



2020 VISION: *Focusing our Future*

Progress Report

2015-16



From the Chancellor

Western Carolina University has now completed its fourth year under the guidance of our 2020 Vision strategic plan. Once again, we have made great strides towards the achievement of our goals.

In this report, you will find information on the status of each goal and initiative including progress made over the past three years. Through hard work of the faculty and staff, the 2015-16 year has seen many projects implemented and programs enhanced to bring us closer to achieving the goals we have set before us.

This year's highlights include:

- Record freshman retention of 80.1%, and achievement of the 20/20 Vision strategic plan goal of 80% well before 2020.
- Establishment of twenty-seven new scholarships, and a total of 152 new scholarships since my installation as chancellor.
- Passage of the ConnectNC bond initiative, resulting in \$110 million towards a long-needed new science building.
- The mixed use facility, Noble Hall, is under construction, and scheduled for completion in August 2016.
- A letter of intent to construct a medical office building on the Millennial Campus was signed with a private developer in December 2015.
- The second annual LEAD:WNC Regional Leaders Summit was held October 20, 2015, along with two follow-up conferences, LEAD: Tourism and LEAD: Art.
- Under the moniker "Collaborate", a series of campus-wide conversations were held to generate ideas on enhancing campus diversity, supporting scholarships, investing in our people, and improving the total student experience.
- Catamount football finished with its second straight seven win season, and the indoor Track & Field men's team were Southern Conference champions for a third straight year.
- Funding for the Provost's Internal Grants program was increased to \$150,000 allowing for 14 funded proposals.
- Ricardo Nazario-Colon has been hired as the university's first Chief Diversity Officer, and will begin employment in June 2016.
- Lori Lewis has been hired as Vice Chancellor for Development and Alumni Engagement, and will begin employment in June 2016.
- Improvements in emergency preparedness, including building emergency action plans, and active shooter training.
- Expansion of our alumni network through twelve regional hosted Chancellor alumni receptions, and seven new WCU alumni clubs.

It has been a busy and exciting year. We celebrate our progress and accomplishments, while we look forward to the challenges and opportunities in front of us.

Sincerely,

David O. Belcher
Chancellor

Strategic Direction 1: Fulfill the Educational Needs of our State and Region

Accomplishment Highlights

- **Retention goal attained** - The 20/20 Strategic Plan retention goal of 80% was reached this year with 80.1% of the 2014 freshman cohort returning to WCU in the Fall 2015 semester.
- **Number of WCU graduates increased** - For the third year in a row, WCU is expecting an increase in the number of graduates, up 2.5% from the previous year.
- **Graduation rate remains strong** - For many years, WCU's 6-year graduate rate remained at or below 50%. The 2009 cohort achieved a 58% 6-year graduation rate, and the 2010 cohort achieved a 57% 6-year graduation rate.
- **Scholarships continue to grow** - Twenty-seven new scholarships were established this year. A total of 152 new endowed scholarships have been created since Chancellor Belcher made scholarship development an institutional priority.
- **New program offerings at Biltmore Park** - A baccalaureate completion program in Hospitality and Tourism and a certificate program in Arts Management have been added to program offerings at the Biltmore Park Instructional Site, and will commence in Fall 2016.
- **Record support for student travel** - An additional \$50,000 was allocated to support student presentation at, and participation in, professional conferences. A record \$37,000 in student travel awards were granted this year for graduate student travel.
- **Large increase in study abroad participation** - Study abroad participation in 2015-16 increased 38% over the previous year, and included a total of 231 WCU students.
- **New champion for diversity efforts hired** - Ricardo Nazario-Colon has been hired to lead and strengthen diversity and inclusion initiatives, and will begin employment on June 1, 2016.

STRATEGIC DIRECTION: Fulfill the Educational Needs of Our State and Region				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
GOAL 1.1: Deliver high-quality academic programs (undergraduate, graduate, and professional) designed to promote regional economic and community development.				
Initiative 1.1.1 Undertake a rigorous and inclusive process to prioritize all undergraduate and graduate programs based on universally applied criteria, including quality, regional need, demand, enrollment trends, retention and graduation rates, and alignment with the University mission and the following integrated curricular focus areas: creative arts, education, environment, health, innovation and technology, and recreation and tourism.	Provost	Associate Provost for Undergraduate Studies	100%	
			2013-14	The second phase has been successfully completed. Faculty have worked with students individually to create a 'teach out' plan to ensure student completion of discontinued programs. Once all students have met requirements for the program, General Administration has been informed and programs removed from inventory. All programs that required action plans have completed them and are implementing changes. Bi-annual assessment on action plans is in place. Budgetary investment in priority programs occurred this year.
			2014-15	All programs with teach out plans have completed or nearly completed teach out. The Program prioritization process has been superseded by the Program Review process and the timeline for each review is on the Program review website. David Onder and Carol Burton have developed a highly successful review plan and process for each program to use. This year 11 programs were reviewed using this process. All but one were high quality reports. Recommendations have been reviewed by the departments and dean and will be incorporated into the program strategic plan and movements on the recommendations will be reported in annual departmental reports. General Administration has been informed of those programs that are completed. Budgetary investment in several programs has been achieved this year.
			2015-16	The data gathering and analysis stages of the academic program prioritization process was concluded in the summer of 2013. Implementation of the results, including creation and execution of action plans, was conducted in 2013-14 academic year. Teach-out plans for students enrolled in programs that were being discontinued were in place by the end of the fall semester, 2013. Departmental actions arising from the program prioritization process are ongoing in some departments, e.g., World Languages revitalization; discussions with certificate programs in Educational Outreach regarding teaching English to speakers of other languages to address the needs from discontinuing the TESOL program.
Initiative 1.1.2 Develop visionary strategic plans for each of the curricular focus areas through inclusive processes to accomplish the following: 1) Position and market WCU as the cultural heart of Western North Carolina in the creative arts. 2) Fulfill WCU's historic and continuing commitment to be the regional leader in teacher education. 3) Assume regional leadership in the study of the environment and environmental policy. 4) Position WCU as the premier regional provider of baccalaureate and graduate education in the health professions with an emphasis on culturally sensitive, integrative, and intergenerational health care. 5) Establish WCU as a hub of innovation, facilitating	Chancellor	Provost, Deans	85%	
			2013-14	College-level strategic plans for all academic areas have been completed. Admissions and Orientation have both incorporated talking points/communication themes that highlight WCU's role as a regional leader in the arts, education, health care, and tourism. Health Services partners with regional entities to enhance EMS service provision. Hired a marketing director to promote WCU. Hired a fulltime dean of Education. Dean bringing together community members in a P16 initiative. Study of our environment and environmental policy undertaking with result due for distribution in Fall 2014. Development of a public/private collaboration within the Health and Human Sciences building to promote health care in the region: final stages of negotiation. Development of a professional sciences concentration in Chemistry as a model for interdisciplinary connections in Science, Business, and Economics. First annual Tourism conference 'Tourism Works for North Carolina' April 11, 2014 attracted County Tourism and economic developers, chamber of commerce officials, private sector hospitality and tourism owners and county elected and appointed officials. Kicked off a strategic planning process for the Biltmore Park instructional site in fall 2013.

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			<p>2014-15</p> <p>2015-16</p>	<p>Office of Creative Services and the Print Shop have been reorganized/consolidated as Marketing Services headed by Director of Marketing. Office of Communications and Public Relations have been reorganized into two offices, News Services and Photography/Video Services. Legal Services has consolidated responsibility for Title IX coordination under the auspices of the Associate General Counsel and additional compliance activities under the new position of Chief Compliance Officer. The Office of Development consolidated internal management responsibilities under the Assistant Vice Chancellor for Development.</p> <p>The College of Business consolidated from four departments to three schools and reduced the number of directors from four to three.</p> <p>Development and Alumni Affairs and Academic Affairs have been working more closely together to ensure that we are meeting the needs of the institution in development, alumni affairs, and the Colleges and units in Academic Affairs. As a result there has been an increase in endowed scholarships, outreach, the reengagement of alumni, and an increase in internship and shadowing opportunities for our students.</p> <p>The offices within Student Success have been working on a strategic planning process to better align departments with a focus on programmatic changes that lead to better student success and support.</p> <p>Tony Johnson, Exec. Director of Millennial Initiatives, has been working closely with graduate program directors and the graduate school to bring graduate programs to the attention of regional businesses who support professional development for their employers. This will increase community workforce development and enrollment of graduate students at WCU. Biltmore Park instructional Site Exec. Director Kevan Frazier and Educational Outreach Exec. Director Susan Fouts have worked with many departments to develop certificates and day and weekend long workshops for our region on topics to support workforce development. Ricardo Nazario-Colon was hired as WCU's first Chief Diversity officer and who will work collaboratively with the whole campus on diversity and inclusion.</p>
<p>Initiative 1.1.6</p> <p>Identify and develop integrated, cross-disciplinary centers/institutes of study and outreach, where appropriate, based on the curricular focus areas.</p>	<p>Provost</p>	<p>Deans</p>	<p> 40%</p> <p>2013-14</p> <p>2014-15</p>	<p>The College of Health and Human Sciences (CHHS) faculty have determined the inter-professional focus on the College will be on prevention and wellness. A masters level professional Science concentration in Chemistry (integrating Business) has been developed by faculty, and approved by the Graduate College Curriculum committee, for implementation in the Fall 2014.</p> <p>Deans of HHS, Arts and Sciences and the Kimmel School are working together to develop integrated, cross-disciplinary areas of study. Similarly, the Deans of Fine and Performing Arts and Kimmel School are developing a curricular focus within an existing program of study. The Deans of Business and Fine and Performing arts are developing a certificate in Arts Administration to meet the needs of the Arts community in the area.</p>

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			2015-16	The Dean of the College of Business has completed reactivation of the M.S. in Sport Management to an online degree program that incorporates Master of Project Management (MPM) courses into the MS in Sport Management curriculum. The Dean of the College of Health and Human Sciences is overseeing the beginning transition of the B.S. in Athletic Training program to a M.S. in Athletic Training that will include a broader curriculum likely to be taught in year-round course offerings. The Dean of the College of Education and Allied Professions is pursuing the development of a Doctorate in Psychology (Psy. D.) that will include a broader curriculum.
Initiative 1.1.7 Increase the total number of WCU graduates by 25 percent by 2020 to meet the regional need for an educated work force.	Provost	Assistant Vice Chancellor for Student Success, Deans	 20% 2013-14 2014-15 2015-16	In Spring 2014, WCU graduated 1,373 (1,483 degrees), a 36 (3%) increase over the prior year. Total graduate count for 2013-14 is 2,348 (2,510 degrees). As our retention rate has increased, we expect to see an increased graduation rate as well.
GOAL 1.2: Fully integrate into the curriculum an emphasis on those core abilities expected of all WCU students:				
Initiative 1.2.1 Hire faculty and staff who understand and will contribute to WCU's core educational values, its holistic academic mission, its commitment to outreach and engagement, and the achievement of the institution's strategic priorities.	Provost, Vice Chancellors	Associate Vice Chancellor for Human Resources, Deans, Provost, Vice Chancellor for Student Affairs, Vice Chancellor for Administration and Finance	0% 2013-14 2014-15 2015-16	Key hires in 2013-14 included the Provost/VC for Academic Affairs, the Assistant Vice Chancellor for Institutional Planning and Effectiveness, the Director of Marketing, the Director of External Affairs, Dean of the College of Education and Allied Professions, and the Executive Director of Millennial Initiatives. Several faculty positions have also been filled with outstanding professionals. All position advertisements incorporate the 2020 Vision as well as diversity statements. Sixty five faculty were hired in a variety of disciplines, the Deans of Kimmel School and the Fine and Performing Arts, the VC for Administration and Finance, and several staff were hired across the campus. Student Affairs units continue to emphasize the 20/20 plan in recruitment/hiring of new staff. A new Associate Vice Chancellor for Student Affairs/Dean of Students was successfully hired this year. Key hires in 2015-16 included the Dean, Honors College; Dean, Fine & Performing Arts; Chief Compliance Officer; Associate Vice Chancellor for Human Resources & Payroll; Chief Diversity Officer; and the Vice Chancellor for Development & Alumni Engagement. In addition, several faculty positions have been filled with outstanding professionals to include the hiring of two Distinguished Professors.
Initiative 1.2.2			 20%	

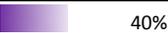
STRATEGIC DIRECTION: Fulfill the Educational Needs of Our State and Region				
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Develop and implement effective, faculty-led mentoring programs for students, aided and reinforced by advising and course scheduling in the support units and designed to reinforce the University's core values.	Provost	Assistant Vice Chancellor for Student Success, Deans, Associate Provost for Academic Affairs	2013-14	The College of Business restructured advising support and administrative support services into a new One Stop support services space. This is more accessible to students and focuses faculty advising more on the mentoring of students rather than scheduling. A proposed restructuring of departments will be undertaken in 2014-15. The first engineering course, ENGR 199, is required of all majors in the Department of Engineering and Technology and serves as the first step in providing guidance and faculty mentorship within the programs. The Department of Construction Management is in the process of establishing a common course to address this initiative as well. Other initiatives to increase student support are being discussed by the faculty. Living Learning Communities have expanded on campus to promote faculty and staff mentoring of students around common themes of interest.
			2014-15	A considerable focus on mentoring resulted this year in the office of Student Success under the leadership of Dr. Lowell Davis. A new director of advising was hired. Advising effectiveness and efficiency is being reviewed. Departments and Colleges have developed student support processes.
			2015-16	The Office of First Year Experience created a program for first generation faculty to be paired with first generation students in a mentoring program.
Initiative 1.2.3 Incorporate writing and research into all levels of the curricula.	Provost	Deans	100%	
			2013-14	In the Kimmel School, Introductory freshman courses in both departments have incorporated a focused writing and research assignment requiring engagement with the WaLC for students showing need. Writing and research are common educational learning objectives in the Project Based Learning core (5 courses) that spans each level of the curricula. All Engineering and Engineering Technology students are required to complete these courses. The Provost established a faculty committee to develop increased support for the incorporation of writing across and within the disciplines.
			2014-15	Two faculty members have brought forward (with the support of faculty senate) a proposal to provide exemplars of writing in all disciplines. The Anthology will be available for all students in ENG 101 and 102 and be useful to students in the Liberal Studies curriculum.
			2015-16	This year, librarians have taught 299 information literacy sessions to 6588 students, including Zotero workshops. Also, librarians work closely with instructors, by request, to tie the library sessions with the course's information literacy objectives and the course curriculum. Many of our sessions are devoted to undergraduate courses that build general information literacy and critical thinking and writing skills. This included 111 sessions for English 101/202 (the Writing, Rhetoric, and Critical Studies courses), 19 sessions for University Studies (USI) and Counseling 140, and 4 sessions for International Students. The purpose is to introduce students to university life, study skills, etc. Our Undergraduate Experience Librarian provides a class and tour to introduce students to the library. There were a total of 165 classes for upper level, subject specific courses in college of Education and Allied Professions, College of Business, Health and Human Sciences, Arts and Science, and College of Fine and Performing Arts.
Initiative 1.2.4 Ensure that all academic programs incorporate the	Provost	Associate Provost	7%	
			2013-14	Completed.

STRATEGIC DIRECTION: Fulfill the Educational Needs of Our State and Region				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
core abilities detailed in Goal 1.2.		for Undergraduate Studies	2014-15 2015-16	Upon further review, it has been determined that only undergraduate degree programs submitted and implemented comprehensive plans incorporating the five institutional learning outcomes as described in Goal 1.2 in response to the 2007 WCU Quality Enhancement Plan. This expectation was not extended to graduate degree programs or to stand-alone minors. Also, in alignment with the expectations of SACS-COC accreditation standards, all stand-alone certificate programs should also incorporate these learning outcomes. A plan will be set forth during the summer of 2015 to address these deficiencies in the upcoming 2015-2016 As we continue to assess our liberal studies program, results demonstrate that our students are meeting our core learning objectives.
Initiative 1.2.5 Incorporate into the formal evaluation of faculty work a consideration of how curricula, pedagogies, and scholarship successfully advance the University learning outcomes.	Provost	Associate Provost for Academic Affairs, Associate Provost for Undergraduate Studies, Deans	90% 2013-14 2014-15 2015-16	The CFPA Executive Council reviewed and discussed appropriate statements for AFE Director's Annual Comments for faculty to benchmark quality of work factors. There has been significant work done to clarify faculty handbook language to promote and support faculty success. Changes were approved by faculty Senate. Continued to clarify faculty handbook language for clarity and support of faculty success. Department Heads provided workshops on formative assessment to support all faculty and staff professional development. Faculty handbook language modified for clarity and support of faculty success. Formative assessment in collegial review process is more robust and recognized. Modifications to DCRDs for post-tenure review with five-year directional goals are underway.
GOAL 1.3: Ensure that all programs include cross-curricular, experiential, applied, and international/global awareness opportunities for all students.				
Initiative 1.3.1 Reduce, and where possible eliminate, bureaucratic and financial barriers to cross-curricular design and team-teaching.	Provost	Associate Provost for Academic Affairs, Associate Provost for Undergraduate Studies, Deans	20% 2013-14 2014-15 2015-16	Under review. Under review. The Curriculog system has improved the collaborative review process for cross-curricular program development. A proposed undergraduate certificate in Arts and Entrepreneurship is under review that will connect arts and business curriculum to support working and aspiring artisans in the area. A new Health Sciences degree that includes collaboration across the institution is under development and will be put forward for campus and General Administration approval this semester. Development of the curriculum has included broad discussions across colleges and will provide alternative pathways for students interested in a range of Health Science professions.
Initiative 1.3.2 Incorporate expectations for experiential and applied learning opportunities, including undergraduate research opportunities, in the curricular review process.	Provost	Associate Provost for Academic Affairs, Associate Provost	90% 2013-14 2014-15	Expectations for experiential and applied learning are being incorporated into the curricular review process. Continue to improve the process and implementation of applied learning pedagogies and assessment in the curricular review process.

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Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
		for Undergraduate Studies	2015-16	Continue to improve the process and implementation of applied learning pedagogies and assessment in the curricular review process. Service Learning and other engagement pedagogies are considered in curriculum review. Activities like the Research and Scholarly Activity Celebration (RASC) was developed as a partnership between the Provost's Office, Honors College, and Graduate School to highlight undergraduate research. A faculty committee looking at ways to enhance undergraduate research across campus has been reconstituted, with a subgroup attending a workshop on building and sustaining undergraduate research programs.
Initiative 1.3.3 Ensure that meaningful international/global experience opportunities are available to every student, regardless of major, including options to study with international scholars on WCU's faculty, to participate in faculty-led international travel courses, and to study abroad.	Provost	Director of International Programs and Services	<div style="background-color: #4b0082; width: 50%; height: 10px; margin-bottom: 5px;"></div> 50% 2013-14 2014-15 2015-16	After a failed search to secure a Director of International Programs and Services (IPS), the Provost appointed the Assistant VC for student success as interim Director. Restructuring of the department was initiated, an international student advisor hired and outreach expanded. A search for the Director IPS is currently underway. The Honors College seeks to expand external funding to augment the Study Abroad Grant Fund established by the College external advisory board; \$10,000 per year fund assistance from a new board member secured in October 2013, with first installment in January. Director of International programs and services hired. Some restructuring of the IPS office has resulted in more defined position duties and allowed a more focused approach in IEP. Visa preparation and legal issues have been move to General Administration to ensure compliance with regulations and the success of international faculty coming to WCU. Processes and procedures have been put in place to facilitate better the faculty led international travel and study abroad outreach. The total number of study abroad students in 2015-2016 is 231, increased by 38% from 167 in 2014-2015. IPS has finalized or is in the process of finalizing bilateral agreements with 7 international higher education institutions: China, Spain, Austria, Netherlands, Aruba, Turkey, Sweden, Brazil. Those bilateral programs not only provide cost-effective study abroad opportunities to students and but also collaborative avenues to faculty and staff.
GOAL 1.4: Eliminate barriers to student access through coordinated endeavors with Birth-12 (B-12) and community college partners.				
Initiative 1.4.1 Establish a network of regional advisory committees to enhance communication and collaboration among B-12, community college, and WCU faculty and administrators in the areas of: 1) curriculum goals and transferability; 2) the benefits of higher education and the best strategies for marketing and recruiting; and 3) admissions and financial aid.	Provost, Vice Chancellor for Student Affairs	Associate Provost for Academic Affairs, Associate Provost for Undergraduate Affairs, Registrar, Director of Student Recruitment & Transitions, Director of New	<div style="background-color: #4b0082; width: 80%; height: 10px; margin-bottom: 5px;"></div> 80% 2013-14 2014-15	The P-16 initiative is underway under the leadership of newly hired permanent Dean, Dale Carpenter. A working committee is being formed. The P-16 initiative has been formed and have plans for a conference in fall 2015. Leaders from the region have come together to generate collaborations across the institutions, such as advising, program planning, 8 semester plans for transfer students, etc. With the hire of a new marketing director, increased marketing and recruiting/advising is occurring to support student success. The Undergraduate Admissions Office continued collaborative relationships with regional community colleges and worked with Jackson County, Macon County and Swain County K-12 school districts on New Century Scholars programs. The Financial Aid Office worked with local high schools (SMHS, FHS) to facilitate FAFSA Day programs to assist graduating seniors with federal financial aid applications.

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Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
		Student Orientation, Director of Financial Aid, Director of Marketing	2015-16	<ol style="list-style-type: none"> 1. Financial Aid facilitated FAFSA Day at Smoky Mountain High School and continued partnership and support of Admission, Advising, Orientation, Project Discovery—Talent Search and GEAR UP programs to offer training assistance, provide financial aid information and assist with programming. 2. Orientation collaborated with TRACS, the Advising Center, Admissions, Financial Aid, and the Honors College to communicate with students in the region. 3. Admission representatives participated in numerous advisory capacities, including New Century Scholars, the Mountain Alliance for Transfer Education (MATE), the Transfer Advisory Committee (TAC), an Early College work group. 4. Admission hosted and/or offered programming to numerous regional and state partners, including GEAR UP, Project Discovery—Talent Search, College Corp Advisors, regional and state school counselor workshops. 5. Academic Advising completed 13 visits to regional community colleges. These visits enhanced awareness of WCU and aided in collaboration. Community Colleges visited were Isothermal, Tri-County, Haywood, and Southwestern. 6. Academic Advising coordinated an event called Western Day at both Southwestern campuses. This event provided timely information about WCU’s requirements for admission and provided information about offices and support services at WCU that assist students in their transition to WCU. In addition, this event educated SCC faculty and staff about WCU and its programs. WCU offices who attended included: Admissions, Advising Center, Suite 201, The Honors College, College of Business, Student Support Services, Office of Disability Services, the Career Center, Financial Aid, Tutoring, and Student Affairs.
<p>Initiative 1.4.2</p> <p>Review, revise where appropriate, and electronically automate all articulation agreements between WCU and community colleges in the WCU service area with the goal of: maintaining high academic standards and facilitating curricular transfer; develop a standard review protocol and timeline.</p>	Provost	Associate Provost for Academic Affairs, Registrar, Director of Undergraduate Advising	<div style="display: flex; align-items: center;"> <div style="width: 60%; height: 10px; background: linear-gradient(to right, #4b0082, #c4a034);"></div> 60% </div> <p>2013-14</p>	<p>The Provost and Assistant VC for Student Success have met with senior leadership at key community colleges to establish curricular alignment, advising collaboration, marketing and recruitment of students into key areas of need in the region (health related areas, engineering, etc), orientation and admissions strategies. The College of Business developed “Uber” articulation agreement with Isothermal CC, and Rowan Cabbarus CC. In an effort to build support for the Biltmore Park Engineering program and continued support of our on-campus programs, the Kimmel School has been working closely with regional K-12 and Community College constituents. Faculty leaders currently serve on the Buncombe County STEM High School Steering Committee and have been involved with the development of the new school, a potential source for future students. Additionally, faculty have frequently visited the regional community colleges to discuss articulation agreements and improve transferability. The Kimmel School has representation on the state-wide Engineering Pathways initiative, which involves representation from all academic public institutions and seeks to establish a common set of courses for direct transfer to any engineering program in North Carolina. Other efforts of the Engineering Pathways team have involved developing an Associate of Engineering degree at the community colleges which may allow for a robust 2+2 transfer to 4 year public institutions. Efforts to improve the academic standards have been centered on collaborating with three community colleges to establish ABET accreditation processes for their programs.</p>

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			2014-15 2015-16	All MOUs will go through an approved process and reviewed on a regular basis. Articulation Agreements are constantly being reviewed and revised as needed by departments and submitted to the Office of the Provost. This process has not moved to an electronically automated process at this time.
<p>Initiative 1.4.3</p> <p>Expand opportunities for staff, faculty, and students to visit with B-12 students and community college students (on and off campus) to share information regarding the importance of higher education and the pathways, processes, and programs at WCU.</p>	Provost, Vice Chancellor for Student Affairs	Director of Student Recruitment and Transitions, Deans, Director of Undergraduate Advising, Registrar, Executive Director, Educational Outreach, Director of New Student Orientation, Director of Financial Aid, Director, Project Discovery	<p>80%</p> <p>2013-14</p> <p>2014-15</p> <p>2015-16</p>	<p>Undergraduate Admission and Financial Aid have 10 departmental initiatives that emphasize greater communications about the importance of a college education and the pathways to WCU. From focusing communications on ways to make college more affordable, to focusing admission counselor travel based on high school yield data, a number of efforts have been revised to support this Initiative. The following performing ensembles toured to various schools in NC and the region including Washington DC: Marching Band, Concert Choir, Wind Ensemble, Catamount Chamber Singers, Electric Soul, Percussion Ensemble, Gamelan, Smoky Mountain Brass Quintet. Establishing regular attendance of WCU advisors from WCU at community college open houses, orientations and admissions events to promote a seamless transfer process from 2 to 4 year programs within the state.</p> <p>WCU advisors have been placed at open house and orientation. Curriculum has been aligned with community college curriculum to ensure seamless pathways for transfer students. Marketing of appropriate programs at community colleges has been established to ensure community college students are aware of program offerings. Undergraduate Admission and Intercultural Affairs collaborated to sponsor the WCU Inspirational Choir's spring break trip to NC high schools. Undergraduate Admission also collaborated on a pilot program reaching out to Hispanic students in Wake County.</p> <p>Orientation and Financial Aid serve as a resource to transfer counselors, transfer ambassadors, the Advising Center transfer coordinator, Writing and Learning Commons, First Year Experience, peer academic leaders and Admissions to promote WCU. Outreach recruitment events occur at Biltmore Park and off-campus regional sites. WCU representatives serve in numerous capacities (e.g., Transfer Advisory Committee, Mountain Alliance for Transfer Education, New Century Scholars Advisory Board, SCC Administrative Luncheon, WCU/SCC Day) to support outreach and educational efforts. Academic divisions have increased invitations to host school groups on campus to tour facilities, meet faculty and learn about programs.</p>
<p>Initiative 1.4.4</p> <p>Expand coordinated communications and recruiting efforts among B-12, community colleges, and WCU regarding the value of education and affordable avenues for all individuals to access and benefit from it.</p>	Provost, Vice Chancellor for Student Affairs	Director of Student Recruitment and Transitions, Director of Undergraduate Advising, Director of New Student Orientation,	<p>85%</p> <p>2013-14</p> <p>2014-15</p>	<p>With 11 departmental initiatives, Admission, Financial Aid and Scholarships have worked to improve communications about the value of higher education and resources for paying for college. One significant accomplishment was the launch of the Scholarships website this year (scholarcat.wcu.edu) with enhancements coming next year.</p> <p>Continuing expanded efforts to coordinate communication and recruitment efforts. The Financial Aid Office sponsored FAFSA events in local high schools and debuted new presentations at Open House events detailing for families how to pay for college. The Scholarships Office continued implementation of the ScholarCat system and debuted new brochures for students and prospective students.</p>

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		Director of Financial Aid, Deans	2015-16	Financial Aid facilitated FAFSA Day at Smoky Mountain High School and participated outreach initiatives such as WCU on Tour, open houses, financial aid night at Franklin High School, WCU/SCC Day, etc. Units continue to partner and support Project Discovery--Talent Search and GEAR Up programs to offer help in training staff, providing admission and financial aid information and other assistance as needed. Key recruitment literature was translated into Spanish this recruitment cycle. Financial aid and scholarship communications were enhanced and woven into the communication flows of admitted students. A pilot program was implemented regarding summer stipends and communications associated with those funds occurred. The educational value message is a key component of open house presentations and communications that go to admitted students to encourage deposit submission. Talent Search and GEAR UP serves approximately 2,800 students in 15 schools in the western region, encouraging them to complete high school and enroll in post-secondary educational programs, and assisting them with the application and financial aid processes. Grants were submitted to continue this service and to add four more schools and another 500 students to these totals.
GOAL 1.5: Make WCU (the Cullowhee campus and the off-campus site at Biltmore Park in the Asheville-Hendersonville area) a destination for short-term, educationally based programs, activities, and events, including summer school, continuing education, camps, conference, and personal enrichment opportunities.				
Initiative 1.5.1 Pursue a cohesive, consistent, and efficient organizational and policy structure to facilitate short-term, educationally based programs, activities, and events, including review of: facilities use policies, University organization, and virtual format possibilities.	Vice Chancellor for Administration and Finance	General Counsel, Director of Budgets and Resource Planning	 40% 2013-14 2014-15 2015-16	The Camps and Conferences Task Force sought feedback, examined procedures, and made initial recommendations. The Camps and Conferences Task Force was disbanded and its work and relationships were used to start a new Camps and Conferences Task Force moderated by Provost Alison Morrison-Shetlar. The task force is currently re-drafting Policy 110-Events Policy. The Division of Student Affairs has also created a new Office of Events to support activities. Since 2010, the university initiated a comprehensive review of its policy structure to ensure that institutional and unit specific policies are in line with organizational structure and best support operations. The university developed its first institutional policy on policy development, approval, and periodic review, with legal counsel's office managing the administration and interpretation of policies. Legal counsel's office is in the process of assisting policy administrators with the review and revision of all institutional policies, with special attention to compliance with University of North Carolina policies and compliance with state and federal laws and regulations.
Initiative 1.5.2 Expand the number of resident and distance summer school offerings for a wide variety of learners, including WCU students, guest students, senior citizens, B-12 students, and the general public;	Provost	Assistant Vice Chancellor for Student Success, Executive Director,	 50% 2013-14	The provost has convened a group of Associate Deans, the registrar, Assistant VC for Student Success and key campus leaders to develop a strategy to develop a robust academic summer school residential program to add to existing programs. Increased and strategic marketing to the internal and external community will be established and released in mid Fall 2014.

STRATEGIC DIRECTION: Fulfill the Educational Needs of Our State and Region				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
expand summer school enrollment by 25 percent by 2020.		Educational Outreach, Deans	2014-15 2015-16	The committee on summer school met and developed criteria and processes for summer school development. Focus is on supporting student success toward graduation, retention and increased time to graduation. The policy was reviewed by campus leadership, Faculty Senate and is being implemented in summer 2015. New Student Orientation adapted schedules to support summer school. Financial aid revised award timing to support more summer financial aid awards. We continue to offer a variety of courses to residential and distance students in the summer. We will explore ways to engage the community in Summer Session at WCU and encourage more visiting students to take advantage of WCU in the summer.
Initiative 1.5.3 Expand the number of camps and conferences that WCU offers by 50 percent by 2020.	Vice Chancellor for Administration and Finance	Executive Director, Educational Outreach, Director of Budgets and Resource Planning	 50% 2013-14 2014-15 2015-16	Additional actions under review. The Camps and Conferences Task Force was disbanded and its work and relationships used to start a new Camps and Conferences Task Force moderated by Provost Alison Morrison-Shetlar. The task force is currently re-drafting Policy 110-Events Policy. The Director of Conference Services position was revised and a successful search was completed for a new director. Campus Services staff completed a comprehensive review of summer charges and related pricing. The number of camps and conferences increased in 2015-2016. New conferences were added and attendance at established conferences was up slightly from 2014-2015. Conference Services housed in Residential Living has partial responsibility for increasing conferences. Educational Outreach is responsible for increasing conference and camps by partnering with an academic department or those with an educational program created in partnership with Educational Outreach.
Initiative 1.5.4 Develop and implement a coordinated marketing plan to promote WCU's Cullowhee campus and its programs in Asheville at Biltmore Park as conference destinations. (See Initiative 6.2.1)	Chief of Staff	Director of Marketing, Executive Director of Programs at Biltmore Park, Director of Conference Services	 60% 2013-14 2014-15 2015-16	The new Director of Marketing was hired and began working on university marketing analysis in Spring 2014. Launched targeted campaigns to increase summer school enrollment and to drive up registrants to summer arts programming for high school students. Also provided marketing support to new LEAD conferences. An overhaul of WCU at Biltmore Park's visual branding was implemented in 2014-15 to align WCUBP more consistently with WCU's overall visual brand. A competitive analysis of area event and conference venues was also conducted and is currently being reviewed. WCUBP welcomed some 200 community businesses and organizations who used the Biltmore Park facilities in 2014-15. Continued efforts to market summer programs, the LEAD:WNC Conference and professional development opportunities. Updated the Biltmore Park website, adding content to highlight the facility as a destination for meetings and conferences. A more comprehensive effort is still needed, and this year we will bring together stakeholders from across the university to make further progress.
GOAL 1.6: Attain a student population that balances the University's commitment to access, its responsibility for student success, and ensures the sustainability of University funding. (See Initiative 6.3.2)				
Initiative 1.6.1			 60%	

STRATEGIC DIRECTION: Fulfill the Educational Needs of Our State and Region				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Develop data-driven admission strategies (for first-time freshmen, transfer, graduate, and distance students) that balance the University's aim to: increase the academic profile of entering students while continuing to serve the educational role of access as a regional comprehensive university.	Provost, Vice Chancellor for Student Affairs	Director of Student Recruitment and Transitions, Deans	2013-14	The Enrollment Planning Committee revised several admission related policies and procedures but also worked in support of initiatives to enhance enrollment modeling and analysis. Admissions, Financial Aid and Scholarships have departmental initiatives in support of this Initiative. Partnerships with Admission vendors were successful in recruiting a record number of completed freshmen applications. Financial Aid successfully served as a trial institution for the UNC System's shared services model for financial information verification.
			2014-15	The Enrollment Planning Committee established a subcommittee on enrollment modeling. Academic Affairs and IT established Catalytics to create business intelligence systems in support of academic enrollment decision-making. Undergraduate Admission facilitated an annual review of the recruitment partnership with Royall & Co. in May 2014.
			2015-16	A new source of funding has been identified to support academic scholarships for high-achieving students in the classroom who graduate from high schools in underrepresented counties in North Carolina. New Student Orientation actively recruits bi-lingual students for orientation counselor positions and has garnered support for translating materials and sessions for the Latino populations and has partnered with community members to provide assistance to all students and families. The Office of Admission continues to move to a more holistic review of applicants and to promote admission policies that aid in diversity efforts (e.g., Great Grades Guarantee). A new Chief Diversity Officer has just been hired. Key admission materials were translated into Spanish for this recruitment cycle. Enhancements were made to admission reports, deposit reports, and diversity reports to aid in strategic admission decisions. The CRM that undergraduate admission uses will sunset in October 2017 so a replacement system will need to be implemented for use in the 2017-18 cycle.
Initiative 1.6.2 Conduct ongoing program assessment and prioritization and allocate resources to positively affect enrollment.	Provost	Associate Provost for Undergraduate Studies, Deans	 45%	The first phase of program prioritization was completed in July 2013. The Program Prioritization Task Force has developed a set of recommendations and suggestions regarding ongoing program evaluation and prioritization. All programs that were asked to develop action plans have completed them, received feedback and, in many cases, already implemented changes which are being assessed. The Film and Television Program completed an action plan to help in recruiting and program retention. The College has supported funding for equipment through general University Funding initiatives. In the Kimmel School, an Internal reallocation of resources was conducted to support growth in several programs. In Arts and Sciences, the Modern Foreign Language program have already implemented several actions to increase the number of students taking a second language. The additional of a Spanish newsletter celebrating the successes of students in the program has increased interest in the language significantly.
2013-14			2014-15	

STRATEGIC DIRECTION: Fulfill the Educational Needs of Our State and Region				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	The program review process is currently on track following a year's delay because of the intensity of academic program prioritization. Program review is an ongoing process, taking place every five to seven years, depending on academic schedules, changes in leadership, etc. The process for accommodating growth out of the results of program review is in development stages. The program development plan (which is composed of the recommendations from the review) details actions related to resources, including additional faculty and staff necessary to execute the mission of the department/unit or to increase the functions of the unit. The provost and respective dean/unit supervisor and department head/director are responsible for incorporating the requests for additional resources into the annual budget proposal process.
Initiative 1.6.3 Expand efforts to recruit students in programs associated with the curricular focus areas.	Provost, Vice Chancellor for Student Affairs	Deans, Director of Student Recruitment and Transitions	 60% 2013-14 2014-15 2015-16	Admissions has several departmental initiatives that support this priority. Admission staff continue working with academic units to revised and edit recruitment materials to support the focus areas. The provost has requested that 1. Academic websites be updated; 2. Accomplishment sheets for each program or department be established as part of the annual report; and 3. Each unit collect data on jobs or graduate school placement of our graduating students as evidence of the quality of the programs offered. The Camps and Conferences Task Force began meeting monthly in November 2014. The Office of the Provost brought a new group of task force members together to review and finalize policy 110 completed spring semester 2015. The policy has been transferred to the Space Utilization Committee to develop procedures for effective and efficient space utilization. Academic divisions participate in key recruitment opportunities to highlight program offerings (e.g., WCU on Tour, open houses, Honors Day). Enhancements were made to the admitted student communication flow so that every admitted first-year student receives a letter from an academic dean or the Provost upon admission. Lists of admitted and deposited students are shared with academic units for outreach and conversion efforts. Academic divisions expanded programming to invite school groups to campus to showcase faculty, programs and facilities. Academic program emphasis was a focal point of Web redesign and development this year. Updates to recruitment literature particularly tried to focus on academic areas identified as priority within the 2020 Vision. An example of a specific initiative is the customized pathways that Hospitality Tourism created with Isothermal Community College and collaborations that are underway with AB Tech and Blue Ridge.
Initiative 1.6.4 Make the securing of endowed merit and need-based financial aid an institutional fundraising priority. (See Initiative 6.3.6)	Associate Vice Chancellor for Development	Associate Vice Chancellor for Development	 60% 2013-14	Final report from the feasibility study consulting firm Bentz Whaley Flessner is due to be received on June 5, 2014 to recommend scope, scale, and timeframe of upcoming campaign. During 2013-2014, the Development Office created a fundraising brochure focused on endowed scholarships, and through mid-May the Development Officers have engaged in more than 70 new conversations with prospective donors to solicit endowed scholarship funds.

STRATEGIC DIRECTION: Fulfill the Educational Needs of Our State and Region				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2014-15	The Director of the Scholarships Office completed a review and cataloging of donor agreements, loading relevant information into ScholarCat. The newly revised university Scholarships Policy was published and the first meeting of the Scholarship Resource Allocation Committee was conducted. Development officers continue to present endowed scholarships as the top institutional fundraising priority in every conversation with donors and prospects. Since the Chancellor's articulation of this priority at his installation, 114 new scholarships have been established, with 42 created this fiscal year through March 31. Also, the securing of endowed scholarships emerged as the top priority in WCU's fundraising campaign feasibility study conducted in Spring 2014.
			2015-16	The procurement of endowed scholarships continues to be a high priority. The Chancellor has spent a considerable amount of the last year reaching out to new and existing donors to increase our endowed scholarships. Deans in all of the colleges were provided a series of four development training sessions. Each Dean has taken on a significant role in development of friends and donors and endowed scholarships. Due to the efforts of the Chancellor, Deans and Development officers WCU has received 1452 endowed scholarships since Dr. Belcher's installation, 27 of those attained this year. Many processes and procedures have been put in place to make giving to WCU easier and more accessible. Gift agreements have been streamlined and made more transparent and clear. A new website has been implemented and more information about giving to WCU is available. A clear directory of Development and Alumni Staff responsibilities has been developed as well as a tool kit is now available to help with letting our community, alumni and friends know more about the needs of WCU now and into the future.
Initiative 1.6.5 Enhance support for scholarships, graduate assistantships, and student research to attract and retain students who are prepared for the rigors of a Western Carolina educational experience.	Provost	Associate Provost for Academic Affairs, Director of University Scholarships, Deans	80%	2013-14 The College of Fine and Performing Arts expanded its support for the Friends of the Arts with additional time and resources dedicated to events and membership drives. It was successful as the annual giving increased over 55% with an excess of \$250,000 raised in 2013-2014. The Dean's office provided \$10,000 in retention needs for the three Schools for emergency financial problems. It increased the number of four-year scholarships for entering students sponsored by the Friends by 100%. The Provost, in collaboration two other institutions, has submitted a grant to NSF to support a living learning community for STEM students interested in undergraduate research (UR) in their first two years at WCU. If funded this grant will include UR experiences for transfer students. The Honors College received additional funding for scholarships and implemented a more aggressive scholarship reallocation plan to maximize those dollars; as of late May, the Honors deposited first-year class was up 17% over 2013. The Kimmel School has submitted an NSF proposal for \$600,000 to fund 26 engineering scholarships over a four year period. If awarded, these scholarships will be used to support a strong interdisciplinary, vertically integrated, undergraduate research initiative in the engineering and engineering technology programs. The Film Television Production, Interior Design, and Theatre programs had 100% retention from fall 2013 to spring 2014. A Friends of the Arts Endowment was started in the fall of 2013 which will be over \$50,000 in the fall of 2014.

STRATEGIC DIRECTION: Fulfill the Educational Needs of Our State and Region				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2014-15	There has been a concentrated effort to reach out and develop contacts for additional scholarships across the university. Provost Council including the college deans have received training in advancement and have been successful in bringing in new scholarships to WCU. Through the scholarships committee and the work of Brenda Holcomb there has been increased visibility of current scholarships through a web interface available to all students. Student Affairs departments continued to support graduate students with graduate employment opportunities and internships. Student Affairs funds the Graduate Student Association. Student Affairs actively collaborated with the CEAP on the College Student Personnel masters program, including providing funding, recruitment assistance, advisory committee support, and adjunct faculty.
			2015-16	We have made progress on two fronts this year: 1) The Graduate Student Association (GSA) has increased its overall budget by \$5,000 after a successful proposal to the Office of Student Affairs. In addition, the GSA was the recipient of \$25,000 in Chancellor's Funding. Both of these funding sources, in addition to existing GSA funds, were utilized to fund a record \$37,000 in student travel awards in the 2015-2016 academic year; 2) Through the WCU campus budget process this year, graduate scholarships have remained a priority and discussions are continuing in how to allocate funding to this campus priority for graduate students.
Initiative 1.6.6 Increase the diversity of the student body and ensure campus resources necessary to support a diverse student body in order to serve the needs of the changing demographics of the region and state and to enhance the educational experience of all students.	Provost, Vice Chancellor for Student Affairs	Chief Diversity Officer, Deans, Director of Student Recruitment and Transitions	<div style="background-color: #4b0082; width: 75%; height: 10px; margin-bottom: 5px;"></div> 75% 2013-14 2014-15 2015-16	In total, Orientation, Admission, Counseling and Intercultural Affairs have 23 departmental initiatives in support of this priority. Highlights include efforts to develop Latino and Cherokee recruitment materials, marketing the Great Grades Guarantee, and supporting focused Admission recruitment (Georgia, specific NC communities). In the 2013-14 budget process funds were identified to hire a Chief Diversity Officer who will report to the Office of the Provost and to the Chancellor and support the education of the campus and external community in increasing diversity on campus and to enhance the educational experience for campus. In addition to efforts already underway, Undergraduate Admission and Intercultural Affairs collaborate on outreach efforts involving a spring break tour by the WCU Inspirational Choir, and a Hispanic student outreach pilot program in Wake County. Undergraduate Admission and Student Affairs staff facilitated presentations regarding demographic shifts in the NC high school graduate populations. In the University Center, a renovation project is creating a new location for the Department of Intercultural Affairs. After a 10 month series of discussions, the Chief Diversity officer position was posted and filled. Ricardo Nazario-Colon will start June 1, 2016 and report to the Provost and the Chancellor. The Intercultural Affairs office has been relocated in the University Center to have a more prominent place on campus. Many campus conversations have occurred this year facilitated by Student and Academic Affairs. 17 presentations on demographic changes facing higher education and WCU have been given to key advisory boards across disciplines and the University.
Initiative 1.6.7 Increase WCU's freshman-to-sophomore retention	Provost, Vice	Assistant Vice	<div style="background-color: #4b0082; width: 100%; height: 10px; margin-bottom: 5px;"></div> 100% 2013-14	In Fall 2013, the retention rate increased to 78.7%.

STRATEGIC DIRECTION: Fulfill the Educational Needs of Our State and Region				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
rate to 80 percent by 2020.	Chancellors	Chancellor for Student Success,	2014-15 2015-16	In Fall 2014, the retention rate was 77.9% Accomplished. The official registration rate for the Fall 2014 freshman cohort was 80.1%
Initiative 1.6.8 Increase WCU's six-year graduation rate to 60 percent by 2020.	Provost, Vice Chancellors	Assistant Vice Chancellor for Student Success, Deans	<div style="display: flex; align-items: center;"> <div style="width: 30px; height: 10px; background-color: #4b0082; margin-right: 5px;"></div> 30% </div> 2013-14 2014-15 2015-16	The official 2014 (2008 first-time full-time freshman cohort) 6-year graduation rate was 58.2%. The estimated 2015 6-yr graduation rate (2009 first-time full-time freshman cohort) is 57%. As our retention rates have increased over the past few years, there is a direct correlation to increasing graduation rates. On a 3-year average, our six-year graduation rate has increased from 50% (2004, 2005, 2006) to 55% (2007, 2008, 2009).

Strategic Direction 2: Enrich the Total Student Experience

Accomplishment Highlights

- **Experiential learning strengthened** - The Centers for Service Learning, Career and Professional Development, and the Mountain Heritage Center, are working to give students access to highly experiential and engaged learning opportunities, including internships, on-the-job relevant experiences, alternative breaks, project development, professional networking and preparation events.
- **International learning opportunities expanded** - Bilateral agreements have been finalized with 7 international higher education institutions covering China, Spain, Austria, Netherland (Aruba), Turkey, Sweden, Brazil. These programs provide cost-effective study abroad opportunities to students and collaborative avenues to faculty and staff.
- **Redesigned WCU website launched** - As part of the implementation of the Integrated Marketing and Communications Plan, a new, story-driven and redesigned website has been launched. The new design will be applied to division, college and school sites over the next year.
- **Learning Community offerings increase** - A new Learning Community model is beginning in Fall 2016, increasing the number of Learning Communities from four to nine. Disciplines represented in new Learning Communities include: English, Music, Appalachian Studies, Biology, Chemistry, Anthropology, Spanish, Economics, Business, Criminal Justice, Health and Physical Education, Sociology, Environmental Science, Education, Communications, Psychology, Entrepreneurship, Parks and Recreation.
- **Enhanced support for first generation college students** - The First Year Experience Program piloted assigning Peer Academic Leaders in USI 130 (the university new student transition to college course). The pilot has informed a second phase involving four sections in Fall 2016, all for First Generation College Students. It will include enhanced attention to academic skills development using a success coaching model, via partnership with the Writing and learning Commons.
- **Athletics success** - Catamount Football finished with back to back 7 win seasons and averaged over 10,000 fans per home contest. Men's Track & Field won the Southern Conference Indoor Conference Championship. Women's Tennis has already won 10 matches this year, the most in program history. Donor support continues to increase topping a record breaking \$1M annual-fund donations in 2014-15, with 2015-16 giving on pace to exceed giving in 2014-15.
- **Lily Community Engagement Award program** - Since its inception in 2014, over 1,000 WCU students have participated and 50 have been recognized as award recipients at graduation. These graduates have successfully engaged in three categories of service around direct impact, philanthropy, and awareness/advocacy.
- **Cherokee partnership with WCU Football** - An annual game day recognition of the Cherokee Community has been established in partnership with the WCU Athletics Football and Cherokee Language programs. The history of Cherokee Stickball is presented and each player is given a Cherokee name. A logo of Cherokee ball sticks is worn by each team member on their helmets during that game.

STRATEGIC DIRECTION: Enrich the Total Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
GOAL 2.1: Foster a student-centered campus culture that emphasizes academic excellence, personal growth, networking opportunities, and global and social awareness.				
Initiative 2.1.1 Ensure that the mission of every academic support and student services unit espouses academic excellence as a primary emphasis.	Provost, Vice Chancellor for Student Affairs	Assistant Vice Chancellor for Student Success, Assistant Vice Chancellor for Student Affairs, Deans	 40% 2013-14 2014-15 2015-16	All academic support and student services units continue to revise their missions as part of the division strategic planning processes. Through continuous improvement process, reviews are done annually to ensure academic excellence is maintained. Student Affairs departments worked to review student worker positions to adopt GPA requirements where appropriate. The Department of Student Community Ethics collaborated with the Provost Office to revise the Academic Integrity Policy. The Office of Leadership and Student Involvement expanded student leadership training programs. Every unit on campus will be asked to share their mission statement by end of 2016 for a comprehensive review by a team of campus stakeholders.
Initiative 2.1.2 Review, and where necessary modify, all student recruitment and promotional materials to include expectations related to academic rigor and standards.	Provost, Vice Chancellor for Student Affairs	Deans, Director of Student Recruitment and Transitions, Director of Marketing	 85% 2013-14 2014-15	Working with the new Director of Marketing, the Admissions team made revisions to the 2014-2015 travel recruitment materials to address expectations of high academic standards. A comprehensive review of all Admissions materials continues. Working in collaboration with the Director of Marketing, all academic programs have and continue to review their marketing materials. Through a collaborative process all colleges support and market each other at Open House, Admissions and other external and internal events. All undergraduate Admissions materials have been updated. Many graduate materials have been updated. Program-specific marketing materials are in the process of being reviewed and updated, including providing new templates and content direction.

STRATEGIC DIRECTION: Enrich the Total Student Experience					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2015-16	<p>Working in collaboration with the Director of Marketing, all academic programs continue to review their marketing materials (all undergraduate materials were completed last year and will be ongoing). All colleges continue to support and market each other at Open House and Admissions events, and this year a new emphasis on Career Fairs expanded these (ongoing) efforts. The Graduate School completely migrated their web pages to the new WCU design and implemented numerous changes to make the pages and program inquiry for prospects, applicants, and current graduate students more user friendly. The Graduate School has completely cataloged all hard copy and PDF recruiting materials and continues to support Programs with allocated funds for recruiting materials based on the number of applications. Student recruitment and promotional materials in the Hunter Library include 141 online guides which promote programs and departments at the university. The Honors College completed a review of all print materials used for recruitment and promotion and updated content on all in-house print materials. In collaboration with the Director of Marketing and her staff, the College's web pages have been reviewed and remapped, and all Honors College web materials are in transition to the new web design. The College of Education and Allied Professions has implemented many changes to program and unit web pages in order to better serve the needs and questions of potential and current students. In consultation with the Director of Marketing, a host of student recruitment and promotional materials have been updated or developed: fact sheets, booklets, video, photography, banners, instagram frames, and banners. Additional on-site videos and video postcards are being developed as a way to bring to life current students, and our academic programs, to potential ones. Even further, use of social media as a way to promote academic programs and student organizations has continually increased. The university also participated in a UNC system-wide teacher recruitment plan development process during the fall of 2015. This process involved faculty and staff representing three colleges as well as other stakeholders such as current students and P-12 partners. The plan is now being fully implemented and includes a Teacher Education Recruiter and an emphasis on tracking inquiries through enrollment and beyond program completion.</p>	
<p>Initiative 2.1.3 Align, and where appropriate consolidate, academic support and experiential learning services to ensure consistent, interconnected, and efficiently provided assistance to students.</p>	Provost	Associate Provost for Undergraduate Studies, Director, Center for Service Learning	<div style="display: flex; align-items: center;"> <div style="width: 36%; height: 10px; background: linear-gradient(to right, #4b0082, #ccc);"></div> 36% </div> <p>2013-14</p> <p>2014-15</p>	<p>The College of Business restructured advising support and administrative support services into a new One Stop support services space. This is more accessible to students and focuses faculty advising more on the mentoring of students rather than scheduling. A proposed restructuring of departments will be undertaken in 2014-15.</p> <p>Under the purview of Dr. Carol Burton, Associate Provost for Undergraduate Studies, an enhancement plan was forwarded to General Administration from WCU to emphasize the importance and urgency for developing a Center for Student Career and Professional development. The center will bring together all aspects of career and professional development to ensure the success of our students during their careers at Western Carolina University, past graduation, to graduate school, into the workforce and beyond. Space for the center is currently being reviewed by the Space Management Committee.</p>	

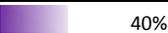
STRATEGIC DIRECTION: Enrich the Total Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	Undergraduate Studies has implemented an intentional learning plan that helps students to connect the disparate aspects of their undergraduate experiences. Through the work of the Centers for Service Learning and Career and Professional Development, as well as the Mountain Heritage Center, students are able to access highly experiential and engaged learning opportunities, including internships, on-the-job (work study and non-work study) relevant experiences, alternative breaks, project development, professional networking and preparation events. This goal will perpetually be in progress because of the nature of its implementation. A new Quality Enhancement Plan is under development in anticipation of the SACSCOC reaffirmation in 2017. For the current academic year, Chancellor Belcher allocated \$50k (\$25k allocated for undergraduate and \$25k for graduate students) in indirect funds to support student presentation at, and participation in, professional conferences. Students (and their faculty sponsors) apply for the funds in support of the established intentional learning goals. This funding is in addition to the funding currently available through Undergraduate Studies which has been in place since 2008.
<p>Initiative 2.1.4 Develop and/or formalize mentoring program(s) that help students develop a sense of personal, intellectual, and professional identity.</p>	Provost, Vice Chancellor for Student Affairs	Assistant Vice Chancellor for Student Success, Director of Career Services, Director of Undergraduate Advising	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: #4b0082; margin-right: 5px;"></div> <div>20%</div> </div> <p>2013-14</p> <p>2014-15</p>	<p>The Assistant Vice Chancellor for Student Success has worked to enhance and initiate several peer mentoring programs, including those associated with the First Year Experience, new learning communities, and the USI 130 University Studies (Transitions) course. Two initiatives launching in 2014 include First Generation College Student Mentors and the Transfer Ambassador Program. Staff from the ICA, Residential Living, DSCE and CAPS have initiatives in support of peer mentoring. Project CARE is a long-standing peer mentoring program for minority students.</p> <p>Programs such as ASP and Catamount Gap have increased in numbers since inception indicating a need for these programs. The mentoring programs that were piloted with the Office of First Year Experience were launched successfully. However, we will not continue to offer mentors for USI courses. We will continue to offer mentors for transfer students, first-generation students and other special populations. Staff from the ICA, Residential Living, the Career Center and DSCE have initiatives in support of peer mentoring. Project CARE is a long-standing peer mentoring program for minority students.</p>

STRATEGIC DIRECTION: Enrich the Total Student Experience					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2015-16	<p>First Generation College Students: In the fall of 2015, FYE implemented a pilot program assigning Peer Academic Leaders to three sections of USI 130 (the university new student transition to college course). One section was designated to first generation college students. The pilot has informed a second phase of the pilot to move ahead with four sections for fall 2016, all for First Generation College Students. This phase will include enhanced attention to academic skills development using a success coaching model, via partnership with the Writing and learning Commons. Summer Learning Communities/Academic Success Program (ASP): Based on evaluative feedback, the current Peer Mentor model for the ASP has been re-visioned and will be implemented summer 2016. Combining the most successful elements of an academic skills consultant and a peer mentor, these Peer Academic Leaders will be assigned to summer learning community students in both ASP and Catamount GAP. They will continue to serve ASP students throughout their first year, consistent with our commitment to a full-year of academic support for conditionally admitted students. New Transfer Students: Transfer Ambassadors are assigned to new transfer students. A partnership with FYE, Admissions, and New Student Orientation, the Ambassadors have been successful in helping new transfer students navigate their new environment and to learn about the many opportunities available to them as WCU students. The Advising Center will work in conjunction with Student Success offices to train and be a resource for mentors so they can provide guidance regarding academic support and institutional policies and procedures. Mentors will be knowledgeable of support services and institutional offices that will aid mentees' transition to college life.</p>	
<p>Initiative 2.1.5 Create leadership and experiential opportunities at the local, regional, national, and international levels, ensuring that: all students participate in such opportunities and can document how these learning experiences are interconnected with their program of study. (See Initiative 2.2.4)</p>	Provost	Deans, Director of Service Learning, Director of International Programs and Services	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: #4b0082; margin-right: 5px;"></div> 25% </div> <p>2013-14</p> <p>2014-15</p> <p>2015-16</p>	<p>The Offices of Undergraduate Studies and Student Success , in collaboration with Student Affairs, provides leadership in creating opportunities for experiential and leadership opportunities in service learning, cooperative education etc. The number of student involvement hours continues to increase as programs incorporate these experiences into their curriculum. This spring, WCU re-applied for Carnegie Classification as an Engaged university. Application showing the extent of engagement on campus is available. The Honors College hired a new associate dean and Honors advisor in May; these hires will allow the College to improve and implement assessment of Honors student undergraduate research, service, and study abroad activities. The Kimmel School Project Based Learning core provide both leadership and experiential experiences for our students. Kimmel students develop a portfolio on LinkedIn to be used for documenting their learning experiences, lifelong learning milestones, and professional development in the programs. Additionally, LinkedIn provides use the means to keep track of graduates and their professional achievements.</p> <p>This initiative continues to be a high priority as we increase the number of integrated experiences into our curriculum. WCU successfully achieved Carnegie Engagement classification. Program assessment on an annual basis documents the impact of experiential learning within and across the curriculum.</p> <p>While multiple opportunities for experiential and leadership experiences exist for all students, they are not mandatory at this time. The Center for Service Learning and the Center for Career and Professional Development will continue to build those opportunities working with academic and co-curricular units.</p>	

STRATEGIC DIRECTION: Enrich the Total Student Experience					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
Initiative 2.1.6 Expand international experiences for all Western Carolina University students through such strategies as: increasing study abroad opportunities, developing exchange programs with international universities, recruiting a sizable international student population to WCU, and enhancing global awareness components of existing curricula. (See Initiative 1.3.3)	Provost	Director of International Programs and Services, Associate Provost for Academic Affairs	 50% 2013-14	The College of Business obtained accreditation through AASBI - Asian Association of Business Schools International. Other initiatives include: <ul style="list-style-type: none"> • Joining the Institute of International Education (IIE)'s Generation Study Abroad initiative to double the number of American students who study abroad by the end of the decade. • Piloting a new program called "WCU Away" which provides students with scholarships to Work Away, Study Away and Serve Away. • Hosting a partnership luncheon (summer 2014) with Hannam University in Korea with whom we have exchange agreements. • Planning to double enrollment in the Intensive English Program (IEP), which holds a summer program for many incoming international students every year to transition them into WCU. 	
			2014-15	With the hiring and arrival Dr. Ling LeBeau as Director of International Programs and Services, study abroad and international student recruitment goals and objectives have been developed. Dr. Ling has overseen the establishment of policies and procedures of international partnership, J-1 visiting faculty, B-1 visitor, and Delegation visit., the re-launch of the International Program Advisory Council with new infrastructure and updated commitments, and delivered inaugural international training programs for faculty and staff.	
			2015-16	IPS has finalized or is finalizing bilateral agreements with 7 international higher education institutions: China, Spain, Austria, Netherland (Aruba), Turkey, Sweden, Brazil. Those bilateral programs not only provide cost-effective study abroad opportunities to students and but also collaborative avenues to faculty and staff. The total number of international students in 2015-2016 is 257 (with 96 students estimated for Jamaican program as shown in 2014-2015), increased by 2% from 252 in 2014-2015. Student enrollment in WCU's Intensive English Program has reduced due to the change of scholarship policy at the Saudi government. IPS attended overseas Education Fairs in Asia and South America in fall 2015, to recruit international students.	
GOAL 2.2: Foster active citizenship among WCU students.					
Initiative 2.2.1 Integrate the elements of the Western Carolina University "Community Creed" into institutionally affiliated programs and services.	Vice Chancellor for Student Affairs	Dean of Students	 100% 2013-14	Copies of the Community Creed were installed in all academic classrooms this year. The University Center utilizes the Creed to frame student staff training. Admission uses the Community Creed as a key element in the WCU on Tour and Open House events. Orientation Sessions prominently feature the Creed for new students. Residential Living has prominent displays of the Creed in lobbies and common areas.	
			2014-15	In conjunction with the WCU 125 Celebration, the Community Creed was updated by the Department of Student Community Ethics and the Student Government Association passed a resolution renewing support of the student body for the Community Creed. Posters and promotional materials are being updated accordingly.	

STRATEGIC DIRECTION: Enrich the Total Student Experience					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2015-16	<p>The Western Carolina University Community Creed (Creed) is comprehensively incorporated in all aspects of the University. The following serve as examples of how the Creed is ingrained into the culture of the institution:</p> <ol style="list-style-type: none"> 1) Prospective students and visitors are provided with information about the importance of the Creed when they are on campus for Open House sessions. 2) The associate vice chancellor/dean of students (as well as other professionals) educates students and parents (in separate sessions) about the Creed and the importance of adhering to the tenants explicitly outlined in the Creed. 3) The Creed has a specific section in the on-line version of the code of student conduct (Code), and all students are responsible for the information contained within the Code. 4) The Creed is displayed via posters and murals throughout the campus. Examples include, but are not limited to, Campus Recreation and Wellness Building, classrooms, residence halls, University Center, etc. 5) The Creed is sent as an attachment to all students who are asked to meet with the department of student community ethics (DSCE). 6) The Creed is discussed in every conduct matter that involves students, and is a specific component of the DSCE Initial Meeting Student Confirmation of Understanding. 7) Members of the DSCE, department of residential living, and division of student affairs conduct programs in classrooms, residence halls, club and organization meetings, etc. related to the Creed. 	
<p>Initiative 2.2.2 As appropriate, include students as full, voting members on campus decision-making committees.</p>	Chancellor	Executive Council	 82% 2013-14 2014-15 2015-16	<p>Several Student Affairs departments have initiatives calling for creation of advisory committees and panels.</p> <p>Academic Affairs includes undergraduate and graduate students in major searches and other decision making committees. Student Affairs departments continue to include students on search committees and programming boards. The university's Tuition and Fee Committee is co-chaired by the President of the Student Government Association and students comprise half of the membership. The Biltmore Park Strategic Planning committee included students.</p> <p>University governance processes continue to incorporate students as full, voting members. The Food Service Advisory Committee was reconstituted in collaboration with SGA to be more representative of the students that utilize Dining Services. The Student Athlete Advisory Committee (SAAC) continued to be active. SAAC includes representatives of each NCAA team at WCU and offers recommendations to the Director of Athletics and the Athletics Senior Staff. The University Athletic Committee which is advisory in nature and reports directly to the Chancellor includes two student members: a representative from SGA, and a student athlete.</p>	
<p>Initiative 2.2.3 Increase the number of academic living-learning communities that integrate active, collaborative, and interdisciplinary learning experiences with curricular goals, ensuring necessary logistical and administrative support.</p>	Provost, Vice Chancellor for Student Affairs	Deans, Assistant Vice Chancellor for Student Success, Director of Residence Life	 40% 2013-14 2014-15	<p>Residential Living has a departmental initiative supporting LLC expansion with Academic Affairs. New summer LLC offerings were launched this spring for summer 2014.</p> <p>The Department of Residential Living successfully collaborated with the Student Success Division in support of new summer living-learning communities. Plans for additional initiatives are underway. Grants have been submitted to the National Science Foundation to seek support for the development of a STEM living learning community.</p>	

STRATEGIC DIRECTION: Enrich the Total Student Experience					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2015-16	Four freshman level Learning Communities were offered this year. Next year , there will be 9 total- 6 freshman LC groups and 3 sophomore/junior groups. A steering committee attended the Evergreen Institute on Learning Communities to create the new Learning Community model that will begin in fall 2016. Over 30 faculty members were recruited to teach Learning Community sections in 2016. Faculty were provided a day-long training workshop to plan their new communities (integrated assignments, learning outcomes, etc.). The workshop was led by a nationally recognized scholar on Learning Communities, Dr. Jillian Kinzie. Student Affairs staff met to identify areas of overlap and possibilities for future collaboration with living-learning communities. Disciplines represented in new Learning Communities include: English, Music, Appalachian Studies, Biology, Chemistry, Anthropology, Spanish, Economics, Business, Criminal Justice, Health and Physical Education, Sociology, Environmental Science, Education, Communications, Psychology, Entrepreneurship, Parks and Recreation.	
Initiative 2.2.4 Provide every student with an opportunity to participate in student-led outreach projects that focus on civic engagement. (See Initiative 2.1.5)	Provost	Director, Center for Service Learning, Associate Provost for Undergraduate Studies, Deans	 60% 2013-14	Use of the eBriefcase, an ePortfolio system implemented as part of the QEP, allows students to document their activities. The student-led Honors College Board of Directors partnered with United Ministries of Jackson County (social "safety net" organization) in 2013-14; to date the students have raised \$3,000 in food and dollar donations for the organization and they have completed 200 hours of labor.	
			2014-15	WCU has documented a significant increase in student led research projects around civic engagement. A number of new initiatives are to be implemented this year, for example, with Samaritan's Feet. Student Affairs departments continued collaborations with Service Learning and LEAD programs also facilitated civic outreach programs and service projects. Intercultural Affairs facilitated social justice projects.	
			2015-16	The Center for Service Learning (CSL) provides student-led outreach opportunities in two macro ways (curricular and co-curricular). Within the co-curricular space the CSL focuses on the following university-wide initiatives developed in collaboration with student leadership: 10-12 distinct Days of Service (e.g., 9/11 Day of Service, Women's History Month Day of Service, MLK Day(s) of Service, etc.), 4-5 distinct alternative break/alternative weekend experiences (e.g., Columbia, SC, Chattanooga, TN, Birmingham, AL, etc.), and 10-12 distinct awareness/advocacy programs (e.g., Hunger & Homelessness Awareness Week, International Volunteer Week, Make a Difference Week, etc.). An estimate on the permeation of these initiatives through our campus student body is roughly 60-65%.	
				Within the curricular space there are approximately 60 SLC designations, 250 community-engaged learning courses, and an additional 800 community-based learning courses. A majority of these courses are facilitated with a "group-based" engagement project. In these spaces student organize themselves around a community-based challenge or opportunity and apply their respective course content(s) accordingly.	
Initiative 2.2.5 Create a culture of participating in the democratic process as demonstrated by large percentages of students who are registered to vote and who vote.	Provost, Vice Chancellor for Student Affairs	Director, Center for Service Learning, Vice Chancellor for Student Affairs	 55% 2013-14	No update	
			2014-15	Student Affairs transitioned leadership of student-led voter registration and voting initiatives to Service Learning.	

STRATEGIC DIRECTION: Enrich the Total Student Experience					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
		Student Affairs	2015-16	The Center for Service Learning (CSL) has acquired \$5,000 in external funding to support fellows on campus who help with the following initiatives across campus: (1)Voter Registration (~6,500 registered WCU students): The CSL seeks to train those students and organizations who are interested in registering voters on WCU's campus. This includes collaboration with and interpretation of the Jackson County Board of Elections policy and regulations regarding the registration process. (2) Voter Education (30X30 program involves 30 civic engagement education programs with 30 participants/program, where the CSL seeks to educate potential voters on "why voting is important," "policy around voting procedures and process," and "the candidates/issues in a non-partisan way/space". (3) Voter Activation, with a goal of increasing the student voting rate from 52% in 2012 to 62% in 2016. This focuses on getting students to the polls and attempting to navigate the process for establishing a satellite polling place on WCU's campus so WCU registrants can vote in the University Center.	
Initiative 2.2.6 Provide opportunities for students to explore of all points of view on various issues and to understand the perspectives of others through civil and informed discourse and debate.	Provost	Director, Center for Service Learning, Associate Provost for Undergraduate Studies, Deans	 40% 2013-14 2014-15 2015-16	In coordination with Student Affairs and Residential Living, The Honors College held a successful "semester of free expression" in Balsam Hall in spring 2014; students were allowed to post any art or statement on the walls without rules or censorship. Faculty and staff have developed pedagogical practices and curriculum that help students understand the perspectives of others. Continued work occurs in the area of cultural competencies in a diverse community. Student Affairs departments supported programming and events that prompted discussion and debate. From controversial comedians and concerts to sponsorship of town hall meetings on policing and police tactics, student affairs facilitated programs and open forums. The Center for Service Learning provides and supports programming that generates space for exploring various points of view on various issues and perspectives. The types of programming that the CSL has been been responsible for (or as a support unit for) includes: (1) Hunger and Homelessness Awareness Week, (2)MLK Week & Black History Month initiatives, (3) Themed alternative breaks (e.g., disaster recovery - Columbia, SC, New York, NY & Moore, OK; race and discrimination - Birmingham, AL; poverty - Cincinnati, OH), and (4) Social Justice Institute (w/ Intercultural Affairs).	
GOAL 2.3: Instill pride in the University through more visible recognition and celebration of institutional achievements and traditions.					
Initiative 2.3.1 Build and sustain a high-quality athletics program that excites and instills pride among students, faculty, staff, alumni, and friends of the University.	Athletic Director	Athletic Coaches	 75% 2013-14	Catamount sports highlights include: Baseball taking the 2014 SoCon regular season championship, men's and women's Track & Field winning the 2014 SoCon Indoor Track & Field Championship; men's Basketball making it to the SoCon 2014 Finals, men's golfer J.T. Poston winning the SoCon individual championship and Football winning its first SoCon game under Coach Mark Speir. Financial support for teams improved by adding 10% to the total operating budgets for teams and 6% to the total scholarship budget. Alumni and community outreach has been a departmental focus. The Catamount Club has started a local chapter system and has worked closely with the alumni association to promote participation in these chapters and sponsored local events. The Catamount Holiday Socials and Spring Catamount Unite Tour events have been enthusiastically received by alumni and friends of the University.	

STRATEGIC DIRECTION: Enrich the Total Student Experience					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2014-15	Catamount football finished with its first winning season since 2005 and the 7 victories matched the most since the '01 season. Junior RB Darius Ramsey was named to the Capital One Academic All-America team. Head football coach Mark Speir was a national finalists for the 2014 Eddie Robinson Award given to honor the national Coach of the Year at the NCAA FCS level. Western Carolina's indoor Track & Field teams swept both the men's and women's Southern Conference titles for a second-straight year. Men's Golfer J.T. Poston was again listed on the Palmer Cup Rankings for a second-straight year. WCU had 28 student-athletes on the 2014 Fall Academic All-Southern Conference team – and 26 on the 2014-15 Winter Academic All-Southern Conference team, WCU's most since the league began compiling the lists back in 2002-03. Athletics has continued its progress in strengthening the relationship with the WCU alumni and fan base through a series of winter and spring events in the major alumni markets. Through these relationships, scholarship fund donations to the Catamount Club were increased by over 15% from the previous year with a special new donor focus targeted at Fraternity and Sorority alumni. The Catamount Club's 1st annual Greek Challenge helped to engage over 470 new donors to WCU.	
			2015-16	Catamount Football finished with its first back to back 7 win seasons since 1983 and 1984 seasons and averaged over 10,000 fans per home contest. Men's Track & Field won the Southern Conference Indoor Conference Championship. Women's Tennis has already won 10 matches this year, the most in program history. The Catamounts continue to excel in the classroom with 29 student-athletes making the 2015 Fall Academic All-Southern Conference team. Donor support continues to increase topping a record breaking \$1M annual-fund donations in 2014-15 and the 2015-16 giving pace is out-stripping the prior year. Athletic Director Randy Eaton signed a contract extension, taking his contract through June 30, 2020.	
Initiative 2.3.2 Create and sustain campus traditions that strengthen students' connection to their University and its surrounding communities.	Provost, Vice Chancellor for Student Affairs	Vice Chancellor for Student Affairs, Assistant Vice Chancellor for Student Success, Director, Center for Service Learning	92%	2013-14	Student Affairs supports a number of programs that are evolving into traditions including the Spring Block Parties for residence halls; student participation in Tailgating; the Homecoming Parade by Residential Living, etc.
				2014-15	Participation in events such as the International Festival, Study Away, and Study Abroad help strengthen students connections to the university and our global society. Student Affairs departments continue to provide support for existing traditions. From Week of Welcome events like the Freshman Class Photo to the "WCU Bucket List" and the Valley of the Lillies road race, an array of collaborations are successfully supported.

STRATEGIC DIRECTION: Enrich the Total Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	<p>WCU continues to focus on facilitating meaningful campus traditions for students. For over 30 years, the Tuck River Clean Up is a spring tradition at WCU. The Tuck River Clean Up is the nation's largest single day river cleanup with hundreds of volunteers uniting to pick up trash over miles of the Tuckasegee River. Hundreds of students and community members volunteer for this event, which ends back on campus at the UC Lawn with a cookout, live music, and yard games.</p> <p>The Center for Service Learning is in the second year of creating a new recognition tradition called the Lily Community Engagement Award (LCEA) program. Since its inception in 2014, over 1,000 students have participated and 50 have been recognized as LCEA recipients at graduation. These graduates have successfully engaged in three categories of service around Direct Impact, Philanthropy, and Awareness/Advocacy. LCEA graduates receive a set of green honors cords for graduation, a certificate, recognition at an awards banquet, honorary membership in the Cullowhee Lily Society, and a Cullowhee lily planted in their graduating class' name.</p>
<p>Initiative 2.3.3 Build and sustain consistent celebrations of Cherokee history, culture, and traditions.</p>	<p>Provost, Vice Chancellor for Student Affairs</p>	<p>Director of the Cherokee Center, Executive Director, Educational Outreach, Director of Intercultural Affairs, Director of the Cherokee Studies Program</p>	<p style="text-align: center;">50%</p> <p>2013-14 2014-15 2015-16</p>	<p>No update</p> <p>This year we have strengthened and deepened the relationship between the Eastern Band Cherokee Indians (EBCI) and WCU through history, art, exhibitions, readings, and celebrations of traditions. After the passing of Sequoyah Distinguished professor, Dr. Robert Conley, a search is underway for the Sequoyah Distinguished professor position. This position will build on an existing strong relationship and be a conduit between the EBCI and WCU. Intercultural Affairs continues to support Native American Expo Week in collaboration with the Cherokee ...</p> <p>Efforts continue to recognize and celebrate Cherokee people through the development and support of its Cherokee programs. Cherokee Studies, for example, promotes awareness and understanding of Cherokee and Indigenous issues. Our students, faculty and staff engage in long term partnerships with the EBCI for our mutual benefit in the spirit of Gadugi, working together. To further this connection, the search for a new Sequoyah Professor was successful with the hiring of Dr. Brett Riggs who has already established a close relationship with the tribe and is offering programs, including fieldtrips to sacred and historical Cherokee sites, to teachers at Cherokee Schools and to interested community members. We have established an annual game day recognition of the Cherokee Community with the WCU Athletics Football program which includes a program for the football team by the Cherokee language program. The history of Cherokee Stickball is presented and each player is given a Cherokee name. A logo of Cherokee ball sticks is worn by each team member on their helmets during that game. This year's 2015 Miss Cherokee is a student at WCU and she and the other Cherokee royalty performed the coin toss for the game. Intercultural Affairs continues to support the November Native American Expo and other annual events.</p>
<p>Initiative 2.3.4</p>			80%	

STRATEGIC DIRECTION: Enrich the Total Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Include in the University's comprehensive communications plan a focused strategy to celebrate with the institution's internal and external audiences the accomplishments and achievements of students, faculty, and staff. (See Initiative 6.2.1)	Chief of Staff	Director of Marketing	2013-14	A marketing director was hired effective March 1. Directors of marketing and communications are co-chairing a work group that will develop an integrated marketing and communication plan that will support the university's continued growth and deepen its relationships with key constituencies, with a goal of having a draft plan in place by Sept. 30, 2014. In addition, director of marketing is developing a market perception research study that will be executed in the summer of 2014 and will inform the development of the integrated marketing and communications plan. The plan will guide development of the focused strategy.
			2014-15	The Integrated Marketing and Communications Plan draft has been reviewed by leadership and includes new strategies for ensuring events are well-advertised. This includes new strategies related to university website, social media and paid media. That plan will move into implementation in 15-16.
			2015-16	As part of the implementation of the Integrated Marketing and Communications Plan, in 2015-16 we launched several initiatives to support this goal. This includes the launch of a new, story driven, completely redesigned university website; the simultaneous launch of a new university news website where our communication's department can better display and optimize for search the stories of faculty and staff. We have also overhauled newsletters being sent from various parts of the university to make them more visually interesting and trackable. We have plans for further development of our email communications in the coming year as well as a story-driven integrated marketing campaign.
Initiative 2.3.5 Ensure that University events are consistently well-advertised to external audiences.	Chief of Staff	Director of Marketing, Director of Communications	50%	
2013-14			A marketing director was hired effective March 1. Directors of marketing and communications are co-chairing a work group that will develop an integrated marketing and communication plan that will support the university's continued growth and deepen its relationships with key constituencies, with a goal of having a draft plan in place by Sept. 30, 2014. In addition, director of marketing is developing a market perception research study that will be executed in the summer of 2014 and will inform the development of the integrated marketing and communications plan. The plan will guide development of tactics to ensure that university events are consistently promoted.	
2014-15			The Integrated Marketing and Communications Plan draft has been reviewed by leadership and includes new strategies for ensuring events are well-advertised. This includes new strategies related to university website, social media and paid media. That plan will move into implementation in 15-16.	
			2015-16	Through a mix of news releases to external media, use of the university's website, items in the faculty/staff newsletter, and advertising and sponsorships with external news media, the Office of Communications and Public Relations and the Office of University Marketing are consistently informing external and internal audiences about university events.

Strategic Direction 3: Enhance Our External Partnerships

Accomplishment Highlights

- **LEAD: WNC Conferences** - The second annual LEAD: WNC Regional Leaders Summit was held October 20, 2015 and attracted over 150 regional leaders to discuss healthcare, education, tourism, creative arts, the environment, and technology/innovation. Two follow-up conferences, LEAD: Tourism and LEAD: Arts were held November 10, 2015 and March 17, 2016 respectively.
- **Expanded program offerings at Biltmore Park** - Two additional degree programs at the Biltmore Park instructional site were added in 2015-16. A degree completion program in Hospitality and Tourism and a certificate program in Arts Management will commence in Fall 2016.
- **Noble Hall retail tenants signed** - Anticipated tenants of Noble Hall include a full-service restaurant, an outdoor equipment outfitter, a combination bookstore and coffee cafe, a convenience store and a Subway sandwich shop, three of which have signed lease contracts.
- **Medical Office Building Letter of Intent signed** - A Letter of Intent to construct a medical office building on the Millennial Campus was signed with a private developer on December 15, 2015, with the intent to enter into a ground lease by July 31, 2016.
- **Star Engagement Awards for faculty engagement** - Implementation of a faculty survey of engagement has resulted in recognition of faculty engagement in the form of Star Engagement Awards given to 10 faculty, and providing funds for professional development.
- **Community outreach** - In 2015, university employees engaged in over 4000 hours of community service.

STRATEGIC DIRECTION: Enhance Our External Partnerships				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
GOAL 3.1: Strengthen relationships and communication between the University and its external partners.				
Initiative 3.1.1 Senior campus leadership will model the institution’s commitment to community outreach and involvement.	Chancellor	Executive Council	90%	Under the general goal of 3.1 (not any initiatives) 7 Student Affairs departments list 9 departmental initiatives to engage with the region: for example, collaborations with the New Century Scholars committees to partnerships on regional EMS service collaboration. Chancellor serves on boards of Harris Hospital, Arboretum, Asheville Chamber of Commerce. Chief of Staff joined Board of Directors for WCQS Public Radio in Asheville. Chancellor appointed campus representation to Cullowhee Community Planning committee (Mark Lord, dept head of Geosciences), County Comprehensive Planning Committee (AVC Facilities Management), and DOT Rural Planning Organization Technical Advisory Committee (AVC Facilities Management). Vice Chancellor for Administration and Finance serves on Tuckasegee Water and Sewer Authority. Senior campus leaders engage in a number of outreach efforts including, but not limited to, membership and participation in civic organizations, boards of directors/trustees, non-profits, professional organizations and community service entities. A few selected current examples include: Board of Directors/Trustees: Asheville Chamber of Commerce, North Carolina Arboretum, Harris Hospital-Duke Lifepoint, NCAA, WCQS Public Radio, Tuckasegee Water and Sewer Authority, Southwestern Commission - Regional Transportation Council Civic Organizations: Rotary Club, Highlands-Cashiers Chamber Music, Parent Teacher Organizations, Leadership Asheville Advisory Panels: John M. Belk Endowment, NCAA, CuRvE, Harris Regional Hospital Business Roundtable
			2013-14	
			2014-15	
2015-16				
Initiative 3.1.2 Establish an annual leadership tour of the Western North Carolina region designed to reinforce WCU’s connection with its external constituents and to update University leadership consistently about regional and local priorities.	Chief of Staff	Chief of Staff, Director of Coulter Faculty Commons	100%	The first annual leadership tour took place in May 2014 as the capstone of the WCU Leadership Academy, which just completed its inaugural year with a cohort of 11 participants. Organized by the Coulter Faculty Commons and the Office of the Chief of Staff, the tour also included the addition of selected campus leaders with an emphasis on newly hired faculty, staff, and administrators as a means of introducing them to the region. 2014-15: The second annual leadership tour is set for May 11-15, 2015. 2015-16: The second annual leadership tour is set for May 11-15, 2015. Established in 2014 and is now held annually each May.
			2013-14	
			2014-15	
2015-16				
Initiative 3.1.3 Establish the appropriate leadership and organizational structure at WCU to support, coordinate, and facilitate external partnerships and collaborations.	Provost	Executive Director, Millennial Initiatives	35%	The University filled the position of Executive Director, Millennial Initiatives (Tony Johnson). The Executive Director is chairing the design of the regional conference with the conference steering committee and with feedback from the advisory committee. The conference is scheduled for November 12, 2014. During 2014-15, the Executive Director focused on 1) locating a privately developed medical office building on the West Campus, 2), collaborating with both campus and external partners involved in regional economic development, and 3) coordinating the first annual LEAD:WNC conference and the LEAD:Tourism and LEAD:Innovation follow-up conferences.
			2013-14	
			2014-15	

STRATEGIC DIRECTION: Enhance Our External Partnerships					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2015-16	The Executive Director 1) worked closely with private developers interested in building a medical office building on the Millennial Campus, 2) collaborated with campus and external partners involved in regional economic development, 3) coordinated the LEAD: WNC conference and the LEAD: Tourism and LEAD: Arts follow-up conferences, and 4) reached out to private, government and nonprofit leaders in the region, especially those interested in working with and partnering with WCU programs, faculty, and staff.	
Initiative 3.1.4 Create an institutional council with representatives from each division and college to enhance internal communication about external partnerships and engagement, including the sponsorship of an annual inventory of such activities.	Chancellor	Executive Director, Millennial Initiatives, Director of External Relations	 35% 2013-14 2014-15 2015-16	Director of External Affairs hired effective Dec. 1. An initial meeting occurred in May 2014 of those directly involved in external engagement. The group discussed the make-up of the group for future meetings and planned to begin an inventory of existing external relationships. Chief of Staff and Director of External Relations met with Provost fellow to discuss need for campus-wide inventory. Institutional council has yet to be convened. Convened a taskforce on corporate and foundation relations with representatives from across WCU that resulted in recommendations on enhancing communication through the formalization and organization of current engagement activities.	
Initiative 3.1.5 Develop and implement a communications plan that informs Western Carolina University's external community about University resources (inventoried annually), such as: programs, services, facilities, and faculty/staff expertise that are available to the public. (See Initiative 6.2.1)	Chief of Staff	Director of Marketing	 50% 2013-14 2014-15 2015-16	Director of External Affairs hired effective Dec. 1. Director of Marketing hired effective March 1. An initial meeting occurred in May 2014 of those directly involved in external engagement to begin the process of brainstorming strategies, which could include the renewal of a dormant speakers' bureau and a structured effort to use faculty, staff, and students as ambassadors through engagements with regional civic organizations. Chief of Staff and Director of External Relations met with Provost fellow to discuss need for campus-wide inventory. As part of the redesign of the university website, we created a home for community content in the "Engage" section of the site and began using that section in locally-focused promotional efforts. We partnered with our local hospital, Harris Regional, on an effort to drive awareness of our combined efforts to support community health and wellness. We partnered with the College of Fine and Performing Arts to dramatically improve our community outreach about events via email marketing. We also launched new social media software that enables us to collaborate on disseminating the news about events and services to the community via all WCU social accounts.	
GOAL 3.2: Position the University as a key leader in regional economic and community development efforts.					
Initiative 3.2.1 Facilitate an annual conference for regional government, nonprofit, community, education, and business leaders to focus attention and action on regional strategies for economic and community development.	Chancellor	Executive Director, Millennial Initiatives	 35% 2013-14	Tony Johnson was asked to chair the steering committee for the design of the 2014 regional conference focusing on economic development. The conference will be held on November 12. The keynote for the conference will be Dr. Michael L. Walden, William Neal Reynolds Distinguished Professor in the Department of Agricultural and Resource Economics at North Carolina State University.	

STRATEGIC DIRECTION: Enhance Our External Partnerships					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2014-15 2015-16	<p>The first annual LEAD:WNC Regional Leaders Summit was held November 12, 2014 and attracted over 250 regional leaders to the campus to discuss healthcare, education, tourism, creative arts, the environment, and technology/innovation. Two follow-up conferences, LEAD:Toursim and LEAD: Innovation, were held April 21 and 22 respectively. The second annual LEAD:WNC conference is scheduled for October 24, 2015.</p> <p>The second annual LEAD: WNC Regional Leaders Summit was held October 20, 2015 and attracted over 150 regional leaders to discuss healthcare, education, tourism, creative arts, the environment, and technology/innovation. Two follow-up conferences, LEAD: Tourism and LEAD: Arts were held November 10, 2015 and March 17, 2016 respectively. The third annual LEAD: WNC conference is planned for October 2016.</p>	
<p>Initiative 3.2.2 Develop the West Campus, with its Millennial Initiative designation, as a national model for building, in a rural context, public-private partnerships that are integrated into the academic enterprise and which support community and economic development.</p>	Provost	Executive Director, Millennial Initiatives	 35% 2013-14 2014-15 2015-16	<p>On April 11, 2014 the UNC Board of Governors approved WCU leasing the Millennial Campus to the Endowment Fund for 65 years. Once the lease is executed, the Endowment Fund will have the ability to enter into subleases without further statutory, policy, or regulatory approval conditioned on terms that the Fund seek and receive approvals by the campus, the UNC President, and the UNC Board of Governors for subleases. The lease will allow WCU to move forward with public private partnerships that integrate WCU's academic mission into regional community and economic development. The first focus for the campus is a privately developed Medical Office Building that will provide opportunities for Health and Human Science faculty and students to participate in applied research and practice with onsite healthcare practitioners. A committee consisting of staff and faculty who are involved in the healthcare industry has been meeting to assemble information on healthcare needs in western NC to assist in identifying potential healthcare partners for the Millennial Campus.</p> <p>The Board of Trustees of the Endowment Fund of WCU issued a Request for Qualifications for a "Project Involving a Medical Office Building (MOB) on the WCU Millennial Campus" in February 2015. It is expected that a MOB developer will be selected by June 5, 2015 to enter into a public-private partnership agreement to be executed by December 14, 2015. The building will be the first privately developed building on campus.</p> <p>A Letter of Intent (LOI) was executed with a private developer on July 13, 2015 to develop a Medical Office Building (MOB) on the Millennial Campus. The developer was unable to proceed to a lease agreement by the anticipated date and the LOI was terminated. A second LOI was signed with a different private developer on December 15, 2015. The intent of this document is to enter into a ground lease with the developer by July 31, 2016.</p>	
Initiative 3.2.3			 66%		

STRATEGIC DIRECTION: Enhance Our External Partnerships				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Develop the programs at Biltmore Park to position WCU as a key provider of graduate and professional programs in the greater Asheville-Hendersonville area along the I-26 growth corridor.	Provost	Executive Director of Programs at Biltmore Park, Deans	2013-14	The Master of Science in Technology is now offered at the Biltmore Park facility. A new cohort of students from local industries has been enrolled in the program and we are receiving good feedback from both the students and their respective employers. Two gateway courses for the Bachelor of Science in Engineering (BSE) program will be delivered at the Biltmore Park facility Fall semester 2014. The academic support laboratories are currently being renovated with a July 1st completion date. In Fall, 2013, a strategic planning process to develop direction, goals, and metrics on Biltmore Park Instructional Site was initiated. Eight forums and small group meetings were held and stakeholders were surveyed in Spring 2014 to gather information for the plan. Plan will be completed in early fall 2014.
			2014-15	In 2014-15, the University completed a new Strategic Plan for WCU Biltmore Park and hired a new executive director to execute its implementation. As part of the WCUBP Strategic Plan, a competitive analysis of regional graduate programs has been completed and is currently being reviewed. A program-by-program assessment is also underway of all degrees offered at the WCUBP instructional site including delivery method.
			2015-16	Work continued on the implementation of the 2015 WCU Biltmore Park Strategic Plan resulting in a refinement of degree program offerings at the Biltmore Park instructional site. In 2015-16 the University offered 2 doctoral, 10 masters and 2 undergraduate residential programs as wells 3 certificate programs. Two additional degree programs were added in 2015-16 and will commence in the Fall of 2016. These include a baccalaureate completion program in Hospitality and Tourism and a certificate program in Arts Management. The Division of Educational Outreach also began the first phase of a three-year plan to significantly increase professional development programs (in a wide variety of disciplines), more than doubling the last-year's offerings.
Initiative 3.2.4 Work with external partners to facilitate economic and community development in Cullowhee and Jackson County, which form the University's backyard, and participate in the formation of formalized community leadership for Cullowhee that can serve as the voice of the community as it anticipates growth and development. (See Initiative 4.3.2)	Chancellor	Chief of Staff, Provost, Vice Chancellor for Student Affairs, Vice Chancellor for Administration and Finance	 40%	Health Services has successful partnerships with external health organizations; particularly around EMS services, Jackson County Health Department and mental health providers. The chancellor appointed campus representation to Cullowhee Planning Council, Jackson County Master Planning Committee, and advisory group to CuRvE to address proposed Cullowhee River Park. Most tenants for the mixed use facility, Noble Hall, have been finalized with a construction completion date of August 2016. RFQ is active for Medical Office Building Development on WCU's Millennial Campus and work on identification of tenants is underway. The Vice Chancellor for Administration and Finance serves on the Tuckaseegee Water and Sewer Authority (TWSA), the Cullowhee Revitalization Endeavor (CuRvE), and the Jackson County Comprehensive Planning Committee. He attends the Village of Forest Hills Town Meetings, and convened a series of meetings with broadband providers to discuss ways the WCU Electric Resale Distribution Network might be leveraged to improve broadband access in the Cullowhee region and beyond.
2013-14				
2014-15				
Initiative 3.2.5			 35%	

STRATEGIC DIRECTION: Enhance Our External Partnerships				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
<p>Seek out and implement internal synergies among outreach efforts and potential partnerships that are focused on economic and community development and consistent with the curricular focus areas identified by the 2020 Commission.</p>	<p>Provost</p>	<p>Executive Director, Millennial Initiatives</p>	<p>2013-14</p> <p>2014-15</p> <p>2015-16</p>	<p>The Executive Director is working closely with University Deans on outreach efforts with a particular focus on healthcare, science, and engineering partnerships. During 2013-14 WCU hosted meetings on campus with regional and statewide economic development groups including the AdvantageWest Economic Development Advisory Council, Smoky Mountain Development Corporation, and the North Carolina Rural Economic Development Center. Having these groups on campus provides opportunities to highlight WCU programs and the Millennial Campus. The Regional Conference scheduled for November 12, 2014 will focus on economic development in the curricular areas identified by the 2020 Commission, i.e., healthcare, education, tourism, creative arts, environment, and technology and innovation.</p> <p>The Regional Conference LEAD:WNC Regional Leaders Summit held November 12 attracted over 250 regional leaders to the campus to discuss healthcare, education, tourism, creative arts, the environment, and innovation/technology. Two follow-up conferences LEAD:Toursim and LEAD: Innovation were held April 21 and 22 respectively. The Executive Director continues to partner with regional economic developers in the MountainWest Alliance and the AdvantageWest Economic Developers Advisory Council to market the region.</p> <p>The Millennial Director partners with WNC economic developers through the MountainWest Partnership and the regional Economic Developers Advisory Council, particularly in efforts to market the region. The VC for Administration and Finance attends all Asheville Economic Development Coalition Meetings, and has had discussions with Senator Burr’s Director of Economic Development and other developers in the region. This year’s LEAD: WNC conference and two follow-up conferences, LEAD: Tourism and LEAD: Arts, attracted regional leaders to campus to discuss economic development and other issues facing the region.</p>
<p>Initiative 3.2.6 Facilitate collaborative research and development efforts between WCU and external partners.</p>	<p>Provost</p>	<p>Executive Director, Millennial Initiatives, Deans</p>	<div style="display: flex; align-items: center;"> 35% </div> <p>2013-14</p> <p>2014-15</p> <p>2015-16</p>	<p>The Executive Director works closely with University Deans on outreach and external partnerships with a particular focus on healthcare, science, and engineering. The Executive Director and the Dean of the College of Health and Human Sciences have worked closely together in attracting healthcare providers to locate in clinic space available in the HHS building and collaborate with faculty and students. The intent is for providers locating in clinic space at HHS will expand and locate in privately developed buildings on the Millennial Campus. The Executive Director and the Dean of the Graduate School meet regularly with external partners related to the new Professional Science Master’s (PSM) degree program in natural products and as well as other potential focus areas for the PSM.</p> <p>Working with the Dean of the College of Health and Human Sciences, all 5,000 square feet of available clinic space in the HHS Building is filled. There are ongoing conversations with partners interested in locating in the proposed adjacent medical office building once it is completed. The Executive Director and the Dean of the Graduate School continue to meet regularly to discuss research and other grant opportunities.</p> <p>The Millennial Director and the HHS Dean regularly collaborate in efforts to attract private medical practices to locate on the Millennial Campus and partner with WCU students and faculty. The Millennial Director, GS Dean, and Sponsored Research Director meet regularly to discuss research and grant opportunities.</p>
<p>GOAL 3.3: Align internal processes and reward systems to foster external engagement.</p>				
<p>Initiative 3.3.1</p>			<div style="display: flex; align-items: center;"> 40% </div>	

STRATEGIC DIRECTION: Enhance Our External Partnerships					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
Develop models and strategies to formally recognize and reward faculty and staff participation in educationally-based external engagement.	Chancellor	Executive Council, Deans, Associate Vice Chancellor for Human Resources	2013-14	The College of Business awarded Bloomberg Teaching awards to faculty who used external engagement in the class room.	
			2014-15	An electronic process for nominations for internal and external awards has been established. Each College recognizes their faculty and staff for their engagement participation. The development of an Engagement Faculty Fellow position has enhanced our data collection to allow recognition based on data collected. An engagement survey was sent out in April to garner the work that faculty and staff are involved in so that we can celebrate the achievements and impact of the work.	
			2015-16	Administration of a recently developed annual faculty survey on engagement has allowed us to collect information and provide recognition (website highlights, articles, emails to department heads and deans) and rewards (creation and publicity of STAR Engagement Awards to 10 faculty with remuneration for professional development of their choice). This is an ongoing initiative. The data collected are analyzed and reported in various venues, including the annual UNC General Administration Community and Economic Engagement Metrics Report, formerly for the Carnegie Community Engagement Classification Reapplication, annual reports to the respective colleges as well as to the WCU Board of Trustees, etc. Opportunities to recognize and reward staff who are involved in external engagement are currently in development.	
Initiative 3.3.2 Ensure that all division and departmental personnel processes, including those related to AFE and TPR, provide faculty and staff the formal opportunity to detail and describe educationally-based external engagement activities.	Provost, Vice Chancellor for Administration and Finance	Associate Provost for Academic Affairs, Associate Vice Chancellor for Human Resources, Deans	50%		
2013-14			The University is preparing to upgrade the current software platform that houses all position descriptions for SPA and EPA non-faculty employees as well as the annual performance evaluation and appraisal rating. This re-implementation will allow the opportunity to review how evaluations are managed and to expand evaluation tools to include 360 degree and other venues. This will also allow an opportunity to explore options for moving faculty evaluations to the same software platform. The template evaluation tool that is used for all SPA and EPA non-faculty employees includes a specific criteria defined as professional development and allows for evaluation based on an employee's initiative to improve job performance through professional development opportunities.		
			2014-15	Initial design of the new online employment suite (to include the annual performance evaluation and appraisal rating) began in December 2014. Testing of the position description and applicant tracking components of this platform began in February 2015 with an expected campus roll out set for summer 2015. Design of the performance appraisal platform began in March 2015. HR/Payroll is working collaboratively with representation from the Provost's Office, Institutional Planning and Effectiveness, and other key areas of campus to capture and develop evaluation tools that can effectively be maintained in one system/location. Many departments in Academic Affairs are revising the Department Collegial review documents to reflect educationally based external engagement activities.	

STRATEGIC DIRECTION: Enhance Our External Partnerships					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2015-16	Initial design of the new online employment suite (to include the annual performance evaluation and appraisal rating) began in December 2014. Testing of the position description and applicant tracking components of this platform occurred in spring 2015 and a campus roll out took place in summer 2015. Design of the performance appraisal platform began in March 2015. HR/Payroll continues to work collaboratively with representation from the Provost's Office, Institutional Planning and Effectiveness, and other key areas of campus to capture and develop evaluation tools that can effectively be maintained in one system/location. Performance evaluation will roll into the new system Summer 2016. Many departments in Academic Affairs are revising the department collegial review documents to reflect educationally based external engagement activities. Changes are being made to the Faculty Activities Database to allow identification of external engagement activities of faculty.	
Initiative 3.3.3 Promote the University's support of staff-initiated community service.	Vice Chancellor for Administration and Finance	Director, Center for Service Learning, Associate Vice Chancellor for Human Resources	15%	2013-14	Staff Senate has become significantly involved in encouraging employees to utilize their hours of community service each year and now coordinate an annual day of service.
			2014-15	As was highlighted in 2013-2014, Staff Senate continues to urge employees to utilize their hours of community service leave and have successfully held and will continue to coordinate an annual day of service. To highlight the institution's commitment to community service, the University was chosen to receive the 2015 Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching. To help facilitate this process, HR/Payroll works with employees earning community service hours to ensure they are kept aware of the number of community service hours they have available for these efforts.	
			2015-16	For the 2015 calendar year, 4,000 hours of the 25,000 available community service hours were used.	

Strategic Direction 4: Invest in Our People

Accomplishment Highlights

- **Salary plan developed** - A compensation strategy has been developed that provides a formal mechanism for setting and establishing salaries on campus based upon market, business need, and the overall qualifications/contributions of the employee/candidate; provides for a bi-annual review process for all campus positions to identify and address any potential salary inequities; and provides the flexibility within existing UNC system and State of North Carolina policies for hiring managers to retain when possible mission critical faculty and staff.
- **Professional development opportunities expanded** - Professional development initiatives in the past year include the development of a campus wide leadership development certification program to be launched in Fall 2016 and continued investment in key offerings such as Covey's *7 habits of Highly Effective People*, *5 Choices to Extraordinary Productivity*, and *Crucial Conversations*.
- **New faculty and staff orientation programming** - Through collaboration with General Counsel, the Office of the Provost, University Compliance, the Office of Human Resources, and other key stakeholders, all new faculty and staff attend formal orientation programming that provides essential information on University policies, procedures, and required business processes. and providing an overview of the University. To further incorporate new faculty and staff into the fabric of the University, this past year the Provost's Office sponsored a welcome luncheon for all faculty and staff hired during 2015. A work group representing members from Academic Affairs, Student Affairs, and Administration and Finance is developing a strategic onboarding program for new employees that is designed to best facilitate the employees transition to the University workforce.
- **Seed grant funding strengthened** - The Chancellor and the Provost increased funding the Provost's Internal Grants program to \$150,000 in the current fiscal year, allowing for 14 funded proposals. To date, the seeding funding has resulted in four external grant proposals submitted and one funded.
- **Cullowhee community planning** - WCU has current representation on the Cullowhee Community Planning Council, and will have membership on an advisory panel for the Cullowhee Revitalization Endeavor (CuRvE) organization regarding the viability of a proposed River Park on the Tuckaseegee River downriver from the Cullowhee dam and the Lena Davis Landing.
- **Collaborate: A series of campus conversations** - Led by the Chancellor and the Staff and Faculty Senates, WCU conducted a series of forums to foster creative ideas on four areas of opportunity: Enhance Campus Diversity, Support Scholarships, Invest in our People, and Improve the Total Experience.

STRATEGIC DIRECTION: Invest in Our People				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
GOAL 4.1: Make salary and total compensation packages an institutional priority in order to attract, reward, and retain the highest quality employees.				
Initiative 4.1.1 Advocate for the financial resources necessary to offer competitive salaries and compensation packages.	Chancellor	Provost, Associate Vice Chancellor for Human Resources	 75% 2013-14 2014-15 2015-16	The recommendations were unanimously endorsed by the Chancellor and his executive council. One recommendation was to make the committee a standing body which will on an annual basis review detailed salary analyses prepared by the Office of Human Resources and to make recommendations for salary adjustments dependent on availability of funding The recommendation put forth in 2013-2014 to establish a standing committee to review, analyze, and make recommendations for salary adjustments was formally implemented. In conjunction with the work of this committee, the University successfully implemented Steps 2 and 3 of a strategic 5 step plan to address salaries on campus. The implementation of these two steps increased the average market index of the workforce by nearly 2% and increased the overall average salary by nearly \$3,000. The University continues to strongly advocate for and identify resources and processes to provide competitive salaries and compensation packages. To help facilitate this process, the recommendation put forth in 2013-2014 to establish a standing committee to review, analyze, and make recommendations for salary adjustments was formally implemented during the previous plan year. Through information provided through this review process, the University is able to strategically make budget allocations that will best address salary competitiveness issues. Through this intentional, planned process, the University has been able to increase overall market competitiveness for faculty and staff positions and has a roadmap in place for assessing on a recurring basis.
Initiative 4.1.2 Develop a regular and recurring process for employee salary review.	Vice Chancellor for Administration and Finance	Associate Vice Chancellor for Human Resources	 100% 2013-14 2014-15	The Salary Task Force has finalized a five step salary adjustment plan designed to bring all WCU salaries to market value as funds are identified. This plan has been accepted by the Chancellor and his executive council. The task force on an annual basis will review and study the detailed analyses prepared by the Office of Human Resources and align their annual recommendations based on the progressive steps in the plan. The University successfully implemented Steps 1 (April 2014) and 2 (October 2014) of the University 5-Step Salary plan that was finalized during 2013-2014. The implementation of these steps resulted in establishing a baseline annual salary of \$25,000 and/or 75% of the designated labor market. The Salary Task Force that was created has evolved into a standing committee. The committee has met and will continue to meet on a regular basis to review and study workforce salary information provided by the Office of Human Resources and provide further recommendations regarding the 5-Step Plan to campus leadership.

STRATEGIC DIRECTION: Invest in Our People					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2015-16	In line with Goal 4.1 in the Vision 2020, Focusing our Future, strategic plan, WCU is committed to making salary and total compensation packages an institutional priority in order to attract, reward, and retain the highest quality employees. To that end, we have developed a regular and recurring process for employee salary review. On a bi-annual basis the University will conduct an equity/labor market review of all permanent faculty and staff salaries to include their comparison to appropriate, designated labor market rates. The results of the analysis will be reported to the Chancellor and the Executive Council. Additionally, Division and College specific data will be provided to the Division Head and/or Dean of each area. Dependent on the ability to identify resources, these results will be used to determine potential salary adjustment actions. To help facilitate this process, a University-wide Salary Committee for SHRA and EHRA Non-Faculty positions was formed in 2013. This committee continues to meet on a regular basis to review and study workforce salary information provided by the Office of Human Resources and provide recommendations regarding future campus wide salary initiatives to leadership.	
Initiative 4.1.3 Develop and implement strategies for retaining high-performing employees with competitive salary adjustments and compensation packages within existing policies.	Vice Chancellors	Executive Council, Associate Vice Chancellor for Human Resources	 70% 2013-14 2014-15 2015-16	The Salary Task Force has developed a multi-step plan that represents the institution's commitment to moving salaries to market as well as address the issue of current salary compression. This plan is designed to include all employees, not just those at the lowest paid levels. This must be done to address both morale and retention issues and to provide funding for special situations such as positions or functional areas with high turnover rates. The Salary Task Force initially established in March 2013 was transitioned to a standing committee. The role of the committee is to review and analyze institutional standing in regards to salaries across campus and make recommendations to leadership on the appropriate course of action. The committee will assess university salaries and report back to the Chancellor on a regular, recurring basis. Out of recommendations of the committee, the University was able to implement Step 1 (April 2014) and Step 2 (October 2014) of the University Five Step Strategic Salary plan. Through the work of campus leadership and the University Salary Committee, a formal compensation strategy has been developed that 1) provides a formal mechanism for setting and establishing salaries on campus based upon market, business need, and the overall qualifications/contributions of the employee/candidate; 2) provides for a bi-annual review process for all campus positions to identify and address any potential salary inequities; and 3) provides the flexibility within existing UNC system and State of North Carolina policies for hiring managers to retain when possible mission critical faculty and staff.	
Initiative 4.1.4 Develop and implement a program of competitive summer grants to support innovative faculty pursuits within the context of Western Carolina's mission and values.	Provost	Associate Provost for Academic Affairs	 40% 2013-14	The Chancellor and Provost have initiated a competitive summer scholarship and creativity award given to faculty who propose projects that will lead to a grant submission for external funding. In the first round of awards, seven projects were funded. Additional awards will occur mid-summer. The College of Business used summer funds to award competitive summer research grants.	

STRATEGIC DIRECTION: Invest in Our People					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2014-15 2015-16	<p>The Chancellor and the Provost continued to support the Provost's Internal Grant's program, allocating an additional \$100,000 to support the FY15 competitions. 41 applications from faculty and staff were submitted; 10 were funded. The Provost and Chancellor have increased their commitment for FY16 to \$150,000, and the Office of Research Administration will continue to administer a competitive funding program, monitor and track results of internal awards leading to external funding proposal submissions.</p> <p>The Chancellor and the Provost continued to support the Provost's Internal Grant's program, increasing the allocation of funding to \$150,000 in the current fiscal year. Fall and spring competitions were held with 38 applications submitted and 14 proposals funded. The seeding funding has resulted in four external grant proposals submitted and one funded, to date. The Office of Research Administration continue to monitor and track results of how these seed grants result in external awards and scholarly outcomes.</p>	
<p>Initiative 4.1.5 Advocate with other UNC system institutions for a competitive and attractive health benefits plan that is cost-effective for employees and their families.</p>	Chancellor	Chief of Staff, Director of External Relations	 30% 2013-14 2014-15 2015-16	<p>Director of External Affairs hired effective Dec. 1, and assigned to serve as accountable staff for this initiative May 2014 – currently under review.</p> <p>Discussion ongoing with UNC-General Administration and North Carolina legislature. In wake of proposed changes to the State Health Plan this spring, UNC System legislative liaisons have stepped up efforts to educate members of General Assembly on the role of a competitive benefits package in retention and recruitment of top talent. Also, UNC General Administration has recently published a comprehensive review of the UNC benefits package, which will help in advocating for increased benefits.</p> <p>WCU continues to advocate through appropriate channels the ongoing need for health and related benefits that are both attractive and cost-effective to the WCU workforce. Increasing costs associated with health care along with reduced levels of benefits has a direct impact on both new hire and faculty and staff retention efforts. WCU has actively participated with other UNC system institutions to provide a system-wide view of the issue to both the North Carolina State Health Plan and the North Carolina General Assembly.</p>	
GOAL 4.2: Ensure professional development opportunities for all employees.					
<p>Initiative 4.2.1 Make support for professional development for all employees a fiscal priority at WCU.</p>	Chancellor	Associate Vice Chancellor for Human Resources, Associate Provost for Academic Affairs	 67% 2013-14	<p>A director of employee relations, training and development was hired in January 2014. Academic affairs has worked with Human Resources to develop a plan for increased staff and faculty professional development. Department Head workshops have and will continue to occur every year. Dean workshops continue throughout the year. Development of the very successful leadership academy, with 12 participants from across campus in a year-long program of professional development. Student Affairs departments identified 10 corresponding departmental initiatives for professional development. From greater reliance on webinars and on-line tools to greater participation in national conferences, enhancements were made to professional development this year.</p>	

STRATEGIC DIRECTION: Invest in Our People				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2014-15	Initial design of the new online employment suite (to include the annual performance evaluation and appraisal rating) began in December 2014. Testing of the position description and applicant tracking components of this platform began in February 2015 with an expected campus roll out set for summer 2015. Design of the performance appraisal platform began in March 2015. HR/Payroll is working collaboratively with representation from the Provost's Office, Institutional Planning and Effectiveness, and other key areas of campus to capture and develop evaluation tools that can effectively be maintained in one system/location. The first of the Franklin-Covey products, 7 Habits of Highly Effective People, was rolled out to university faculty and staff in the spring of 2015. The general rollout had strong response. With 50 slots available, 57 employees applied for registration. To continue to enhance these efforts, a steering committee was formed comprised of members representing the Provost's Office, Student Affairs, Coulter Faculty Commons and Human Resources & Payroll, and a member of the student body. Due to the strong response with the initial rollout, plans were made to offer the program in the summer of 2015 to accommodate the interest of the employee population. In the Chancellor's Division, all units offered professional development opportunities this year. Student Affairs departments made commitments to providing professional development opportunities for all staff, as well as providing support for the professional development of faculty partners in the College Student Personnel program. The annual Valley of the Lillies road race generates funds for the Campus Recreation and Wellness staff and student workers' professional development funds.
			2015-16	This initiative remains ongoing with the university continuing to invest resources into professional development opportunities for faculty and staff. Key initiatives in the past year include the development of a campus wide certification program to be launched in Fall 2016 and continued investment in key offerings such as Covey's "7 habits", "5 Choices" and "Crucial Conversations".
Initiative 4.2.2 Include in each supervisor's performance evaluation an assessment of his/her support for and his/her unit's progress in professional development.	Chancellor	Executive Council	100%	<p>2013-14</p> <p>2014-15</p> <p>2015-16</p> <p>A campus wide initiative has started to ensure that formative feedback is provided to each member of WCU, and that focus on continuous improvement and professional development resources is central to the annual evaluation process. Department Heads and supervisors received the first training on how to provide formative feedback in spring 2014.</p> <p>Ongoing</p> <p>Professional Development (to include the identification of resources and availability for faculty and staff) is a key institutional quality or characteristic that has been incorporated into each supervisor's annual performance evaluation. Additionally, the importance of identifying and encouraging professional development opportunities through formative feedback is included in supervisory performance management training sessions.</p>
Initiative 4.2.3 Ensure appropriate orientation and annual refresher updates for all staff and faculty, as appropriate.	General Counsel, Vice Chancellor for Administration and Finance	Associate Vice Chancellor for Human Resources, General Counsel	85%	<p>2013-14</p> <p>2014-15</p> <p>In February 2014, Human Resources hired a Director of Employee Relations, Training and Development. This person will be integrally involved in developing training opportunities and expanding current initiatives.</p> <p>Student Affairs staff in Financial Aid, Counseling and Psychological Services, Health Services, Campus Recreation and Wellness, and the Kneedler Child Care Center all receive annual professional development and continuing education.</p>

STRATEGIC DIRECTION: Invest in Our People				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	Through collaboration with General Counsel, the Office of the Provost, University Compliance, the Office of Human Resources, and other key stakeholders, all new faculty and staff attend formal orientation programming that provides essential information on University policies, procedures, and required business processes. Additionally, the orientation sessions are designed to help new faculty and staff best identify with WCU by providing an overview of the University (to include campus tours, welcome meal in campus dining, etc.). To further incorporate new faculty and staff into the fabric of the University, this past year the Provost's Office sponsored a welcome luncheon for all faculty and staff hired during 2015. For existing faculty and staff, a combination of online, in person, and written communication training is provided to ensure policy updates and other important information is provided in a timely and efficient fashion. To further the offerings to new and existing faculty and staff, two collaborative work groups representing members from Academic Affairs, Student Affairs, and Administration and Finance have been formed. The first group is developing a strategic onboarding program for new employees that is designed to best facilitate the employees transition to the University workforce. The second group is preparing to roll out a Leadership Development Certification program. The primary goal of the program will be to provide essential training and professional development for the WCU workforce and to address key issues such as retention and succession planning.
Initiative 4.2.4 Ensure that all faculty and staff understand performance evaluation processes and criteria.	Vice Chancellor for Administration and Finance	Associate Vice Chancellor for Human Resources	<div style="background-color: #4a4a8a; width: 100%; height: 10px; margin-bottom: 5px;"></div> 75% 2013-14 2014-15 2015-16	HR provides regular communication, both in in-person educational sessions and through numerous written campus communications, on the evaluation process during spring semester to all supervisors. HR staff are also available for individual assistance and guidance as requested and needed. A campus wide initiative has started to ensure that formative feedback is provided to each member of WCU, and that focus on continuous improvement and professional development resources is central to the annual evaluation process. Department Heads and supervisors received the first training on how to provide formative feedback in spring 2014. HR continues to provide ongoing communications, both in in-person educational sessions and through numerous written campus communications, on the performance evaluation process and related requirements. In addition to formal group educational sessions, HR staff provide one on one guidance and assistance as requested. The in-person training offered to managers and supervisors has been refined in the past year to emphasize the formative component of the annual evaluation, ensuring that it is a tool for growth and professional development. The Office of Human Resources and the Office of the Provost provide both formal and informal recurring communication on the importance of University performance evaluation processes and criteria. This is accomplished through both in-person educational sessions, through campus communications, and through one-on-one discussions. Over the past two years, performance evaluation training has been refined to emphasize the formative component of the annual evaluation and the importance of formative feedback.
Initiative 4.2.5			<div style="background-color: #4a4a8a; width: 100%; height: 10px; margin-bottom: 5px;"></div> 75%	

STRATEGIC DIRECTION: Invest in Our People				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Establish a campus leadership academy to cultivate faculty and staff leaders.	Provost	Director of Coulter Faculty Commons	2013-14	WCU leaders joined the inaugural class of the WCU Leadership Academy for a 5-Day regional tour in May. The initial class has transitioned to an alumni cohort and applications are currently under review for the 2014-15 academy members. With input from academy members, the Director of the CFC provided a full report on best practices and lessons learned from the first year to the Chancellor and the Provost. The report provides updates on the curriculum and the calendar for the next year.
			2014-15	The second cohort of the WCU Leadership Academy has been active throughout the 2014-15 academic year and will participate in the second regional tour beginning on May 11. Selected members of the second cohort presented a report to the Board of Trustees in the Spring of 2015. A call for nominations for the 2015-16 cohort is currently underway.
			2015-16	The Leadership Academy has now run for three years. Leadership Academy stakeholders collectively set program and participant outcomes. Assessment is formalized for the Leadership Tour, and will be formalized for the Academy as a whole by the end of this year. Completion of the assessment cycle will occur in the next academic year. By the 5th iteration, the Leadership Academy should be well established.
GOAL 4.3: Work to develop a work-life environment for Western Carolina University employees that enhances their personal and professional lives.				
Initiative 4.3.1 Develop a network within the University and with regional businesses and institutions to enhance employment opportunities for spousal and partner hiring.	Vice Chancellor for Administration and Finance	Associate Vice Chancellor for Human Resources	25%	Under review. This initiative is still in the initial review/development stages. Initial meetings between the Office of Human Resources and the Provost's Office to form a campus working group and identify potential partners began in March 2015. A campus-wide work group comprised of representation from both faculty and staff was formed during the Fall 2015 semester. The group, which is headed by the new Director of Employment which began work with WCU in December 2015, has begun exploring opportunities to further develop resources for dual career partners that have expressed interest in WCU. In addition to internal resources, the group will look to potentially partner with local, state, and regional entities to best leverage and maximize our resources. One example of this is WCU's recent commitment to become a founding member of the Higher Education Regional Consortium of the Carolinas (HERC of the Carolinas). A key component and focus of the HERC (in addition to the sourcing of recruitment resources) is dual career partnership opportunities. Through involvement with the HERC, WCU will have access to resources in this area that otherwise would not be available to us.
2013-14				
2014-15				
Initiative 4.3.2 Partner with appropriate civic leaders in the development and revitalization of Cullowhee and Jackson County, with specific emphasis on: developing a community core around the campus aimed at improving the quality of life for faculty, staff, students, and the community. (See Initiative 3.2.4)	Chancellor	Chief of Staff, Vice Chancellor for Student Affairs	75%	Student Affairs meets each semester with off-campus apartment property managers/owners to discuss student concerns. WCU has current representation on TW&SA, County Comprehensive Planning Council, Cullowhee Community Planning Council, and DOT Rural Planning Organization Technical Advisory Committee. WCU has current representation on TW&SA, County Comprehensive Planning Council, Cullowhee Community Planning Council, and DOT Rural Planning Organization Technical Advisory Committee. In addition, WCU will have membership on an advisory panel for the Cullowhee Revitalization Effort organization regarding the viability of a proposed River Park on the Tuckaseegee River downriver from the Cullowhee dam and the Lena Davis Landing.
			2013-14	
			2014-15	
			2015-16	

STRATEGIC DIRECTION: Invest in Our People					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
<p>Initiative 4.3.3 Accommodate flexible work arrangements for staff, where appropriate and possible.</p>	Chancellor	Executive Council	 100% 2013-14 2014-15 2015-16	Admission has 2 departmental initiatives that address flexible scheduling. Undergraduate Admission staff piloted a 4-day summer schedule in 2014. Select University Center staff are scheduled on flexible work schedules. WCU encourages the accommodation of flexible work arrangements where feasible. Determination of flexible work schedules is left to the discretion of divisional leadership with consultation provided by the Office of Human Resources.	
<p>Initiative 4.3.4 Facilitate a network of opportunities, where possible, for affordable child care, health care, and housing options for faculty, staff, and students.</p>	Chancellor	Associate Vice Chancellor for Human Resources	0% 2013-14 2014-15 2015-16	Under review. Under review. Under review	
<p>Initiative 4.3.5 Increase diversity among faculty and staff.</p>	Chancellor	Chief Diversity Officer, Provost	 50% 2013-14 2014-15	The Gender Equality Faculty Salary Survey was completed in April 2014. SPA and Non-faculty EPA salaries are currently being analyzed with projections to complete this study by late fall 2014. Completed a campus-wide Climate, Diversity and Sexual Harassment Survey in spring 2014, results are being analyzed, and recommendations will be made in fall 2014. On-going initiatives include: Multiple Intergroup Dialogues to students on race, sexual orientation, and gender, multiple workshops on cultural diversity, diversity, disability, and workplace of respect to employees and students, annual sexual harassment training (Policy #53) on Blackboard for all employees and new employees, training modules on Sexual Violence Prevention, Drug-facilitated sexual assault, and Bystander Intervention. Other activities include: Disseminated an Inclusion video to Deans and posted on the EODP webpage, investigate complaints of Sexual Harassment, Sexual Assault, and other forms of discrimination under Title IX and the Civil Rights Act of 1964, monitor and evaluate EEO/AA data with Office of Human Resources with annual report to the Chancellor, conduct annual review of EEO/AA data with the Council of Deans, attend search committees and review EEO/AA data of each college with recommendations to consider hiring qualified minority applicants. Total minority workforce of WCU has increased from 4.85% in 2004 to 5.99% in 2014. Total faculty minority workforce has increased from 4.29% in 2000 to 7.10% in 2014. The university established a new position, the Chief Diversity Officer, to advance diversity and inclusion programs and activities. The search for this position is drawing to a close and it is anticipated that the successful candidate will start by the first of the 2015-2016 academic year.	

STRATEGIC DIRECTION: Invest in Our People				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	Several ongoing initiatives are: continued semi-annual review of salaries for equity, compression and inversion. Each Dean reviews their faculty and staff and makes adjustments as monies become available. Deans also report out at their faculty meetings any adjustments they have made and why. HR provides regular salary data and Deans adjustments are displayed on the Provost Office website. Data is brought to faculty senate twice a year. Ricardo Nazario-Colon was hired as Chief Diversity Officer, starting June 1, 2016. All searches for faculty include an initial meeting with HR on process and posting of the position to reach as diverse a pool as possible. Searches document diversity of applicants. A survey of all activities around diversity was conducted by the Provost this year. A full list of groups, activities and student and faculty initiatives is on the Provost Office website. Campus Dialogues have increased over the year with several addressing current areas of interest and concern. Student Affairs and Academic Affairs have collaborated on campus conversations that are open to students, faculty and staff.
GOAL 4.4: Adequately support for scholarship and creative activities in support of Western Carolina University's mission as a regional comprehensive university.				
Initiative 4.4.1 Establish an organizational structure to accommodate the research, Graduate School, and Millennial Initiative ambitions of the University.	Provost	Executive Director, Millennial Initiatives, Dean of the Graduate School	 35% 2013-14 2014-15 2015-16	Monthly meetings with Director of Millennial Initiative, Dean of Graduate School, Director of Sponsored Research to discuss activities/initiatives with external partners. Graduate School Dean and Millennial Director collaborating on Professional Science Master's Concentration in Natural Products Summit (6/10/2014), and both are involved in ongoing discussions with NEMAC (UNC-A/National Environmental Modeling and Analysis Center) Director about opportunities for academic and economic development. GS Dean and Millennial Director are working with Legal Affairs drafting "Guidelines for Planning and Establishing an Affiliated Business Transaction." Director of Sponsored Research working with Director of Millennial Initiative and others to determine medical and health care needs in WNC to identify potential external partnerships. GS Dean and Millennial Director working with HHS Dean and Provost to establish Millennial Fellow to help facilitate research opportunities and initiatives for Millennial campus. Continued conversations and advocacy for graduate student research experiences with new and developing business partnerships. Continued conversations between Graduate School Dean, Millennial Director, and the Health and Human Sciences Dean to facilitate opportunities and initiatives for the Millennial Campus, especially graduate student research experiences with new and developing business partnerships on the Campus.
Initiative 4.4.2 Ensure appropriate institutional infrastructure to support scholarship and research.	Provost	Associate Provost for Academic Affairs, Deans	 40% 2013-14	The Office of the Graduate School and Research undertook an effort in Spring 2013 to reorganize and revitalize the Office of Sponsored Research. Efforts underway will improve support of faculty seeking external grants and support. In addition, business practices and procedures will be streamlined and simplified.

STRATEGIC DIRECTION: Invest in Our People				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2014-15 2015-16	The Office of Research Administration has continued to monitor and adjust business practices to ensure support for faculty & staff seeking external grants. The ORA developed and leads a newly formed Sponsored Research Council which provides recommendations for implementing initiatives, processes, and procedures to meet the needs of the university research community. The ORA continues to work with Post-Award Grants & Contracts Office located in Administration and Finance in a continuous effort to create a seamless experience for Principal Investigators, from proposal submission to award administration. The Office of Research Administration (ORA) continues to monitor and adjust business practices to ensure support for faculty & staff seeking external grants. The ORA developed and leads the Sponsored Research Council which provides recommendations for implementing initiatives, processes, and procedures to meet the needs of the university research community. The ORA also works with Post-Award Grants & Contracts Office located in Administration and Finance in a continuous effort to create a seamless experience for Principal Investigators, from proposal submission to award administration.
Initiative 4.4.3 Increase support for scholarship and creative activities, including funding for: reassigned time for scholarship, library support, graduate research assistantships, summer research grants, seed funding, start-up support where appropriate, equipment replacement, and travel for conference presentations.	Provost	Deans	 40% 2013-14 2014-15 2015-16	In the first round of research awards, seven projects were funded. A further round of awards will occur mid-summer. Using indirect cost funds from external grants, Provost seed grants (up to \$10K per award) were developed. This year \$100K was made available. A required criteria for the funding is to apply for external funding for the proposal. Highly competitive process. Using indirect cost funds from external grants, Provost seed grants (up to \$10K per award) were supported at a level of \$150K this year. A required criteria for the funding is to apply for external funding for the proposal. The program is highly competitive and has resulted in 14 funded proposals translating to submission of four external grants to date. This year, additional indirect cost funds have been set aside to support start-up funds for new faculty. Also, \$25k was allocated to support graduate student professional travel and \$50k to support a Summer Undergraduate Research Fellowship where undergraduates work with faculty mentors in summer research projects.
GOAL 4.5: Create an environment in which the primary role of faculty as teacher-scholars is recognized and valued.				
Initiative 4.5.1 Develop and implement integrated faculty workload expectations and policies that facilitate exemplary teaching, scholarly productivity, and public service in alignment with Western Carolina's commitment to external engagement.	Provost	Associate Provost for Academic Affairs, Deans	 50% 2013-14 2014-15 2015-16	The Provost Fellow for Faculty Affairs convened a committee of faculty and administrators to review faculty workload. A document was submitted to the Provost late spring. The Department of Music undertook their own internal workload study. A College of Business Faculty Task Force evaluated developing a consistent DCR across the College Provost Fellow for Faculty Affairs presented faculty workload document to faculty senate. Several colleges are developing a consistent DCR recommendations for workload. Music Department completed their internal workload study. Provost Fellow for Faculty Affairs presented faculty workload document to faculty senate. Several colleges are developing consistent DCRD recommendations for workload. Music Department completed their internal workload study. Modifications to Faculty Workload policies in the Faculty Handbook were accepted by UNC General Administration.
Initiative 4.5.2			 60%	

STRATEGIC DIRECTION: Invest in Our People				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Provide deans and department heads flexibility within the parameters of fiscal realities in assigning workload to faculty to accommodate: significant contributions for such out-of-classroom responsibilities as advising, undergraduate and graduate research supervision and mentoring, and student career development.	Provost	Deans	2013-14 2014-15 2015-16	Under review as a result of workload document mentioned above (Initiative 4.5.1). Deans, working with their department heads have the authority and flexibility to assign workloads appropriate to the discipline, recognizing the different disciplines have different parameters. Data (Catalytics) has been provided to the Deans and Department Heads to help with data driven decisions around workload. A workload report was developed at the request of General Administration. The Deans maintain the flexibility in assigning workload to faculty to best meet the needs of the institution and the students.
Initiative 4.5.3 Eliminate redundant and ineffective service obligations and committees across campus.	Chancellor	Executive Council	 25% 2013-14 2014-15 2015-16	No update. Continued to expand and streamline integrated awards process. Transition of several paper-based processes underway including curriculum approval, travel reimbursements. Formal processes pending.
GOAL 4.6: Foster an inclusive University community where the contributions of all employees are recognized and valued.				
Initiative 4.6.1 Establish opportunities that give University staff access to University administration in the governance process.	Chancellor	Executive Council	 50% 2013-14 2014-15 2015-16	In 2013-14, open forums were conducted for input on the proposed parking fee increases, and for dialogue with the Chancellor and new Provost over general institutional concerns. Staff served in key roles on Biltmore Park Strategic Planning process. Open forums held for input on summer school, salary equity, diversity, website redesign, the strategic plan, the campus master plan, and the millennial initiative. Faculty senate reports from the Provost office are developed in collaboration with the faculty senate planning committee. University staff are included in the governance process in a number of ways including: - Staff Senate has an official role in meetings of the Board of Trustees where they provide an update in the same manner as Faculty Senate. - Staff are included in membership on the University Budget Advisory Council, which provides a formal channel for staff input into developing campus budget priorities. - Staff Senate sponsors an open campus forum between staff and Chancellor and Provost to solicit feedback for consideration by the administration and for the Staff Senate to incorporate into their annual agenda. - Staff led and participated in a number of campus conversations in fall and spring semesters organized around 4 campus priorities: Enhance Campus Diversity, Support Scholarships (The Comprehensive Campaign), Invest in our People, and Improve the Total Experience.
Initiative 4.6.2 Develop a forum that facilitates collaboration among members of the Faculty Senate, Staff Senate, and the Student Government Association on university wide issues and projects.	Chancellor	Chief of Staff	 100% 2013-14 2014-15	No update. Faculty Senate invites SGA and staff senators to present at Senate meetings. Chancellor's Leadership Council engages all stakeholders in discussion of university wide issues. Academic Affairs Council (faculty, staff and administrators) meet monthly to discuss issues of university importance.

STRATEGIC DIRECTION: Invest in Our People				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	Faculty Senate invites SGA and staff senators to present at Senate meetings. Staff Senate has options for SGA and Faculty Senate to present at Staff Senate meetings. Chancellor's Leadership Council engages all stakeholders in discussion of university wide issues. Academic Affairs Council (faculty, staff and administrators) meets monthly to discuss issues of university importance. Members of SGA, Faculty Senate, and Staff Senate participate in the annual Budget Process.

Strategic Direction 5: Invest in Our Core Resources

Accomplishment Highlights

- **Bond rating reaffirmed** - In March 2016, Standard and Poor's reaffirmed WCU's A bond rating with a stable outlook.
- **Implementation of new Talent Management System** - Phase 1 implementation of the New Talent Management System has been completed. As part of this implementation, the University has begun transitioning paper personnel action forms, and salary increase actions to online workflows within the system thus eliminating these paper documents and the associated manual routing processes.
- **Position reallocation to high impact areas** - Several positions in Academic Affairs were reallocated to higher impact areas to ensure student credit hour generation and capacity building. Strategic focus was on health related fields, hospitality and tourism, and sciences.
- **Enterprise solution enhancements** - An Ellucian analysis and review of the Banner ERP system has resulted in enhanced functionality in financial aid. WCU's space utilization software (Collegenet 25Live) received a significant upgrade, and was moved to a hosted environment.
- **Sustainable funding for networking secured** - A residential technology fee was implemented which places the residence hall network infrastructure on a sustainable funding model and enables a life cycle based refresh plan.
- **Emergency preparedness enhancements** - Building emergency action plans for all campus buildings are nearly completed. A full-scale exercise is to be completed in May 2016 that tests University systems against an active shooter scenario.
- **Stage and Screen Program relocation** - Working towards a master plan recommendation to cluster Fine and Performing Arts programs near Bardo Fine and Performing Arts Center, an agreement involving a 3-way space "swap" has been reached between the College of Arts and Science, the College of Fine and Performing Arts, and the Center for the Study of Developed Shorelines, to relocate the Stage and Screen program from Stillwell to Belk. The initial phase of the move will occur in the summer of 2016.

STRATEGIC DIRECTION: Invest in Our Core Resources				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
GOAL 5.1: Implement sustainable funding models to ensure fiscal stability.				
Initiative 5.1.1 Eliminate operational dependence on one-time funding for core functions and services.	Chancellor	Director of Budgets and Resource Planning, Executive Council	80%	
			2013-14	The 2013-14 budget eliminated a structural deficit of \$1.5 million and budgeted for mandated increases of \$90k. Initial planning for the 2014-15 budget will use funding to address mandated reductions and increases before using funds for other priorities. In addition, university functions such as parking and telecomm are being revised to act as sustainable auxiliary models.
			2014-15	There are no current structural deficits. The 2014-15 budget and the planned 2015-16 budget include funding for internal mandates. These mandates must be funded before funding is allocated for any expansion items. University functions such as parking and telecomm have been revised to act as sustainable auxiliary models with long term forecasting. Additional functions will be examined in 2015-16.
2015-16	There continue to be no unfunded mandates in 2015-2016. Due to slight decrease in enrollment, there could be initiatives in 2016-2017 that are launched with one-time funds, with the expectation that growth will allow for permanent funding.			
Initiative 5.1.2 Maintain a favorable bond rating.	Vice Chancellor for Administration and Finance	Vice Chancellor for Administration and Finance, University Controller	100%	
			2013-14	In May 2014, Standard and Poor's reaffirmed the A rating with a stable outlook for the WCU Research and Development Corp. LLC, NC and WCU Auxiliaries – Stand Alone.
			2014-15	In March 2015 as a component of refinancing existing debt for savings, Standard and Poor's reaffirmed the A rating with a stable outlook for the WCU Research and Development Corp. LLC, NC and WCU Auxiliaries – Stand Alone.
2015-16	In Fall 2015, as a component of financing the renovation and addition to Brown Building and the refinancing of existing debt for savings, Moody's affirmed WCU's Aa3, stable rating. WCU is considering the possibility of a strategic downgrade to A1 in the future to reflect a more appropriate "A" category for our enrollment level and to create debt capacity for future renovations. In March 2016, Standard and Poor's reaffirmed the A rating with a stable outlook for the WCU Research and Development Corp. LLC, NC and WCU Auxiliaries - Stand Alone.			
Initiative 5.1.3 Develop and implement processes to identify resources for reallocation and reallocate such resources to areas with demonstrated/potential growth, capacity for revenue generation, and critical strategic need.	Chancellor	Executive Council	50%	
			2013-14	Program Prioritization was completed in 2013. Administrative Reorganization was completed in early spring 2013. Additional resource reallocation work is being planned.
			2014-15	Student Affairs supported the efforts of the Bookstore Task Force which focused on reviewing the book rental program and other bookstore related services. Campus Services collaborated with Aramark to refresh food service options in the Courtyard Dining Hall facility. In the Chancellor's Division, funds to support Chief Diversity Officer were the result of budget neutral reorganization in Legal Services. Resources in Marketing and Communications/PR were reallocated to more fully support social media management and visual services.

STRATEGIC DIRECTION: Invest in Our Core Resources				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	The Corporation for Entrepreneurship and Innovation, LLC (formed in 2015) and Educational Outreach are two examples of revenue generating operations. Program capacity and growth is being evaluated and faculty and staff position control has been implemented in Academic Affairs (AA). This year over 10 positions in AA were reallocated to higher impact areas to ensure increased student credit hour generation and capacity building. Strategic focus was on Health related fields, Hospitality and Tourism and Sciences. In early 2016, Administration and Finance began implementation of e-payables via Bank of America. This program, if successful, will generate rebates to WCU for expedited payment of invoices to vendors. WCU's annual Budget Process engages all units of the University in determining the priorities for spending/investment of funds made available from growth. In 2016, WCU began utilizing the Budget Process to identify strategic needs for 2016-17 (recurring and non-recurring) that may be candidates for reallocation of resources. This process is still ongoing.
GOAL 5.2: Develop a comprehensive University master plan.				
Initiative 5.2.1 Charge a task force consisting of representatives of internal and external constituents and supported by an external consultant to develop a comprehensive campus master plan that takes into account such factors as: anticipated enrollment growth, the environment, sustainability, energy efficiency, core infrastructure needs, building priority needs, departmental/unit consolidation, technology infrastructure, campus safety and security, green space, transportation, campus design standards, and the integration of the campus with the surrounding community.	Chief of Staff, Vice Chancellor for Administration and Finance	Chief of Staff, Vice Chancellor for Administration and Finance	<div style="background-color: #4b0082; width: 100%; height: 10px; margin-bottom: 5px;"></div> 100% 2013-14 2014-15 2015-16	The strategic plan, 2020 Vision: Focusing Our Future, was approved by the Board of Trustees in December 2013. The Comprehensive Master Plan was approved by the BOT in December 2013 and fully published in April 2014. The strategic plan, 2020 Vision: Focusing Our Future, was approved by the Board of Trustees in December 2013. The Comprehensive Master Plan was approved by the BOT in December 2013 and fully published in April 2014. Completed in June 2013
GOAL 5.3: Improve the effectiveness and efficiency of campus business processes to ensure continuous improvement and to realize financial savings.				
Initiative 5.3.1 Review the use of expendables, including printed documentation, and where reasonable, reduce such usage and transition to digital alternatives.	Vice Chancellors	Associate Vice Chancellor for Human Resources, Director of Student Recruitment and Transitions, Associate CIO, Registrar	<div style="background-color: #4b0082; width: 40%; height: 10px; margin-bottom: 5px;"></div> 40% 2013-14 2014-15	The Honors College is working on an online "Honors Contract Completion" process--eliminating over 2,000 paper forms each year. Admissions, CRW, DSCE, UHS and CAPS all progressed on initiatives focused on digitizing procedures and documentation Advances in further automation of: online application submission; electronic record submission; online event registration; online surveys and assessment. Development and usage of SharePoint sites for improvement of internal communication, efficiencies, and reduction of print materials. The Registrar and Admission are working toward enhanced usage of OnBase for course credit articulation evaluation. Incorporation of Data Transfer for electronic delivery of standardized test scores. Use of CFNC, Parchment, and Send.edu for electronic submission of official transcripts. Numerous offices (i.e., Financial Aid, Admission) have expanded the use of electronic newsletters and communications and access of information through online portals to further reduce printing and postage costs.

STRATEGIC DIRECTION: Invest in Our Core Resources				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	In October 2015, WCU completed the Phase 1 implementation of the New Talent Management System. As part of this implementation, the University has begun transitioning paper personnel action forms (PAF's) for temporary, time-limited, and hourly new hires, adjunct and fixed term reappointments, and salary increase actions to online workflows within the system thus eliminating these paper documents and the associated manual routing processes. Additionally, the Office of Human Resources has utilized the new system to revise internal business processes which has allowed for the elimination of many printed documents (to include hiring proposals, employment applications, etc.).
Initiative 5.3.2 Conduct business-flow analyses of all key functions and revise or eliminate unnecessary or redundant business processes and leverage existing enterprise solutions (Banner, Blackboard, R25, SharePoint, etc.).	Executive Council	Vice Chancellor for Administration and Finance, Director of Student Recruitment and Transitions, Director of Academic Resources & Business Operations, Registrar, Deans	50%	
			2013-14	The CHHS developed and approved a new organizational structure to be implemented Fall 2014. We believe the new structure will lead to improved efficiency and effectiveness of college business both now and well into the future. The inclusive organizational structure helps clarify communication, responsibility and accountability for the shared governance of the College. Residential Living successfully collaborated on new maintenance software system (TMA) with Facilities Management for university-wide work order processing.
			2014-15	Residential Living collaborated with Facilities Management to implement a new maintenance work order system (TMA). Financial Aid implemented new workflows for greater productivity and efficiency. Residential Living staff completed a LED lighting project.
			2015-16	In fall 2015, Workflow processes were implemented to support human resources with the implementation of upgrades in talent management system (People Admin 7). Academic Affairs focused this year on streamlining processes to help with Faculty credentials and documentation. WCU engaged Ellucian (our ERM provider) to provide us with an analysis of our use of the system, where we could be more effective and efficient and how to best leverage our use. Ellucian has returned to work specifically with Financial Aid. Implemented R25 Live this year to ensure better use of our space. OIPE performed considerable analysis on space utilization and capacity analysis and provided that data to the Deans and Registrar. Catalytics continues to be built out to support data driven decision making. This program is now used on a daily basis by the Provost's office, Deans, Dept Heads and others to ensure that we have clean and consistently updated data.
Initiative 5.3.3 Consolidate and centralize similar operations across campus.	Chancellor	Executive Council	40%	
			2013-14	VC for Student Affairs helped develop the telecommunications business process review and launch the E-Access Task Force.
			2014-15	The telecom aux function was moved from Administration and Finance to IT and as a result of the network synergies, this is now enabling the development of a phone system replacement using VoIP based on the data network and WCU's internet connectivity. This also resulted in a new business and funding model for telecom and a partial network refresh.
			2015-16	2016 Administrative Program Review of Recycling and Surplus Operations suggests that synergy and efficiency may be attained by merging these two areas. WCU intends to explore this possibility in 2016-17.
GOAL 5.4: Sustain and increase information technology capabilities and capacity required to meet the goals of the University.				
Initiative 5.4.1			45%	

STRATEGIC DIRECTION: Invest in Our Core Resources					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
Establish and systematize a sustainable funding model for information technology that accommodates operational support, replacements and upgrades, University growth, and strategic initiatives.	CIO	CIO	2013-14	The IT portion of the structural deficit was totally eliminated going into fiscal year 2013-2014. With the Telecom auxiliary moving to IT at the start of the fiscal year, developed and proposed a sustainable funding model for telecom and partial network refresh, including moving to a new VoIP phone system. Proposal is before the Executive Council for approval.	
			2014-15	The Executive Council approved the proposed Telecom funding model and partial (50%) network refresh model. This is a major step forward and will enable VoIP implementation in calendar year 2016. WCU Board of Trustees approved a new Residential Living Technology Fee that provides ongoing networking/bandwidth operations funding for residential living students as well as provides a life cycle based refresh of network equipment in the residence halls. Working jointly with the Office of the Provost to develop 1) a more sustainable model for Education & Technology (E&T) fee usage via cash flow modeling and strategic allocations; 2) an ongoing/systematic PC refresh process; and 3) an Instructional Technology 5yr rolling plan. Within IT, reallocated/realigned some internal funding toward ongoing refresh in the data center, network, and instructional areas. Proposed via the university budget hearing process initial recurring and sustained funding for refresh, especially in instructional technology. With Banner Hosting and Office 365 email will start next fiscal year with these two systems' cost being operationalize and refresh included in the subscription/hosting fees.	
			2015-16	Completed two key deliverables: 1) a 5yr roadmap for Instructional Technology and 2) a computer refresh lifecycle process for faculty/staff and labs – both received IT Council, Provost and CIO approvals, and are awaiting funding for implementation. Implemented the Residential Technology Fee which places the residence hall network infrastructure on a sustainable funding model and enables a life cycle based refresh plan. Implemented a High Computing Platform service for computing intensive research using Amazon Web Services. This provides a very flexible, cost effective approach for providing this needed capability without the need for specific capital equipment on campus. Moved the university R25 calendaring system into a hosted environment which now operationalizes its cost, support, and technology refresh into the subscription fee. Continued progress for the phone system replacement project; moving the University to a Voice over IP (VoIP) hosted service next fiscal year.	
Initiative 5.4.2 Establish capacity planning, management, and implementation processes to ensure accommodation of mandatory and anticipated information technology needs, including both human resources and technologies. E.g.: bandwidth, storage, servers, digital media, software licenses, wireless networking, wired networking, cloud services, etc.).	CIO	Associate CIO	 70% 2013-14	Fall 2013 developed and implemented a semi-annual process for assessing infrastructure capacity and needed additions or changes. Wireless capacity. Completed wireless capacity additions for academic areas/buildings and residential living. Only remaining areas are administrative buildings. Internet bandwidth. Procured new firewalls and bandwidth management equipment that enables the university to provide internet bandwidth connectivity beyond 1Gb. University plans to move to a 1.5Gb connection upon completion of equipment installation and final recurring funding approval. Virtual server capacity. As a result of the latest capacity and growth review, decision was made to procure additional virtual server capacity to support the next 12-24 months. Network “2016 End-of-Life Issue”. Completed 50% of the upgrades to the wired network and received funding for an additional 33%. By the end of Fall 2014 will have completed 83% of the required upgrades.	

STRATEGIC DIRECTION: Invest in Our Core Resources					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2014-15 2015-16	Data Center ongoing capacity processes firmly in place and repeatable. Instructional Technology, Student Application Delivery (roadmap currently in work) and Networking (tools and procedures already in place) will be main effort for next FY. Other processes needed include: HR, HW/SW licenses (currently partially in place). During year completed internet bandwidth increase to 1.5Gb and implemented new virtual server capacity management reducing growth rate by 50%. Network "2016 End-of-Life Issue". By end of FY expect to have all buildings but two residence halls upgraded. Wireless capacity. By end of year expect to have all capacity additions complete. Instructional Technology: roadmap complete, capacity plan to be completed this year. Application Delivery: roadmap complete, capacity plan in progress. Networking: capacity plan to be developed 2016-17, residence halls upgrades to be done this year. HR: each opening/annual training plans/budget asks are viewed from a strategic skills and capacity plan perspective. HW/SW - consolidated view is available, additional actions to be led by vendor management position.	
Initiative 5.4.3 Establish a multiyear technology capability planning process that is revisited annually.	CIO	Associate CIO	80% 2013-14 2014-15 2015-16	This initiative was started late in the Spring 2014 semester. Expect to have planning process developed during the upcoming year. Completed technology capability planning process and executed the process during the summer/fall of 2014. Will repeat the process during summer/fall of 2015. Need to refine content and use of outcomes. Completed technology capability planning process during the fall of 2015. Added concept of IT technology ownership domains to planning process. Still needing to integrate the process into campus strategic decision-making.	
Initiative 5.4.4 Assess periodically and revise, where necessary, the information technology disaster recovery plan.	CIO	Associate CIO	80% 2013-14 2014-15	Implemented second internet connection with automatic failover for enhanced business continuity and redundancy. Developed "to-be" disaster recovery design. Completed implementation of full backup capacity capability. For the first time we are able to back-up the entire data center. Completed installation of spare racks, power, and network connectivity for hosting recovery site at PARI in Brevard. Implemented audit suggestion to segregate external web server access from databases in the datacenter. Implemented web server failover. Began implementation of multipath fiber routing to provide independent building network connectivity and business continuity redundancy. Should be complete by end of Fall 2014. Made decision to move to the GA Banner Hosting Environment. This will dramatically reduce WCU's risk with respect to business continuity in the event of a Banner disaster. This project will commence during the Summer 2014 and conclude during Spring 2015. Disaster Recovery Plan and annual review/update firmly in place and repeatable. Working multiyear DR technology roadmap and tracking progress. Banner Hosting being implemented April 2015 and Office 365 email hosting for faculty and staff will be complete by May 2015. Network multipath in process. Key deliverable for next FY is DR Detailed Architecture. Budget request submitted for offsite hosting of the wcu.edu website to enhance disaster recovery and business continuity, the next major deliverable in the DR technology roadmap.	

STRATEGIC DIRECTION: Invest in Our Core Resources				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	2015-16: during past year to hosted environments - Banner, R25, Office365. Second budget request made to host WCU.edu. Detailed technical architecture plan to complete this year. Making progress moving from an annual "table top" drill to a "live" disaster scenario. Banner testing is in progress, and myWCU will be live-tested this year. Networking - multi-path implementation is in progress.
GOAL 5.5: Maintain and improve campus safety systems, capabilities, and infrastructure in support of the University's strategic priorities.				
Initiative 5.5.1 Complete and maintain updated emergency response plans and business continuity plans for critical functions of the University.	Vice Chancellor for Administration and Finance	Director of Emergency Services	 45% 2013-14 2014-15 2015-16	The University Emergency Operations Plan was reviewed and updated during the fall of 2013 to incorporate the UNC system template. The Emergency Plan is reviewed and updated annually. University Business Continuity Plans for critical business units are complete and are revised triennially. The next review is scheduled for Fall of 2014 and will include the addition of Academic Units. Complete and maintain updated emergency response plans and business continuity plans for critical functions of the University. The current campus wide emergency operations plans are currently under review for potential revision. Building Emergency Action Plans are to be completed for all campus buildings as of the end of the academic year.
Initiative 5.5.2 Implement sustainable funding models in support of campus safety systems and infrastructure.	Vice Chancellor for Administration and Finance	Director of Emergency Services	 45% 2013-14 2014-15 2015-16	The University allocated permanent recurring funds to support the replacement and maintenance of outdoor Emergency Phones and an updated version of an emergency texting system. The University also allocated one time funding for a Computer Aided Dispatch program (CAD) and a Clery Compliance software program. The University continues to search for funding opportunities that will support and enhance public safety systems and operations to meet public demand for services and the ever changing/developing legal and regulatory requirements. The campus wide emergency operation plans were updated in August of 2014. Business continuity plans were updated in January of 2015. Emergency Services was able to add an additional Telecommunicator position, through funds from identified budget efficiencies and a partial budget allocation. Adding this position will drastically reduce the accrual of overtime by Emergency Communications Center staff. Additional funding is being sought for the campus camera system and radio system, which will allow for ongoing maintenance and upgrades to these campus safety systems and technologies.
Initiative 5.5.3 Enhance campus wide emergency preparedness with ongoing communication and training.	Vice Chancellor for Administration and Finance	Director of Emergency Services	 50% 2013-14	Emergency Services and Preparedness along with University Police continue to provide Campus Safety Training throughout the year to Students, Faculty and Staff. University Police have completed two advanced tactical training sessions within the last year. Emergency Management and Public Safety continue to participate in local, regional, and state exercises and training. Planning is underway for an Executive Council emergency exercise and training workshop to be conducted on June 16th, 2014. Preliminary planning is being conducted for a full scale campus wide emergency exercise in 2015.

STRATEGIC DIRECTION: Invest in Our Core Resources				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2014-15 2015-16	Recurring funding for the emergency phones has been established. Older blue phones are being replaced or retired. Blue phones are being added as part of this initiative. CAD system and Clery software were procured. Funding has been awarded for Emergency Medical dispatching, a portable mobile safety application for students, and lightning detection system. Emergency Services, along with University Police, continue to provide Campus Safety Training throughout the year to students, faculty, and staff. A full-scale exercise is to be completed in May 2016 that tests University systems against an active shooter scenario. Additional training opportunities are being reviewed for potential future implementation.
Initiative 5.5.4 Sustain and enhance partnerships (e.g., mutual aid agreements, EMS service provision, etc.) with local governments, regional public safety agencies, and health organizations in support of campus and community safety priorities.	Vice Chancellor for Administration and Finance	Director of Emergency Services	95% 2013-14 2014-15 2015-16	All mutual aid agreements are current as of Summer 2014. University Public Safety Departments partner with local and state public safety agencies on a regular basis through joint operations and exercises. All mutual aid agreements are current as of Summer 2015. The Public Safety Department is in the process of revising the mutual aid agreement with Jackson County Sheriffs Office. Emergency Services is currently in the process of reviewing and revising mutual aid agreements with the Jackson County Office of Emergency Management, along with other pertinent mutual aid agreements. Emergency Services continues planning, training, and exercise efforts with volunteer fire departments, local police departments, county and regional public safety and health agencies. These activities with these partners ensures consistent communications and expectations for preparedness, response, and recovery from all hazards.
Initiative 5.5.5 Systematically assess and upgrade technologies (e.g., radio systems, access controls, cameras, etc.) in support of campus safety objectives.	Vice Chancellor for Administration and Finance	Director of Emergency Services	65% 2013-14 2014-15 2015-16	Upgrades are ongoing to the emergency notification system, campus siren system, campus camera system, and campus radio system. A new desktop emergency notification system was implemented in the fall of 2013 and a new Clery Compliance software program was implemented in the spring of 2014. Blue light phone replacement program and expansion is ongoing. We have procured a mobile safety application. Preparation is underway for dispatch to transition to an Emergency Medical Dispatch program. Funding has been awarded for procurement of lightning detection system. Upgrades and maintenance of the campus camera systems, radio systems, and blue light phones is ongoing due to aging equipment and the development of new projects to improve campus safety. Once funding is identified to support recurring maintenance, an annual maintenance program will be instituted to assess, repair, and upgrade campus technologies as needed. The Emergency Communication Center has implemented the Emergency Medical Dispatch (EMD) program that allows for more comprehensive and consistent handling of medical calls on campus. They are the only campus 911 Center in the State of North Carolina that has achieved this certification.

Strategic Direction 6: Garner Support for Our Vision

Accomplishment Highlights

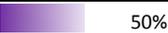
- **New website design deployed** - As part of the recently approved integrated marketing and communications plan, a new website design has been implemented, with a focus on ease of use for the external audience visiting the WCU site. Other aspects of the communications plan being implemented include new strategies for use of social media, and paid media in effectively marketing and communicating WCU's mission, quality academic programs, and campus and community events.
- **Refreshed brand identity** - New templates for paper and marketing materials have been established, including a consistent approach across all departments.
- **Alumni network expands** - The Alumni Office hosted 12 regional Chancellor alumni receptions to engage the university with alumni, friends, and elected officials. The WCU Alumni Club Network has expanded to include Columbia, SC, Tampa Bay and Orlando, FL, and internationally with four clubs in Jamaica.
- **Legislative advocacy strengthened** - over 100 individuals have signed up to advocate for WCU, using a new advocacy website launched this year.
- **Leadership Summit produces endowed scholarships** - Over 200 individuals participated in the October 2015 Leadership Summit, the leadership phase of a comprehensive campaign to support scholarships.

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
GOAL 6.1: Facilitate a shared understanding of and commitment to the institution's strategic vision among WCU faculty, staff and students.				
Initiative 6.1.1 Create or modify existing orientation messages for new faculty, staff, and students to ensure early introduction to and understanding of the University's strategic vision.	Vice Chancellor for Student Affairs	Associate Provost for Academic Affairs, Director of New Student Orientation, Associate Vice Chancellor for Human Resources	90%	Changes were made to the Orientation Counselor class and training to facilitate greater awareness of the WCU mission. References to 2020 plan are included in new student and new faculty orientations. Continued refinement of messaging to students, faculty, and staff are part of the communications and marketing plan. The Orientation Counselor class and training incorporate the WCU mission. In addition, new student orientation continues to work with Creative Services to increase the WCU brand marketing and provide the same messaging to students and their families about WCU. Orientation counselors have developed their use of social media to engage incoming students in telling the WCU story. The Orientation Counselor class and training incorporate the WCU mission. In addition, new student orientation continues to work with Creative Services to increase the WCU brand marketing and provide the same messaging to students and their families about WCU. Orientation counselors have developed their use of social media to engage incoming students in telling the WCU story. Collaboration between Human Resources, Creative Services, and Office of the Provost has resulted in increased collaboration in the on-boarding process for all new employees. This includes development of a professionally-produced Welcome Guide and new employee welcome lunch this year. A campus on-boarding committee continues to refine efforts to help build the campus community and ensure understanding of the strategic vision.
			2013-14	
			2014-15	
Initiative 6.1.2 Align all internal budgeting and annual reporting processes to reflect and reinforce the strategic vision and priorities of the University.	Chancellor	Chief of Staff	100%	Completed - no update. Completed - no update. Completed in 2013.
			2013-14	
			2014-15	
Initiative 6.1.3 Ensure consistency among vision messages from all internal sources.	Chief of Staff	Director of Marketing	60%	Director of Marketing was hired effective March 1 and has completed a series of on-campus focus groups around brand personality and core brand values. The Marketing Director is developing an analysis based on those focus groups and will present it to various university leadership early in summer 2014. The goal of the process is to centralize our brand vision so that all internal constituents are telling the same story about WCU. Following the 2014 brand study, the Director of Marketing conducted a series of student focus groups connected to the website redesign project and will present a new institutional brand message to leadership this summer. It will be shared with campus in fall of 2015 as part of the roll out of a new website, new style guide, and new branded campaign. Student Affairs created and filled a graphic designer position. This staff member coordinates marketing and graphics work consistent with WCU branding.
			2013-14	
			2014-15	

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	A refreshed brand identity and "look" has been defined. This year we launched new templates for stationary and basic marketing collateral, including a consistent approach to messaging across all departments. We are now working on a comprehensive online guide for the university to help stakeholders understand, embrace and utilize appropriate messaging and branding in all marketing efforts as well as a 2016-18 marketing campaign that will bring the brand vision to life.
GOAL 6.2: Facilitate a shared understanding of the institution's strategic vision among the University's external communities.				
Initiative 6.2.1 Develop and implement comprehensive and consistent communications and marketing plans designed to fulfill the University's strategic priorities. (See Initiatives 1.5.4, 2.3.4, and 3.1.5)	Chief of Staff	Director of marketing	90%	
			2013-14	A marketing director was hired effective March 1. Directors of marketing and communications are co-chairing a work group that will develop an integrated marketing and communication plan that will support the university's continued growth and deepen its relationships with key constituencies, with a goal of having a draft plan in place by Sept. 30, 2014. In addition, director of marketing is developing a market perception research study that will be executed in the summer of 2014 and will inform the development of the integrated marketing and communications plan.
			2014-15	The Integrated Marketing and Communications Plan draft has been presented to leadership and will go into implementation beginning in 2015-16.
			2015-16	The Integrated Marketing and Communications Plan (IMCP) has been finalized and several pieces are already in implementation. In addition, we are nearing completion on a Crisis Communications Plan and a Strategic Social Media Plan to support and accompany the IMCP.
Initiative 6.2.2 Ensure the appropriate leadership and organizational structure necessary to develop and implement comprehensive communication and marketing plans designed to communicate WCU's strategic vision effectively, concisely, and consistently to all stakeholders.	Chief of Staff	Director of Marketing, Director of Communications	95%	
			2013-14	Restructuring of several units within the Division of Advancement and External Affairs is completed with the addition of a director of marketing and director of external affairs, and the restructuring of the offices of communications/public relations and special events. Additional adjustments to the structure of those units will be made in 2014-2015, including the filling of vacant positions and reclassification of existing positions.
			2014-15	The Office of Communications and Public Relations completed a restructuring of the office and the reclassification of two existing positions to establish a revamped News Services unit and a combined Photography/Videography Services unit. The office is now moving forward to fill an unexpected vacancy and is using the vacancy as an opportunity to further fine-tune the structure. The Office of Marketing completed a restructuring process in August of 2014 to establish positions responsible for sponsorship implementation, brand experience design, social media marketing and digital design. Those positions have all been filled.
			2015-16	Last year's restructuring efforts have been extremely successful. This year, University Marketing added auxiliary services in design and web content to further support university needs in marketing support. We are also exploring the edition of a Web Content Specialized to oversee ongoing website management for our new site.
Initiative 6.2.3			70%	

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Create a network for regional engagement and statewide advocacy through a mobilized and informed alumni base.	Associate Vice Chancellor for Development	Director of Alumni Affairs	2013-14	During 2013-2014, the Chancellor hosted a series of 14 regional receptions designed to keep the University connected with alumni, friends, and elected officials. These visits covered cities and municipalities in the WNC region as well as strategically important areas both inside and outside North Carolina. In conjunction with the receptions, the Chancellor also had many opportunities to meet individually with targeted alumni, friends, and legislators to expand and strengthen the relationship between WCU and its constituents. Also, the addition of an Assistant Director for Alumni Affairs position resulted in a renewed effort to strengthen and expand the regional and affinity WCU Alumni Chapter program.
			2014-15	Efforts from fiscal year 2013-14 continue with nine regional Chancellor's receptions held or planned for 2014-15, accompanied by individual meetings with targeted current and potential WCU supporters and advocates. New initiatives include: the distribution of an electronic survey to more than 35,000 WCU alumni to assess current alumni programming that will help determine opportunities to enhance and expand engagement efforts; collaboration with WCU's Director of External Affairs to identify and involve targeted alumni in key legislative districts to help advance the university's legislative priorities; strengthening and expansion of the regional and affinity alumni club program, with 3 new clubs established and 4 additional potential clubs in discussion with regional alumni leaders; exploration of the establishment of a Greek alumni reunion to strengthen and expand connections between Greek organizations and the broader university and to take advantage of the strength of the Greek-to-Greek networks; and review and revision in process regarding the Alumni Association bylaws and constitution to expand and deepen opportunities for the Board, individually and collectively, to actively advocate on behalf of university.
			2015-16	During 2015-2016, the alumni office hosted 12 regional Chancellor alumni receptions to engage the university with alumni, friends, and elected officials. In conjunction with these receptions, the Chancellor and other university staff often meet with select alumni and donors in the area. The WCU Alumni Club Network continues to be an extremely important aspect of connecting alumni with their university. This club network has expanded to include Columbia, SC; Tampa and Orlando, Florida, and internationally with four clubs in Jamaica. The alumni clubs played a key role in advocating for the state bond referendum as well as raising additional funds for the Alumni Scholarship. The alumni clubs are also collaborating with a variety of programs/departments across campus: Degreed and affinity based clubs (eg. EMC, Nursing, and Recreational Therapy), assisting athletics in establishing C.A.T.S. chapters under the auspices of the clubs, working with the graduate school to promote their programs and grow enrollment, increased collaboration with Career Services for mentoring opportunities with alumni and students. Lastly, approved revisions of the Alumni Association by-laws and constitution along with the addition of several committees has offered increased engagement opportunities for the Alumni Board and members of the Alumni Association.
Initiative 6.2.4 Develop a process to review periodically the University brand and tailor the marketing message accordingly.	Chief of Staff	Director of marketing	 70% 2013-14 2014-15	The new Director of Marketing is in the process of a comprehensive brand review. The Director of Marketing has completed a review of the current brand marks and style guide with assistance from a university review community. Updates resulting from that process are near completion. A new style guide to include messaging points is underway with plans to update that guide every three years.

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	As part of the Integrated Marketing and Communications Plan (IMCP), we have set a goal of reviewing the brand every other year with a full audit every five years. We are also working to launch a comprehensive online brand guide for the university ahead of the fall semester. As part of IMCP implementation, we need to clarify roles as it relates to the ongoing brand reviews and audits.
GOAL 6.3: Maximize and target a balanced and diverse mix of financial resources that will enable achievement of Western Carolina University's strategic vision.				
Initiative 6.3.1 Develop and implement a comprehensive enrollment management process that: maximizes state appropriations per the formula funding system in a manner consistent with the University's strategic priorities related to access and success, including incremental increases in admission standards.	Provost	Vice Chancellor for Student Affairs, Assistant Vice Chancellor for Student Success, Provost	 66% 2013-14 2014-15 2015-16	Admission staff focus 3 departmental initiatives in support of this priority. Continued efforts are focused on prioritizing admission criteria supported by research to build retention and graduation rates. Enhancements this year included the rollout of the scholarcat.wcu.edu website and the awarding of additional scholarships. The Enrollment Planning Committee created a subcommittee to begin work on developing enhanced enrollment modeling. New personnel in the Office of Institutional Planning and Effectiveness have been delving into alternative enrollment planning models for discussion. This year, the Enrollment Planning Committee (EPC) was co-chaired by the Provost and the Vice Chancellor for Student Affairs. WCU failed to achieve it's enrollment targets for the fall census and the academic year. A debrief analysis of the fall census results pointed to shortfalls in all categories from the enrollment targets: new first-time full-time freshmen were off target by -9%, new distance and resident credit transfer students were off -4%, graduate headcounts were off by -14%, and continuing student enrollment missed the target by -1% despite a record freshman cohort retention rate that surpassed 80% for the first time. EPC recommended enhancements to the admission process to increase enrollment: changes designed to increase admission yield rates in critical subgroups were implemented (e.g., new Honors admission philosophy); new admission reports were developed and made available (e.g., the commitments report on Catalytics); the Academic Success Chancellor's Exception Pilot program was adopted consistent with WCU's access and student success goals; and the EPC continues working to draft a Strategic Enrollment Plan. In addition, WCU successfully hosted the 2015 Leadership Summit which called for raising new scholarship resources. New procedures were adopted for allocating and awarding institutional scholarship resources. Early results on these efforts include increased applications, and most importantly, increased commitment activity compared to the same point-in-time last year.
Initiative 6.3.2 Revisit the organizational structure of all campus offices and functions related to enrollment management to ensure lean, robust, and efficient operations. (See Goal 1.6)	Provost, Vice Chancellor for Student Affairs	Assistant Vice Chancellor for Student Success, Director of Student Recruitment and Transitions, Director of New	 75% 2013-14 2014-15	Still working to implement the reorganization of auxiliary units and the launch of the Scholarships Office. Director of Scholarship position and scholarship unit now exist and operation currently is housed within the Office of Financial Aid. Admission submitted budget request for re-alignment of a position to create a director of admission position that would align with other organizational structures with the UNC system and the profession. Some restructuring of positions in Financial Aid occurred to gain efficiencies and better serve customers.

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
		Student Orientation, Director of Financial Aid	2015-16	<p>Within the area of Student Recruitment and Transitions, there has been on-going position review and restructuring activities. In the Undergraduate Admission Office five positions have been restructured as vacancies occurred and a search for a Director of Undergraduate Admission is currently underway. In the Financial Aid and Scholarships areas, vacant positions have been restructured to share staffing between these functions. WCU staff continue working to implement UNC system shared services for financial aid document verification and residency verification planning. New projects are beginning around replacement software for admission application processing, as well as, on-boarding new undergraduates with the MyWCU portal in replacement of the Gateway and CatWalk systems.</p> <p>The Interim Dean of Graduate School has been working on process improvements to facilitate graduate enrollment; for example, increased efforts to recruit graduating WCU seniors to pursue graduate studies, developing new marketing materials, etc.</p> <p>Finally, on-going enhancements have been made to support enrollment at Biltmore Park; including, but not limited to, enhanced student services provision, admission events and partnerships with area community colleges.</p>
<p>Initiative 6.3.3</p> <p>Explore innovative possibilities for revenue generation such as summer revenue opportunities, the initiation of certificate/executive programs, and cooperative education opportunities to reduce dependency on state funding and tuition and fee increases.</p>	Provost, Vice Chancellor for Administration and Finance	Assistant Vice Chancellor for Student Success, Executive Director, Educational Outreach	 40% 2013-14 2014-15 2015-16	<p>The Task Force has sought feedback, examined procedures, and made initial recommendations. Further work is needed to finalize recommendations and future plans. The Director of Budgets and Financial Planning has also used and is examining other revenue sources, such as summer tuition and refined receipt budgeting, to reduce dependence on state funding and tuition and fee increases.</p> <p>Student Affairs staff participated in the Camps and Conferences Task Force. The Director of Conference Services position was revised and a successful search was completed for a new director. Campus Services staff completed a comprehensive review of summer charges and related pricing.</p> <p>Summer Session in collaboration with the Office of of First Year Experience, created Catamount Gap two years ago. This program has increased summer enrollment by approximately 175 students over the past two years. We will continue to explore opportunities and partner with Student Affairs to expand our offerings.</p>
<p>Initiative 6.3.4</p> <p>Develop and implement a comprehensive plan to increase significantly WCU's advocacy efforts among elected officials on behalf of University and system priorities.</p>	Chief of Staff	Director of External Relations, Chief of Staff, Assistant Vice Chancellor for Development	 50% 2013-14 2014-15	<p>Director of External Relations hired December 2013. Director has met with a number of state legislators in their districts and WCU has hosted legislators at Biltmore Park and Cullowhee as work is underway on development of a comprehensive plan</p> <p>In addition to hosting key legislators in Cullowhee and Biltmore Park and visits to Raleigh to advocate on the University's behalf, a new Board of Visitors was formed in 2014-4015 to help in this effort. The Board of Visitors met in Raleigh in March 2015 and participated in both a reception with legislators and the University Day event hosted by the UNC-General Administration. The Director of External Relations is also developing an advocacy website to help recruit alumni, parent, student, faculty/staff and friend advocates for the University. Work on this initiative is ongoing.</p>

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	<p>An advocacy website (advocate.wcu.edu) was created to communicate with potential University advocates (faculty, staff, students, alumni and the community). The website was advertised via targeted social media and we have over 100 individuals who signed up to advocate on behalf of the University. We are now working on a plan to engage these individuals.</p> <p>An advocacy subcommittee of the Board of Visitors was also created this spring. The subcommittee met for the first time on March 31 and is developing actions to increase advocacy efforts on behalf of the University.</p>
<p>Initiative 6.3.5</p> <p>Develop and implement an advocacy plan for state/system action on three key market-based issues:</p> <ul style="list-style-type: none"> -tuition policy flexibility (in-state or surcharge) for students in bordering states -differential tuition in high-demand/high-expense programs -modification/elimination of differential treatment of distance education in the UNC formula funding 	Provost	Director of External Relations	 10% <p>2013-14</p> <p>2014-15</p> <p>2015-16</p>	<p>No update.</p> <p>Undergraduate Admission provided data to evaluate proposals for out-of-state reciprocity initiatives under review by UNC General Administration. After a proposal was presented to the UNC Board of Governors, the WCU Executive Council determined that it would not be advantageous to participate in the proposed pilot programs</p> <p>Research and discussions are ongoing on how to successfully implement all three market-based policy items. All three will be discussed with appropriate policy-makers in the upcoming short session and action items are being developed.</p>
<p>Initiative 6.3.6</p> <p>Pursue a comprehensive development campaign targeting (See Initiative 1.6.4)</p> <ul style="list-style-type: none"> -gifts at all levels in support of WCU's strategic goals and initiatives -particular philanthropic support for endowed merit- and need-based scholarships to enable WCU to recruit and retain the best academically qualified students and to support WCU's commitments to student access and student success -an increase in the participation and engagement of WCU alumni in University activities and in the number of alumni donors by 50 percent by 2020 -adequate development and alumni staffing to ensure the campaign's success 	Chancellor	Associate Vice Chancellor for Development	 60% <p>2013-14</p> <p>2014-15</p>	<p>Final report from the feasibility study consulting firm Bentz Whaley Flessner is due to be received on June 5, 2014 to recommend scope, scale, and timeframe of upcoming campaign. During 2013-2014, Development and Alumni Affairs added three new staff positions and increased operating budgets in strategic areas to accommodate campaign preparedness and planning. In addition to the completing the campaign feasibility study, the department will complete by June 30 other key component in preparing to conduct a campaign including a data scrub, and wealth screening of the Development and Alumni Affairs database. Additionally, the department is collaborating with the Advancement office at UNC GA to take advantage of shared services that expand operational efficiencies at reduced costs.</p> <p>Efforts are underway to implement recommendations from the campaign feasibility study final report, which reaffirmed the establishment of endowed scholarships as the top university philanthropic priority. Engaged Bentz Whaley Flessner as ongoing campaign consultant and have initiated leadership phase of campaign. Reorganized department to better align with campaign implementation needs. Initial campaign gift solicitations are underway with top prospects and other individuals interviewed in the feasibility study, and the responses have been encouraging. Enhanced and strengthened collaborative efforts between Development and Alumni Affairs and the Academic Affairs Division with the encouragement and support of the Provost, including providing fundraising training and operational support for Deans. Initiated comprehensive volunteer engagement strategy to enhance campaign success. This Leadership Summit will be held in October 2015 and is envisioned to represent the "soft (non-public) launch" of the campaign.</p>

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	<p>The Leadership Summit held in October 2015 was a huge success with over 200 participants. Several endowed scholarships resulted. 'I will' statements that were collected either at the Leadership Summit or at other Board meetings are being stewarded by the Development and Alumni Affairs staff. Most boards are at 100% commitment.</p> <p>The Provost and VC for Academic Affairs became the Interim VC for Development and Alumni Affairs and continues to lead the Division until Lori Lewis starts June 1, 2016. As of March 30, 2016 Foundation gift receipts are tracking 22% ahead of last year. Alumni participation continues to be a priority for fundraising. The alumni participation target for FY 2015 - 16 is 4,030 donors and 6.75% participation rate, and to date 2,562 alumni had contributed for a 4.29% participation rate as of March 30. The number of new donors is 808 with a goal of 1,587 for year end. Wheel Lead Alumni Giving Challenge goal is to receive 400 new or returning alumni donors. To date, we have received \$59,014 in challenge commitments from WCU leadership wheellead.wcu.edu. 27 new endowed scholarships have been established this year so far with a goal of 50. The 'I will' statements that have been collected either at the Leadership Summit or at other Board meetings are being stewarded by the Development and Alumni Affairs staff. Most boards are at 100% commitment. We have received 147 endowed scholarships since Dr. Belcher's installation.</p>
<p>Initiative 6.3.7</p> <p>Develop infrastructure for research and sponsored programs, technology transfer, and commercialization consistent with strategic priorities to achieve the following by 2020</p> <ul style="list-style-type: none"> -increase in the number of research grant and contract applications by 100 percent -increase in the number of grants and contracts received by 50 percent -increase in the total annual amount of awards received by 25 percent 	Provost	Dean of the Graduate School	<p>40%</p> <p>2013-14</p> <p>2014-15</p>	<p>From FY 2013 to FY 2014, grant awards increased in dollars by 60.1%: from \$3,452,970 to \$5,526,645. Additionally, from FY 2013 to FY 2014, grant proposal increased in dollars by 67.4%: from \$10,186,462 to \$17,049,990. Grant activities: ORA liaisons established to serve each college has led to increase in ORA consultations and proposal preparations with faculty PIs. Increased internal financial support from Provost to stimulate activities: \$50,000 from non-recurring state funds allocated for internal grant/seed funding awards up to \$10,000 each: competitive selection process; 7 internal awards (\$48,700 spent) selected from 14 faculty applications; \$100,000 Provost/Chancellor's IDCs allocated for internal grant/ seed funding award up to \$10,000 each for FY 2015. Report indicates need for additional support staff; two new staff positions will be hired by July 2015: (1) Research Support/Proposal Developer (EPA) and (2) Post-Awards Non-Financial Grants Manager (SPA). Full ORA staff of 6 (not including Dean/CRO) will be in place at that point. Office of Sponsored Research office has been restructured. Office processes and staff roles & responsibilities revised/clarified. Director of Sponsored Research hired in February 2014; Research Protections Officer hired in April 2014. Sponsored Research Council established and active since November 2013 and will be expanded from 8 to 15 members in August 2014.</p> <p>Grant proposal submission dollars increased by 61%; grant proposal increased in number by 11%. The Provost Internal Grant program dedicated \$50K from year-end funds for seed grants funded 9 grants; \$100K from Provost/Chancellor's IDCs yield 47 applications for 11 awards from \$10K-\$15K each. Research Methodologist/Designer and Post-Awards Non-Financial Grants Manager positions added.</p>

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	Total Sponsored Research Awards for the 2014-2015 fiscal year were \$5.7 million. For the 2015-2016 fiscal year, proposal submission dollars have increased from \$13,734,814 to \$17,556,702 point in time as of April 2016 compared to April 2015 (a 27.8% increase) while the number of submitted proposals has decreased from 66 to 54 point in time during the same time period (an 18% decrease). Award dollars has increased from \$3,562,878 to \$4,224,589 point in time as of April 2016 compared to April 2015 (a 18.6% increase) while the number of awards has decreased from 45 to 43 point in time during the same time period (an 4.4% decrease). In addition, the Provost's Internal Grants Program has funded 15 of 40 faculty proposals with a budget range from \$10,000 to \$15,000. The goal of these projects is to initiate research leading to future submission of externally funded proposals.
Initiative 6.3.8 Pursue funding resources for development of the West Campus/Millennial Initiative.	Provost	Executive Director, Millennial Initiatives	 35% 2013-14 2014-15 2015-16	<p>The Executive Director is having ongoing conversations with potential sources of infrastructure funding including the US Economic Development Administration and Jackson County officials. It is anticipated that additional physical infrastructure will be required prior to development for the Millennial Campus. The Executive Director is having ongoing conversations with developers interested in the Millennial Campus, including those specializing in medical office buildings, to educate the developers on the possibilities of having tenants integrated within the academic focus of the university. The Executive Director is having ongoing conversations with potential financing sources for developers interested in building on the Millennial Campus to educate them on the unique opportunities of partnering with an academic institution.</p> <p>Developed a 'Request for Qualification' with General Council. Eight Developers submitted proposals for review. Recommendations of top three developers will go to the Chancellor and the foundation board. Developers will present to the group and a Developer will be chosen to proceed with their proposal. Tony Johnson, Millennial Campus Executive Director has worked with Joe Walker and Mike Buyers to develop grant proposals to garner infrastructure costs (roads, drainage, electricity etc) for the first medical office building. To aid private development of the West Campus, the Executive Director is seeking grant funding for infrastructure and road planning from the Appalachian Regional Commission as well as other local, state and federal sources.</p> <p>In addition to Letters of Intent executed with developers to build a privately financed Medical Office Building (MOB) on the Millennial Campus, grant opportunities were pursued with state and federal sources to assist with infrastructure needs associated with the campus development. These opportunities will continue to be pursued as the MOB plans progress and lease agreements are executed.</p>