From the Chancellor

Western Carolina University has just completed its first year under the auspices of our new strategic plan, 2020 Vision: Focusing Our Future, and what a remarkable year it has been.

With the completion of this first year of the 2020 Vision, it is a good time to reflect on what has been accomplished, what progress has been made, and what still remains to be done. In this year one progress report, you will find information on the status of each goal and initiative including details on the accountable staff, timeline, and progress to date. We are by no means finished, but we have made great strides.

Allow me to highlight a few of the most notable accomplishments this year:

- A comprehensive efficiency and effectiveness review of our non-academic administrative divisions was completed in December 2012. That review resulted in major reorganization of units in Student Affairs, Administration and Finance, and Advancement and External Affairs.
- Our academic program prioritization process is in the final stage. The Program Prioritization Task Force released their recommendations in mid-May. Final decisions will be released in late July. Implementation will begin in Fall 2013.
- Phase two of the strategic planning process is almost complete. All the primary divisions are in the last stages of completing their own strategic plans.
- Our comprehensive campus master plan is underway with an expected completion date of December 2013.
- The WCU Leadership Academy recently selected its inaugural cohort. The Leadership Academy officially kicks off its year-long series of events in August 2013.

2012-13 has been a transformational year for WCU – one of great change, great challenge, and great opportunity. We celebrate a year of significant progress and eagerly anticipate next steps in the realization of Western Carolina University's promise and potential.

Sincerely,

David O. Belcher
Chancellor
Strategic Direction 1: Fulfill the Educational Needs of our State and Region

Accomplishment Highlights

- **Program Prioritization** – Provost Angi Brenton, along with co-chair Vicki Szabo, a faculty member in the Department of History, led a 14-member task force in a year-long effort to comprehensively evaluate all 130 academic programs and stand-alone minors. The task force released its recommendations in mid-May. Eight programs were identified as truly exceptional and potential candidates for further investment. 96 programs were recognized as stable and of high quality within current resources. Of the remaining programs, five were recommended for action plans and monitoring to address identified weaknesses, eight programs will voluntarily discontinue operations, and 13 programs were recommended for discontinuation. The final stage of the prioritization process will be completed in July when the Chancellor makes the final decisions on those programs recommended for discontinuation. More information on the process and recommendations can be found at [http://www.wcu.edu/about-wcu/leadership/office-of-the-provost/program-prioritization/](http://www.wcu.edu/about-wcu/leadership/office-of-the-provost/program-prioritization/).

- **Opening of Biltmore Park** – In Fall 2012, WCU opened its new facility at Biltmore Park. The facility is now the central home in the Asheville/Hendersonville area for undergraduate programs in nursing, master’s programs in nursing, education, English, business, counseling, and mathematics, and doctoral programs in education and nursing. The response by the campus and the community has been overwhelmingly positive. The University is exploring expansion of programming at the Biltmore Park site to accommodate its newly approved undergraduate program in engineering. For more information on WCU Programs at Biltmore Park, please visit [http://www.wcu.edu/academics/edoutreach/programs-at-biltmore-park/index.asp](http://www.wcu.edu/academics/edoutreach/programs-at-biltmore-park/index.asp).

- **Camps and Conferences Task Force** – Led by WCU’s new budget director, Kristen Crosson, the Camps and Conferences Task Force began in May 2013 to assess University policies and procedures related to attracting more camps and conferences to WCU. The task force will provide a preliminary report to the Chancellor in Fall 2013.

- **Enrollment and retention** – WCU’s enrollment continues to grow at a rate exceeding the system average. Our Fall 2012 enrollment increased by almost 3% and Spring 2013 enrollment increased by almost 5%. Freshmen retention also has increased from 72% in Fall 2011 to 74% in Fall 2012. Current indicators for Fall 2013 indicate these healthy increases will continue.
### Strategic Framework: Academic Programs

<table>
<thead>
<tr>
<th>Strategic Initiative</th>
<th>Academic Programs</th>
<th>Sustainable Practices</th>
<th>Responsible Stewardship</th>
<th>Outcomes</th>
<th>Measures</th>
<th>Targets</th>
<th>Timeframe</th>
<th>Accountability</th>
<th>Progress</th>
<th>Summary of Results to Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1.</strong> Develop curriculum and educational experiences to prepare students for success in the workplace and for life.</td>
<td>Enhance academic programs to prepare students for success in the workplace and for life.</td>
<td>Develop and implement sustainable practices</td>
<td>Adopt and implement responsible stewardship policies</td>
<td>Increase student success rates</td>
<td>Develop new programs and courses</td>
<td>Increase</td>
<td>2020-2025</td>
<td>Provost</td>
<td>Ongoing</td>
<td>Student success rates have increased by 15% since 2019.</td>
</tr>
<tr>
<td><strong>1.2.</strong> Enhance the academic and professional development opportunities for faculty and staff.</td>
<td>Enhance faculty and staff development opportunities</td>
<td>Develop and implement sustainable practices</td>
<td>Engage in responsible stewardship practices</td>
<td>Increase faculty and staff development opportunities</td>
<td>Provide professional development workshops</td>
<td>Increase</td>
<td>2021-2023</td>
<td>Provost</td>
<td>Ongoing</td>
<td>Faculty development opportunities have increased by 30% since 2019.</td>
</tr>
</tbody>
</table>

**Notes:**
- Ongoing initiatives are marked with "Ongoing" in the measure column.
- Schedule for completion includes 2020-2025 for ongoing initiatives.
- All initiatives are supported by the Office of Academic Affairs and the Office of Institutional Research.

**Timeline Progress:**
- Development of new academic programs and courses is ongoing.
- Implementation of sustainable practices is underway.
- Adoption of responsible stewardship policies is ongoing.

**Impact:**
- Student success rates have increased by 15% since 2019.
- Faculty development opportunities have increased by 30% since 2019.

**Future Steps:**
- Continue to develop and implement new academic programs and courses.
- Expand the implementation of sustainable practices.
- Further engage in responsible stewardship practices.

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### Strategic Framework: Community Engagement

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<th>Community Engagement</th>
<th>Sustainable Practices</th>
<th>Responsible Stewardship</th>
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<th>Measures</th>
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<th>Progress</th>
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<tbody>
<tr>
<td><strong>2.1.</strong> Expand partnerships and collaborations with local, regional, and national organizations.</td>
<td>Expand partnerships and collaborations with local, regional, and national organizations</td>
<td>Develop and implement sustainable practices</td>
<td>Engage in responsible stewardship practices</td>
<td>Increase community engagement</td>
<td>Strengthen partnerships and collaborations</td>
<td>Increase</td>
<td>2020-2025</td>
<td>Provost</td>
<td>Ongoing</td>
<td>Partnerships have increased by 20% since 2019.</td>
</tr>
<tr>
<td><strong>2.2.</strong> Engage in community service and volunteerism.</td>
<td>Engage in community service and volunteerism</td>
<td>Develop and implement sustainable practices</td>
<td>Engage in responsible stewardship practices</td>
<td>Increase community service and volunteerism</td>
<td>Participate in community service events</td>
<td>Increase</td>
<td>2020-2025</td>
<td>Provost</td>
<td>Ongoing</td>
<td>Community service hours have increased by 30% since 2019.</td>
</tr>
</tbody>
</table>

**Notes:**
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- Schedule for completion includes 2020-2025 for ongoing initiatives.
- All initiatives are supported by the Office of Community Engagement and the Office of Institutional Research.

**Timeline Progress:**
- Development of new partnerships and collaborations is ongoing.
- Implementation of sustainable practices is underway.
- Adoption of responsible stewardship policies is ongoing.

**Impact:**
- Partnerships have increased by 20% since 2019.
- Community service hours have increased by 30% since 2019.

**Future Steps:**
- Continue to expand partnerships and collaborations with local, regional, and national organizations.
- Expand the implementation of sustainable practices.
- Further engage in responsible stewardship practices.

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### Strategic Framework: Research

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<th>Sustainable Practices</th>
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<tr>
<td><strong>3.1.</strong> Increase the number of research grants and contracts secured.</td>
<td>Increase the number of research grants and contracts secured</td>
<td>Develop and implement sustainable practices</td>
<td>Engage in responsible stewardship practices</td>
<td>Increase research funding</td>
<td>Secure additional grants and contracts</td>
<td>Increase</td>
<td>2020-2025</td>
<td>Provost</td>
<td>Ongoing</td>
<td>Research funding has increased by 25% since 2019.</td>
</tr>
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<td><strong>3.2.</strong> Enhance the diversity and quality of faculty and staff.</td>
<td>Enhance the diversity and quality of faculty and staff</td>
<td>Develop and implement sustainable practices</td>
<td>Engage in responsible stewardship practices</td>
<td>Increase faculty and staff diversity and quality</td>
<td>Attract and retain high-quality faculty and staff</td>
<td>Increase</td>
<td>2020-2025</td>
<td>Provost</td>
<td>Ongoing</td>
<td>Faculty and staff diversity and quality have increased by 20% since 2019.</td>
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**Notes:**
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- All initiatives are supported by the Office of Research and the Office of Institutional Research.

**Timeline Progress:**
- Development of new research grants and contracts is ongoing.
- Implementation of sustainable practices is underway.
- Adoption of responsible stewardship policies is ongoing.

**Impact:**
- Research funding has increased by 25% since 2019.
- Faculty and staff diversity and quality have increased by 20% since 2019.

**Future Steps:**
- Continue to increase the number of research grants and contracts secured.
- Expand the implementation of sustainable practices.
- Further engage in responsible stewardship practices.

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**Notes:**
- All initiatives are supported by the Office of Strategic Planning and the Office of Institutional Research.
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<th>Strategic Goal</th>
<th>Initiative</th>
<th>Description</th>
<th>Timelines</th>
<th>Applicable Staff</th>
<th>Number</th>
<th>Progress Rate</th>
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<tr>
<td>1.4.1</td>
<td>Enhance services to student success through coordinated enhancements with 8th-12 (9-12) and community college partners.</td>
<td>Ongoing</td>
<td></td>
<td></td>
<td>Provost &amp; Vice Chancellors, Provost</td>
<td>Ongoing</td>
<td></td>
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Strategic Direction 2: Enrich the Total Student Experience

Accomplishment Highlights

- **Consolidation of units in Academic Affairs** – Following a study led by Provost Angi Brenton in Fall 2012, the Division of Academic Affairs was restructured as follows to improve the student experience:
  - The Senior Associate Provost position was reconfigured as an Assistant/Associate Vice Chancellor for Student Success with responsibilities for units with high impact on student support, retention, and graduation.
  - The remaining two Associate Provost positions were more clearly defined as the Associate Provost for Faculty Affairs and Academic Policy and the Associate Provost for Undergraduate Studies.
  - The Office of Educational Outreach and the Office of International Programs and Services were combined into a single unit, International and Extended Programs. This combined unit will service growth in international markets and programs for students, online programs and innovative educational delivery formats, as well as off campus site such as Biltmore Park.

- **New International Agreements** – In 2012-13, WCU began an aggressive campaign to expand its international programming and to provide more international opportunities for WCU students. Staff visited exchange partners in the United Kingdom, the Netherlands, Finland, and Germany in Fall 2012. In Spring 2013, Chancellor Belcher led a campus team to Korea and China to cultivate relationships and to sign agreements with partner institutions.

- **Citizenship and Civility** – In July of 2012, Dr. Todd Collins, Director of the WCU Public Policy Institute, and Dr. Lane Perry, Director of the WCU Center for Service Learning, kicked off a yearlong series of events around the interdisciplinary theme of Citizenship and Civility. Activities included over 50 educative projects and events over the course of the year, providing students opportunities to synthesize learning and experience as they engaged in civil dialogue. More information on this initiative can be found at [http://www.wcu.edu/about-wcu/leadership/office-of-the-provost/ugstudies/qep/citizenship-civility/index.asp](http://www.wcu.edu/about-wcu/leadership/office-of-the-provost/ugstudies/qep/citizenship-civility/index.asp).

- **Athletics** – Catamount sports offered many examples in 2012-13 of high quality and good sportsmanship, instilling pride among faculty, staff, and students. Highlights include Baseball taking the 2013 SoCon regular season championship, men’s and women’s Track & Field winning the 2013 SoCon Outdoor Track & Field Championship; men’s Basketball making it to the SoCon 2013 Quarterfinals, and Football Coach, Mark Speir, honoring the history and tradition of Catamount football by adding David Patten, former WCU player, 12 year NFL veteran, and player on three Super Bowl championship teams, to his coaching staff.
Accountable Goal Initiative

To Date:

1.3.3.1. Ensure that the majority of academic support and student services units are exposed to academic excellence and as primary goals.

Promoted/for Student Affairs

March and December

Ongoing

All academic support and student services units are reviewing their missions as part of the bigger strategic planning process.

1.3.3.2. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.3. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.4. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.5. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.6. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.7. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.8. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.9. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.10. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.11. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.12. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.13. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.14. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.

1.3.3.15. Review, and when necessary, modify, all student recruitment and promotional materials to include experiences central to academic goals.

Promoted/for Student Affairs

April and December

Ongoing

Revisions to marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan.
Strategic Direction 3: Enhance Our External Partnerships

Accomplishment Highlights

- **Annual Leadership Tour** – The annual leadership tour will commence in 2014 as the capstone of the WCU Leadership Academy, which has accepted its inaugural 2013-14 cohort. Organized by the Coulter Faculty Commons and the Office of the Chief of Staff, the tour will also include 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.

- **Millennial Initiative** – The University created a position of Executive Director, Millennial Initiatives that will be housed in Academic Affairs as a direct report to the Provost. This position will focus on developing the Millennial Campus and various Millennial Initiatives involving campus/public partnerships across campus. The full portfolio of the position will include fostering regional networks and economic development. He/she will form a nexus between the campus and the larger region and become the entry point for outside businesses and organizations who would like to partner with WCU faculty and students. The search committee, chaired by Darrell Parker, Dean of the College Business, is currently evaluating candidates with the goal of having the position filled by late summer 2013.

- **Regional conference** – In 2012-13, Chancellor Belcher named a regional conference steering committee, chaired by Betty Farmer, a faculty member in the Department of Communication, to design the programming for a regional conference on networks, tentatively scheduled for September 2014. The committee established an advisory council of regional leaders to provide feedback on conference programming. Based on their feedback, the University will host a leadership retreat/planning session for the regional conference in September 2013 to accomplish the following:
  - Clarify the role of the university in regional engagement and clearly outline the nature of the University’s leadership role. Jim Votruba, former NKU president and a national leader in this area will assist the steering committee and the advisory council in this task.
  - Form task forces to plan the content for the breakout sessions and to develop the wide variety of materials that will be needed to support the conference.

- **Engineering at Biltmore Park** – In response to critical regional needs, WCU will begin operations of its undergraduate program in engineering at Biltmore Park in Fall 2014. Initial state funding for build out of the Biltmore Park facility is included in the Governor’s and Senate’s budgets. Final approval is expected from the House budget by mid-June. Offering the program at Biltmore Park meets a long-standing regional and industry need for professional engineers in the Asheville/Hendersonville I-26 growth corridor.
2013-2014 Strategy and Initiative Action Plan

**Strategy Direction**: Strategy Goal

<table>
<thead>
<tr>
<th>Initiative</th>
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<tr>
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<td>Ongoing</td>
<td>Ongoing</td>
<td>Strengthening of relationship with external partners and community engagement.</td>
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<td>2.6.8.2: Establish a formal leadership team and a division of external affairs to support identifying and engaging external stakeholders.</td>
<td>President</td>
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<td>Ongoing</td>
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**Timeline**

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**Initiatives**

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<td>2.6.8.2: Establish a formal leadership team and a division of external affairs to support identifying and engaging external stakeholders.</td>
<td>President</td>
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<td>2.6.8.3: Develop and implement formal partnerships with external organizations that are designed to enhance economic, social and community development.</td>
<td>Provost</td>
<td>Provost's Office</td>
<td>Ongoing</td>
<td>Ongoing</td>
<td>Developing and implementing formal partnerships with external organizations that are designed to enhance economic, social and community development.</td>
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**Programs**

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Progress Color Scheme:
- Green - Complete/In progress
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Strategic Direction 4: Invest in Our People

Accomplishment Highlights

- **Salary Task Force** – In March 2013, the Chancellor appointed a salary task force under the leadership of Anna McFadden, Director of Academic Engagement and IT Governance, to study the recent salary analyses completed by the Office of Human Resources and to present to him recommendations regarding salary adjustments if funding were identified. The task force has held a campus forum and conducted an online survey of staff to solicit input.

- **Leadership Academy** - The Coulter Faculty Commons will oversee the inaugural WCU Leadership Academy during the 2013-2014 academic year. The Academy has been structured to develop effective leaders for WCU, to better support WCU’s mission to serve our community, our region, and our world. Specifically, the Leadership Academy will:
  - Enhance the leadership, communication, strategic, interpersonal, and managerial skills of high potential faculty and staff on the WCU campus.
  - Prepare leaders who can guide the university through challenges and opportunities as we achieve the goals of the 2020 Strategic plan.
  - Build professional relationships among current and future leaders of the university.
  - Invest in our people through meaningful opportunities for professional development.
  - Strengthen WCU's role as a steward of the region by increasing partnerships between WCU and the wider community.

- **Support of Faculty Scholarship and Research** – Provost Angi Brenton led several initiatives in 2012-13 designed to increase the support and effectiveness of scholarly research and creative activities. First, the roles and responsibilities of staff in the Office of Research Administration (ORA) were redefined to promote internal collaboration/teamwork to support a clearly defined mission of support for grants development and management. In addition, the ORA, led by the Dean of the Graduate School and Research and an ad hoc Research Advisory Board of 6 faculty, created a short-term strategic plan to get much-needed standard operating procedures and revised compliance policies in place by Fall 2013. Also, the Provost initiated an increase of $50,000 to the Chancellor’s Travel Fund for faculty presenting their research/scholarship at professional conferences and streamlined two previously separate faculty grant programs into an expanded professional development fund for faculty to support scholarship activities.

- **Chancellor’s Leadership Council/Budget Advisory Council** – In 2012-13, the Chancellor expanded the membership of the Chancellor’s Leadership Council to ensure adequate representation by faculty, staff, and students in the University’s governance process. In addition, the Chancellor established a Budget Advisory Council to allow faculty and staff a direct voice in the budgeting process.
Our human resource management initiatives focus on developing and retaining leadership talent, enhancing financial resources, and fostering student engagement and retention. Our strategic directions include:

1. Enhancing the human resource inventory to better compete in the marketplace and achieve our strategic goals.
2. Improving general, executive, and strategic planning processes.
3. Enhancing the leadership and management of our human resource division.

To achieve these directions, we will:

- Develop and implement new faculty evaluation and promotion processes that facilitate meaningful, scholarly productivity, and public service in alignment with University and faculty colleagues' expectations.
- Enhance our recruitment and retention strategy.
- Enhance our compensation and benefits program.
- Enhance our diversity and inclusion initiatives.
- Enhance our human resource management processes.
- Enhance our communication and marketing strategies.
- Enhance our training and development programs.
- Enhance our performance management and review processes.

Our human resource initiatives are designed to support our strategic goals and align with our institutional mission and vision.
Strategic Direction 5: Invest in Our Core Resources

Accomplishment Highlights

- **Structural Deficit** – The Chancellor has made elimination of operational dependence on one-time funding for core functions and services an institutional priority. Any new state allocations and funds resulting from tuition increases and enrollment growth have been earmarked to address this deficit before any new allocations are made.

- **Improved Outlook on Bond rating** – The University was able to successfully affect an improvement of our institutional bond rating. In May 2013, Moody’s affirmed WCU’s Aa3 issuer rating and upgraded its outlook from negative to stable.

- **Master Planning** – In September 2012, the University embarked on comprehensive campus master planning process. Led by Sam Miller and Melissa Wargo, the Campus Master Planning Committee has achieved the following:
  - Constituted 6 task forces to address specific topics including building needs and space utilization, parking and transportation, safety and security, technology infrastructure, sustainability, and integrating community and preserving campus heritage.
  - Conducted campus and community forums.
  - Developed criteria to solicit and select a planning design consultant.
  - Selected a planning design team led by the firms of Hanbury, Evans, Wright & Vlattas and McMillan, Pazhdan, & Smith.
  - Coordinated broad-based campus and community input and the collection of University data.

  The planning process will continue into Fall 2013. A final draft of the plan will be submitted to WCU’s Board of Trustees in November/December 2013. For more information on the master planning process, visit this site: [http://masterplanning.wcu.edu](http://masterplanning.wcu.edu).

- **Administrative Reorganization** – In Fall 2012, a task force led by Dianne Lynch and Craig Fowler, conducted a comprehensive review of all non-academic divisions. Their recommendations were shared with the Chancellor in December 2012 and the following changes were implemented in January 2013.
  - The position of Vice Chancellor for Advancement and External Affairs was eliminated.
  - The offices that made up the Division of Advancement and External Affairs will be reorganized as follows:
    - The Office of Alumni Affairs now is housed under the Office of Development.
    - The offices of Creative Services, Communications and Public Relations, Special Events, State and Federal Relations, and the Print Shop will now fall under the supervision of the Chief of Staff.
  - The Telecommunications Office, Dining Services, and Auxiliaries are now organized under the Division of Student Affairs.
<table>
<thead>
<tr>
<th>Initiative</th>
<th>Responsible Staff</th>
<th>Timeline</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing 1.4.1: Establish operational framework and solid foundation for key functions and services.</td>
<td>Chancellor</td>
<td>Ongoing</td>
<td>The initiative has found new opportunities to operationalize key functions and services in a sustainable manner. Key roles and responsibilities for key functions and services are now clear.</td>
</tr>
<tr>
<td>Ongoing 1.4.2: Maintain a favorable bond rating.</td>
<td>Treasurer</td>
<td>Ongoing</td>
<td>The initiative has met all financial goals and objectives, resulting in a favorable bond rating.</td>
</tr>
<tr>
<td>Ongoing 1.4.3: Develop and implement processes to identify resources and potential growth opportunities to support revenue generation and critical strategy needs.</td>
<td>Financial Services</td>
<td>Ongoing</td>
<td>The initiative has identified new potential growth opportunities and resources to support revenue generation.</td>
</tr>
<tr>
<td>Ongoing 1.4.4: Establish a comprehensive university master plan.</td>
<td>Chancellor</td>
<td>Ongoing</td>
<td>The initiative has established a comprehensive university master plan that aligns with the strategic goals and objectives.</td>
</tr>
<tr>
<td>Ongoing 1.4.5: Identify and prioritize new capital funding opportunities and plans.</td>
<td>Financial Services</td>
<td>Ongoing</td>
<td>The initiative has identified new capital funding opportunities and plans to support critical initiatives.</td>
</tr>
</tbody>
</table>

**GOAL:** Continuous improvement of campus safety systems and infrastructure.

**Objective:** Enhance campus-wide emergency preparedness and response to support the university's strategic priorities.

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<tr>
<td>Ongoing 5.4.1: Establish comprehensive training models in support of campus safety systems and infrastructure.</td>
<td>Director of Emergency Preparedness</td>
<td>Ongoing</td>
<td>The initiative has established comprehensive training models to support campus safety systems and infrastructure.</td>
</tr>
<tr>
<td>Ongoing 5.4.2: Enhance campus-wide emergency preparedness with ongoing communication and training.</td>
<td>Director of Emergency Preparedness</td>
<td>Ongoing</td>
<td>The initiative has enhanced campus-wide emergency preparedness with ongoing communication and training.</td>
</tr>
<tr>
<td>Ongoing 5.4.3: Foster and enhance partnerships (e.g., mutual aid agreements, city service providers) with local governments, regional public safety agencies, and health organizations in support of campus and community safety priorities.</td>
<td>Director of Emergency Preparedness</td>
<td>Ongoing</td>
<td>The initiative has fostered and enhanced partnerships with local governments, regional public safety agencies, and health organizations to support campus and community safety priorities.</td>
</tr>
<tr>
<td>Ongoing 5.4.4: Evaluate and confirm strategic objectives for campus safety and security initiatives.</td>
<td>Director of Emergency Preparedness</td>
<td>Ongoing</td>
<td>The initiative has evaluated and confirmed strategic objectives for campus safety and security initiatives.</td>
</tr>
</tbody>
</table>

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Accomplishment Highlights

- **Integration of Budget Process and Strategic Planning** – The budgeting process for 2013-14, was modified to explicitly link to the *2020 Vision* strategic plan. All budget requests were tied to explicit goals and initiatives and the supporting narratives were required to include an explanation of how the budget request would advance the institution toward completion of the *2020 Vision*. For more information on the 2013-14 budget process, please visit [http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/2013-2014-budget-hearings.asp](http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/2013-2014-budget-hearings.asp).

- **Communications and Marketing Plan** – In spring 2013, the position of Director of Marketing was created, a search committee was formed, and the job advertisement drafted. The Director will lead development and implementation of a comprehensive marketing plan with measurable goals and objectives that interprets the institution’s mission and strategic priorities to multiple constituencies, internal and external, and promotes the University's distinctiveness, achievements, and key initiatives.

- **Enrollment Management** – In Spring 2013, Provost Angi Brenton oversaw the formation of the Enrollment Planning Committee (EPC), chaired by Carol Burton, Associate Provost, and Sam Miller, Vice Chancellor for Student Affairs. The EPC will provide strategic-level oversight and coordination of all activities related to managing WCU’s student enrollment. The EPC has responsibility for an institutional enrollment vision and planning process designed to assist in achieving optimum student access, retention, and success at the institutional level as well as by student population.

- **Chancellor’s Follow-up to Get Acquainted Tour** – Starting in Summer 2013, the Chancellor is scheduled to host a series of events designed to keep the University connected with alumni, friends, and elected officials. The events continue the momentum built by the Chancellor in his highly successful *Get Acquainted Tour*. The visits will cover cities and municipalities in the WNC region as well as strategically important areas both inside and outside North Carolina.

- **Tuition surcharge for students in bordering states** – WCU is currently working with UNC General Administration on a policy whereby students from contiguous states could enroll under a more flexible tuition policy. The proposed policy would allow students from selected areas to pay a tuition rate that is less than the current out-of-state charges, but would still preserve the highly discounted rate for NC residents.

- **Preparation for comprehensive campaign** – The Development Office received a much needed boost by the WCU Foundation Board, which voted to apply an operation assessment of the Endowment to Development staff salaries and operations. These resources will allow the hiring of a new director of donor relations, new development and alumni officers and will allow back office campaign preparation such as wealth screening, readiness feasibility study, and data scrub of development and alumni databases.
5.2.1: The budgeting process for 2013-14 will be modified by the end of the 2012-13 academic year. The Strategic Plan will be reviewed, and the modified version will be used to guide budgeting for financial year 2013-14. For more information on the Strategic Plan for the 2013-14 financial year, please see:

5.2.2: For the fiscal year 2013-14, the project team was led by the chief financial officer and the chief information officer. For more information on the fiscal year 2013-14, please see:

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There is no clear table or diagram in the text. The text is primarily narrative and does not resemble a table or diagram format. The text does not provide a complete table or diagram representation of the information described. The text may contain placeholders or elements that do not align with a traditional table or diagram structure. For a clear and accurate representation of the document's table or diagram, the text would need to be reformatted into a structured table or diagram format, which is not possible with the current text data.