

WESTERN CAROLINA UNIVERSITY  
2020 VISION: *Focusing our Future*

Progress Report  
2013-14



## From the Chancellor

Western Carolina University has now completed its second year under the guidance of our new strategic plan, *2020 Vision: Focusing Our Future*. Once again, we have made great strides towards achievement of our goals.

In this year two progress report, you will find information on the status of each goal and initiative including and progress made to date. We are pleased with our progress, but know we still have much work ahead of us.

This year's highlights include:

- A total enrollment over 10,000 students (10,107) for the first time in WCU's history.
- A record freshman retention rate of 78.7%.
- A 60% increase in research grants awarded, totaling \$5,526,645.
- The kick-off of WCU's 125<sup>th</sup> Anniversary yearlong celebration in January 2014.
- Completion of the Program Prioritization process.
- Completion of college and department-level strategic plans reflecting the strategic directions and goals of the *2020 Vision* plan.
- The WCU Leadership Academy completed its first year with a cohort of 11 faculty and staff. The Leadership Academy's year ended with a regional tour of surrounding businesses and educational facilities extending from Asheville to Murphy.
- UNC Board of Governors approval of WCU leasing the Millennial Campus to the Endowment Fund for 65 years. The lease will allow WCU to move forward with public-private partnerships that integrate WCU's academic mission into regional community and economic development.
- Critical strategic leadership hires including our new Provost, Dr. Alison Morrison-Shetlar, the new position of Assistant Vice Chancellor for Student Success, Dr. Lowell Davis, the Dean of the College of Education and Allied Health Professions, Dr. Dale Carpenter, the Director of Marketing, Robin Oliver, the Director of Millennial Initiatives, Tony Johnson, and the Director of External Relations, Meredith Whitfield.

2013-14 has been a memorable 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

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## Accomplishment Highlights

- **Program Prioritization** – The Program Prioritization process started in September 2012 was completed in July 2013 with the Chancellor’s final decisions on the Program Prioritization Task Force’s recommendations. The Chancellor’s final decision report can be found at <http://www.wcu.edu/about-wcu/leadership/office-of-the-provost/program-prioritization/ProgramPrioritizationFinalDecisions.asp>.
- **Expansion of Biltmore Park course offerings** – 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. Engineering courses are being offered for the Fall 2014 term. For more information on WCU Programs at Biltmore Park, please visit <http://www.wcu.edu/academics/edoutreach/programs-at-biltmore-park/index.asp>.
- **Implementation of Data-Driven Admissions Strategies** – The Enrollment Planning Committee, under the guidance of Vice Chancellor Sam Miller has worked hard to implement strategically sound methodologies to the admissions process. WCU’s partnership with Royall and Company has been very effective in producing more applicants and higher quality applicants. In May 2014, WCU purchased Rapid Insight’s predictive modeling software to be utilized for enrollment modeling and student retention analysis.
- **Enrollment and retention** – WCU’s enrollment continues to grow at a rate exceeding the system average. Following our 3% enrollment growth from Fall 2012 to Fall 2013, enrollment in Fall 2013 increased by 5%. Spring 2014 enrollment increased by 3%. Freshmen retention also has increased from 74% in Fall 2012 to 78.7% in Fall 2013.

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

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<b>GOAL 1.1:</b> Deliver high-quality academic programs (undergraduate, graduate, and professional) designed to promote regional economic and community development.				
<b>Initiative 1.1.1</b> 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.	2012-13			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.
<b>Initiative 1.1.2</b> Develop visionary strategic plans for each of the curricular focus areas through inclusive processes to accomplish the following: <ol style="list-style-type: none"> <li>1. Position and market WCU as the cultural heart of Western North Carolina in the creative arts.</li> <li>2. Fulfill WCU’s historic and continuing commitment to be the regional leader in teacher education.</li> <li>3. Assume regional leadership in the study of the environment and environmental policy.</li> <li>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.</li> <li>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.</li> <li>6. Advance the recreation and tourism industries of Western NC.</li> </ol>	Ongoing			<ul style="list-style-type: none"> <li>• College-level strategic plans for all academic areas have been completed.</li> <li>• 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.</li> <li>• Health Services partners with regional entities to enhance EMS service provision.</li> <li>• Hired a marketing director to promote WCU.</li> <li>• Hired a fulltime dean of Education. Dean bringing together community members in a P16 initiative.</li> <li>• Study of our environment and environmental policy undertaking with result due for distribution in Fall 2014.</li> <li>• Development of a public/private collaboration within the HSS building to promote health care in the region: final stages of negotiation.</li> <li>• Development of a professional sciences concentration in Chemistry as a model for interdisciplinary connections in Science, Business and Economics.</li> <li>• 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.</li> <li>• Kicked off a strategic planning process for the Biltmore Park instructional site in fall 2013.</li> </ul>
<b>Initiative 1.1.3</b> 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.	2012-13			In Fall 2012, WCU opened its facility at Biltmore Park. 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.

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

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<b>Initiative 1.1.4</b> Provide access to academic programs at off-campus sites in Western North Carolina within available resources and as dictated by data-based needs analyses.	Ongoing			Provost Angi Brenton initiated a needs assessment survey for the Asheville/Hendersonville area in Fall 2012. Results are pending. 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.
<b>Initiative 1.1.5</b> Align departments, colleges, and divisions, as appropriate, to support the strategic vision of the University.	Ongoing			The first wave of administrative reorganization was completed in January 2013. An initial restructuring of the Provost Office was completed in February 2013 resulting in the reorganization within the Provost's office to include an Assistant Vice Chancellor for Student Success. 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.
<b>Initiative 1.1.6</b> Identify and develop integrated, cross-disciplinary centers/institutes of study and outreach, where appropriate, based on the curricular focus areas.	Ongoing			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, approved by the Graduate College Curriculum committee, for implementation in the Fall 2014
<b>Initiative 1.1.7</b> Increase the total number of WCU graduates by 25 percent by 2020 to meet the regional need for an educated work force.	Ongoing			In Spring 2014, WCU graduated an estimated 1437 students, in comparison to 1445 graduates in Spring 2013 and 1322 students in May 2012. Since May 2012, total graduates have increased by nearly 9%.
<b>GOAL 1.2:</b> 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.				
<b>Initiative 1.2.1</b> 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.	Ongoing			Hiring managers incorporate references to 2020 Vision in all key job advertisements and hiring conversations. 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, Assistant Vice Chancellor for Student Success, 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.
<b>Initiative 1.2.2</b> 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.	Ongoing			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.

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

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
				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.
<b>Initiative 1.2.3</b> Incorporate writing and research into all levels of the curricula.	Ongoing			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.
<b>Initiative 1.2.4</b> Ensure that all academic programs incorporate the core abilities detailed in Goal 1.2.	2012-13			All academic departments have submitted and implemented comprehensive plans that incorporated the five key learning outcomes outlined in the WCU Quality Enhancement Plan and the <i>2020 Vision</i> .
<b>Initiative 1.2.5</b> Incorporate into the formal evaluation of faculty work a consideration of how curricula, pedagogies, and scholarship successfully advance the University learning outcomes.	Ongoing			Review of annual faculty evaluation and tenure/promotion/rank processes is ongoing. 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.
<b>GOAL 1.3:</b> Ensure that all programs include cross-curricular, experiential, applied, and international/global awareness opportunities for all students.				
<b>Initiative 1.3.1</b> Reduce, and where possible eliminate, bureaucratic and financial barriers to cross-curricular design and team-teaching.	Ongoing			Under review
<b>Initiative 1.3.2</b> Incorporate expectations for experiential and applied learning opportunities, including undergraduate research opportunities, in the curricular review process.	Ongoing			Expectations for experiential and applied learning are being incorporated into the curricular review process.
<b>Initiative 1.3.3</b> 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)	Ongoing			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.

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

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<b>GOAL 1.4:</b> Eliminate barriers to student access through coordinated endeavors with Birth-12 (B-12) and community college partners.				
<b>Initiative 1.4.1</b> 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.	Ongoing	Red	Yellow	The P-16 initiative is underway under the leadership of newly hired permanent Dean, Dale Carpenter. A working committee is being formed. 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.
<b>Initiative 1.4.2</b> 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.	Ongoing	Yellow	Yellow	Review of current articulation agreements is underway. Accounting, Business Administration & Law, and Criminal have been completed. The College of Business developed "Uber" articulation agreement with Isothermal CC. Another with Rowan Cabbarus CC is ready for signing. Others are under development. 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 creation and have helped to support the new school. The STEM High School is 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.
<b>Initiative 1.4.3</b> 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.	Ongoing	Red	Yellow	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.
<b>Initiative 1.4.4</b> 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.	Ongoing	Red	Yellow	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.

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

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<b>GOAL 1.5:</b> 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.				
<b>Initiative 1.5.1:</b> 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.	2013-14			The Chancellor initiated a Camps and Conferences Task Force, led by Kristen Crosson, to review policies and procedures for all camps and conferences. The Task Force has sought feedback, examined procedures, and made initial recommendations. Further work is needed to finalize recommendations and future plans. Review and revision of Facilities Use policy is underway, led by the University's General Counsel.
<b>Initiative 1.5.2:</b> 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.	Ongoing			The Deans and the Associate Provost continue to review and refine goals for summer school. Youth camps for B-12 students include Rocket to Creativity, Youth Swim, Good Ole Time Summer Camp, Summer Reading Adventure, Robotics/Projects with Legos, Catamount Adventure Camp, and Summer Symposium for Marching Arts. 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.
<b>Initiative 1.5.3:</b> Expand the number of camps and conferences that WCU offers by 50 percent by 2020.	2013-14			The Chancellor initiated a Camps and Conferences Task Force, led by Kristen Crosson, to review policies and procedures for all camps and conferences. Beginning summer 2013, the Registrar has reserved 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.
<b>Initiative 1.5.4</b> 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)	Ongoing			The new Director of Marketing plans to create a conference marketing plan in Q4 2014. Conversations with Jackson County Tourism Authority and Jackson County Economic Development Council have begun.
<b>GOAL 1.6:</b> 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)				
<b>Initiative 1.6.1</b> 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.	Ongoing			Provost Angi Brenton and Vice Chancellor Sam Miller oversaw the formation of a new Enrollment Planning Committee (EPC) 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 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 pilot institution for the UNC System's shared services model for financial information verification.
<b>Initiative 1.6.2</b> Conduct ongoing program assessment and prioritization and allocate resources to positively affect enrollment.	Ongoing			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

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

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
				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.
<p><b>Initiative 1.6.3</b> Expand efforts to recruit students in programs associated with the curricular focus areas.</p>	Ongoing			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.
<p><b>Initiative 1.6.4:</b> Make the securing of endowed merit and need-based financial aid an institutional fundraising priority. (See Initiative 6.3.6)</p>	Ongoing			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.
<p><b>Initiative 1.6.5:</b> 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.</p>	Ongoing			<ul style="list-style-type: none"> <li>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.</li> <li>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%.</li> <li>A Friends of the Arts Endowment was started in the fall of 2013 which will be over \$50,000 in the fall of 2014.</li> <li>The Film Television Production, Interior Design, and Theatre programs had 100% retention from fall 2013 to spring 2014.</li> <li>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.</li> <li>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.</li> <li>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</li> </ul>

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

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
				students.
<p><b>Initiative 1.6.6:</b> 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.</p>	Ongoing			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).
<p><b>Initiative 1.6.7:</b> Increase WCU's freshman-to-sophomore retention rate to 80 percent by 2020.</p>	Ongoing			WCU continues to make improvement to its freshman retention rate. Retention in Fall 2012 increased from 72% to 74%, and in Fall 2013, the retention rate increased to 78.7%.
<p><b>Initiative 1.6.8</b> Increase WCU's six-year graduation rate to 60 percent by 2020.</p>	Ongoing			Despite a downturn to 48% in 2012, the overall 6-year graduation rate rebounded to 51% in 2013. A very preliminary look at 2014 (unofficial) shows an estimated 58% 6-year graduation rate.

# Strategic Direction 2: Enrich the Total Student Experience

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## Accomplishment Highlights

- **Expansion of international experience opportunities for students** – In 2012-13, WCU began an aggressive campaign to expand its international programming and to provide more international opportunities for WCU students. In 2013-14, WCU joined the Institute of International Education’s Generation Study Abroad Initiative, is piloting a scholarship program entitled “WCU Away”, and hosted a partnership luncheon with Hannam University in Korea. The School of Business obtained accreditation through the Asian Association of Business Schools International.
- **Enhancement of student mentoring programs** – The new Assistant Vice Chancellor for Student Success and the Division of Student Affairs have been very active in advancing mentoring programs for students. In addition to the establishment of new learning communities, two initiatives launching in 2014 include First Generation College Student Mentors and the Transfer Ambassador Program.
- **Athletics** – Catamount sports offered many examples in 2013-14 of high quality and good sportsmanship, instilling pride among faculty, staff, and students. 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.

**STRATEGIC DIRECTION: Enrich the Total Student Experience**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<b>GOAL 2.1:</b> Foster a student-centered campus culture that emphasizes academic excellence, personal growth, networking opportunities, and global and social awareness.				
<b>Initiative 2.1.1</b> Ensure that the mission of every academic support and student services unit espouses academic excellence as a primary emphasis.	Ongoing			All academic support and student services units are revising their missions as part of the division strategic planning processes.
<b>Initiative 2.1.2</b> Review, and where necessary modify, all student recruitment and promotional materials to include expectations related to academic rigor and standards.	Ongoing			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.
<b>Initiative 2.1.3</b> Align, and where appropriate consolidate, academic support and experiential learning services to ensure consistent, interconnected, and efficiently provided assistance to students.	Ongoing			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. 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.
<b>Initiative 2.1.4</b> Develop and/or formalize mentoring program(s) that help students develop a sense of personal, intellectual, and professional identity.	Ongoing			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.
<b>Initiative 2.1.5</b> 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)	Ongoing			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

**STRATEGIC DIRECTION: Enrich the Total Student Experience**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
				experiences for our students. Kimmel students develop a portfolio on LinkedIn to be used for documenting their learning experiences, lifelong learning milestones, and professional development in the programs. Additionally, LinkedIn provides use the means to keep track of graduates and their professional achievements.
<p><b>Initiative 2.1.6</b> 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)</p>	Ongoing			<p>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. More recently, the College of Business obtained accreditation through AASBI - Asian Association of Business Schools International. Other initiatives include:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Piloting a new program called "WCU Away" which provides students with scholarships to Work Away, Study Away and Serve Away.</li> <li>• Hosting a partnership luncheon (summer 2014) with Hannam University in Korea with whom we have exchange agreements.</li> <li>• 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.</li> </ul>
<b>GOAL 2.2: Foster active citizenship among WCU students</b>				
<p><b>Initiative 2.2.1</b> Integrate the elements of the Western Carolina University "Community Creed" into institutionally affiliated programs and services.</p>	Ongoing			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.
<p><b>Initiative 2.2.2</b> As appropriate, include students as full, voting members on campus decision-making committees.</p>	Ongoing			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. Several Student Affairs departments have initiatives calling for creation of advisory committees and panels.
<p><b>Initiative 2.2.3</b> Increase the number of academic living-learning communities that integrate active, collaborative, and interdisciplinary learning experiences with curricular goals, ensuring necessary logistical and administrative support.</p>	Ongoing			Residential Living has a departmental initiative supporting LLC expansion with Academic Affairs. New summer LLC offerings were launched this spring for summer 2014.

**STRATEGIC DIRECTION: Enrich the Total Student Experience**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<b>Initiative 2.2.4</b> Provide every student with an opportunity to participate in student-led outreach projects that focus on civic engagement. (See Initiative 2.1.5)	Ongoing			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. 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.
<b>Initiative 2.2.5</b> Create a culture of participating in the democratic process as demonstrated by large percentages of students who are registered to vote and who vote.	Ongoing			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. The Vice Chancellor for Student Affairs collaborates with Service Learning on student-led voter education and registration projects.
<b>Initiative 2.2.6</b> 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.	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.  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.
<b>GOAL 2.3:</b> Instill pride in the University through more visible recognition and celebration of institutional achievements and traditions.				
<b>Initiative 2.3.1</b> Build and sustain a high-quality athletics program that excites and instills pride among students, faculty, staff, alumni, and friends of the University.	Ongoing			Catamount sports offered many examples in 2013-14 of high quality and good sportsmanship, instilling pride among faculty, staff, and students. 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.
<b>Initiative 2.3.2</b> Create and sustain campus traditions that strengthen students’ connection to their University and its surrounding communities.	Ongoing			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). 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.

**STRATEGIC DIRECTION: Enrich the Total Student Experience**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<p><b>Initiative 2.3.3</b> Build and sustain consistent celebrations of Cherokee history, culture, and traditions.</p>	Ongoing			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.
<p><b>Initiative 2.3.4</b> 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)</p>	Ongoing			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.
<p><b>Initiative 2.3.5</b> Ensure that University events are consistently well-advertised to external audiences.</p>	Ongoing			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.

# Strategic Direction 3: Enhance Our External Partnerships

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## Accomplishment Highlights

- **Annual Leadership Tour** – Thirty campus leaders participated in the 1<sup>st</sup> annual leadership tour on May 12 – May 16, 2014. The leadership tour is the capstone experience of the new WCU Leadership Academy, which just completed its 1<sup>st</sup> year. Along with the leadership academy cohort of 11 members, 19 other newly hired WCU leaders participated in the tour, which visited business and educational sites extending from Asheville to Murphy. For more information on the leadership tour, visit <http://news-prod.wcu.edu/2014/05/campus-leaders-explore-wnc-from-murphy-to-asheville/>.
- **Millennial Initiative Executive Director hired** – In August 2013, WCU hired alumnus Tony Johnson as the Executive Director, Millennial Initiatives, a newly created position in Academic Affairs. Mr. Johnson will focus on developing the Millennial Campus and various Millennial Initiatives involving campus/public partnerships across campus. 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. For more information on the Millennial Initiative, visit <http://www.wcu.edu/about-wcu/millennial-initiative/index.asp>.
- **Engineering courses offered at Biltmore Park in Fall 2014** – In response to critical regional needs, WCU is beginning operations of its undergraduate program in engineering at Biltmore Park. Two gateway courses for the Bachelor of Science in Engineering (BSE) program will be delivered in the Fall semester 2014. Additionally, the academic support laboratories are currently being renovated with a July 1, 2014 completion date.

**STRATEGIC DIRECTION: Enhance Our External Partnerships**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<b>GOAL 3.1:</b> Strengthen relationships and communication between the University and its external partners.				
<b>Initiative 3.1.1</b> Senior campus leadership will model the institution’s commitment to community outreach and involvement.	Ongoing			Senior campus leaders have committed to community outreach and involvement through service on utility boards, Rotary International, and school Community Councils. 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.
<b>Initiative 3.1.2</b> 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.	Ongoing			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.
<b>Initiative 3.1.3</b> Establish the appropriate leadership and organizational structure at WCU to support, coordinate, and facilitate external partnerships and collaborations.	Ongoing			The University created and filled the position of Executive Director, Millennial Initiatives (Tony Johnson). The Executive Director’s focus is to develop the Millennial Campus and encourage initiatives involving campus/public partnerships including fostering regional networks and economic development. 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.
<b>Initiative 3.1.4</b> 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.	Ongoing			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.
<b>Initiative 3.1.5</b> 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)	Ongoing			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.
<b>GOAL 3.2:</b> Position the University as a key leader in regional economic and community development efforts.				
<b>Initiative 3.2.1</b> 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.	Ongoing			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. 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

**STRATEGIC DIRECTION: Enhance Our External Partnerships**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
				L. Walden, William Neal Reynolds Distinguished Professor in the Department of Agricultural and Resource Economics at North Carolina State University.
<p><b>Initiative 3.2.2</b> Develop the West Campus, with its Millennial Initiative designation, as a national model for building, in a rural context, public- private partnerships that are integrated into the academic enterprise and which support community and economic development.</p>	Ongoing			On April 11, 2014 the UNC Board of Governors approved WCU leasing the Millennial Campus to the Endowment Fund for 65 years. Once the lease is executed, the Endowment Fund will have the ability to enter into subleases without further statutory, policy, or regulatory approval conditioned on terms that the Fund seek and receive approvals by the campus, the UNC President, and the UNC Board of Governors for subleases. The lease will allow WCU to move forward with public private partnerships that integrate WCU’s academic mission into regional community and economic development. The first focus for the campus is a privately developed Medical Office Building that will provide opportunities for Health and Human Science faculty and students to participate in applied research and practice with onsite healthcare practitioners. A committee consisting of staff and faculty who are involved in the healthcare industry has been meeting to assemble information on healthcare needs in western NC to assist in identifying potential healthcare partners for the Millennial Campus.
<p><b>Initiative 3.2.3</b> 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.</p>	Ongoing			<p>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. 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.</p> <p>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.</p>
<p><b>Initiative 3.2.4</b> 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)</p>	Ongoing			Health Services has successful partnerships with external health organizations; particularly around EMS services, Jackson County Health Department and mental health providers.
<p><b>Initiative 3.2.5</b> 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</p>	Ongoing			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

**STRATEGIC DIRECTION: Enhance Our External Partnerships**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
focus areas identified by the 2020 Commission.				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.
<b>Initiative 3.2.6</b> Facilitate collaborative research and development efforts between WCU and external partners.	Ongoing			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.
<b>GOAL 3.3:</b> Align internal processes and reward systems to foster external engagement.				
<b>Initiative 3.3.1</b> Develop models and strategies to formally recognize and reward faculty and staff participation in educationally-based external engagement.	Ongoing			The College of Business awarded Bloomberg Teaching awards to faculty who used external engagement in class room.
<b>Initiative 3.3.2</b> 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.	Ongoing			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. In FY 2014-2015, the Office of Human Resources in collaboration with the Coulter Faculty Commons will roll out the first of a series of leadership and professional development programs utilizing the Franklin-Covey products. The first series will utilize The 7 Habits of Highly Effective People program.
<b>Initiative 3.3.3</b> Promote the University's support of staff-initiated community service.	Ongoing			Staff receive reminder of community service leave options and reports on leave taken. 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.

## Strategic Direction 4: Invest in Our People

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### Accomplishment Highlights

- **Salary Task Force** – In March 2013, the Chancellor appointed a salary task force under the leadership of Anna McFadden, Director of Academic Engagement and IT Governance, to study the recent salary analyses completed by the Office of Human Resources and to present to him recommendations regarding salary adjustments if funding were identified. A 5-step plan was developed for both staff and non-faculty EPA, and received the endorsement of the Chancellor and Executive Council. The plan was presented at an Open Forum for staff. Phase I of the plan was implemented in March and April of 2014, and resulted in adjustments for 178 employees.
- **Leadership Academy** - The Coulter Faculty Commons oversaw completion of the inaugural WCU Leadership Academy class during the 2013-2014 academic year. Eleven faculty, staff and administrators participated in the Leadership Academy. The Academy is structured to develop effective leaders for WCU, to better support WCU's mission to serve our community, our region, and our world. The Leadership Academy members concluded their year with a regional tour of businesses and educational facilities in May 2014.
- **Diversity Initiatives** – WCU has established strong programming on equal opportunity and diversity, with a goal of increasing diversity among faculty and staff. The Director of EEO/Diversity Programs conducted a wide range of workshops and open-forums to foster campus dialogue and awareness of diversity issues. The total minority workforce of WCU has increased to nearly 6% in 2014, while the total faculty minority workforce has increased to over 7%. For more information on Equal Opportunity and diversity programs please visit: <http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/chancellors-division/equal-opportunity-and-diversity-programs/>.

**STRATEGIC DIRECTION: Invest in Our People**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<b>GOAL 4.1: Make salary and total compensation packages an institutional priority in order to attract, reward, and retain the highest quality employees.</b>				
<b>Initiative 4.1.1</b> Advocate for the financial resources necessary to offer competitive salaries and compensation packages.	Ongoing			In March 2013, the Chancellor appointed an ad hoc salary committee under the leadership of Dr. Anna McFadden to focus on the topic of salary issues for SPA and EPA non-faculty personnel and make recommendations to him for consideration. The committee met and made several recommendations that 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.
<b>Initiative 4.1.2</b> Develop a regular and recurring process for employee salary review.	Ongoing			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.
<b>Initiative 4.1.3</b> Develop and implement strategies for retaining high-performing employees with competitive salary adjustments and compensation packages within existing policies.	Ongoing			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.
<b>Initiative 4.1.4</b> Develop and implement a program of competitive summer grants to support innovative faculty pursuits within the context of Western Carolina's mission and values.	Ongoing			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.
<b>Initiative 4.1.5:</b> Advocate with other UNC system institutions for a competitive and attractive health benefits plan that is cost-effective for employees and their families.	Ongoing			Director of External Affairs hired effective Dec. 1, and assigned to serve as accountable staff for this initiative May 2014 – currently under review.
<b>GOAL 4.2: Ensure professional development opportunities for all employees.</b>				
<b>Initiative 4.2.1:</b> Make support for professional development for all employees a fiscal priority at WCU.	Ongoing			<ul style="list-style-type: none"> <li>• A director of employee relations, training and development was hired in January 2014.</li> <li>• Academic affairs has worked with Human Resources to develop a plan for increased staff and faculty professional development.</li> <li>• Department Head workshops have and will continue to occur every year. Dean workshops continue throughout the year.</li> <li>• Development of the very successful leadership academy, with 12 participants from across campus in a year-long program of professional development</li> <li>• 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.</li> </ul>

**STRATEGIC DIRECTION: Invest in Our People**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<b>Initiative 4.2.2:</b> Include in each supervisor's performance evaluation an assessment of his/her support for and his/her unit's progress in professional development.	Ongoing			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. 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.
<b>Initiative 4.2.3</b> Ensure appropriate orientation and annual refresher updates for all staff and faculty, as appropriate.	Ongoing			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. 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.
<b>Initiative 4.2.4</b> Ensure that all faculty and staff understand performance evaluation processes and criteria.	Ongoing			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.
<b>Initiative 4.2.5</b> Establish a campus leadership academy to cultivate faculty and staff leaders.	2012-13			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.
<b>GOAL 4.3: Work to develop a work- life environment for Western Carolina University employees that enhances their personal and professional lives.</b>				
<b>Initiative 4.3.1</b> Develop a network within the University and with regional businesses and institutions to enhance employment opportunities for spousal and partner hiring.	Ongoing			Under review
<b>Initiative 4.3.2</b> 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)	Ongoing			Community and civic leaders have been included on the Campus Master Planning Steering Committee and associated task forces. Student Affairs meets each semester with off-campus apartment property managers/owners to discuss student concerns.
<b>Initiative 4.3.3</b> Accommodate flexible work arrangements for staff, where appropriate and possible.	Ongoing			The Division of IT currently allows flexible scheduling and is working on policy defining expectations and procedures for those who choose flex scheduling. Admission has 2

**STRATEGIC DIRECTION: Invest in Our People**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
				departmental initiatives that address flexible scheduling.
<p><b>Initiative 4.3.4</b> Facilitate a network of opportunities, where possible, for affordable child care, health care, and housing options for faculty, staff, and students.</p>				Under review
<p><b>Initiative 4.3.5</b> Increase diversity among faculty and staff.</p>	Ongoing			<p>The Director of EEO/Diversity is currently providing oversight of a faculty salary equity study. 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.</p> <p>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.</p> <p>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.</p> <p>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</p> <p>Serve campus as Title IX Coordinator and chair the Athletics Gender and Minority Issues Committee to monitor and evaluate Title IX compliance</p> <p>Serve campus as the Americans with Disabilities Act Coordinator and chair the ADA committee to monitor and evaluate ADA Amendments compliance</p> <p>Serve campus as Co-chair of the Eastern Band of the Cherokee Indian/WCU Advisory Council</p>
<p><b>GOAL 4.4:</b> Adequately support for scholarship and creative activities in support of Western Carolina University’s mission as a regional comprehensive university.</p>				
<p><b>Initiative 4.4.1</b> Establish an organizational structure to accommodate the research, Graduate School, and Millennial Initiative ambitions of the University.</p>	Ongoing			<p>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.”</p> <p>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.</p>
<p><b>Initiative 4.4.2:</b> Ensure appropriate institutional infrastructure to support scholarship and research.</p>	Ongoing			<p>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</p>

**STRATEGIC DIRECTION: Invest in Our People**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
				support of faculty seeking external grants and support. In addition, business practices and procedures will be streamlined and simplified.
<b>Initiative 4.4.3</b> 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.	Ongoing			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. In the first round of research awards, seven projects were funded. A further round of awards will occur mid-summer.
<b>GOAL 4.5: Create an environment in which the primary role of faculty as teacher-scholars is recognized and valued.</b>				
<b>Initiative 4.5.1</b> 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.	Ongoing			<ul style="list-style-type: none"> <li>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.</li> <li>The Department of Music undertook their own internal workload study.</li> <li>A College of Business Faculty Task Force evaluated developing a consistent DCR across the College.</li> </ul>
<b>Initiative 4.5.2</b> 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.	Ongoing			Under review as a result of workload document mentioned above.
<b>Initiative 4.5.3</b> Eliminate redundant and ineffective service obligations and committees across campus.	Ongoing			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.
<b>GOAL 4.6: Foster an inclusive University community where the contributions of all employees are recognized and valued.</b>				
<b>Initiative 4.6.1</b> Establish opportunities that give University staff access to University administration in the governance process.	Ongoing			Staff senate has representation on most major University Committees including Chancellor's Leadership Council, Salary Task Force, Master Planning, and Budget Advisory Council. 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.
<b>Initiative 4.6.2</b> 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.	Ongoing			Chancellor's Leadership Council has representation from Faculty Senate, Staff Senate, and Student Government Association

# Strategic Direction 5: Invest in Our Core Resources

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## Accomplishment Highlights

- **Structural Deficit eliminated** – The 2013-14 budget eliminated a structural deficit of \$1.5 million. 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.
- **Master Plan completed and approved** – In September 2012, the University embarked on comprehensive campus master planning process, led by Sam Miller and Melissa Wargo. The resulting strategic plan, *2020 Vision: Focusing Our Future* was approved by the WCU Board of Trustees in December 2013. Since that time, all academic units and most primary administrative units have established or revised their own strategic plans to align with the strategic directions, goals and initiatives of the *2020 Vision* strategic plan. For more information on the WCU 2020 Vision strategic plan, please visit: <http://www.wcu.edu/about-wcu/leadership/office-of-the-chancellor/wcu-2020-plan/>.
- **Information Technology Disaster Recovery Plan established** – The Division of Information Technology completed implementation of several projects designed to facilitate IT disaster recovery. Ongoing projects include establishment of independent building network connectivity (to be completed in the Fall of 2014) and migration to the UNC General Assembly Banner Hosting environment (to be initiated in the Summer of 2014).

**STRATEGIC DIRECTION: Invest in Our Core Resources**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<b>GOAL 5.1: Implement sustainable funding models to ensure fiscal stability.</b>				
<b>Initiative 5.1.1</b> Eliminate operational dependence on one-time funding for core functions and services.	Ongoing			The 2013-14 budget eliminated a structural deficit of \$1.5 million was eliminated 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.
<b>Initiative 5.1.2</b> Maintain a favorable bond rating.	Ongoing			In 2013, Moody's improved WCU's Outlook from negative to stable and affirmed its Aa3 issuer rating. 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
<b>Initiative 5.1.3</b> 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.	Ongoing			Program Prioritization was completed in 2013. Administrative Reorganization was completed in early spring 2013. Additional resource reallocation work is being planned.
<b>GOAL 5.2: Develop a comprehensive University master plan.</b>				
<b>Initiative 5.2.1</b> 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.	Ongoing			In September 2012, the University embarked on comprehensive campus master planning process, led by Sam Miller and Melissa Wargo. This strategic plan, <i>2020 Vision: Focusing Our Future</i> , was approved by the Board of Trustees in December 2013.
<b>GOAL 5.3: Improve the effectiveness and efficiency of campus business processes to ensure continuous improvement and to realize financial savings.</b>				
<b>Initiative 5.3.1</b> Review the use of expendables, including printed documentation, and where reasonable, reduce such usage and transition to digital alternatives.	Ongoing			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.
<b>Initiative 5.3.2</b> 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.).	Ongoing			Implementation of the new Data Warehouse has resulted in a review of student and finance business procedures. 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

**STRATEGIC DIRECTION: Invest in Our Core Resources**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
				shared governance of the College. Residential Living successfully collaborated on new maintenance software system (TMA) with Facilities Management for university-wide work order processing.
<b>Initiative 5.3.3</b> Consolidate and centralize similar operations across campus.	Ongoing			The first wave of administrative reorganization was completed in January 2013. An initial restructuring of the Provost Office was completed in February 2013. VC for Student Affairs helped develop the telecommunications business process review and launch the E-Access Task Force.
<b>GOAL 5.4:</b> Sustain and increase information technology capabilities and capacity required to meet the goals of the University.				
<b>Initiative 5.4.1</b> Establish and systematize a sustainable funding model for information technology that accommodates operational support, replacements and upgrades, University growth, and strategic initiatives.	Ongoing			<ul style="list-style-type: none"> <li>The IT portion of the structural deficit was totally eliminated going into fiscal year 2013-2014.</li> <li>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.</li> </ul>
<b>Initiative 5.4.2</b> 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.).	Ongoing			<ul style="list-style-type: none"> <li>Fall 2013 developed and implemented a semi-annual process for assessing infrastructure capacity and needed additions or changes.</li> <li>Wireless capacity. Completed wireless capacity additions for academic areas/buildings and residential living. Only remaining areas are administrative buildings.</li> <li>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.</li> <li>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.</li> <li>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.</li> </ul>
<b>Initiative 5.4.3:</b> Establish a multiyear technology capability planning process that is revisited annually.	Ongoing			This initiative was started late in the Spring 2014 semester. Expect to have planning process developed during the upcoming year.
<b>Initiative 5.4.4</b> Assess periodically and revise, where necessary, the information technology disaster recovery plan.	Ongoing			<ul style="list-style-type: none"> <li>Implemented second internet connection with automatic failover for enhanced business continuity and redundancy.</li> <li>Developed "to-be" disaster recovery design</li> <li>Completed implementation of full backup capacity capability. For the first time we are able to back-up the entire data center.</li> <li>Completed installation of spare racks, power, and network connectivity for hosting recovery site at PARI in Brevard.</li> <li>Implemented audit suggestion to segregate external web server access from databases in the datacenter.</li> <li>Implemented web server failover.</li> </ul>

**STRATEGIC DIRECTION: Invest in Our Core Resources**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
				<ul style="list-style-type: none"> <li>Began implementation of multipath fiber routing to provide independent building network connectivity and business continuity redundancy. Should be complete by end of Fall 2014.</li> <li>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.</li> </ul>
<b>GOAL 5.5:</b> Maintain and improve campus safety systems, capabilities, and infrastructure in support of the University's strategic priorities.				
<b>Initiative 5.5.1</b> Complete and maintain updated emergency response plans and business continuity plans for critical functions of the University.	Ongoing			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
<b>Initiative 5.5.2</b> Implement sustainable funding models in support of campus safety systems and infrastructure.	Ongoing			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.
<b>Initiative 5.5.3:</b> Enhance campus wide emergency preparedness with ongoing communication and training.	Ongoing			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.
<b>Initiative 5.5.4:</b> 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.	Ongoing			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.
<b>Initiative 5.5.5</b> Systematically assess and upgrade technologies (e.g., radio systems, access controls, cameras, etc.) in support of campus safety objectives.	Ongoing			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. 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.

# Strategic Direction 6: Garner Support for Our Vision

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## Accomplishment Highlights

- **Communications and Marketing Plan** – Robin Oliver, a marketing and branding executive, was hired in March 2014 for the new position of Director of Marketing. The Director has already been busy working towards a comprehensive marketing plan. A series of on-campus focus groups around brand personality and core brand values has recently been completed. 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 intent is to centralize our brand vision so that all internal constituents are telling the same story about WCU. Additionally, the directors of marketing and communications are co-chairing a work group which 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.
- **Enrollment Management** – In Spring 2013, then Provost Angi Brenton oversaw the formation of the Enrollment Planning Committee (EPC), chaired by Carol Burton, Associate Provost, and Sam Miller, Vice Chancellor for Student Affairs. The EPC meet monthly through the 2013-14 academic year providing strategic-level oversight and coordination of all activities related to managing WCU's student enrollment. The EPC evaluated several vendor-supplied enrollment and retention solutions. Rapid Insight predictive analytics software suite was purchased in May 2014 and is in the process of being installed on analyst computers in the Office of Institutional Planning and Effectiveness. The software will allow WCU to better use institutional data in enrollment and retention modeling and associated decisions.
- **Significant increase in grants awarded** - From fiscal year 2013 to fiscal year 2014, grant awards increased in dollars by 60.1%: from \$3,452,970 to \$5,526,645. Additionally, from 2013 to 2014, submitted grant proposals increased in dollars requested by 67.4%: from \$10,186,462 to \$17,049,990.

**STRATEGIC DIRECTION: Garner Support for Our Vision**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<b>GOAL 6.1:</b> Facilitate a shared understanding of and commitment to the institution's strategic vision among WCU faculty, staff and students.				
<b>Initiative 6.1.1</b> 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.	Ongoing			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.
<b>Initiative 6.1.2</b> Align all internal budgeting and annual reporting processes to reflect and reinforce the strategic vision and priorities of the University.	Ongoing			The budgeting process for 2013-14, was modified to explicitly link to the <i>2020 Vision</i> 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 <i>2020 Vision</i> .
<b>Initiative 6.1.3</b> Ensure consistency among vision messages from all internal sources.	Ongoing			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.
<b>GOAL 6.2:</b> Facilitate a shared understanding of the institution's strategic vision among the University's external communities.				
<b>Initiative 6.2.1</b> 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)	Ongoing			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.
<b>Initiative 6.2.2</b> 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.	Ongoing			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 to meet this initiative, including the filling of vacant positions and reclassification of existing positions.
<b>Initiative 6.2.3</b> Create a network for regional engagement and statewide advocacy through a mobilized and informed alumni base.	Ongoing			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

**STRATEGIC DIRECTION: Garner Support for Our Vision**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
				expand the regional and affinity WCU Alumni Chapter program.
<b>Initiative 6.2.4</b> Develop a process to review periodically the University brand and tailor the marketing message accordingly.	Ongoing			The new Director of Marketing is in the process of a comprehensive brand review.
<b>GOAL 6.3:</b> Maximize and target a balanced and diverse mix of financial resources that will enable achievement of Western Carolina University's strategic vision.				
<b>Initiative 6.3.1</b> 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.	Ongoing			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. 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.
<b>Initiative 6.3.2</b> 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)	Ongoing			Following a study led by Provost Angi Brenton in Fall 2012, the Division of Academic Affairs was restructured as follows to improve the student experience: <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul> Similarly, the units of New Student Orientation and Student Financial Aid have been reorganized under the Director of Student Recruitment and Transitions. Still working to implement the reorganization of auxiliary units and the launch of the Scholarships Office.
<b>Initiative 6.3.3</b> 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.	Ongoing			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. 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.
<b>Initiative 6.3.4</b> Develop and implement a comprehensive plan to increase significantly WCU's advocacy efforts among elected officials on behalf of University and system priorities.	Ongoing			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.

**STRATEGIC DIRECTION: Garner Support for Our Vision**

Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
<p><b>Initiative 6.3.5</b>                      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</p>	Ongoing			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.
<p><b>Initiative 6.3.6</b>                      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</p>	Ongoing			Final report from the feasibility study consulting firm Bentz Whaley Flessner is due to be received on June 5, 2014 to recommend scope, scale, and timeframe of upcoming campaign. During 2013-2014, Development and Alumni Affairs added three new staff positions and increased operating budgets in strategic areas to accommodate campaign preparedness and planning. In addition to the completing the campaign feasibility study, the department will complete by June 30 other key component in preparing to conduct a campaign including a data scrub, and wealth screening of the Development and Alumni Affairs database. Additionally, the department is collaborating with the Advancement office at UNC GA to take advantage of shared services that expand operational efficiencies at reduced costs.
<p><b>Initiative 6.3.7</b>                      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</p>	Ongoing			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. <ul style="list-style-type: none"> <li>• 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.</li> <li>• Office of Sponsored Research office has been restructured. Office processes and staff roles &amp; responsibilities revised/clarified. Director of Sponsored Research hired 2/1/2014; Research Protections Officer hired 4/1/2014.</li> <li>• 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.</li> <li>• Sponsored Research Council established and active since 11/1/2013; will be expanded from 8 to 15 members 8/15/2014.</li> </ul>

**STRATEGIC DIRECTION: Garner Support for Our Vision**

	Initiative	Timeline	2012-13 Progress	2013-14 Progress	Summary of Results To Date:
	<p><b>Initiative 6.3.8</b> Pursue funding resources for development of the West Campus/Millennial Initiative.</p>	Ongoing			<p>The Executive Director is having ongoing conversations with potential sources of infrastructure funding including the US Economic Development Administration and Jackson County officials. It is anticipated that additional physical infrastructure will be required prior to development for the Millennial Campus. The Executive Director is having ongoing conversations with developers interested in the Millennial Campus, including those specializing in medical office buildings, to educate the developers on the possibilities of having tenants integrated within the academic focus of the university. The Executive Director is having ongoing conversations with potential financing sources for developers interested in building on the Millennial Campus to educate them on the unique opportunities of partnering with an academic institution.</p>