

DIVISION OF STUDENT AFFAIRS

2019-2020 ANNUAL REPORT





INTRODUCTION

Student Affairs at Western Carolina University is a dynamic group of professionals making a difference in the lives of students and the greater WCU community. With an annual operating budget of approximately \$70 million, the Student Affairs Division is comprised of approximately 200 full-time staff along with a handful of part-time employees working alongside over about 580 student staff members.

Our areas of focus include Undergraduate Enrollment, Health and Wellness, Student Programs and Activities, and Campus Services which includes Residence Life and Dining Services. Our responsibilities include several dozen facilities and an array of services designed to support our community and our students as they live and learn in a diverse environment.

As you review this report, I think you will see that this was a remarkable year for the Student Affairs team. The academic year started with another record-breaking undergraduate recruitment cycle, successfully completed and opened the new Levern Hamlin Allen Residence Hall, continued delivering quality services to our growing student population, and then the COVID-19 pandemic emerged.

Across WCU's campus, Student Affairs staff pivoted over the course of a few days to support our students with the shift to online instruction and sudden shift from thousands of students living on-campus to just the few hundred approved to remain on-campus. The pandemic prompted Student Affairs colleagues to take unprecedented actions to offer support and services online to our students. Since then we have been working toward the day students return to Cullowhee.



This report contains descriptive narratives from each of our key areas of focus and is supported by performance and data dashboards from each of our departments which begins on page 30. These dashboards convey some of the volumes and issues our team engages, but the data also highlights, how much our team cares about students. This was an unprecedeted and challenging year for my colleagues in Student Affairs, and I'm proud of the way we served students and our campus community.

On behalf of my colleagues, thank you for taking the time to learn more about Western Carolina University's Division of Student Affairs.

H. Sam Miller

Vice Chancellor for Student Affairs

UNDERGRADUATE ENROLLMENT

“Total undergraduate fall enrollment has reached another high.” Such has been the

undergraduate storyline, without exception, for a decade.

WCU TOTAL FALL UNDERGRADUATE ENROLLMENT

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
7,450	7,503	7,627	7,979	8,448	8,787	8,821	9,171	9,406	10,027	10,469

Source: Tableau (OIPE)

A decade streak of successive years of undergraduate growth contributed greatly to storylines of record total headcount

enrollment. Since 2011, WCU has experienced an increase in fall total headcount enrollment every year but one (fall 2015).

WCU TOTAL FALL ENROLLMENT

2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
9,429	9,407	9,352	9,608	10,107	10,382	10,340	10,805	11,034	11,639	12,167

Source: Tableau (OIPE)

Numerous tributaries feed the enrollment table level, and successive rises in fall first-year enrollment contributed mightily to the rising stream of continuing students who flowed through sophomore, junior, and senior class

years to graduation (one exception: fall 2015). And in fall 2018, NC Promise contributed to a flood of new students, making the headline “WCU experiences yet another year of record enrollment” seem like a broken record.

WCU FALL FIRST-YEAR STUDENT ENROLLMENT

2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
1,440	1,520	1,558	1,621	1,756	1,639	1,925	1,998	2,198	2,106

Source: Tableau (OIPE)

But year upon year upon year of record enrollment began placing a strain on the infrastructure and resources of the fifth-oldest institution in the UNC System. The master plan called for the demolition and replacement of Scott and Walker Halls, which will temporarily cease on-campus housing capacity. Construction was to begin in 2020 on WCU’s first parking deck, temporarily decreasing on-campus parking capacity. Construction was planned for a desperately needed new science building to relieve the class section bottleneck on science and lab courses, and the new facility was not scheduled to be ready for use until fall 2021.

Other course and program capacity factors began emerging as new transfer student enrollment tributaries exceeded record levels.

So, for fall 2019—for the first time in recent history—WCU ratcheted down new undergraduate enrollment targets. “Bring in fewer new students. Set your enrollment sights lower.” The sizeable and healthy continuing undergraduate student water table was particularly high coming off the record-shattering influx of new first-year and transfer students in fall 2018 (the inaugural year of NC Promise). Given healthy distance, graduate, and continuing undergraduate levels, setting



fall 2019 first-year and new transfer targets at approximately 100 fewer students each seemed manageable while still fueling record total headcount enrollment. Sure enough,

those fall cohorts came in smaller, as planned, and the headlines for fall 2019 once again could read, “WCU sets new record total enrollment.”

COMPARATIVE ENROLLMENT TRIBUTARY TOTALS

	1 st Year UG	Transfer UG	Cont. UG	Total UG	Cont. GR	Total GR	Total Distance	Total Enroll
Fall 2018	2,198	1,105	6,405	10,027	946	1,612	1,429	11,639
Fall 2019	2,106	1,011	7,070	10,469	1,002	1,698	1,652	12,167

Source: Tableau (OIPE)

Given the master plan, strategic plan, construction plans, and available resources, the undergraduate enrollment plan for fall 2020 called for a comparable first-year cohort to fall 2019 (2,075-2,125) and a comparable transfer cohort to fall 2018 (1,075-1,125).

Similar to fall 2019, reaching these enrollment targets, coupled with another year of healthy enrollment tributaries in continuing student, distance student, and graduate student enrollment would yield yet another year of record total enrollment.

UNDERGRADUATE ENROLLMENT

The fall 2020 enrollment plan was going according to plan—and then came COVID-19.

The pandemic attacked the heart of undergraduate enrollment activities at the height of new undergraduate yield season. Undergraduate Admissions had to pull the plug on the final Spring Blitz event and on the final spring open house—two high-yield programs in regards to enrollment and class shaping (e.g., rural student and diversity student enrollment). Weekday campus tours were suspended. Spring college fairs were suspended. First-year summer admission paths had to be canceled (Catamount Gap) or altered (Academic Success Program moved from a summer to a fall model). Family financial concerns slowed the deposit pace ahead of the May 1 commitment deadline. The orientation registration pace dropped dramatically as uncertainty loomed as to whether summer orientations would be permitted and what college in the fall might look like. The number of prospective students submitting FAFSAs declined.



As the fiscal and annual reporting cycle wrap up, uncertainty remains as to how fall 2020 enrollment will end up. What will changes to course modality, health risk concerns, curtailed fall programming, social distancing restrictions, economic impacts, modified academic calendars, etc., do to enrollment melt and yield? Numerous students, new and continuing alike, are inquiring about stop-out policies and deferred enrollment options. Community colleges are reporting spikes in interest from prospective students.

Urban-based System institutions are reporting late spring and early summer spikes in communication from students in their immediate regions inquiring about the possibility of enrolling in classes online from home or commuting.

Quite literally, WCU enrollment is not immune to the effects of COVID-19. How healthy WCU enrollment will be this fall won't truly be known until fall census (the tenth day of class). Through the end of June and the new student orientation season (which had to rapidly transition to a fully virtual experience), the current prognosis is that: 1) another year of record headcount enrollment remains possible (on the strength of point-in-time graduate and distance student registrations) but is questionable depending upon melt; 2) total semester credit hour (SCH) production (upon which WCU is funded) likely will be down; 3) total resident credit student enrollment likely will be down; 4) and total first-year and transfer student enrollment will fall short of enrollment goals.

Given the burgeoning sizes of recent undergraduate graduation cohorts, enrollment planning for fall 2021 will be crucial to the vitality of enrollment,



Dean of Students, BaShaun Smith, speaks during the WCU Orientation Livestream.

semester-credit hour production, and funding. Deferred enrollment might flood an historically tiny trickle of enrollment in 2021, but increases in both first-year and transfer cohorts will have to play a significant role in fall 2021 enrollment in order to rebound from the effects of COVID-19.

COVID has not only overshadowed much of the nation and globe in 2020; it overshadowed some proactive, positive changes that occurred this past academic year with Undergraduate Enrollment (UE). Every unit within UE relocated: Undergraduate Admissions moved from Camp Building to the newly renovated first floor of H.F. Robinson Administration Building where the space and functionality will prove much more conducive to

attracting and yielding new student enrollment and better aligns campus tour routes with the renovations that will be occurring where Scott and Walker Halls now stand. New Student Orientation and Student Financial Aid and Scholarships relocated from Killian Annex to the space vacated by Undergraduate Admissions, making these units more easily accessible to visitor parking, guests who visit Undergraduate Admissions, the Graduate School, and Distance Education offices. Expanded use of Dynamic Forms will allow students to conduct business and submit forms and documentation electronically in keeping with business and operational efficiencies strategic goals.

UNDERGRADUATE ENROLLMENT



Undergraduate Admissions successfully acquired a new Customer Relation Management (CRM) system, and will train and transition to this new system in 2020-2021 so that they will be poised to use this enhanced tool to recruit the class of 2022. In the meantime, the unit is collaborating closely with campus and external partners on modified and enhanced enrollment strategies to shape and yield healthy 2021 new undergraduate cohorts. For example, in late June, both the Enrollment Planning Committee (EPC) and Executive Council (EC) endorsed enhanced flexibility and strategies pertaining to three Undergraduate Admissions requests: 1) expansion of the Great Grades Guarantee (<http://greatgrades.wcu.edu>) as a result of modifications to UNC System Minimum Eligibility Requirements (MER); 2) strategic expansion of need-based application and enrollment fee waivers/deferrals (<http://>

applicationfeewaiver.wcu.edu); and 3) strategic use of self-reported academic credentials in the undergraduate recruitment, application, and enrollment process.

In football, piling on results in a 15-yard penalty, but the COVID Pandemic piled unprecedented workload and challenges onto Student Financial Aid and Scholarships at the height of their busiest season. Financial Aid and Scholarships took the lead on interpreting and disseminating CARES Act instructions, information, and regulations (often receiving unclear or mixed messages that continued to evolve throughout the awarding period) pertaining to Higher Education Emergency Relief Funds (HEERF) and in developing an application and review process, managing the review and award process, and tracking and reporting the awarding. The director of financial aid, director of scholarships, and

dean of students served as a three-member review and award team, undertaking the herculean effort of reviewing nearly 2,500 application submissions and expending WCU fund allocations (roughly \$4.4 million) in mere weeks.

COVID-19 caused the three-person, New Student Orientation team to have to reinvent the orientation wheel in mere weeks. Collaborating with numerous campus units and colleagues, Orientation reinvented a virtual orientation experience—creating course content, videoing and producing presentations, constructing and inventing weekly virtual Facebook chats, employing

new social media strategies, and intensifying communication frequency and modality. The orientation team along with some of their student orientation crew and campus colleagues were able to deliver a well-received virtual orientation session within the same summer timeslot (June 1-July 2).

Fall 2020 will likely prove to be a blemish on the WCU enrollment storyline. But planning, strategies, and initiatives are already underway to modify programming, introduce new strategies, and work more efficiently and effectively to mitigate the negative enrollment effects of COVID-19 on WCU enrollment.



CAMPUS SERVICES

2019-2020 was a year of significant change within Campus Services, with key leadership changes in both the Dining program and the Bookstore. In addition, significant and unprecedented operational challenges due to COVID-19 were met head-on. These challenges are still evolving, with impacts on Campus Services' planned operations for the fall. Campus Services will also have to navigate the financial repercussions of these changes. With all of this in mind, 2019-2020 was a successful year for Campus Services. Some of the 2019-2020 accomplishments include:

- Dining Services, now called Catamount Dining, welcomed a new Resident District Manager (RDM) to campus. Jeff Marshall has proven to be an experienced, dedicated leader and has helped deliver key programs in his short time at WCU.
- Catamount Dining engaged in a strategic planning exercise to reimagine board dining at WCU. This initiative is designed to maximize the dining experience for students, providing desirable and high-quality options via our all-you-care-to-eat meal plans. These changes are the result of our interaction with students via the Dining Services Advisory Board. This project is near design completion and brings changes to nearly every dining station in the Courtyard and Brown Dining Halls. While COVID-19 has introduced service modifications in the short term, we expect to implement most of the required infrastructure over the coming year.
- Campus Services negotiated new meal plans, with a focus on enhancing the quality of board meals, ensuring a nutritious, affordable, and food-secure set of meal plans for all students, and creating value for our students by enhancing their exchange options and value-per-dollar spent on each meal plan.
- Catamount Dining met the challenge of COVID-19 by altering service and working through unprecedented changes in the Spring semester. As a result, students were fed through the closing of the University, and Catamount Dining refunded over \$3.8MM to students when service was no longer available.
- Catamount Dining completed projects in several dining areas, including refreshes of Panda Express, Java City at HHS, Java City



at Hunter Library, and Freshens. Over the summer months, Catamount Dining performed significant back-of-house projects to enhance service and to organize operations for fall 2020 delivery.

- Catamount Dining completed design on a Courtyard Starbucks remodel, to be started in December 2020.
- The Bookstore congratulated Pam Degraffenreid and celebrated her retirement and is excited to welcome Jennifer Thomas to the role of Bookstore Director. Jennifer has 14 years of experience with the WCU Bookstore and has performed admirably in many key roles – store system and eCommerce administrator, Book Rental Manager, Textbook Manager, and most recently, Assistant Manager.
- The Bookstore had a successful year despite being significantly impacted by COVID-19. Among their many accomplishments, bookstore staff installed significant space-saving steel shelving in the bookstore's basement, upgraded their point of sale system, and upgraded the bookstore's website to enhance the online shopping experience. COVID-19 interrupted the Spring semester, but bookstore staff stepped up and worked throughout the crisis. In a short amount of time, the bookstore developed a new rental return process, began issuing emergency e-books, and mailed more than 1,500 packages to students so that summer instruction would not be interrupted. Planning is currently underway to meet the challenges of the fall semester.
- The CatCard Office launched a new online photo upload system as part of MyWCU, allowing us to create a seamless workflow to produce cards for new students. This process has been a massive success, reducing wait times during orientations and increasing student satisfaction. With



COVID-19 this fall, this system is allowing us to accept all photos online so we can produce cards and bundle them with residential move-in packets.

- Campus Services has undertaken several technology projects in response to COVID-19. Currently in planning are “line buster” tablets for mobile order taking, a new virtual campus card and online food ordering platform, remote book rental check-in, and several other key initiatives to prepare for the fall semester.
- Campus Services has finalized replacing WCU's antiquated electronic door access system. To date, Campus Services has implemented 353 doors across campus through multiple projects with a wide variety of departments and campus stakeholders. This system has been fully integrated with WCU systems, allowing for automation that was not possible on the Schlage electronic door access system.
- Printing and Mailing Services joined the Campus Services team effective July 1, 2020. Campus Services is excited to welcome Printing and Mailing Services to the unit and has been working with Printing and Mailing Services for the last several months in preparation.

RESIDENTIAL LIVING



Levern Hamlin Allen Residence Hall dedication

At the end of each academic year, it's always amazing to look back and take in all that we have accomplished over the last year. The 2019-2020 was another action-packed year for Residential Living and one quite unlike anything ever before. WCU welcomed another large freshman class to campus in August, leading to Residential Living providing on campus housing to one of the highest numbers of students in our history (4,410). As we took care of the day-to-day business of the department and providing the best customer service to our students, there were several highlights throughout the year.

These highlights include:

- The summer of 2019 included the completion of construction of Allen Hall. With construction pushing further into July than originally scheduled, Residential Living staff worked hard to ensure all furniture was installed, final cleaning was completed, and the building was safe for students to move in by August. Allen Hall successfully opened on-time on August 16, welcoming 614 first-year students to their new home.
- Demand for living on campus has continued to be high. The summer of 2019 was spent managing a wait list for housing that hovered around the 400 mark for much of the spring and summer. By opening, we had been able to offer housing to all students on the wait list. As we prepared for room selection for the 2020-2021 school year, we have again had higher demand than beds available. As the year ends, we have had as many as 550 students on a wait list for housing for next year. With concerns regarding COVID, we saw a significant number of cancellations and could offer housing to all students on the wait list for housing.
- The year included several important career milestones for our department. After a 30-year career with WCU, our Director of Residential Facilities retired. Additionally, our Director of Residence Life served as the Interim Dean of Students for the 2019-

2020 year and was successfully named to the permanent position in June. Searches are currently underway for both the Director of Residential Facilities, Director of Residence Life, and the Director of Residential Operations.

- Residential Living partnered with the Division of IT and Student Accounts to offer a new meal plan portal for students to begin using during the summer of 2019. This meal plan portal uses the technology available within Residential Living's Mercury software and allows an automated process for students to select and change meal plans. The new functionality went live in July and was successful.
- The department continued working on details related to hosting NCHO 2020. In May, a determination was made to postpone the 2020 NCHO conference to 2022.
- Mercury 3.0 has continued to provide opportunities for Residential Living to improve processes, especially related to efficiency. One milestone that the department has been striving to complete for several years was the acceptance of electronic contracts. With technology available in Mercury, Residential Living successfully implemented electronic contracts for the 2020-2021 academic year in February.
- Planning and design of the Lower Campus Residence Hall project that will replace Scott and Walker Halls was once a major focus during this year. As we completed the planning process, several major changes to design had to be made. In the end, the project will include 932 beds within three buildings. Scott and Walker were turned over to demolition contractors in early June. We expect the completion of the two of the three replacement buildings being summer 2022, with the third ready in summer 2023.
- With COVID-19 complications, there was great pressure to get student belongings out of Scott and Walker, while meeting deadlines needed to ensure the construction schedule was met. Many staff worked long hours ensuring students moved out of these two buildings on time, furniture was moved out, and final inspections were done. Against all odds, Scott and Walker were turned over to the contractor on-time.
- Numerous Residential Living staff members received recognition during this year. From departmental awards, to Student Affairs awards, and finally winners at the NCHO conference, the excellent work of staff was recognized this year.
- COVID-19 created an interesting end to the year for WCU and for Residential Living. As students were asked to return home and complete the semester remotely, Residential Living facilitated an exception process for students who could not return home. International students, homeless students, and students with other special circumstances had the ability to request to remain in the residence halls through the traditional end of the academic year. In all, 224 students were permitted to remain on-campus past the March 21 closing date.
- Residential Living successfully completed a social distanced move-out process May 1-10 for students who had not checked out of their rooms in March. The process allowed students and their families to sign-up for a specific date and time block to move-out and allowed a maximum number of sign-ups for each building during each block.
- In preparation for Fall 2020, detailed planning has taken place for opening residence halls during the pandemic. Opening of the residence halls is planned for a 15-day period with no more than 475 students checking in per day. Additional restrictions for the residence halls were introduced in June and preparations are underway to have students return to the halls.

STUDENT HEALTH & WELLNESS

The Health and Wellness unit, consisting of Campus Recreation and Wellness, Counseling and Psychological Services, Health Services, and Health and Wellness Education provides essential services for the overall wellbeing of our diverse campus population. The departments within the unit: Campus Recreation and Wellness, Counseling and Psychological Services, Health Services, and Health and Wellness Education. As stated in our WCU Strategic Plan Goal 2.4: *Create a campus environment that facilitates a healthy lifestyle for students*, we encourage students to be involved, informed, healthy, and well.

As a unit, we recognize the powerful link between physical health, emotions, thinking, behavior, social interaction, and student success. These elements of wellness are represented in different puzzle pieces that we promote separately; however, encourage students to connect one or more of the pieces for an overall wellbeing student experience and a habit of life-long wellness.

Encouraging students to embrace their health and wellness, and ask for help early, is an important aspect of their academic success. Our unit continues to be intentional in our health and wellness delivery to students by providing a variety of programs, services, and outreach that addresses the “here and now” needs of student while also enhancing student learning. In accordance with Western Carolina University’s Policy #38, we educate students on the importance of healthy lifestyle choices emphasizing the elimination of high-risk behavior, illegal alcohol and drug use, harmful substance use and related issues in order to empower and retain successful, healthy and involved students.

The impact of COVID-19 in the spring was felt

not only by our students, but for our health and wellness staff. We took to heart the health and safety of our campus and followed the Governor’s orders by significantly altering the delivery of our services. In late March we closed the Campus Recreation Center, canceled programs, activities, annual events, and sent Campus Recreation and Wellness (CRW) staff members home. CRW staff went to work on promoting programs and offering services via ZOOM, social media, and imleagues to keep students and employees active during this pandemic.

Utilizing social media, our HESA intern for health and wellness education went virtual utilizing the Catamount Wellness Ambassadors (CWA's) to provide encouraging videos to students. The BIRD Building, housing both health services and counseling and psychological services, altered operations to allow scheduled appointments only. The providers and clinicians quickly completed Telehealth courses to get up and going virtually to still serve medical and mental health needs. As a medical facility, health service went into full pandemic mode, as they are trained to do, donning appropriate PPE and safety measures, serving well-visits as well as COVID symptomatic individuals, on a rotational schedule to reduce potential exposure of the staff.

Although our statistics reflect the impact of COVID-19 on our operations, the dedication of the health and wellness unit during this pandemic was impressive. They continued to be creative to deliver quality services for our students. The operations of our health and wellness departments continue to assess and enhance our services for students for a positive impact on their overall well-being. Sample highlights from the Health and Wellness unit follows.

CAMPUS RECREATION AND WELLNESS

Campus Recreation and Wellness (CRW) facilities enhancements during 2019-2020 include:

- Replacing 9k in strength equipment for the Campus Recreation Center (CRC), annual court resurfacing in the CRC, working with Facilities Management on mechanical room updates and tile work for Reid Pool, and working with Facilities Management to begin recreational field enhancements behind Norton Residence Hall.
- CRW continued to support the academic mission of WCU through various collaborations and offerings including, but not limited to, presentations and facility tours for 18 academic classes, climbing wall sessions for 4 academic classes, teambuilding programs for 2 academic classes, and hosting 7 outdoor expeditions for Parks and

Recreation Management academic classes.

- In addition to hosting fitness, sports, and outdoor recreational programming prior to COVID-19, CRW quickly adapted programs and services during the COVID-19 pandemic to virtual offerings. CRW created a YouTube Channel with workouts for the campus community, offered virtual Group Exercise classes, held several virtual Wellness Challenges, offered eSports programming, provided online resources for individuals looking to get involved in outdoor activities, and worked with Counseling and Psychological Services to host online Mindfulness workshops.
- CRW worked diligently during May and June 2020 to create safe facility reopening protocols for the Campus Recreation Center and Reid Pool.



COUNSELING AND PSYCHOLOGICAL SERVICES

- Counseling and Psychological Services (CAPS) served 1153 clients this academic year, as compared to 1244 last year. This 7% change is likely due to our operational changes mid-March as a result of COVID-19.
- CAPS offered 7501 appointment this year, compared to 7888 appointments during the previous academic year. 177 appointments were cancelled because of COVID.
- CAPS provided 320 tele-mental health sessions to 105 students who wished to engage in therapy via our Zoom platform. These services began on March 30, 2020 as a response to COVID-19.
- Although overall numbers decreased in 2019-2020 (impact of COVID-19), CAPS had more students returning for mental health services this year.

5 Year Trends in Number of CAPS' Clients Served



While our overall numbers decreased in AY 2019-2020 (impact of COVID-19), we did have more students returning this year, which certainly can be considered an indication of satisfaction with counseling and also an indication of prolonged impact and need for assistance of the mental illnesses students experience.

- CAPS implemented the Quick Access service which offered same day appointments for students.
- Strategic Initiative 1.1 for CAPS is to maintain a wait time for appointments to no more than three weeks. Quick Access allowed us to offer all students (100% of appointments) to speak with a counselor within 24 hours. 618 out of 652 intake appointments (first full appointment after Quick Access) were scheduled within the targeted three week range (95% of appointments).
- CAPS provided 1171 initial appointments prior to spring break (3/6/2020) as compared to 764 initial appointments offered in the same time period last academic year representing a 34.7% increase in initial appointments prior to our switch to tele-mental health.
- The implementation of Quick Access in CAPS assisted in a decrease in

emergency appointments because in the past when students were informed there was a wait of up to two weeks for an appointment, they would state it was an emergency, even if there was no acute crisis for the student. With Quick Access, there was no wait time and the clinician were the one that would code the appointment, giving us accurate information regarding how many acute situations necessitated crisis counseling.

- The number of daytime emergency appointments dropped from 568 last year to 186 this academic year representing a 205.4% decrease in emergency appointments. We had 86 after-hours emergencies as compared to 130 last academic year.



IMPACT of COVID 19

- CAPS switched to telemental health services in late March. All providers first engaged in at least six hours of training in order to follow ethical and legal guidelines for telemental health practice.
- 320 appointments were provided to students from 4/30 – 5/8.

The following graphic explains the impact of COVID on our service delivery.



Diversity and Inclusion

This year, CAPS staff engaged in a year-long series of readings and discussions around diversity and inclusion. This was organized by our Diversity Committee, which also focused on messaging our values to the campus community culminating in the CAPS Code (at right). The Intersectional Inventory series included focused discussions in spirituality, COVID 19 systemic oppression, ableism, and mental illness and race.



The CAPS CODE

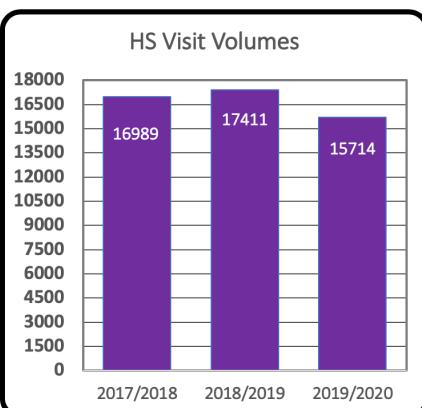
- We are a **supportive** and confidential space.
- We pursue connection with all **members** of our community.
- We strive to **eliminate barriers**.
- We challenge **harmful systems**.
- We work toward **equity** for all.

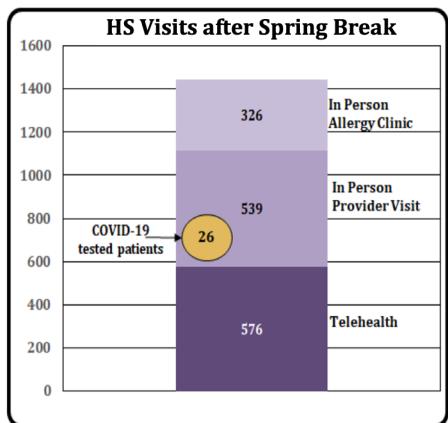
HEALTH SERVICES



- Health Services began a busy fall semester, on track with patient encounters that exceeded prior year counts. Upper respiratory infection, continued to be the most frequent diagnosis for the student population. However, as spring semester began, flu cases begin populating the daily schedule. The flu season was relatively mild compared to prior years, the flu vaccine was matched to the strain of flu circulating through the community. 135 students were diagnosed with flu or flu-like symptoms before spring break. The CDC flu-view weekly surveillance reported incidents of flu across the U.S. were low throughout the flu season, primarily due to the increase in COVID-19 cases nationally. Volumes in both Health Services, and WCU EMS decreased

significantly after spring break with the impact of COVID-19. Student EMS did not return to service after Spring Break, and Health Services added telehealth services to assist with care for the patient population. 1, 441 visits occurred after Spring Break.





- From January through the remainder of the academic year much of the focus of Health Services was on monitoring the COVID-19 pandemic, assisting campus with preparations for the return of students in the fall, finding ways to protect patient safety, offering COVID-19 testing and aiding across campus with cleaning guidelines, PPE usage, as well as safe business practices.
- Other accomplishments in Health Services, designed to increase efficiency, reduce opportunity for error and improve patient care were implemented this past year as well:
- Lab Interface** – allows information to flow bi-directional between the Electronic Health Record and reference lab services across data interface that moves the lab orders into the reference lab system and returns to the patient's order the results. This reduced the amount of paperwork exchanged, ensured the right test is ordered on the right patient, and the results are returned to the right patient as timely as possible.

- Rcopia** – in the ongoing effort to fight the opioid epidemic, the NC Board of Pharmacy implemented new standards related to eprescribing removing the option for the patient to have a paper prescription for controlled substances. In response, Health Services implemented an additional module, Rcopia, which gives medical providers e-prescribing capabilities. This became particularly helpful in the transition to telehealth.

- Patient Health Portal** – security updates allowed the option to create a single sign on with the patient's WCU credentials to work for the patient portal. This reduced sign-on errors and failures by 95%.

Need to make an appointment with Health Services?

It's SO EASY!

Login to Access Your Information
PATIENT PORTAL

- Submit Immunizations
- Obtain your proof of visit
- View appointments
- Receive test results from your medical provider

Welcome to the Patient Portal. This site facilitates better communication with your healthcare provider at WCU by providing convenient 24x7 access from anywhere.

cathealth.wcu.edu

STUDENT HEALTH & WELLNESS EDUCATION

- Collaborated with Residential Living and campus partners for different programs throughout the school year. Topics included alcohol awareness, healthy eating habits, healthy relationships, sexual assault, suicide prevention, sexually transmitted infections, and other health and wellness topics.
- The Catamount Wellness Ambassadors (CWAs) completed training to be NASPA Certified Peer Educators (CPE), working with the Assistant Director to promote wellness events and projects across campus. During COVID-19 they continued to meet and promote wellness initiatives via social media.
- Alcohol and Other Drugs Committee (AODC), comprised of many campus partners, worked to facilitate consistent educational messaging, and coordinated the University Biennial Drug and Alcohol Prevention Program Report for 2019.
- 311 students attended Alcohol Awareness Week, which is a week of programming dedicated to prevention of alcohol, and educating students on the effects of alcohol. Events included signing a “Be Responsible” pledge on the UC Lawn, residential living programs, collaboration with WCU EMS about the dangers of alcohol, a consequences of drunk driving program in collaboration with UPD, and Brian Boyer’s “Why I Wear My Backpack.”
- 273 students attended the Health & Wellness Fair, an interactive educational event highlighting campus resources representing the elements of wellness: Environmental (Base Camp, ECOCATS), Physical (EMS, WALC, UPD), Emotional (CAPS), Occupational (CCPD), Spiritual (Homebase, Yoga), Social (Intramural and Club Sports, YOU@WCU).
- Q&A Wednesdays were hosted every Wednesday in the residence halls. Students participated in wellness matching games which resulted in small prizes for participation.
- Love Your Body Week (LYBW), programming is dedicated to the promotion of a positive body image. The week-long event of education and celebrations included: “Let’s Talk About Sex”, “Mindful Eating”, “RAD Express Course”, “Love Your Body Through Yoga”, and “Loving Your Queer and Trans Bodies”.
- Health & Wellness Blog posts were published monthly, and included topics from monthly awareness themes, preventing burnout, and healthy vs. unhealthy relationships, etc. The blog can be found at dsa.wcu.edu/healthandwellnessblog
- The Health & Wellness Instagram was a hit. Posts included wellness tips and motivational posts. Events were posted to promote awareness on campus related to health & wellness.
- The Great American Smokeout Campaign is an event on college campuses across the nation to increase awareness of tobacco-related issues as well as promote cessation services. Students were asked to commit to making a healthy lifestyle change leading up to the Great American Smokeout. Our campaign focused on the awareness of campus policies regarding the 50ft perimeter distance required for smoking tobacco and e-cigarettes on campus. Promotional events and strategies included tabling events, social media, and digital signage. Additional research on 100ft campuses was done by our graduate assistant and interns.



Health & Wellness Fair

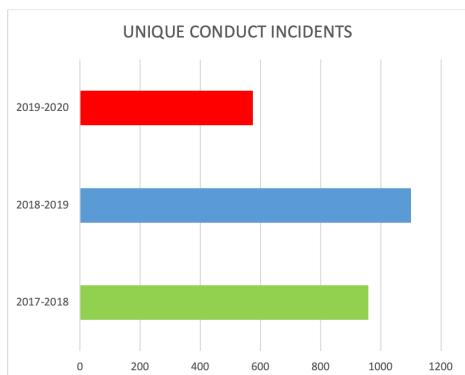
- 110 students attended the Safe Spring Break tabling event hosted by the Catamount Wellness Ambassadors. The event included mock cocktail sizes to model suggested limits, goody bags including sunscreen, condoms, and other safe-spring-break tools. BMI & Sex based alcohol limit wallet sized information cards were included with the mock cocktail educational examples.
- Total report for the academic year was 189, compared to 549. Katherine Spalding, former SGA President, and 2019 graduate, currently a HESA Student and Intern for the Associate Vice Chancellor, was named as the new Interim Assistant Director for Health & Wellness Education, May 15, 2020.

We know that when students are healthy they can thrive in the classroom. Making good choices, prioritizing academics, self-

care and social life is a message we stress to our students. Other ways that we assist our students is with early intervention. Our division, as well as our campus partners, are aware of our process to notify the Student Concern Response Team (SCRT) should they identify a student that is having difficulties. SCRT utilizes a case management approach to appropriately reach out to students and connect them with the resources they need to continue on the academic path for success at WCU. SCRT responded to 344 campus reports in Fall 2019. Spring campus reports significantly decreased due to the COVID-19 pandemic. SCRT responded to 136 reports from January 13 – March 13 and from March 16 – May 9, responded to 53 reports. Total report for the academic year was 189, compared to 549 campus reports last year.

STUDENT COMMUNITY ACCOUNTABILITY & ASSISTANCE

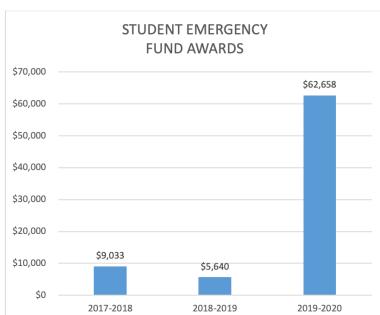
The Department of Student Community Ethics (DSCE) themes for this past year was transition, adaptation and an emphasis on internal operational procedures. The office experienced three fulltime staff members transitioning to new professional endeavors this past academic year; however, these transitions did not slow down the office. The office in partnership with several campus partners made major edits to the Student Code of Conduct while working on creating new procedures on Title IX for the campus to comply with the Department of Education new guidance. DSCE also worked in tandem with Residential Living hearing officers to create a step by step Maxient hearing officer guide to help adjudicate cases.



Student Assistance (Student Emergency Fund)

Students may, at times, find themselves in difficult financial situations. For those in a financial bind causing a crisis, Student Affairs has a Student Emergency Fund which is supported by the Legacy Walk brick fundraiser. This past academic year was a unique one, we received several donations from Advancement (donors), and the System Office to support the increase need our students had due to COVID-19. The increase of funds allowed us to support more students during the Spring 2020 semester. In total, we had 422 applications for emergency

funds from March 23 2020 to July 1, 2020. To accommodate the unique circumstances of COVID-19 we moved all of the check disbursements online, meaning that students no longer had to come in person to retrieve their emergency funds. The below chart shows the total dollars awarded to students for the past 3 years. Please note: the 2019-2020 academic year had a significant spike due to COVID-19.



STUDENT AFFAIRS PROGRAMS & ACTIVITIES

Student Affairs contributes to the development of students through engagement opportunities, several of which align with high-impact practices. Awareness of these intersections is essential to focus on programs and other strategies to truly meet students' needs and address their distinct issues. The Division of Student Affairs assumes primary responsibilities for the comprehensive planning, implementation, and assessment of extra-curricular activities, events, and programs. Through division and campus-wide collaborations, the division sponsors various activities, events, and programs intended to develop global civic-minded alumni and professionals. Examples of our signature events include Valley Ballyhoo, Week of Welcome, Family Weekend, CatTour, Student Appreciation Week, Homecoming, and cultural heritage events. Student Affairs programs also include support for fraternities and sororities, racial and ethnic student populations, and registered student organizations.



GREEK STUDENT ENGAGEMENT AND DEVELOPMENT



Lambda Pi Chi Sorority, Inc.

Greek Student Engagement and Development (GSED) experienced another year of growth and transition. A major office highlight are the hiring of a permanent Director and Assistant Director that will offer stability for our student organizations and the office staff. The first Latina sorority, Las Promoviendo Comunidad/Lambda Pi Chi Sorority, Inc. became a reality with the chapter officially being colonized with thirteen women. The recognition program was reformatted to allow for chapter educational initiatives to count toward the overall recognition of the chapter. The office took 13 undergraduates and 2 graduate students to the AFLV national leadership conference and the director and one graduate student attended AFA, the professional association conference.



Association of Fraternal Leadership & Values (AFLV) national leadership conference

INTERCULTURAL AFFAIRS

Intercultural Affairs (ICA) focuses on working with all members of the University community to provide a campus environment where students from different backgrounds and cultural groups feel appreciated, respected, and valued. ICA has continued to create opportunities for educational experiences that engage students towards cultural humility. ICA prides itself on equipping students to thrive in a diverse and interconnected world through a variety of programs hosted by the department. Here are a few program highlights. Cultural immersion programming is essential to inviting new and colorful perspectives that will challenge and strengthen student development. ICA has exposed students to rural and urban settings with excursions to New York City, Memphis, Washington DC, Virginia and other amazing locations throughout the United States. Safe Zone continues to grow and increase its scope annually. Safe Zone program assembles a voluntary network of faculty, staff, and student advocates to the lesbian, gay, bisexual, trans, queer, intersex, asexual, and gender nonconforming (LGBTQIA+)

community, creating a safer and supportive campus environment.

Project CARE is an intentional yearlong mentoring program committed to developing a bond with incoming students and creating a campus that is reflective of our core values. These students volunteer to help incoming students navigate the university setting to increase the retention and delayed graduation rates among demographically underrepresented students at WCU. Although Project CARE is not an academic program, it has made a significant impact on student academic successes. ICA works closely with campus partners including but not limited to Counseling and Psychological Services, Residential Living, and The Chief Diversity Officer. Collaborative partnerships have been necessary and beneficial for the continuation of reaching a variety of students. Ultimately ICA partners with the University to identify, educate, retain and graduate a diverse body of students.



MLK Jr. Unity March held January 25, 2020

DEPARTMENT OF CAMPUS ACTIVITIES

Business Operations

- The Department of Campus Activities' Business Operations Team added a new member this spring. Katie Sorel is the new Administrative Support Associate working closely with our Student Involvement Unit. She hit the ground running and we are very glad to have her!
- Amanda Maggard, also an Administrative Support Associate, started with our team at the end of last year (June 2019), and has just completed her first year at WCU. She also hit the ground running and has done a fantastic job of jumping in and learning her position. We are glad to have her as well!
- Working closely with DCA's Leadership and Student Involvement Units this year, even with Covid-19, we processed 50 Independent Contracts for a variety of performers, speakers and spoken word artists.
- This year, our team processed 59 Chrome River Travel Reimbursements. This number is way down from last year when we processed close to 100 travel

reimbursements. These numbers include student and professional staff travel, with a majority of it being student travel. Covid-19 had an obvious impact on these numbers this year.

- The Business Operations Team worked to document their processes this year and, in doing so, developed the DCA Comprehensive Business Operations' Manual. This has been designed to be used as a reference manual and a training manual for any new team members. This is also to be used in case someone must be out of work for any period of time and someone else needs to help with that position within our unit. This will get revised and added to but, is a great start towards further documenting and streamlining our processes.
- Due to Covid-19, DCA has transitioned their student worker training to an online platform.
- Except for job specific skills that require in person training, all of the department's student worker training will now be online.
- In addition to the online student worker training, the department has been busy making other Covid-19 preparations for the fall, these preparations include, but are



The Drag Show was moved to Ramsey Center to accommodate the demand for tickets.



Cat Camp Counselors

not limited to, assessing conference and meeting room space requirements as it pertains to the 6' social distancing guidelines, installing plexiglass shields/barriers where necessary, purchasing supplies and PPE's needed for proper cleaning and hygiene, and installing hand sanitizer stations, to name a few.

Operations

- Began renovation on the first floor of the UC for the new Student Involvement Center, which is projected to be completed by October 2020.
- We replaced the lobby flooring on the first floor in the fall semester.
- We replaced the Grand Room and Multipurpose Room (MPR) audio visual systems this past spring semester.
- Completed the Theater LED lighting project in January 2020.

Leadership Programs

- With the hiring of the new Associate Director, two of the three core courses within the Leadership Minor, as well as LEAD LLC and Cat Camp counselor prep courses, are now taught by the Leadership Programs staff.
- The Whee Lead conference was re-focused as a conference on inclusive leadership and as a collaborative partnership with the

Department of Intercultural Affairs. 165 students participated, with 27% having attended at least one previous conference.

- Three Leadership Minor students were added to the Whee Lead conference design committee, in the first step of transitioning the conference to a student-led event.
- Cat Camp 2020 achieved a record number of registrants before the end of Spring term (110 incoming freshmen or transfers).
- Miracle at WCU rapidly pivoted its spring Main Event to a virtual experience and attracted over 500 participants, who engaged with the posted content during the 12-hour event.
- Leadership Programs partnered with a wide range of campus stakeholders to deliver or support programming. Partners included: Residential Living, Department of Intercultural Affairs, Office of Student Transitions, Center for Community Engagement and Service Learning, Department of Athletics, One Book committee, Honors College, and Coulter Faculty Commons.

Student Involvement

- The Department of Campus Activities Marketing Team separated from Last Minute Productions and was aligned under the Assistant Director for Communications. The team consisted of two graphic designers, a marketing and promotions coordinator and the newly created videographer.
- The Drag Show was moved to the Ramsey Center to accommodate the demand for tickets. The move more than doubled the ticket count, increasing from 450 to 1,131. Tickets sold out with 35 sold to

DEPARTMENT OF CAMPUS ACTIVITIES

faculty/staff, 21 to the general public and 34 to other students. Historically, these groups would not have had access to the event. This annual event is a collaboration between Last Minute Productions (LMP) and Intercultural Affairs (ICA). In addition to the annual Drag Show, LMP also worked with several groups on campus including ICA, The Faculty and Staff Working Group and SAGA to present a Pride Week the last week in September.

- The Department of Campus Activities partnered with Residential Living to present two concerts in Fall 2019. The Week of Welcome Concert featured Lovelytheband with an audience of approximately 600 people. The Homecoming Concert featured Lee Brice and HARDY with an audience of approximately 1,759.
- Last Minute Productions had another great year of programming for their fellow students.
- Highlights of the year included a beyond-capacity Bob Ross Themed Paint Night, the annual Pumpkin Patch, a comedy night with Justina Valentine, and bus trips to Wicked, Scarowinds and the WCU vs. Alabama Football game.
- Arts and Cultural Events at WCU (ACE) partnered with several units across campus to try to increase their engagement. In addition to re-establishing the ACE Committee comprised of faculty and staff across the university, the program also had key partnerships with the LatinX minor, Department of Music, Dance Program and Art Education Club to present its programs.
- Student Government Association (SGA) advising responsibilities were divided out amongst three full-time staff in the department with each branch having their own dedicated advisor. This helped provide greater support and direction to



Week of Welcome concert

the organization. In addition, the role of the Consultation Team was clearly defined and together all groups worked on an SGA Enhancement Plan to improve several aspects of SGA including the Constitution and Bylaws, financial processes, elections and on-boarding of student leaders.

- Student Government Association hosted the Association of Student Government Associations' monthly meeting on campus in November.
- Following the suspension of in-person classes in March 2020, LMP worked to present virtual programs including launching a “Cooking with DCA” series, mini talk show series, and trivia nights. SGA Senate and Executive teams continued to meet to finish out the year including the passing of updated salaries for the Executive Team for 2020 – 2021. In addition, inauguration of the 2020 – 2021 President and Vice President took place virtually.
- The Engage platform was adopted as the campus calendaring feed for the university website. Transition work was completed throughout the year and the integration officially took place in January 2020.

STUDENT AFFAIRS IMPROVEMENT INITIATIVES

Student Affairs continues to shift the focus of assessment and reporting from compliance to quality. During 2019-2020, the university reimagined the continuous improvement framework to support and provide clarity on expectations for quality assessment work. Additionally, an assessment guide and enhanced online resources was developed and shared.

Continuous Improvement

For the fourth year, Student Affairs partnered with the Higher Education Student Affairs graduate program to provide four assessment projects as part of the training students receive in the Program Assessment and Evaluation class. Students study the theoretical constructs of assessment and evaluation in this class and apply those constructs to real-world projects. The class divided into five teams, four of the five were assigned Student Affairs projects. This collaboration is a significant way for students to learn and assess the effectiveness of programs.

The teams advised by the Director for Intercultural Affairs, Associate Director of Leadership, and the Assistant Vice Chancellor for Student Affairs Administration worked as ‘assessment consultants’ for the departments that hosted the assessment projects. The teams worked on the following assessment projects:

- CAT Camp
- Leadership Program
- Project CARE
- Miracle at WCU

Planning for 2020-2021

In November 2019, the university implemented the Xitracs system, the official university assessment, and planning platform. Xitracs piloted with academic and administrative programs. We will partner with the Assessment office to ensure a successful transition to the new reporting system. Student Affairs will continue to focus on quality improvement in our programs, services, and align our work and processes with the Assessment Office.



Miracle at WCU

DASHBOARDS

UNDERGRADUATE ADMISSION

Vision: Provide prospective students access to pursue a college education, with a focus on retention and academic excellence.

Mission Statement: The Office of Undergraduate Admission encourages and supports prospective student access to higher education by managing the recruitment and admission processes for new and returning undergraduate students at Western Carolina University.

FIRST YEAR STUDENT DATA – 7/1/19 – 5/29/20

First Year Students	2016-2017	2017-2018	2018-2019	2019-2020
Applicants	19,536	19,375	17,800	15,125
Admits	7,606	7,687	7,619	7,358
Commitments	2,174	2,353	2,219	2,058
Honors College	2016-2017	2017-2018	2018-2019	2019-2020
Admits	1,462	1,743	1,664	1,555
Commitments	278	433	373	455

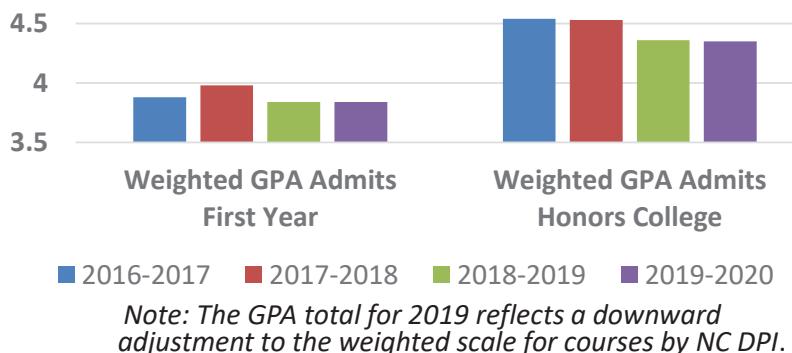
TRANSFER STUDENT DATA – 7/1/19 – 5/29/20

Transfer Students	2016-2017	2017-2018	2018-2019	2019-2020
Applicants	1,662	2,362	2,356	2,306
Admits	1,030	1,376	1,569	1,535
Distance Admits*	397	450	646	691
Commitments	690	933	993	953

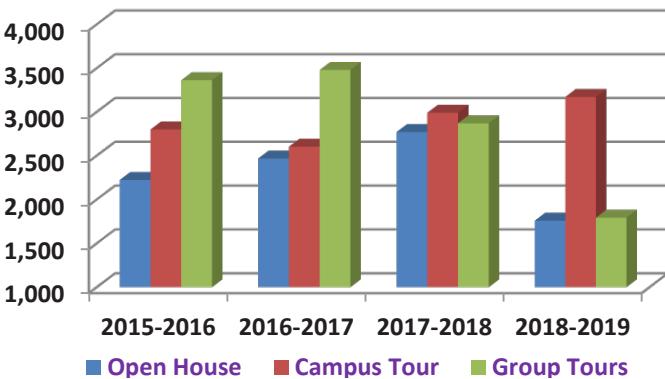
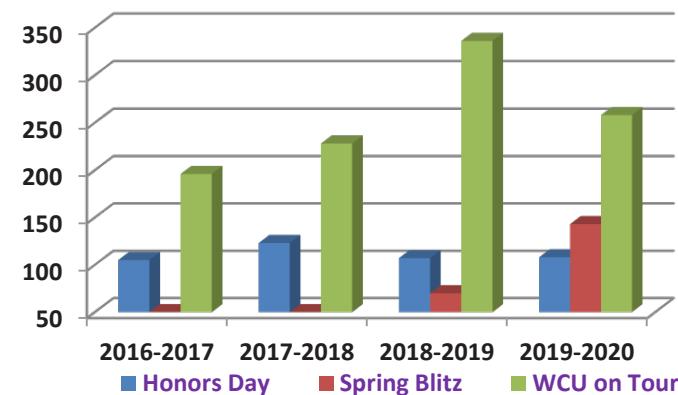
*Distance admit total is a subtotal of total transfer admit count.

Source Weekly Admissions Activity Report.

Notes: Only one Open House Event for Spring 2020. Spring Blitz, campus, & group tours shorten; COVID19.



FALL EVENT DATA – 7/1/19 – 5/31/20



CAMPUS SERVICES

Mission Statement

Campus Services strives to manage the auxiliary functions of the University, and in doing so, holds the departments within the unit accountable to their missions below:

The Bookstore is dedicated to supporting academic programs and student life at the University by providing students, faculty and the University community excellent customer service, convenient store location and hours of operation, and a wide range of competitively priced merchandise. This merchandise ranges from school supplies that assist students, faculty and staff in achieving their academic and professional goal. The Bookstore also offers imprinted merchandise that portrays the University in a positive light and engenders school spirit and tradition among students, faculty, the community and alumni. Our overriding goal is to make a significant contribution toward the intellectual and service needs of the University Community.

Dining Services strives to provide students with attractive dining destinations that foster a lasting experience through customer service, quality, and programming that creates a welcoming and appreciated environment, enhancing the overall educational experience.

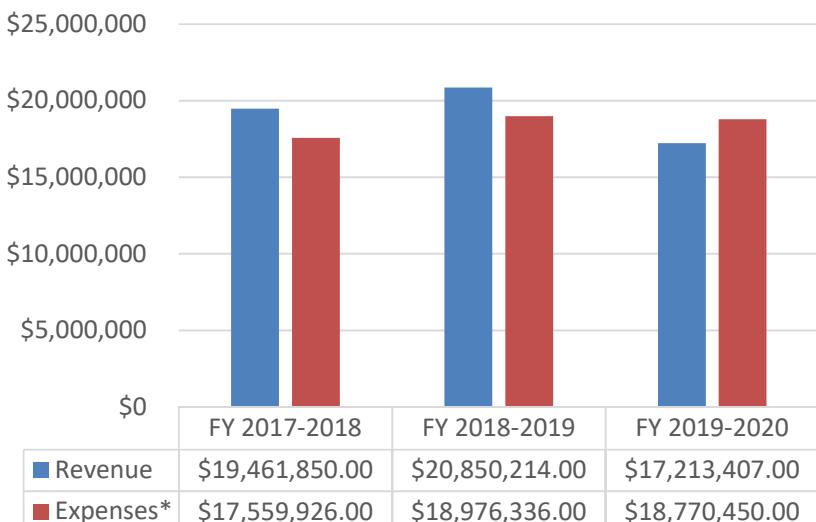
The CatCard Office serves as the University's central credentialing agency and provides access to University services including meal plans, door access, and other programmatic tracking.

Pepsi and CatCard

	FY 2017-2018	FY 2018-2019	FY 2019-2020
Pepsi (Commission + Scholarships)	\$497,000*	\$297,000	\$327,000
ID Cards Produced	5,280	5,547	3,843

* Includes \$200,000 one-time signing bonus for contract extension

Dining Services Dining Financials by FY

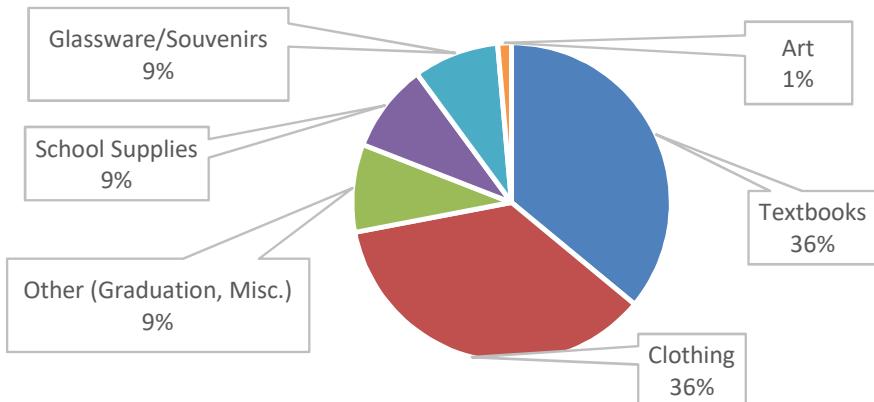


*Values do not include transfers, including payments to Auxiliary Administration

Bookstore

	FY 2017-2018	FY 2018-2019	FY 2019-2020
Bookstore Revenue	\$2,214,609	\$2,213,253	\$1,745,522
Bookstore Expenses*	\$1,901,005	\$1,873,187	\$1,774,944
To Bookstore Reserves*	\$313,604	\$340,539	-\$29,422
Book Rental Revenue	\$2,400,414	\$2,552,537	\$2,540,519
Book Rental Expenses*	\$2,062,722	\$2,115,903	\$1,507,624
To Rental Reserves*	\$337,692	\$436,633	\$892,504

*Values do not include transfers, including payments to Auxiliary Administration

Bookstore Sales by Major Category 2019-2020

CAMPUS ACTIVITIES

Mission Statement

The Department of Campus Activities provides quality programs, services and facilities. We engage and develop members of Western Carolina University to foster a vibrant and inclusive campus community.

Interesting Figures and Facts from Spring 2020

40 Events hosted by LMP in January, February and March	165 Attendees at Whee Lead Conference	417 Attendees at the Fisk Jubilee Singers Performance	1,130 Votes cast in the SGA Elections	\$18,025.49 Fundraising Total for Miracle @ WCU
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- **Last Minute Productions (LMP) hosted 12 events and 28 movie showings.** *LMP hosted several events including collaborations with Student Government Association and the College of Fine and Performing Arts.*
- **The Whee Lead Conference created a focus on Diversity and Inclusive Excellence.** *Leadership Programs partnered with Intercultural Affairs and others on campus to incorporate a focus on Diversity and Inclusive Excellence throughout the conference. This will continue as a primary theme for the conference moving forward.*
- **The Business Operations team was fully staffed after hiring a new third floor Administrative Support Associate.** *This is the first time the unit has been fully staffed in several years.*
- **The first floor renovation plan moved to the construction phase.** *Bids for the project were completed in early Spring 2020 and construction began in March 2020. Furniture was sampled and voted on by students in January and February. The project is on target for completion in August 2020.*

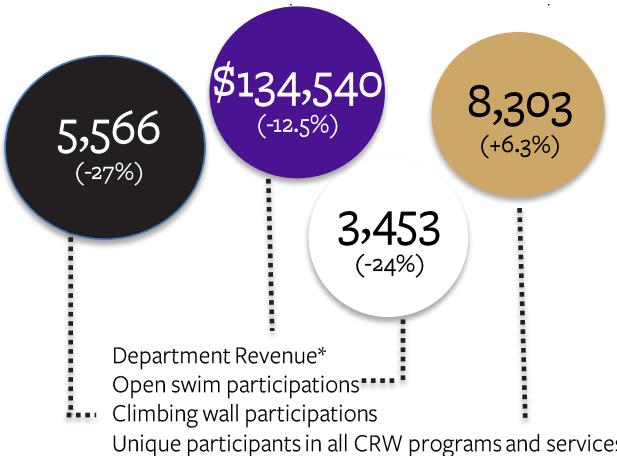
Spring 2020 COVID-19 Adjustments

- **Miracle @ WCU hosted its event virtually.** *The Miracle @ WCU Leadership Team worked to host its final event virtually when the university shifted to on-line instruction only. Over 500 people viewed the hourly posts pushed out for the virtual event and posts had 1,291 likes over the course of the day.*
- **Last Minute Productions transitioned to on-line programming.** *LMP hosted “Music Madness” engaging over 400 students as they selected a playlist to compete in a virtual DJ competition with other schools. They also launched three series – “Cooking with DCA,” “Trivia Night” and a mini talk show.*
- **Celebrate Excellence Student Leadership Awards recognized all nominees.** *Twenty-seven student leaders, clubs and organizations were recognized for their nominations.*
- **Student Government Association hosted virtual Executive and Senate Meetings.** *President David Rhode convened the SGA Executive Team via Zoom. The Executive Team worked to advocate for students through the end of the term. Vice President Dawson Spencer convened the SGA Legislature via Microsoft Teams. They passed three pieces of legislature during their sessions.*
- **Inauguration for SGA President and Vice President held virtually.** *Vice Chancellor Sam Miller gave the oath of office to transition the Student Government Association Leadership.*

CAMPUS RECREATION & WELLNESS

CRW 2019-2020 FAST FACTS

Each CRW fact is accompanied by a % change from 2018-2019 to 2019-2020. Several areas experienced decreases in participations or participants due to in-person programs and services being suspended beginning March 19, 2020 due to COVID-19. Based on the suspension time frame, it is expected in person programs would see approximately a 24% decrease.



*Only includes program, facility, and membership revenues

**CRC = Campus Recreation Center

STUDENT STAFF DEVELOPMENT

CRW employed 104 unique students during Fall 2019 and 124 unique students in Spring 2020, several who filled multiple job positions. Out of 95 1-on-1 conversations with student staff during Fall 2019 and 104 1-on-1 conversations with student staff during Spring 2020, 100% of student staff were able to identify the value of their employment experience to their future career by providing 2 examples of things they learned in their employment that is applicable to their future career. The two major applicable themes identified by student staff were verbal communication skills (44 students in Fall 2019, 62 students in Spring 2020) and professionalism (54 students in Fall 2019, 50 students in Spring 2020).

FACILITIES OPERATIONS

CRW facilities enhancements during 2019-2020 included the following:

- CRW purchased \$9,000 in various strength equipment to replace older equipment in the CRC. Other equipment replacement was suspended to remain budget conscious.
- CRW had their annual court resurfacing project of the basketball courts.
- CRW worked with Facilities Management to schedule pool maintenance during the COVID-19 period, which included mechanical room updates and tile work.

The mission of Campus Recreation and Wellness is to foster a campus-wide culture of recreation and wellness through a comprehensive array of programs and services that educate, empower, and engage individuals to pursue and sustain healthy, balanced lifestyles.



54 New or Renewing Personal Training Clients (-22%)



168,634 CRC** Visits by students, members & guests (-46%)



390 Open Enrollment Outdoor Trip and Clinic Participations (-30%)



12,536 Club Sport Participations (-23%)



7,933 Group Exercise In-Person and Virtual Class Participations (+4.5%)



7,506 Intramural Recreational Sports Participations (-32%)

PARTNERSHIPS

CRW continued to support the academic mission of WCU through various collaborations and offerings including, but not limited to, presentations and facility tours for 18 academic classes, climbing wall sessions for 4 academic classes, teambuilding programs for 2 academic classes, and hosting 7 outdoor expeditions for Parks and Recreation Management academic classes.

COVID-19 RESPONSE

CRW suspended in-person programs and services, including access to the Campus Recreation Center and Reid Pool, on March 19, 2020 until further notice. CRW quickly adapted programs and services to offer virtual options for the campus community. Virtual options included wellness challenges, a YouTube channel of workouts, virtual Group Exercise classes, eSports programming, outdoor recreation resources and tips, and more. CRW continues to work through service recovery planning for a phased re-opening.

COUNSELING AND PSYCHOLOGICAL SERVICES

MISSION STATEMENT

Empower students to engage in and be successful in a full range of academic, social and cultural endeavors through fostering psychological wellness.

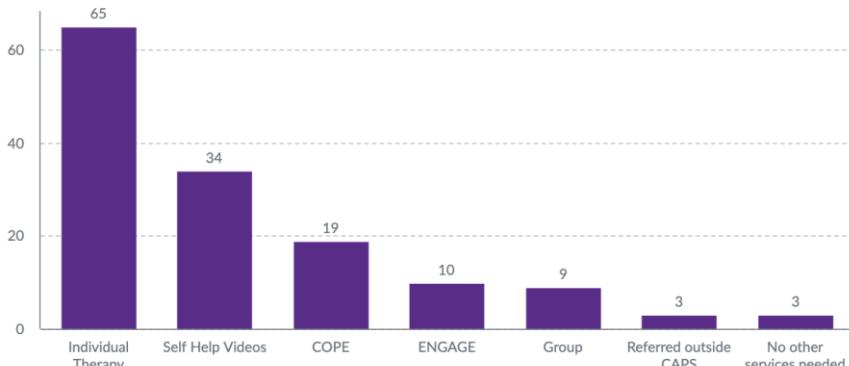


QUICK ACCESS

The portal of entry for students was Quick Access where no appointment was needed to initiate services at CAPS. This year, CAPS provided 1171 Quick Access appointments.

Students were referred to a number of therapy options out of Quick Access with the majority being referred to individual therapy with CAPS.

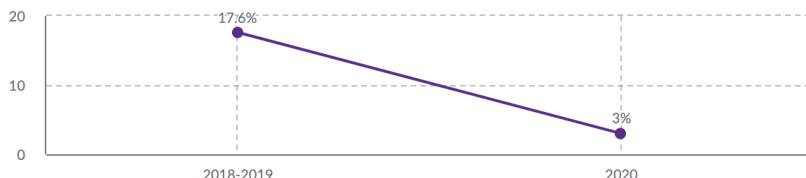
Recommendations (in percentages)



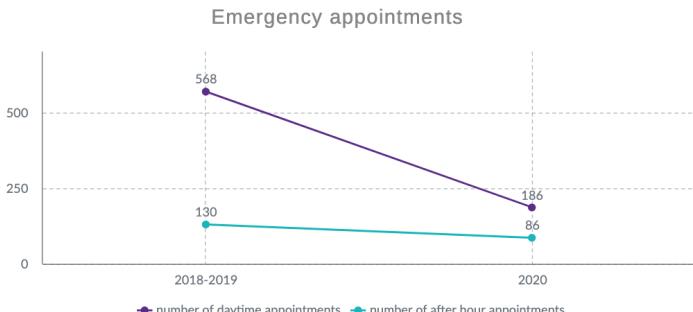
IMPACT OF QUICK ACCESS

Quick Access allowed CAPS to reduce wait times to see a counselor for a first appointment. Thus, the no show rate for appointments was 3% this year, as compared to 17.6% in AY 18/19.

No show rate for appointments



Furthermore, Quick Access impacted the number of emergency appointments requested by students. The number of daytime emergency appointments dropped from 568 last year to 186 this year and the after hours appointments dropped from 130 last year to 86 this year.



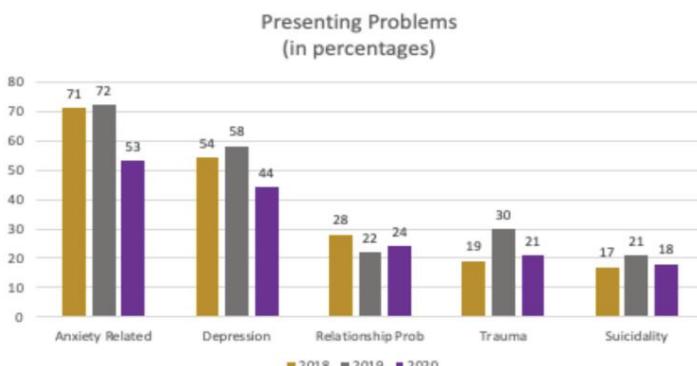
IMPACT OF COVID-19

The following timeline provides the impact on service delivery prior to March 16 as compared to last year's services.



CAPS switched to telemental health services in late March. 320 appointments were provided to students from 4/30 – 5/8.

Students engage with CAPS different reasons. The three-year trends indicate that anxiety and depression are most often the reasons for students to seek services.



FINANCIAL AID

NC Promise assists Western Carolina University in providing a high-quality, affordable education for anyone who wishes to pursue an undergraduate degree.

2019-20 academic year changes:

- Financial Aid and Scholarships worked with Western Carolina University Information Technology to improve and streamline the student myWCU financial aid and scholarship experience.
- Due to COVID-19 disruptions and CARES Act legislation, Western Carolina University reviewed 2,464 applications for emergency assistance. In total, Western Carolina University disbursed \$4,446,191 to 4,354 students.
- Noted in the chart below, since NC Promise went into effect fall 2018, Western Carolina University has experienced a 2.28% decrease in debt incurred from 2018-19 to 2019-20.

Loan Program	2018-2019 Paid	2019-2020 Accepted	2019-2020 Paid to Date	Difference +/-
Federal Direct Graduate Student PLUS Loans	\$1,014,766.00	\$1,055,004.00	\$1,002,153.00	-1.24%
Federal Direct Parent PLUS Loans	\$10,401,769.00	\$9,587,755.00	\$9,161,207.00	-11.93%
Federal Direct Subsidized Student Loans	\$17,598,368.00	\$17,504,049.00	\$17,280,260.00	-1.81%
Federal Direct Unsubsidized Student Loans	\$29,981,854.00	\$29,106,424.00	\$28,727,116.00	-4.18%
Private Student Loans	\$3,574,832.76	\$4,997,350.00	\$4,974,377.00	39.15%
Total Debt	\$62,571,589.76	\$62,250,582.00	\$61,145,113.00	-2.28%

Student Loan Default Rates			
	2014	2015	2016
WCU	6.50 %	6.00 %	6.00 %
National	11.50 %	10.80 %	10.10%

*2017 Default rates will be released September 2020

Students Receiving Pell			
Aid Year	UG Students	Pell Recipients	Percentage
2017-18	9,406	4,038	42.93 %
2018-19	10,027	4,154	41.43%
2019-20	10,469	4,055	38.73%

Average Debt (Fall, Spring & Summer)	2017-18	2018-19	2019-20
All Undergraduate and Graduate	\$32,654	\$32,858	\$30,583
Graduate (includes any undergraduate debt incurred)	\$54,879	\$53,385	\$51,112
Undergraduate	\$26,798	\$27,189	\$25,493

The Financial Aid Office provides students with the highest quality service while helping to remove financial barriers to higher education at Western Carolina University. Our staff is committed to administering federal, state and institutional assistance programs and maintaining compliance with laws and regulations.

Undergraduate Cost of Attendance	2016-17	2017-18	2018-19	2019-20
Tuition and fees	\$7,027.00	\$6,897.00	\$3,926.00	\$3,979.00
Room and Board	\$9,218.00	\$9,553.00	\$10,103.00	\$10,725.00
Loan Fees	\$63.00	\$66.00	\$67.00	\$62.00
Books and Supplies	\$776.00	\$932.00	\$805.00	\$809.00
Travel	\$1,059.00	\$957.00	\$974.00	\$1,037.00
Personal Expenses	\$1,526.00	\$1,647.00	\$1,580.00	\$1,580.00
Totals	\$19,669.00	\$20,052.00	\$17,455.00	\$18,192.00

2019-2020 reflects year-to-date totals; all other aid years are final

Processing	2016-17	2017-18	2018-19	2019-20
Number of Federal Student Aid Applications (FAFSA's) received	15695	20397	21760	20866
Number of FAFSA's verified	2334	2080	3485	2853
Number of students packaged (completed FAFSA results)	11653	13397	13281	13753
Number of summer aid applications	2158	2300	2437	2267

Funds Management (Disbursed/Paid Amount)	2016-17	2017-18	2018-19	2019-20
Federal Grants	\$15,615,376.76	\$17,397,539.45	\$18,249,355.75	\$22,921,972.28
NC State Grants	\$8,190,863.50	\$8,395,194.00	\$3,806,215.50	\$3,732,154.50
Work Study	\$470,712.73	\$468,094.03	\$448,831.63	\$482,455.45
Federal Loans	\$68,503,041.00	\$72,643,665.00	\$58,996,757.00	\$56,170,488.00
Private Loans	\$2,899,539.00	\$3,087,530.00	\$3,553,632.76	\$4,940,677.00
Other Aid Programs	\$15,809,272.77	\$15,751,955.38	\$16,154,178.52	\$16,047,711.90
Total Aid Disbursements	\$111,488,805.76	\$117,743,977.86	\$101,208,971.16	\$104,295,459.13

GREEK STUDENT ENGAGEMENT & DEVELOPMENT

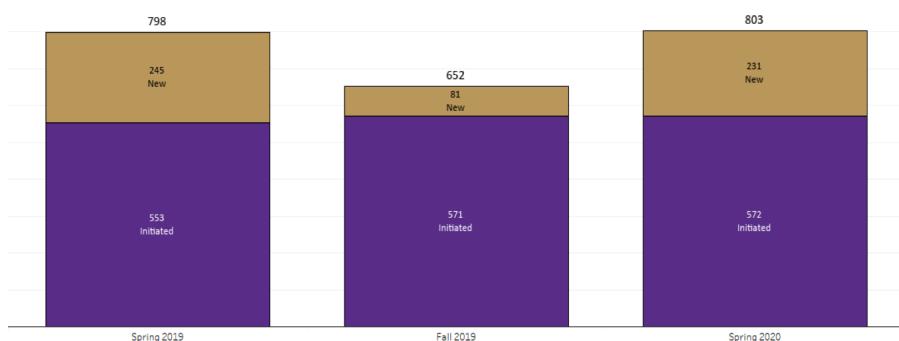
MISSION STATEMENT

The Department of Greek Student Engagement & Development's Mission is to actively engage students in an exceptional values-driven fraternity and sorority program offering customized and experiential learning opportunities. These experiences contribute to the academic, social, and personal growth of the community members.

ACADEMIC ACHIEVEMENT AND POPULATION

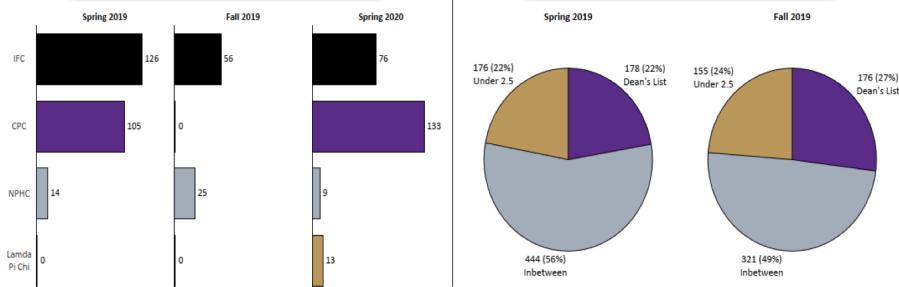
WESTERN CAROLINA UNIVERSITY GREEK LIFE AT A GLANCE

Total Members



New Members

Grades



PROGRAMMING AND OFFICE HIGHLIGHTS

- GSED held a Leadership retreat in August for council and chapter presidents, and another Spring semester that included Advisors. Advisors then attended a men's basketball game sitting in the Chancellor's row.
 - GSED helped Alpha Xi Delta plan and implement a program about safe tailgating.
 - GSED planned and implemented programming for National Hazing Prevention Week.
 - GSED collaborated with Health and Wellness to plan and implement programming for National Collegiate Alcohol Awareness Week.
 - GSED and the Dean of Students planned and implemented an anti-hazing program for 22 students.
 - GSED planned and implemented New Member Education Day for fall semester new members, with 69 in attendance. The program for Spring semester was interrupted by COVID 19 and moved to an online format, with 246 new members completing the process.
 - GSED helped NPHC plan and implement their Homecoming Stroll Off and Party during Homecoming. Between the two events, there were around 700 in attendance.
 - The Order of Omega initiated 9 new members and 1 honorary member during Fall semester. Spring semester brought in an additional 10 undergraduate members and 10 Honorary members. Due to COVID 19, online initiations were completed instead of in person initiations.
 - The Homecoming Court had 9 of the 10 candidates registered as sorority/fraternity members.
 - CPC held officer elections and officer transition during fall semester. IFC and NPHC held elections and officer transitions toward the end of spring semester. Elections were held online due to COVID 19.
 - The Order of Omega held online elections and officer transitions toward the end of spring semester.
 - GSED participated in the two Open Houses held during fall semester.
 - A permanent Director and an Assistant Director were hired in May 2020.
 - Lambda Pi Chi Sorority, Inc. was officially established as a chapter at WCU with 13 initiate women. This is the first LatinX organization for the campus.
 - COVID 19 pushed the use of online platforms for New Member Education Day, council and chapter meetings, the announcement of award winners, and more. In addition, it altered the Registration and Recognition process and assessment and how the end of the year review was done.
 - Through the Registration and Recognition assessment process, four chapters were found not to be at a satisfactory level, while 18 were found to be satisfactory. (The assessment process was altered because of COVID 19).

HEALTH SERVICES

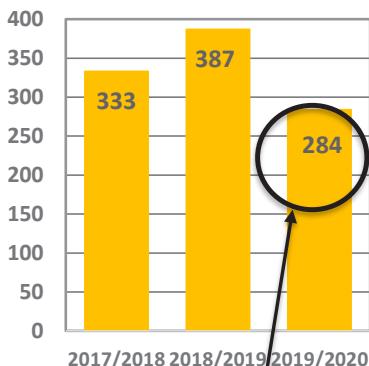
Mission

Health Services' mission is to meet the health care needs of the academic community and to enhance the physical, psychological, environmental and health education needs of our campus. Health Services strives to keep students well and in the classroom.

LabCorp Services

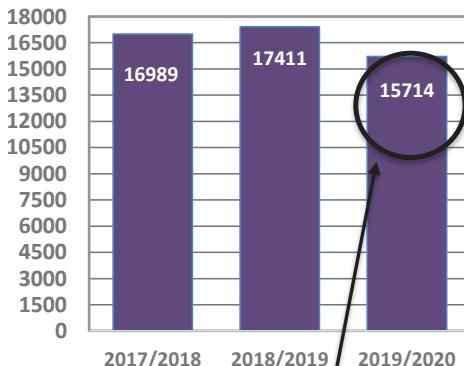
Health Services implemented reference laboratory services with LabCorp in October, eliminating 95% of the manual processes in place to order and receive results related to patient labs. An interface exists between the Electronic Medical Record and LabCorp systems to send and receive information, reducing turn around time for lab results and reducing opportunity for error.

EMS Call Volumes



WCU EMS did not return to service after Spring Break

HS Visit Volumes



1,441 visits after Spring Break →

HEARTSAFE

WCU was designated for another three year period as a HeartSafe campus by the National Collegiate EMS Foundation. WCU EMS staff trained over 1,200 students in bystander CPR skills.

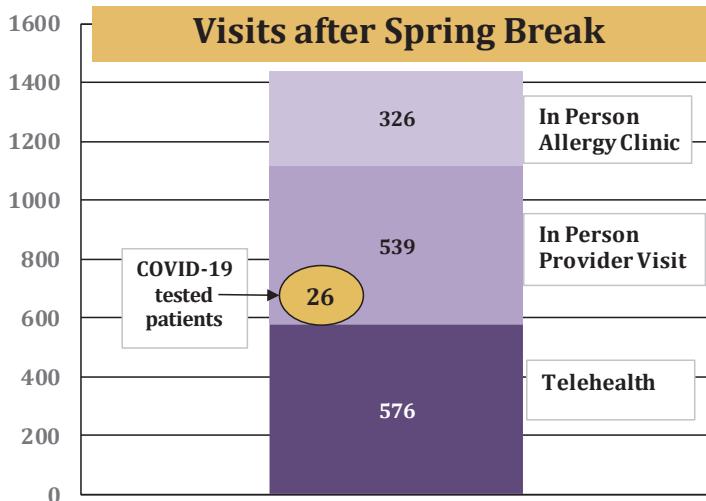
E-PRESCRIBE

Health Services implemented Rcopia, an e-prescribing solution within Medicat (electronic medical record software) successfully meeting NC Board of Pharmacy requirements.

IMPACT OF COVID-19

The spring semester got underway with focus on flu, but quickly evolved into monitoring other respiratory illness as COVID-19 unfolded across the United States. Health Services became focused on meeting the health needs of a patient population that was ordered to stay home and stay safe. Telehealth became part of the delivery of care in mid-March, beginning with visits conducted over the telephone for medication refills and evolved into visits using Zoom (a HIPAA approved telehealth platform). Each patient visit began as a telehealth visit, with the understanding that the patient could be brought in to be seen in person as needed based on the medical provider's determination of care.

Along with telehealth, testing for COVID-19 became part of the clinical practice. Health Services utilized a covered outdoor space to assist with evaluation and testing in order to limit exposure throughout the clinic and to staff.



Health Services

Bird Building
Healthservices.wcu.edu

828.227.7640
cathealth@wcu.edu



INTERCULTURAL AFFAIRS

MISSION STATEMENT

Our mission is to provide an inclusive environment that examines, recognizes, accepts and affirms human differences and similarities by creating opportunities for meaningful cultural exchange on campus and within the surrounding communities. Through education and engagement, we aim to develop culturally competent individuals who will thrive in a diverse and interconnected world.

Assist students in bridging the gap between academics and co-curricular activities to enhance students' educational experience and personal growth.

STUDENT DEVELOPMENT AND ENRICHMENT

Cultural Immersion Excursion: 94% of attendees learned something new or surprising about the culture surrounding Cirque Du Soleil.

Tunnel of Oppression (TOO): Over 51% of participants received class credit. 81% of the respondents felt the topics in this years TOO were relevant and realistic. 78% felt that TOO is something that everyone should experience and more than 50% said that the TOO helped to change their views on oppression. The following chart represents the top 14 feelings used to describe the TOO experience.



Safe Zone: Safe Zone trained 101 individuals in the fall meaning the individuals completed both part one and part two. In 2018, we trained 156 individuals total and in 2019 we trained 166 people total.

Project CARE (PC): ICA conducted a parent survey during the beginning of Project Care. The survey helped to reveal several insights including over half the respondents indicating that if PC were not free of charge, their student may not have been able to participate.

Nearly 60% of Project CARE Mentors had a GPA of 3.0 or higher and more than 60% of mentees had a GPA of 3.0 or higher at the end of the Spring 2020 term.

Post-retreat surveys indicated that 97% of students felt prepared to be successful at WCU.

#	Field	Choice Count
1	Not at all prepared	0.00% 0
2	Somewhat prepared	3.03% 3
3	Prepared, I'll do ok	32.32% 32
4	Really prepared, It's going to be a great semester!	64.65% 64

Students shared their perspectives of success at the end of the semester:

"Some of my accomplishments were making Dean's List Fall 2019, earning all my credits for my classes and managing to earn a 4.0 GPA, and being able to make friends with many different people from various clubs and classes."

"Chancellor's List/Dean's List - Fall 2019 Semester. 1st year Cumulative GPA: 3.857. Worked 2 Jobs while being a full-time student."

"Graduation and graduate school acceptance to Miami University with a full tuition waiver."

"I was accepted into the Social Work Program. I also got the position of being an Orientation Counselor and I finished this semester with a 4.0 bringing my cumulative GPA to a 3.7 to start my Senior Year at WCU!"

COLLABORATIONS

WCU Drag Show: With the Department of Campus activities, this program was a huge success! It was sold out and the largest show with 1,131 tickets distributed.

Whee Lead Inclusive Excellence Conference: First merger with ICA for this one-day conference with more than 180 students in attendance. Two ICA staff, two graduate assistants, and ICA council led and presented sessions throughout the day.

Poverty Simulations: A grant funded collaboration with Parks and Recreation hosting two successful poverty simulations with at least 300 student in attendance.

CONCLUSIONS

ICA has continued to create opportunities for educational experiences that engage students towards cultural humility. Cultural immersion programming is essential to inviting new and colorful perspectives that will challenge and strengthen student development. TOO participants listed an array of emotions in response to this years relevant and realistic topics, but some of the most prominent ones were angry, sad, and empathetic. Safe Zone is growing and increasing their scope. Although PC is not an academic program it has made a significant impact on student academic successes. Collaborative partnerships have been necessary and beneficial for the continuation of reaching a variety of students.

Developing collaborative partnerships with CAPS, Residence Life, Greek Affairs, LMP, Community Ethics, Degree Plus, Honors College, as well as many academic departments, RSOs and Community Organizations create vast resources and opportunities for students to thrive.

Our major constituents include ICA council composed of students who help to shape the programs and services as well as ICA Advisory board composed of faculty and staff that work in tandem with ICA and ICA council to lend support from a broader campus community.

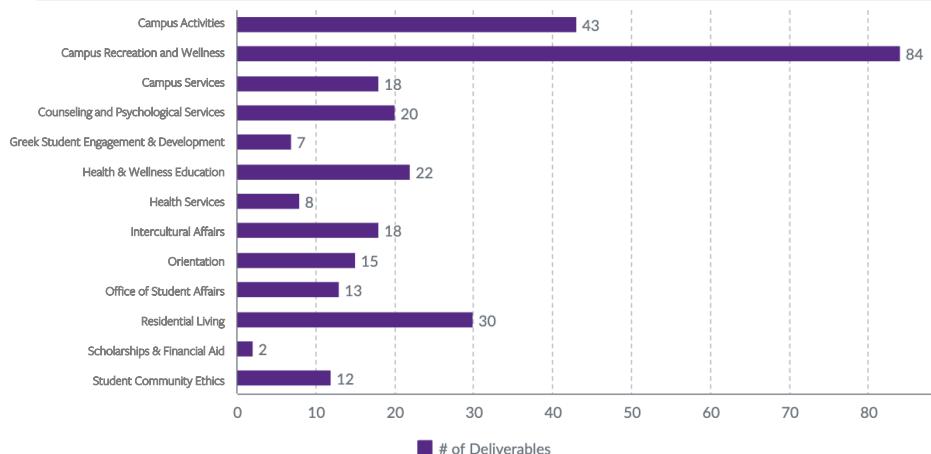
MARKETING & ASSESSMENT

MISSION STATEMENT

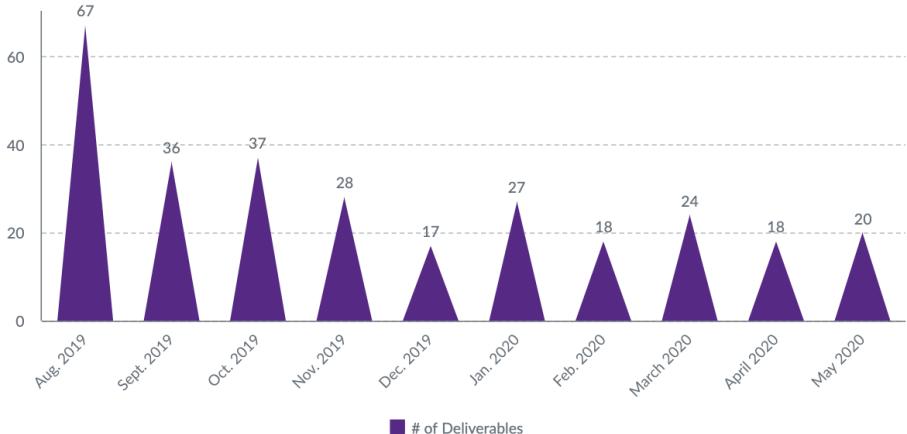
The office of marketing and assessment supports the Division of Student Affairs and works to increase capabilities, alignment and effectiveness of departmental and division efforts in the areas of branding, communication and assessment.



Design Projects by Department

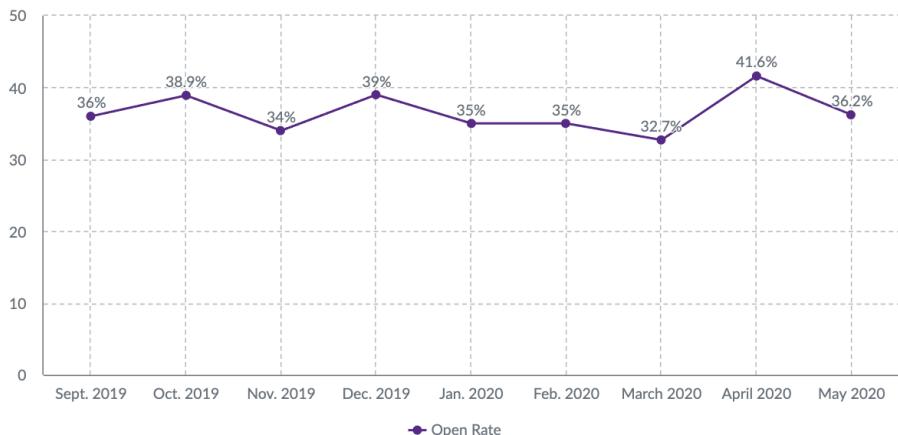


Design Requests/Month





Division Newsletter Open Rate



Parent Newsletter Open Rate



*August 2019 Special Edition - New Student Parent Newsletter- 67.9%

*May 2020 Special Edition - Parent Newsletter- 36.2%

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Western
Carolina
UNIVERSITY

NEW STUDENT ORIENTATION

ONLINE ORIENTATION TRANSITION

- On April 21st New Student Orientation announced the cancellation of all in-person orientation sessions for Summer 2020 and a pivot to an online orientation program that would launch on May 25th for incoming students enrolled in summer courses and on June 1st for incoming students enrolled in fall courses. The cost for the online orientation program is \$45 and all students are required to complete orientation by July 2nd or risk having their schedules dropped/admission rescinded.
- Unlike previous terms, all incoming students (both First-Year and Transfer) were enrolled in the same program due to the logistics of creating and implementing a new program over the course of one month.
- The Orientation professional staff worked to develop the online program on Blackboard WCU's Learning Management System (LMS). The program includes 5 mandatory modules (Welcome and Introduction to WCU with Dr. Miller, Student Resources and Responsibilities, Advising 101, Departmental Meetings, and Schedule Adjustments) that have quizzes that must be passed at 100%. Once all mandatory modules are completed and the student has 500 points they are marked as having attended orientation. Blackboard also contains optional modules such as the Virtual Bag, Financial Aid and Scholarships, and Residential Living that students are encouraged to participate in.
- Professional staff also developed a supplemental orientation program that was free of charge and available for all incoming students and their family members. The supplemental program features a presentation and live Q and A with a select department that airs on WCU's Facebook, YouTube, and Twitter every Tuesday and Wednesday night from 6pm-7pm. These events started on May 25th and will run through July 2nd.

Orientation Registration Report 2019 June 12, 2020 versus June 13, 2019

Registered	2020 Students	2019 Students	Difference
First-Year	1963	2165	-202
Transfer	438	508	-70
Total	2401	2673	-272

Number of Students that have completed Online Orientation: 1,085

ORIENTATION GENERAL AND STAFF UPDATES

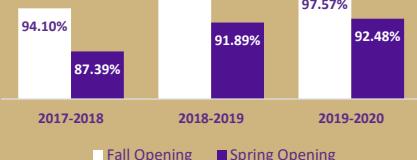
- The Orientation Office moved from Killian Annex to the Cordelia Camp Building in late Fall 2019. This move allows for Orientation and Financial Aid to share a space that was vacated by Undergraduate Admissions in early Fall 2019.
- The 2020 Southern Regional Orientation Workshop professional development conference (for both professional and student-staff) in Bowling Green, KY set to take place in early March was cancelled due to COVID-19 concerns.
- Orientation has depended heavily on campus partners to create and implement online orientation. University Marketing, Information Technology, and the Advising Center have all played key roles in helping make the online orientation process possible.
- The Orientation Student-Staff job description changed dramatically in the switch from an in-person to online program, causing 13 student-worker departures leaving the team with 28 student-staff members. New responsibilities for the student-staff included the following:
 - Students will have office hours (similar to a professor) twice a week throughout the summer hosting a live chat allowing students to come and go as they answer questions, hangout, etc.
 - Students will be responsible for reaching out weekly to each student throughout the summer. This will consist of a mass email addressed to the student group and following-up individually on any email responses. Manage a log of communication, emails, correspondences with students, guests, etc. to be turned in with every timesheet.
 - Develop weekly social sessions to help students interact virtually.
 - Weekly staff meeting. (1 hour)

MISSION STATEMENT

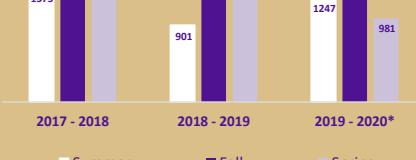
New Student Orientation is committed to acclimating new WCU students and their families to the institution, college transitions, and life within the community by showcasing samples of student involvement on and off-campus, as well as state-wide and nationally through research, academic, and cultural experiences. Students are instructed to consider their entire experience at Western Carolina University, including student clubs/organizations, service learning, internships, etc., as a learning opportunity that will shape their future.

RESIDENTIAL LIVING

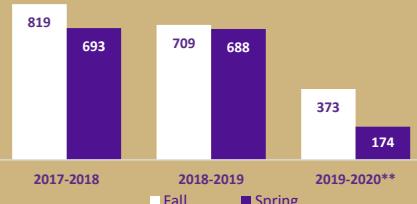
Occupancy Rate



Number of Work Orders Completed



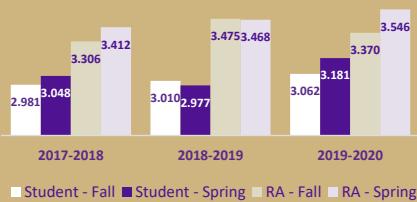
Programs Provided by Resident Assistants



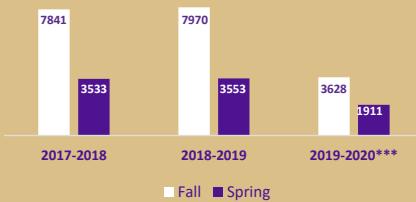
Conference Services Revenue



Average On-Campus Student GPA - Semester



CATch Ups Completed



* COVID-19 pandemic caused students to go home in March 2020.

** Change in programming model and ceased programming in March 2020 due to COVID-19.

***CATch Ups (formerly SSIs) changed in how they were conducted and COVID-19 impacted Spring numbers.

Departmental Highlights

- In the Fall, we opened Levern Hamlin Residence Hall which houses first-year students. A dedication was held on September 5, 2019.
- RSA hosted Hall-O-Ween in October where they gave at least 1500 pounds of candy to 3,750 community members.
- Mailroom Packages Delivered (placed in mailboxes and delivered by hand):
 - Fall - 31,814
 - Spring - 18,507*
- COVID-19
 - 224 extensions granted after recommended move out in March due to a variety of reasons (poor internet connectivity, etc.)
 - Residence Life Staff completed checking all rooms in a two week period during closing.
 - Housekeeping cleaned high touch surfaces daily.

Awards & Recognition

- Devon Nease – Outstanding Graduate Award from the WCU College of Business
- Brian Boyer – Paul A. Reid Distinguished Service Award
- NCHO 2022 – The Department of Residential Living was selected to host the North Carolina Housing Officers (state housing organization) conference in 2022.

UNIVERSITY SCHOLARSHIP

University Scholarships, a unit within the Financial Aid Office, works in collaboration with campus departments and external partners in order to manage a comprehensive scholarship program focused on the needs of our students, parents, donors, faculty, and staff who are seeking, receiving, and awarding scholarships.

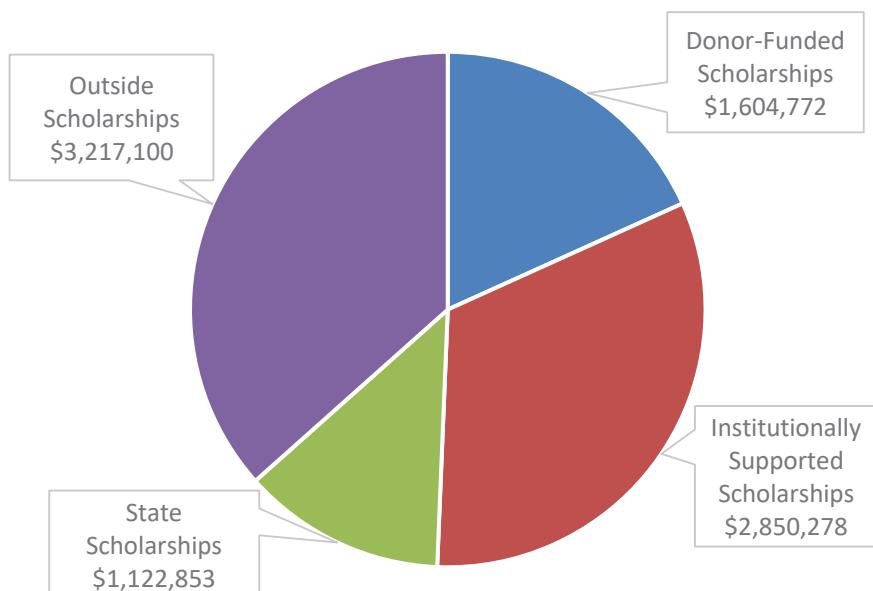
Student Activity

	2018-2019	2019-2020	2020-2021
Number of applications started UG	6,112	6,070	6,001
Number of applications finished UG	4,162	4,382	4,480
Number of applications started GR	773	839	843
Number of applications finished GR	361	532	532*

Finished applications are a subset of started applications.

*UG application deadline was February 1, 2020 and GR application deadline is August 1, 2020.

2019-2020 Scholarship Disbursements (excluding athletic scholarships)



Including need-based and merit-based scholarships

Highlights for 2019-2020

New Programming Initiatives

During National Scholarship month in November, we debuted two new programs for students- *Scholarships and Study Abroad* and *Scholarship ABC's*.

API Project

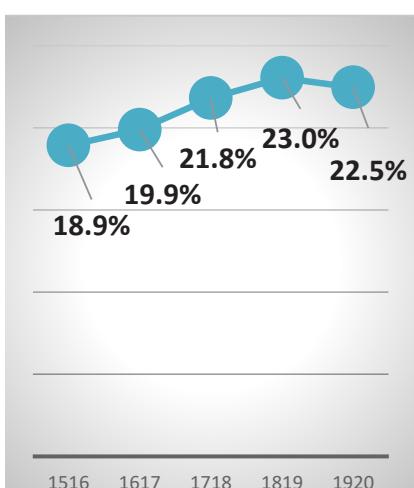
We completed the API project to more fully automate and integrate Scholarship Manager and Dynamic Forms with Banner.

CARES Act (HEERF- Higher Education Emergency Relief Funds)

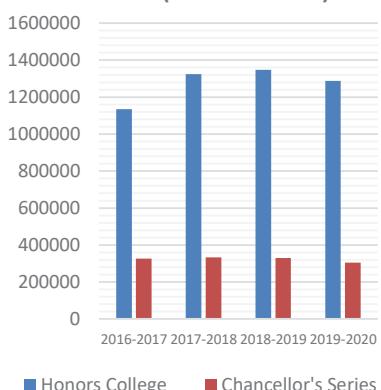
Working with the Dean of Students and financial aid, we reviewed 2,464 applications from students requesting assistance due to COVID19 disruption.

Students impacted by scholarships

Percentage of students who received a scholarship from WCU (Including athletic scholarships)



Merit-Based Scholarships (Non-endowed)



For the 2019-2020 academic year, students were awarded \$625,000 in institutionally supported access and need-based scholarships.

3,444 WCU scholarships were awarded to 2,733 graduate and undergraduate students for the 2019-2020 academic year. (Includes athletic scholarships)

STUDENT COMMUNITY ETHICS

MISSION

The Department of Student Community Ethics (DSCE) strives to challenge students to be responsible and engaged community members. The DSCE educates students through the student conduct process, programming, and outreach in order to foster a positive living and learning environment.

3 Year Trend – Top 5 Conduct Charges

	2017-18	2018-19	2019-20	% Change*
Aiding and Abetting	426	461	178	8.2%
Alcohol	383	403	229	5.2%
Controlled Substances	269	177	103	-34.2%
General Policy Violation	254	479	249	88.6%
Harm to Person	75	63	55	-16%

3 Year Trend – Top 5 Conduct Sanctions

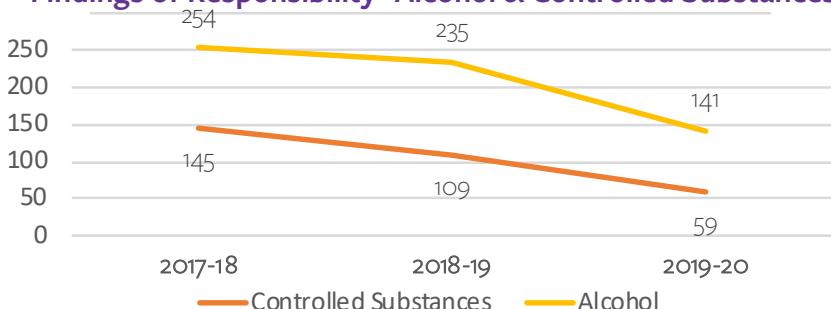
	2017-18	2018-19	2019-20	% Change*
Probation	463	431	261	-6.9%
Educational Outreach Assessment	395	358	204	-9.4%
Educational Sanction	553	494	276	-10.7%
Parental Notification	311	303	176	-2.6%
Reprimand/Warning	557	441	106	-20.8%

3 Year Trend – Total Conduct Incidents

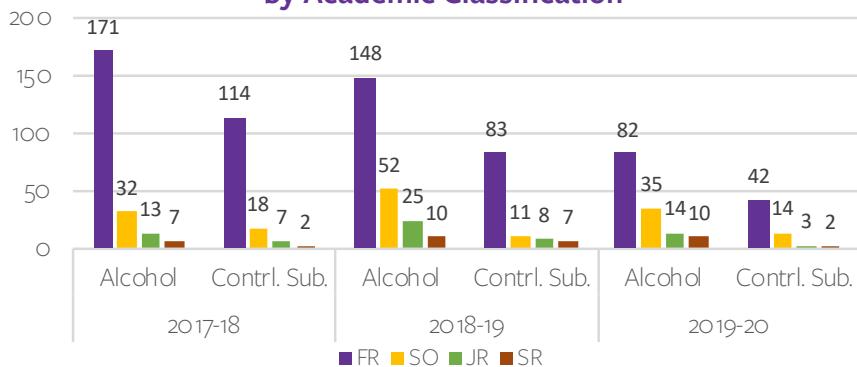
	2017-18	2018-19	2019-20	% Change*
# Unique Incidents	750	706	452	-5.9%
# Individuals Involved	1,629	1,445	884	-11.3%
# Charges	1,665	2,040	1,153	75.1%

*Percentage change measured from 2018-19 to 2019-20. It is important to note the 2019-2020 academic year is challenging to compare to other years due to the impact COVID-19 had on operations.

Findings of Responsibility- Alcohol & Controlled Substances



Findings of Responsibility- Alcohol & Controlled Substances by Academic Classification



OTHER ITEMS OF SIGNIFICANCE

- Warning letters were implemented during Spring 2019. Prior to Spring 2019, warnings were done as in-person reprimands. Since both reprimands and warning letters are essentially warnings, reporting on the two are combined.
- During 2019-2020, several operations and procedures were created or modified including the Code of Student Conduct, a department operations manual, a Maxient Hearing Officer Guide, organization investigation paperwork and report template, case management accountability procedures, and a 2020-2025 DSCE Strategic Plan.
- The Department experienced a year of transition, turning over 3 of 4 full-time positions.







CATAMOUNT
LEGACY WALK