

WESTERN CAROLINA UNIVERSITY
2020 VISION: *Focusing our Future*

Progress Report

2012-13



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/>.
- **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>.
- **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 Direction | Strategic Goal | Initiative | Accountable Executive(s) | Accountable Staff | Timeline | Progress Bar | Summary of Results To Date: |
|---|--|--|---|---|----------|--|--|
| Fulfill the Educational Needs of State and Region | 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 | Department Heads | 2012-13 | | Provost Angi Brenton, along with co-chair Vick 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. |
| | | 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 interdisciplinary connections among academic programs in such disciplines as business, the sciences, engineering, technology, and entrepreneurship and external collaboration with industry, start-up companies, research institutes, nonprofit organizations, and government agencies. 6. Advance the recreation and tourism industries of Western North Carolina. | Chancellor | Provost, Vice Chancellors, Deans | Ongoing | | College-level strategic plans for Education & Allied Professions, Fine & Performing Arts, and Honors are complete. |
| | | Initiative 1.1.3: Position WCU as a preferred provider of graduate and professional programs in the greater Asheville-Hendersonville area in fulfillment of its historic commitment to this vital part of the Western North Carolina region. | Provost | Deans; Director of Asheville Programs | 2012-13 | | 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 . |
| | | Initiative 1.1.4: Provide access to academic programs at off-campus sites in Western North Carolina within available resources and as dictated by data-based needs analyses. | Provost | Deans | Ongoing | | Provost Angi Brenton initiated a needs assessment survey for the Asheville/Hendersonville area in Fall 2012. Results are pending. |
| | | Initiative 1.1.5: Align departments, colleges, and divisions, as appropriate, to support the strategic vision of the University. | Chancellor | All members of Executive Council | Ongoing | | The first wave of administrative reorganization was completed in January 2013. An initial restructuring of the Provost Office was completed in February 2013 resulting in the reorganization within the Provost's office to include an Assistant Vice Chancellor for Student Success and a consolidation of Educational Outreach and International Programs and Services |
| | | Initiative 1.1.6: Identify and develop integrated, cross-disciplinary centers/institutes of study and outreach, where appropriate, based on the curricular focus areas. | Provost | Deans | Ongoing | | Specific recommendations will come from completed college plans. |
| | | 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 | Deans | Ongoing | | In Spring 2013, WCU graduated its largest class ever at roughly 1,365, a 140 (11%) increase over the prior year. |
| | | 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 | All Supervisors | Ongoing | | Hiring managers have begun to incorporate references to <i>2020 Vision</i> in all job advertisements and hiring conversations. Key hires in 2012-13 included Dean of Health of Human Sciences, Director of Budget and Resource Planning, Chief of Staff, Dean of the Graduate School and Research, and Assistant Vice Chancellor for Student Success. |
| | | Initiative 1.2.2: 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 | Associate Provost/Deans/Director of Advising | Ongoing | | A review of advising and student support services is pending arrival of new Assistant Vice Chancellor for Student Success. |
| | | Initiative 1.2.3: Incorporate writing and research into all levels of the curricula. | Provost | Deans/Department Heads | Ongoing | | Pending implementation of college level strategic plans. |
| | Initiative 1.2.4: Ensure that all academic programs incorporate the core abilities detailed in Goal 1.2. | Provost | Associate Provost for Undergraduate Studies | Completed 2012-13 | | All academic departments have submitted and implemented comprehensive plans that incorporated the five key learning outcomes outlined in the WCU Quality Enhancement Plan and the <i>2020 Vision</i> plan. | |
| | 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 Provosts; Deans, Department Heads | Ongoing | | Review of annual faculty evaluation and tenure/promotion/rank processes is ongoing. Significant work on this initiative is pending hiring of new provost. | |
| | 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 Provosts | Ongoing | | Under review |
| | | Initiative 1.3.2: Incorporate expectations for experiential and applied learning opportunities, including undergraduate research opportunities, in the curricular review process. | Provost | Associate Provosts | Ongoing | | Under review |
| | | 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. (See Initiative 2.1.6) | Provost | Assistant/Associate Vice Chancellor for International and Extended Programs | Ongoing | | Hiring of Assistant Vice Chancellor for International and Extended programs is underway. Expansion of opportunities for distance education and international experiences will be a key focus for this hire. In 2012-13, WCU began an aggressive campaign to expand our 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. |

| Strategic Direction | Strategic Goal | Initiative | Accountable Executive(s) | Accountable Staff | Timeline | Progress Bar | Summary of Results To Date: |
|--|---|--|--|---|----------|---|--|
| | 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 Provosts; Registrar; Directors of Student Recruitment & Transitions, New Student Orientation, and Financial Aid | Ongoing | | Under review |
| | | Initiative 1.4.2: 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. | Provost | Associate Provost/Registrar | Ongoing | | Review of current articulation agreements is underway. Accounting, Business Administration & Law, and Criminal have been completed. |
| | | Initiative 1.4.3: Expand opportunities for WCU staff, faculty, and students to visit with B-12 students and community college students (both on- and off-campus) to share information regarding the importance of higher education and the pathways, processes, and programs at WCU. | Provost; Vice Chancellor for Student Affairs | Associate Provosts; Registrar; Directors of Student Recruitment & Transitions, New Student Orientation, and Financial Aid | Ongoing | | Formal programming under review |
| | | Initiative 1.4.4: 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. | Provost; Vice Chancellor for Student Affairs | Associate Provosts; Registrar; Directors of Student Recruitment & Transitions, New Student Orientation, and Financial Aid | Ongoing | | Formal programming under review |
| | 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, conferences, 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 | Director of Budgets and Resource Planning; General Counsel | 2013-14 | | The Chancellor initiated a Camps and Conferences Task Force, led by Kristen Crosson, to review policies and procedures for all camps and conferences. Review and revision of Facilities Use policy is underway, led by the University's General Counsel. |
| | | 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; expand summer school enrollment by 25 percent by 2020. | Provost | Deans | Ongoing | | The Deans and the Associate Provost continue to review and refine goals for summer school. Youth camps for B-12 students include Rocket to Creativity, Youth Swim, Good Ole Time Summer Camp, Summer Reading Adventure, Robotics/Projects with Legos, Catamount Adventure Camp, and Summer Symposium for Marching Arts. |
| | | 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 | Director of Budgets and Resource Planning | 2013-14 | | The Chancellor initiated a Camps and Conferences Task Force, led by Kristen Crosson, to review policies and procedures for all camps and conferences. Beginning summer 2013, the Registrar has blacked out selected campus buildings for use by camps and conferences to enable a stable and predictable set of spaces and rooms for marketing camps and conferences. |
| | | 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 | Ongoing | | The Director of Marketing position is currently in process. The search committee has been formed, led by Darrell Parker, and an anticipated hire is expected by late summer 2013. |
| | 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: 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 | Deans; Director of Student Recruitment & Transitions | Ongoing | | Provost Angi Brenton and Vice Chancellor Sam Miller oversaw the formation of a new Enrollment Planning Committee in Spring 2013. The EPC was formed to 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. |
| | | Initiative 1.6.2: Conduct ongoing program assessment and prioritization and allocate resources to positively affect enrollment. | Provost | Deans | Ongoing | | The Program Prioritization Task Force has developed a set of recommendations and suggestions regarding ongoing program evaluation and prioritization upon completion of the first phase of program prioritization in July 2013. |
| | | 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 & Transitions | Ongoing | | Provost Angi Brenton and Vice Chancellor Sam Miller oversaw the formation of a new Enrollment Planning Committee in Spring 2013. The EPC was formed to 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. |
| | | 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 | Development Officers | Ongoing | | Preparation is underway for a comprehensive campaign. The Development office is making additional hires of key staff and initiating wealth screening and data scrubs in 2013. |
| 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 | Deans | Ongoing | | The Graduate School awarded an additional 3 mid-year graduate assistantships as well as expanding summer research assistantships. The Honors College has implemented a plan to increase the award amount for the Honors College Scholars by \$4,000 for four years, doubling the total award. The result for the incoming class of 2013 looks to be a significantly higher yield rate among some of the best prepared 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 | Deans; Director of Student Recruitment & Transitions | Ongoing | | Increasing student diversity is a key consideration of the newly formed Enrollment Planning Committee. | |
| Initiative 1.6.7: Increase WCU's freshman-to-sophomore retention rate to 80 percent by 2020. | | Provost/Vice Chancellors | Deans; Directors | Ongoing | | WCU continues to make improvement to its freshman retention rate. Retention in Fall 2012 increased from 72% to 74% and all indicators are that freshman retention could reach or exceed 76% in Fall 2013. | |
| Initiative 1.6.8: Increase WCU's six-year graduation rate to 60 percent by 2020. | | Provost/Vice Chancellors | Deans | Ongoing | | Despite a downturn to 48% in 2012, the overall graduation rate should return to normal levels of 51% in 2013 and we anticipate a steady increase beginning in 2014. | |

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>.
- **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.

| Strategic Direction | Strategic Goal | Initiative | Accountable Executive(s) | Accountable Staff | Timeline | Progress Bar | Summary of Results To Date: |
|--|---|---|---|--|----------|---|---|
| Enrich the Total Student Experience | 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 | Deans and Directors | Ongoing | Yellow | All academic support and student services units are revising their missions as part of the division strategic planning processes. |
| | | 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; Chief of Staff | Deans; Director of Student Recruitment & Transitions; Director of Marketing | Ongoing | Red | All marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan. |
| | | 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. | Provost | Associate Provost | Ongoing | Yellow | 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: o 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. o 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. o 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. |
| | | Initiative 2.1.4: Develop and/or formalize mentoring program(s) that help students develop a sense of personal, intellectual, and professional identity. | Provost; Vice Chancellor for Student Affairs | Associate Provosts; Assistant Vice Chancellor for Student Success; Director of Advising and Student Support Services | Ongoing | Red | A review of advising and student support services is pending arrival of new Assistant Vice Chancellor for Student Success. |
| | | 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) | Provost | Deans and Directors | Ongoing | Yellow | All academic programs have an approved Quality Enhancement Plan (QEP) that incorporates experiential learning activities. Use of the eBriefcase, an ePortfolio system implemented as part of the QEP, allows students to document their activities. WCU continues to pursue international opportunities for students. New relationships are being explored with institutions in China and Korea. |
| | | 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 | AVC International & Extended Programs | Ongoing | Yellow | In 2012-13, WCU began an aggressive campaign to expand our 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. |
| | 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 | Directors in Student Affairs | Ongoing | Red | Pending completion of strategic plan for Division of Student Affairs. |
| | | Initiative 2.2.2: As appropriate, include students as full, voting members on campus decision-making committees. | Chancellor | Members of Executive Council | Ongoing | Yellow | In addition to Student Government Association, the Board of Trustees, and the 2020 Commission itself, student representatives are now full voting members of the following University bodies: Tuition and Fees Committee, Campus Master Planning Committee and the 6 associated task forces, division/college strategic planning committees, and the Chancellor's Leadership Council. |
| | | 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. | Provost; Vice Chancellor for Student Affairs | Deans; Assistant Vice Chancellor for Student Success; Directors of Academic Support, Residential Living | Ongoing | Red | Specific recommendations will come from completed college/division plans. |
| | | 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 | Deans and Directors | Ongoing | Yellow | All academic programs have an approved Quality Enhancement Plan (QEP) that incorporates experiential learning activities. Use of the eBriefcase, an ePortfolio system implemented as part of the QEP, allows students to document their activities. |
| | | 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 | Deans; Department Heads, Faculty, Student Affairs Staff | Ongoing | Red | Voter registration drives were held by the Center for Service Learning in Fall 2012. Initiatives, such as the Citizenship and Civility Project, encourage a culture of democratic process. |
| | | 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 | Associate Provost/Director of Service Learning | 2012-13 | Green | 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 . |
| 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. | Athletics Director | Coaches | Ongoing | Yellow | 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. | |
| | 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 | Deans; Directors | Ongoing | Yellow | Development of new traditions that promote connections both on and off campus include the annual spring 'opening' of the fountain, the class photo after convocation, and the new freshman tradition of the Chancellor leading the football team onto the field at the first home football game. | |
| | Initiative 2.3.3: Build and sustain consistent celebrations of Cherokee history, culture, and traditions. | Provost; Vice Chancellor for Student Affairs | Deans; Director of Intercultural Affairs | Ongoing | Yellow | The campus master planning process is incorporating Cherokee history and significant cultural sites into its proposal. The Native American Expo provides a venue for the campus community to learn more about Native American identity. It also provides an opportunity for participants to engage in dialogue about community, family, and societal roles/expectations of various Native American tribes. The Western Carolina University-Cherokee Center was established in 1975 and is committed to serving tribal and non-tribal residents of Cherokee, N.C. and the surrounding communities. Thanks to a generous series of grants from the Cherokee Preservation Foundation, the EBCI and Western Carolina University Cherokee Studies are working together to implement a ten year language revitalization initiative. The interdisciplinary Cherokee Studies program is multi-faceted. In partnership with the Cherokee community, we offer students and scholars a wide range of academic and support services. | |
| | Initiative 2.3.4: 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 | Ongoing | Red | The Director of Marketing position is currently in process. The search committee has been formed, led by Darrell Parker, and an anticipated hire is expected by late summer 2013. | |
| | Initiative 2.3.5: Ensure that University events are consistently well-advertised to external audiences. | Chief of Staff | Directors of Marketing and Communications | Ongoing | Yellow | A review of internal and external communications will be part of the communications/marketing plan that has been identified as a priority of the new Director of Marketing, anticipated hiring date of late Summer 2013. | |

Progress Color Scheme:

Green - Complete/almost complete

Yellow - In process/some progress

Red - Not yet started/significant work needed

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.

| Strategic Direction | Strategic Goal | Initiative | Accountable Executive(s) | Accountable Staff | Timeline | Progress Bar | Summary of Results To Date: |
|--|---|---|--|--|----------|--|--|
| Enhance Our External Partnerships | 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 | All members of Executive Council | Ongoing | Yellow | Senior campus leaders have committed to community outreach and involvement through service on utility boards, Rotary International, and school Community Councils. |
| | | 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 | Ongoing | Yellow | 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. |
| | | 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 | Ongoing | Yellow | 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. |
| | | 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 | not yet assigned | Ongoing | Red | Under review |
| | | 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 | Ongoing | Red | Not yet underway. The Director of Marketing position is currently in process. The search committee has been formed, led by Darrell Parker, and an anticipated hire is expected by late summer 2013. |
| | 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 | Chair of Regional Conference/Steering Committee | Ongoing | Yellow | In 2012-13, Chancellor Belcher named a regional conference steering committee, chaired by Betty Farmer, 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: o 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. o 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. |
| | | 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. | Provost | Executive Director, Millennial Initiatives | Ongoing | Yellow | 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. |
| | | Initiative 3.2.3: 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 | Deans; Director of WCU Programs in Asheville | Ongoing | Yellow | 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. 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. |
| | | 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 Administration and Finance, and Vice Chancellor for | Ongoing | Yellow | Integration with the community and public-private development on the University's west campus is a key component of the campus master plan in progress. The University is seeking funding through economic development associations and other private and non-profit entities to support development of its campus in Cullowhee. |
| | | Initiative 3.2.5: 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. | Provost | Executive Director, Millennial Initiatives | Ongoing | Yellow | 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. |
| Initiative 3.2.6: Facilitate collaborative research and development efforts between WCU and external partners. | | Provost | Executive Director, Millennial Initiatives | Ongoing | Yellow | 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. | |
| GOAL 3.3: Align internal processes and reward systems to foster external engagement. | Initiative 3.3.1: Develop models and strategies to formally recognize and reward faculty and staff participation in educationally-based external engagement. | Chancellor | Members of Executive Council | Ongoing | Red | Formal programming not yet underway. | |
| | Initiative 3.3.2: Ensure that all division and departmental personnel processes, including those related to annual faculty evaluation, tenure, promotion, and review, 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; Deans ; HR Director | Ongoing | Red | Formal review of evaluation processes not yet begun. | |
| | Initiative 3.3.3: Promote the University's support of staff-initiated community service. | Vice Chancellor for Administration and Finance | Director of HR | Ongoing | Yellow | Staff receive reminder of community service leave options and reports on leave taken. | |

Progress Color Scheme:

Green - Complete/almost complete

Yellow - In process/some progress

Red - Not yet started/significant work needed

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.

| Strategic Direction | Strategic Goal | Initiative | Accountable Executive(s) | Accountable Staff | Timeline | Progress Bar | Summary of Results To Date: |
|----------------------|--|---|---|---|----------|--------------|---|
| Invest in Our People | 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 | Hiring Managers | Ongoing | Yellow | In March 2013, the Chancellor appointed a salary task force under the leadership of Dr. Anna McFadden 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. The task force has compiled its finding and submitted to the Chancellor for review. |
| | | Initiative 4.1.2: Develop a regular and recurring process for employee salary review. | Vice Chancellor for Administration and Finance | Director of HR | Ongoing | Yellow | The Salary Task Force has developed a report that outlines a process for an annual review of staff and faculty salaries. The task force report is currently under review by the Chancellor. |
| | | 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 | Hiring Managers | Ongoing | Yellow | In March 2013, the Chancellor appointed a salary task force under the leadership of Dr. Anna McFadden 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. |
| | | 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 | Ongoing | Red | Formal programming not yet developed |
| | | 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. | Chancellor | not yet assigned | Ongoing | Red | Under review |
| | GOAL 4.2: Ensure professional development opportunities for all employees. | Initiative 4.2.1: Make support for professional development for all employees a fiscal priority at WCU. | Chancellor | not yet assigned | Ongoing | Yellow | Formal programming under review |
| | | 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 | All members of Executive Council | Ongoing | Yellow | The annual evaluation of Vice Chancellors and other senior campus leaders now includes an item asking subordinates to rate the supervisor's support for professional development. |
| | | 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 | Director of HR; General Counsel | Ongoing | Yellow | The General Counsel has embarked on an effort, with the support of Human Resources, to develop training modules for faculty and staff on key areas of management development, compliance, and safety training. |
| | | Initiative 4.2.4: Ensure that all faculty and staff understand performance evaluation processes and criteria. | Vice Chancellor Administration and Finance | Director of HR | Ongoing | Yellow | HR provides regular communication on the evaluation process during spring semester to all supervisors. |
| | | Initiative 4.2.5: Establish a campus leadership academy to cultivate faculty and staff leaders. | Provost | Director of Coulter Faculty Commons | 2012-13 | Green | 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: <ul style="list-style-type: none"> o Enhance the leadership, communication, strategic, interpersonal, and managerial skills of high potential faculty and staff on the WCU campus. o Prepare leaders who can guide the university through challenges and opportunities as we achieve the goals of our 2020 Strategic plan. o Build professional relationships among current and future leaders of the university. o Invest in our people through meaningful opportunities for professional development. o Strengthen WCU's role as a steward of the region by increasing partnerships between WCU and the wider community. |
| | 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 Administration and Finance | Director of HR | Ongoing | Red | Under review |
| | | 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 | Ongoing | Yellow | Community and civic leaders have been included on the Campus Master Planning Steering Committee and associated task forces. |
| | | Initiative 4.3.3: Accommodate flexible work arrangements for staff, where appropriate and possible. | Chancellor | Members of Executive Council | Ongoing | Yellow | The Division of IT currently allows flexible scheduling and is working on policy defining expectations and procedures for those who choose flex scheduling. |
| | | 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. | Chancellor | not yet assigned | Ongoing | Red | Under review |
| | | Initiative 4.3.5: Increase diversity among faculty and staff. | Chancellor | Director of EEO/Diversity | Ongoing | Yellow | Director of EEO/Diversity is currently providing oversight of a faculty salary equity study. |
| | 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 | Dean of the Graduate School; Executive Director, Millennial Initiatives | Ongoing | Yellow | 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. |
| | | Initiative 4.4.2: Ensure appropriate institutional infrastructure to support scholarship and research. | Provost | Associate Provost/Deans | Ongoing | Yellow | 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. |
| | | 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 | Ongoing | Yellow | Increased Chancellor's Travel Fund for support of scholarship and creative activities by \$50,000 in 2012-13. Established new professional development fund by consolidating the Provost Instructional Grant program with the microgrant process. |
| | 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/Deans | Ongoing | Red | Under review |
| | | Initiative 4.5.2: Provide department heads and deans 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 | Ongoing | Red | Under review |
| | | Initiative 4.5.3: Eliminate redundant and ineffective service obligations and committees across campus. | Chancellor | All members of Executive Council | Ongoing | Yellow | Merged two redundant faculty development committees (Provost Instructional Grant Committee and the Microgrant Committee) into one. Developed an integrated, online process for faculty and staff awards resulting in reduced committee requirements and nomination and award paperwork. |
| | 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 | All members of Executive Council | Ongoing | Yellow | Staff senate has representation on most major University Committees including Chancellor's Leadership Council, Salary Task Force, Master Planning, and Budget Advisory Council. |
| | | 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 | | Ongoing | Yellow | Chancellor's Leadership Council has representation from Faculty Senate, Staff Senate, and Student Government Association |

Progress Color Scheme:
Green - Complete/almost complete
Yellow - In process/some progress
Red - Not yet started/significant work needed

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>.

- **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.

| Strategic Direction | Strategic Goal | Initiative | Accountable Executive(s) | Accountable Staff | Timeline | Progress Bar | Summary of Results To Date: |
|---|---|--|--|--|----------|---|--|
| Invest in Our Core Resources | 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 | All members of Executive Council | Ongoing | Yellow | 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. |
| | | Initiative 5.2.2: Maintain a favorable bond rating. | Vice Chancellor for Administration and Finance | University Controller | Ongoing | Green | In 2013, Moody's improved WCU's Outlook from negative to stable and affirmed its Aa3 issuer rating. |
| | | Initiative 5.2.3: 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 | All members of Executive Council | Ongoing | Yellow | Program Prioritization will be completed in late summer 2013. Administrative Reorganization was completed in early spring 2013. |
| | 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 | Ongoing | Yellow | 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: <ul style="list-style-type: none"> o 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. o Conducted campus and community forums. o Developed criteria to solicit and select a planning design consultant. o Selected a planning design team led by the firms of Hanbury, Evans, Wright & Vlattas and McMillan, Pazhdan, & Smith. o 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. |
| | 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 | Registrar; Directors of Admissions and HR | Ongoing | Yellow | A document imaging system is scheduled for purchase in summer 2013. |
| | | 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.). | All members of Executive Council | Deans; Directors | Ongoing | Yellow | Implementation of the new Data Warehouse has resulted in a review of student and finance business procedures. The Division of IT is currently searching for an Academic Process and Systems Analyst, which will include business flow analysis as a key function. |
| | | Initiative 5.3.3: Consolidate and centralize similar operations across campus. | Chancellor | All members of Executive Council | Ongoing | Yellow | The first wave of administrative reorganization was completed in January 2013. An initial restructuring of the Provost Office was completed in February 2013. Reduced the deficit from 1.7m to 800K by allocatig more recurring funds. |
| | GOAL 5.4: Sustain and increase information technology capabilities and capacity required to meet the goals of the University. | Initiative 5.4.1: Establish and systematize a sustainable funding model for information technology that accommodates operational support, replacements and upgrades, University growth, and strategic initiatives. | CIO | CIO | Ongoing | Yellow | |
| | | 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 | Ongoing | Yellow | IT Systems is drafting a proposal in June 2013 Increased wireless coverage in academic and residential buildings |
| | | Initiative 5.4.3: Establish a multiyear technology capability planning process that is revisited annually. | CIO | Assistant CIO | Ongoing | Red | Planned for 2013-14 |
| Initiative 5.4.4: Assess periodically and revise, where necessary, the information technology disaster recovery plan. | | CIO | Associate CIO | Ongoing | Yellow | Updated disaster plan in 2012-13; conducted table top exercise in May 2013. Plan for full backup capability in fall 2013. | |
| 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 Preparedness | Ongoing | Yellow | Current response plans are under review for potential revision. | |
| | 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 Preparedness | Ongoing | Yellow | Emergency services is finalizing the implementation of an updated emergency notification system. Planning is underway for a joint review of a sustainable funding model for a campus-wide ID card access system. | |
| | Initiative 5.5.3: Enhance campus wide emergency preparedness with ongoing communication and training. | Vice Chancellor for Administration and Finance | Director of Emergency Preparedness | Ongoing | Yellow | Live shooter training has been completed and planning for a comprehensive table top exercise is underway. | |
| | 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 Preparedness | Ongoing | Green | All mutual aid agreements are current as of summer 2013. | |
| | 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 Preparedness | Ongoing | Yellow | Implemented new computer aided dispatch system. Preparation underway to move the Office of Emergency Preparedness and Campus Dispatch services to HFR. This move will provide much needed space for dispatch and will provide access to most senior campus leadership in the event of an emergency. | |

Progress Color Scheme:

Green - Complete/almost complete

Yellow - In process/some progress

Red - Not yet started/significant work needed

Strategic Direction 6: Garner Support for Our Vision

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>.
- **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.

| Strategic Direction | Strategic Goal | Initiative | Accountable Executive(s) | Accountable Staff | Timeline | Progress Bar | Summary of Results To Date: |
|--|---|--|---|--|---|--------------|---|
| Garner Support for Our Vision | 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 | Director of New Student Orientation; Associate Provost; Director of HR | Ongoing | Yellow | References to 2020 plan are included in new student and new faculty orientations. Continued refinement of messaging to students, faculty, and staff will be part of the communications and marketing plan scheduled for 2013-14. |
| | | 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 | Ongoing | Green | 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 |
| | | Initiative 6.1.3: Ensure consistency among vision messages from all internal sources. | Chief of Staff | Director of Marketing | Ongoing | Red | Not yet underway. The Director of Marketing position is currently in process. The search committee has been formed, led by Darrell Parker, and an anticipated hire is expected by late summer 2013. |
| | 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 | Ongoing | Red | In spring 2013, the position of Director of Marketing was created, a search committee was formed, and the job description and advertisement will post by mid-June. 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. |
| | | Initiative 6.2.2: Ensure the appropriate leadership and organizational structure necessary to develop and implement comprehensive communication and marketing plans designed to communicate Western Carolina University's strategic vision effectively, concisely, and consistently to all external stakeholders. | Chief of Staff | Director of Marketing; Director of Communications/PR | Ongoing | Yellow | 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. <ul style="list-style-type: none"> 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. |
| | | Initiative 6.2.3: 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 | Ongoing | Yellow | 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 <i>Get Acquainted Tour</i> . The visits will cover cities and municipalities in the WNC region as well as strategically important areas both inside and outside North Carolina. |
| | | 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 | Ongoing | Red | The new Director of Marketing will undertake a comprehensive brand review. |
| | 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 | Associate Provost; Vice Chancellor for Student Affairs | Ongoing | Green | In Spring 2013, Provost Angi Brenton oversaw the formation of the Enrollment Planning Committee (EPC), chaired by Carol Burton and Sam Miller. The EPC was formed to 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. |
| | | 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 and Vice Chancellor for Student Affairs | Associate Provosts; Directors of Student Recruitment & Transitions, New Student Orientation, and Financial Aid | Ongoing | Yellow | 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: <ul style="list-style-type: none"> 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. Similarly, the units of New Student Orientation and Student Financial Aid have been reorganized under the Director of Student Recruitment and Transitions. Also, the University established in 2012-13 a new Scholarships Office |
| | | Initiative 6.3.3: 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. | Provost; Vice Chancellor for Administration and Finance | Director of Budgets and Resource Planning | Ongoing | Yellow | The Director of Budgets and Resource Planning is currently leading a task force on Camps and Conferences to explore maximizing revenues from summer programs and other continuing and cooperative education programs. |
| | | Initiative 6.3.4: Develop and implement a comprehensive plan to increase significantly WCU's advocacy efforts among elected officials on behalf of University and system priorities. | Chief of Staff | Director of State & Federal Relations; Director of Special Events; AVC for Development | Ongoing | Yellow | Over the past year, WCU has hosted elected officials at our Biltmore Park Facility and held receptions in Raleigh for the Western delegation. |
| | | Initiative 6.3.5: Develop and implement an advocacy plan for state/system action on three key market-based issues: <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 system | Provost | | Ongoing | Yellow | 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. |
| | | Initiative 6.3.6: Pursue a comprehensive development campaign targeting (See Initiative 1.6.4): <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 | Ongoing | Yellow | Additional staffing and resources in the Development Office received a much needed boost by the WCU Foundation Board, which voted to apply a small percentage of its dividends 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. |
| Initiative 6.3.7: Develop infrastructure for research and sponsored programs, technology transfer, and commercialization consistent with strategic priorities to achieve the following by 2020: <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 Graduate School & Research | Ongoing | Yellow | An additional \$100,000 was allocated to Graduate School for 2012-13 mid-year graduate assistantships, summer research assistantships, and support of graduate programs' marketing/recruiting efforts for this coming 2013-14 year. The roles and responsibilities of staff in the Office of Research Administration have been redefined with priority being on internal collaboration/teamwork to support clearly defined mission of support for grants development and management; created short-term strategic plan to get much-needed standard operating procedures and revised compliance policies in place by August 15 – an ad hoc Research Advisory Board of 6 faculty is advising all changes for our short-term strategic plan in semi-monthly meetings; long-term strategic plan designed to promote, increase, and support grants activities. | | |
| Initiative 6.3.8: Pursue funding resources for development of the West Campus/Millennial Initiative. | Provost | Executive Director, Millennial Initiatives | Ongoing | Yellow | 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. | | |

Progress Color Scheme:
Green - Complete/almost complete
Yellow - In process/some progress
Red - Not yet started/significant work needed