plan Implementation

Focus Areas	2014 Recommendations	Accountable Stewards	Key Staff	2014-15 Status	2015-16 Status	2016-17 Status	2017-18 Status
West Campus	A/B/C/G/H	Sam Miller; Mary Ann Lochner; Keith Corzine; Randy Eaton	Tony Johnson; Alison Morrison-Shetlar; Mike Byers; Mary Ann Lochner; Joe Walker	- Millennial Properties planning process initiated;	-Partnership entered with Summit Healthcare group to plan for new Medical Office Building (MOB) near HHS		- MOB partnership in continuing discussions with potential tenants; RFQ issued for Student Housing with a closing date of February 2, 2018; Moving forward with identification and approval of additional Millennial designated properties.
West Campus	D	Sam Miller; Mary Ann Lochner; Keith Corzine; Randy Eaton	DOT Working Group: Melissa Wargo; Sam Miller; Mike Byers; Joe Walker; Keith Corzine	- Met with DOT to discuss Master Plan opportunities - Commitment from DOT to restripe Little Savannah Drive lane widths	- Sidewalk and bike lane completed on Little Savannah Road;		
West Campus	E/F	Sam Miller; Mary Ann Lochner; Keith Corzine; Randy Eaton	Keith Corzine and Parking & Pedestrian Team: Joe Walker;Ernie Hudson; Kevin Koett	- Res Living and Legal reviewed apt leases; - Res Living curtailing new leases to one year	To mitigate short-term parking demand, a new 500+ parking lot constructed and underway on existing Faculty Apartment site.		

Chapter Three

Focus Areas	Recommendations	Accountable Executives	Accountable Staff	2014-15 Progress	2015-16 Progress	2016-17 Progress	2017-18 Progress
Integrating Community	A/E/G	Mike Byers, Joe Walker	Joe Walker, Mike Byers, Fred Bauknecht	Parking Garage and Welcome/Visitor's Center were submitted as part of the 6 year Biennium Capital project plan. Conversations with NC DOT have occurred. NC DOT priorities are not inclusive of a new WCU Campus entrance. New funding sources for the entrance would need to be developed in connection with support from NC DOT. To consolidate an area for the Arts, discussions held regarding a new addition to Bardo creating a smaller theater for performances in the event of Hoey Auditorium coming offline. These plans are also incorporated into current 6-year Capital Plan.	- Project submitted as part of NCDOT T.I.P but did not receive favorable priority rating thus not submitted as part of overall plan; Project will not receive NCDOT funding; - Parking rate increases postponed 1-year; To mitigate short-term parking demand, a new 500+ parking lot constructed and underway on existing Faculty Apartment site; - Financial model projects new parking garage by 2020.		- As previously stated, new entrance project will not receive NCDOT funding; New Entrance Signage in design; Parking Deck study completed to identify potential sites; Selection of parking deck designer completed; After further review, in lieu of a 1000 space parking deck, structured parking options were evaluated to take advantage of existing topography; North Baseball Lot selected as first site and currently in design; New visitors center/welcome center deferred at this time.
Integrating Community	B	Mike Byers, Joe Walker	Fred Bauknecht, Ernie Hudson	Coulter Parking Lot was transitioned from a faculty/staff lot to a metered parking lot during the Fall of 2014. Parking lot will be the primary parking area for the Mixed use facility after 5pm. -Coulter lot completed Fall 2014		- Reid and Noble Hall lots transitioned to metered parking.	
Integrating Community	C	Mike Byers, Joe Walker	Galen May, Tom Frazier, Robin Oliver, Craig Fowler	Over the past 2 years, wayfinding and campus signage have been updated and reviewed to achieve this recommendation. Additional recommendation from Accountable Executives is to create a committee of the Accountable staff to continue to monitor this recommendation for additional signage and/or improved signage location. Primary recommendation achieved: Continued monitoring for needed improvements is recommended			- As stated, primary recommendation complete; New Entrance Signage in design.

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Focus Areas	2014 Recommendations	Accountable Stewards	Key Staff	2014-15 Status	2015-16 Status	2016-17 Status	2017-18 Status
Integrating Community	D	Mike Byers, Joe Walker	Parking Pedestrian Team: Joe Walker, Ernie Hudson, Kevin Koett	Pedestrian improvements: New Crosswalk across 107, New Sidewalks at Main campus entrance, near roundabout, New sidewalk and crosswalk at Forest Hills Rd. New sidewalk up Little Savannah Rd. to HHS, New Sidewalk from campus to Old Cullowhee Bridge planned as part of NCDOT Cullowhee bridge replacement.	Construction start of Old Cullowhee Bridge replacement; Project to incorporate connection to east campus entrance.		- NCDOT Construction of Old Cullowhee bridge ongoing (one lane complete); Project incorporates connection to east campus entrance; Evaluation of potential property acquisition and new entrance linking Norton Road to Ledbetter Road underway.
Integrating Community	F	Mike Byers, Joe Walker	Randy Eaton, Joe Walker, Mike Byers, Todd Lawing	Continued discussions with campus staff on a new Indoor Athletic Practice Facility as it relates to location, size, and projected cost. WCU has partnered with McMillan, Pazdan and Smith to create an initial design for the Indoor Practice Facility as well as a renovation to Jordan Phillips Fieldhouse. Initial discussion with Donors targeted for leadership gifts has begun.	- Feasibility study of alternate site locations along with financial modeling completed for Indoor Practice Facility.		- Indoor Practice Facility project on hold; Fieldhouse addition and renovations under consideration.
Integrating Community	H	Mike Byers, Joe Walker	Parking Pedestrian Team: Joe Walker, Ernie Hudson, Kevin Koett	In conjunction with the construction of the Mixed Use Development, a softened intersection of Centennial Drive/Central Drive has been designed to slow traffic and better control pedestrian traffic in this area. A new surface parking lot is also in the preliminary planning and discussion phase with NCDENR and NCDWQ south of Harrill residence hall.	- Discussions held with NCDOT expressing concerns of Forrest Hills/Hwy 107 Intersection and University Way/Centennial Intersection; - Road improvements to Centennial Drive at Noble Hall.		As previously stated, new entrance project will not receive NCDOT funding; Parking Deck study completed to identify potential sites; Selection of parking deck designer completed; After further review, in lieu of a 1000 space parking deck, structured parking options were evaluated to take advantage of existing topography; North Baseball Lot selected as first site and currently in design; New surface parking lot completed at old band practice area; Additional surface parking in design along Central Drive (across from Judaculla Hall).
Integrating Community	I	Mike Byers, Joe Walker	Joe Walker, Marty Ramsey, and Brian Kloeppel	"Home" for Alumni/Graduate School identified in Breese Gym. Area identified is first floor/old pool area. Project will require removal of pool and comprehensive renovation. Project is still under review to determine next steps.			- Project to remove pool and prepare space for tenant upfit in design/construction; Tenant to be determined (Graduate School and Alumni Affairs?).
Integrating Community	J	Mike Byers, Joe Walker	Mixed Use Working Group: Joe Walker; Keith Corzine; Mike Byers; Sam Miller; Melissa Wargo; Alison Morrison-Shetlar; Mary Ann Lochner	Design of the Mixed Use Development Plan is in progress. Notice to current tenants in the Mixed Use construction area has been given to vacate by 3/1/15.	- Construction on schedule for residence hall opening Fall 2016; Retail occupancy Jan 2017.	- Residence Hall start-up Fall semester & filled to capacity.	- Complete.
Preserving Campus Heritage	A, D	Mike Byers, Joe Walker	Joe Walker, Keith Corzine, Sam Miller	Continued discussion regarding next steps with Hoey Auditorium and a new pedestrian walk way from lower campus to upper campus in this area. Moore Building "Re-Purpose" has been submitted as part of the 6 year Biennium Capital project plan. Current discussions involve a plan to rebuild Moore with the same look. Improve vehicular accessibility is vital for student transportation by the Cat Trans: Historic areas will be impacted through potential road construction.	- Planning & design for Shoreline move into OSU underway.	- Shoreline move from Belk to Old Student Union complete.	- Graham demolition approved and scheduled to improve visibility to historic upper campus; Breese Gym (first floor) ready for tenant upfit scheduled by August 2018; Moore Building Annex planned for renovation to accommodate IT.

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Focus Areas	2014 Recommendations	Accountable Stewards	Key Staff	2014-15 Status	2015-16 Status	2016-17 Status	2017-18 Status
Preserving Campus Heritage	B, E	Mike Byers, Joe Walker	Roger Turk, Scott Philyaw, Laura Dewald, Joe Walker	Native Plants are used whenever possible on WCU's campus, but are not introduced when the climatic setting and architectural design do match. In the landscaping of HHS Native Plants were significantly used to meet lead certification: over 200 trees/500 shrubs. Effort to have markers in place at each Historic campus site has been made with focused attention to continually update as resources allow.	With the Brown Cafeteria renovation project and its location, the landscaping design to involve native plants in the landscaping surrounding the facility; Protection of memorial garden included in project.		
Preserving Campus Heritage	C	Mike Byers, Joe Walker	Roger Turk, Arborist (new hire)	Certification process is very extensive and budgetary dollars must be committed to reach and maintain status. Arborist position is currently being advertised for hire.	- University arborist hired and on staff.		
Preserving Campus Heritage	F	Mike Byers, Joe Walker	Joe Walker, Maurice Phipps	Jackson County Greenway is partially in place. WCU provided one easement for the Greenway across the lower campus landfill property.	Next step involves exploring a trail head near the upper side of the campus landfill. Goal is the connectivity of the WCU Trail system at the Village to the Jackson County Greenway.		- Engaged designer for potential Cullowhee Creek Greenway (pending approval) with plans to connect to Jackson County Greenway as opportunity arises.
Preserving Campus Heritage	G	Mike Byers, Joe Walker	Roger Turk, Lee Smith, Mark Lord;	Work with CuRvE as appropriate and applicable; Develop plan to open views to Cullowhee Creek per Master Plan guidelines. Select vegetation clean up and removal discussions continuing to create opportunities for education and observation. Inclusive of funding, oversight of the Army Core of Engineers and Department of Natural Resources would be required. Opportunities include projects surrounding the bridge replacement in Old Cullowhee and a river park as well as the creation of a boat drop off at the Tuckaseegee River dam in 2015 (Duke Project). NC DENR regulations will play an important role in all Creek/River enhancements.	- Completed 75% of removal of invasive species along Cullowhee Creek to open view shed; Duke Energy Lena Davis landing enhancement project completed; RFQ issued for feasibility study for Cullowhee dam.		- Feasibility study for Cullowhee dam complete yielding alternatives ranging from "no action" to "dam removal"; WCU agrees with engineer's recommendation that "includes repair of the undercut and right sidewall as well as the installation of a 12" concrete overlay on the crest and downstream face of the dam in order to improve stability and eliminate the timber flashboards" at an estimated cost of \$900K; CuRVE, in association with American Rivers and WCU, agreed to a supplemental study effort to expand upon WCU's feasibility study regarding dam removal.
Chapter 5							
Optimize central Cullowhee Campus for walking, biking, shuttles:	Create Central Campus free of vehicular traffic and optimized for walking, biking, and shuttles. A, B, C, D, E, F, G, H, I, J, K, L, M, N, O	Mike Byers	Fred Bauknecht, Earnest Hudson, Lauren Bishop, Joe Walker, NCDOT	1) Internal mandate that every parking lot will have blue phones and cameras. 2) Examining roadway/sidewalk changes at old campus entrance on Old Cullowhee Rd. 3) Enacted policies for use of metered lot and lot reservations. 4) Installed GPS on shuttles. 5) Working to install crosswalk lights on campus and public roads. Already installed at front entrance/107. 6) Front entrance now pedestrian/bike friendly.			- New NCDOT traffic signal added at intersection of Centennial Drive and University Way; Memorial Drive widened and angled parking converted to perpendicular parking, new sidewalks added.

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Focus Areas	2014 Recommendations	Accountable Stewards	Key Staff	2014-15 Status	2015-16 Status	2016-17 Status	2017-18 Status
Create additional parking	We have a projected net shortfall of about 1200 spaces by the end of the Master Plan. The plan recommends creating a comprehensive plan to meet need. A travel demand management program that includes existing and future parking need and resources need to be examined. A, B, C, D	Mike Byers	Fred Bauknecht, Earnest Hudson, Joe Walker	1) Enacted year 2 of 4 year parking permit plan. 2) Purchase peripheral land parcels. 3) Began DOT discussions regarding movement campus front entrance. Revenues are being collected to cover both existing parking costs and create capital reserve for parking garage loan. Several peripheral land parcels purchased in area of Albright-Benton and Foundation-owned retail strip in campus center.	- To mitigate short-term parking demand, a new 500+ parking lot constructed and underway on existing Faculty Apartment site; - Financial model projects new parking garage by 2020.		- Parking Deck study completed to identify potential sites; Selection of parking deck designer completed; After further review, in lieu of a 1000 space parking deck, structured parking options were evaluated to take advantage of existing topography; North Baseball Lot selected as first site and currently in design.
							- New surface parking lot completed at old band practice area; Additional surface parking in design along Central Drive (across from Judaculla Hall).
Optimize off-campus transportation	Transportation issues do not end at campus borders. Improved non-vehicle and vehicle access is necessary for commuter, emergency traffic and other constituents. Coordination with local and state governments is required. A, B, C, D, E, F, G, H, I, J	Mike Byers	Fred Bauknecht, Earnest Hudson, Joe Walker, Lauren Bishop	1) Transportation unit actively working with DOT to examine vehicle routes to campus 2) Crosswalk/lights at front entrance/107. 3) Front entrance now pedestrian/bike friendly.			- NCDOT Construction of Old Cullowhee bridge ongoing (one lane complete); Project incorporates connection to east campus entrance; Evaluation of potential property acquisition and new entrance linking Norton Road to Ledbetter Road underway; Discussions ongoing with NCDOT regarding Ledbetter Road and Speedwell Road pedestrian safety.
Examine outcome progress, financial goals, and travel demand management	A regular review of parking capacity, parking behaviors and demand, faculty travel patterns, and financials are necessary to ensure that plans are providing necessary infrastructure and resources for necessary outcomes. A, B, C, D, E, F, G, H, I, J	Michael Byers	Fred Bauknecht, Earnest Hudson, Lauren Bishop	1) Hired Fred Bauknecht as Director of Parking/Transportation. 2) Implementing real-time GPS in shuttles in Spring 2015. 3) Reviewed Chapter 5 of Master Plan.			
Chapter 6							
Cullowhee Creek Corridor	A/B/C	Mike Byers; Joe Walker; Mary Ann Lochner	Joe Walker; Lee Smith; Roger Turk; Mark Lord	- Verify if conservation easement already in place - Contract for opening up view shed in place -Completion by Fall 2016	- Completed 75% of removal of invasive species along Cullowhee Creek to open view shed		- Completed removal of invasive species along Cullowhee Creek; Engaged designer for potential Cullowhee Creek Greenway (pending approval); Conservation easement to be explored in connection with Cullowhee Creek Greenway plan.
Revitalized Core	A	Mike Byers; Sam Miller; Joe Walker	Parking & Pedestrian Team: Joe Walker; Ernie Hudson; Kevin Koett	Completion by Fall 2016; Dependent on additional parking availability			- Removal of McKee Lane incorporated into design of New STEM building.
Revitalized Core	B	Mike Byers; Sam Miller; Mary Ann Lochner; Joe Walker; Randy Eaton	Capital Staff: Joe Walker; Galen May; Lee Smith; (others dependent upon specific capital project)	- Mixed Use design in process - Brown Renovation design in process	- Green space and storm water bio-retention opportunities incorporated into Noble Hall and Brown projects as available; Practices to be incorporated into new design standards.		- Green space and storm water bio-retention opportunities incorporated into Upper Campus Residence Hall and STEM Building projects as available.

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Focus Areas	2014 Recommendations	Accountable Stewards	Key Staff	2014-15 Status	2015-16 Status	2016-17 Status	2017-18 Status
Revitalized Core	C	Mike Byers; Sam Miller; Mary Ann Lochner; Joe Walker; Melissa Wargo	Joe Walker; Keith Corzine; Roger Turk	Certification process is very extensive and budgetary dollars must be committed to reach and maintain status. Arborist position is currently being advertised for hire.	- University arborist hired and on staff.		
Infrastructure	A/D/E/F/G/H/I/M/N	Mike Byers; Joe Walker; Mary Ann Lochner	Joe Walker; Lee Smith; Andy Degrove; Kevin Cope	-Items D,E,F complete -In process; Fall 2016 dependent upon funding	- Re-route of Mckee sewer distribution pending Killian Lane removal; Stop-gap measure incorporated as part of Noble Hall to allow for sewer diversion.; - \$50K allocation of R&R for water main replacement on upper campus; -Item H complete.		- Re-route of Mckee sewer distribution pending Killian Lane removal.
Infrastructure	B/C	Mike Byers; Joe Walker; Mary Ann Lochner	Joe Walker; Lee Smith; Roger Turk; Mark Lord		- Funding identified for tree identification study.		-Tree identification study completed (grant funded).
Infrastructure	J/K/L	Mike Byers; Sam Miller; Mary Ann Lochner; Joe Walker; Keith Corzine	Brown Project Working Group: Joe Walker; Keith Corzine; Mike Byers; Sam Miller; Kevin Koett; Mistie Bibbee; Bryant Barnett; Mary Ann Lochner	- Steam unloading and plant options in design -Underway; Brown Completion by Fall 2016	- Temporary Emergency Boiler replacement project under construction to relieve plant capacity; Centralized heating and cooling plants as part of Brown renovation determined not viable.		- Received appropriation of \$750K for Advance Planning and to start design of Steam Plant replacement; Advance Planning report received and under review.
Sustainability	A/B/C/D	Mike Byers; Sam Miller; Mary Ann Lochner; Joe Walker; Keith Corzine; Lauren Bishop	Lauren Bishop; Joe Walker; Keith Corzine; Lee Smith; Tim Chapman; Roger Turk	- Items A and B in process with Energy Savings Performance Contract; construction started.	- Items A and B complete; As part of SEI, constructed first solar PV array on campus; Performed administrative program review for surplus and recycling operations. Advertised for Recycling Coordinator;	- Funded and employed one-year time limited recycling coordinator.	- Retained Recycling Coordinator position; As part of SEI, constructed electric vehicle charging station at Reid lot and installed solar charging picnic table.
Chapter 7							
Improving Technology -- Networking	A -- Flexible campus cabling infrastructure (OCC) -- including both fiber optic and copper cabling	Craig Fowler Mike Byers	Scott Swartzentruber Stephen Wilson	Presented Communications Hut #1 as part of the IT request at the campus budget hearing - This needs to be linked with Brown construction and the Mixed Use construction as this will be the termination point - This needs to be linked to the Brown construction since fiber relocation is part of construction - This must be linked and executed prior to any demolition or relocation of Graham. One-time funding for Communications Hut #1 approved for FY 2015-2016, beginning in Fall 2015. Engaged with Facilities Management and defined general location of Communications Nut #1. Engaged with Facilities Management to define proposed locations for 5 Communications Huts. Design Graham relocation -5 years May need external expertise for OCC placement	Upper campus OCC location construction, replacement of Graham as core network location	Upper campus OCC location construction, replacement of Graham as core network location	- Replaced Graham with new Telco Hut#1 as core network location for upper campus. - Phase 1 conduit and cable installation underway. - Finalized locations of Telco Hut #2 and Telco Hut #3 - Design for phase 2 nearly complete.

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Focus Areas	2014 Recommendations	Accountable Stewards	Key Staff	2014-15 Status	2015-16 Status	2016-17 Status	2017-18 Status
				<p>New Science Building may have implications for associated Communications Hut service and construction/funding.</p> <p>Scott renovation will have implications for associated Communications Hut service and construction/funding.</p>			
Improving Technology -- Networking	B -- Investigate PON network architecture	Craig Fowler	Scott Swartzentruber Stephen Wilson	<p>On HOLD for foreseeable future</p> <p>At this point, do not anticipate going with PON in residence halls or incorporating PON architecture into network planning. No further action planned.</p>			Item closed.
Improving Technology -- Networking	C -- Install 10/40GbE capable access equipment	Craig Fowler Sam Miller	Scott Swartzentruber Stephen Wilson	<p>Campus 33% complete prior to 2014</p> <p>Academic Buildings 100% complete</p> <p>Residential Buildings 70% complete</p> <p>-3 years</p> <p>All equipment installed after 2012 is at least 10 GbE capable, current installations are 40 GbE capable, plans already in place and budgeted for complete campus capability by end of FY15-16</p>	Finish Installation of final residential access equipment	Finish Installation of final residential access equipment	40Gb capable equipment installed in both datacenters.
Improving Technology -- Networking	D -- Migrate to 802.11ac wireless technology	Craig Fowler Sam Miller	Scott Swartzentruber Stephen Wilson	<p>Continue watching 802.11ac pricing, begin refreshing oldest wireless access points with 802.11ac if/when price drops appropriately</p> <p>When installing outdoor wireless, ensure that it is capable of 802.11ac.</p> <p>-4 years</p>	Replace wireless equipment in Balsam, Blue Ridge, Stillwell, McKee, Coulter, and Belk with 802.11ac equipment	Replace wireless equipment in Balsam, Blue Ridge, Stillwell, McKee, Coulter, and Belk with 802.11ac equipment	<p>Replaced equipment in Scott, Albright-Benton, HHS, Village, Belk, Hunter, and Bardo.</p> <p>Approx 400 non-AC capable access points remain.</p>
Improving Technology -- Networking	E -- Mixed Use Building 1) uses latest design and equipment technology standards 2) address conduit bank issues	Sam Miller Mike Byers Craig Fowler	Residential Living Facilities Management Scott Swartzentruber Stephen Wilson	<p>- Capability requirements</p> <p>- Design</p> <p>- Determine if 3rd party preferred provider RFP is needed or timely</p> <p>- Implement new conduit bank as part of future proofing connectivity to upper campus and relieve currently full duct banks.</p> <p>-2 years</p> <p>Building will covered via construction funding</p> <p>Duct bank funding may need to come from Communications Hut #1 funding</p>	Construction	Construction	<p>Building in operation.</p> <p>Conduit bank complete in rear alley.</p> <p>This completes and closes this item.</p>
Improving Technology -- Networking	F -- Networking closets -- emergency power	Craig Fowler Mike Byers	Scott Swartzentruber Stephen Wilson	<p>3 years</p> <p>Connect networking closets to building emergency power.</p> <p>Implement as part of VoIP project</p> <p>Will need to determine funding source</p>	Determine first phase of connections	Determine first phase of connections	<p>- 1st phase (Belk, Bird, HFR, Killian, Killian Annex) complete.</p> <p>- 2nd phase (Bardo, Bookstore, Camp, Forsyth, UC) funded. Design nearly complete.</p> <p>- 3rd phase (Reid, Ramsey, Hunter, Coulter, McKee) design funded.</p>

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Focus Areas	2014 Recommendations	Accountable Stewards	Key Staff	2014-15 Status	2015-16 Status	2016-17 Status	2017-18 Status
Improving Technology -- Networking	G -- Camp IT Video Services -- services delivery approach with Camp Building being vacated	Craig Fowler	William Frady Zach Phillips	Conduct analysis of current usage and potential future demand 2 years Vacating Camp will require decision on approach for delivering IT Video Services to the university, followed by design and implementation. This will likely include a different facility space/location.			New facility investments in Camp should keep the Camp building online for a significant period of time. Given this, IT continues to invest in maintaining the Camp video facilities. As a contingency for Camp being taken offline, IT has also invested in other facilities on campus that can now handle some of the video services capabilities and capacity. These rooms are located in HHS, Biltmore Park and HFR. Have also inquired with MCNC about potential offerings they have or plan to have that would provide appropriate video services.
Improving Technology -- Instructional Technology	A -- Demo Classroom Functionality Standard	Craig Fowler Alison Morrison-Shetlar	Instructional Computing, CFC, maybe Academic Tech. Governance committee	Set standard – Fall 2015 Upgrades & standards review ongoing Review the standard annually All new classroom renovations get new standard Continual upgrade of standards Need to move from analog to all digital classrooms Replace oldest 20% each year	Set initial Standard Upgrade rooms as funds become available	Set initial Standard Upgrade rooms as funds become available	The Learning Spaces as Product Model, to be rolled out Fall of 2018, will set new standards for Lecture and Collaborative spaces. The model includes a learning spaces governance process that will include: 1) reviewing/approving standards; 2) an annual prioritization of spaces for upgrading; and 3) a spaces life- cycle enabling the upgrade of the oldest spaces first. With the NR funding provided during the year, IT is making a significant push in moving Learning Spaces from analog to digital connections. Progress thus far: - 2014: 9 classroom updates - 2015: 30 classroom updates - 2016: 22 classroom updates - 2017: 36 classroom updates - 2018: work underway, ~30 updates planned Only 60% of standard presentation spaces meet the digital standard.
Improving Technology -- Instructional Technology	B -- Renovate tiered classrooms for small group collaboration	Craig Fowler Alison Morrison-Shetlar Mike Byers	Instructional Computing, Facilities Management	4 years Renovate one classroom per year as funding allows, in priority order	Study of large classrooms to determine feasibility Set priority order Renovate one classroom per year as funding allows, in priority order	Study of large classrooms to determine feasibility Set priority order Renovate one classroom per year as funding allows, in priority order	Space Management Committee has the lead on renovation priorities. These priorities may or may not include tiered classrooms.

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Improving Technology -- Instructional Technology	C -- Flexible Furniture in Classrooms	Craig Fowler Alison Morrison-Shetlar Mike Byers	Instructional Computing, CFC, maybe Academic Tech. Governance committee	5 years Replace furniture in 20% of non-upgraded classrooms per year	Prioritize classrooms in need of new furniture Identify typical furniture sets/ configurations to recommend Replace 20% of older classroom furniture	Prioritize classrooms in need of new furniture Identify typical furniture sets/ configurations to recommend Replace 20% of older classroom furniture	The Chancellors Strategic Fund has allowed WCU to renovate and add flexible furniture in several classrooms. Process continues: - Prioritize classrooms in need of new furniture - Identify typical furniture sets/ configurations to recommend - Replace 20% of older classroom furniture as funding allows
Improving Technology -- Instructional Technology	D -- Active learning technology, support, and spaces	Craig Fowler Alison Morrison-Shetlar	CFC takes lead, support from various IT units, maybe Academic Tech. Governance committee	3 years/ ongoing review Strategic adoption owned by AA IT, CFC, Faculty, DL and Continuing Ed	Identify essential services & infrastructure that are not here yet, set priority order Implement top priority order items Develop training process for purchased items for faculty Purchase/ installation of infrastructure in priority order Provide training to faculty on all new items	Identify essential services & infrastructure that are not here yet, set priority order Implement top priority order items Develop training process for purchased items for faculty Purchase/ installation of infrastructure in priority order Provide training to faculty on all new items	The Chancellors Strategic Fund has allowed WCU to renovate and upgrade the technology in several learning spaces. The CFC has been involved in these projects and they work in collaboration with IT on providing training on these renovated spaces Updated active learning spaces thus far: - Killian 102 (2014, 2018) - Killian 219 (2015) - Forsyth 313 (2016) - Forsyth 214 (2017) - Forsyth 216 (2017) - 3 additional active learning spaces identified to be built in the Apodaca Science Building
Improving Technology -- Instructional Technology	E -- Social Learning Spaces	Alison Morrison-Shetlar Craig Fowler Mike Byers	AA Student Success Facilities Instructional Technology	3 years Will WCU adopt? Install 1/3 of spaces each year	Identify areas in academic buildings for SLS implementation, prioritize Install first 1/3 of spaces	Identify areas in academic buildings for SLS implementation, prioritize Install first 1/3 of spaces	Implementing several student focused spaces in the new Apodaca Science Building. IT currently: - Provides several social type learning spaces in the Technology Commons. - Supports the social learning spaces in the HHS building. Installation of additional spaces is dependent on Strategic Renovation and Space Planning priorities.

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Improving Technology -- Instructional Technology	F -- IT enabled Blended and Hybrid learning pedagogy	Craig Fowler Alison Morrison-Shetlar		Will WCU adopt pedagogy? Strategic adoption owned by AA IT, CFC, Faculty, DL and Continuing Ed			HHS MSW and DPT expansion to Biltmore Park: - The Coulter Faculty Commons has been working in conjunction with IT and in collaboration with the HHS faculty in Social Work and in Physical Therapy. - Several focus groups and listening sessions have been completed with the faculty. - Planning was conducted for contingencies that included Fall 2018 and Fall 2019 start dates for PT synchronous. - The CFC investigated and communicated several best-practice options and stands ready to assist the faculty in planning for implementation in Fall of 2019 for synchronous streaming.
Improving Technology -- Instructional Technology	G -- Future building considerations	Alison Morrison-Shetlar Craig Fowler Mike Byers		As technology changes			Apodaca Science Building: - Technology & AV design has been a successful collaboration between IT, CFC and Facilities Management. - Learning spaces and AV plan is nearly complete and the college has been involved each step of the way during the planning. IT also working with Facilities Management on HFR renovation.
Improving Technology -- Instructional Technology	H -- Applications virtualization (Student Software Delivery)	Craig Fowler	William Frady Dan Berk	Develop Student Software delivery pilot Develop roadmap -2 years			Student Software Delivery now fully in production. - Standard, specialized and high-end graphic software is being delivered to students virtually through the VCAT system. - Student file storage, targeted for students using virtual software (called Vault), went live October 2017. - New re-architected VCAT 2.0 environment went live December 2017 Persistent/non-persistent desktops will move to Windows 10 by August 2018. Engineering complete. Update to VCAT roadmap planned for August 2018.
Chapter 8							

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Focus Areas	2014 Recommendations	Accountable Stewards	Key Staff	2014-15 Status	2015-16 Status	2016-17 Status	2017-18 Status
Safety and Security - Physical Security	A - Incorporate safety and security measures in new buildings and renovations.	Shane Stovall	Shane Stovall, Thomas Hooks, Ernie Hudson, Jon Maddy, Curtis Monteith, Andy DeGrove	Performed initial reviews of Noble Hall and Brown to ensure CCTV cameras were placed appropriately at interior and exterior locations. Also recommended initial placement of Emergency Call Boxes.	Performed final reviews of camera and Emergency Call Box locations. Coordinated with contractors for Noble Hall to ensure consistency with campus camera and call box standards. Coordinated with Facilities to locate call boxes in new Parking Lot 73.	Continued final coordination for installation of cameras and Emergency Call Box locations at Noble Hall. Coordinated final installation of Emergency Call Boxes at Parking Lot 73. Brown construction still ongoing.	Coordinated installation of cameras and upgrades to cameras at Fine and Performing Arts Center, Hunter Library, Band Practice Field, Ramsey Center, Killian Annex, HFR Administration Building 5th Floor, and the Bookstore. Provided technical assistance with camera and blue phone placement during design phase of Upper Campus dormitory, Moore Building renovations, and Apodaca Science building.
Safety and Security - Physical Security	B - Inventory and determine gaps in equipment and technology resources necessary to secure the campus and ensure business continuity and disaster recovery	Shane Stovall	Shane Stovall, Thomas Hooks, Ernie Hudson, Information Technologies, Facilities		Completed total inventory of two way radio equipment that supports both campus safety and daily operations. Inventoried campus cameras and Information Technologies that support the campus safety camera system.	Perform analysis of current coverage and develop strategies for identified gaps. These may include E.J. Whitmire Stadium, FPAC, and upgrades to existing camera and emergency call box systems.	Inventory of campus safety technologies (radios, cameras, blue phones, ENS systems) has been completed. Studies are being completed in 18-19 to determine resource gaps, and where efficiencies can be developed to cut short and long term costs. Implemented new campus mobile safety app that was made available to students staff, and faculty June 2018.
Safety and Security - Physical Security	C - Continue implementation of CPTED features that provide support to vehicular, pedestrian, emergency ingress/egress, and service/delivery on campus	Shane Stovall	Shane Stovall, Thomas Hooks, Ernie Hudson, Jon Maddy, Curtis Monteith, Andy DeGrove	Initial CPTD reviews were done for Noble Hall and Brown Building renovations. This included lighting, landscape locations, and CCTV camera locations.	Reviewed Building Plans for Noble Hall and Brown Bldg. to ensure CPTED recommendations were planning to be implemented.	Continue review of new construction and renovation plans to ensure CPTED features are implemented. This includes the plans for the Natural Science Buildings.	Continue to review new construction and renovation plans to ensure CPTED features are implemented. This includes the plans for the Apodaca Building and the Upper Campus dormitory.
Safety and Security - Physical Security	D - Set physical security design standards in new building plans and in renovation and repair plans	Shane Stovall	Shane Stovall, Thomas Hooks, Ernie Hudson, Bryant Barnett	Continue reinforcing campus standards for campus safety cameras, emergency call boxes.	Continue reinforcing campus standards for campus safety cameras, emergency call boxes. This includes upgrades of current equipment and installation of new equipment.	Continue reinforcing campus standards for campus safety cameras, emergency call boxes. This includes upgrades of current equipment and installation of new equipment. Review current efforts for standardization of electronic access control systems and determine needs for further standardization and centralization.	Continued reinforcing campus standards for campus safety cameras and emergency call boxes. This includes upgrades of current equipment and installation of new equipment. Becoming more involved in campus electronic access control project to ensure standardization and ability to control access during crisis situations.
Safety and Security - Physical Security	E - Determine how the physical layout of the campus affects communication response systems and coordination, and develop measures to overcome shortfalls.	Shane Stovall	Shane Stovall, Thomas Hooks, Ernie Hudson		Determine shortfalls in two-way radio communications and camera coverage across campus.	Determine feasibility of additional repeater on the Jackson County Airport tower to increase Public Safety two-way radio coverage on campus. If feasible, and funding is available, install repeater. Determine gaps in camera coverage and determine strategies for overcoming those gaps.	Conducting study of radio systems to determine gaps in communication capabilities on campus. Looking to examine feasibility and need of repeater on new WCU radio tower to increase coverage. Also reviewing feasibility and need of adding additional repeater on the Jackson County Airport tower to increase radion coverage on campus.
Safety and Security - Enhance Public Safety Staff/Departments through development and certifications	A -Take steps to ensure staffing within Public Safety adequately reflects the increasing expectations and demands.	Shane Stovall, Ernie Hudson	Shane Stovall (Emergency Services), Ernie Hudson (Police)		Develop changes in staffing that allow for more effective and efficient delivery of Public Safety Services to meet increasing demands and expectations.	Police Department has realigned duties to meet increasing demands and expectations. Public Safety departments will continue to review staffing needs and staffing models to meet and/or exceed current needs and expectations at WCU.	Emergency Services added two Telecommunicator positions to enable the Emergency Communications Center to be able to effectively handle increase call volume due to campus growth. University Police added four new officer to be able to remain effective in responding to increasing law enforcement-related needs of the University.

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Focus Areas	2014 Recommendations	Accountable Stewards	Key Staff	2014-15 Status	2015-16 Status	2016-17 Status	2017-18 Status
Safety and Security - Enhance Public Safety Staff/Departments through development and certifications	B - Training, professional certifications, and experience should be recognized, valued, and rewarded.	Shane Stovall, Ernie Hudson	Shane Stovall (Emergency Services), Ernie Hudson (Police)		With addition of the Campus Safety and Security fee, Public Safety Departments were able to make pay adjustments to some positions to bring them closer to market range. Police Department sent people to FTO school, sent all supervisors to Leadership course. Asst. Chief has completed Executive Leadership class. PD now has a certified Victim Services Practitioner. Numerous additional certifications have been obtained. Emergency Services has become the first University in North Carolina to be certified in Emergency Medical Dispatch	Public Safety departments will continue to develop staff and improve programs through additional training and certifications.	Public Safety departments will continue to develop staff and improve programs through additional training and certifications. This is an ongoing area of focus.
Safety and Security - Enhance Public Safety Staff/Departments through development and certifications	C - Succession strategies should be in place to address continuity at a high level of service.	Shane Stovall	Shane Stovall (Emergency Services), Ernie Hudson (Police)		Police Department has been building succession through leadership courses. They have established levels of supervision in order to ensure continuity of leadership within the Department. Emergency Services has increased the duties of the ECC Supervisor to include oversight of cameras, blue emergency phones, and radios. This is to ensure continuity in these programs.	Police Department will continue to build succession through leadership training and experience opportunities. Emergency Services will continue looking at strategies to build succession in Emergency Management, the Emergency Communications Center, and Public Safety Technologies.	Police Department hired new Police Chief who previously held Assistant Police Chief position. Police Department will continue to build succession and continuity through training and experience opportunities. Emergency Services will continue looking at strategies to build succession in Emergency Management, the Emergency Communications Center, and Public Safety Technologies. Hiring of addition Telecommunicators has built some much needed depth in the Emergency Communications Center.
Safety and Security - Enhance Public Safety Staff/Departments through development and certifications	D - Support the accreditation and professional certification of Public Safety Departments.	Shane Stovall, Ernie Hudson		Prep for Audit. Maintain certification with State	All Public Safety departments passed the Division of Criminal Information (DCI) audit. Police Department just passed bi-annual North Carolina Department of Training and Standards Audit (100%).	Police Department just passed bi-annual North Carolina Department of Training and Standards Audit (100%). Police Department has asked for financial resources to attempt to align PD into position to seek accreditation. All Public Safety Departments will prepare for 2017 DCI audit. Emergency Services is working to complete Emergency Medical Dispatch Accreditation in 2016-17 (currently only has certification).	Emergency Services has become the only University dispatch center to become accredited in Emergency Medical Dispatch. Maintaining this accreditation requires a daily Quality Assurance check of all medical calls. All Public Safety Departments will prepare for a late 2018 DCI audit.
Safety and Security - Develop and encourage adherence to comprehensive security policies and procedures to guide the campus community on safety related goals.	A - Establish a comprehensive Building Coordinator responsibility and accountability program policy that supports the Safety and Security Initiatives of the campus.	Shane Stovall	Shane Stovall, Tim Metz, Jon Maddy, Lisa Gaetano		Building Coordinator Program established. Building Coordinators and alternated have been identified and trained by Police Department and Emergency Services. Emergency Services has supported the Building Coordinators in completing most Building Emergency Action Plans.	Working to complete Building Emergency Action Plans across campus.	All Building Emergency Action Plans have been completed for all academic and administrative buildings. 12 training sessions and mini tabletop exercises were held with Building Coordinators and Department Healds in their buildings to ensure training on the Building Emergency Action Plans. This is an ongoing focus.

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Safety and Security - Develop and encourage adherence to comprehensive security policies and procedures to guide the campus community on safety related goals.	B - Develop and Implement policies that support the completion of updated emergency response and business continuity plans.	Shane Stovall, Ernie Hudson	Shane Stovall (Emergency Services), Ernie Hudson (Police), Lisa Gaetano		Public Safety departments continue to implement and enforce numerous University policies, including University Policy 116 (Clery Act Policy), Policy 109 (Campus / Workplace Violence Prevention and Management), and Policy 101 (Installation and Use of Video Cameras for Non-Academic Purposes). New Emergency Services Director has reviewed current Emergency Management procedures. Strategy has been developed to update emergency response plans and Continuity of Operations Plans (COOPs).	Emergency Services has begun a total rewrite of the Campus Emergency Operations Plan. This will lead to the revision of multiple other plans and procedures that support the Emergency Operations Plan. Emergency Services is working with Internal Audit to complete Building Emergency Action Plans. Once this is completed, an effort to update Continuity Operations Plans across campus will begin.	A total revision of the WCU All-Hazards Emergency Operations Plan was completed in late 2017. Future efforts will focus on training and development of standard operating procedures to build on special interest areas and needs associated with the Plan. Initial efforts have begun on a strategy to update university-wide Continuity of Operations Plans beginning in 2018-19.
Safety and Security - Develop and foster a campus culture of safety, security, and preparedness that includes faculty, staff, and students.	A - Conduct a regular series of annual training and outreach initiatives.	Shane Stovall (Emergency Services), Ernie Hudson (Police Department)	Shane Stovall (Emergency Services), Ernie Hudson (Police Department)		Public Safety Departments partner together with Student Affairs and Human Resources to deliver multiple Campus Safety training courses throughout the year. Additionally, PD conducts approximately 90-100 training and outreach opportunities per year. This includes Open House and Orientation. Police Department also delivered Campus Safety Authority Training to appropriate staff. Emergency Services had emergency posters and checklists developed for all classrooms, offices, and hallways.	Public Safety Departments will continue security and safety outreach. Police Department has included Rape Aggression Defense (RAD) training as courses that available for delivery to students, staff, and faculty. Emergency Services will begin providing emergency preparedness and safety information at Open Houses and Orientations. Additionally, Emergency Services will continue distribution of emergency preparedness posters and flip charts to ensure that they are distributed to as many staff, faculty, and students as possible.	Public Safety Departments will continue security and safety outreach. Police Department has included Rape Aggression Defense (RAD) training as courses that available for delivery to students, staff, and faculty. Emergency Services will begin providing emergency preparedness and safety information at Open Houses and Orientations. Additionally, Emergency Services will continue distribution of emergency preparedness posters and flip charts to ensure that they are distributed to as many staff, faculty, and students as possible.
Safety and Security - Develop and foster a campus culture of safety, security, and preparedness that includes faculty, staff, and students.	B - Foster a sense of personal responsibility and accountability for conformance to and support of campus safety and security measures. The WCU campus community should feel empowered to act in stewardship of their campus environment. Encourage personal planning by campus community members in preparation for natural and man-made emergencies.	Shane Stovall	All campus departments		Continued campus safety and security planning and training opportunities to ensure that all contingencies are planned for and that all personnel understand their roles and responsibilities during a crisis. This is an ongoing effort.	Work with all staff, faculty, and students, to develop a culture of campus safety and security. This includes development of plans (such as the current rewriting of the campus Emergency Operations Plan), development of training opportunities, and development of exercises to test plans and training.	Extensive efforts with staff and faculty training have occurred in 2017-18, to include mini-tabletop exercises with Building Coordinators, the Provost Council, the Academic Affairs Council, and numerous other entities. Additionally, ongoing training is occurring relating to roles and responsibilities associated with the Emergency Operations Plan. These training and exercises are expected to culminate into a progressive and expanding crisis training and exercise program for staff, faculty, and students.
Safety and Security - Develop and foster a campus culture of safety, security, and preparedness that includes faculty, staff, and students.	C - Engage in annual Emergency Response and Preparedness Exercises.	Shane Stovall	All campus departments	Conducted tabletop exercise following an Active Shooter scenario.	Conducted a Full-Scale Active Shooter Recovery Exercise in May 2016. Beginning to review Lessons Learned in order to implement operational improvements.	Planning to conduct a tabletop exercise in Spring 2017.	In lieu of a large exercise, it was determined that several smaller exercises were needed in order to focus on departmental and business unit roles and responsibilities during a crisis. 12 mini-tabletop exercises were conducted that focused on roles and responsibilities of department heads, building coordinators, and Emergency Operations Plan stakeholders. This will be an ongoing effort into the foreseeable future.

WCU Campus Master Plan Implementation

Focus Areas	2014 Recommendations	Accountable Stewards	Key Staff	2014-15 Status	2015-16 Status	2016-17 Status	2017-18 Status
Safety and Security - Develop and foster a campus culture of safety, security, and preparedness that includes faculty, staff, and students.	D - Establish clear and consistent guidelines for financial resources in support of campus safety and security that are in alignment with the University priorities, best practices, UNC initiatives and federal/state mandates.	Shane Stovall (Emergency Services), Ernie Hudson (Police Department)	Shane Stovall (Emergency Services), Ernie Hudson (Police Department)		Public Safety Departments have set staffing structures and equipment standards that are in support of campus safety and security. All priorities of Public Safety departments are in line with University priorities, industry best standards, and UNC GA initiatives. Asking for additional resources to maintain level of service based on growing expectations, requirements, and population of the University.	Asking for additional resources to maintain level of service based on growing expectations, requirements, and population of the University.	Public Safety Departments have set staffing structures and equipment standards that are in support of campus safety and security. All priorities of Public Safety departments are in line with University priorities, industry best standards, and UNC System initiatives. Public Safety departments will continue to seek additional resources to maintain adequate levels of service based on growing expectations, requirements, and population of the University.