

# Western Carolina UNIVERSITY

Administration & Finance

Annual Report

2021 – 2022



***Table of Contents***

**I. Human Resources and Payroll .....3**

**II. Fiscal Affairs .....23**

**III. Police Department .....29**

**IV. Facilities Management .....48**

**V. Emergency Services .....60**

## Human Resources and Payroll

### Annual Report 2021-2022

The following report provides an overview of key activities and initiatives completed by the Office of Human Resources & Payroll (HR/PR) during the period of July 1, 2021 – June 30, 2022 (FY 2022) to include a review of FY 2022 goals/initiatives and a summary of key goals/initiatives identified for FY 2023. Additionally, this report provides a snapshot of the University workforce during this period. A primary focus of HR/PR has been to align current and future goals and initiatives to the updated WCU Strategic Plan (“Honoring Our Promise”). Specifically, Strategic Directions #3 (Inclusive Excellence), #5 (Employee Excellence) and #6 (Responsible Stewardship) form the framework for completed and ongoing initiatives.

## I. Office of Human Resources & Payroll Departmental Overview

### ***Mission:***

In support of Western Carolina University’s vision and mission, it is the mission of the Office of Human Resources and Payroll to effectively partner with the institution in meeting its goals through a highly skilled, creative, and diverse workforce.

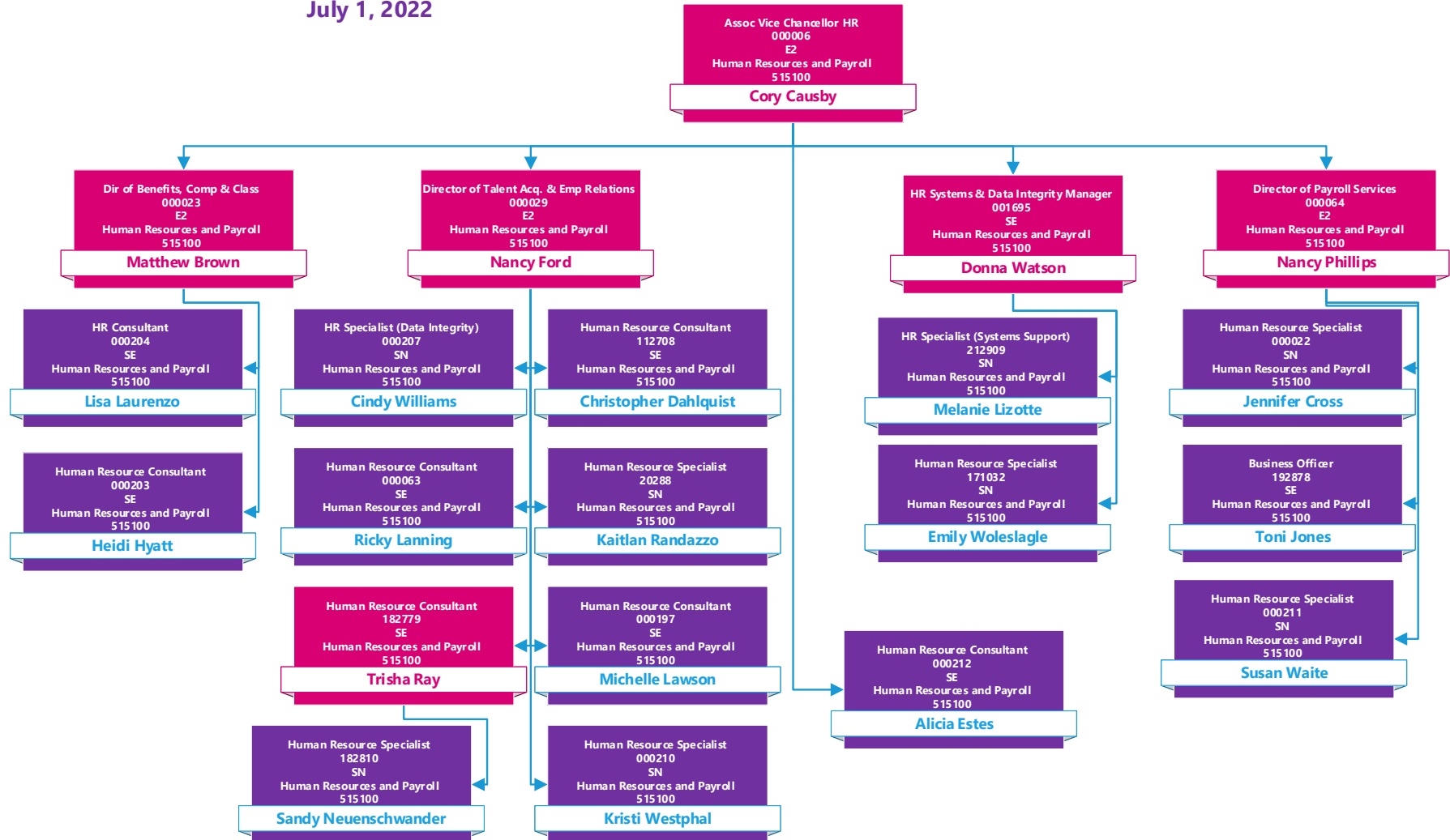
### ***Primary Role of the Department:***

The Office of Human Resources and Payroll has responsibility for the administration of all human resource and payroll functions for faculty, staff and student workers at Western Carolina University. The office organizationally reports directly to the Vice Chancellor for Administration & Finance and the Associate Vice Chancellor works regularly with all members of the Chancellor's senior leadership and their respective divisions. Primary areas of responsibility include recruitment and selection; benefits administration; performance management program oversight; employee relations and employee services programming; classification and compensation; salary administration; administration of University Payroll; personnel records management; retirement counseling and guidance; workforce training and professional development; leave administration; Affirmative Action program implementation and administration; unemployment insurance administration; education assistance including tuition waiver and tuition reimbursement; and general personnel policy interpretation and administration.

# Human Resources & Payroll

Division of Administration & Finance

July 1, 2022



## **II. FY 2022 HR/Payroll Related Highlights**

- 1) The Workforce Minority representation for the plan year was **11.4% (+ 0.8%)**.
- 2) Automation of the Criminal Background Check process and integration with existing business systems has reduced actual processing time by **74%** with an estimated savings in personnel resources of **\$14,700**.
- 3) Total hiring actions (all actions) increased by **27.8%** over FY21 and hiring actions for permanent positions increased by **74.7%** over the prior year.
- 4) The WCU Payroll process has met or exceeded all annual UNC System Key Performance Indicators (KPI's) for 8 consecutive years.
- 5) **1,542** individuals (474 via Zoom, 976 independent online, 92 hybrid) participated in formal WCU sponsored professional development offerings in FY 2022. This represents an increase of **49%** above FY 2020, the last year of primarily pre-COVID programming.
- 6) Employee Assistance Program utilization by the WCU workforce was **35%** (an increase of **3%** above FY21) with a total of **468** employee contacts. Since FY20, utilization continues to increase with 40 (17%) in person contacts, and 428 (83%) online contacts this past year. The top OnDemand training sessions accessed included balancing work and life and connecting mind and body for healthy living.
- 7) ***I-9 Compliance*** represents the number of I-9's processed within the regulations. FY22 has consistently maintained a compliance rating of **98.3%**, (19 of 1135 not completed timely). 13 of the 19 were non-work study students who began work prior to authorization.
- 8) Search Committee training continues to be well received with **90%** of SHRA, **96%** of EHRA; and **88%** of Faculty search committee members receiving training in FY22.
- 9) Monthly Banner/payroll entry audits resulted in an overall accuracy rate of **100%** for all FY22.
- 10) SHRA and EHRA Non-Faculty Appointment letters have been converted to **100%** electronic using Adobe sign which has significantly reduced the turnaround time for fully executed appointments **from 10+ days to less than two days**.
- 11) Human Resources in collaboration with the Summer Session Office and Information Technology has launched a fully electronic process that has eliminated processing of summer session hires on a paper personnel action form (PAF).
- 12) A Student Employment Hourly Compensation Guidance document was researched and developed for campus partners and added to the student supervisors toolbox on the Student Employment webpage. The guidance established four levels of student job classifications, defining duties, required experience, skill level and supervision requirements with an accompanying rate range to assist in the development of student positions as well as establish consistency in the student employment program.

### **III. Key FY 2022 Accomplishments**

- 1) WCU HR/Payroll successfully helped facilitate the University's return to full on-campus operations while ensuring essential COVID-19 protocols and related programs were effectively maintained. Key examples include:
  - In coordination with University Communications, facilitated workforce communications strategy around COVID-19.
  - Continued development, training and implementation of required remote and onsite work protocols.
  - a. In coordination with the Vice Chancellor, management and oversight of the COVID-19 Exposure Reporting Process.
  - Ongoing oversight of COVID-19 Paid Administrative Leave Program.
  - Targeted Resiliency programming designed to promote overall faculty and staff wellbeing and positive mental health.
- 2) Effectively facilitated the lifting of the UNC System-wide freeze on "non-essential" HR actions that had been in place since March 2020.
- 3) In October, HR/PR partnered with the Provost's Office and the Office of the Chief Diversity Officer to launch the pilot Faculty Diversity Officers (FDO) cohort which consisted of 12 faculty who completed training and have actively served on 28 search committees.
- 4) Successful implementation of the 2022 legislative increase process (to include 2.5% recurring adjustment and up to \$1,500 one-time bonus) in January 2022 (retroactive to July 1, 2021).
- 5) Non-Work-Study Student Employment has completed a second full academic cycle since being reorganized into HR/Payroll. Key highlights include:
  - Processed **2,177** hires.
  - The average number of days in the total workflow that includes onboarding is **5.03** days.
  - All paper processes for hourly and educational changes have been successfully transitioned to an electronic format.
- 6) Full conversion of hard copy personnel files to electronic storage and retrieval medium. In FY22, a total of **4,757** paper personnel files were audited against the electronic personnel record in Onbase, and shredded. This number represents **100%** of all remaining active employee files and faculty AA21/Transcript files. This project is now completed.
- 7) UNC System Key Performance Indicators (KPI's) for Payroll Services are all within the green (optimal) range for FY 2022.
- 8) Resiliency programming established as a result of the pandemic continues to be a key component in the menu of resources available to WCU staff and faculty. Monthly email communications to campus yield continuing requests for access to the Calm App, as well as increased enrollment in courses such as Crucial Conversations, and Strengths Finder among others, for a total of **832** participants.

#### IV. WCU Workforce

HR/PR services are provided for 1586 permanent full time WCU employees (decrease of 17 since 2021) and 91 employees at the North Carolina Arboretum. In addition to the permanent workforce, WCU HR/Payroll provided services for an additional 1,800 temporary employees including hourly, adjunct faculty, students, and graduate assistants during the academic year.

- **Workforce Profile:**

	2022	2021	2020	2019	2018	2017
Total Workforce	1586	1603	1582	1562	1541	1504
Senior Administrators	89 (5.6%)	92 (5.7%)	92 (5.8%)	101 (6.5%)	98 (6.4%)	91 (6.1%)
EHRA Non-Faculty	245 (15.5%)	254 (15.9%)	237 (15.0%)	223 (14.3%)	223 (14.5%)	212 (14.1%)
Faculty	572 (36.1%)	565 (35.3%)	559 (35.3%)	542 (34.7%)	540 (35.0%)	531 (35.3%)
SHRA Staff	680 (42.8%)	692 (43.2%)	694 (43.9%)	696 (44.6%)	680 (44.1%)	670 (44.5%)

- **WCU's permanent workforce has grown 5.6% since 2017.**
- The average employee age is 45.8 and the average length of service is 9.7 years. This is relatively unchanged since 2010.
  - **Senior Administrators** – 49.9 years old with 12.6 years of service and 33% have a terminal degree
  - **EHRA Non-Faculty** – 40.2 years old with 7.4 years of service and 74% have a Master's degree or higher
  - **SHRA Staff** – 44.2 years old with 9.5 years of service and 38% have a bachelor's degree or higher
  - **Faculty** – 49.4 years old with 10.5 years of service and 80% have a terminal degree
  - **7.4%** of the WCU workforce is eligible to retire now (2.1% decrease from 2020)
  - **40.7%** of the WCU workforce is age 50 or greater (1.1% increase from 2021; 2.3% increase from 2020 and 3.5% from 2019)
  - **1.4%** of the WCU workforce is age 30 or younger
  - **18.3%** of the workforce has been at WCU less than 2 years (0.7% increase from 2021)
    - The average age of this group is 38.3

- **Workforce Distribution by Division (Non-Faculty):**

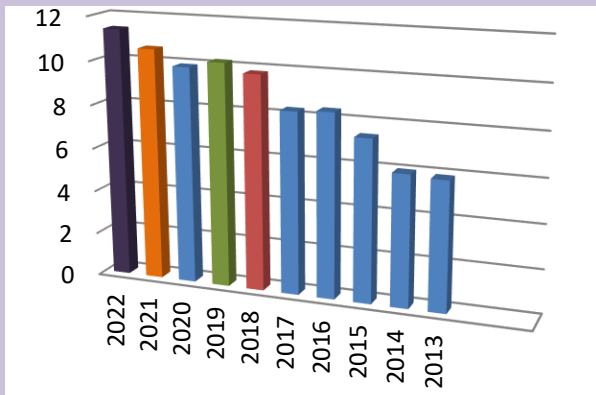
Non-Faculty	2022	2021	2020	2019	2018	2017
Administration & Finance	29.9%	29.9%	31.4%	30.6%	30.9%	30.1%
Academic Affairs	29.7%	30.0%	28.7%	29.9%	29.3%	30.1%
Chancellor's Division	11.2%	10.7%	11.3%	11.2%	10.7%	10.5%
CIO/Information Technology	8.2%	8.4%	8.3%	7.7%	8.3%	8.0%
Advancement	2.0%	2.0%	1.8%	2.1%	1.6%	1.7%
Student Affairs	18.8%	19.0%	18.5%	18.5%	19.2%	19.6%

- **Workforce Distribution by Occupational Category:**

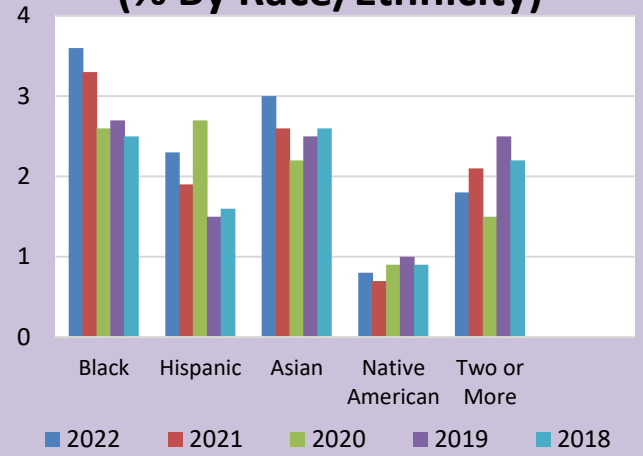
Occupational Category (Non-Faculty)	2022	2021	2020	2019	2018	2017
Professional	47.2%	48.6%	46.4%	39.6%	41.0%	44%
Administrative Support	14.9%	14.5%	14.7%	17.4%	16.7%	16.3%
Skilled Trades	9.6%	8.9%	8.9%	9.2%	9.1%	8.5%
Technical	11.0%	10.8%	11.9%	13.5%	13.4%	12.4%
Services/Labor	17.3%	17.2%	18.1%	20.3%	19.6%	18.8%

**Demographic Distribution (By Percentage of Workforce):**

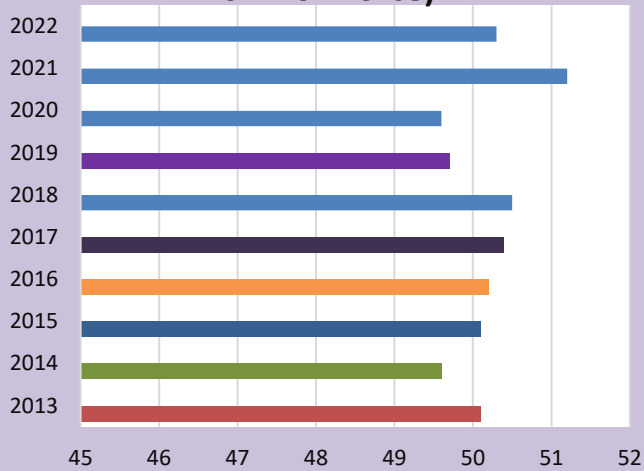
**Minority Representation (Total % of Workforce)**



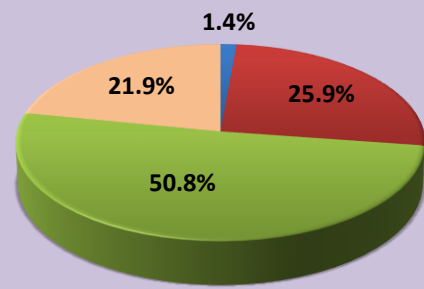
**Minority Representation (% By Race/Ethnicity)**



**Female Representation (Total % of Workforce)**



**Workforce Distribution (by Age)**



■ 70+ ■ 55-69 ■ 36-54 ■ 18-35



- **Actual vs. Expected Workforce Demographic Availability:**

	Minority		Female		Veteran		Disability	
	2022 Actual	Expected Availability	2022 Actual	Expected Availability	2022 Actual	Expected Availability	2022 Actual	Expected Availability
Faculty	14.3%	20.3%	49.7%	45.9%	1.4%	5.7%	2.1%	7.0%
Staff	9.8%	15.7%	50.6%	49.6%	2.9%	5.7%	2.1%	7.0%
Total	11.4%	17.3%	50.3%	50.1%	2.3%	5.7%	2.1%	7.0%

- **Availability by College:**

	Minority			Female			Veteran			Disability		
	2022 Actual	2021 Actual	Expected Availability	2022 Actual	2021 Actual	Expected Availability	2022 Actual	2021 Actual	Expected Availability	2022 Actual	2021 Actual	Expected Availability
Engineering & Tech	41.9%	41.4%	30.1%	9.7%	6.9%	15.8%	3.2%	3.5%	5.7%	0.0%	0.0%	7.0%
Arts & Sciences	10.4%	12.4%	19.1%	44.8%	45.2%	41.3%	1.4%	1.4%	5.7%	0.9%	0.9%	7.0%
Business	25.0%	18.8%	22.6%	35.3%	34.8%	36.9%	2.9%	2.9%	5.7%	1.5%	1.5%	7.0%
Educ & Allied Prof.	11.8%	8.3%	20.1%	64.5%	67.0%	71.8%	0.0%	0.0%	5.7%	5.4%	6.2%	7.0%
Fine & Perf Arts	13.8%	6.9%	15.6%	36.2%	37.9%	58.1%	0.0%	0.0%	5.7%	3.5%	5.2%	7.0%
H&H Sciences	9.9%	9.5%	20.3%	76.2%	78.9%	70.8%	2.0%	2.1%	5.7%	2.0%	2.1%	7.0%
Hunter Library	0.0%	0.0%	23.5%	81.3%	80.0%	65.2%	0.0%	0.0%	5.7%	12.5%	13.3%	7.0%

- **Availability by Job Category:**

	Minority			Female			Veteran			Disability		
	2022 Actual	2021 Actual	Expected Availability	2022 Actual	2021 Actual	Expected Availability	2022 Actual	2021 Actual	Expected Availability	2022 Actual	2021 Actual	Expected Availability
Executive	14.8%	16.4%	21.0%	40.7%	38.2%	42.4%	3.7%	3.6%	5.7%	1.9%	1.8%	7.0%
Athletics	31.3%	26.1%	23.7%	22.9%	23.9%	53.3%	0.0%	0.0%	5.7%	0.0%	0.0%	7.0%
Professional	10.1%	10.1%	21.7%	58.7%	59.8%	59.8%	2.5%	1.8%	5.7%	2.2%	2.6%	7.0%
Technicians/Paraprof.	10.9%	9.8%	12.7%	31.8%	35.7%	43.2%	2.7%	2.7%	5.7%	0.9%	0.9%	7.0%
Office Support	6.7%	7.3%	5.4%	93.6%	94.0%	73.4%	2.5%	0.7%	5.7%	2.2%	2.0%	7.0%
Skilled Craft Workers	1.0%	2.2%	4.9%	8.3%	7.6%	7.1%	8.3%	7.6%	5.7%	4.2%	3.3%	7.0%
Safety & Security	15.6%	8.8%	13.5%	34.4%	32.4%	29.6%	3.1%	5.9%	5.7%	0.0%	0.0%	7.0%
Other Auxiliary Services	7.8%	6.9%	13.6%	41.8%	40.7%	38.4%	3.6%	3.5%	5.7%	2.1%	2.3%	7.0%

**Retirement Projections (Total and by Job Category):**

**Percentage of Workforce Eligible to Retire Within 5 years**

	2022	2021	2020	2019	2018	2017	2016
Total Workforce	18.6%	17.9%	17.9%	19.8%	17.8%	21.3%	20.9%
Senior Administrators	22.0%	20.9%	25.8%	26.0%	24.5%	18.7%	21.5%
EHRA Non-Faculty	7.9%	7.8%	7.6%	5.3%	7.2%	10.4%	12.4%
Faculty	23.0%	22.3%	22.1%	22.3%	23.4%	22.8%	25.3%
SHRA Staff	17.9%	17.3%	17.1%	15.9%	15.9%	17.5%	19.9%

**Percentage of Workforce Eligible to Retire Within 10 years**

	2022	2021	2020	2019	2018	2017	2016
Total Workforce	32.5%	33.1%	29.9%	38.8%	32.0%	40.6%	35%
Senior Administrators	48.9%	46.2%	41.6%	43.8%	41.8%	40.7%	41.9%
EHRA Non-Faculty	16.2%	16.5%	13.3%	12.9%	13.6%	15.6%	18.9%
Faculty	37.7%	38.0%	34.2%	36.7%	37.0%	36.2%	38%
SHRA Staff	31.3%	33.0%	30.9%	33.6%	32.6%	33.3%	36%

• **Workforce Turnover Rates**

	Including Retirements				Retirements/Other				Voluntary (Ex. Retirements)				Involuntary			
	2022	2021	2020	2019	2022	2021	2020	2019	2022	2021	2020	2019	2022	2021	2020	2019
Total Workforce	13.5%	9.3%	11.6%	11.1%	2.1%	2.7%	2.4%	3.1%	9.2%	5.2%	6.9%	6.0%	2.2%	1.4%	2.3%	2.0%
EHRA Non-Faculty	24.8%	13.1%	18.5%	17.2%	1.8%	1.8%	2.0%	2.7%	19.0%	9.3%	13.0%	10.9%	3.9%	2.0%	3.7%	3.6%
Faculty	8.2%	6.9%	8.9%	6.0%	2.1%	2.8%	3.7%	1.5%	3.3%	2.3%	2.9%	2.2%	2.8%	1.8%	2.3%	2.4%
SHRA Staff	12.6%	9.5%	10.8%	10.8%	2.2%	3.1%	2.5%	4.3%	9.5%	5.7%	6.7%	5.9%	0.9%	0.7%	1.6%	0.6%

• **Turnover Rate by Race and Gender**

	Total				Retirements/Other				Voluntary (Ex. Retirements)				Involuntary			
	2022	2021	2020	2019	2022	2021	2020	2019	2022	2021	2020	2019	2022	2021	2020	2019
Race/Ethnic Minority Total	16.5%	10.0%	15.4%	14.1%	1.1%	1.2%	1.9%	0.6%	12.1%	7.0%	9.0%	9.8%	3.3%	1.8%	4.5%	4.3%
Asian	2.1%	2.4%	17.7%	11.1%	0.0%	0.0%	5.9%	0.0%	0.0%	0.0%	5.9%	2.2%	2.1%	2.4%	5.9%	8.9%
Black	28.8%	14.8%	19.5%	15.7%	0.0%	3.7%	0.0%	0.0%	22.5%	11.1%	12.2%	13.7%	6.3%	0.0%	7.3%	2.0%
Hispanic	16.7%	10.6%	16.3%	20.0%	5.6%	0.0%	0.0%	0.0%	11.1%	5.3%	11.6%	13.3%	0.0%	5.3%	4.7%	6.7%
American Indian	0.0%	15.4%	21.4%	5.9%	0.0%	0.0%	7.1%	0.0%	0.0%	15.4%	14.3%	5.9%	0.0%	0.0%	0.0%	0.0%
White	12.7%	9.2%	11.3%	9.8%	2.1%	2.9%	2.5%	3.2%	8.7%	6.0%	6.9%	5.1%	1.9%	1.3%	1.9%	1.5%
Other	0.0%	5.7%	0.0%	7.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.7%	0.0%	4.7%	0.0%	0.0%	0.0%	2.3%
Female	14.2%	8.2%	12.4%	11.6%	1.8%	2.6%	3.1%	3.2%	11.0%	4.6%	7.0%	6.9%	1.4%	1.0%	2.3%	1.5%

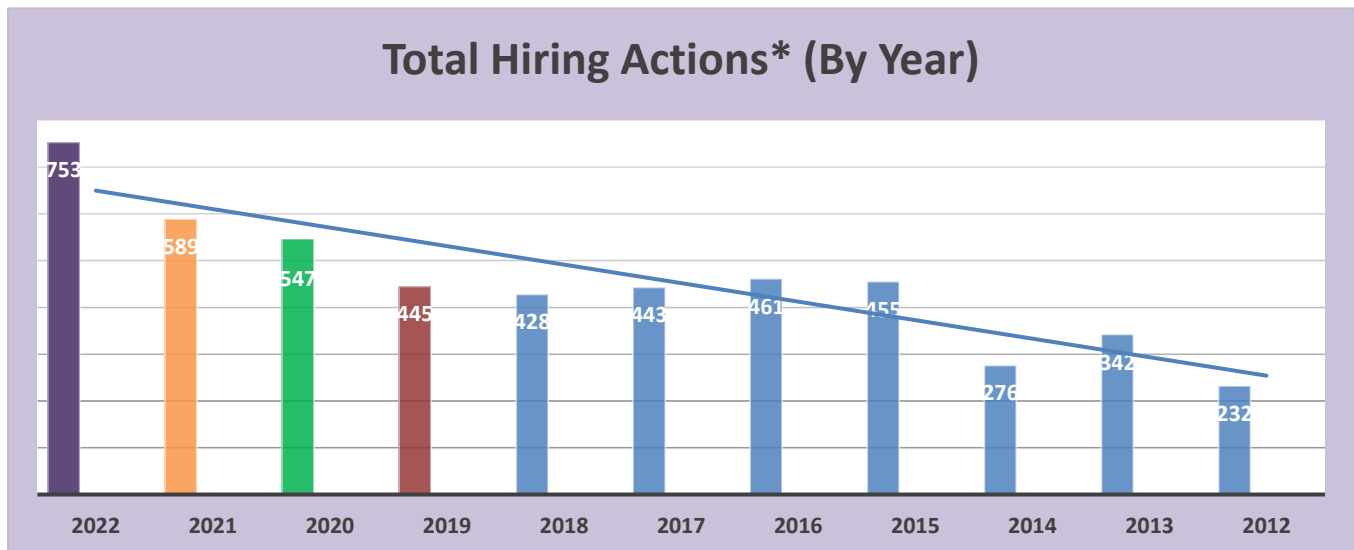
## V. Employment Activity for FY 2022

- **Total Hires (New & Promotional) – Permanent Positions: 386 (74.7% increase from FY 2021)**
  - Average Age: 37.8
  - Average Salary: \$60,595
  - Minority Representation: 12.2%
  - Female Representation: 51.6%
- **Total Hires – Temporary/Adjunct: 367 (unchanged from FY 2021)**
- **Total Hires (All): 753 (27.8% increase from FY 2021)**
- **Total Qualified Applications: 7,017 (1.2% increase from previous year)**

### Total Qualified/Seriously Considered/Interviewed Applicants

By Race	Qualified		Seriously Considered		Interviewed	
White	4,888	69.7%	1,043	77.8%	704	78.8%
Black	941	13.4%	127	9.5%	90	10.1%
Hispanic	303	4.3%	60	4.5%	36	4.0%
Asian	536	7.6%	46	3.4%	23	2.6%
American Indian	27	0.4%	11	0.8%	6	0.7%
Native Hawaiian or Other	7	0.1%	3	0.2%	2	0.2%
Other	169	2.4%	26	1.9%	21	2.3%
Unknown	146	2.1%	25	1.9%	12	1.3%
<b>Total</b>	<b>7,017</b>	<b>100%</b>	<b>1,341</b>	<b>100%</b>	<b>894</b>	<b>100%</b>
<b>Total Minority Availability*</b>	<b>1,983</b>	<b>28.3%</b>	<b>273</b>	<b>20.3%</b>	<b>178</b>	<b>19.9%</b>
<b>By Gender</b>						
Male	4,248	63.1%	692	52.9%	460	52.2%
Female	2,488	36.9%	616	47.1%	422	47.8%
<b>Identified as Disabled*</b>	<b>525</b>	<b>7.5%</b>	<b>116</b>	<b>8.7%</b>	<b>69</b>	<b>7.7%</b>
<b>Identified as Qualified Veteran*</b>	<b>135</b>	<b>1.9%</b>	<b>26</b>	<b>2.0%</b>	<b>19</b>	<b>2.1%</b>

### Total Recruitment Activity:



\*Includes permanent faculty and staff, adjunct faculty, temporary/hourly, and temporary/salaried hiring activity. Does not include non-work-study student employment which resulted in an additional 2,013 hiring actions.

The following metrics demonstrate the average amount of time to process a hire from the initiation of a job posting through the approval process to filled. This includes time in HR to the final stage of the recruitment process. Preliminary Performance Standards have been established as follows to measure expected response times.

Postings to Filled	Faculty	Staff	EHRA Staff
	Less than 120 days	Less than 60 days	Less than 90 days
	120-180 days	60-90 days	90-120 days
	180+ days	90+ days	120+ days

Hiring Proposals Days to Approved for Offer - From Receipt in HR	
	5 Calendar Days or Less
	6-8 Calendar Days
	8+ Calendar Days
Hiring Proposals Days to Approved for Offer - From Initiation	
	7 Days or Less
	7-9 Calendar Days
	10+ Calendar Days

## Hiring Proposals

Position Type	Average # of days in HR							Average # of days in HR & Budget/Grants							Average # of days to Approved for Offer (All Steps)						
	FY	22	21	20	19	18	17	16	22	21	20	19	18	17	16	22	21	20	19	18	17
SHRA	2.8	2.4	2.7	2.3	1.9	4.6	9.3	2.9	2.6	3.0	2.8	2.9	5.7	10.8	4.0	3.6	5.4	4.4	4.6	7.4	12.1
EHRA	3.9	4.2	4.4	3.3	3.3	4.2	9.5	4.0	4.4	4.8	4.4	4.5	5.4	10.8	4.3	4.9	5.8	5.4	5.3	6.3	12.3
Faculty	2.4	2.5	3.8	3.6	3.7	2.3	10.9	2.5	2.6	3.9	4.3	4.4	3.3	13.5	4.9	5.7	6.3	7.3	8.2	5.4	15.2

## Posting To Offer Accepted (Includes Individual department search time, HR and Budget)

Position Type	Average Calendar Days to Offer Accepted							
	FY22	FY21	FY20	FY19	FY18	FY17	FY 16	
SHRA	47.1	49.0	51.4	57.0	59.5	67.9	73.2	
EHRA	60.3	54.8	66.7	67.4	68.1	77.0	95.5	
Faculty	97.4	115.9	127.7	112.4	110.6	95.5	161.0	

## VI. Compensation/Salary Administration

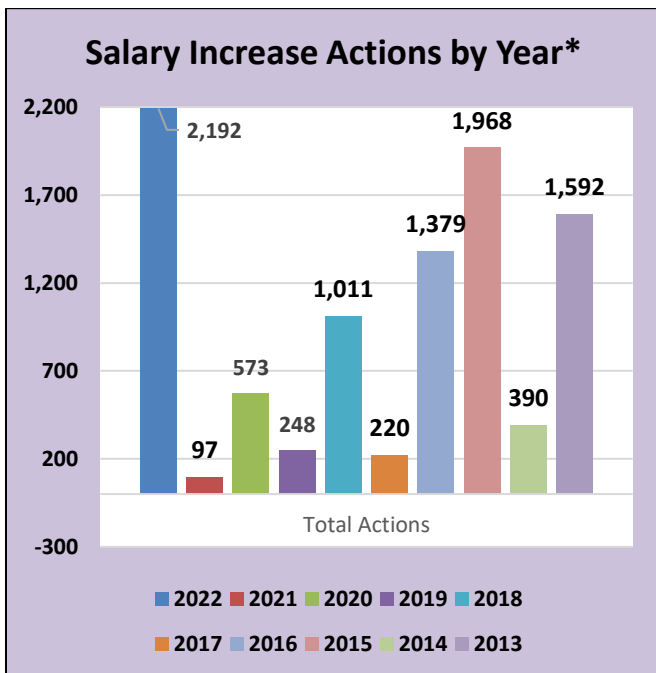
As part of the updated 2021 Strategic Plan (“Honoring our Promise”), the University has continued the commitment to “ensure competitive salary and compensation benefits packages remains an institutional priority to attract, reward, and retain the highest quality employees” (Strategic Goal 5.1). The rescission of the UNC system-wide “pause on non-essential HR actions” in September 2021 resulted in a significant increase in compensation activity over the prior fiscal year.

### Total Non-Promotional Salary Increase Actions for FY 2022

	SHRA	EHRA Non-Faculty	Faculty	Total
Total Salary Adjustments*	392	87	154	<b>611</b>
Total Increase amount	\$932,297	\$398,873	\$737,330	<b>\$2,068,500</b>

\*Excluding 2.5% Legislative Increase

- Salary Increase Actions (Comparison by Year)\*



\*Includes any mandated legislative increase actions



\*Includes any mandated legislative increase actions

- Total Compensation

- On average, the non-salary portion of a WCU employee’s total compensation package is more than 47% of total base salary. For example, for an employee with a base salary of \$50,000, the University provides approximately \$27,069 additional compensation for the cost of the fringe benefits (contributions towards the retirement program, health insurance, and FICA plus the value of accrued leave and holidays).

## VII. Payroll and Related Services

- HR/PR provides core university business functions at the most fundamental of levels that are essential to the overall success of the University. HR/PR has targeted its operational initiatives to align to the updated 2020 Plan of “improving the effectiveness and efficiency of campus business processes to ensure continuous improvement and to realize financial savings” (Goal 6.3). To measure progress towards this goal, Human Resources/Payroll utilizes a series of Key Performance Indicators (KPI’s) to measure overall payroll accuracy and effectiveness. For FY 22, all target goals and key performance indicators (KPI’s and results are shown below) were met for both the bi-weekly and monthly payrolls.

Metric	KPI Goal	Green Range	Yellow Range	Red Range	FY22 Results	FY21 Results
% Paper timesheets and leave reports processed	5% or Less	0% - 5%	5% - 10%	>10%	<b>1.9%</b>	<b>1.6%</b>
% Eligible elec. timesheets started but not submitted	1% or less	0% - 1%	1% - 2%	>2%	<b>0.6%</b>	<b>0.4%</b>
% Eligible elec. timesheets not approved	1% or less	0% - 1%	1% - 2%	>2%	<b>0.0%</b>	<b>0.0%</b>
% Eligible elect. timesheets not corrected	1% or less	0% - 1%	1% - 2%	>2%	<b>0.3%</b>	<b>0.5%</b>
% Eligible elec. timesheets approved after the cutoff	1% or less	0% - 1%	1% - 2%	>2%	<b>0.0%</b>	<b>0.0%</b>
% Eligible elec. timesheets with errors	1% or less	0% - 1%	1% - 2%	>2%	<b>0.0%</b>	<b>0.0%</b>
% Direct deposit - biweekly	90% or more	90% - 100%	80% - 90 %	< 80%	<b>99.6%</b>	<b>99.6%</b>
% Direct deposit - monthly	95% or more	95% - 100%	90% - 95%	< 90%	<b>99.6%</b>	<b>99.5%</b>
Total # of new/rehired employees who did not get paid in the current month	0%	0% - 3%	3%-6%	>6%	<b>0.0%</b>	<b>0.0%</b>
Total % of adjustments processed on an off-run cycle	1% or less	0% - 1%	1.01% - 2%	>2%	<b>0.5%</b>	<b>0.3%</b>
% of new or rehired employees not paid in current month	5% or less	0% - 5%	5% - 10%	>10%	<b>0.0%</b>	<b>0.3%</b>
% of Electronic W-2's issued	40% or more	>40%	35% - 40%	<35%	<b>44%</b>	<b>44%</b>

## VIII. HR Systems and Related Business Processes

HR/PR has aligned its operational initiatives to the updated 2020 Plan of “improving the effectiveness and efficiency of campus business processes to ensure continuous improvement and to realize financial savings” (Goal 6.3). Specifically, during FY 2022 HR/PR continued the implementation and upgrading of key business processes designed to either update older, less efficient technology or to transition paper processes into an electronic format. A summary of these activities is provided below.

- Automation of Criminal Background Check Process.** The initiation of a pre-employment background screen as part of onboarding has been a manual process that required telephone contact with the applicant and manually entering personal identifying data into a third-party vendor system. A new vendor was selected that integrates with our current Talent Management System and was implemented on November 8, 2021. This process is now **100%** automated from the initiation of the pre-employment background screening process to FCRA required notices when needed. This has reduced the actual processing time by **74%**. The estimated savings in personnel resources is **\$14,700**. WCU no longer has any contact with the applicants regarding FCRA adverse actions, as they are addressed by the vendor, which reduces the liability significantly for WCU.
- Expansion of EPAF (Electronic Personnel Action Forms) Usage.** HR has expanded its use of EPAF interfaces by creating an automated interface that extracts data from Talent Management and/or spreadsheets into the

Banner EPAF module. Prior to this interface, EPAFs were manually entered. Between 7/1/2021 and 6/30/2022, 536 graduate assistant EPAFs were processed through the new interface. For the same date range, 2,124 hourly student non-work study, 439 non-work study student contracts, and 553 summer school actions were processed through the new interface. HR plans to expand the EPAF interface process as the Dynamic Forms project progresses and various other personnel action forms become electronic.

- **University Organizational Chart.** HR in coordination with IT is developing an automated University Organizational Chart that will provide more in-depth departmental structure than is allowed with the University Financial Organization Chart. This chart will replace the manually generated departmental organizational chart and will be used for the One-Identity Management System to allow more pinpointed access across campus departments.
- **Manual Processes Changing to Automated Processes.** HR is in the process of converting several manual Banner data entry processes into automated processes. HR successfully moved our weekly manual termination process into the automated PWPTERM process eliminating the manual process. This process searches for terminated job records and then automatically terminates the employee record. Having the employee record terminated in a timely manner is crucial especially during W2 processing. HR also created an automated process that reviews and corrects primary/secondary job record issues. This process searches for job records that don't have a primary record assigned. The process determines which job record should be changed to primary and changes it automatically. These two new processes ensure greater accuracy in the Guardian I-9 system and the UNC HR Data Mart.
- **Banner 9 Self-Service Project.** HR successfully implemented the new Banner 9 Employee Profile to include the EPAF module and Taxes. The next phase is the Banner 9 Time and Leave module. Banner 9 Time and Leave has increased reporting capabilities. This is currently in the testing phase and will go live 8/1/2022.
- **Dynamic Forms project.** The Dynamic Forms project will transition the remaining HR paper and Sharepoint personnel action forms and transition them to electronic forms on the Dynamic Forms platform. Once completed, this project will allow HR to gain greater efficiency in processing personnel action forms and provide a tremendous savings on printing costs. As the project progresses, the data from these forms will be extracted into an automated EPAF interface and will replace manual data entry. Student termination and change forms have been successfully implemented. A project has been submitted to IT for an API that would allow an automated process between Dynamic Forms and Banner. Once this API is implemented, it will decrease the manual data entry process.
- **Legislative Increase and One-Time Bonus Payment Processing:** HR and Payroll successfully processed the 2021 Legislative Increase and One-Time Bonus payments. The Legislative Increase provided raises retro to 7/1/21 for 1,459 eligible permanent employees. The One-Time Bonus payments provide bonuses to 1,604 eligible permanent employees. HR and Payroll was given a very short turnaround time to process the bonus payments. These payments were processed and balanced in a little over 7 days. The Legislative Increase was processed in the 1/31/22 employee pay checks. Since the payments were retroactive to 7/1/21, all 1/31/22 payments and 6 months of retro pay were processed and paid to all eligible employees in a timely manner.
- **University of North Carolina Human Resources (UNCHR) DataMart:** HR/PR continues to collaborate with staff from Information Technology and the Office of Institutional Research on further enhancements to the UNC system's data warehouse known as DataMart. The UNC System Office Personnel Data File (PDF) (used for Integrated Postsecondary Education Data System (IPEDS) reporting) is now generated from the DataMart in an effort to centralize and maximize reporting accuracy and efficiency. During the past year, HR/PR continues to implement additional changes required annually by the University of North Carolina that have allowed the

University system to pull comparison data from all system-wide schools. These additional changes include reporting work location and duty station. This will allow WCU and the UNC System Office to better track employee remote work agreements and the state in which the remote work is performed. WCU continues to collaborate closely with the UNC System Office in sharing expertise and knowledge of coding and data maintained in the Banner HR/PR System.

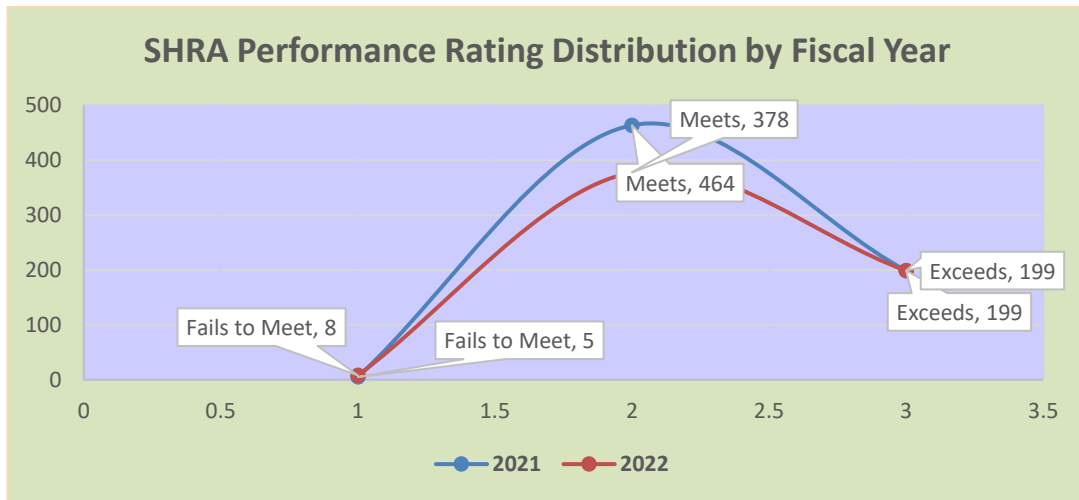
- **UNC Shared Services Lead:** WCU continues to take an active lead role with the UNC System Office Shared Services Center on annual initiatives and maintenance of the Banner HR/Payroll module. Because of the high skill and experience level of our staff, we continue to test and give feedback on the development of numerous interfaces that are managed from the system i.e., for retirement/benefits/taxes and any changes to the validation tables associated with Federal and State changes and updates.

## **IX. Professional Development and Training**

- A primary tenet of the Honoring Our Promise Plan is to ensure professional development opportunities for all employees (Strategic Direction 5). With this understanding, HR/PR delivered **1542** professional development encounters (**976 on-line; 474 live via Zoom and 92 hybrid**) representing formal professional development services to **430** unique individuals. Overall, WCU HR/Payroll delivered **224 hours** of in-person (Zoom or other webinar format) professional development programming. Individuals completed **1331 hours** of on-line training via Canvas (including hybrid-learning on-line hours) and the Franklin Covey All Access Pass. Ramifications of the Covid-19 pandemic reduced the number of in-person workshops and training hours delivered to faculty and staff. Meanwhile, the number of on-line courses completed increased substantially. A total of **3976** total contact hours was logged for FY22 which includes all live and on-line programming. In total, these programs represent an annual investment by the University of approximately **\$109.69** per permanent university employee. These efforts included coordination, management, and direct facilitation of workshops, seminars, new employee orientation sessions, and other programmatic activities. Key offerings included:
  - **“COMPASS” (Competencies for Achieving Supervisory Success) Mandatory Supervisory Training program:** During FY 2018 this mandatory 18-hour program was rolled out to all newly hired supervisors. During FY 21-22, 95 supervisors have completed one or more program components with 26 fully completing the program. Since its inception, more than 82 supervisors have completed the on-line components of the compass program and more than 40 have completed the entire program. \_This program, designed to enhance overall supervisor effectiveness, will continue to be offered to all new supervisors.
  - **“WCU Works” Professional Certification Program:** The “WCU Works program was initially launched in the Fall semester of 2016 with the third cohort starting the program in FY 2020-21. Each participant selected one of three tracks (Frontline Leadership, Strategic Leadership, and Job and Personal Effectiveness) and is in the process of completing 40 hours of online and in-person coursework. Forty-three participants are currently enrolled, with 18 having received sufficient credit hours to receive certification with an additional 15 participants expected to achieve sufficient credit hours. The sum of all training contact hours is **1636** for the group at the conclusion of FY 22. Participants will complete the entire program at the close of FY 22.
  - **“EEOI” (Equal Employment Opportunity Institute):** The in-class component of EEODF resumed in FY 2021-2022. As of June 30, 23 supervisors fully completed EEODF in FY 22. 123 completions are logged for WCU supervisors with an additional 177 supervisors enrolled.



- **Organizational Development Initiative:** To improve employee relations and overall intra-group effectiveness within teams, the Talent Development team developed and launched an Organizational Development initiative in 2019. This initiative now offers individual and group assessments, management consultation and training for intact teams. Chris Dahlquist became certified in Leading out of Drama and Process Communication model, and he has worked with 8 departments representing approximately 60 individual employees during FY 22.
- **Satisfaction Scores:** In reviewing feedback from participants who chose to complete on-line evaluations, the average satisfaction/program impact score from participants was 4.47 out of a possible 5 (1 represents least satisfaction and 5 indicates greatest satisfaction).
- A breakdown of Professional Development activities sponsored by Human Resources and Payroll (not including self-initiated on-line offerings) is as follows:
  - Performance Management Topics: 2 (1 of which are on-line)
  - Orientation: 111 people completing the in-person event
  - EEOF: 177 candidates identified, 117 completions logged and 23 completions in FY 21-22.
  - Interpersonal Communication and Personal Effectiveness and Diversity Topics: 15
  - Campus Safety and Active Shooter: 56 completing in-person offerings
  - ComPsych Topics: 5
  - HR Informational Topics: 7
  - Leadership/Supervisor/Managerial Topics: 24
- **Resiliency Program:** To address the unprecedented stressors resulting from Covid-19, WCU and Human Resources and Payroll developed and implemented programs to address employee resilience. The following outlines program offerings as well as participation:
  - Process Communication Assessments and Debriefs: 162
  - Leading Out of Drama: 21 Participants
  - Strengths Finder: 48 participants completing assessments with 26 conducted in the Q3 and Q4 of the FY with 75 assessments ordered.
  - Crucial Conversations: 31 on-line and in-person participants
  - ComPsych Resiliency Offerings: 6 offerings with 20 participants
  - Midday Mingle: 7 offerings with 40 participants
  - Calm App – 510 participants
- **Performance Management Programming:** The University performance management program serves as an essential tool for both the supervisor and employee in setting work expectations, ensuring two-way communication and feedback, and providing a formal mechanism for documenting desired outcomes. The Employee Performance Management program is designed to provide each employee with an annual rating based upon a standardized, three-point scale (3 – Exceeds Expectations; 2 – Meets Expectations; 1 – Fails to Meet Expectations). The graph below illustrates the distribution of annual performance scores for FY 2021 and FY 2022.



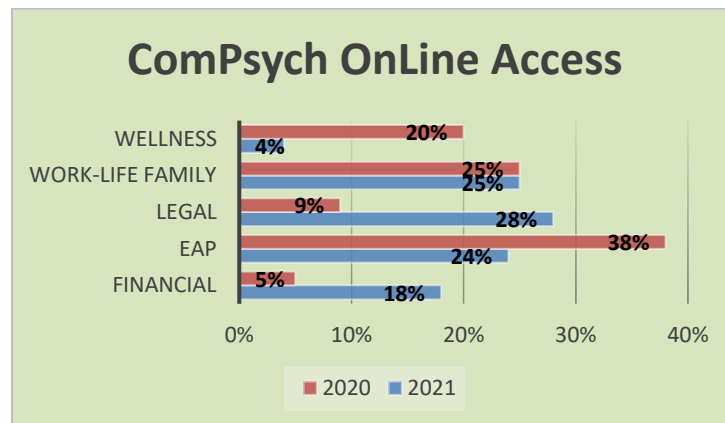
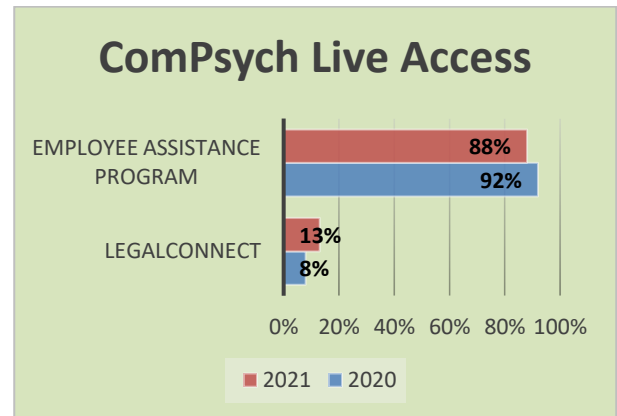
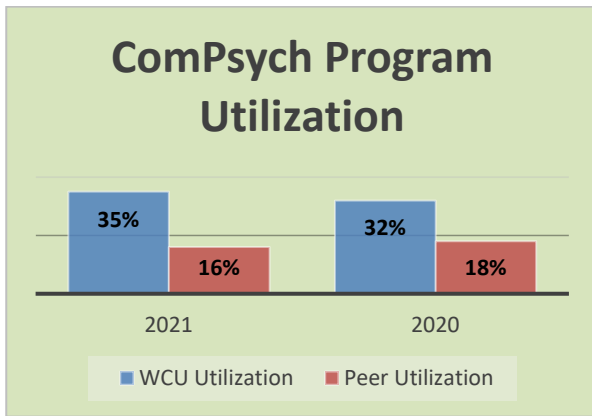
### X. *Work-Life Programs, Employee Relations and Related Services*

The Honoring Our Promise Strategic Direction No. 5, goal 5.5 commits us to create a campus environment that facilitates a healthy lifestyle for employees. During FY 2022, key initiatives, programs and services centered around our continued response to the pandemic and employee wellbeing.

- Western Carolina University celebrated its 23<sup>rd</sup> annual Employee Appreciation Day and Service Recognition awards in the month of September and October. A luncheon, complete with a vendor fair was held in the Ramsey Center with approximately 1100 staff faculty in attendance. Staff Senate held an in-person Service Awards reception that included a congratulations card and a plaque for each recipient.
- Our partnership with CompPsych to provide Employee Assistance services (EAP) to the University continues to be successful. The range of services includes traditional EAP, financial, health, wellness, and legal resource and referral services. The annualized rate of utilization for FY 2021 was 35% with a total of 468 total services. Live access – 40 cases (17%), Online Access – 428 actionable items (83%). The highest utilization rates for this period were for Females (58%), 30-39 Age Group (38%).

Primary EAP issues presented were:

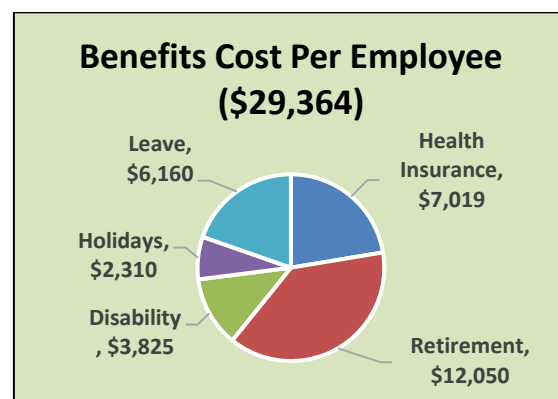
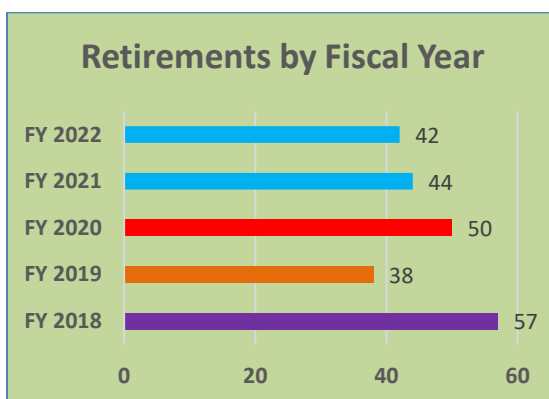
- Stress
- Psychological
- Anxiety
- Depression
- Partner/Relationship
- Top online topics and searches included:
  - Estate Planning & Elder Law
  - Lawyer
  - 268 Articles were viewed
- Top OnDemand Training Sessions Accessed included:
  - Balancing Work and Life
  - Connecting Mind & Body for Healthy Living

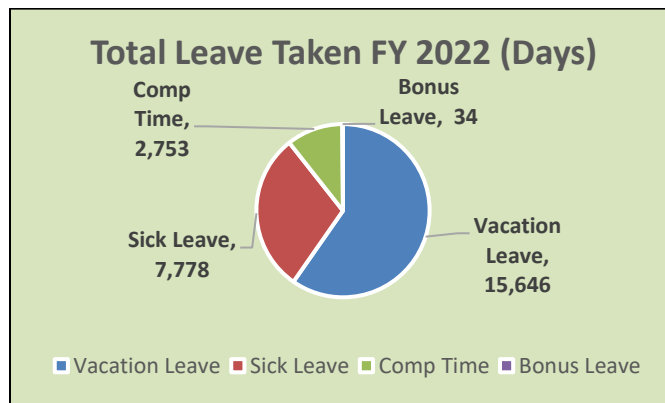


## XI. Benefits Administration

The ability to provide competitive benefits offerings for the University workforce remains a primary institutional priority (Strategic Goal 5.1 of the University Strategic Plan). For FY 2022 HR/PR administered a wide array of benefits offerings to include health insurance, primary and supplemental retirement programs, supplemental insurance offerings (Life, AD&D, Dental, Vision, etc.), Disability, Tuition Waiver & Reimbursements, and a variety of special leave programs. Additionally, Benefits staff provided a wide variety of services to include retirement and insurance consultation and education, new employee orientation programming, prospective employee visits, and ADA Accommodation Program management.

A summary of key benefits highlights and activity is provided below.





- **Tuition Waiver Program:** WCU processed 304 (6.3% decrease from FY 2021) Tuition Waiver requests during FY 2022 with an approximate value of \$238,424.
- **Accurate and Timely Processing of All Benefit Actions:** For FY 2022 HR/Payroll processed 12,899 benefit actions with a 99.5% compliance rating (assesses percentage of actions processed accurately and timely).

## ***XII. Diversity Programming***

Strategic Direction No. 5 Employee Excellence, of the Honoring Our Promise Strategic Plan is to continue to attract, retain, and promote outstanding faculty and staff while providing valuable scholarship, leadership, and professional development opportunities. In FY 21-22 HR/PR led the following efforts:

- **Diversity and Inclusion Series:**

The Talent Development Team had developed and offered a 10-part training program for WCU faculty and staff covering fundamental concepts of diversity and inclusion in the learning and workspace in FY21. FY 22 enrollment grew to 300 from 250. 167 active participants were moved into the on-line course in Canvas, of which, 40 have received a passing score on the optional final exam. 260 remain actively engaged in the course.

- **Faculty Diversity Officer Program:**

HR/PR partnered with the Provost's Office and the Office of the Chief Diversity Officer in FY21 to develop a comprehensive action plan based on the series of videos offered by the Academic Network. The action plan included a pilot program proposal for a cohort of Faculty Diversity Officers (FDO). The FDO pilot was launched in October 2021, 19 faculty were selected to participate of which 12 completed the training and actively served on 28 search committees. The FDO's served on committees outside of their area of expertise to enhance the DEI focus of their role. Two feedback sessions held with the FDO's yielded positive results and survey data from the committee members has also been positive. It is expected the program will continue into FY23.

HR/PR continues to provide representation on the LGBTQ Working group, and the National Coalition Building Institute campus initiative. This year HR representation was also provided on the Blue Ribbon Task Force.

### XIII. Review of FY 2021 Goals

#### Strategic Goals/Initiatives

Initiative	Status
<p><b>Initiative #1:</b> Facilitate the full transition of the University workforce back to onsite operations. Key aspects of this will include oversight of the University Flexible Work Arrangements and Remote Work guidelines; phase out of COVID-19 related programs (High-Risk Assistance Request Process; UNC System Paid Administrative Leave; COVID-19 Shared Leave Bank); and relaunch of in-person programming (to include new employee orientation, face-to-face professional development opportunities, onsite Employee Appreciation Day events, etc.).</p>	<p><b>Ongoing:</b> The relaunch of programming has been successful with new employee orientation, professional development opportunities and an on-site employee appreciation event all occurring in person. The University’s Flexible Work Arrangements and Remote Work guidelines have been established, with ongoing monitoring and evaluation of submitted requests. HR/Payroll continues to manage the UNC System COVID Paid Admin Leave program and coordinate with the University Return to Work Coordinator to manage employee exposure situations.</p>
<p><b>Initiative #2:</b> HR, in partnership with the Office of the Provost and Chief Diversity Officer have submitted and received support from Provost’s Council to develop a cohort of Faculty Diversity Officers to serve on faculty search committees as the designated Diversity, Equity, and Inclusion (DEI) expert. Selected Faculty Diversity Officers will receive employment related DEI training to become “certified” for this role.</p>	<p><b>Complete:</b> HR/PR partnered with the Provost’s Office and the Office of the Chief Diversity Officer in FY21 to develop a comprehensive action plan based on the series of videos offered by the Academic Network. The action plan included a pilot program proposal for a cohort of Faculty Diversity Officers (FDO). The FDO pilot was launched in October 2021, 19 faculty were selected to participate of which 12 completed the training and actively served on 28 search committees. The FDO’s served on committees outside of their area of expertise to enhance the DEI focus of their role. Two feedback sessions held with the FDO’s yielded positive results and survey data from the committee members has also been positive. It is expected the program will continue into FY23.</p>
<p><b>Initiative #3:</b> Analysis of historical faculty search pools where a member of an underrepresented group was hired to identify recruitment of potentially effective outreach sources and/or best practices.</p>	<p><b>Delayed:</b> Initiative delayed to FY23.</p>
<p><b>Initiative #4:</b> 100% attainment of all key HR/Payroll Metrics Goals</p>	<p><b>Ongoing:</b> 11/12 metrics goals were obtained for FY22. The goal to collect exit interviews for at least 85% of SHRA and EHRA NF voluntary separations was short by 6.2%. The 78.8% attainment rate exceeded the FY21 rate by 26%.</p>
<p><b>Initiative #5:</b> Full implementation and launch of “Canvas - Catalogue” learning management system/registration platform. The Catalogue system will replace the current WCU HR “Blackboard” professional development platform to include integration between Banner HRIS and Canvas LMS and will include online self-registration capabilities.</p>	<p><b>Complete:</b> The Canvas/Catalog project was officially launched and implemented during the first quarter of FY 21-22. As of the close of the FY, 50 courses have been uploaded into Canvas with 35 courses added to Catalog. Catalog has logged a total of 1717 enrollments and 818 completions. A project was launched with IT to develop a streamlined data retrieval system for efficient reporting, which is currently underway.</p>
<p><b>Initiative #6:</b> In partnership with IT, finalize and “go live” with the University Organizational Chart/Structure” process. The completion of this project will result in an automated, “real-time” organizational chart that will facilitate the automation of existing and future business processes that are driven by org structures.</p>	<p><b>Complete (Projected):</b> Tableau and Page Builder are currently being reviewed and updated. These updates should be the final stages for these two components of the project. HR is in the data validation stage. This project should be live on the HR side and available for IT to begin their testing and development of automation and future business processes by 7/1/22.</p>
<p><b>Initiative #7:</b> In conjunction with IT, continue project to transition current paper and Sharepoint business workflow processes to “Dynamic Forms”.</p>	<p><b>Ongoing:</b> Initial project scope and specifications have been completed. As desired long-term automation requires front and backend API development for many current forms, a formal project request has been submitted and accepted by IT. The proposed project was recently ranked 7<sup>th</sup> on the overall institutional priority IT project list. In advance of the IT API project, several paper and/or Sharepoint processes have been transitioned to “Dynamic Forms” to include: “Hourly Change Form for Student Employment”; Educational Stipend Change Form for Student Employment”; “Non-Work Study Student Employment Maximum Hours Exception Request”; “Prior Service Credit Form”; “Separation/Leave Without Pay Form”.</p>
<p><b>Initiative #8:</b> Alignment and integration of internal business processes to include the development of automated processes designed to integrate key business platforms (Banner, Talent Management, OnBase, Law Logix, Benefit Focus). Key processes include: Benefits Enrollment Single Sign-On functionality; Onboarding; Degree Verify; Job Applications; Hiring Proposals. This initiative is designed to create greater <b>efficiency in the outlined business processes, ensure the standardization and documentation of these processes, reduce paper consumption, and improve overall customer experience via process automation.</b></p>	<p><b>Ongoing:</b> Key integrations for FY22 include:</p> <ul style="list-style-type: none"> <li>- Student Employment Job Board Integration: Integration between Talent Management System and CSM Symplicity (JOB CAT). The purpose of this project is to automatically publish non-work-study positions from Talent Management into the JOB CAT platform from an automated file integration. This provides for a streamlined job search process for students and eliminates the need to switch between systems. Students can find Student Employment, Internships, and external job postings from a single source.</li> </ul>

## XIV. Continued Priorities for FY 2022 (and beyond)

The following overarching priorities will guide all HR/PR goals, initiatives, and decision-making processes:

### Strategic Broader HR/Payroll Goals that Guide Yearly Strategic Initiatives

- 1) Build and enhance a culture of service – this should be incorporated into everything that we do.
- 2) Fully develop seamless HR function that focuses on “Talent Management and Development” that leads to attracting, engaging, and retaining key, diverse talent.
- 3) HR is perceived as providing progressive and consistent workforce solution that enhance overall institutional effectiveness.

### HR/Payroll 2022 Goals/Initiatives

Initiative
<b>Initiative #1:</b> Facilitation of successful staff transition due to retirements in mission critical areas of Payroll and Classification/Compensation.
<b>Initiative #2:</b> 100% attainment of all key HR/Payroll Metrics Goals
<b>Initiative #3:</b> Analysis of historical faculty search pools where a member of an underrepresented group was hired to identify recruitment of potentially effective outreach sources and/or best practices.
<b>Initiative #4:</b> Collaborate with the Provost’s Office to revise and develop exit interview tools that address Diversity, Equity, Inclusion, and Belongingness (DEIB) climate and perspectives that would allow a comprehensive annual summary report of both staff and faculty experience. This goal aligns directly with recommendations brought forth by the Blue Ribbon Task Force.
<b>Initiative #5:</b> Implementation of SHRA to EHRA NF Conversion Projects for Law Enforcement and Business Professional Classifications
<b>Initiative #6:</b> UNC Employee Engagement Survey Results Delivery Phase 2. (Fall 2022)
<b>Initiative #7:</b> In conjunction with IT, continue project to transition current paper and Sharepoint business workflow processes to “Dynamic Forms”.
<b>Initiative #8:</b> Continued alignment and integration of internal business processes to include the development of automated processes designed to integrate key business platforms (Banner, Talent Management, OnBase, Law Logix, Benefit Focus). This initiative is designed to create greater <i>efficiency across the outlined business platforms, ensure the standardization and documentation of business processes, reduce paper consumption, and improve overall customer experience via process automation.</i>

## XV. Metrics Goals

Key measurable business process goals for FY 2022 (Results):

Metric	Outcome
All Payroll KPI’s within “green” parameters for the year	<b>YES</b>
Reduce employees paid on adjustment payroll cycle to <1%	<b>YES (.05%)</b>
Reduce amount of paper timesheets processed each bi-weekly period to <3%	<b>YES (1.9%)</b>
Increase payroll direct deposit usage to >95% for each pay period	<b>YES (99.6%)</b>
100% of Payroll handoffs completed by scheduled date	<b>YES (100%)</b>
Collection of Exit Interview Data for 85% of all voluntary SHRA and EHRA NF separations	<b>NO (78.8% - increase of 26% over FY21)</b>
Increase % of Talent Management specific Business Processes that are paperless from 18% to <10%	<b>YES (100%)</b>
95% of remaining paper Personnel Action Change form actions processed electronically	<b>YES (100%)</b>
Score a “10 out of 10” on NC State Health Plan Scorecard	<b>YES</b>
97.5% of Benefit Actions processed timely, accurately and within prescribed compliance protocols	<b>YES (99.5%)</b>
Average Hiring Proposal “approved to offer” of 5 calendar days or less for FY 2022	<b>YES (4.9 days)</b>
100% of classification and salary action requests processed within 30 days of formal submittal	<b>YES (5.1 day Average)</b>

## Office of Fiscal Affairs Annual Report for FY 2021-2022

The Office of Fiscal Affairs consists of the Budget Office, the Controller's Office, The Bursar, Systems and Procedures, and Purchasing and Accounts Payable. In addition to managing day-to-day financial functions, Fiscal Affairs staff offer training in areas related to budgeting, procurement, P-Card, payment, processing of financial data, review and reconciliation of funds, Banner Finance, and new systems.

Here is an overview of each of the areas of the Office of Fiscal Affairs and accomplishments of each area this fiscal year.

### ***Budget Office***

The Budget Office is responsible for managing the state budget allocation to the University. For fiscal year 21-22, the University had a state budget of approximately \$186 million, composed of \$150.9 million of appropriation and \$35.1 million in tuition and other general fund receipts. Of the state receipts, \$1.8 million was received from the Office of State Budget to pay legislatively granted bonuses to employees from the American Rescue Plan Act. In addition, \$3 million in appropriation was received from the UNC System Office to fund summer school in the summer of 2022 at NC Promise tuition rates.

The Budget Office is responsible for loading budgets into the University's financial system and providing decision makers with accurate and timely data to inform strategic planning and assessment activities. In addition, the Budget Office develops the University's biennium budget; coordinates the University's annual budget hearing process; supports the annual tuition and fee request process; and reports budget data to state agencies on the University's behalf.

Annual Budget Process –

- The annual budget request process took place this year. Departments presented their requests for recurring and non-recurring items, and these requests were vetted by each Division Head. A campus-wide budget hearing was held in the spring.
- The first all funds budget was created because of a requirement of the UNC System Office. The budget was prepared by using state fund, trust fund and grant fund, projections, campus input, and known changes to funding. However, at the direction of the System Office, some budgets were not included in the all-funds budget for foundation funds, endowment funds, or capital improvement funds.

The Budget Office also serves as the University's position control gatekeeper. Position control is responsible for ensuring position budgets comply with University policies and state regulations. Position control is an integral part of each hiring and job change action processed by WCU. Because of different

types of pay increases granted this year, position control had a high volume of activity in the funding approval process.

Through financial modeling, data analysis, and working with financial advisors, the Budget Office provided support for debt analysis. This effort included preparation for annual bond ratings from Moody's and Standard & Poor's rating agencies

The federal government has awarded significant funding to the University as a result of legislation passed to respond to the pandemic. During the 21-22 fiscal year, the University expended \$23.7 million of these funds to mainly provide funding to students, but to also recover lost revenue caused to auxiliary operations during the height of the COVID-19 pandemic. The unexpended awards will expire within the 22-23 fiscal year. The Budget Office will work with the Office of Research Administration to administer these funds in accordance with the direction of the University Executive Council.

The University hired a budget director in the spring of 2022. Before assuming this position, she was an accountant for the University's Office of Research Administration. She has a wealth of knowledge about the departmental structure of the University and has worked with many departments throughout her career at WCU.

## ***Controller's Office***

The Controller's office is responsible for general accounting, cashiering, and financial reporting. The Controller's Office must follow regulations of the UNC System Office, the State of North Carolina, the Federal government, and the Governmental Accounting Standards Board. Here are some of the functions, achievements, and statistics from the Controller's office during the 2021-2022 fiscal year.

### **I. Accounting Services**

Accounting services maintains the chart of accounts, the processing of journal entries, the reconciling to bank, state, and other agency records, while also maintaining the records for WCU Power and many University affiliated organizations. Affiliated organizations include the University Foundation, the R&D Corporation, Highlands Biological Foundation, Forest Stewards and the North Carolina Arboretum Society.

The Controller's Office adds new fund, organization, account and program codes as needed to keep the chart of accounts current. The office processes all journal entries to distribute charges between funds, allocate earnings and charges to funds, and make corrections. At year-end, journal entries are also processed to record accrual entries for financial reporting

The Controller's office staff also answers questions about appropriate charges and reviews charges to ensure appropriate use of funds, compliance with University spending guidelines, and compliance with grant spending guidelines for grant funds.

The Controller's office staff reconciles bank statements, accounts with state and federal agencies and processes requests for funds from state and federal agencies as needed. During FY2022, allotment



requests were processed with the Office of State Treasurer and state and federal funds were requested to support student financial aid programs and grants.

The Controller's office staff maintains records for the WCU Power department. WCU Power is a University owned power utility company that provides electricity service to the Cullowhee area. The electricity is purchased from a wholesaler and resold to the University customers. The utility maintains its lines, bills customers monthly, and follows the rules and regulations of the North Carolina Utilities Commission.

The Controller's office provides accounting and reporting services for the legislatively mandated Catamount School. This process is performed monthly in collaboration with the University's IT department to provide the format reporting required by the North Carolina Department of Public Instruction. During the course of the year, the Catamount School received steady funding from the Department of Public Instruction, despite a reduction in enrollment caused in part by the pandemic.

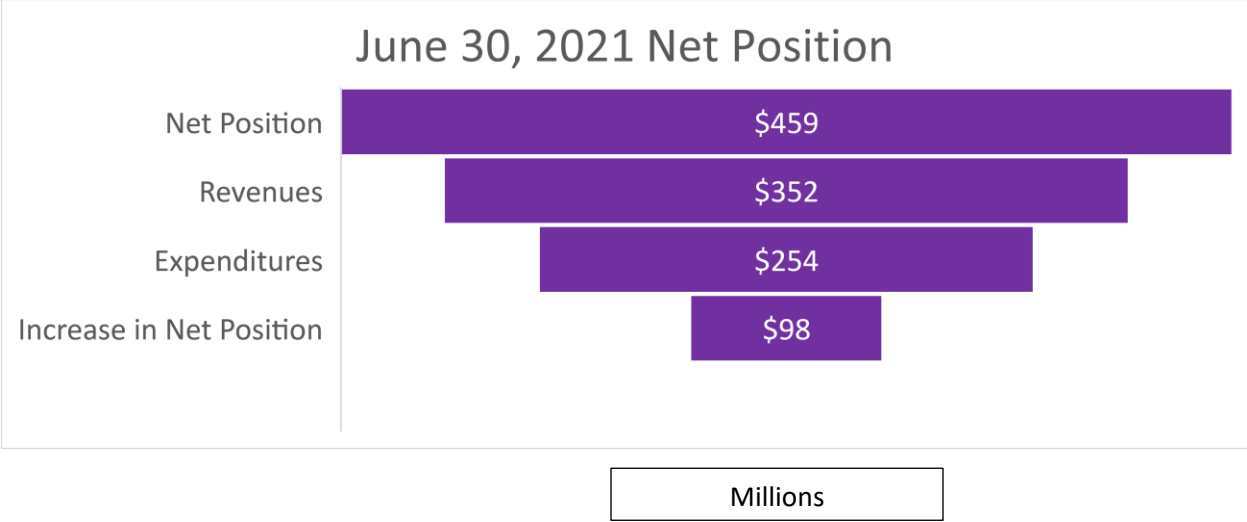
Much like the private sector, the Controller's office has had its fair share of turnover and it has encountered difficulty in recruiting competent accountants. The Controller retired in January. Unfortunately, his replacement did not stay with the University but a few months.

## **II. Reporting Services**

Reporting services includes providing reports to state, federal, University and other agencies, providing reports and information to University departments, and providing other information as requested.

Controller's Office staff prepares monthly, quarterly and annual reports for Office of State Controller, Office of the State Auditors, bond agencies, UNC Office of Compliance and Audit Services and other interested parties, including completing Fiscal Research requests. Fiscal Affairs staff work with bond rating agencies, financial advisors and others in preparation for bond issues and to timely complete reporting requirements related to bond issues. The University must report key performance indicators to the UNC Office of Compliance and Audit Services in six areas: general accounting, contracts and grants, student accounts, student financial aid, capital assets, and payroll. The University has received predominately high ratings on the quarterly reports issued by the UNC Office of Compliance and Audit Services for these indicators in the 2022 year.

Controller's Office staff complete the annual reports required for the Office of State Controller to complete the North Carolina Annual Financial Report and for the Office of State Auditor to prepare the WCU audit report. Other annual reporting requirements include the Federal Financial Assistance report and the financial portion of the Integrated Postsecondary Education Data System (IPEDS) report. For the 2021 reporting year, the University and all affiliated organizations received clean audit opinions.



Work is underway to complete the annual financial report and calculate the FY 2022 Net Position.

**III. Other Services**

Other services include providing information to state, federal, University and other agencies as requested and providing training to University departments. The Controller’s office is responsible for designing, implementing and reviewing the internal control system of the University financial systems. The internal control system is designed to protect the assets of the University. For the fiscal year ended June 30, 2021, no deficiencies in internal control were reported by the University auditors. Processes are continuously improved to review access to financial systems and to evaluate the security needed for each position in Fiscal Affairs. Fiscal Affairs works collaboratively with IT to improve processes concerning cybersecurity of financial matters. Newly implemented systems are reviewed for access and internal control.

***Bursar (Student Accounts) and Cashiering Services***

The Bursar’s Office is responsible for billing students for tuition, fees and other charges incurred, and collecting the same. Activity includes processing receipts by cash, credit card, check and financial aid, and processing refunds of excess payments or excess financial aid received. For fiscal year 2022, approximately \$60.1 million (unaudited) in gross tuition and fees were collected by the Bursar’s Office. The Bursar’s Office wrote off just over \$10,000 in uncollectible student receivables in fiscal year 2022.

The Bursar retired June 30, 2022. The new Bursar is a two-time WCU graduate, who previously worked in financial reporting in the Controller’s office.

## ***Systems and Procedures***

The Systems and Procedures department manages the finance module of the University's enterprise system. This department is responsible for assigning security classes to all users in the finance area, and working with the IT department to resolve issues that arise within the finance module. Systems and Procedures takes the lead on business process improvement implementations. Systems and Procedures is also responsible for ensuring a clean transmittal of monthly expenditure data to the Office of the State Controller and the annual transmission of financial data files to the Office of the State Auditor.

During the fiscal year, the University continued to participate in refining the Financial Datamart project required by the University System Office. This project allows the System Office to have a database of financial data that is reported uniformly by all 17 campuses of the UNC System. The intent is to reduce the burden on individual campuses to provide ad hoc reports required by the System Office. Systems and Procedures, in conjunction with the Controller's Office, continues to validate WCU data received by the datamart.

The Office of the State Controller is implementing a new phase of the financial backbone replacement system for the old North Carolina Accounting System. Systems continues to be instrumental in assisting the Controller's Office in the implementation of the University's portion of the interface with the new state system, which is known as the North Carolina Financial System.

A new Director of Systems and Procedures was hired mid-year. He has 20 years of experience at WCU working in the IT department behind the scenes supporting Banner and other technology applications.

## ***Procurement and Accounts Payable***

### Procurement Services

The Purchasing Office manages the procurement activities for the University. The Purchasing Office assists the departments with special procurement needs, issues P-Cards, issues purchase orders, issues requests for proposals and manages bids for items required to be bid.

Through the use of an electronic procurement system called Jaggaer (CataMart), the purchasing system interfaces with the University accounting system. CataMart allows University requestors to enter requisitions any time in a cart format similar to mainstream electronic order processing systems. The system also allows for electronic receiving and approval, which saves processing time and electronically stores supporting documentation.

The Purchasing Office also utilizes the bid system and other services of the State Purchasing Office when needed. WCU's Purchasing Office is responsible for ensuring compliance with state, federal and University procurement guidelines.

## Accounts Payable

The Accounts Payable Office is responsible for managing payments of invoices for goods and services purchased by the University. The Accounts Payable Office ensures proper documentation exists to support a disbursement before the payment request is entered into the accounting system.

The Accounts Payable Office uses the settlement, e-invoicing, module of the Jaggaer for invoice processing. The settlement module streamlines and automates the receiving and invoicing processes. It also provides a link between purchase orders, receipts and invoices for the users' convenience.

During the spring of 2022, Accounts Payable implemented virtual payables. Virtual payables is an electronic transfer of funds to pay a vendor through Bank of America. Vendors voluntarily sign up for this payment method. Based on dollar volume, Bank of America will give the university a rebate annually. The convenience for the vendor is reduced waiting time for cash flow. The university saves money by reducing the use of check stock, MICR ink, and postage.

## Travel

In order to streamline services and to provide cross training, the travel office was moved from the Controller's office to the Purchasing and Accounts Payable department. The travel auditor reviews all requests for travel reimbursement to ensure the request has adequate supporting documentation and that the expenses are allowable by the University travel policy. Employee ACH direct deposit travel reimbursement continues to be a popular option for employees to timely receive reimbursement.

## ***Staffing and Training***

Accounting requirements have become more stringent over the past two decades. It takes a significant amount of training to get an accountant's skill set to the level necessary to understand college and university accounting. On average, the accounting staff receives 24 hours of continuing education each fiscal year.

All Fiscal Affairs employees are encouraged to attend relevant training. Other training opportunities attended by various employees include national ERP and purchasing conferences, P-card updates, and accounting updates. Many virtual training sessions were attended by the staff of Fiscal Affairs during the year. Additionally, many employees participated in training programs offered by the University's Human Resources Department and the UNC System Office.

## ***Summary***

The Office of Fiscal Affairs is dedicated to excellent customer service to internal and external customers. The 36 dedicated employees of the office produce quality work as reflected by excellent budget management, clean audit opinions, serving as mentors to sister institution departments, serving internal customers, and serving on various committees across campus.

## Police Department Annual Report 2021-2022

Please allow me to introduce this year's report on behalf of the Western Carolina University Police Department. Once again, the goal of this document is to capture many of our activities and service projects that have occurred during the past twelve months. The information contained within includes essential statistical data, personal achievements, and our outreach to the community. I hope that this report will give you a glimpse into the service that is provided by the officers that protect our campus community. We are committed to ensuring that everyone associated with WCU has a safe and secure environment in which to achieve their academic goals.

The Western Carolina University Police Department continues to focus on strengthening our partnerships as we begin the task of identifying what our new "normal" will entail as we transition away from pandemic related activities. Our operations have been altered in the past but this year we had a successful slate of special events, and in-person outreach was once again achieved. Our staff continues to adapt to the ever-changing environment around us and is fully dedicated to providing a safe and secure environment for everyone who makes up our community.

This past year we have continued to support our campus community and increased our efforts to maintain a department of qualified staff members who understand the goals of the university. The concerns that have been seen throughout our nation related to the recruitment and retention of police officers has impacted WCU this past year but fortunately we continue to attract eager applicants with a desire to work in a campus environment. I am proud of the work that my staff has done this year and I hope that you continue to know that we will address any and all situations that arise in order to ensure the safety of our campus.

I hope that you find this report beneficial as you experience the many services that are provided on a daily basis by a trained staff that cares for each member of our community. As a university, we are all responsible for each other to keep our campus community safe. Please feel free to contact me at 828-227-3201 with any questions.

Steven D. Lillard  
Chief of Police

**Mission:** Our mission is to provide professional community-oriented police service. We are committed to creating and maintaining an active community partnership and assisting the community in identifying and solving problems to improve the quality of lives on our campus. We respect the cultural and ethnic diversity of our university.

**Values:** We are capable, caring people doing important and satisfying work for the citizens of our community. Therefore, we respect, care about, trust and support each other. We are disciplined and reliable. We keep our perspective and sense of humor. We balance our professional and personal lives. We involve our community in decisions that we make. We have a positive, can-do attitude. We cultivate our best characteristics: initiative, enthusiasm, creativity, patience, competence, and judgment. We do nothing to discredit or dishonor ourselves or our department.

**Vision:** The Western Carolina University Police Department is a proactive police agency dedicated to excellence through quality community service. We ensure quality community service through accountability to each other and the citizens, who are the source of our authority. We maintain the quality professionalism of employees through training, development, and education for personal and professional growth with a constant emphasis on innovation and improvement.



## **Western Carolina University Police Department**

The Western Carolina University Police Department (WCUPD) is comprised of twenty-five (25) commissioned law enforcement officers authorized under sections 17C and 116-40.5 of the North Carolina General Statutes. Officers employed by the university are required to complete the same training as other agencies that serve a county or municipal population. The initial training process requires completion of the certification course, passage of the state exam and completing the physical assessment within the prescribed time limits.

The Police Department is a full-service agency that performs the same duties as other law enforcement agencies throughout the state and act under the same authority to detain, investigate and arrest. The WCU Police Department works closely with surrounding local and state law enforcement units to address concerns that may not occur on campus but that have an impact on the university community. University Police Officers also work closely with the Department of Student Community Ethics and the staff of Residential Living when addressing violations of the Student Code of Conduct.

Officers are available to assist the community 24 hours a day, 7 days a week. The department strives toward building partnerships with the university community to provide a safe environment.

The police department is currently divided into three (3) distinct sections. Those areas include Administrative Services, Investigative Services/Clery Compliance, and Patrol Services.

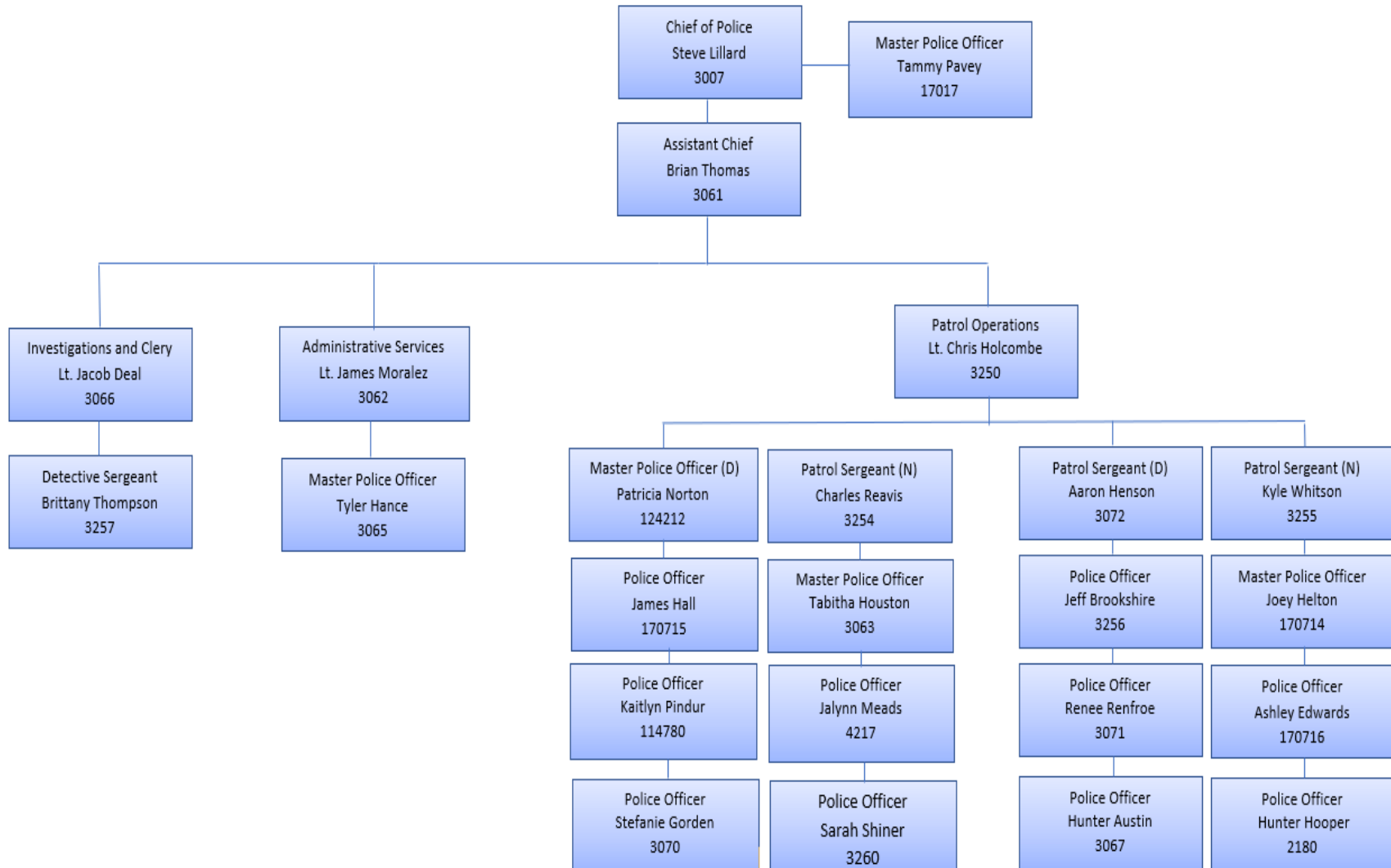
- Administrative Services includes the Chief of Police and the Assistant Chief of Police who are primarily responsible for overseeing the daily operations of the department as well as establishing General Orders, Rules and Regulations, and the goals and mission of the agency. In addition, there is one (1) Administrative Sergeant provides administrative support to the Chief of Police and is currently exploring the requirements of police accreditation through the Commission on Accreditation of Law Enforcement Agencies. The administrative section also includes a Business Services Lieutenant who has multiple responsibilities related to the business functions of the department as well as the care and control of department property and/or items of evidentiary value. One (1) Administrative/Investigative Support Officer is also assigned to this unit. The Chief and Assistant Chief are typically available for consultation and assistance at all times. Careful coordination takes place to ensure that an Executive Level officer is always available to aid the subunits of the department with any emergent situation. In addition, the Chief and Assistant Chief are standing members on several committees and teams including the Behavioral Assessment Team and the Student Concern Response Team. The Chief and Assistant Chief act as the primary Incident Commanders for law enforcement emergencies and most campus special events.

- Patrol Services represents the uniformed police staff who are responsible for campus patrol and responding to calls for police services. Patrol operations consist of vehicle patrol, foot patrol and bicycle patrol depending upon staffing levels, special concerns, and the needs of the community. Patrol officers are also expected to conduct preliminary investigations into criminal acts that are reported or suspicious activity that is observed. In addition, Patrol officers enforce traffic laws, the Student Code of Conduct, and certain university policies. Members of the Patrol Section also participate in a wide variety of community outreach programs, staff numerous athletic & special events each year and take part in a number of university initiatives. The Patrol Services unit is led by one (1) Patrol Lieutenant who oversees four (4) Sergeants that serve as shift supervisors. Twelve (12) patrol officers are assigned to the established shifts which are arranged to ensure continual coverage during their scheduled twelve-hour increments with fixed day and night shift assignments.
- The Investigative Services/Clery Compliance section is comprised of one (1) Investigative Lieutenant, one (1) Investigative Sergeant and one (1) Criminal Investigator. This section is responsible for the overall duties associated with Clery Compliance, Victim's Services, Community Outreach and Records Retention. This section is also responsible for investigating criminal behavior that has been reported. These investigations are comprised of crime scene processing, conducting interviews of persons involved and compiling evidence for prosecution. In addition to these duties, the Support Services Section must comply with several federally mandated statistical recording requirements regarding criminal activity on campus.





**Western Carolina University Police Department - Organizational Chart**  
**A Unit within The Division of Administration and Finance**



UPDATED 6/15/2022

## ***Police Core Operations 2021-2022***

**Patrol Services:** The Patrol Services section consists of uniformed patrol officers that are on duty around the clock prepared to respond to calls for service. These men and women are the backbone of our agency. They respond to calls for service and perform crime prevention activities as part of their daily tasks. Their focus is on the safety and security of each member of the community and are required to work well with other campus partners.

### **Statistical Data**

<b>WCU Police Statistics</b>	
<b>July 1, 2021– June 30, 2022</b>	
Computer Aided Dispatch (CAD) Calls for Service	13,451
Arrests	35
Incident Reports	554
Operations Reports	180
State Citations	153
Campus Traffic Citations	88
University Judicial Citations	117
Parking Tickets	217
Special Event Hours	627
Bike/Foot Patrol Hours	366.5
Area Checks	5,972
Traffic Stops	507
Dorm Walking Patrols	389
Academic/Other Bldg. Walking Patrols	639
Accident Investigations	113



**Community Outreach:** The WCU Police Department participates in a wide variety of outreach activities both on and off campus. These activities are designed to provide students, visitors and community members with critical information related to safety on campus. The topics focus on areas of concern that can assist our students in their endeavor to be successful at WCU. The items discussed address issues that are common among college students and helps keep the community informed on the dangers of certain behaviors.



*Officers participate with annual Shop With a Cop event*



*Sgt. Whitson reads to a local group of students.*

**Community Engagement:** In addition to our outreach, the WCU Police Department partners with multiple groups within the community to facilitate a learning environment for interns and staff members as well as to participate in university affiliated community events.



*Sgt. Henson and Sgt. Whitson-WCU PD Special Olympics' Torch Run Coordinators*



*Officers participate in "No Shave" fundraiser for the Staff Senate Scholarship Fund.*

## Community Outreach and Programming Statistical Data

Program:	Number of Presentations:	Total Attendance:	Sexual Assault Component:
Alcohol Risk Awareness	4	158	0
Alcohol/Drug Risk Awareness	2	110	0
Campus Security Authority	11	495	11
Crime Prevention & Services	10	293	10
Dating/Domestic Violence & Stalking	2	70	2
Drug Risk Awareness	0	0	0
Open House	3	1,734	3
Other	50	7,383	33
R.A.D. Class	2	44	2
R.A.D. Express	11	169	11
R.A.D. Full	0	0	0
Report IT	0	0	0
Run, Hide, Fight	5	205	0
Sexual Assault Risk Awareness	4	84	4
Traffic/DWI	0	0	0
<b>Total:</b>	<b>104</b>	<b>10,358</b>	<b>78</b>



**Special Events:** Western Carolina University is an active campus that is not only engaged with the local community but with regional partners and national organizations. Visitors are constantly present at the university for sporting events, conferences, meetings, and educational field trips. Most of these events require some police assistance and a planning process to ensure the safety of those attending. Off-duty officers are routinely required to report for work to assist with the safety and security of these events and it is considered a normal part of the department's operations. As we transition from the limited activities that exist during the pandemic, police staff are re-focusing on event operations and ensuring our new officers are properly trained so that we continue to provide a safe environment for our guests.



### Special Event Statistical Data

Event	Dates	Total Hours
Mountain Heritage Day	9/25/21	60
Madison Cawthorn	10/05/21	30
Take Back the Night	11/08/21	6
All Home Football Games (6)	9/4/21 and 11/20/21	368
Christmas Parade (Sylva)	12/05/21	35
Commencement Ceremony	12/18/21	165
All Home Basketball Games (30)	11/01/21 to 2/26/22	144
All Home Baseball Games (30)	2/18/22 to 5/21/22	70
Board of Governors	4/04/22 to 4/07/22	205
Commencement Ceremonies (3)	5/06/22 to 5/07/22	211
<b>Total Events: 75</b>		<b>Total Hours: 1294</b>

\*Totals do not include Administrative Officers

**Criminal Investigations:** The WCU Police Department is tasked with the responsibility of investigating all crimes that occur within our jurisdiction. Extensive efforts are made to prevent crime, but we are reminded that no community is immune from criminal behavior. The officers tasked with investigating crimes are well trained and able to effectively navigate the complexities associated with our federal mandates and general statutes. Those assigned to investigations must complete tasks such as crime scene processing, interview and interrogation, search warrant creation and courtroom testimony.



Detective Sgt. Brittany Thompson

**Victim Services:** The Western Carolina University Police Department utilizes three (3) certified victims assistance practitioners to ensure that students and employees have access to a trained professional when dealing with the aftermath of criminal activity. This certification is sponsored through the NC Victim Assistance Network and allows the police department to understand and utilize the most up to date best practices for dealing with victims of crimes. In addition, the department has developed a consistent process of providing victims with multiple resources in a convenient packet that will allow them to process the information over time as they recover from the incident.



The WCU Police Department continues to prioritize our efforts to meet the needs of those members of our community who are victims of crimes. Our three (3) Certified Victims Assistance Practitioners continue to provide a quality service to our students, faculty, staff, and visitors.

**Police Training Events 2021-2022:** In addition to the mandatory In-Service Training that is designated by the North Carolina Criminal Justice Training and Standards Commission each year, members of the University Police Department also undertake advanced training in critical topics that are related to the specific needs of a campus community. During this past year we have embarked on more remote and virtual training than what has previously been afforded to the law enforcement community and we have supplemented those efforts with more small group, hands on training sessions to cover some of the critical topics associated with our community.

Some of the key areas of training that were addressed this year include:

- Lt. Jacob Deal and Sgt. Aaron Henson attended the Instructor Training Course for the Advanced Law Enforcement Rapid Response class.
- Sgt. Brittany Thompson and Sgt. Aaron Henson completed the First Line Supervision course.
- Officer Pavey completed the Taser Instructor program.
- Eleven (11) officers completed Dignitary Protection Training in preparation for the Board of Governors visit.
- Twenty (20) officers attended the Fair and Impartial Policing course for Patrol Officers.
- Two (2) staff members became certified as General Instructors by the CJ Commission which allows them to train new recruits as well as annual In-Service Training.
- Thirteen (13) members of the department attended the Tactical Combat Casualty Care class that provides procedures to use when providing medical aid during crisis situations.
- Five Administrative Officers completed the LEAN Six Sigma Green Belt class and successfully completed the process improvement program.
- Seven Supervisors attended a Leadership Conference where they heard from nationally known speakers about current supervision practices and threat assessment concepts.
- Eight (8) officers attended Mobile Field Force (crowd control) training sponsored by the System Office and conducted at the Samarcand Training Facility.





Officer Gorden provides aid to a simulated broken arm as part of Tactical Combat Casualty Care training which was hosted at WCU for police personnel

Officers complete Shotgun Qualifications as part of their annual firearms In-Service Training



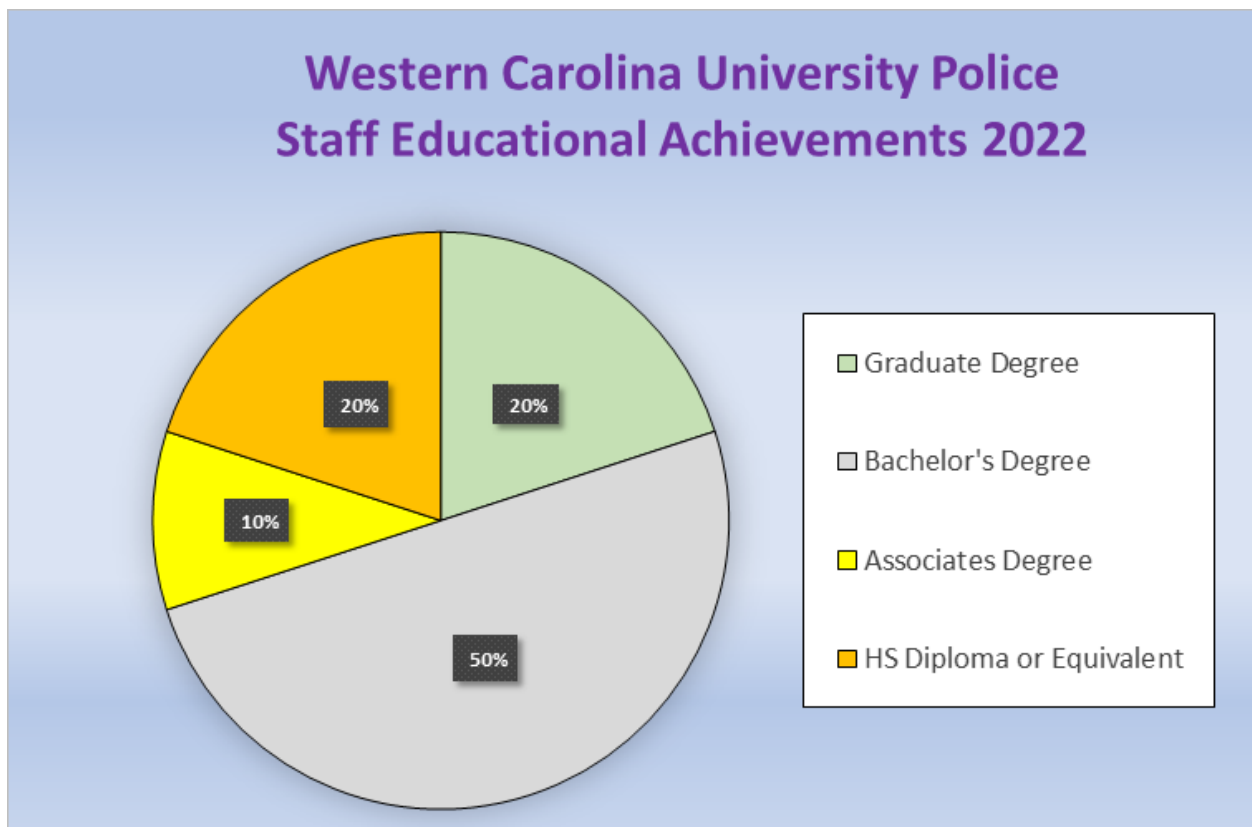
Officer Pavey prepares to use a shotgun to breach a doorway as part of a UNC System sponsored Mechanical Breaching class

## ***Police Experience and Professional Development 2021-2022***

The Western Carolina University Police Department is proud to be an experienced and developed agency capable of meeting the needs of our community members. Each officer is expected to maintain a high level of professionalism and a true commitment to serving the campus. Our focus remains on providing the best possible service in a manner that is conducive to the learning environment while also ensuring that WCU is a safe and secure area for our students, faculty, staff, and guests. Having persons on staff that represent numerous years of service in Law Enforcement at WCU as well as from other organizations, provides a unique perspective and approach to crime fighting. This combination helps to diversify the overall services that the police department is able to provide to our campus community.

In addition to the vast hours of police training that are found at the WCU Police Department, our officers constantly strive to become better educated so that we can continue to grow our relationship with the campus community by understanding the needs of the students. The chart below shows the officers' commitment to higher education and their understanding of campus life.

The Police Department added two officers this past year that are graduates from WCU. These officers understand the culture of WCU and are able to relate to the students they serve.





***Officer Norton Receives Her Advanced Law Enforcement Certificate***



***Lt. Deal Receives His Master's Degree in Public Affairs***



***Officer Aaron Henson is Promoted to Sergeant***



***Sgt. Chris Holcombe is Promoted to Lieutenant.***

## ***Special Recognition 2021-2022***

This year the WCU Police Department was able to finally present a long-awaited award to a member of our staff. Sgt. Charles Reavis was a patrol officer in 2019 when a horrific event occurred just off campus in the River Park mobile home community. On December 29<sup>th</sup>, 2019, a call for assistance was received related to a structure fire off-campus at the River Park mobile home community. Without delay, then Officer Charles Reavis responded to the location and began to assess the situation. Officer Reavis immediately learned that someone was still inside the structure and began making attempts to pull the person from the burning building. Placing himself in harm's way, Officer Reavis played an integral role in removing the person from the residence so that medical attention could be administered to the victim. Officer Reavis then remained on scene to help other agencies with their tasks in bringing the situation to an end. Officer Reavis selflessly placed his own life in danger to help those in need.

Therefore;

Sergeant Charles Reavis, for acts involving grave personal danger during the performance of your duties you are hereby awarded the Chief's Commendation Medal.

*Steven D. Lillard*



## ***Clery Compliance 2021-2022***

The Clery Act is commonplace throughout institutions of higher education due to the emphasis that the law places on providing a safe and secure location for students, faculty, staff and visitors to engage in the learning process. This critical piece of legislation requires constant oversight so that our institution can remain compliant with the nuances of the law and corresponding regulations. We also strive to ensure that all available information related to campus safety is shared with the community so that everyone remains informed about criminal activity in the area. This is accomplished each year through the creation of our Annual Fire Safety and Security report that is presented to the US Department of Education and made available to the public.

This report contains items such as the collection and classification of crime statistics, maintenance of a daily crime log, the issuance of campus crime alerts to provide the campus community with information necessary to make informed decisions about their health and safety, and many other procedures that revolved around the safety of the community.

The statistics listed below are police department only statistics that make up a portion of the full report which is normally submitted in October of each year. The upcoming report will contain all police and university statistics for calendar year 2020 and will be used to help direct and modify our operations in order to address specific concerns.

This report provides statistics for the previous three years concerning reported crimes that occurred on campus or in certain off-campus buildings or property owned, leased or controlled by Western Carolina University.

## Clery Compliance Statistical Data

**Table 1**

<b>Clery Defined Data Criminal Offenses</b>	<b>7/1/2021-6/30/2022</b>
a. Murder/Non-negligent manslaughter	0
b. Manslaughter by Negligence	0
c. Sex offenses	
Rape (except Statutory Rape)	15
Fondling	11
d. Sex offenses-Non forcible	
Incest	0
Statutory Rape	0
e. Robbery	0
f. Aggravated assault	4
g. Burglary	5
h. Motor vehicle theft	1
i. Arson	0

**Table 2**

<b>New VAWA (Violence Against Women Act) Offenses</b>	<b>7/1/2021-6/30/2022</b>
Dating Violence	8
Domestic Violence	3
Stalking	4

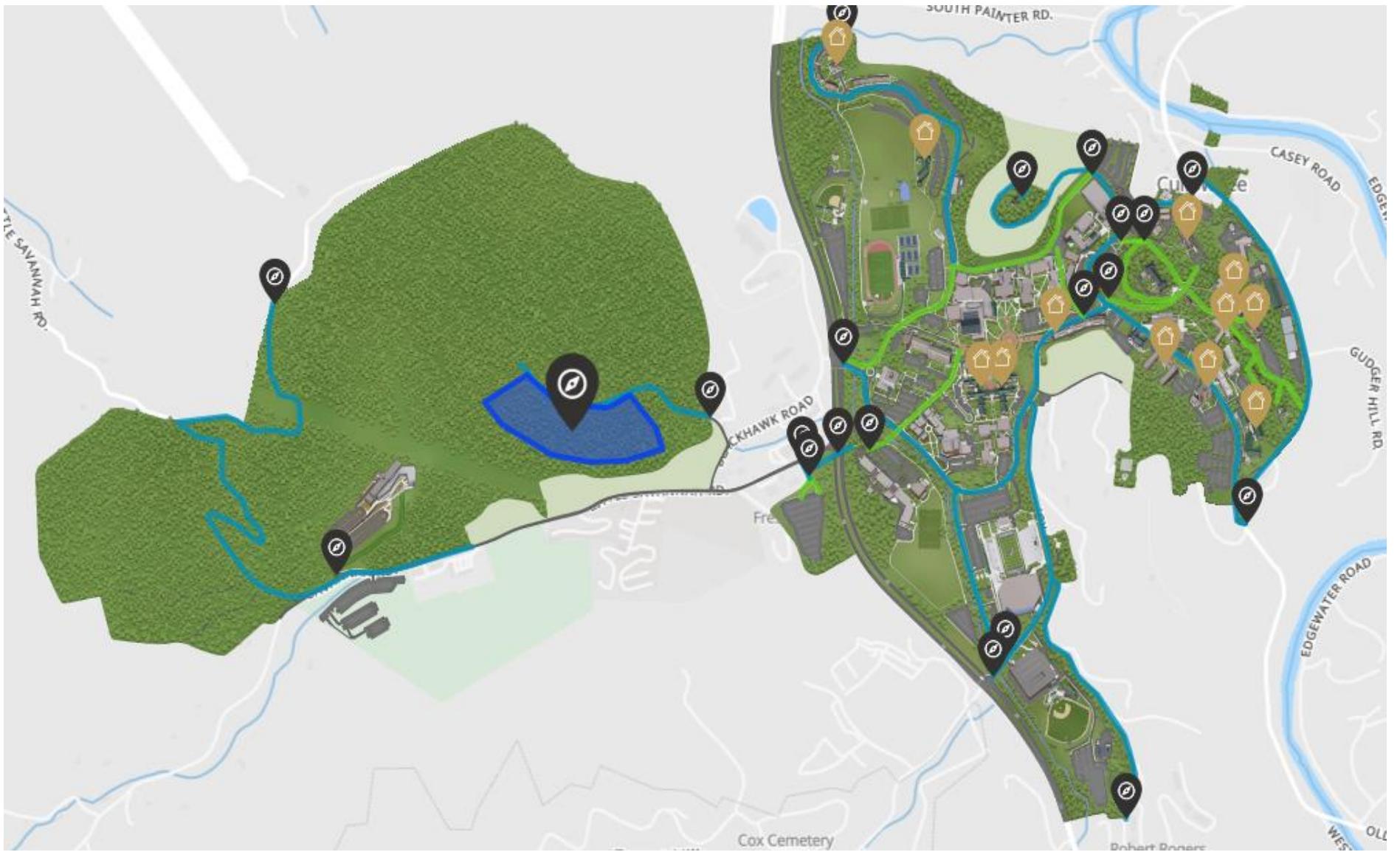
**Table 3**

<b>Arrests (Clery Defined)</b>	<b>7/1/2021-6/30/2022</b>
Weapons	1
Drugs	18
Liquor	14

**Table 4**

<b>Referrals</b>	<b>7/1/2021-6/30/2022</b>
Weapons	5
Drugs	62
Liquor	51

### Main Campus Clery Geography



# Facilities Management

## Annual Report 2021-2022

The first impression of any university is how it looks and feels. Through proactive support, Facilities Management strives to maintain a positive and lasting impression, from the exterior landscape to the building interiors. We are proud of our people and our organization. Our number one goal is to provide the best possible support to the students, faculty, staff, and visitors to our campus. Facilities Management is comprised of six key areas: 1) Planning, Design and Construction; 2) Operations and Maintenance; 3) Safety & Risk Management; 4) Sustainability and Energy Management; 5) Parking and Transportation; and 6) Ramsey Regional Activities Center. The following is a summary of activities and achievements for Facilities Management during FY 2021-2022. These actions are in addition to the continued standard operation, maintenance, planning, design, construction, and safety of the university campus:

### ***I. Planning, Design, and Construction***



*New Apodaca Science Building*



*Construction of Lower Campus Residence Halls*

- Completed the Update of 2014 Master Plan. The new 2022 Campus Master Plan can be viewed at [https://www.wcu.edu/files/learn/provost/2022\\_Campus\\_Master\\_Plan\\_Update.pdf](https://www.wcu.edu/files/learn/provost/2022_Campus_Master_Plan_Update.pdf)
- Continued to update departmental website highlighting major, current, and future capital projects.
- Continued development of Facilities Management Standard Practice (FMSP) manual in connection with design and construction standards.
- Continued development of campus Geographical Information System (GIS) for utility mapping and other data.
- Continued evaluation and planning for new entrance and connectivity to Old Cullowhee Road/Monteith Gap area.
- Assisted in evaluation and planned implementation of additional cell coverage to provide better campus coverage. Additional Verizon site in planning on Harrill Residence Hall.



In 2021-22, we performed project design, construction and/or closeout of appropriated, non-appropriated (self-liquidating), repair & renovation and other internally funded capital projects. The projects include:

Completed	In Construction	In Design	In Planning
New Apodaca Science Building	WVVO Radio Site	Moore Building Renovation	Athletics Facilities Planning
Highlands Biological Station Outdoor Teaching Facility	New Lower Campus Residence Hall (932 Beds)	Episcopal House HHS Sim Lab	Site development at former Graham Building location
New Parking Deck at North Baseball lot	Steam Plant Replacement	NCDOT Highway 107 pedestrian bridge lighting enhancements	South Baseball area and Grounds relocation, etc.
Ramsey Center Curtain-wall Repair/Replacement	Stillwell Backfill Renovation	HFR 401 and 420 Renovation	Killian Lane Pedestrian Improvements
Campus Entrance Signage	Highway 107 Crosswalk Lighting	FOREST Relocation	Norton Intramural Fields
Buchanan Roof Replacement	Steam Distribution Improvements (Plant to MH 104)	Ramsey Basketball Locker Room Renovations	HFR Roof Replacement
Facilities Management Parking Lot Repair and Replacement	Ramsey Center Elevator Replacement	Fieldhouse Boiler and Roof Replacement	Breese Gymnasium 1st floor renovation
Camp Lab 133 Renovation (Phase I)	Circle Drive Re-route	Hunter stair and new Quad development	Central Plaza Drainage & Landscape Improvements
Hinds UC 203,208,336, 334 Renovation	Ramsey Center HVAC Controls Upgrade	Chancellors House Partial Renovation	Facilities Management Roof Replacement
Whitmire Stadium press box refresh	Campus Wide Fire Alarm System Upgrades	Cullowhee Dam Repairs	HBS Structural Repairs
Norton Field Archaeological and Site Prep	3344 Old Cullowhee Road Renovation	Reid Gym Roof Replacement	HFR Chiller Replacement
		Killian HVAC and Window Upgrade	Minor Building Renovations ("Wow" Factors)
		Camp Annex Roof Replacement	CAT Building Chiller Replacement
		Stillwell HVAC Controls Replacement	Bird Building Roof Replacement
		Ramsey Center Barber Shop	

## II. Operations and Maintenance



*Kristi Maddy, Water Plant Supervisor*



*Greenhouse crew preparing a setup*

- Performed organizational review and implemented planned actions using existing position control and through operating dollars received from Apodaca Science building operations and maintenance funding.
- Continued development of Facilities Management Standard Practices (FMSPs) for Facilities Management business, operations, and finance functions
- To pursue more workplace diversity, continued working with Human Resources to explore means and mechanisms to target the growing Hispanic/Latino community, as well as EBCI, for potential employees, primarily in the auxiliary services (grounds and housekeeping) and the skilled trades (carpentry, electric, HVAC, and plumbing).
- Continued to define process for an internal review of WebTMA Computerized Maintenance Management System (CMMS) to verify proper usage of application, verify data input is correct, develop Facilities Management Standard Practices (FMSPs), and confirm correct report/dashboards are generated; confirm and improve closeout times for completed work orders; Verify correct preventative maintenance tasks and schedules are generated appropriately.
- Work control managed and performed multiple projects, including but not limited to: Forsyth 124 Renovation, CatTran Offices in University Center, Belcher Bust Install at Bardo Arts Center, Baseball Dugout Re-build, Illusions Refresh at University Center, Bird 221 Renovation, Fencing around baseball stadium, Roof replacement at north football ticket booth.
- Grounds and Greenhouse finalized re-work of entrance landscaping, in addition to other new color beds across campus.
- Completed installation of Memorial Drive 10" water main with tie-in to the existing main along Central Drive to add an additional loop feed and improved flow rate.
- Installed water and electrical service, along with block and bleed valves, to serve the temporary boiler at manhole 104A. Maintained temporary boiler while new steam distribution installation in process to serve new steam plant.
- Following exterior lighting audit, proceeded with installation of additional street lighting for areas of concern and continued the replacement of LED street lights across campus.

- Facilities Management received 6,948 work requests including projects and chargeable work orders and created 5,885 preventive maintenance work orders for 2021-2022. The shops completed 6,062 work requests and completed 5,049 preventive maintenance work orders.

### **III. *Safety and Risk Management***

- Recruitment and onboarding of Laboratory Safety Officer position. Position provides support to campus-wide functions to support safety of laboratory users while performing activities in compliance with local, state and federal regulations.
- Continued offering N95 respirator fit testing services to faculty, staff and students involved with healthcare, clinical internships, and campus operations due to known or suspect COVID exposures.
- Continued development of Facilities Management Standard Practice (FMSP) manual in connection with office functions.
- Established a Radio Frequency Safety Program to provide procedures when accessing building roof spaces which have cellular antennas installed. The program will contain, but not limited to, objectives, scope, roles and responsibilities, inspections, procedures, training, records and documentation.
- Managed the asbestos abatement of classrooms and office spaces in Belk, Hunter, and HFR as part of renovations.
- Managed the Indoor Air Quality (IAQ) sample testing of Hunter Building. IAQ sampling consisted of testing 24 spaces within the building. All identified areas were either remediate or in progress to address air quality concerns.
- Conducted 69 campus building emergency evacuation fire drills.
- Performed oversight of 1,026 campus wide fire extinguishers in academic, residential, and support buildings. This consisted of annual, 6-year and 12-year inspections, testing, and maintenance.
- Performed oversight of 30 campus fire sprinkler systems on campus, ensuring the inspections and testing were in accordance with regulatory standards.
- Issued 67 confined space, 40 hot work, and 13 open flame permits on campus to support facilities, contractors, and academic activities.
- Completed 53 Laboratory Registrations and Risk Assessments for Apodaca laboratories to provide current list of responsible persons and identify the hazards associate with each laboratory.
- Installed 53 hazard laboratory door signage for each Apodaca laboratory. Signage is used to identify who are the contacts for the laboratory and what hazards are present to emergency responders. Signage is posted at each laboratory door.
- Performed oversight and assisted in the annual fire alarm certification testing of 41 campus buildings.
- Conducted 179 laboratory safety inspections and an additional 4 laboratory safety consultations.
- Conducted 154 fume hood inspections in campus laboratories.
- Conducted 91 eyewash and 84 safety shower inspections. Each station was tested monthly and flushed annually as part of the safety inspection schedule.
- Completed North Carolina registration process and onboarding regulation support for (2) new X-ray devices in Apodaca and (1) in Stillwell.
- Assisted in the collection and disposal shipments of 8,110 lbs. of regulated hazardous waste.

#### IV. Office of Sustainability and Energy Management (OSEM)



An Arbor Day Foundation Program



*WCU Designated as a Tree Campus USA*

*HVAC Monitoring & Verification*

##### Energy Management:

- WCU has achieved a 50% reduction in BTUs/sqft since 2002-03 baseline. WCU is #2 within all the UNC System Schools in BTU/sqft reductions and the Energy Manager was recognized at the Appalachian Energy Summit by the State Energy Office.
- WCU was represented at the State Energy Conference and presented during a track session on the retro-commissioning project at the Health and Human Sciences Building.
- The Senior Energy Manager served on the Energy Code Ad Hoc Committee to write the 2024 NC Energy Conservation Code.
- The Senior Energy Manager co-managed the Governmental and Institutional Track for the 2022 State Energy Conference in Raleigh.
- During this year's 1292 submission the Energy Manager identified \$256,189 of energy savings that was submitted to OSBM to be carried forward into the 22-23 budget to do additional energy savings projects.

##### Sustainability:

- Coordinated, implemented, and maintained three outdoor multi-use tents across campus to create safe space during Covid-19.
- Completed annual campus wide propane tank maintenance and safety assessment and inventory.
- Facilitated annual Facilities Management Staff Award Program.
- Instructed LEAD 152 Going Green, Living Learning Community (Fall 2021).
- Presented 12 guest lectures on campus sustainability and recycling to classes and student groups.
- Facilitated Climate Change resolution discussions and written drafts between SGA, Faculty Senate and Staff Senate. Approved Spring 2022.
- Mentored and supported Environmental Science (ES) 495 Senior Capstone Project, *Recycling Feasibility at Cullowhee Apartments* (Fall 2021).
- Served as member of Jackson County Solid Waste Board, representative for WCU (2020 - present).
- Served as member of Staff Senate (Spring 2021-present). Served on Human Resources Committee.

- Served on Empowering Mountain Food Systems Advisory Board (2019 – present).
- Partnered with Center for Community Engagement and Service Learning on development, implementation and hiring two WCU student “Waterway Fellowships”. Positions were funded by Campus Theme Committee for one year and worked with Haywood Waterways Association and the WNC Climate Action Coalition.
- Facilitated and completed all requirements for Tree Campus USA recertification.
- Continued Catamount Dining partnership: assisting them with selection of dining ware made from recycled content, adoption of OZZI reusable takeout system and new waste oil recycling system, implemented fall 2021.
- Assisted Landscape Services, formerly Grounds, with management of campus recycling program.
- Advised Eco CATS and Sustainable Energy Initiative (SEI). Attended weekly meetings during academic year via Zoom.
- Oversaw completion/launch of several SEI funded projects including:
  - Panthertown Trial Maintenance and Service Equipment (PRM Faculty to conduct service learning and classroom instruction)
  - Costa Rica Study Abroad Trip (GeoSciences and Natural Resource Management)
  - WCU Wildlife Conclave Zero Waste supplies ((GeoSciences and Natural Resource Management)
  - Repair Dero Fix Bike Station (PRM Students)
  - Environmental Film Screening (PRM Students)
  - Geocaching Units for campus (PRM Students)
  - Reusable dinnerware for PRM trips and gatherings (PRM Students)
  - Base Camp caving equipment for trips (BCC)
- Coordinated Earth Week events with multiple campus partners including Campus Heritage Tree Walk, Lessons in Sustainability from Costa Rica, Arbor Day of Service and the Annual Trashion Show.
- Hosted Local Buyer-Grower Meeting event for Empowering Mountain Food Systems. An opportunity for local farmers and specialty food vendors to showcase and meet local buyers to support the local economy.
- Coordinated tailgate recycling at all home football games.
- Facilitated HIGHTS-WCU abandoned bike donation program. 4 bikes were transferred (Spring 2022).

**V. Parking and Transportation**



*New Parking Deck*



*Cat Tran Shuttle Service*

**Permits 2020-21:**

**Permits 2021-22:**

Permit Type	Permit Sold	Permit Type	Permit Sold
Faculty/Staff	Temp 214/Perm 1414	Faculty/Staff	Temp 256/Perm1384
Aramark	122	Aramark	108
Business Partner	8	Business Partner	9
Commuter	3115	Commuter	3532
Resident	1476	Resident	1498
Freshman	1104	Freshman	1277

- The Board of Governors visited WCU in April 2022. Parking and Transportation were both involved with the success of this event. Parking was responsible for blocking multiple lots and providing permits to guests to ensure that they parked in the appropriate areas to better serve them for the event. Transportation was responsible for transporting guests from various hotels to campus and around campus for different events including luncheons and tours. Multiple guests expressed their gratitude and appreciation for all that Parking and Transportation had done while they were on campus and were very impressed with the professionalism from all staff members.
- Previously, our campus utilized both Parkeon and T2 parking meters. Our campus has now migrated to only T2 meters for the customer service experience. The updated software provided by T2 is customer friendly and allows for detailed reports and graphs.
- Parking Operations continues to complete Facilities Management Standard Practices (FMSP) as updates are made and new practices are put into place.

- Two staff members attended the 2022 International Parking and Mobility Institute Conference to stay abreast of the newest and best parking practices to ensure that our campus and department is running as efficiently as possible.
- The new Parking Deck became fully operational:
  - A maintenance plan has been created to ensure that the deck is clean and functioning properly. A dump trailer, deck sweeper, and water wagon (pressure washer with 250-gallon water tank) were purchased to assist with cleaning of the deck
  - The deck was utilized for multiple events on campus and our community seemed to be very pleased with the ease of parking. During football games and commencement ceremonies, the deck was at capacity.
  - Parking Logix technology was installed to show total available parking spaces available to vehicles as they approach the deck. Large signs are installed at each deck entrance to show available space on each individual level. Two additional small signs were added along Forrest Hills Road to show a total number of available spaces as well.
  - Fixed License Plate Recognition (LPR) was also added to all entrances of the deck.
- New signboards were purchased that can be controlled remotely from a computer. This has proved to be beneficial to our staff and campus during large events. Signboard messages can be programmed in advance to turn on/off as scheduled and the message can be changed instantly. Signboards have been used for special events as well as construction projects on campus.
- Effective January 1, 2022, Transportation (aka Cat Tran) merged back with Parking Operations. Both departments are very excited to work together again to enhance our student's campus experience. A new supervisor was named to Cat Tran and they are working on updating campus shuttle stops and routes.
- Cat Tran is in the process of updating their current GPS and Tracking Systems with a new system by Passio. Passio allows shuttles to keep an accurate count of riders that get on/off at each location and also offers an app for students to download on their smartphone to track shuttles to see when they will be at various stops on campus. New antennas and updated technologies have been tested prior to purchasing the system. We are excited to see Passio in all shuttles for the Fall 2022 semester!
- New routes are being designed for the upcoming Fall semester so that students can get to the center of campus more efficiently. Our mission is to have students to their desired location in 15 minutes or less.
  - 3 shuttles will go from the University Center Hub to the parking deck and back. These shuttles will run on a 'bump' system so a shuttle will always be in motion on this route.
  - 3 shuttles will go from the University Center Hub to Health and Human Sciences (HHS) and back. These shuttles will run on a 'bump' system so a shuttle will always be in motion on this route.
  - 1 shuttle to the Village
  - 1 shuttle to Husk and directly back to the University Center Hub.
  - All Campus shuttles will remain the same and navigate traffic and route times to the best of their abilities.
- Cat-Tran currently has 24 shuttles in their fleet including 1 activity size bus.

## VI. Ramsey Regional Activity Center (RRAC)



- Hosted WCU Commencements with no capacity limits in December and May. May's Commencement had 13,277 guests attend between the three ceremonies
- Hosted two (2) Haywood County High School Commencements
- Hosted Board of Governor's Luncheon and Pride of the Mountains performance
- Hosted multiple career fairs in the fall and spring for WCU Students
- Hosted annual WCU Employee Appreciation Day
- Hosted multiple athletic events
  - Men's Basketball – 14 home games
  - Women's Basketball – 18 home games
  - Volleyball – 9 home games
  - Football – various events associated with the home football games including in game seating on the Northeast Patio
- Supported various events across campus by utilizing Ramsey resources (chairs, tables, tents, etc.)
- Converted several meeting spaces in the building with Zoom enabled monitors
- Re-sanded and refinished the auxiliary gym floor
- Installed new basketball goals in the auxiliary gym and purchased new goals for the main arena
- Started installation of graphics on hallways on first and second floors
- Renumbered entire main arena and implemented section signage
- Upgraded sound system in the auxiliary gym
- Employed 30 plus students throughout the academic year to assist with various set ups and serve as ushers during events



## **VII. Real Estate Operations**

### **Mission Statement**

The mission of Western Carolina University's Property Acquisition and Leasing Office is to provide an outstanding level of service, efficiency, and expertise in the real estate operations of the University in support of the campus' principal functions of instruction, research, and community service.

### **History**

WCU's Property Acquisition and Leasing Office was formally established in October 2018 and reports to the Vice Chancellor for Administration and Finance. Since the time of inception, our office has been busy developing guidelines and day-to-day standard operating procedures, as well as, working to assist the University in its needs for leasing and acquisition activities.

In April 2020, after more than a year's work, WCU was granted Additional Delegated Authority for Real Property Transactions by the UNC Board of Governors. Additional Delegated Authority is granted under NC General Statutes, the UNC Policy Manual, and WCU Policies. With our Additional Delegated Authority, Property Acquisition and Leasing can work quickly and nimbly for WCU and its many divisions and affiliates on real estate transactions.

### **Property Acquisition and Leasing Responsibilities**

The UNC Policy Manual requires that the Property Acquisition and Leasing Office do the following:

- Establish and enforce procedures that ensure Additional Delegated Transactions are approved and executed in accordance with the N.C. General Statute §116-31.12, with Section 600.1.3 of the UNC Policy Manual, and with these regulations.
- Establish and enforce procedures that ensure transactions shall be approved and executed in accordance with space standards established by the University and UNC System Office.
- Develop and maintain a comprehensive set of specifications to be used for Additional Delegated Authority activities.
- Secure, in accordance with applicable state law and regulation, the technical and professional services needed to assist with the Additional Delegated Authority transactions.
- Establish and maintain a Property Review Committee consisting of University leadership team members.
- Perform a space analysis for each proposed lease consistent with the *University of North Carolina Space Planning Standards* which were prepared in October 1998 and using an updated organizational chart for those to be housed in the space.
- Develop a detailed set of specifications that addresses all lease requirements including detailed lessor and lessee responsibilities and report the specifications to the campus Property Review Committee prior to obtaining proposals.
- Negotiate leases.

- Conduct an internal review of acquisition and disposition by lease practices to ensure compliance with these regulations and best industry practices.
- Schedule and coordinate a building code/occupancy inspection by the Department of Insurance or other code enforcement official certified by the North Carolina Code Officials Qualification Board to ensure that the proposed lease shall provide space that is in compliance with applicable local, state, and federal codes
- Coordinate with the North Carolina Department of Insurance (NCDOI) to ensure that property acquired or disposed of under the University's delegated authority is properly insured.
- Coordinate with the University's General Counsel to ensure complete legal review of all agreements, leases or contracts related to delegated transactions.

In addition to responsibilities mandated by the UNC System Office, Property Acquisition and Leasing at WCU oversees leases and agreements for the WCU Endowment Fund, and property that is owned by or has been gifted to the University.

**Real Property Leasing and Agreement Activities**

Currently, WCU and the WCU Endowment Fund are parties to 24 current leases or agreements, as either Lessor (Landlord) or Lessee (Tenant).

## Current WCU and WCU Foundation Leases and/or Agreements:

PROPERTY ACQUISITION AND LEASING LIST – As of June 30, 2022															
<b>LEASES CURRENT</b>															
<i>WCU as LESSOR</i>															
END DATE	DESCRIPTION / LOCATION	STREET ADDRESS	CITY / STATE	ZIP	LESSOR	LESSEE	USER	TYPE	SQUARE FOOTAGE	ANNUAL \$\$\$	ESCALATION	START DATE	END DATE	RENEWALS	
1/31/2022	NC Arboretum	98 Wesley Branch Rd.	Asheville, NC	28806	State of North Carolina	NC Arboretum Society	NC Arboretum Society	Lease	1,066	\$10,560.00	0%	2/1/2019	1/31/2022	None	
7/30/2025	ATT @ Campus Rec	211 Memorial Drive	Cullowhee, NC	28723	WCU	AT&T	New Cingular Wireless	Lease	200 SF Rooftop	\$38,669.72	3%	7/30/2020	7/30/2025	2@5 yrs.	
8/22/2025	Hunter Library Commuter Lot	176 Central Drive	Cullowhee, NC	28723	WCU	Frontier/GTE Teleph	Frontier/GTE Teleph	Lease	0.8 acres	\$100.00	0%	8/23/2000	8/22/2025	None	
11/30/2025	ATT @ Harrill Hall	554 Central Drive	Cullowhee, NC	28723	WCU	AT&T	New Cingular Wireless	Lease	200 SF Rooftop	\$38,669.72	3%	12/1/2020	11/30/2025	2@5 yrs.	
8/31/2113	Millenial Campus		Cullowhee, NC	28723	WCU	WCU Endow Fund	WCU	Lease	344 acres	\$1.00	0%	9/1/2014	8/31/2113	None	
<i>WCU Endowment Fund as LESSOR</i>															
END DATE	DESCRIPTION / LOCATION	STREET ADDRESS	CITY / STATE	ZIP	LESSOR	LESSEE	USER	TYPE	SQUARE FOOTAGE	ANNUAL \$\$\$	ESCALATION	START DATE	END DATE	RENEWALS	
11/21/2024	Cell Tower North	29 Faculty Drive	Cullowhee, NC	28734	WCU Endowment Fund	Tower North Dev, LLC	Tower North Dev, LLC	Subground Lease	23 acres + easements	\$15,606.00	2%	11/21/2019	11/21/2024	9@5 yrs.	
12/6/2058	Millenial Student Housing (Husk)	Husk Drive	Cullowhee, NC	28734	WCU Endowment Fund	ZP No. 335, LLC	Student Housing	Subground Lease	13.3 acres	\$99,975.00	0%	12/6/2018	12/6/2058	1@10 yrs.	
6/10/2055	CHF - Noble Hall	Centennial Drive	Cullowhee, NC	28734	WCU Endowment Fund	CHF Cullowhee LLC	Student Housing	Ground Lease	3.84 acres			6/10/2015	6/10/2055		
<i>WCU as LESSEE</i>															
END DATE	DESCRIPTION / LOCATION	STREET ADDRESS	CITY / STATE	ZIP	LESSOR	LESSEE	USER	TYPE	SQUARE FOOTAGE	ANNUAL \$\$\$	ESCALATION	START DATE	END DATE	RENEWALS	
6/30/2022	Nursing Anesthesia Program	4511 Meridale Ave	Louisville, KY	40214	Sarah Easton/Jeremy Miller	WCU	Nursing Anesthesia	Lease	1,154	\$18,000.00	0%	7/18/2021	6/30/2022	5@1 yr.	
7/31/2022	Biltmore Park-Suite 320	Two Town Sq. Blvd.	Asheville, NC	28803	Two Town Square	WCU	General Office/Class	Lease	3,581	\$98,549.12	3%	7/20/2018	7/31/2022	1@2 yrs.	
7/31/2022	Biltmore Park-Suite 300	28 Schenck Pkwy.	Asheville, NC	28803	Town Square West	WCU	Educational	Lease	21,717/150	\$64,185.25		8/1/2012	7/31/2022	1@5 yrs.	
6/30/2023	Cullowhee Baptist Church	148 Central Drive	Cullowhee, NC	28723	Cullowhee Bap Church	WCU	WCU Parking Operation	Lease	20 Parking Spaces	\$1,236.00	3%	7/1/2020	6/30/2023	2@1 yr.	
6/30/2024	Biltmore Park-Suite 100	Asheville, NC	Asheville, NC	28803	Town Square West	WCU	School of Engineering	Lease	10,794	\$73,148.58		7/1/2014	6/30/2024	None	
9/30/2024	Climate Controlled Storage	51 Bridge Street	Sylva, NC	28779	Ind. Clim Cont Storage	WCU	Mtn. Heritage Center	Lease	5,550	\$78,500.00	9%	10/5/2018	9/30/2021	1@3 yrs.	
6/30/2031	Office Space	3344 Old Cullowhee Rd	Cullowhee, NC	28723	VIPKOL, LLC	WCU	Parking/WCU Electric	Lease	1/2 acre & 5,772 bldg	\$60,000.00	3%	7/1/2021	6/30/2031	None	
8/31/2039	MAHEC	Henderson Road	Biltmore Forest, NC		MAHEC	WCU/UNCA	Parking - NCCH&A	Lease	100 Parking Spaces	\$1.00 for Term	0%	9/1/2009	8/31/2039	1@30 yrs.	
<i>WCU Endowment Fund as LESSEE</i>															
END DATE	DESCRIPTION / LOCATION	STREET ADDRESS	CITY / STATE	ZIP	LESSOR	LESSEE	USER	TYPE	SQUARE FOOTAGE	ANNUAL \$\$\$	ESCALATION	START DATE	END DATE	RENEWALS	
9/30/2118	Millenial Campus		Cullowhee, NC	28723	WCU	WCU Endow Fund	WCU	Lease	344 acres	\$1.00	0%	9/1/2019	9/30/2118	None	
<i>Other</i>															
END DATE	DESCRIPTION / LOCATION	STREET ADDRESS	CITY / STATE	ZIP	LESSOR	LESSEE	USER	TYPE	SQUARE FOOTAGE	ANNUAL \$\$\$	ESCALATION	START DATE	END DATE	RENEWALS	
<b>USE AGREEMENTS CURRENT</b>															
<i>WCU as OWNER</i>															
END DATE	DESCRIPTION / LOCATION	STREET ADDRESS	CITY / STATE	ZIP	OWNER	USER	USER	TYPE	SQUARE FOOTAGE	ANNUAL \$\$\$	ESCALATION	START DATE	END DATE	RENEWALS	
6/30/2022	Hinds Student Center	245 Memorial Drive	Cullowhee, NC	28723	WCU	SECU	SECU	Contract Agreement	10	\$3,831.46	1.5%	7/1/2020	6/30/2022	None	
12/1/2022	SkyFi, Inc @ Forsyth Building	7 Killian Building Lane	Cullowhee, NC	28723	WCU	SkyFi, Inc.	SkyFi, Inc.	Site & Use Agreement	N/A	\$1,200.00	0%	12/1/2021	12/1/2022	None	
6/30/2023	Hinds Student Center	245 Memorial Drive	Cullowhee, NC	28723	WCU	Truist	Truist	Use Agreement	10	\$3,947.27	1.5%	7/1/2018	6/30/2023	2@1 yr.	
M-T-M	Career Services Office	407 Memorial Drive	Cullowhee, NC	28723	WCU	Blackberry Farms, LLC	Blackberry Farms, LLC	Use Agreement	103.5	\$12,000.00		8/16/2021		M-T-M None	
<i>WCU Endowment Fund as OWNER</i>															
END DATE	DESCRIPTION / LOCATION	STREET ADDRESS	CITY / STATE	ZIP	OWNER	USER	USER	TYPE	SQUARE FOOTAGE	ANNUAL \$\$\$	ESCALATION	START DATE	END DATE	RENEWALS	
5/30/2031	Cullowhee Mtn Site	Cullowhee Mountain	Cullowhee, NC	28723	WCU Endowment Fund	WCU	FM Antenna Tower	License Agreement		\$50,000.00	0%	5/31/2021	5/30/2031	None	
<i>WCU as USER</i>															
END DATE	DESCRIPTION / LOCATION	STREET ADDRESS	CITY / STATE	ZIP	OWNER	USER	USER	TYPE	SQUARE FOOTAGE	ANNUAL \$\$\$	ESCALATION	START DATE	END DATE	RENEWALS	
5/30/2031	Cullowhee Mtn Site	Cullowhee Mountain	Cullowhee, NC	28723	WCU Endowment Fund	WCU	FM Antenna Tower	License Agreement		\$50,000.00	0%	5/30/2021	5/30/2031	None	
	WCU Cherokee Center	1594 Acquoni Road	Cherokee, NC	28719	Eastern Band of Cherokee Indians	WCU	WCU Cherokee Center	Revocable Permit		\$0.00	0%	6/22/2011		None	
<i>WCU Endowment Fund as USER</i>															
END DATE	DESCRIPTION / LOCATION	STREET ADDRESS	CITY / STATE	ZIP	LESSOR	LESSEE	USER	TYPE	SQUARE FOOTAGE	ANNUAL \$\$\$	ESCALATION	START DATE	END DATE	RENEWALS	
6/30/2041	Cullowhee UMC	416 Central Drive	Cullowhee, NC	28723	Cullowhee UMC	WCU Endow Fund	WCU Parking Services	Use Agreement/Option	76 Parking Spaces	\$0.00	0%	7/1/2016	6/30/2041	None	

## Emergency Services Annual Report 2021-2022

### ***Emergency Services Department Overview***

The Western Carolina University (WCU) Department of Emergency Services is responsible for creating, enhancing, and maintaining institution-wide programs and projects that promote safety and comprehensive all-hazards prevention, mitigation, preparedness, response, and recovery. These programs and projects include planning, training, and exercises for all emergencies and disasters that could affect WCU. The Department of Emergency Services works in close partnership with other WCU public safety departments, such as University Police, University EMS, and University Safety and Risk Management to promote a safe and disaster-resilient institution.

### ***Mission Statement***

The Western Carolina University Department of Emergency Services will serve the students, faculty, staff, and surrounding communities of WCU by providing comprehensive safety, security, and emergency management programs to save lives, protect property, promote and enhance continuity of operations, and reduce the effect of emergencies and disasters.

### ***Program Vision***

The Western Carolina University Emergency Services Department shall continue to develop and maintain leading-edge safety, security, and emergency management programs that include students, faculty, staff, and the surrounding communities of WCU. These all-hazards security, safety, and emergency management programs will include the comprehensive planning, training, and exercises needed to ensure maximum efficiency and benefit from hazard prevention, mitigation, preparedness, response, and recovery to protect lives and property at the campuses and instructional sites of Western Carolina University. The program will be professional and responsive and shall strive to serve as a model University Emergency Services program.

### **I. *Emergency Management***

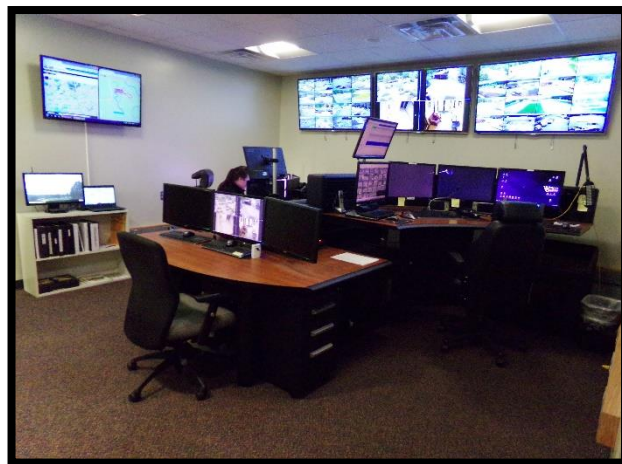
The WCU Department of Emergency Services develops and maintains the University's Emergency Operations Plan (EOP) and directs the all-hazards planning, training, and exercises for WCU. The EOP guides strategic organizational behavior before, during, and after a significant emergency or disaster affecting WCU. This document serves as the foundational guide for WCU emergency and disaster prevention, mitigation, preparedness, response, and recovery efforts. In addition, the WCU Department of Emergency Services coordinates emergency training, simulations, and exercises necessary to prepare University staff, faculty, and other public safety stakeholders to carry out their roles in the University's Emergency Operations Plan (EOP).

In a large-scale emergency or disaster affecting the University, the WCU Department of Emergency Services will activate and manage the University's Emergency Operations Center (EOC). The EOC becomes the command and coordination point for all University public safety activities. The EOC also serves as the command and coordination point for large special events such as football games, Mountain Heritage Day, concerts, and commencements. Furthermore, the WCU Department of Emergency Services serves as the coordination point for federal disaster assistance, WCU recovery efforts, and prevention/mitigation programs to reduce the effects of future disasters. In addition, the WCU Department of Emergency Services serves as the liaison to City, County, regional, state, federal, volunteer, faith-based, and private partners to prepare for, effectively respond to, and efficiently recover from significant emergencies and disasters at WCU. These partnerships are enhanced through mutual aid agreements and memorandum of understanding. These partnerships are critical to the success of WCU's integrated approach to safety, security, and emergency management on campus and in the surrounding community.

The WCU Department of Emergency Services also coordinates with the WCU Police Department to provide facility threat and vulnerability assessments and Crime Prevention Through Environmental Design (CPTED) services, as explained in the Western Carolina University Master Plan in Chapter 8 (Safety and Security).

## **II. *Emergency Communications Center (ECC)***

The Department of Emergency Services oversees the administration, planning, and training of the campus Emergency Communications Center (ECC). The ECC is responsible for answering emergency and non-emergency calls for service, dispatching these calls, initiating Police and EMS responses, and coordinating with the Jackson County 911 Center for the fire department and advanced life support EMS services. In addition to traditional emergency and non-emergency calls for service, the ECC receives calls from elevator phones, and outdoor emergency call



boxes and dispatches appropriate resources for each. The ECC also provides call-taking and dispatching services to many other campus departments, consistently prioritizing different levels of communications. Aside from WCU PD and EMS, the Emergency Communications Center processes after-hours calls for service for Counseling and Psychological Services, Parking Services, Facilities, and Cat Tran. These services are provided 24 hours a day, 7 days a week, each day of the year.

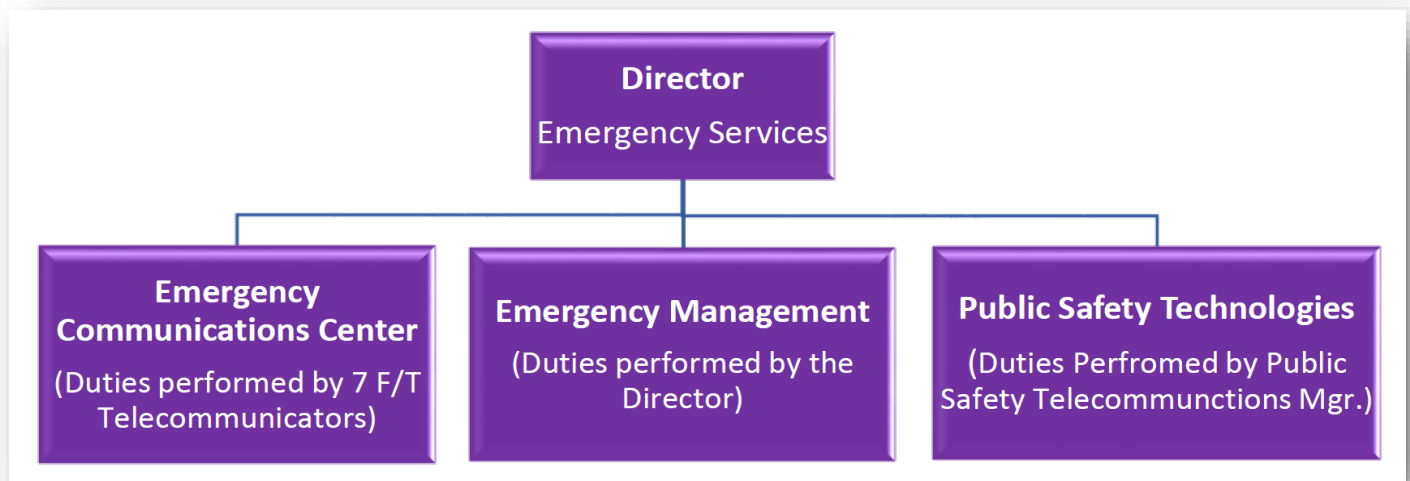
## **III. *Public Safety Technologies***

The WCU Department of Emergency Services oversees the administration, planning, and maintenance of various public safety technologies at WCU. These technologies include the campus-wide CCTV system, emergency notification systems (outdoor siren, texting, computer desktop emergency pop-up, campus

mobile safety app, etc.), emergency callboxes, the campus-wide two-way radio system, and computer-aided dispatch (CAD), and public safety records management systems.

The elements above are divided into three departmental units: Emergency Management, Emergency Communications Center, and Public Safety Technologies. We can be contacted at 828-227-7301 (non-emergency) or 828-227-8911 (emergency). For additional information on the Department of Emergency Services, please visit the Emergency Services webpage at <http://www.wcu.edu/discover/campus-services-and-operations/emergency-services/index.aspx>

### ***Emergency Services Org Chart***



## ***Department of Emergency Services Responsibilities***

<b>Emergency Management</b>
<ul style="list-style-type: none"> <li>• All Hazards Planning               <ul style="list-style-type: none"> <li>○ Emergency Operations</li> <li>○ Continuity of Operations</li> <li>○ Special Event Contingency Planning</li> <li>○ Departmental / Building Emergency Action Planning</li> <li>○ Hazard Mitigation</li> </ul> </li> </ul>
• Departmental and organizational hazard mitigation, preparedness, response, and recovery coordination
• Emergency Operations Center Management and Maintenance
• Emergency Preparedness and Response Drills and Exercises
• Local, Regional, State, and Federal Coordination
• All Hazards Preparedness and Response Training
• Incident Response and Management
• Outreach and Education
• Emergency Notification System Management, Maintenance, and Operations
<b>Emergency Communications Center</b>
• Campus Dispatch (Police and EMS)
• University - County Dispatch Coordination (Law Enforcement, Fire, and EMS)
• After Hours Access Control System Administration (Limited)
• Management and Operations of Criminal Justice and Campus Information Systems
• After-hours campus information and Student Crisis Call-Out Notification
<b>Public Safety Technologies</b>
• Campus Camera System Management, Maintenance, and Monitoring
• Radio System Design, Management, and Maintenance
• Emergency Blue Phone Management and Maintenance
• Emergency Communications Center Console and Technology Management and Maintenance <ul style="list-style-type: none"> <li>○ Avtech Console Management and Maintenance</li> <li>○ Computer Aided Dispatch (CAD) and Records Management System Administration</li> <li>○ Emergency Communications Center Phone Line Management and Maintenance</li> </ul>

During the 21-22 fiscal year, the Department of Emergency Services completed many activities and projects that have better prepared the campus community and visitors for emergencies and disasters. Emergency Services personnel regularly coordinate with local, regional, and state partners to improve plans, collaborate on projects, and sponsor training and exercise opportunities that enhance skills and strengthen relationships. We are fortunate to have this extensive network of expert professionals to enhance campus preparedness, mitigate crisis and disaster impacts, and plan for recovery when an emergency or disaster happens.

#### **IV. Emergency Notifications to the Campus Community**

For any emergency or dangerous situation on campus that may cause an immediate threat to the health and safety of students and/or employees, all members of the WCU campus community are asked to immediately notify the University Police Department and Public Safety Department by calling (828) 227-8911.

The Department of Emergency Services, Police Department, and the Department of Communications and Public Relations hold joint responsibility for issuing emergency notifications to the campus community. If the University Police Department or Department of Emergency Services determines that a “significant emergency or dangerous situation involving an immediate threat to the health or safety of the students or employees” exists, then the WCU Alert system is activated, and an emergency notification is sent out to the campus community.

In an emergency, WCU Public Safety offices use multiple methods of communication and notification systems to keep the campus community informed. Notifications provide the community with information about the nature of the emergency, evacuation and/ or sheltering instructions, direction on what actions you should be taking, and the all-clear when the situation has been resolved.

The WCU Emergency Notification Systems are tested once a semester to ensure functionality and that students, staff, faculty, and enrolled parents are familiar with the systems used by WCU to transmit emergency notifications.

The following systems make up the WCU Alert System:

➤ **RAVE**

- RAVE allows students, faculty, staff, and parents to receive voice, text, and email messages in case of an emergency.
- This is an opt-out system, so all students, staff, and faculty are automatically entered into Rave. Please ensure that your Banner Emergency Contract information is correct to ensure that you receive alerts.
- To ensure that you are signed up with the Rave emergency notification system, you may go to <https://www.getrave.com/login/wcu>



- **LiveSafe Campus Mobile Safety App**
  - This app pushes emergency notifications to students, staff, and faculty from the Rave system.
  - The app provides emergency action guidelines for multiple hazards and a mechanism for students to communicate suspicious activity or other crisis-related information directly to the ECC using text, voice, and photos.
  - **LiveSafe for Western Carolina University can be downloaded from the App Store or the Google Play Store.**
  
- **Outdoor Siren System**
  - The outdoor siren system alert means there is an emergency on campus, a potentially dangerous condition, or an impending threat (i.e., severe weather, hazardous materials spill, or a person with a gun).
  - When the siren sounds, everyone on the WCU campus should take shelter indoors immediately. Close all windows and doors, if possible, and remain sheltered until an "all clear" is given. Check the University Web Page ([www.wcu.edu](http://www.wcu.edu)).
  
- **Alertus Computer Pop-up Emergency Notification**
  - The Alertus computer desktop emergency notification system allows WCU Public Safety to send emergency notifications and updates directly to staff, faculty, and classroom computers during an emergency.
  - Alertus can be downloaded to student, staff, and faculty personal laptops to receive desktop alerts while on the WCU network. A link to the downloadable Alertus files can be found on the Emergency Services webpage at <https://www.wcu.edu/discover/campus-services-and-operations/emergency-services/index.aspx>.
  
- **Campus Email**
  - This system will send an email to the entire campus community – every student, faculty, or staff member through their WCU mailbox.
  
- **WCU Web Page**
  - In the event of an emergency, this page will provide the most current information on the nature of the emergency and the university's response to the situation [www.wcu.edu](http://www.wcu.edu).
  
- **Blue Light Emergency Phones**
  - Western Carolina University has blue light emergency phones throughout the University campus. Emergency phones provide direct voice communications to the Emergency Communications Center (ECC).



## **V. Emergency Services Department Highlights for FY 2021-22**

### **Emergency Management**

- Coordinated with Budget Office and the Controller's office to get approval for 100% reimbursement from FEMA and the State of North Carolina on a WCU COVID-19 PPE Project. The total project cost was \$303,427.69.
- Partnered with Information Technologies and Internal Audit to complete the development of a central repository for review and approval of campus Building Emergency Action Plans (BEAPs). The development of this repository enhances efficiency by making the process electronic, thereby saving time spent in the review process.
- Worked with campus Building Coordinators and Internal Audit to review and approve 47 Building Emergency Action Plans and verify annual staff training on the Plans.
- Revised charge and developed goals and initiatives for the WCU Health and Safety Committee. The North Carolina Administrative Code mandates these efforts. Current year efforts have focused on the commencement of health and safety policy review, accident prevention, and health and safety outreach.
- Procured an incident management trailer and equipment to assist with on-scene field command support during incidents at WCU. The equipment includes tents, tables, chairs, a generator, and on-scene light kits. The trailer and equipment have also been made available for special events.
- Partnered with University Police, Parking and Transportation Services, WCU Emergency Medical Services, and numerous other campus stakeholders to develop incident action plans for special events, including home football games, Mountain Heritage Day, spring and fall commencements, the Apodaca Science Building Grand Opening, and the April 2022 Board of Governors visit.

### **Emergency Communications Center and Public Safety Technologies**

- Coordinated multiple repairs, replacements, upgrades, and new projects related to the campus camera systems. This included projects at the Parking Deck, Print Shop, Belk Building, and Reynolds Residential Hall.
- Worked with Facilities Management and construction contractors to install new emergency notification phones ("blue phones") at the Apodaca Science Building, the new parking deck, and the new Lower Campus Residential Hall.
- Completed replacement of and upgrades to the core components of the campus two-way radio system. This included the replacement of antennas and repeaters, as well as moving most WCU radio frequencies to a trunking system. This required the reprogramming of all campus two-way radios. The move to a trunking system allows for more flexibility and expansion of the radio system in the future, as well as reduces the number of busy indicators during high radio traffic.
- Conducted three studies to determine the strength of two-way radio coverage in Apodaca Science Building, Allen Hall, and the HHS building. Emergency Services had received reports of problems with two-way radio coverage in these buildings. These reports led to public safety concerns and the discovery of potential risks to first responders who may respond to those buildings during an emergency. The intent of these studies was to determine gaps in coverage so they could be corrected.

- Began transition of the Emergency Communications Center and Public Safety Technologies back to the University Police Department. Both of these elements were originally under the Police Department. Current organizational and staffing needs have allowed for returning these duties and responsibilities to the University Police Department.

## VI. Emergency Services Department Statistical Information

In 2021-22, the overall calls into the Emergency Communications Center (ECC) showed a slight increase as University operations have returned to a somewhat normal state following COVID-19. The following are the highlights of the 2021-22 ECC statistics compared to the same information from 2016-17, 2017-18, 2018-19, 2019-20, and 2020-21.

Total CAD Calls for Police, Fire, and Emergency Medical Services					
16-17	17-18	18-19	19-20	20-21	21-22
17,248	19,663	18,282	14,365	13,258	13,450

**Note:** Total call volume increased 1.5% compared to FY 20-21.

Total CAD Calls Without Police Area, Zone, and Building Checks					
16-17	17-18	18-19	19-20	20-21	21-22
8,078	9,227	9,310	7,145	5,991	6,808

**Note:** Total call volume increase of 12% compared to FY 20-21.

Total Medical, Mental Health, and Welfare Check Calls					
16-17	17-18	18-19	19-20	20-21	21-22
490	520	488	560	392	492

**Note:** Total call volume increase of 20% compared to FY 20-21.

Fire, Fire Alarms, and Fire Trouble Alarms					
16-17	17-18	18-19	19-20	20-21	21-22
1149	1043	1131	919	836	967

**Note:** Total call volume increase of 14% compared to FY 20-21.

As can be seen, all areas had an increase that can be attributed to a slow return to normal operations following COVID-19, which led to hybrid learning environments in Fall 2020 and Spring 2021. It is expected that we will see an increase in call volumes in the upcoming years.