Western Carolina University

2020 VISION: *Focusing our Future*

Progress Report

2014-15

From the Chancellor

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

In this report, you will find information on the status of each goal and initiative including and progress made to date. Through hard work of the faculty and staff, the 2014-15 year has brought us much closer to achieving many of the goals we set before us.

This year's highlights include:

- WCU enjoyed its third consecutive year of record enrollment, with 10,382 students enrolled in the Fall 2014 term.
- Forty-two new scholarships were established this year, and a total of 114 new scholarships have been established since my installation as chancellor.
- WCU received the Carnegie Foundation's 2015 Community Engagement Classification. In addtion, WCU was listed on the 2014 President's Higher Education Community Service Honor Roll for the 7th consecutive year.
- Catamount football finished with its first winning season since 2005 , and the indoor Track & Field men's and women's teams were Southern Conference champions for a second-straight year.
- The first annual LEAD:WNC Regional Leaders Summit was held November 12, 2014 and attracted over 250 regional leaders to the campus to discuss healthcare, education, tourism, creative arts, the environment, and technology/innovation.
- Plans are underway for a project to develop a multitenant medical office building to be constructed near the university's Health and Human Sciences Building.
- The Franklin-Covey professional development series, 7 Habits of Highly Effective People, is now being offered to university employees.
- $100,000 was made available to fund seed grants up to $10,000, for faculty intending to pursue external research funding.
- A Chief Diversity Officer position was funded and a search to fill the position is currently underway.
- A draft integrated marketing and communications plan has been produced, and will be implemented in the 2015-16 academic year.
- The new Board of Visitors will serve as WCU ambassadors and will assist with university advocacy in the region and state.

2014-15 has been a full and rewarding year for WCU. We celebrate a year of significant progress, while we look forward to the challenges and opportunities in front of us.

Sincerely,

David O. Belcher
Chancellor

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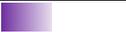
Accomplishment Highlights

- **Enrollment continues to grow** - WCU enjoyed its third consecutive year of record enrollment, with 10,382 students enrolled in the Fall 2014 term.

- **Number of WCU graduates increased** - Following a 3% increase in 2014 Spring graduates, WCU is anticipating an additional 4% increase in graduates for the Spring of 2015.

- **New scholarships** - Forty-two new scholarships were established this year. A total of 114 new scholarships have been established since Chancellor Belcher established scholarship development as an institutional priority.

- **Biltmore Park strategic plan completed** - The Biltmore Park Strategic Planning Committee, led by Doug Keskula, Dean of the College of Health and Human Services, and Carol Burton, Associate Provost for Undergraduate Studies, completed the Biltmore Park Strategic Plan. Information on the Biltmore Park Strategic Plan can be viewed at http://www.wcu.edu/academics/edoutreach/programs-at-biltmore-park/BiltmoreParkStrategicPlanning/

- **High quality academic leaders hired** - Several outstanding individuals joined WCU this year, including Jeff Ray, as Dean of the Kimmel School of Construction Management and Technology, George Brown, as Dean of the College of Fine and Performing Arts, Kevan Frazier, as Executive Director of Programs at Biltmore Park, and Ling LeBeau, Director of International Programs and Services.

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (% complete)**	**Summary of Results to Date:**
GOAL 1.1: Deliver high-quality academic programs (undergraduate, graduate, and professional) designed to promote regional economic and community development.				
Initiative 1.1.1 Undertake a rigorous and inclusive process to prioritize all undergraduate and graduate programs based on universally applied criteria, including quality, regional need, demand, enrollment trends, retention and graduation rates, and alignment with the University mission and the following integrated curricular focus areas: creative arts, education, environment, health, innovation and technology, and recreation and tourism.	Provost	Department Heads	60	**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. **2013-14**: Second phase has been successfully completed. Faculty have worked with students individually to create a 'teach out' plan to ensure student completion of discontinued programs. Once all students have met requirements for the program, General Administration has been informed and programs removed from inventory. All programs that required action plans have completed them and are implementing changes. Bi-annual assessment on action plans is in place. Budgetary investment in priority programs occurred this year. **2014-15**: All programs that developed teach out plans have completed or almost completed teach out. The Program prioritization process has been superseded by the Program Review process and the timeline for each review is on the Program review website. David Onder and Carol Burton have developed a highly successful review plan and process for each program to use. This year 11 programs were reviewed using this process. All but one were high quality reports. Recommendations have been reviewed by the departments and dean and will be incorporated into the program strategic plan and movements on the recommendations will be reported in annual departmental reports. General Administration has been informed of those programs that are completed. Budgetary investment in several programs has been achieved this year.

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (% complete)**	**Summary of Results to Date:**
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 NC.	Chancellor	Provost, Vice Chancellors, Deans	75	**2012-13**: College-level strategic plans for Education & Allied Professions, Fine & Performing Arts, and Honors are complete. **2013-14**: College-level strategic plans for all academic areas have been completed. Admissions and Orientation have both incorporated talking points/communication themes that highlight WCU's role as a regional leader in the arts, education, health care, and tourism. Health Services partners with regional entities to enhance EMS service provision. Hired a marketing director to promote WCU. Hired a fulltime dean of Education. Dean bringing together community members in a P16 initiative. Study of our environment and environmental policy undertaking with result due for distribution in Fall 2014. Development of a public/private collaboration within the HSS building to promote health care in the region: final stages of negotiation. Development of a professional sciences concentration in Chemistry as a model for interdisciplinary connections in Science, Business and Economics. First annual Tourism conference 'Tourism Works for North Carolina' April 11, 2014 attracted County Tourism and economic developers, chamber of commerce officials, private sector hospitality and tourism owners and county elected and appointed officials. Kicked off a strategic planning process for the Biltmore Park instructional site in fall 2013. **2014-15**: November 12 '14 the inaugural WNC LEAD conference was held with significant success. Leaders (200+) from across the region joined faculty and staff in the Ramsey Center to discuss topics around Education, Creative Arts, HealthCare, Innovation and Technology, Natural Products and Tourism. The regional outlook report was distributed as well as a preconference workshop on 'Working together to expand our Broadband' and panel discussions and a lunch presentation by two time WCU Alum, Clifton Lambreth. The outcomes of the first WNC conference is the development of two conferences in the '15 spring on 'LEAD Tourism' and ' LEAD Innovation', both sold out events. The P-16 Education Summit is planned for Fall '15. Deans: hired Jeff Ray, Dean of the Kimmel School; George Brown, Dean of Fine and Performing Arts; Kevan Frazier, Executive Director of WCU at Biltmore Park and Ling LeBeau, Director of International Programs and Services. Hired 65 faculty this year in a wide array of departments. Continued to deepen and strengthen the curriculum. Moved the curricular process to 'Curriculog' and online workflow process. Completed the Biltmore Park strategic plan and began implementation strategies such as development of an internal and external advisory board. Draft integrated marketing and communications plan completed in April 2015.

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (% complete)**	**Summary of Results to Date:**
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	30	**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. **2013-14**: The Master of Science in Technology is now offered there. A new cohort of students from local industries has been enrolled in the program and we are receiving good feedback from both the students and their respective employers. Two courses for the Bachelor of Science in Engineering program will be offered in Fall semester 2014. The academic support laboratories are currently being renovated with a July 1st completion date. Implemented a strategic planning process to develop direction, goals, and metrics on Biltmore Park Instructional Site in Fall 2013. Eight forums and small group meetings were held and stakeholders were surveyed in Spring 2014 to gather information for the plan. Plan will be completed in early fall 2014. **2014-15**: All renovations are complete. The Biltmore Park (BP) Strategic Plan was completed this year and handed over to the new Executive Driector of BP, Dr. Kevan Frazier. Growth of the Engineering program and further development of space on the first floor of BP facility is complete. All programs continue to attract excellent students. Professional certificates are being considered to promote more regional educational opportunities to meet the needs of the businesses and industries in the area.
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	30	**2012-13**: Provost Angi Brenton initiated a needs assessment survey for the Asheville/Hendersonville area in Fall 2012. Results are pending. **2013-14**: The College of Fine and Performing Arts has built additional ties to the Green Energy Park in Dillsboro. Classes and experiences in the hot arts are offered on a regular basis. **2014-15**: Biltmore Park Instructional site provides access to a wide variety of courses and programs including the MBA, Nursing, Engineering and Counciling. The recent development of Catalytics allows for space and needs assessment and space utlization analysis.

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (% complete)**	**Summary of Results to Date:**
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	30	<u>2012-13</u>: 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. <u>2013-14</u>: A search for a Director of International Programs and Services (IPS) is underway. The Biltmore Park instructional site will report directly to the Office of the Provost; a search for the executive director is beginning in Summer, 2014. An Associate Provost of Academic Affairs has been hired, starting July 15, 2014. The search to replace the dean of the Kimmel School and Engineering and Technology is underway. Student Affairs continues to work to align its units and services with the academic mission, with emphasis on revising the business models for auxiliary units. <u>2014-15</u>: Office of Creative Services and the Print Shop have been reorganized/consolidated as Marketing Services headed by Director of Marketing. Office of Communications and Public Relations have been reorganized into two offices, News Services and Photography/Video Services. Legal Services has consolidated responsibility for Title IX coordination under the auspices of the Associate General Counsel and additional compliance activities under the new position of Chief Compliance Officer. The Office of Development consolidated internal management responsibilities under the Assistant Vice Chancellor for Development.
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	30	<u>2012-13</u>: Specific recommendations will come from completed college plans. <u>2013-14</u>: The College of Health and Human Sciences (CHHS) faculty have determined the inter-professional focus on the College will be on prevention and wellness. A masters level professional Science concentration in Chemistry (integrating Business) has been developed by faculty, an approved by the Graduate College Curriculum committee, for implementation in the Fall 2014. <u>2014-15</u>: Deans of HHS, Arts and Sciences and the Kimmel School are working together to develop integrated, cross-disciplinary areas of study. Similarly, the Deans of Fine and Performing Arts and Kimmel School are developing a curricular focus within an existing program of study. The Deans of Business and Fine and Performing arts are developing a certificate in Arts Administration to meet the needs of the Arts community in the area.
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	80	<u>2012-13</u>: In Spring 2013, WCU graduated 1,337 (1,445 degrees), a 111 (9%) increase over the prior year. Total graduate count for 2012-13 is 2,243 (2,381 degrees). <u>2013-14</u>: In Spring 2014, WCU graduated 1,373 (1,483 degrees), a 36 (3%) increase over the prior year. Total graduate count for 2013-14 is 2,348 (2,510 degrees). <u>2014-15</u>: In Spring 2015, WCU's estimated graduate count is 1,430 (1,550 degrees), an estimated 57 (4%) increase over the previous year.

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region

Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
GOAL 1.2: Fully integrate into the general education program and into each major and minor at both undergraduate and graduate levels an emphasis on those core abilities expected of all WCU students: to integrate information from a variety of contexts; to solve complex problems; to communicate effectively and responsibly; to practice civic engagement; and to clarify and act on purpose and values.				
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	80	**2012-13**: Hiring managers have begun to incorporate references to 2020 Vision 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. **2013-14**: Key hires in 2013-14 included the Provost/VC for Academic Affairs, the Assistant Vice Chancellor for Institutional Planning and Effectiveness, the Director of Marketing, the Director of External Affairs, Dean of the College of Education and Allied Professions, and the Executive Director of Millennial Initiatives. Several faculty positions have also been filled with outstanding professionals. **2014-15**: All position advertisements incorporate the 2020 VIsion as well as diversity statements. Sixty five faculty were hired in a variety of disciplines, the Deans of Kimmel School and the Fine and Performing Arts, the VC for Administration and Finance, and several staff were hired across the campus. Student Affairs units continue to emphasize the 20/20 plan in recruitment/hiring of new staff. A new Associate Vice Chancellor for Student Affairs/Dean of Students was successfully hired this year.
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	80 Ongoing	**2012-13**: A review of advising and student support services is pending arrival of new Assistant Vice Chancellor for Student Success. **2013-14**: The College of Business restructured advising support and administrative support services into a new one stop support services space. This is more accessible to students and focuses faculty advising more on the mentoring of students rather than scheduling. A proposed restructuring of departments will be undertaken in 2014-15. The first engineering course, ENGR 199, is required of all majors in the Department of Engineering and Technology and serves as the first step in providing guidance and faculty mentorship within the programs. The Department of Construction Management is in the process of establishing a common course to address this initiative as well. Other initiatives to increase student support are being discussed by the faculty. Living Learning Communities have expanded on campus to promote faculty and staff mentoring of students around common themes of interest. **2014-15**: A considerable focus on mentoring resulted this year in the office of Student Success under the leadership of Dr. Lowell Davis. A new director of advising was hired. Advising effectiveness and efficiency is being reveiwed. Departments and Colleges have developed student support processes.

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region

Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
Initiative 1.2.3 Incorporate writing and research into all levels of the curricula.	Provost	Deans/Department Heads	80 Ongoing	<u>2012-13</u>: Pending implementation of college level strategic plans. <u>2013-14</u>: In the Kimmel School, Introductory freshman courses in both departments have incorporated a focused writing and research assignment requiring engagement with the WaLC for students showing need. Writing and research are common educational learning objectives in the Project Based Learning core (5 courses) that spans each level of the curricula. All Engineering and Engineering Technology students are required to complete these courses. The Provost established a committee of faculty to develop increased support for faculty to incorporate writing across and within the disciplines. <u>2014-15</u>: Two faculty members have brought forward (with the support of faculty senate) a proposal to provide exemplars of writing in all disciplines. The Anthology will be available for all students in ENG 101 and 102 and be useful to students in the Liberal Studies curriculum.
Initiative 1.2.4 Ensure that all academic programs incorporate the core abilities detailed in Goal 1.2.	Provost	Associate Provost for Undergraduate Studies	75 2012-13	<u>2012-13</u>: 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 2020 Vision. <u>2013-14</u>: Completed. <u>2014-15</u>: Upon further review, it has been determined only undergraduate degree programs submitted and implemented comprehensive plans incorporating the five institutional learning outcomes as described in Goal 1.2 in response to the 2007 WCU Quality Enhancement Plan. This expectation was not extended to graduate degree programs or to stand-alone minors. Also, in aligning with the expectations of SACS-COC accreditation standards, all stand-alone certificate programs should also incorporate these learning outcomes. A plan will be set forth during the summer of 2015 to address these deficiencies in the upcoming 2015-2016 academic year.
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	80 Ongoing	<u>2012-13</u>: Review of annual faculty evaluation and tenure/promotion/rank processes is ongoing. <u>2013-14</u>: The CFPA Executive Council reviewed and discussed appropriate statements for AFE Director's Annual Comments for faculty to benchmark quality of work factors. There has been significant work done to clarify faculty handbook language to promote and support faculty success. Changes were approved by faculty Senate. <u>2014-15</u>: Continued to clarify faculty handbook language for clarity and support of faculty success. Department Heads provided workshops on formative assessment to support all faculty and staff professional development.
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	10	<u>2012-13</u>: Under review. <u>2013-14</u>: Under review. <u>2014-15</u>: Under review.

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region

Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
Initiative 1.3.2 Incorporate expectations for experiential and applied learning opportunities, including undergraduate research opportunities, in the curricular review process.	Provost	Associate Provosts	80	**2012-13**: Under review. **2013-14**: Expectations for experiential and applied learning are being incorporated into the curricular review process. **2014-15**: Continue to improve the process and implementation of applied learning pedagogies and assessment in the curricular review process.
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	80	**2012-13**: Hiring of Assistant Vice Chancellor for International and Extended programs is underway. 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. **2013-14**: After a failed search to secure a Director of International Programs and Services (IPS), the Provost appointed the Assistant VC for student success as interim Director. Restructuring of the department was initiated, an international student advisor hired and outreach expanded. A search for the Director IPS is currently underway. The Honors College seeks to expand external funding to augment the Study Abroad Grant Fund established by the College external advisory board; $10,000 per year fund assistance from a new board member secured in October 2013, with first installment in January. **2014-15**: Director of International programs and services hired. Some restructuring of the IPS office has resulted in more defined position duties and allowed a more focused approach in IEP. Visa preparation and legal issues have been move to General Administration to ensure compliance with regulations and the success of international faculty coming to WCU. Processes and procedures have been put in place to facilitate better the faculty led international travel and study abroad outreach.

GOAL 1.4: Eliminate barriers to student access through coordinated endeavors with Birth-12 (B-12) and community college partners.

Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
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	70	**2012-13**: Under review. **2013-14**: The P-16 initiative is underway under the leadership of newly hired permanent Dean, Dale Carpenter. A working committee is being formed. **2014-15**: The P-16 initiative has been formed and have plans for a conference in fall 2015. Leaders from the region have come together to generate collaborations across the institutions, such as advising, program planning, 8 semester plans for transfer students, etc. With the hire of a new marketing director, increased marketing and recruiting/advising is occuring to support student success. The Undergraduate Admissions Office continued collaborative relationships with regional community colleges and worked with Jackson County, Macon County and Swain County K-12 school districts on New Century Scholars programs. The Financial Aid Office worked with local high schools (SMHS, FHS) to facilitate FAFSA Day programs to assist graduating seniors with federal financial aid applications.

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (% complete)**	**Summary of Results to Date:**
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	80	**2012-13**: Review of current articulation agreements is underway. Accounting, Business Administration & Law, and Criminal have been completed. **2013-14**: The Provost and Assistant VC for Student Success have met with senior leadership at key community colleges to establish curricular alignment, advising collaboration, marketing and recruitment of students into key areas of need in the region (health related areas, engineering, etc), orientation and admissions strategies. The College of Business developed "Uber" articulation agreement with Isothermal CC, and Rowan Cabbarus CC. In an effort to build support for the Biltmore Park Engineering program and continued support of our on-campus programs, the Kimmel School has been working closely with regional K-12 and Community College constituents. Faculty leaders currently serve on the Buncombe County STEM High School Steering Committee and have been involved with the development of the new school, a potential source for future students. Additionally, faculty have frequently visited the regional community colleges to discuss articulation agreements and improve transferability. The Kimmel School has representation on the state-wide Engineering Pathways initiative, which involves representation from all academic public institutions and seeks to establish a common set of courses for direct transfer to any engineering program in North Carolina. Other efforts of the Engineering Pathways team have involved developing an Associate of Engineering degree at the community colleges which may allow for a robust 2+2 transfer to 4 year public institutions. Efforts to improve the academic standards have been centered on collaborating with three community colleges to establish ABET accreditation processes for their programs. **2014-15**: All MOUs will go through an approved process and reviewed on a regular basis.

	Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
	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	75	**2012-13**: Formal programming under review. **2013-14**: Undergraduate Admission and Financial Aid have 10 departmental initiatives that emphasize greater communications about the importance of a college education and the pathways to WCU. From focusing communications on ways to make college more affordable, to focusing admission counselor travel based on high school yield data, a number of efforts have been revised to support this Initiative. The following performing ensembles toured to various schools in NC and the region including Washington DC: Marching Band, Concert Choir, Wind Ensemble, Catamount Chamber Singers, Electric Soul, Percussion Ensemble, Gamelan, Smoky Mountain Brass Quintet. Establishing regular attendance of WCU advisors from WCU at community college open houses, orientations and admissions events to promote a seamless transfer process from 2 to 4 year programs within the state. **2014-15**: WCU advisors have been placed at open house and orientation. Curriculum has been aligned with community college curriculum to ensure seemles pathways for transfer students. Marketing of appropriate programs at community colleges has been established to ensure community college students are aware of program offerings. Undergraduate Admission and Intercultural Affairs collaborated to sponsor the WCU Inspirational Choir's spring break trip to NC high schools. Undergraduate Admission also collaborated on a pilot program reaching out to Hispanic students in Wake County.
	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	80	**2012-13**: Formal programming under review. **2013-14**: With 11 departmental initiatives, Admission, Financial Aid and Scholarships have worked to improve communications about the value of higher education and resources for paying for college. One significant accomplishment was the launch of the Scholarships website this year (scholarcat.wcu.edu) with enhancements coming next year. **2014-15**: Continuing expanded efforts to coordinate communication and recruitment efforts. The Financial Aid Office sponsored FAFSA events in local high schools and debuted new presentations at Open House events detailing for families how to pay for college.The Scholarships Office continued implementation of the ScholarCat system and debuted new brochures for students and prospective students.

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region				
Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
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	35	<u>2012-13</u>: 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. <u>2013-14</u>: The Camps and Conferences Task Force sought feedback, examined procedures, and made initial recommendations. <u>2014-15</u>: The Camps and Conferences Task Force was disbanded and its work and relationships were used to start a new Camps and Conferences Task Force moderated by Provost Alison Morrison-Shetlar. The task force is currently re-drafting Policy 110-Events Policy. The Division of Student Affairs has also created a new Office of Events to support activities.
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	70	<u>2012-13</u>: 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. <u>2013-14</u>: The provost has convened a group of Associate Deans, the registrar, Assistant VC for Student Success and key campus leaders to develop a strategy to develop a robust academic summer school residential program to add to existing programs. Increased and strategic marketing to the internal and external community will be established and released in mid Fall 2014. <u>2014-15</u>: The committee on summer school met and developed criteria and processes for summer school development. Focus is on supporting students success toward graduation, retention and increased time to graduation. The policy was reviewed by campus leadership, Faculty Senate and is being implemented in summer 2015. New Student Orientation adapted schedules to support summer school. Financial aid revised award timing to support more summer financial aid awards.

	Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
	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	70	**2012-13**: 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. **2013-14**: Additional actions under review. **2014-15**: The Camps and Conferences Task Force was disbanded and its work and relationships used to start a new Camps and Conferences Task Force moderated by Provost Alison Morrison-Shetlar. The task force is currently re-drafting Policy 110-Events Policy. The Director of Conference Services position was revised and a successful search was completed for a new director. Campus Services staff completed a comprehensive review of summer charges and related pricing.
	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	60	**2012-13**: 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. **2013-14**: The new Director of Marketing was hired, and began working on university marketing analysis in Spring 2014. **2014-15**: Launched targeted campaigns to increase summer school enrollment and to drive up registrants to summer arts programming for high school students. Also provided marketing support to new LEAD conferences. An overhaul of WCU at Biltmore Park's visual branding was implemented in 2014-15 to align WCUBP more consistently with WCU's overall visual brand. A competitive analysis of area event and conference venues was also conducted and is currently being reviewed. WCUBP welcomed some 200 community businesses and organizations who used the Biltmore Park facilities in 2014-15.

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region

14

	Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
	STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region				
	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 and Transitions	75	**2012-13**: 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. **2013-14**: The Enrollment Planning Committee revised several admission related policies and procedures but also worked in support of initiatives to enhance enrollment modeling and analysis. Admissions, Financial Aid and Scholarships have departmental initiatives in support of this Initiative. Partnerships with Admission vendors were successful in recruiting a record number of completed freshmen applications. Financial Aid successfully served as a trial institution for the UNC System's shared services model for financial information verification. **2014-15**: The Enrollment Planning Committee established a subcommittee on enrollment modeling. Academic Affairs and IT established Catalytics to create business intelligence systems in support of academic enrollment decision-making. Undergraduate Admission facilitated an annual review of the recruitment partnership with Royall & Co. in May 2014.
	Initiative 1.6.2 Conduct ongoing program assessment and prioritization and allocate resources to positively affect enrollment.	Provost	Deans	60	**2012-13**: The Deans and the Associate Provost continue to review and refine goals for summer school. **2013-14**: The first phase of program prioritization was completed in July 2013. The Program Prioritization Task Force has developed a set of recommendations and suggestions regarding ongoing program evaluation and prioritization. All programs that were asked to develop action plans have completed them, received feedback and, in many cases, already implemented changes which are being assessed. The Film and Television Program completed an action plan to help in recruiting and program retention. The College has supported funding for equipment through general University Funding initiatives. In the Kimmel School, an Internal reallocation of resources was conducted to support growth in several programs. In Arts and Sciences, the Modern Foreign Language program have already implemented several actions to increase the number of students taking a second language. The additional of a Spanish newsletter celebrating the successes of students in the program has increased interest in the language significantly. **2014-15**: A working group was established and began meeting monthly in November 2014 to determine actions to be taken for the Summer 2015 term. The committee on summer school met and developed criteria and processes for summer school development. Focus is on supporting students success toward graduation, retention and increased time to graduation. The policy was reviewed by campus leadership, Faculty Senate and is being implemented in summer 2015.

	Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
	Initiative 1.6.3 Expand efforts to recruit students in programs associated with the curricular focus areas.	Provost; Vice Chancellor for Student Affairs	Deans; Director of Student Recruitment and Transitions	33	**2012-13**: No actions were taken. **2013-14**: Admissions has several departmental initiatives that support this priority. Admission staff continue working with academic units to revised and edit recruitment materials to support the focus areas. The provost has requested that 1. Academic websites be updated; 2. Accomplishment sheets for each program or department be established as part of the annual report; and 3. Each unit collect data on jobs or graduate school placement of our graduating students as evidence of the quality of the programs offered. **2014-15**: The Camps and Conferences Task Force began meeting monthly in November 2014. The Office of the Provost brought a new group of task force members together to review and finalize policy 110 completed spring semester 2015. The policy has been tranferred to the Space Utilization Committee to develop procedures for effective and efficient space utilization.
	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	75	**2012-13**: A new Marketing Director position was approved. **2013-14**: Final report from the feasibility study consulting firm Bentz Whaley Flessner is due to be received on June 5, 2014 to recommend scope, scale, and timeframe of upcoming campaign. During 2013-2014, the Development Office created a fundraising brochure focused on endowed scholarships, and through mid-May the Development Officers have engaged in more than 70 new conversations with prospective donors to solicit endowed scholarship funds. **2014-15**: The Director of the Scholarships Office completed a review and cataloging of donor agreements, loading relevant information into ScholarCat. The newly revised university Scholarships Policy was published and the first meeting of the Scholarship Resource Allocation Committee was conducted. Development officers continue to present endowed scholarships as the top institutional fundraising priority in every conversation with donors and prospects. Since the Chancellor's articulation of this priority at his installation, 114 new scholarships have been established, with 42 created this fiscal year through March 31. Also, the securing of endowed scholarships emerged as the top priority in WCU's fundraising campaign feasibility study conducted in Spring 2014.

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region				
Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
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	75	**2012-13**: 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. **2013-14**: The College of Fine and Performing Arts expanded its support for the Friends of the Arts with additional time and resources dedicated to events and membership drives. It was successful as the annual giving increased over 55% with an excess of $250,000 raised in 2013-2014. The Dean's office provided $10,000 in retention needs for the three Schools for emergency financial problems. It increased the number of four-year scholarships for entering students sponsored by the Friends by 100%. The Provost, in collaboration two other institutions, has submitted a grant to NSF to support a living learning community for STEM students interested in undergraduate research (UR) in their first two years at WCU. If funded this grant will include UR experiences for transfer students. The Honors College received additional funding for scholarships and implemented a more aggressive scholarship reallocation plan to maximize those dollars; as of late May, the Honors deposited first-year class was up 17% over 2013. The Kimmel School has submitted an NSF proposal for $600,000 to fund 26 engineering scholarships over a four year period. If awarded, these scholarships will be used to support a strong interdisciplinary, vertically integrated, undergraduate research initiative in the engineering and engineering technology programs. The Film Television Production, Interior Design, and Theatre programs had 100% retention from fall 2013 to spring 2014. A Friends of the Arts Endowment was started in the fall of 2013 which will be over $50,000 in the fall of 2014. **2014-15**: There has been a concentrated effort to reach out and develop contacts for additional scholarships across the university. Provost Council including the college deans have received training in advancement and have been successfulin bringing in new scholarships to WCU. Through the scholarships comittee and the work of Brenda Holcomb there has been increased visability of current scholarships through a web interface available to all students. Student Affairs departments continued to support graduate students with graduate employment opportunities and internships. Student Affairs funds the Graduate Student Association. Student Affairs actively collaborated with the CEAP on the College Student Personnel masters program, including providing funding, recruitment assistance, advisory committee support, and adjunct faculty.

	Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
	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 and Transitions	50	**2012-13**: Increasing student diversity is a key consideration of the newly formed Enrollment Planning Committee. **2013-14**: In total, Orientation, Admission, Counseling and Intercultural Affairs have 23 departmental initiatives in support of this priority. Highlights include efforts to develop Latino and Cherokee recruitment materials, marketing the Great Grades Guarantee, and supporting focused Admission recruitment (Georgia, specific NC communities). **2014-15**: In the 2013-14 budget process funds were identified to hire a Chief Diversity Officer who will report to the Office of the Provost and to the Chancellor and support the education of the campus and external community in increasing diversity on campus and to enhance the educational experience for campus. In addition to efforts already underway, Undergraduate Admission and Intercultural Affairs collaborate on outreach efforts involving a spring break tour by the WCU Inspirational Choir, and a Hispanic student outreach pilot program in Wake County. Undergraduate Admission and Student Affairs staff facilitated presentations regarding demographic shifts in the NC high school graduate populations. In the University Center, a renovation project is creating a new location for the Department of Intercultural Affairs.
	Initiative 1.6.7: Increase WCU's freshman-to-sophomore retention rate to 80 percent by 2020.	Provost/Vice Chancellors	Deans; Directors	80	**2012-13**: 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. **2013-14**: In Fall 2013, the retention rate increased to 78.7%. **2014-15**: In Fall 2014, the retention rate was 77.9%
	Initiative 1.6.8 Increase WCU's six-year graduation rate to 60 percent by 2020.	Provost/Vice Chancellors	Deans	80	**2012-13**: Despite a downturn to 48% in 2012, the overall graduation rate was 51% in 2013 and we anticipate a steady increase beginning in 2014. **2013-14**: The official 2014 (2008 first-time full-time freshman cohort) 6-year graduation rate was 58.2%. **2014-15**: The estimated 2015 6-yr graduation rate (2009 first-time full-time freshman cohort) is 57%.

STRATEGIC DIRECTION: Fulfill the Educational Needs of the State and Region

Strategic Direction 2: Enrich the Total Student Experience

Accomplishment Highlights

▪ **WCU earns Carnegie Foundation Community Engagement Classification** - WCU was one of 240 U.S. colleges and universities to receive the Carnegie Foundation's 2015 Community Engagement Classification. In addtion, WCU was listed on the 2014 President's Higher Education Community Service Honor Roll for the 7th consecutive year, with an estimated 6,600 WCU students completing 58,350 hours of community service.

▪ **International Services and Programs enhancements** - Dr. Ling LeBeau joined WCU as Director of International Programs and Services and immediately began working to improveservices and programs. International student recruitment goals and objectives were established. The International Program Advisory Board was re-launched, international training programs for faculty and staff were initiated, and an outreach program for K-12 schools involing WCU students was restarted.

▪ **Athletics success** - Catamount football finished with its first winning season since 2005 and the 7 victories matched the most since the '01 season. Junior RB Darius Ramsey was named to the Capital One Academic All-America team. Head football coach Mark Speir was a national finalists for the 2014 Eddie Robinson Award given to honor the national Coach of the Year at the NCAA FCS level. Western Carolina's indoor Track & Field teams swept both the men's and women's Southern Conference titles for a second-straight year. Scholarship fund donations to the Catamount Club were increased by over 15% from the previous year involving over 470 new donors to WCU.

STRATEGIC DIRECTION: Enrich the Total Student Experience				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (% complete)**	**Summary of Results to Date:**
GOAL 2.1: Foster a student-centered campus culture that emphasizes academic excellence, personal growth, networking opportunities, and global and social awareness.				
Initiative 2.1.1 Ensure that the mission of every academic support and student services unit espouses academic excellence as a primary emphasis.	Provost/Vice Chancellor for Student Affairs	Deans and Directors	70	**2012-13**: All academic support and student services units are revising their missions as part of the division strategic planning processes. **2013-14**: All academic support and student services units continue to revise their missions as part of the division strategic planning processes. **2014-15**: Through continuous improvement process, reviews are done annually to ensure academic excellence is maintained. Student Affairs departments worked to review student worker positions to adopt GPA requirements where appropriate. The Department of Student Community Ethics collaborated with the Provost Office to revise the Academic Integrity Policy. The Office of Leadership and Student Involvement expanded student leadership training programs.
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	60	**2012-13**: All marketing and promotional materials will be reviewed and modified as part of the development of the comprehensive marketing plan. **2013-14**: Working with the new Director of Marketing, the Admissions team made revisions to the 2014-2015 travel recruitment materials to address expectations of high academic standards. A comprehensive review of all Admissions materials continues. **2014-15**: Working in collaboration with the Director of Marketing, all academic programs have and continue to review their marketing materials. Through a collaborative process all colleges support and market each other at Open House, Admissions and other external and internal events. All undergraduate Admissions materials have been updated. Many graduate materials have been updated. Program-specific marketing materials are in the process of being reviewed and updated, including providing new templates and content direction.

STRATEGIC DIRECTION: Enrich the Total Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
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	30	**2012-13**: 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. **2013-14**: The College of Business restructured advising support and administrative support services into a new one stop support services space. This is more accessible to students and focuses faculty advising more on the mentoring of students rather than scheduling. A proposed restructuring of departments will be undertaken in 2014-15. **2014-15**: Under the purview of Dr. Carol Burton, Associate Provost for Undergraduate Studies, an enhancement plan was forwarded to General Administration from WCU to emphasize the importance and urgency for developing a Center for Student Career and Professional development. The center will bring together all aspects of career and professional development to ensure the success of our students during their careers at Western Carolina University, past graduation, to graduate school, into the workforce and beyond. Space for that center is currently being reviewed by the Space Management Committee.

		STRATEGIC DIRECTION: Enrich the Total Student Experience			
	Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (% complete)**	**Summary of Results to Date:**
	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	85	**2012-13**: A review of advising and student support services is pending arrival of new Assistant Vice Chancellor for Student Success. **2013-14**: The Assistant Vice Chancellor for Student Success has worked to enhance and initiate several peer mentoring programs, including those associated with the First Year Experience, new learning communities, and the USI 130 University Studies (Transitions) course. Two initiatives launching in 2014 include First Generation College Student Mentors and the Transfer Ambassador Program. Staff from the ICA, Residential Living, DSCE and CAPS have initiatives in support of peer mentoring. Project CARE is a long-standing peer mentoring program for minority students. **2014-15**: Programs such as ASP and Catamount Gap have increased in numbers since inception indicating a need for these programs. The mentoring programs that were piloted with the Office of First Year Experience were launched successfully. However, we will not continue to offer mentors for USI courses. We will continue to offer mentors for transfer students, first-generation students and other special populations. Staff from the ICA, Residential Living, the Career Center and DSCE have initiatives in support of peer mentoring. Project CARE is a long-standing peer mentoring program for minority students.
	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	30	**2012-13**: 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. **2013-14**: The Offices of Undergraduate Studies and Student Success, in collaboration with Student Affairs, provides leadership in creating opportunities for experiential and leadership opportunities in service learning, cooperative education etc. The number of student involvement hours continues to increase as programs incorporate these experiences into their curriculum. This spring, WCU re-applied for Carnegie Classification as an Engaged university. Application showing the extent of engagement on campus is available. The Honors College hired a new associate dean and Honors advisor in May; these hires will allow the College to improve and implement assessment of Honors student undergraduate research, service, and study abroad activities. The Kimmel School Project Based Learning core provide both leadership and experiential experiences for our students. Kimmel students develop a portfolio on LinkedIn to be used for documenting their learning experiences, lifelong learning milestones, and professional development in the programs. Additionally, LinkedIn provides use the means to keep track of graduates and their professional achievements. **2014-15**: This initative continues to be a high priority as we increase the numbers of integrated experiences into our curriculum. WCU successfully achieved Carnegie Engagement classification. Program assessment on an annual basis documents the impact of experiential learning within and across the curriculum.

STRATEGIC DIRECTION: Enrich the Total Student Experience				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (% complete)**	**Summary of Results to Date:**
Initiative 2.1.6 Expand international experiences for all Western Carolina University students through such strategies as increasing study abroad opportunities, developing exchange programs with international universities, recruiting a sizable international student population to WCU, and enhancing global awareness components of existing curricula. (See Initiative 1.3.3)	Provost	Associate Provost	50	**2012-13**: 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. **2013-14**: The College of Business obtained accreditation through AASBI - Asian Association of Business Schools International. Other initiatives include: • Joining the Institute of International Education (IIE)'s Generation Study Abroad initiative to double the number of American students who study abroad by the end of the decade. • Piloting a new program called "WCU Away" which provides students with scholarships to Work Away, Study Away and Serve Away. • Hosting a partnership luncheon (summer 2014) with Hannam University in Korea with whom we have exchange agreements. • Planning to double enrollment in the Intensive English Program (IEP), which holds a summer program for many incoming international students every year to transition them into WCU. **2014-15**: With the hiring and arrival Dr. Ling LeBeau as Director of International Programs and Services, study abroad and international student recruitment goals and objectives have been developed. Dr. Ling has overseen the establishment of policies and procedures of international partnership, J-1 visiting faculty, B-1 visitor, and Delegation visit., the re-launch of the International Program Advisory Council with new infrastructure and updated commitments, and delivered inaugural international training programs for faculty and staff.
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	75	**2012-13**: Pending completion of strategic plan for Division of Student Affairs. **2013-14**: DSCE works installed copies of the Community Creed in all academic classrooms this year. The University Center utilizes the Creed to frame student staff training. Admission uses the Community Creed as a key element in the WCU on Tour and Open House events. Orientation Sessions prominently feature the Creed for new students. Residential Living has prominent displays of the Creed in lobbies and common areas. **2014-15**: In conjunction withf the WCU 125 Celebration, the Community Creed was updated by the Department of Student Community Ethics and the Student Government Association passed a resolution renewing support of the student body for the Community Creed. Posters and promotional materials are being updated accordingly.

STRATEGIC DIRECTION: Enrich the Total Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
Initiative 2.2.2 As appropriate, include students as full, voting members on campus decision-making committees.	Chancellor	Members of Executive Council	80	**2012-13**: 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. **2013-14**: Several Student Affairs departments have initiatives calling for creation of advisory committees and panels. **2014-15**: Academic Affairs includes undergraduate and graduate students in major searches and other decision making committees. Student Affairs departments continue to include students on search committees and programming boards. The university's Tuition and Fee Committee is co-chaired by the President of the Student Government Association and students comprise half of the membership. The Biltmore Park Strategic Planning committee included students.
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	80	**2012-13**: Specific recommendations will come from completed college/division plans. **2013-14**: Residential Living has a departmental initiative supporting LLC expansion with Academic Affairs. New summer LLC offerings were launched this spring for summer 2014. **2014-15**: The Department of Residential Living successfully collaborated with the Student Success Division in support of new summer living-learning communities. Plans for additional initiatives are underway. Grants have been submitted to the National Science Foundation to seek support for the develoment of a STEM living learning community.
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	75	**2012-13**: All academic programs have an approved Quality Enhancement Plan (QEP) that incorporates experiential learning activities. **2013-14**: Use of the eBriefcase, an ePortfolio system implemented as part of the QEP, allows students to document their activities. The student-led Honors College Board of Directors partnered with United Ministries of Jackson County (social "safety net" organization) in 2013-14; to date, the students have raised $3,000 in food and dollar donations for the organization and they have completed 200 hours of labor. **2014-15**: WCU has documented a significant increase in student led research projects around civic engagement. A number of new initiatives are to be implemented this year, for example, with Samaritan's Feet. Student Affairs departments continued collaborations with Service Learning and LEAD programs also facilitated civic outreach programs and service projects. Intercultural Affairs facilitated social justice projects.

STRATEGIC DIRECTION: Enrich the Total Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
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	90	**2012-13**: 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. **2013-14**: The Vice Chancellor for Student Affairs collaborates with Service Learning on student-led voter education and registration projects. **2014-15**: Student Affairs transitioned leadership of student-led voter registration and voting initiatives to Service Learning.
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	80	**2012-13**: 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. **2013-14**: In coordination with Student Affairs and Residential Living, The Honors College held a successful "semester of free expression" in Balsam Hall in spring 2014; students were allowed to post any art or statement on the walls without rules or censorship. **2014-15**: Faculty and staff have developed pedagogical practices and curriculum that help students understand the perspectives of others. Continued work occurs in the area of cultural competencies in a diverse community. Student Affairs departments supported programming and events that prompted discussion and debate. From controversial comedians and concerts to sponsorship of town hall meetings on policing and police tactics, student affairs facilitated programs and open forums.

STRATEGIC DIRECTION: Enrich the Total Student Experience				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (% complete)**	**Summary of Results to Date:**
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	60	**2012-13**: Catamount sports 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. **2013-14**: Catamount sports highlights include: Baseball taking the 2014 SoCon regular season championship, men's and women's Track & Field winning the 2014 SoCon Indoor Track & Field Championship; men's Basketball making it to the SoCon 2014 Finals, men's golfer J.T. Poston winning the SoCon individual championship and Football winning its first SoCon game under Coach Mark Speir. Financial support for teams improved by adding 10% to the total operating budgets for teams and 6% to the total scholarship budget. Alumni and community outreach has been a departmental focus. The Catamount Club has started a local chapter system and has worked closely with the alumni association to promote participation in these chapters and sponsored local events. The Catamount Holiday Socials and Spring Catamount Unite Tour events have been enthusiastically received by alumni and friends of the University. **2014-15**: Catamount football finished with its first winning season since 2005 and the 7 victories matched the most since the '01 season. Junior RB Darius Ramsey was named to the Capital One Academic All-America team. Head football coach Mark Speir was a national finalists for the 2014 Eddie Robinson Award given to honor the national Coach of the Year at the NCAA FCS level. Western Carolina's indoor Track & Field teams swept both the men's and women's Southern Conference titles for a second-straight year. Men's Golfer J.T. Poston was again listed on the Palmer Cup Rankings for a second-straight year. WCU had 28 student-athletes on the 2014 Fall Academic All-Southern Conference team – and 26 on the 2014-15 Winter Academic All-Southern Conference team, WCU's most since the league began compiling the lists back in 2002-03.Athletics has continued its progress in strengthening the relationship with the WCU alumni and fan base through a series of winter and spring events in the major alumni markets. Through these relationships, scholarship fund donations to the Catamount Club were increased by over 15% from the previous year with a special new donor focus targeted at Fraternity and Sorority alumni. The Catamount Club's 1st annual Greek Challenge helped to engage over 470 new donors to WCU.

STRATEGIC DIRECTION: Enrich the Total Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress (% complete)	Summary of Results to Date:
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	90	**2012-13**: 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 Freshman Class Run at the first home football game (with the Chancellor). **2013-14**: Student Affairs supports a number of programs that are evolving into traditions including the Spring Block Parties for residence halls; student participation in Tailgating; the Homecoming Parade by Residential Living, etc. **2014-15**: Participation in events such as the International Festival, Study Away, and Study Abroad help strengthen students connections to the university and our global society. Student Affairs departments continue to provide support for existing traditions. From Week of Welcome events like the Freshman Class Photo to the "WCU Bucket List" and the Valley of the Lillies road race, an array of collaborations are successfully supported.
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	30	**2012-13**: 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. **2013-14**: 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. Intercultural Affairs continues efforts to support Cherokee-focused programs and events. Admission is working to develop Cherokee language recruiting materials. **2014-15**: This year we have strengthened and deepened the relationship between the EBCI and WCU through history, art, exhibitions, readings, and celebrations of traditions. After the passing of Seqouyah Distinguished professor, Dr. Robert Conley, a search is underway for the Seqouyoa Distinguished professor position. This position will build on an exisiting strong relationship and be a conduit between the EBCI and WCU. Intercultural Affairs continues to support Native American Expo Week in collaboration with the Cherokee Studies program.

STRATEGIC DIRECTION: Enrich the Total Student Experience				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (% complete)**	**Summary of Results to Date:**
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	60	**2012-13**: 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. **2013-14**: A marketing director was hired effective March 1. Directors of marketing and communications are co-chairing a work group that will develop an integrated marketing and communication plan that will support the university's continued growth and deepen its relationships with key constituencies, with a goal of having a draft plan in place by Sept. 30, 2014. In addition, director of marketing is developing a market perception research study that will be executed in the summer of 2014 and will inform the development of the integrated marketing and communications plan. The plan will guide development of the focused strategy. **2014-15**: The Integrated Marketing and Communications Plan draft has been reviewed by leadership and includes new strategies for ensuring events are well-advertised. This includes new strategies related to university website, social media and paid media. That plan will move into implementation in 15-16.
Initiative 2.3.5 Ensure that University events are consistently well-advertised to external audiences.	Chief of Staff	Directors of Marketing and Communications	50	**2012-13**: 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. **2013-14**: A marketing director was hired effective March 1. Directors of marketing and communications are co-chairing a work group that will develop an integrated marketing and communication plan that will support the university's continued growth and deepen its relationships with key constituencies, with a goal of having a draft plan in place by Sept. 30, 2014. In addition, director of marketing is developing a market perception research study that will be executed in the summer of 2014 and will inform the development of the integrated marketing and communications plan. The plan will guide development of tactics to ensure that university events are consistently promoted. **2014-15**: The Integrated Marketing and Communications Plan draft has been reviewed by leadership and includes new strategies for ensuring events are well-advertised. This includes new strategies related to university website, social media and paid media. That plan will move into implementation in 15-16.

Strategic Direction 3: Enhance Our External Partnerships

Accomplishment Highlights

- **LEAD:WNC Regional Leaders Summit** - The first annual LEAD:WNC Regional Leaders Summit was held November 12, 2014 and attracted over 250 regional leaders to the campus to discuss healthcare, education, tourism, creative arts, the environment, and technology/innovation. Two follow-up conferences, LEAD:Toursim and LEAD: Innovation, were held April 21 and 22 respectively.

- **Medical Office Building planned for Millennial Campus** - The Board of Trustees of the Endowment Fund of Western Carolina University has issued a request for qualifications for a project to develop a multitenant medical office building to be constructed near the university's Health and Human Sciences Building. The building will be the first privately developed structure to be built on WCU's 344-acre West Campus as part of the university's Millennial Initiative. Selection of the developer is expected to take place in June 2015.

- **Clinical space in Health and Human Sciences Building fully occupied** - The 5,000 square feet of the Health and Human Science building designated for partner clinic space is fully occupied. WestCare's primary care clinic began operations on September 2, 2014. The clinic is the result of a partnership between the hospital and the university in which access to care will be expanded in the community and educational opportunities will be provided to health sciences students.

STRATEGIC DIRECTION: Enhance Our External Partnerships				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
GOAL 3.1: Strengthen relationships and communication between the University and its external partners.				
Initiative 3.1.1 Senior campus leadership will model the institution's commitment to community outreach and involvement.	Chancellor	All members of Executive Council	75	**2012-13**: Senior campus leaders have committed to community outreach and involvement through service on utility boards, Rotary International, and school Community Councils. **2013-14**: The VC for Student Affairs self-ranking. Under the general goal of 3.1 (not any initiatives) 7 Student Affairs departments list 9 departmental initiatives to engage with the region: for example, collaborations with the New Century Scholars committees to partnerships on regional EMS service collaboration. **2014-15**: Chancellor serves on boards of Harris Hospital, Arboretum, Asheville Chamber of Commerce. Chief of Staff joined Board of Directors for WCQS Public Radio in Asheville. Chancellor appointed campus representation to Cullowhee Community Planning committee (Mark Lord, dept head of Geosciences), County Comprehensive Planning Committee (AVC Facilities Management), and DOT Rural Planning Organization Technical Advisory Committee (AVC Facilities Management). Vice Chancellor for Administration and Finance serves on Tuckaseigee Water and Sewer Authority.
Initiative 3.1.2 Establish an annual leadership tour of the Western North Carolina region designed to reinforce WCU's connection with its external constituents and to update University leadership consistently about regional and local priorities.	Chief of Staff	Chief of Staff; Director of Coulter Faculty Commons	100	**2012-13**: 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. **2013-14**: The first annual leadership tour took place in May 2014 as the capstone of the WCU Leadership Academy, which just completed its inaugural year with a cohort of 11 participants. Organized by the Coulter Faculty Commons and the Office of the Chief of Staff, the tour also included the addition of selected campus leaders with an emphasis on newly hired faculty, staff, and administrators as a means of introducing them to the region. **2014-15**: The second annual leadership tour is set for May 11-15, 2015.

STRATEGIC DIRECTION: Enhance Our External Partnerships				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	30	**2012-13**: 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. **2013-14**: The University filled the position of Executive Director, Millennial Initiatives (Tony Johnson). The Executive Director is chairing the design of the regional conference with the conference steering committee and with feedback from the advisory committee. The conference is scheduled for November 12, 2014. **2014-15**: During 2014-15, the Executive Director focused on 1) locating a privately developed medical office building on the West Campus, 2), collaborating with both campus and external partners involved in regional economic development, and 3) coordinating the first annual LEAD:WNC conference and the LEAD:Tourism and LEAD:Innovation follow-up conferences.
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	Director of External Relations, Executive Director, Millenial Initiatives	35	**2012-13**: Under review. **2013-14**: Director of External Affairs hired effective Dec. 1. An initial meeting occurred in May 2014 of those directly involved in external engagement. The group discussed the make-up of the group for future meetings and planned to begin an inventory of existing external relationships. **2014-15**: Chief of Staff and Director of External Relations met with Provost fellow to discuss need for campus-wide inventory. Institutional council has yet to be convened.
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	30	**2012-13**: 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. **2013-14**: Director of External Affairs hired effective Dec. 1. Director of Marketing hired effective March 1. An initial meeting occurred in May 2014 of those directly involved in external engagement to begin the process of brainstorming strategies, which could include the renewal of a dormant speakers' bureau and a structured effort to use faculty, staff, and students as ambassadors through engagements with regional civic organizations. **2014-15**: Chief of Staff and Director of External Relations met with Provost fellow to discuss need for campus-wide inventory.

STRATEGIC DIRECTION: Enhance Our External Partnerships				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	30	**2012-13**: 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. **2013-14**: Tony Johnson was asked to chair the steering committee for the design of the 2014 regional conference focusing on economic development. The conference will be held on November 12. The keynote for the conference will be Dr. Michael L. Walden, William Neal Reynolds Distinguished Professor in the Department of Agricultural and Resource Economics at North Carolina State University. **2014-15**: The first annual LEAD:WNC Regional Leaders Summit was held November 12, 2014 and attracted over 250 regional leaders to the campus to discuss healthcare, education, tourism, creative arts, the environment, and technology/innovation. Two follow-up conferences, LEAD:Toursim and LEAD: Innovation, were held April 21 and 22 respectively. The second annual LEAD:WNC conference is scheduled for October 24, 2015.

STRATEGIC DIRECTION: Enhance Our External Partnerships				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	30	**2012-13**: 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. **2013-14**: On April 11, 2014 the UNC Board of Governors approved WCU leasing the Millennial Campus to the Endowment Fund for 65 years. Once the lease is executed, the Endowment Fund will have the ability to enter into subleases without further statutory, policy, or regulatory approval conditioned on terms that the Fund seek and receive approvals by the campus, the UNC President, and the UNC Board of Governors for subleases. The lease will allow WCU to move forward with public private partnerships that integrate WCU's academic mission into regional community and economic development. The first focus for the campus is a privately developed Medical Office Building that will provide opportunities for Health and Human Science faculty and students to participate in applied research and practice with onsite healthcare practitioners. A committee consisting of staff and faculty who are involved in the healthcare industry has been meeting to assemble information on healthcare needs in western NC to assist in identifying potential healthcare partners for the Millennial Campus. **2014-15**: The Board of Trustees of the Endowment Fund of WCU issued a Request for Qualifications for a "Project Involving a Medical Office Building (MOB) on the WCU Millennial Campus" in February 2015. It is expected that a MOB developer will be selected by June 5, 2015 to enter into a public-private partnership agreement to be executed by December 14, 2015. The building will be the first privately developed building on campus.

	Initiative	Accountable Executives	Accountable Staff	Progress (%)	Summary of Results to Date:
	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	30	**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. In response to critical regional needs, WCU will begin operations of its undergraduate program in engineering at Biltmore Park in Fall 2014. **2013-14**: The Master of Science in Technology is now offered at the Biltmore Park facility. A new cohort of students from local industries has been enrolled in the program and we are receiving good feedback from both the students and their respective employers. Two gateway courses for the Bachelor of Science in Engineering (BSE) program will be delivered at the Biltmore Park facility Fall semester 2014. The academic support laboratories are currently being renovated with a July 1st completion date. In Fall, 2013, a strategic planning process to develop direction, goals, and metrics on Biltmore Park Instructional Site was initiated. Eight forums and small group meetings were held and stakeholders were surveyed in Spring 2014 to gather information for the plan. Plan will be completed in early fall 2014. **2014-15**: In 2014-15, the University completed a new Strategic Plan for WCU Biltmore Park and hired a new executive director to execute its implementation. As part of the WCUBP Strategic Plan, a competitive analysis of regional graduate programs has been completed and is currently being reviewed. A program-by-program assessment is also underway of all degrees offered at the WCUBP instructional site including delivery method.
	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 Student Affairs	40	**2012-13**: 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. **2013-14**: Health Services has successful partnerships with external health organizations; particularly around EMS services, Jackson County Health Department and mental health providers. **2014-15**: The chancellor appointed campus representation to Cullowhee Planning Council. Conversations are underway for external tenants to new Mixed Use Development. RFQ is active for Medical Office Building Development on WCU's Millennial Campus.

STRATEGIC DIRECTION: Enhance Our External Partnerships

STRATEGIC DIRECTION: Enhance Our External Partnerships				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	30	**2012-13**: 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. **2013-14**: The Executive Director is working closely with University Deans on outreach efforts with a particular focus on healthcare, science, and engineering partnerships. During 2013-14 WCU hosted meetings on campus with regional and statewide economic development groups including the AdvantageWest Economic Development Advisory Council, Smoky Mountain Development Corporation, and the North Carolina Rural Economic Development Center. Having these groups on campus provides opportunities to highlight WCU programs and the Millennial Campus. The Regional Conference scheduled for November 12, 2014 will focus on economic development in the curricular areas identified by the 2020 Commission, i.e., healthcare, education, tourism, creative arts, environment, and technology and innovation. **2014-15**: The Regional Conference LEAD:WNC Regional Leaders Summit held November 12 attracted over 250 regional leaders to the campus to discuss healthcare, education, tourism, creative arts, the environment, and innovation/technology. Two follow-up conferences LEAD:Toursim and LEAD: Innovation were held April 21 and 22 respectively. The Executive Director continues to partner with regional economic developers in the MountainWest Alliance and the AdvantageWest Economic Developers Advisory Council to market the region.

STRATEGIC DIRECTION: Enhance Our External Partnerships

Initiative	Accountable Executives	Accountable Staff	Progress (%)	Summary of Results to Date:
Initiative 3.2.6 Facilitate collaborative research and development efforts between WCU and external partners.	Provost	Executive Director, Millennial Initiatives	30	**2012-13**: 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. **2013-14**: The Executive Director works closely with University Deans on outreach and external partnerships with a particular focus on healthcare, science, and engineering. The Executive Director and the Dean of the College of Health and Human Sciences have worked closely together in attracting healthcare providers to locate in clinic space available in the HHS building and collaborate with faculty and students. The intent is for providers locating in clinic space at HHS will expand and locate in privately developed buildings on the Millennial Campus. The Executive Director and the Dean of the Graduate School meet regularly with external partners related to the new Professional Science Master's (PSM) degree program in natural products and as well as other potential focus areas for the PSM. **2014-15**: Working with the Dean of the College of Health and Human Sciences, all 5,000 square feet of available clinic space in the HHS Building is filled. There are ongoing conversations with partners interested in locating in the proposed adjacent medical office building once it is completed. The Executive Director and the Dean of the Graduate School continue to meet regularly to discuss research and other grant opportunities.
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	30	**2012-13**: Formal programming not yet underway. **2013-14**: The College of Business awarded Bloomberg Teaching awards to faculty who used external engagement in class room. **2014-15**: A electronic process for nominations for internal and external awards has been established. Each College recognizes their faculty and staff for their engagment participation. The development of an Engagement Faculty Fellow position has enhanced our data collection to allow recognition based on data collected. An engagement survey was sent out in April to garner the work that faculty and staff are involved in so that we can celebrate the acheivements and impact of the work.

STRATEGIC DIRECTION: Enhance Our External Partnerships				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	40	**2012-13**: Formal review of evaluation processes not yet begun. **2013-14**: The University is preparing to upgrade the current software platform that houses all position descriptions for SPA and EPA non-faculty employees as well as the annual performance evaluation and appraisal rating. This re-implementation will allow the opportunity to review how evaluations are managed and to expand evaluation tools to include 360 degree and other venues. This will also allow an opportunity to explore options for moving faculty evaluations to the same software platform. The template evaluation tool that is used for all SPA and EPA non-faculty employees includes a specific criteria defined as professional development and allows for evaluation based on an employee's initiative to improve job performance through professional development opportunities. **2014-15**: Initial design of the new online employment suite (to include the annual performance evaluation and appraisal rating) began in December 2014. Testing of the position description and applicant tracking components of this platform began in February 2015 with an expected campus roll out set for summer 2015. Design of the performance appraisal platform began in March 2015. HR/Payroll is working collaboratively with representation from the Provost's Office, Institutional Planning and Effectiveness, and other key areas of campus to capture and develop evaluation tools that can effectively be maintained in one system/location. Many departments in Academic Affairs are revising the Department Collegial review documents to reflect educationally based external engagement activities.
Initiative 3.3.3 Promote the University's support of staff-initiated community service.	Vice Chancellor for Administration and Finance	Director of HR	40	**2012-13**: Staff receive reminder of community service leave options and reports on leave taken. **2013-14**: Staff Senate has become significantly involved in encouraging employees to utilize their hours of community service each year and now coordinate an annual day of service. **2014-15**: As was highlighted in 2013-2014, Staff Senate continues to urge employees to utilize their hours of community service leave and have successfully held and will continue to coordinate an annual day of service. To highlight the institution's commitment to community service, the University was chosen to receive the 2015 Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching. To help facilitate this process, HR/Payroll works with employees earning community service hours to ensure they are kept aware of the number of community service hours they have available for these efforts.

Strategic Direction 4: Invest in Our People

Accomplishment Highlights

- **Professional Development Workshop Series begins** - The Franklin-Covey professional development series, 7 Habits of Highly Effective People, was rolled out to university faculty and staff in the spring of 2015, as a partnership of Human Resources and the Coulter Faculty Commons. Fifty-seven employees applied for 50 available slots. Due to the strong response with the initial rollout, plans were made to offer the program in the summer of 2015 to accommodate the interest of the employee population. For more information, visit http://www.wcu.edu/about-wcu/campus-services-and-operations/human-resources-and-payroll/general-hr-resources/training-and-development/franklincovey.asp

- **Leadership Academy continues** - The second cohort of the Leadership Academy met throughout the 2014-15 acaedmic year. Twelve WCU faculty and staff participated in this 2nd year of the academy, which culminates with the annual Leadership Academiy Regional Tour in mid-May 2015. For more information on the WCU LEadership Academy, visit http://www.wcu.edu/about-wcu/leadership/office-of-the-provost/leadership-academy/

- **Seed grants enable faculty research** - The Provost made available $100,000 this year for seed grants up to $10,000, for faculty intending to pursue external funding for their research.

- **Millennial Fellow position established** - The Dean of the WCU Graduate School and the Executive Director of Millenial Initiatives worked with the Dean of the School of Health and Human Sciences and with the Provost to establish a Millennial Fellow position to facilitate research opportunities and initiatives for the Millennial campus.

STRATEGIC DIRECTION: Invest in Our People				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
GOAL 4.1: Make salary and total compensation packages an institutional priority in order to attract, reward, and retain the highest quality employees.				
Initiative 4.1.1 Advocate for the financial resources necessary to offer competitive salaries and compensation packages.	Chancellor	Hiring Managers	50	<u>2012-13</u>: 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. <u>2013-14</u>: The recommendations were unanimously endorsed by the Chancellor and his executive council. One recommendation was to make the committee a standing body which will on an annual basis review detailed salary analyses prepared by the Office of Human Resources and to make recommendations for salary adjustments dependent on availability of funding. <u>2014-15</u>: The recommendation put forth in 2013-2014 to establish a standing committee to review, analyze, and make recommendations for salary adjustments was formally implemented. In conjunction with the work of this committee, the University successfully implemented Steps 2 and 3 of a strategic 5 step plan to address salaries on campus. The implementation of these two steps increased the average market index of the workforce by nearly 2% and increased the overall average salary by nearly $3,000.
Initiative 4.1.2 Develop a regular and recurring process for employee salary review.	Vice Chancellor for Administration and Finance	Associate Vice Chancellor, Human Resources	30	<u>2012-13</u>: 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. <u>2013-14</u>: The Salary Task Force has finalized a five step salary adjustment plan designed to bring all WCU salaries to market value as funds are identified. This plan has been accepted by the Chancellor and his executive council. The task force on an annual basis will review and study the detailed analyses prepared by the Office of Human Resources and align their annual recommendations based on the progressive steps in the plan. <u>2014-15</u>: The University successfully implemented Steps 1 (April 2014) and 2 (October 2014) of the University five Step Salary plan that was finalized during 2013-2014. The implementation of these steps resulted in establishing a baseline annual salary of $25,000 and/or 75% of the designated labor market. The Salary Task Force that was created has evolved into a standing committee. The committee has met and will continue to meet on a regular basis to review and study workforce salary information provided by the Office of Human Resources and provide further recommendations regarding the Five Step Plan to campus leadership.

STRATEGIC DIRECTION: Invest in Our People				
Initiative	Accountable Executives	Accountable Staff	Progress (%	Summary of Results to Date:
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	50	**2012-13**: 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. **2013-14**: The Salary Task Force has developed a multi-step plan that represents the institution's commitment to moving salaries to market as well as address the issue of current salary compression. This plan is designed to include all employees, not just those at the lowest paid levels. This must be done to address both morale and retention issues and to provide funding for special situations such as positions or functional areas with high turnover rates. **2014-15**: The Salary Task Force initially established in March 2013 was transitioned to a standing committee. The role of the committee is to review and analyze institutional standing in regards to salaries across campus and make recommendations to leadership on the appropriate course of action. The committee will assess university salaries and report back to the Chancellor on a regular, recurring basis. Out of recommendations of the committee, the University was able to implement Step 1 (April 2014) and Step 2 (October 2014) of the University Five Step Strategic Salary plan.
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	30	**2012-13**: Formal programming not yet developed. **2013-14**: The Chancellor and Provost have initiated a competitive summer scholarship and creativity award given to faculty who propose projects that will lead to a grant submission for external funding. In the first round of awards, seven projects were funded. Additional awards will occur mid-summer. The College of Business used summer funds to award competitive summer research grants. **2014-15**: The Chancellor and the Provost continued to support the Provost's Internal Grant's program, allocating an additional $100,000 to support the FY15 competitions. 41 applications from faculty and staff were submitted; 10 were funded. The Provost and Chancellor have increased their commitment for FY16 to $150,000, and the Office of Research Administration will continue to administer a competitive funding program, monitor and track results of internal awards leading to external funding proposal submissions.
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	Chief of Staff, Director of External Affairs	35	**2012-13**: Under review. **2013-14**: Director of External Affairs hired effective Dec. 1, and assigned to serve as accountable staff for this initiative May 2014 – currently under review. **2014-15**: Discussion ongoing with UNC-General Administration and North Carolina legislature.

STRATEGIC DIRECTION: Invest in Our People				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	Associate Provost, Associate Vice Chancellor, Human Resources	75	**2012-13**: Formal programming under review. **2013-14**: A director of employee relations, training and development was hired in January 2014. Academic affairs has worked with Human Resources to develop a plan for increased staff and faculty professional development. Department Head workshops have and will continue to occur every year. Dean workshops continue throughout the year. Development of the very successful leadership academy, with 12 participants from across campus in a year-long program of professional development. Student Affairs departments identified 10 corresponding departmental initiatives for professional development. From greater reliance on webinars and on-line tools to greater participation in national conferences, enhancements were made to professional development this year. **2014-15**: Initial design of the new online employment suite (to include the annual performance evaluation and appraisal rating) began in December 2014. Testing of the position description and applicant tracking components of this platform began in February 2015 with an expected campus roll out set for summer 2015. Design of the performance appraisal platform began in March 2015. HR/Payroll is working collaboratively with representation from the Provost's Office, Institutional Planning and Effectiveness, and other key areas of campus to capture and develop evaluation tools that can effectively be maintained in one system/location. The first of the Franklin-Covey products, 7 Habits of Highly Effective People, was rolled out to university faculty and staff in the spring of 2015. The general rollout had strong response. With 50 slots available, 57 employees applied for registration. To continue to enhance these efforts, a steering committee was formed comprised of members representing the Provost's Office, Student Affairs, Coulter Faculty Commons and Human Resources & Payroll, and a member of the student body. Due to the strong response with the initial rollout, plans were made to offer the program in the summer of 2015 to accommodate the interest of the employee population. In the Chancellor's Division, all units offered professional development opportunities this year. Student Affairs departments made commitments to providing professional development opportunities for all staff, as well as providing support for the professional development of faculty partners in the College Student Personnel program. The annual Valley of the Lillies road race generates funds for the Campus Recreation and Wellness staff and student workers' professional development funds.

STRATEGIC DIRECTION: Invest in Our People				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	100	**2012-13**: The annual evaluation of Vice Chancellors and other senior campus leaders now includes an item asking direct reports to rate the supervisor's support for professional development. **2013-14**: A campus wide initiative has started to ensure that formative feedback is provided to each member of WCU, and that focus on continuous improvement and professional development resources is central to the annual evaluation process. Department Heads and supervisors received the first training on how to provide formative feedback in spring 2014. **2014-15**: Ongoing
Initiative 4.2.3 Ensure appropriate orientation and annual refresher updates for all staff and faculty, as appropriate.	General Counsel; Vice Chancellor for Administration and Finance	Associate Vice Chancellor, Human Resources; General Counsel	80	**2012-13**: 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. **2013-14**: In February 2014, Human Resources hired a Director of Employee Relations, Training and Development. This person will be integrally involved in developing training opportunities and expanding current initiatives. **2014-15**: Student Affairs staff in Financial Aid, Counseling and Psychological Services, Health Services, Campus Recreation and Wellness, and the Kneedler Child Care Center all receive annual professional development and continuing education.
Initiative 4.2.4 Ensure that all faculty and staff understand performance evaluation processes and criteria.	Vice Chancellor Administration and Finance	Associate Vice Chancellor, Human Resources	60	**2012-13**: HR provides regular communication on the evaluation process during spring semester to all supervisors. **2013-14**: HR provides regular communication, both in in-person educational sessions and through numerous written campus communications, on the evaluation process during spring semester to all supervisors. HR staff are also available for individual assistance and guidance as requested and needed. A campus wide initiative has started to ensure that formative feedback is provided to each member of WCU, and that focus on continuous improvement and professional development resources is central to the annual evaluation process. Department Heads and supervisors received the first training on how to provide formative feedback in spring 2014. **2014-15**: HR continues to provide ongoing communications, both in in-person educational sessions and through numerous written campus communications, on the performance evaluation process and related requirements. In addition to formal group educational sessions, HR staff provide one on one guidance and assistance as requested. The in-person training offered to managers and supervisors has been refined in the past year to emphasize the formative component of the annual evaluation, ensuring that it is a tool for growth and professional development.

STRATEGIC DIRECTION: Invest in Our People				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
Initiative 4.2.5 Establish a campus leadership academy to cultivate faculty and staff leaders.	Provost	Director of Coulter Faculty Commons	95	**2012-13**: 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. **2013-14**: WCU leaders joined the inaugural class of the WCU Leadership Academy for a 5-Day regional tour in May. The initial class has transitioned to an alumni cohort and applications are currently under review for the 2014-15 academy members. With input from academy members, the Director of the CFC provided a full report on best practices and lessons learned from the first year to the Chancellor and the Provost. The report provides updates on the curriculum and the calendar for the next year. **2014-15**: The second cohort of the WCU Leadership Academy has been active throughout the 2014-15 academic year and will participate in the second regional tour beginning on May 11. Selected members of the second cohort presented a report to the Board of Trustees in the Spring of 2015. A call for nominations for the 2015-16 cohort is currently underway.
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	Associate Vice Chancellor, Human Resources	10	**2012-13**: Under review. **2013-14**: Under review. **2014-15**: This initiative is still in the initial review/development stages. Initial meetings between the Office of Human Resources and the Provost's Office to form a campus working group and identify potential partners began in March 2015.
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	50	**2012-13**: Community and civic leaders have been included on the Campus Master Planning Steering Committee and associated task forces. **2013-14**: Student Affairs meets each semester with off-campus apartment property managers/owners to discuss student concerns. **2014-15**: WCU has current representation on TW&SA, County Comprehensive Planning Council, Cullowhee Community Planning Council, and DOT Rural Planning Organization Technical Advisory Committee.
Initiative 4.3.3 Accommodate flexible work arrangements for staff, where appropriate and possible.	Chancellor	Members of Executive Council	30	**2012-13**: The Division of IT currently allows flexible scheduling and is working on policy defining expectations and procedures for those who choose flex scheduling. **2013-14**: Admission has 2 departmental initiatives that address flexible scheduling. **2014-15**: Undergraduate Admission staff piloted a 4-day summer schedule in 2014. Select University Center staff are scheduled on flexible work schedules.

STRATEGIC DIRECTION: Invest in Our People				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	Associate Vice Chancellor for Human Resources	5	**2012-13**: Under review. **2013-14**: Under review. **2014-15**: Under review.
Initiative 4.3.5 Increase diversity among faculty and staff.	Chancellor	Director of EEO/Diversity	30	**2012-13**: The Director of EEO/Diversity is currently providing oversight of a faculty salary equity study. **2013-14**: The Gender Equality Salary Survey was completed in April 2014 re faculty salaries. SPA and Non-faculty EPA salaries are currently being analyzed with projections to complete this study by late fall 2014. Completed a campus-wide Climate, Diversity and Sexual Harassment Survey in spring 2014, results are being analyzed, and recommendations will be made in fall 2014. On-going initiatives include: Multiple Intergroup Dialogues to students on race, sexual orientation, and gender, multiple workshops on cultural diversity, diversity, disability, and workplace of respect to employees and students, annual sexual harassment training (Policy #53) on Blackboard for all employees and new employees, training modules on Sexual Violence Prevention, Drug-facilitated sexual assault, and Bystander Intervention. Other activities include: Disseminated an Inclusion video to Deans and posted on the EODP webpage, investigate complaints of Sexual Harassment, Sexual Assault, and other forms of discrimination under Title IX and the Civil Rights Act of 1964, monitor and evaluate EEO/AA data with Office of Human Resources with annual report to the Chancellor, conduct annual review of EEO/AA data with the Council of Deans, attend search committees and review EEO/AA data of each college with recommendations to consider hiring qualified minority applicants. Total minority workforce of WCU has increased from 4.85% in 2004 to 5.99% in 2014. Total faculty minority workforce has increased from 4.29% in 2000 to 7.10% in 2014. **2014-15**: The university established a new position, the Chief Diversity Officer, to advance diversity and inclusion programs and activities. The search for this position is drawing to a close and it is anticipated that the successful candidate will start by the first of the 2015-2016 academic year.

	STRATEGIC DIRECTION: Invest in Our People				
	Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
	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	30	**2012-13**: The University created a position of Executive Director, Millennial Initiatives that will be 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, and 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 is currently evaluating candidates with the goal of having the position filled by late summer 2013. **2013-14**: Monthly meetings with Director of Millennial Initiative, Dean of Graduate School, Director of Sponsored Research to discuss activities/initiatives with external partners. Graduate School Dean and Millennial Director collaborating on Professional Science Master's Concentration in Natural Products Summit (6/10/2014), and both are involved in ongoing discussions with NEMAC (UNC-A/National Environmental Modeling and Analysis Center) Director about opportunities for academic and economic development. GS Dean and Millennial Director are working with Legal Affairs drafting "Guidelines for Planning and Establishing an Affiliated Business Transaction." Director of Sponsored Research working with Director of Millennial Initiative and others to determine medical and health care needs in WNC to identify potential external partnerships. **2014-15**: GS Dean and Millennial Director working with HHS Dean and Provost to establish Millennial Fellow to help facilitate research opportunities and initiatives for Millennial campus. Continued conversations and advocacy for graduate student research experiences with new and developing business partnerships.
	Initiative 4.4.2: Ensure appropriate institutional infrastructure to support scholarship and research.	Provost	Associate Provost/Deans	30	**2012-13**: 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. **2013-14**: The Office of the Graduate School and Research undertook an effort in Spring 2013 to reorganize and revitalize the Office of Sponsored Research. Efforts underway will improve support of faculty seeking external grants and support. In addition, business practices and procedures will be streamlined and simplified. **2014-15**: The Office of Research Administration has continued to monitor and adjust business practices to ensure support for faculty & staff seeking external grants. The ORA developed and leads a newly formed Sponsored Research Council which provides recommendations for implementing initiatives, processes, and procedures to meet the needs of the university research community. The ORA continues to work with Post-Award Grants & Contracts Office located in Administration and Finance in a continuous effort to create a seamless experience for Principal Investigators, from proposal submission to award administration.

STRATEGIC DIRECTION: Invest in Our People				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	30	**2012-13**: 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 micro-grant process. **2013-14**: In the first round of research awards, seven projects were funded. A further round of awards will occur mid-summer. **2014-15**: Using indirect cost funds from external grants, Provost seed grants (up to $10K per award) were developed. This year $100K was made available. A required criteria for the funding is to apply for external funding for the proposal. Highly competative 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	30	**2012-13**: Under review. **2013-14**: The Provost Fellow for Faculty Affairs convened a committee of faculty and administrators to review faculty workload. A document was submitted to the Provost late spring. The Department of Music undertook their own internal workload study. A College of Business Faculty Task Force evaluated developing a consistent DCR across the College. **2014-15**: Provost Fellow for Faculty Affairs presented faculty workload document to faculty senate. Several colleges are developing a consistent DCR recommendations for workload. Music Department completed their internal workload study.
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	30	**2012-13**: Under review. **2013-14**: Under review as a result of workload document mentioned above (Initiative 4.5.1). **2014-15**: Deans, working with their department heads have the authority and flexibility to as assign workloads appropriate to the discipline, recognizing the different disciplines have different parameteris.
Initiative 4.5.3 Eliminate redundant and ineffective service obligations and committees across campus.	Chancellor	All members of Executive Council	40 Ongoing	**2012-13**: 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. **2013-14**: No update. **2014-15**: Continued to expand and streamline integrated awards process. Transition of several paper-based processes underway including curriculum approval, travel reimbursements.

STRATEGIC DIRECTION: Invest in Our People				
Initiative	Accountable Executives	Accountable Staff	Progress (%)	Summary of Results to Date:
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	75	**2012-13**: Staff senate has representation on most major University Committees including Chancellor's Leadership Council, Salary Task Force, Master Planning, and Budget Advisory Council. **2013-14**: In 2013-14, open forums were conducted for input on the proposed parking fee increases, and for dialogue with the Chancellor and new Provost over general institutional concerns. **2014-15**: Staff served in key roles on Biltmore Park Strategic Planning process. Open forums held for input on summer school, salary equity, diversity, website redesign, the strategic plan, the campus master plan, and the millennial initiative. Faculty senate reports from the Provost office are developed in collaboration with the faculty senate planning committee.
Initiative 4.6.2 Develop a forum that facilitates collaboration among members of the Faculty Senate, Staff Senate, and the Student Government Association on university wide issues and projects.	Chancellor	Chief of Staff	90	**2012-13**: Chancellor's Leadership Council has representation from Faculty Senate, Staff Senate, and Student Government Association. **2013-14**: No update. **2014-15**: Faculty Senate invites SGA and staff senators to present at Senate meetings. Chancellor's Leadership Council engages all stakeholders in discussion of university wide issues. Academic Affairs Council (faculty, staff and administrators) meet monthly to discuss issues of university importance.

Strategic Direction 5: Invest in Our Core Resources

Accomplishment Highlights

- **Bond rating reaffirmed** - In March 2015, Standard and Poor's reaffirmed WCU's A bond rating with a stable outlook.

- **Chief Diversity Officer position funded** - A Chief Diversity Officer position was funded through a budget neutral reorganization in the Office of Legal Services. A search to fill the position is currently underway.

- **Technology improvements** - A number of information technology improvements are underway, including approved funding for a new telecom model and partial (50%) network refresh model. This is a major step forward and will enable VoIP implementation in calendar year 2016. A new Residential Living Technology Fee will provide ongoing networking/bandwidth operations funding for residential living students as well as provides a life cycle based refresh of network equipment in the residence halls. Additional work is being done with the Office of the Provost to develop an ongoing/systematic PC refresh process, and an Instuctional Technology 5yr rolling upgrade plan.

- **Disaster Recovery enhancements** - The Disaster Recovery Plan is firmly in place and repeatable. Banner Hosting is being implemented in April 2015 and Office 365 email hosting for faculty and staff will be complete by May 2015, both of which will improve disaster recovery.

STRATEGIC DIRECTION: Invest in Our Core Resources				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
GOAL 5.1: Implement sustainable funding models to ensure fiscal stability.				
Initiative 5.1.1 Eliminate operational dependence on one-time funding for core functions and services.	Chancellor	All members of Executive Council	70	**2012-13**: 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. **2013-14**: The 2013-14 budget eliminated a structural deficit of $1.5 million and budgeted for mandated increases of $90k. Initial planning for the 2014-15 budget will use funding to address mandated reductions and increases before using funds for other priorities. In addition, university functions such as parking and telecomm are being revised to act as sustainable auxiliary models. **2014-15**: There are no current structural deficits. The 2014-15 budget and the planned 2015-16 budget include funding for internal mandates. These mandates must be funded before funding is allocated for any expansion items. University functions such as parking and telecomm have been revised to act as sustainable auxiliary models with long term forecasting. Additional functions will be examined in 2015-16.
Initiative 5.1.2 Maintain a favorable bond rating.	Vice Chancellor for Administration and Finance	University Controller	30	**2012-13**: In 2013, Moody's improved WCU's Outlook from negative to stable and affirmed its Aa3 issuer rating.. **2013-14**: In May 2014, Standard and Poor's reaffirmed the A rating with a stable outlook for the WCU Research and Development Corp. LLC, NC and WCU Auxiliaries – Stand Alone. **2014-15**: In March 2015 as a component of refinancing existing debt for savings, Standard and Poor's reaffirmed the A rating with a stable outlook for the WCU Research and Development Corp. LLC, NC and WCU Auxiliaries – Stand Alone.
Initiative 5.1.3 Develop and implement processes to identify resources for reallocation and reallocate such resources to areas with demonstrated/potential growth, capacity for revenue generation, and critical strategic need.	Chancellor	All members of Executvie Council	30	**2012-13**: Program Prioritization will be completed in late summer 2013. Administrative Reorganization was completed in early spring 2013. **2013-14**: Program Prioritization was completed in 2013. Administrative Reorganization was completed in early spring 2013. Additional resource reallocation work is being planned. **2014-15**: Student Affairs supported the efforts of the Bookstore Task Force which focused on reviewing the book rental program and other bookstore related services. Campus Services collaborated with Aramark to refresh food service options in the Courtyard Dining Hall facility. In the Chancellor's Division, funds to support Chief Diversity Officer were the result of budget neutral reorganization in Legal Services. Resources in Marketing and Communications/PR were reallocated to more fully support social media management and visual services.

STRATEGIC DIRECTION: Invest in Our Core Resources

Initiative	Accountable Executives	Accountable Staff	Progress (%)	Summary of Results to Date:
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	100	**2012-13**: 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. **2013-14**: The strategic plan, 2020 Vision: Focusing Our Future, was approved by the Board of Trustees in December 2013. The Comprehensive Master Plan was approved by the BOT in December 2013 and fully published in April 2014.
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	50	**2012-13**: A document imaging system is scheduled for purchase in summer 2013. **2013-14**: The Honors College is working on an online "Honors Contract Completion" process--eliminating over 2,000 paper forms each year. Admissions, CRW, DSCE, UHS and CAPS all progressed on initiatives focused on digitizing procedures and documentation. **2014-15**: Advances in further automation of: online application submission; electronic record submission; online event registration; online surveys and assessment. Development and usage of SharePoint sites for improvement of internal communication, efficiencies, and reduction of print materials. Registrar and Admission working toward enhanced usage of OnBase for course credit articulation evaluation. Incorporation of Data Transfer for electronic delivery of standardized test scores. Use of CFNC, Parchment, and Send.edu for electronic submission of official transcripts. Numerous offices (i.e., Financial Aid, Admission) have expanded the use of electronic newsletters and communications and access of information through online portals to further reduce printing and postage costs.

STRATEGIC DIRECTION: Invest in Our Core Resources				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	80	**2012-13**: 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. **2013-14**: The CHHS developed and approved a new organizational structure to be implemented Fall 2014. We believe the new structure will lead to improved efficiency and effectiveness of college business both now and well into the future. The inclusive organizational structure helps clarify communication, responsibility and accountability for the shared governance of the College. Residential Living successfully collaborated on new maintenance software system (TMA) with Facilities Management for university-wide work order processing. **2014-15**: Residential Living collaborated with Facilities Management to implement a new maintenance work order system (TMA). Financial Aid implemented new workflows for greater productivity and efficiency. Residential Living staff completed a LED lighting project.
Initiative 5.3.3 Consolidate and centralize similar operations across campus.	Chancellor	All members of Executive Council	30	**2012-13**: The first wave of administrative reorganization was completed in January 2013. An initial restructuring of the Provost Office was completed in February 2013. **2013-14**: VC for Student Affairs helped develop the telecommunications business process review and launch the E-Access Task Force. **2014-15**: The telecom aux function was moved from Administration and Finance to IT and as a result of the network synergies, this is now enabling the development of a phone system replacement using VoIP based on the data network and WCU's internet connectivity. This also resulted in a new business and funding model for telecom and a partial network refresh.

STRATEGIC DIRECTION: Invest in Our Core Resources				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	40	<u>2012-13</u>: Reduced the deficit from 1.7m to 800K by allocating more recurring funds. <u>2013-14</u>: The IT portion of the structural deficit was totally eliminated going into fiscal year 2013-2014. With the Telecom auxiliary moving to IT at the start of the fiscal year, developed and proposed a sustainable funding model for telecom and partial network refresh, including moving to a new VoIP phone system. Proposal is before the Executive Council for approval. <u>2014-15</u>: The Executive Council approved the proposed Telecom funding model and partial (50%) network refresh model. This is a major step forward and will enable VoIP implementation in calendar year 2016. WCU Board of Trustees approved a new Residential Living Technology Fee that provides ongoing networking/bandwidth operations funding for residential living students as well as provides a life cycle based refresh of network equipment in the residence halls. Working jointly with the Office of the Provost to develop 1) a more sustainable model for Education & Technology (E&T) fee usage via cash flow modeling and strategic allocations; 2) an ongoing/systematic PC refresh process; and 3) an Instuctional Technology 5yr rolling plan. Within IT, reallocated/realigned some internal funding toward ongoing refresh in the data center, network, and instuctional areas. Proposed via the universtiy budget hearing process initial recurring and sustained funding for refresh, especially in instructional technology. With Banner Hosting and Office 365 email will start next fiscal year with these two systems' cost being operationalize and refresh included in the subscription/hosting fees.

STRATEGIC DIRECTION: Invest in Our Core Resources				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	60	**2012-13**: IT Systems is drafting a proposal in June 2013. Increased wireless coverage in academic and residential buildings. **2013-14**: Fall 2013 developed and implemented a semi-annual process for assessing infrastructure capacity and needed additions or changes. Wireless capacity. Completed wireless capacity additions for academic areas/buildings and residential living. Only remaining areas are administrative buildings. Internet bandwidth. Procured new firewalls and bandwidth management equipment that enables the university to provide internet bandwidth connectivity beyond 1Gb. University plans to move to a 1.5Gb connection upon completion of equipment installation and final recurring funding approval. Virtual server capacity. As a result of the latest capacity and growth review, decision was made to procure additional virtual server capacity to support the next 12-24 months. Network "2016 End-of-Life Issue". Completed 50% of the upgrades to the wired network and received funding for an additional 33%. By the end of Fall 2014 will have completed 83% of the required upgrades. **2014-15**: Data Center ongoing capacity processes firmly in place and repeatable. Instructional Technology, Student Application Delivery (roadmap currently in work) and Networking (tools and procedures already in place) will be main effort for next FY. Other processes needed include: HR, HW/SW licenses (currently partially in place). During year completed internet bandwidth increase to 1.5Gb and implemented new virtual server capacity management reducing growth rate by 50%. Network "2016 End-of-Life Issue". By end of FY expect to have all buildings but two residence halls upgraded. Wireless capacity. By end of year expect to have all capacity additions complete.
Initiative 5.4.3: Establish a multiyear technology capability planning process that is revisited annually.	CIO	Assistant CIO	75	**2012-13**: Planned for 2013-14. **2013-14**: This initiative was started late in the Spring 2014 semester. Expect to have planning process developed during the upcoming year. **2014-15**: Completed technology capability planning process and excecuted the process during the summer/fall of 2014. Will repeat the process during summer/fall of 2015. Need to refine content and use of outcomes.

STRATEGIC DIRECTION: Invest in Our Core Resources				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%)**	**Summary of Results to Date:**
Initiative 5.4.4 Assess periodically and revise, where necessary, the information technology disaster recovery plan.	CIO	Associate CIO	65	**2012-13**: Updated disaster plan in 2012-13; conducted table top exercise in May 2013. Plan for full backup capability in fall 2013. **2013-14**: Implemented second internet connection with automatic failover for enhanced business continuity and redundancy. Developed "to-be" disaster recovery design. Completed implementation of full backup capacity capability. For the first time we are able to back-up the entire data center. Completed installation of spare racks, power, and network connectivity for hosting recovery site at PARI in Brevard. Implemented audit suggestion to segregate external web server access from databases in the datacenter. Implemented web server failover. Began implementation of multipath fiber routing to provide independent building network connectivity and business continuity redundancy. Should be complete by end of Fall 2014. Made decision to move to the GA Banner Hosting Environment. This will dramatically reduce WCU's risk with respect to business continuity in the event of a Banner disaster. This project will commence during the Summer 2014 and conclude during Spring 2015. **2014-15**: Disaster Recovery Plan and annual review/update firmly in place and repeatable. Working multiyear DR technology roadmap and tracking progress. Banner Hosting being implemented April 2015 and Office 365 email hosting for faculty and staff will be complete by May 2015. Network multipath in process. Key deliverable for next FY is DR Detailed Architecture. Budget request submitted for offsite hosting of the wcu.edu website to enhance disaster recovery and business continuity, the next major deliverable in the DR technology roadmap.
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	30	**2012-13**: Current response plans are under review for potential revision. **2013-14**: The University Emergency Operations Plan was reviewed and updated during the fall of 2013 to incorporate the UNC system template. The Emergency Plan is reviewed and updated annually. University Business Continuity Plans for critical business units are complete and are revised triennially. The next review is scheduled for Fall of 2014 and will include the addition of Academic Units. **2014-15**: The campus wide emergency operation plans were updated in August of 2014. Business continuity plans were updated in January of 2015.

STRATEGIC DIRECTION: Invest in Our Core Resources				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	30	**2012-13**: 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. **2013-14**: The University allocated permanent recurring funds to support the replacement and maintenance of outdoor Emergency Phones and an updated version of an emergency texting system. The University also allocated one time funding for a Computer Aided Dispatch program (CAD) and a Clery Compliance software program. The University continues to search for funding opportunities that will support and enhance public safety systems and operations to meet public demand for services and the ever changing/developing legal and regulatory requirements. **2014-15**: The campus wide emergency operation plans were updated in August of 2014. Business continuity plans were updated in January of 2015.
Initiative 5.5.3: Enhance campus wide emergency preparedness with ongoing communication and training.	Vice Chancellor for Administration and Finance	Director of Emergency Preparedness	30	**2012-13**: Live shooter training has been completed and planning for a comprehensive table top exercise is underway. **2013-14**: Emergency Services and Preparedness along with University Police continue to provide Campus Safety Training throughout the year to Students, Faculty and Staff. University Police have completed two advanced tactical training sessions within the last year. Emergency Management and Public Safety continue to participate in local, regional, and state exercises and training. Planning is underway for an Executive Council emergency exercise and training workshop to be conducted on June 16th, 2014. Preliminary planning is being conducted for a full scale campus wide emergency exercise in 2015. **2014-15**: Recurring funding for the emergency phones has been established. Older blue phones are being replaced or retired. Blue phones are being added as part of this initiative. CAD system and Clery software were procured. Funding has been awarded for Emergency Medical dispatching, a portable mobile safety application for students, and lightning detection system.
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	90	**2012-13**: All mutual aid agreements are current as of summer 2013. **2013-14**: All mutual aid agreements are current as of Summer 2014. University Public Safety Departments partner with local and state public safety agencies on a regular basis through joint operations and exercises. **2014-15**: All mutual aid agreements are current as of Summer 2015. The Public Safety Department is in the process of revising the mutual aid agreement with Jackson County Sheriffs Office.

STRATEGIC DIRECTION: Invest in Our Core Resources				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	50	**2012-13**: A new Computer Aided Dispatch system was implemented in the summer/fall of 2013. 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. **2013-14**: Upgrades are ongoing to the emergency notification system, campus siren system, campus camera system, and campus radio system. A new desktop emergency notification system was implemented in the fall of 2013 and a new Clery Compliance software program was implemented in the spring of 2014. **2014-15**: Blue light phone replacement program and expansion is ongoing. We have procured a mobile safety application. Preparation is underway for dispatch to transition to an Emergency Medical Dispatch program. Funding has been awarded for procurement of lightning detection system.

Strategic Direction 6: Garner Support for Our Vision

Accomplishment Highlights

▪ **New Integrated Marketing and Communications Plan** - A draft integrated marketing and communications plan has been produced, and will be implemented in the 2015-16 academic year. The plan includes new strategies for use of the university website, social media, and paid media in effectively marketing and communicating WCU's mission, quality academic programs, and campus and community events.

▪ **New Institutional Branding** - A brand study was conducted in 2014, and a new institutional brand message will be presented to WCU leaders in the summer of 2015, and implemented in the fall of 2015, along with the roll out of the new university website, style guide, and branded campaign.

▪ **New Board of Visitors formed** - A new Board of Visitors, designed to serve as an advisory body to the chancellor, was established by the WCU Board of Trustees. The Board of Visitors will serve as WCU ambassadors and will assist with university advocacy in the region and state. The Board of Visitors held its inaugural meeting at WCU in October 2014, and met in Raleigh in March 2015 and participated in both a reception with legislators and the University Day event hosted by the UNC-General Administration.

STRATEGIC DIRECTION: Garner Support for Our Vision

Initiative	Accountable Executives	Accountable Staff	Progress (%)	Summary of Results to Date:
GOAL 6.1: Facilitate a shared understanding of and commitment to the institution's strategic vision among WCU faculty, staff and students.				
Initiative 6.1.1 Create or modify existing orientation messages for new faculty, staff, and students to ensure early introduction to and understanding of the University's strategic vision.	Vice Chancellor for Student Affairs	Director of New Student Orientation; Associate Provost; Director of HR	80	**2012-13**: 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. **2013-14**: Changes were made to the Orientation Counselor class and training to facilitate greater awareness of the WCU mission. References to 2020 plan are included in new student and new faculty orientations. Continued refinement of messaging to students, faculty, and staff are part of the communications and marketing plan. **2014-15**: The Orientation Counselor class and training incorporate the WCU mission. In addition, new student orientation continues to work with Creative Services to increase the WCU brand marketing and provide the same messaging to students and their families about WCU. Orientation counselors have developed their use of social media to engage incoming students in telling the WCU story.
Initiative 6.1.2 Align all internal budgeting and annual reporting processes to reflect and reinforce the strategic vision and priorities of the University.	Chancellor	Chief of Staff	100	**2012-13**: 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. **2013-14**: Completed - no update.
Initiative 6.1.3 Ensure consistency among vision messages from all internal sources.	Chief of Staff	Director of Marketing	50	**2012-13**: 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. **2013-14**: Director of Marketing was hired effective March 1 and has completed a series of on-campus focus groups around brand personality and core brand values. The Marketing Director is developing an analysis based on those focus groups and will present it to various university leadership early in summer 2014. The goal of the process is to centralize our brand vision so that all internal constituents are telling the same story about WCU. **2014-15**: Following the 2014 brand study, the Director of Marketing conducted a series of student focus groups connected to the website redesign project and will present a new institutional brand message to leadership this summer. It will be shared with campus in fall of 2015 as part of the roll out of a new website, new style guide, and new branded campaign. Student Affairs created and filled a graphic designer position. This staff member coordinates marketing and graphics work consistent with WCU branding.

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	75	**2012-13**: 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. **2013-14**: A marketing director was hired effective March 1. Directors of marketing and communications are co-chairing a work group that will develop an integrated marketing and communication plan that will support the university's continued growth and deepen its relationships with key constituencies, with a goal of having a draft plan in place by Sept. 30, 2014. In addition, director of marketing is developing a market perception research study that will be executed in the summer of 2014 and will inform the development of the integrated marketing and communications plan. **2014-15**: The Integrated Marketing and Communications Plan draft has been presented to leadership and will go into implementation beginning in 2015-16.
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	90	**2012-13**: In Fall 2012, a task force led by Dianne Lynch and Craig Fowler, conducted a comprehensive review of all non-academic divisions, and the following changes were implemented in January 2013: The position of Vice Chancellor for Advancement and External Affairs was eliminated; 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 fall under the Chief of Staff; Dining Services, the Telecommunications Office, and Auxiliaries are now under the Division of Student Affairs. **2013-14**: Restructuring of several units within the Division of Advancement and External Affairs is completed with the addition of a director of marketing and director of external affairs, and the restructuring of the offices of communications/public relations and special events. Additional adjustments to the structure of those units will be made in 2014-2015, including the filling of vacant positions and reclassification of existing positions. **2014-15**: The Office of Communications and Public Relations completed a restructuring of the office and the reclassification of two existing positions to establish a revamped News Services unit and a combined Photography/Videography Services unit. The office is now moving forward to fill an unexpected vacancy and is using the vacancy as an opportunity to further fine-tune the structure. The Office of Marketing completed a restructuring process in August of 2014 to establish positions responsible for sponsorship implementation, brand experience design, social media marketing and digital design. Those positions have all been filled.

	STRATEGIC DIRECTION: Garner Support for Our Vision				
	Initiative	Accountable Executives	Accountable Staff	Progress (%	Summary of Results to Date:
	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	50	**2012-13**: 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. **2013-14**: During 2013-2014, the Chancellor hosted a series of 14 regional receptions designed to keep the University connected with alumni, friends, and elected officials. These visits covered cities and municipalities in the WNC region as well as strategically important areas both inside and outside North Carolina. In conjunction with the receptions, the Chancellor also had many opportunities to meet individually with targeted alumni, friends, and legislators to expand and strengthen the relationship between WCU and its constituents. Also, the addition of an Assistant Director for Alumni Affairs position resulted in a renewed effort to strengthen and expand the regional and affinity WCU Alumni Chapter program. **2014-15**: Efforts from fiscal year 2013-14 continue with nine regional Chancellor's receptions held or planned for 2014-15, accompanied by individual meetings with targeted current and potential WCU supporters and advocates. New initiatives include: the distribution of an electronic survey to more than 35,000 WCU alumni to assess current alumni programming that will help determine opportunities to enhance and expand engagement efforts; collaboration with WCU's Director of External Affairs to identify and involve targeted alumni in key legislative districts to help advance the university's legislative priorities; strengthening and expansion of the regional and affinity alumni club program, with 3 new clubs established and 4 additional potential clubs in discussion with regional alumni leaders; exploration of the establishment of a Greek alumni reunion to strengthen and expand connections between Greek organizations and the broader university and to take advantage of the strength of the Greek-to-Greek networks; and review and revision in process regarding the Alumni Association bylaws and constitution to expand and deepen opportunities for the Board, individually and collectively, to actively advocate on behalf of university.
	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	50	**2012-13**: The new Director of Marketing will undertake a comprehensive brand review. **2013-14**: The new Director of Marketing is in the process of a comprehensive brand review. **2014-15**: The Director of Marketing has completed a review of the current brand marks and style guide with assistance from a university review community. Updates resulting from that process are near completion. A new style guide to include messaging points is underway with plans to update that guide every three years.

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	50	**2012-13**: 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. **2013-14**: Admission staff focus 3 departmental initiatives in support of this priority. Continued efforts are focused on prioritizing admission criteria supported by research to build retention and graduation rates. Enhancements this year included the rollout of the scholarcat.wcu.edu website and the awarding of additional scholarships. **2014-15**: The Enrollment Planning Committee created a subcommittee to begin work on developing enhanced enrollment modeling. New personnel in the Office of Institutional Planning and Effectiveness have been delving into alternative enrollment planning models for discussion.
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	70	**2012-13**: 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 Vice Chancellor for Student Success with responsibilities for units with high impact on student support, retention, and graduation. 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. **2013-14**: Still working to implement the reorganization of auxiliary units and the launch of the Scholarships Office. **2014-15**: Director of Scholarship position and scholarship unit now exist and operation currently is housed within the Office of Financial Aid. Admission submitted budget request for re-alignment of a position to create a director of admission position that would align with other organizational structures with the UNC system and the profession. Some restructuring of positions in Financial Aid occurred to gain efficiencies and better serve customers.

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
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	35	**2012-13**: The Director of Budgets and Financial 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. **2013-14**: The Task Force has sought feedback, examined procedures, and made initial recommendations. Further work is needed to finalize recommendations and future plans. The Director of Budgets and Financial Planning has also used and is examining other revenue sources, such as summer tuition and refined receipt budgeting, to reduce dependence on state funding and tuition and fee increases. **2014-15**: Student Affairs staff participated in the Camps and Conferences Task Force. The Director of Conference Services position was revised and a successful search was completed for a new director. Campus Services staff completed a comprehensive review of summer charges and related pricing.
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	60	**2012-13**: Over the past year, WCU has hosted elected officials at our Biltmore Park Facility and held receptions in Raleigh for the Western delegation. **2013-14**: Director of External Relations hired December 2013. Director has met with a number of state legislators in their districts and WCU has hosted legislators at Biltmore Park and Cullowhee as work is underway on development of a comprehensive plan. **2014-15**: In addition to hosting key legislators in Cullowhee and Biltmore Park and visits to Raleigh to advocate on the University's behalf, a new Board of Visitors was formed in 2014-4015 to help in this effort. The Board of Visitors met in Raleigh in March 2015 and participated in both a reception with legislators and the University Day event hosted by the UNC-General Administration. The Director of External Relations is also developing an advocacy website to help recruit alumni, parent, student, faculty/staff and friend advocates for the University. Work on this initiative is ongoing.
Initiative 6.3.5 Develop and implement an advocacy plan for state/system action on three key market-based issues: - 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	Director of External Relations	70	**2012-13**: 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. **2013-14**: No update. **2014-15**: Undergraduate Admission provided data to evaluate proposals for out-of-state reciprocity initiatives under review by UNC General Administration. After a proposal was presented to the UNC Board of Governors, the WCU Executive Council determined that it would not be advantageous to participate in the proposed pilot programs.

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	**Accountable Executives**	**Accountable Staff**	**Progress (%**	**Summary of Results to Date:**
Initiative 6.3.6 Pursue a comprehensive development campaign targeting: - 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	50	**2012-13**: 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. **2013-14**: Final report from the feasibility study consulting firm Bentz Whaley Flessner is due to be received on June 5, 2014 to recommend scope, scale, and timeframe of upcoming campaign. During 2013-2014, Development and Alumni Affairs added three new staff positions and increased operating budgets in strategic areas to accommodate campaign preparedness and planning. In addition to the completing the campaign feasibility study, the department will complete by June 30 other key component in preparing to conduct a campaign including a data scrub, and wealth screening of the Development and Alumni Affairs database. Additionally, the department is collaborating with the Advancement office at UNC GA to take advantage of shared services that expand operational efficiencies at reduced costs. **2014-15**: Efforts are underway to implement recommendations from the campaign feasibility study final report, which reaffirmed the establishment of endowed scholarships as the top university philanthropic priority. Engaged Bentz Whaley Flessner as ongoing campaign consultant and have initiated leadership phase of campaign. Reorganized department to better align with campaign implementation needs. Initial campaign gift solicitations are underway with top prospects and other individuals interviewed in the feasibility study, and the responses have been encouraging. Enhanced and strengthened collaborative efforts between Development and Alumni Affairs and the Academic Affairs Division with the encouragement and support of the Provost, including providing fundraising training and operational support for Deans. Initiated comprehensive volunteer engagement strategy to enhance campaign success. This Leadership Summitt will be held in October 2015 and is envisioned to represent the "soft (non-public) launch" of the campaign.

STRATEGIC DIRECTION: Garner Support for Our Vision

Initiative	Accountable Executives	Accountable Staff	Progress (%)	Summary of Results to Date:
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: - 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	30	**2012-13**: 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. **2013-14**: From FY 2013 to FY 2014, GRANT AWARDS increased in dollars by 60.1%: from $3,452,970 to $5,526,645. Additionally, from FY 2013 to FY 2014, GRANT PROPOSALS increased in dollars by 67.4%: from $10,186,462 to $17,049,990. GRANT ACTIVITIES: ORA liaisons established to serve each college has led to increase in ORA consultations and proposal preparations with faculty PIs. Increased internal financial support from Provost to stimulate activities: $50,000 from non-recurring state funds allocated on 4/15/2014 for internal grant/seed funding awards up to $10,000 each: competitive selection process; 7 internal awards ($48,700 spent) selected from 14 faculty applications; $100,000 Provost/Chancellor's IDCs allocated 4/15/2014 for internal grant/ seed funding award up to $10,000 each for FY 2015: application reviews begin 6/15/2014. External Administrative Program Review completed 3/4-5/2014. Report indicates need for additional support staff; two new staff positions will be hired by 7/15/2015: (1) Research Support/Proposal Developer (EPA) and (2) Post-Awards Non-Financial Grants Manager (SPA). Full ORA staff of 6 (not including Dean/CRO) will be in place at that point. Office of Sponsored Research office has been restructured. Office processes and staff roles & responsibilities revised/clarified. Director of Sponsored Research hired 2/1/ 2014; Research Protections Officer hired 4/1/2014. Sponsored Research Council established and active since 11/1/2013; will be expanded from 8 to 15 members 8/15/2014. **2014-15**: Grant proposal submission dollars increased by 61%; grant proposal increased in number by 11%. The Provost Internal Grant program dedicated $50K from year-end funds for seed grants funded 9 grants; $100K from Provost/Chancellor's IDCs yield 47 applications for 11 awards from $10K-$15K each. Research Methodologist/Designer and Post-Awards Non-Financial Grants Manager positions added.

STRATEGIC DIRECTION: Garner Support for Our Vision				
Initiative	Accountable Executives	Accountable Staff	Progress (%)	Summary of Results to Date:
Initiative 6.3.8 Pursue funding resources for development of the West Campus/Millennial Initiative.	Provost	Executive Director, Millennial Initiatives	30	**2012-13**: 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. **2013-14**: The Executive Director is having ongoing conversations with potential sources of infrastructure funding including the US Economic Development Administration and Jackson County officials. It is anticipated that additional physical infrastructure will be required prior to development for the Millennial Campus. The Executive Director is having ongoing conversations with developers interested in the Millennial Campus, including those specializing in medical office buildings, to educate the developers on the possibilities of having tenants integrated within the academic focus of the university. The Executive Director is having ongoing conversations with potential financing sources for developers interested in building on the Millennial Campus to educate them on the unique opportunities of partnering with an academic institution. **2014-15**: Developed a 'Request for Qualification' with General Council. Eight Developers submitted proposals for review. Recommendations of top three developers will go to the Chancellor and the foundation board. Developers will present to the group and a Developer will be chosen to proceed with their proposal. Tony Johnson, Millenial Campus Executive Director has worked with Joe Walker and Mike Buyers to develop grant proposals to garner infrastructure costs (roads, drainage, electricty etc) for the first medical office building. To aid private development of the West Campus, the Executive Director is seeking grant funding for infrastructure and road planning from the Appalachian Regional Commission as well as other local, state and federal sources.