

# Western Carolina UNIVERSITY

Administration & Finance

Annual Report

2022 – 2023



**The Division of Administration and Finance accomplishes its mission to support the University’s primary programs for instruction, research, and public service through the prudent and ethical management, efficient delivery, and effective enhancement of its physical, financial, administrative, safety and human resources.**

*Annual Report*  
*2022 – 2023*  
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# Facilities Management

## Annual Report 2022-2023

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 2022-2023. 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 Lower Campus Residence Halls (“Rocks”)*



*New Steam Plan*

- 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.
- Assisted in evaluation and planned implementation of additional cell coverage to provide better campus coverage. Additional Verizon site under construction July 2023.
- Completed Phase I update of Americans with Disabilities Act (ADA) Transition Plan.

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
Steam Plant Replacement	WVVO Radio Site	Moore Building Renovation	Site development at former Graham Building location
New Lower Campus Residence Halls ("Rocks")	Ramsey Basketball Locker Room Renovations	Breese Gymnasium 1st floor renovation	Minor Building Renovations ("Wow" Factors)
Steam Distribution Improvements (Plant to MH 104)	HFR 401 and 420 Renovation	Chancellors House Partial Renovation	South Baseball area and Grounds relocation, etc.
Ramsey Center Curtain-wall Repair/Replacement	Stillwell Backfill Renovation	Norton Intramural Fields	Killian Lane Pedestrian Improvements
Highway 107 Crosswalk Lighting	Ramsey Center Elevator Replacement	Central Plaza Drainage & Landscape Improvements	Facilities Management Roof Replacement
Athletics Facilities Planning	CAT Building Chiller Replacement	Episcopal House HHS Sim Lab	Electric Substation Switchgear Replacement
Circle Drive Re-route	HFR Building Chiller Replacement	FOREST Relocation	Athletic Facility Improvements
Camp Lab 131 -133 Renovation (Phase I & II)	Campus Wide Fire Alarm System Upgrades	Hunter stair and new Quad development	HBS Structural Repairs
Camp Annex Roof Replacement	Stillwell HVAC Controls Replacement	NCDOT Highway 107 pedestrian bridge lighting enhancements	Judaculla Cooling Tower Replacement
Belk Building Sewer Line and Manhole	Courtyard Dining Breakfast Bar	Cullowhee Dam Repairs	
Ramsey Center HVAC Controls Upgrade	Ramsey Center Arena Lighting	Reid Gym Roof Replacement	
McKee Parking Lot Paving	Joyner Drive-Central Drive Connection	Killian HVAC and Window Upgrade	
3344 Old Cullowhee Road Renovation	Old & New Catamount Installations	HFR Roof Replacement	
Reid Gym Floor Replacement		Bird Building Roof Replacement	
		Hunter Library Cooling Towers Replacement	

## II. Operations and Maintenance



*Preparing for fuel delivery at Steam Plant*



*Facilities Service Project – Painting of Paws*

- Continued organizational review, staffing levels, and succession planning.
- Continued development of Facilities Management Standard Practices (FMSPs) for Facilities Management business, operations, and finance functions.
- 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: Belk 406 Renovation, HFR Card Reader Install, Ramsey Center Concessions Renovation, Stillwell Backfill, campus Pressure Washing (Whitmire Stadium, Belk, Clock Tower, Central Plaza), Camp 106 Renovation, Killian Bathroom Stall Replacements, Campus Handrail Replace and Repair (Brown, HHS, Noble, Harrill, and Ramsey), Childress Field Fencing.
- Landscape Services performed an organizational review of new zoning and efficiencies. Added additional positions for increased landscaping service along Highway 107.
- Housekeeping continued to make staffing and assignment adjustments to accommodate staff vacancies and work demand. Hired and trained 24 employees.
- Following annual exterior lighting audit, continued with installation of additional street lighting for areas of concern and continued the replacement of LED streetlights across campus.
- Facilities Management received 7,708 work requests including projects and chargeable work orders and created 6,753 preventive maintenance work orders for 2022-2023. The shops completed 6,926 work requests and completed 6,288 preventive maintenance work orders.

### III. Safety and Risk Management



*Safety is #1 Priority*



*Fire Extinguisher Training*

- Laboratory Safety Officer obtained Chemical Hygiene Officer (CHO) certification to meet the qualification requirements of the Occupational Safety and Health Administration (OSHA) Laboratory Standard.
- Administrative Support Assistant obtained the OSHA Qualified Workers' Compensation Professional certification. The certification provides a solid foundation in state-specific workers' comp rules, regulations, and standard procedures to better support the campus community.
- Continued to offer N95 respirator fit testing services to faculty, staff and students involved with healthcare, clinical internships, and campus operations due to known or suspect airborne diseases. Fifty-seven respirator fit testing services completed.
- Managed the asbestos abatement of classrooms and office spaces in Killian, HFR, Hunter, and Belk as part of renovation projects.
- Continued oversight of Indoor Air Quality (IAQ) at Hunter Building. Currently reviewing building HVAC systems to identify areas for remediation to address air quality concerns.
- Conducted 83 emergency evacuation fire drills in academic, residential, and support buildings.
- Management of 1,057 campus fire extinguishers in academic, residential, and support buildings. This consisted of annual, 6-year and 12-year inspections, testing, and maintenance.
- Management of 53 fire alarm systems, 32 fire sprinkler systems, and 39 alternate fire suppression systems on campus; to ensure inspections and testing were in accordance with regulatory standards.
- Issued 117 confined space entry, 104 hot work, and 15 open flame permits on campus to support facilities, contractors, and campus activities.
- 9,899 online safety training courses offered to employees through the campus Learning Management Software (LMS) safety training portal. Safety training courses develop awareness of safety and health responsibilities and accident prevention.
- Provided 4 hands-on fire extinguisher training classes to educate the campus community in fire prevention, extinguisher types, common fire hazards, building evacuation procedures, and the P.A.S.S. method.
- Conducted 193 laboratory safety inspections and an additional 102 laboratory safety follow-up inspections.
- Conducted 161 chemical fume hood inspections in campus laboratories.
- Conducted 226 emergency eyewash and 88 safety shower inspections. Each station was tested monthly and flushed twice a year as part of the safety inspection schedule.

- Conducted six x-ray device inspections in campus laboratories and the athletic facility to ensure regulatory compliance.
- Provided nine consultation services to review safety concerns of laboratory spaces, service animals in laboratories, department programs, research compliance, and radiation testing as requested by faculty and staff.
- Identified through building surveys and departmental chemical requests, an additional 256 chemicals were added to the campus online Safety Data Sheet (SDS) and chemical inventory at msds.wcu.edu.
- Administered the collection and disposal shipments of 480 lbs. of regulated biohazardous waste and 11,634 lbs. of regulated hazardous waste from campus.

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



*Arbor Day of Service*



*Appalachian Energy Summit Presentation*

##### Energy Management:

- WCU achieved a 53% reduction in BTUs/sqft since 2002-03 baseline. WCU is leading the UNC System Schools in BTU/sqft reductions.
- Signed service agreement to retrofit 251,133 square feet of buildings with advanced Building Automation System. The primary building will be Bardo Fine and Performing Arts. This will be completed in early 2024.
- Tripled 1292 Carryforward request to over \$600,000. To be used for energy conservation efforts on campus.
- Pursued increased metering of Auxiliary buildings that realized a gain of collecting revenues over \$20,000 per month for utilities.
- Senior Energy Manager served as Co-Track Manager for the Governmental and Institutional Track for State Energy Conference (800 attendees).
- Senior Energy Manager led the UNC System response to increased natural gas costs as part of State Contract 405N. Led panel discussion on this issue at Appalachian Energy Summit. This alerted the UNC System to the increase in fuel costs.
- Implemented new Energy Management Software to track utility usage and costs. Also enables campus to view a web-based dashboard for energy usage and costs. Funded by Campus Sustainable Initiative.
- Senior Energy Manager served on state Energy Ad Hoc Committee (2021-present) to develop 2024 North Carolina Energy Conservation Code.
- Senior Energy Manager presented at NCSU Energy Management Diploma Program (2013-present).

- Senior Energy Manager serving on Technical Advisory Committee for US DOE Commercial Audit Assessment Project to fully value window and building envelope improvements. Led by Lawrence Berkley National Lab and the Pacific Northwest National Lab (2023-2026).

#### Sustainability:

- Completed annual campus wide propane tank maintenance and safety assessment and inventory.
- Managed fuel procurement for campus including propane, fuel oil #2, E10, highway and off-road diesel.
- Supported development of Electric Vehicle Charging Station standards for campus. Eight new Level 2 stations were installed at the Parking Deck. Will be online for fall 2023.
- Instructed LEAD 152 Going Green, Living Learning Community (fall 2022).
- Instructed ES 350 Energy, Economy and Environment (Spring 2023).
- Facilitated solicitation and selection process to hire outside firm to complete a Campus Sustainability Plan. Currently negotiating a contract with selected firm Tetra Tech.
- 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 Jackson County TDA Sustainability and Stewardship Committee, representative for WCU (2022-present)
- Served on Empowering Mountain Food Systems Advisory Board (2019 – 2023). Project grant end date was May 2023.
- Facilitated Tree Campus USA efforts. This includes organizing Tree Advisory Committee meetings, tree inventory database, Day of Service and observing Arbor Day.
- Continued Catamount Dining partnership: Monitoring/supporting food slop recycling program in Brown and Courtyard Dining Halls and various educational programs.
- Assisted Landscape Services with management of campus recycling program.
- Facilitated and processed 26 work orders for recycling requests. This includes universal waste, office moves, clean outs, and special events. Materials range from batteries, electronics, books, paper files (nonconfidential) and metal.
- Advised Eco CATS and Sustainable Campus Initiative (SCI). Attended weekly meetings during academic year.
- Managed selection and supported implementation of several SCI funded projects including:
  - WCU Tree Map Update to Dr. Diane Styers - \$5,033
  - Hunter Library Solar Powered Picnic Tables to Mrs. Carol Hicks - \$20,731.18
  - Energy Data Management Software, Infrastructure and Dashboard to Mr. Reid Conway - \$42,675.15
  - Forest Inventory of WCU's Natural Areas (4 student internships plus equipment) to Dr. Diane Styers - \$4,528
  - Total funding for 2022-2023 academic year - \$72,967.33
- Coordinated five Earth Month events with multiple campus partners including Campus Heritage Tree Walk, Arbor Day of Service, Hammock Lounge Hangout, *Before the Flood* film showing and Earth Day Celebration.
- Coordinated tailgate recycling at all home football games.
- Participated in all Open House and Orientation events.
- Attended meetings and conferences for the Appalachian Energy Summit, UNC Sustainability Alliance and Southeast Sustainability Network.
- Facilitated HIGHTS-WCU abandoned bike donation program. 32 bikes were transferred (fall 2022).



## V. Parking and Transportation



*New EV Chargers at Parking Deck*



*New Office Location*

### Permits 2021-22:

### Permits 2022-23:

Permit Type	Permit Sold	Permit Type	Permit Sold
Faculty/Staff	Temp 256/Perm 1384	Faculty/Staff	Temp 178/Perm1416
Aramark	108	Aramark	126
Business Partner	9	Business Partner	2
Commuter	3532	Commuter	2635
Resident	1498	Resident	1963
First-year student	1277	First-year student	1321

- Parking Operations moved into their new offices along with WCU Power to continue their friendly, courteous, customer service to our campus community.
- Parking Operations added (3) part-time student office workers to their team to enable them to gain valuable experience in Parking Operations and Parking Enforcement.
- Parking Operations added (8) new EV charging stations to their inventory on the top level of the parking deck.
- Parking Operations implemented a new plan for loading and unloading the parking deck during large events on campus.
- Parking Enforcement officers began 10 hour shifts to enable officers to be available to the campus community after 5pm.
- Cat Tran implemented a new counting and tracking system which allows students to follow routes and locations of the Universities shuttle system by downloading a PASSIO app to their phones.
- Cat Tran maintained (3) shuttles designated for all day access from the new parking deck directly to the UC every 10 minutes without any wait.
- Cat Tran established a routine maintenance plan for shuttles to eliminate breakdowns and time loss on routes.

## VI. Ramsey Regional Activity Center (RRAC)



*Commencement*



*Hosting of regional artists*

- Hosted WCU Commencements with no capacity limits in December and May. Mays Commencement had 13,156 guests attend between the three ceremonies and December had 6,579.
- Hosted two (2) Haywood County High School Commencements.
- Hosted Smoky Mountain High School Commencement (first time since pre-Covid).
- Hosted Orientation registration and opening.
- Hosted (4) Open House.
- 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 – 14 home games
  - Volleyball – 10 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 .
- Converted spaces on Concourse that enables Ramsey to better utilize the space for meetings as well as entertainment areas during events.
- Re-sanded and refinished floor as well as new paint two of the Racquetball Courts.
- Installation of graphics within hallways on first and second floors.
- Employed 30 plus students throughout the academic year to assist with various set ups and serve as ushers during events.
- Installed a new floor in the main arena with new ramps around the perimeter of the court.
- Lighting upgrade to the main arena and seating area.
- Started the upgrade of the elevator.
- Created outdoor seating area on first floor of Ramsey Center.

## **VII. Real Estate Operations**

### **i. 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's principal functions of instruction, research, and community service.

### **ii. History**

WCU's Property Acquisition and Leasing Office was formally established in October 2018 and reports to the Vice Chancellor for Administration and Finance. At the time of inception, our office worked to develop guidelines and day-to-day standard operating procedures. On an on-going basis we work 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.

### **iii. 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.

#### **iv. Real Property Leasing and Agreement Activities**

For the fiscal year ending June 30, 2023, WCU and the WCU Endowment Fund are parties to 30 current leases or agreements, as either Lessor (Landlord) or Lessee (Tenant).

Current WCU and WCU Foundation Leases and/or Agreements:

<b>LEASES CURRENT</b>					
<i>WCU as LESSOR</i>					
<u>DESCRIPTION / LOCATION</u>	<u>STREET ADDRESS</u>	<u>CITY / STATE</u>	<u>USER</u>	<u>SQ. FTG.</u>	<u>ANNUAL \$\$\$</u>
ATT @ Campus Rec	211 Memorial Drive	Cullowhee, NC	New Cingular Wireless	200 SF Rooftop	\$39,829.81
NC Arboretum	98 Wesley Branch Rd.	Asheville, NC	NC Arboretum Society	1,066	\$12,000.00
Hunter Library Commuter Lot	176 Central Drive	Cullowhee, NC	Frontier/GTE Teleph	0.8 acres	\$100.00
ATT @ Harrill Hall	554 Central Drive	Cullowhee, NC	New Cingular Wireless	200 SF Rooftop	\$39,829.81
CELLCO (Verizon) @ Harrill Hall	554 Central Drive	Cullowhee, NC	Verizon	297 SF Rooftop	\$18,000.00
Millennial Campus		Cullowhee, NC	WCU	344 acres	\$1.00
<i>WCU Endowment Fund as LESSOR</i>					
<u>DESCRIPTION / LOCATION</u>	<u>STREET ADDRESS</u>	<u>CITY / STATE</u>	<u>USER</u>	<u>SQ. FTG.</u>	<u>ANNUAL \$\$\$</u>
Cell Tower North	29 Faculty Drive	Cullowhee, NC	Tower North Dev, LLC	.23 acres	\$15,918.12
CHF - Noble Hall	Centennial Drive	Cullowhee, NC	Student Housing	3.84 acres	
Millennial Student Housing (Husk)	Husk Drive	Cullowhee, NC	Student Housing	13.3 acres	\$99,975.00
<i>WCU as LESSEE</i>					
<u>DESCRIPTION / LOCATION</u>	<u>STREET ADDRESS</u>	<u>CITY / STATE</u>	<u>USER</u>	<u>SQ. FTG.</u>	<u>ANNUAL \$\$\$</u>
Nursing Anesthesia Program	4511 Meridale Ave	Louisville, KY	Nursing Anesthesia	1,154	\$18,000.00
Cullowhee Baptist Church	148 Central Drive	Cullowhee, NC	WCU Parking Ops	20 Park Sp	\$1,273.00
Biltmore Park-Suite 100		Asheville, NC	School of Engineering	10,794	\$359,116.38
Biltmore Park-Suite 200	28 Schenick Pkwy.	Asheville, NC	Classrooms/Labs	11,487	\$354,007.29
Biltmore Park-Suite 320	Two Town Sq. Blvd.	Asheville, NC	General Office/Class	3,581	\$99,945.71
Biltmore Park-Suite 300	28 Schenick Pkwy.	Asheville, NC	Educational	21,717/150	\$564,185.25
The Helm Apartments	42 Helm Drive	Cullowhee, NC	Housing		\$134,400.00
Climate Controlled Storage	51 Bridge Street	Sylva, NC	Mtn. Heritage Center	5,550	\$78,500.00
SHP VIPER Tower	626 Airport Road	Sylva, NC	WCU		\$1.00
Office Space	3344 Old Cullowhee Rd	Cullowhee, NC	Parking/WCU Electric	0.5 acre/5,772 bldg	\$61,800.00
MAHEC	Henderson Road	Bilt. Forest, NC	Parking - NCCH&A	100 Park Spaces	\$1.00 for Term
<i>WCU Endowment Fund as LESSEE</i>					
<u>DESCRIPTION / LOCATION</u>	<u>STREET ADDRESS</u>	<u>CITY / STATE</u>	<u>USER</u>	<u>SQ. FTG.</u>	<u>ANNUAL \$\$\$</u>
Millennial Campus		Cullowhee, NC	WCU	344 acres	\$1.00
<b>USE AGREEMENTS CURRENT</b>					
<i>WCU as OWNER</i>					
<u>DESCRIPTION / LOCATION</u>	<u>STREET ADDRESS</u>	<u>CITY / STATE</u>	<u>USER</u>	<u>SQ. FTG.</u>	<u>ANNUAL \$\$\$</u>
SkyFi, Inc.@ Forsyth Building	7 Killian Building Lane	Cullowhee, NC	SkyFi, Inc.	N/A	\$1,200.00
Hinds Student Center	245 Memorial Drive	Cullowhee, NC	Truist	10	\$3,947.27
530-C HR Robinson Building		Cullowhee, NC			\$1.00
Office and Parking Space	3344 Old Cullowhee Rd	Cullowhee, NC	Enterprise	440 sf & 8 park sp	\$6,000.00
Hinds Student Center	245 Memorial Drive	Cullowhee, NC	SECU	10	\$3,831.46
Career Services Office	407 Memorial Drive	Cullowhee, NC	Blackberry Farm	103.5	\$12,000.00
<i>WCU Endowment Fund as OWNER</i>					
<u>DESCRIPTION / LOCATION</u>	<u>STREET ADDRESS</u>	<u>CITY / STATE</u>	<u>USER</u>	<u>SQ. FTG.</u>	<u>ANNUAL \$\$\$</u>
Cullowhee Mtn Site	Cullowhee Mountain	Cullowhee, NC	FM Antenna Tower		\$50,000.00
530-C HR Robinson Building		Cullowhee, NC	WCU Economic Dev		
<i>WCU as USER</i>					
<u>DESCRIPTION / LOCATION</u>	<u>STREET ADDRESS</u>	<u>CITY / STATE</u>	<u>USER</u>	<u>SQ. FTG.</u>	<u>ANNUAL \$\$\$</u>
Cullowhee Mtn Site	Cullowhee Mountain	Cullowhee, NC	FM Antenna Tower		\$50,000.00
WCU Cherokee Center	1594 Acquoni Road	Cherokee, NC	WCU Cherokee Center		\$0.00
<i>WCU Endowment Fund as USER</i>					
<u>DESCRIPTION / LOCATION</u>	<u>STREET ADDRESS</u>	<u>CITY / STATE</u>	<u>USER</u>	<u>SQ. FTG.</u>	<u>ANNUAL \$\$\$</u>
Cullowhee UMC	416 Central Drive	Cullowhee, NC	WCU Parking Services	76 Park Sp	\$0.00

## Police Department Annual Report 2022-2023

The goal of this report is to capture many of our activities and service projects that have occurred during the past twelve months as well as some new operations and initiatives that we have added. The information contained within includes essential statistical data, personal achievements, and our outreach to the community. We are committed to ensuring that everyone associated with WCU has a safe and secure environment in which to achieve their academic goals.

This report provides an overview of the activities that take place within the four sections of the Police Department: Administration, Patrol Operations, Investigations, Communications. We continue to focus on strengthening our existing partnerships as well as creating new opportunities to collaborate with our ever-changing community. Through these partnerships we will have a larger impact on our community and will increase our positive interactions with our students.

We remain vigilant and committed to our tasks and continue to train and prepare to counter any crisis that arises, and we continue to recruit and promote quality, capable employees that understand our environment and are willing to serve our community with distinction. These efforts will ensure that our ideals will continue with the next generation of leaders at WCU.

**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.



## ***Overview:***

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. In addition to our sworn staff, the police department employees eight (8) emergency telecommunicators and one (1) public safety systems technician. All employees are required to complete initial training to ensure proficiency in their respective role as well as refresher/in-service training as required.

The Police Department is a full-service agency that performs the same duties as other law enforcement agencies and 911 dispatch centers throughout the state. Our telecommunicators receive and act upon a variety of call types that must be triaged and dispatched in the appropriate manner. Our sworn officers act under the same authority to detain, investigate and arrest as other agencies within the state. 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.

Staff members 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 four (4) distinct sections. Those areas include Administrative Services, Investigative Services/Clery Compliance, Patrol Services and Emergency Communications Services. The key activities of each section will be outlined below.

## ***Administrative 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 that provides Administrative Support to the Chief of Police, Accreditation Research, and Personnel Records Management. This section also employs one part-time Principle Research and Policy Consultant and one part-time Evidence/Property Control Technician. 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.



### ***Police Services:***

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.

### ***Investigative Services:***

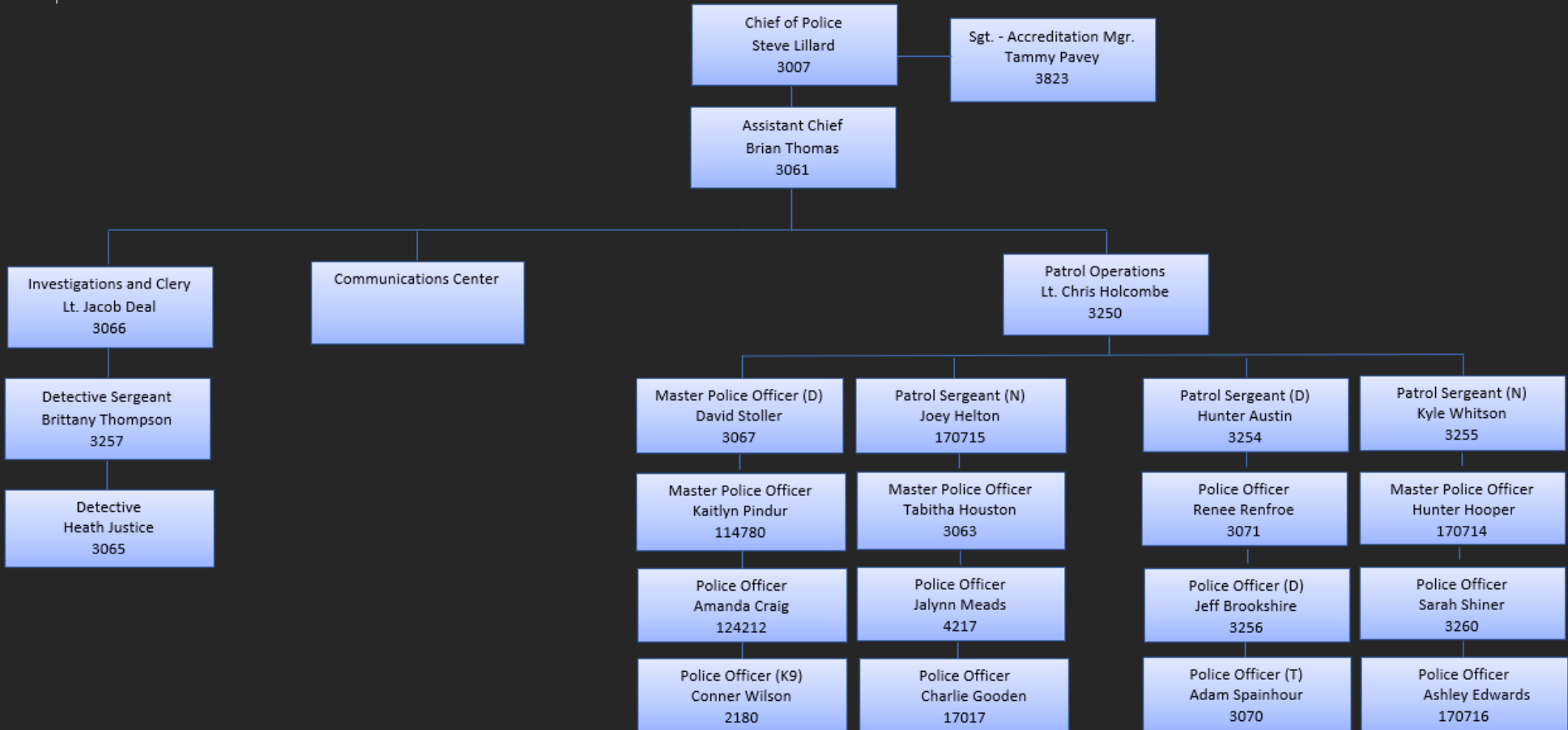
The Investigative Services/Clery Compliance section is comprised of one (1) Investigative Lieutenant, one (1) Investigative Sergeant and one (1) Criminal Investigator. This section is responsible for the overall duties associated with Clery Compliance, Victim's Services, Community Outreach and Records 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.

### ***Emergency Communication Services:***

The Emergency Communications Center is comprised of one (1) Administrative Lieutenant (who also serves as the department's Business Officer), one (1) Sergeant, one (1) Public Safety Systems Technician, and eight (8) Emergency Telecommunicators. This section is responsible for the continuous operations of the dispatch center for police, medical and fire calls for service that are reported. In addition to dispatching emergency services, and answering on average 14,000 calls annually, our telecommunicators must be proficient with a multitude of computer and information systems. These systems include on-campus systems such as card access, cameras and Emergency Medical Dispatch. In addition, the staff must be familiar with the rules regarding access to criminal information, driver's history information, and other protected data that is used by the department to increase campus security

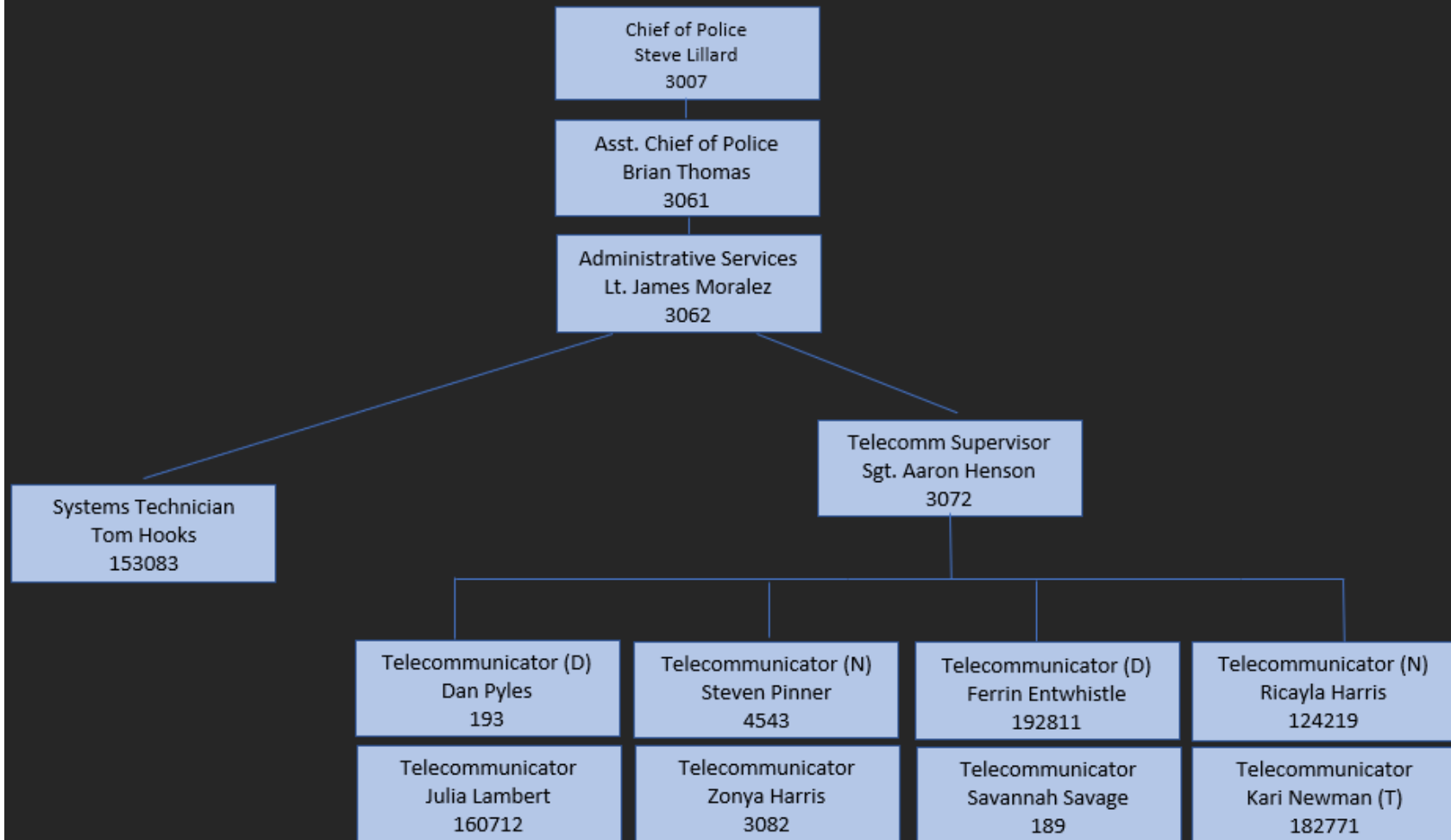
## Western Carolina University Police Department - Organizational Chart

### A Unit within The Division of Administration and Finance



# Western Carolina University Police Department - Organizational Chart

## Communications Center



## ***Police Core Operations 2022-2023***

**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 provide a variety of engagement and enforcement activities in addition to responding to calls for service. 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, 2022– June 30, 2023</b>	
Arrests	52
Incident Reports	584
Operations Reports	105
State Citations	209
Campus Traffic Citations	65
University Judicial Citations	134
Parking Tickets	393
Special Event Hours	486
Bike/Foot Patrol Hours	395
Area Checks	4638
Traffic Stops	621
Dorm Walking Patrols	163
Academic/Other Bldg. Walking Patrols	440
Accident Investigations	133



**Communications Services:** The WCU Emergency Communications Center is responsible for answering emergency and non-emergency calls for service. Telecommunicators then have the task of gathering pertinent information, triaging the priority of the call, and initiating Police and Emergency Medical Services. They also are required to coordinate closely with the Jackson County 911 Center for Fire Department and Advance Life Support EMS responses. The Center also assists with elevator alerts, emergency call box alerts, Parking Services support, and Cat Tran requests as part of their continuous operations.

### Emergency Communication Center Statistical Data

Total CAD Calls for Police, Fire, and Emergency Medical Services						
16-17	17-18	18-19	19-20	20-21	21-22	22-23
17,248	19,663	18,282	14,365	13,258	13,450	14,339

7/01/2022 – 12/31/2022 = 7000      01/01/2023 – 06/30/2023 = 7339      TOTAL = 14,339

Total CAD Calls Without Police Area, Zone, and Building Checks						
16-17	17-18	18-19	19-20	20-21	21-22	22-23
8,078	9,227	9,310	7,145	5,991	6,808	9,243

Total Medical, Mental Health, and Welfare Check Calls						
16-17	17-18	18-19	19-20	20-21	21-22	22-23
490	520	488	560	392	492	555

Fire, Fire Alarms, and Fire Trouble Alarms						
16-17	17-18	18-19	19-20	20-21	21-22	22-23
1149	1043	1131	919	836	967	2064

**Community Outreach:** The WCU Police Department participates in a wide variety of outreach activities with our campus partners to provide programming to our students as well as internship opportunities for those interested in public service. These activities are designed to strengthen our relationships with other community members as we work together to improve the safety and security of our entire area and collaborate to solve problems that impact the region.

## Community Outreach and Programming Statistical Data

Program:	Number of Presentations:	Total Attendance:	Sexual Assault Component:
Alcohol Risk Awareness	9	371	0
Alcohol/Drug Risk Awareness	2	110	0
Campus Security Authority	9	392	6
Crime Prevention and Services	9	242	9
Dating/Domestic Violence & Stalking	3	105	3
Drug Risk Awareness	4	0	0
Open House	0	5510	4
Orientation, Faculty/Staff	1	80	1
Orientation, Student	23	7788	22
Other	16	1349	9
R.A.D. Class	6	144	6
R.A.D. Express	23	373	23
R.A.D. Full	0	0	0
Report IT	0	0	0
Run, Hide, Fight	7	167	0
Sexual Assault Risk Awareness	4	71	4
Traffic/DWI	0	0	0
<b>Total:</b>	<b>116</b>	<b>16,702</b>	<b>87</b>



**Community Engagement:** In addition to our outreach, the WCU Police Department engages with our external partners to help facilitate activities that are designed to strengthen our relationships with other community members as we work together to improve the safety and security of our entire area and collaborate to solve problems that impact the region.



*Officers participate with annual Shop With a Cop event*



*Sgt Thompson coordinates Battle of the Badges Blood Drive event.*

**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	9/24/22	54
Tournament of Champions	10/15/22	72
Homecoming Parade	11/4/22	60
All Home Football Games (5)	9/17/22 to 11/19/22	410
Christmas Parade (Sylva)	12/4/22	28
Holiday on the Plaza	12/8/23	10
Commencement Ceremony	12/18/22	155
All Home Basketball Games (29)	11/07/22 to 2/25/23	158
All Home Baseball Games (25)	2/17/23 to 5/14/23	78
2023 Drag Show	3/17/23	20
SAGA Pride Event	4/16/23	24
Jesus Preacher Ministries Protests	5/2/23 and 5/3/23	30
Commencement Ceremonies (3)	5/12/23 to 5/13/23	235
<b>Total Events: 71</b>		<b>Total Hours: 1334</b>
<b>Athletic Department Travel (8 Events)</b>		<b>Total Hours: 78</b>

\*Totals do not include Administrative Officers or on-duty personnel



**Criminal Investigations:** The WCU Police Department investigates 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 the Criminal Investigation Unit must complete tasks such as crime scene processing, interview and interrogation, search warrant creation and courtroom testimony.



Detective Sgt. Brittany Thompson



Detective Heath Justice

**Victim Services:** The Western Carolina University Police Department continues to maintain three (3) certified victims assistance practitioners as part of the services that we provide to our community. Through this partnership, Lt. Jacob Deal, Sgt. Brittany Thompson, and Sgt. Tammy Pavey understand and utilize the most up to date best practices for dealing with victims of crimes. The department is also in the process of updating our webpage in order to make our services more accessible to students and employees who may need guidance after experiencing a traumatic event.

**Police Training Events 2022-2023:** In addition to the mandatory In-Service Training that is designated by the North Carolina Criminal Justice Training and Standards Commission for sworn officers, each year, all members of the University Police Department also undertake advanced training in critical topics that are related to the specific duties of police and dispatch personnel. With the combination of virtual and hands-on training that is currently available, the WCU Police Department continues to enhance the skills of each staff member to ensure that we are aligned with current best practices and are equipped to meet the challenges of public safety.

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

- Seven (7) Telecommunicators attended the Texas A&M Extension Services Active Attack Emergency Communications course.
- Six (6) Telecommunicators attended the Public Safety Group Active Assailant for Communications course.
- Four (4) Telecommunicators attended the NC Telecommunicator Certification course.
- Five (5) Police Officers attended Verbal De-Escalation Training
- Three (3) Police Officers attended Crisis Intervention Training
- 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.
- Three (3) Officers completed the Field Training Officer's Certification course which will allow them to train new officers and assist with their orientation to the policing profession.
- Sgt. Whitson completed the North Carolina Justice Academy Firearms Training Instructor course.
- Assistant Chief Brian Thomas and Lt. James Moralez attended specialized Threat Assessment Training provided by the NC State Bureau of Investigation.
- Lt. James Moralez and Sgt. Aaron Henson completed the Police Mountain Bike Association's Bike Patrol Instructors Course.
- Sgt. Brittany Thompson and Officer Jalynn Meads complete the Rape Aggression Defense Instructor course which add two new staff members to help instructor self-defense for our community.



Sgt. Thompson and Officer Meads attend the RAD Instructor Certification course

Sgt. Whitson Manages the range during Annual Firearms Qualifications



Lt. Morales and Sgt. Henson obtain Bicycle Patrol Instructor Certification

**Department Experience and Professional Development 2022-2023:** Once again, this year the Western Carolina University Police Department is proud to showcase the educational achievements of our staff as well as the vast experience that our officers and telecommunicators bring to the job each day. The various duties that are required to work in our environment places high expectations on each employee and we strive to ensure that each staff member is up to the task. Having officers and telecommunicators that are well trained and have both public safety and college experience themselves allows them to bring what they have learned both in and out of the classroom to the workplace which in turn has a positive impact on our environment. We currently have five employees that are enrolled in a higher education program and the total combined years of public safety experience within the office is over 300 years. The balance of education and experience allows us to provide a service that is second to none and enables our staff to understand the needs of our students better than most law enforcement agencies.

It is important that we continue to encourage and prioritize both education and training in our operations so that our staff can continue to meet the changing needs of our community.



**Officer Hunter Austin is Promoted to Sergeant**



**Officer Joey Helton is Promoted to Sergeant**



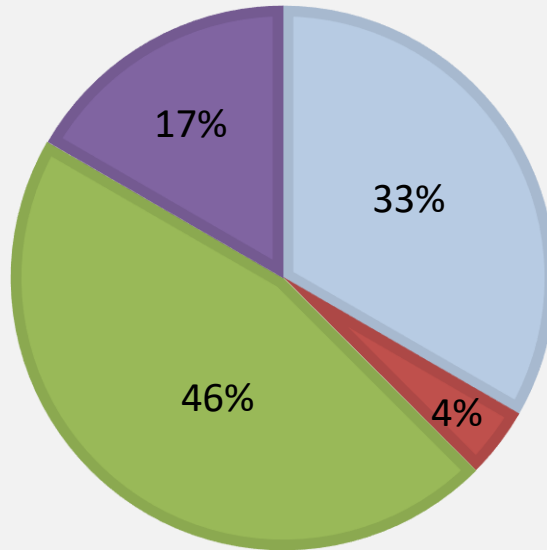
**Officer Spainhour Receives two Bachelor's Degree from WCU**



**Sgt. Thompson is awarded the Criminal Investigators Certificate from the NC Justice Academy**

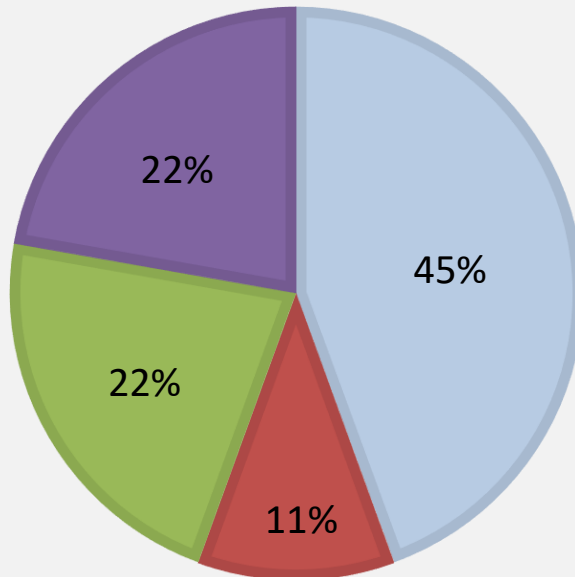
### WCUPD EDUCATIONAL OBTAINMENT FOR SWORN PERSONNEL

- HS Diploma or Equivalent
- Associate's Degree
- Bachelor's Degree
- Graduate Degree



### WCUPD EDUCATIONAL OBTAINMENT FOR NON-SWORN PERSONNEL

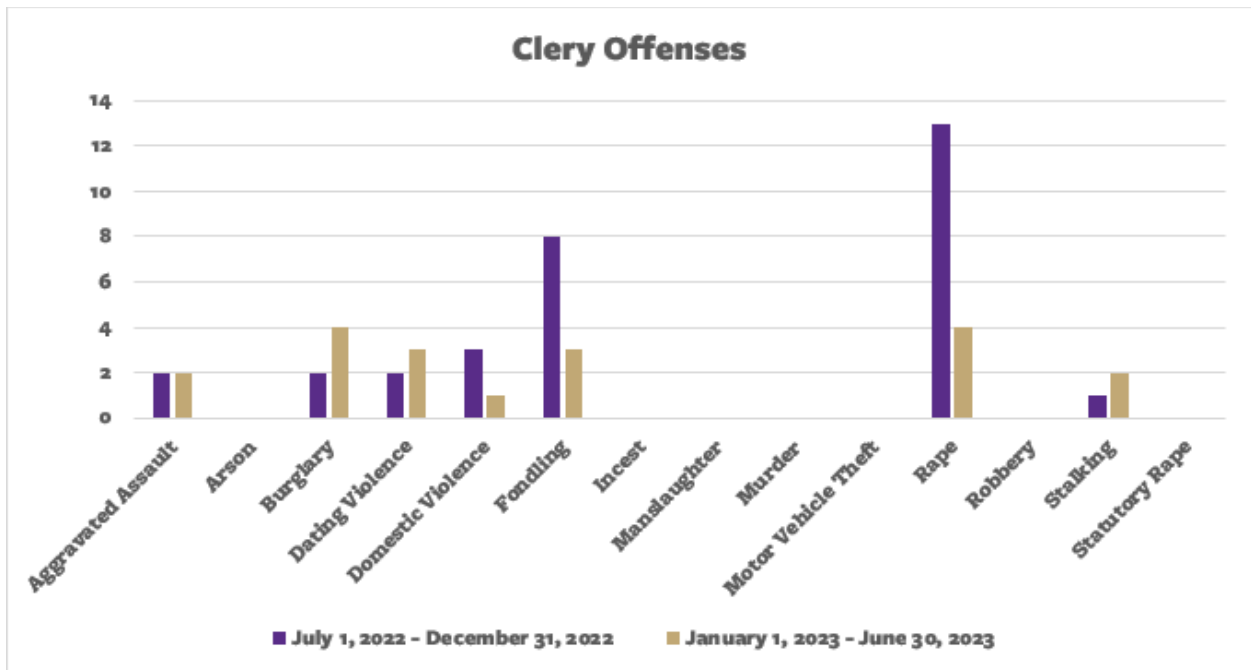
- HS Diploma or Equivalent
- Associate's Degree
- Bachelor's Degree
- Graduate Degree



**Clery Compliance 2022-2023:** The Clery Act continues to serve as a guiding regulation throughout institutions of higher education. This Act emphasizes the steps that colleges and universities must take to help provide 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 on-campus criminal activity. This is accomplished each year through the creation of our Annual Security and Fire Safety Report that is presented to the US Department of Education and made available to the public.

Clery Overview July 1, 2022 to June 30, 2023	
Campus Security Authorities Trained	998
Timely Warnings Issued	7
Emergency Notifications	0
Total Number of Fires Reported	4

\*Clery Crimes reported to the Police Department. The Annual Security and Fire Safety Report presents data that is based on the previous calendar year. These academic year numbers are not identical to our annual Clery statistics.



## ***Police Community Advisory Committee***

The Police Community Advisory Committee was formed in 2020, with the philosophy of providing quality policing in direct partnership with the citizens of our community. The PCAC is made up of faculty, staff, and students who provide comments, suggestions, and recommendations to the Chief of Police on departmental policies and procedures to ensure the best practices are in place and operational.

The WCU PCAC had an active year which included monthly meetings, a forum on mental health and a Town Hall that allowed students to engage with multiple campus administrators. Over 30 students were present and discussed a wide range of topics related to public safety and campus operations.

In addition to the town hall, our student representatives organized an end of year recruitment event to help solicit interest in the committee for the 2023-2024 academic year. This event included a pizza social where students could interact with members of the police department and were also able to meet our new police therapy dog. During this event, approximately 35 students visited with committee members which we hope will lead to increase interactions with students in the fall.

Two key accomplishments were seen this year in partnership with the committee:

- Partnered with the Department of Social Work at WCU to house a Graduate Intern which served as a liaison with the student members of the Police Community Advisory Committee and assisted with departmental victim's assistance efforts.
- The WCU Police Department, upon recommendation of the Police Community Advisory Committee, created a part time Police Therapy Animal program in partnership with Sgt. Tammy Pavey and her Chocolate Labrador Retriever "Sasha".

This type of collaboration is what sets the PCAC apart from other partnerships within our community. The committee helps bridge the gap between campus and the police and has proven to be an invaluable part of our operations.

Sadly, the PCAC had to say goodbye to Dr. Amy Murphy-Nugen who had served as the chair of the committee during the past year. Her efforts allowed the committee to flourish and engage in new and exciting ways. We are happy to announce that Stacey Miller has agreed to serve as the next chair of the committee, and we look forward to working with her as our relationships with the community continue to grow.

## ***Special Recognition 2022-2023***

This year the WCU Police Department was able to implement two new features to our daily operations. The Police Department successfully added two new canine functions that will aid our office in providing a higher level of service as we continue to grow and address the needs of our community. These new services will benefit multiple areas of campus and will continue to allow us to provide a safe learning environment that meets the needs of our students, faculty staff and guests.

First, the Police Department was able to acquire an Explosives Detection K9 from the Jackson County Sheriff's Office. Through our recruitment efforts we were able to add a trained K9 handler to our staff which now allows us to respond to critical incidents and to provide security services prior to special events that occur on campus and in our community. We welcome K9 "Lando" and his handler, Officer Conner Wilson to our agency.



Next, we added a Police Therapy Dog to our inventory of outreach and victims' services. This new initiative will aid in our efforts to reach students and will provide comfort for persons who have endured trauma and may need support during the investigative process. This new service will also increase our interactions with the public and provides a tool to help our students in their time of need. We welcome K9 "Sasha" who is partnered with Sgt. Tammy Pavey.

I appreciate the tremendous support that the Police Department has received from our administration and the ability to add these new teammates to our staff. Our goal has always been to be more than just a law enforcement agency for campus but to be a true partner with our community to meet any needs that arise. These new canines will go a long way to help us continue to serve our students with distinction and improve our community relations.



*Thank You*

*Steven D. Lillard*



## Emergency Services Annual Report 2022-2023

### ***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 serves 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 the 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 is 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 (

### **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>
<ul style="list-style-type: none"> <li>• Departmental and organizational hazard mitigation, preparedness, response, and recovery coordination</li> </ul>
<ul style="list-style-type: none"> <li>• Emergency Operations Center Management and Maintenance</li> </ul>
<ul style="list-style-type: none"> <li>• Emergency Preparedness and Response Drills and Exercises</li> </ul>
<ul style="list-style-type: none"> <li>• Local, Regional, State, and Federal Coordination</li> </ul>
<ul style="list-style-type: none"> <li>• All-Hazards Preparedness and Response Training</li> </ul>
<ul style="list-style-type: none"> <li>• Incident Response and Management</li> </ul>
<ul style="list-style-type: none"> <li>• Outreach and Education</li> </ul>
<ul style="list-style-type: none"> <li>• Emergency Notification System Management, Maintenance, and Operations</li> </ul>

During the 22-23 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.

## II. 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, the University Police Department, and the Department of Marketing and Communications 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, directions on what actions should be taken, 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, parents, and other WCU community members to receive voice, text, and email messages in case of an emergency.
- This is an opt-out system. Therefore, all students, staff, and faculty are automatically entered into Rave using their information in Banner. Students, staff, and faculty are encouraged to ensure that their Banner Emergency Contract information is correct to ensure that alerts are received.
- To ensure that someone is signed up with the Rave emergency notification system, they may go to <https://www.getrave.com/login/wcu>.

- **LiveSafe Campus Mobile Safety App**
  - The LiveSafe Mobile Safety App pushes emergency notifications from the Rave system to students, staff, and faculty.
  - The app provides emergency action guidelines for multiple hazards and allows students to directly communicate suspicious activity or other crisis-related information to the Emergency Communications Center using text, voice, and photos.
  - **LiveSafe for Western Carolina University can be downloaded for free from the App Store or the Google Play Store.**
- **Outdoor Siren System**
  - The outdoor siren system alert means 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, and remain sheltered until an "all clear" is given. Check the University Web Page ([www.wcu.edu](http://www.wcu.edu)).
- **Alertus Desktop Emergency Notification**
  - The Alertus Desktop Emergency Notification system allows WCU Public Safety to send emergency notifications and updates directly to staff, faculty, and classroom computers during an emergency. All WCU-owned computers, digital signage, and network devices have Alertus pre-installed.
  - 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/campus-emergencies.aspx>.
- **Campus Email**
  - Campus email will provide emergency notification and information 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.

### **III. Emergency Services Department Highlights for FY 2022-23**

#### **Emergency Operations Plan**

- Partnered with Emergency Operations Team members and other campus stakeholders to complete a comprehensive update of the WCU All-Hazards Emergency Operations Plan.
- Developed a coordination site in Microsoft Teams for Emergency Operations Team members.

#### **Emergency Operations Center**

- Identified a new location for Emergency Operations Center. The plan is to use the large conference room in the Brown Building (2<sup>nd</sup> floor) while the Multipurpose Room in the University Center is retrofitted to serve as the EOC for the longer term.

#### **SACSCOC**

- Completed full revision of Standard 13.8 (Institutional Environment) for WCU SACSCOC Fifth Year Report.

#### **Continuity of Operations Planning**

- Commenced work with Information Technologies and Internal Audit to develop a central repository to review and approve campus Continuity of Operations Plans (COOPs). The development of this repository enhances efficiency by making the process electronic, thereby saving time spent in the review process. In addition, the repository will provide centralized access to plans for staff and faculty.

#### **Training and Exercises**

- Participated in joint tabletop exercise with Executive Crisis Management Team (ECMT), Crisis Communications Team (CCT), and the Emergency Operations Team (EOT).
- Participated in WCU EMS full-scale exercise that included Harris EMS, University Police, and Ramsey Center staff.
- Worked with Emergency Operations Team members to identify training and exercise needs for WCU over the next three years. This input is included in a Multi-Year Planning and Training and Exercise Plan (MYTEP) that will be finalized in the summer of 2023.

#### **Health and Safety Committee**

- Organized and led quarterly meetings of the WCU Health and Safety Committee.
- Developed an intranet site for WCU Health and Safety Committee for efficient subcommittee coordination.
- Coordinated review of WCU policies related to student, staff, and faculty health and safety to ensure these policies are examined every three years per the North Carolina Administrative Code and updated as necessary. This is an ongoing effort.

### **GETS / WPS**

- Enrolled critical emergency personnel in the Department of Homeland Security's Government Emergency Telecommunications Service (GETS) and Wireless Priority Services (WPS) to allow for prioritized access on landlines and wireless phones should communications infrastructure become overwhelmed during an emergency.

### **Special Event Incident Action Planning**

- 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, spring and fall commencements, and Mountain Heritage Day.

## Office of Fiscal Affairs Annual Report 2022-2023

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 22-23, the University had a state budget of \$193.7 million, composed of \$157.3 million of appropriation and \$36.4 million in tuition and other general fund receipts. The appropriation includes \$3.7 million in appropriation that was received from the UNC System Office to fund summer school in the summer of 2023 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 University continued to prepare an all-funds budget as required by the UNC System Office. The budget was prepared by using state fund, trust fund and grant fund projections, campus stakeholder input, and known changes to funding. The all-funds budget excludes budgets 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. Pay increase and position vacancies created a high volume of activity for position control this fiscal year.

Through financial modeling, data analysis, and working with financial advisors, the Budget Office and the AVC for Fiscal Affairs provided support for debt analysis. This effort included preparation for annual bond ratings from Moody's and Standard & Poor's rating agencies, as well as reporting in the EMMA database for public debt.

The Budget Office worked extensively with the Vice Chancellor for Administration and Finance and the Financial Aid Office to distribute remaining funding for pandemic funding provided by the federal government. Of the \$9.4 million to be distributed, \$6.9 million was distributed to students as aid and \$2.5 million was paid to the university to reimburse lost revenue and recoup covid mitigation expenses.

## ***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 2022-2023 fiscal year.

### **I. Accounting Services**

Accounting services maintain 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 FY2023, 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 provides accounting and reporting services for the legislatively mandated Catamount School. This process is performed monthly in collaboration with the Systems and Procedures 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 adequate funding from the Department of Public Instruction and UNC System Office for operations.



Much like the private sector, the Controller’s office continues to encounter difficulty in recruiting competent accountants with relevant governmental or higher education accounting experience. A new controller was hired in September, 2022, with relevant UNC System experience. However, vacancies remain at other levels in the controller’s office.

**II. Reporting Services**

Reporting services include 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 2023 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 2022 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 2023 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, 2022, 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.

### **IV. Modernization and Technological Improvements**

The new controller has introduced the use of Adobe Pro to facilitate workflows, by eliminating paper and using electronic files to move through an approval queue. This methodology is replacing manual processes for journal entry approval, voucher approval, and new fund set up approval. The goal is to expand this tool to more processes in the controller's office.

The State of North Carolina is implementing a new accounting system. Phase I was completed last fiscal year. Phase II is being implemented this fiscal year, with a go live date of Fall, 2023. The controller's office has been instrumental in assisting the Office of the State Controller with the implementation of this system on campus.

### ***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 2023, approximately \$60.7 million (unaudited) in gross tuition and fees were collected by the Bursar's Office. The Bursar's Office wrote off just under \$2,000 in uncollectible student receivables in fiscal year 2023.

In addition, the Bursar is responsible for PCI compliance for debit and credit card transactions received by the university. This process requires that employees handling card transactions receive training concerning proper handling of confidential data, while ensuring the integrity and security of the card processing machines.

## ***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 on a frequent basis.

The Office of the State Controller is implementing phase II 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.

Systems and Procedures was instrumental in many Banner (ERP system) upgrade testing instances during the fiscal year.

## ***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.

Last year, 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. For this fiscal year, 138 vendors have signed up for virtual payables and \$4.5 million in transactions have been paid in this manner.

Activity on the purchasing card has increased 17% this fiscal year through the marketing efforts of the Chief Purchasing Officer. For FY 23, \$2.3 million in transactions have occurred using the P-Card. This payment mechanism also provides a rebate to the university.

## 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.

The travel card (T-card) has increased in spending usage by 122% over the prior fiscal year to \$1.4 million in transactions. This payment method provides a rebate to the university.

## ***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. This year, many Fiscal Affairs employees attended the annual UNC financial services conference hosted by UNC-Charlotte to receive updates from the state controller's office and the state budget office.

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.

## Human Resources & Payroll Annual Report 2022- 2023

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, 2022 – June 30, 2023 to include a review of FY 2023 goals/initiatives. 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 (“Honoring Our Promise”) and UNC System (“Higher Expectations”) Strategic Plans. Specifically, Strategic Directions #3 (Inclusive Excellence), #5 (Employee Excellence) and #6 (Responsible Stewardship) within the WCU Strategic Plan and Goals #11 (Improve the Employee Experience) and #12 (Improve Faculty and Staff Retention) 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 effectively and efficiently meeting its goals through a highly skilled, creative, and diverse workforce.

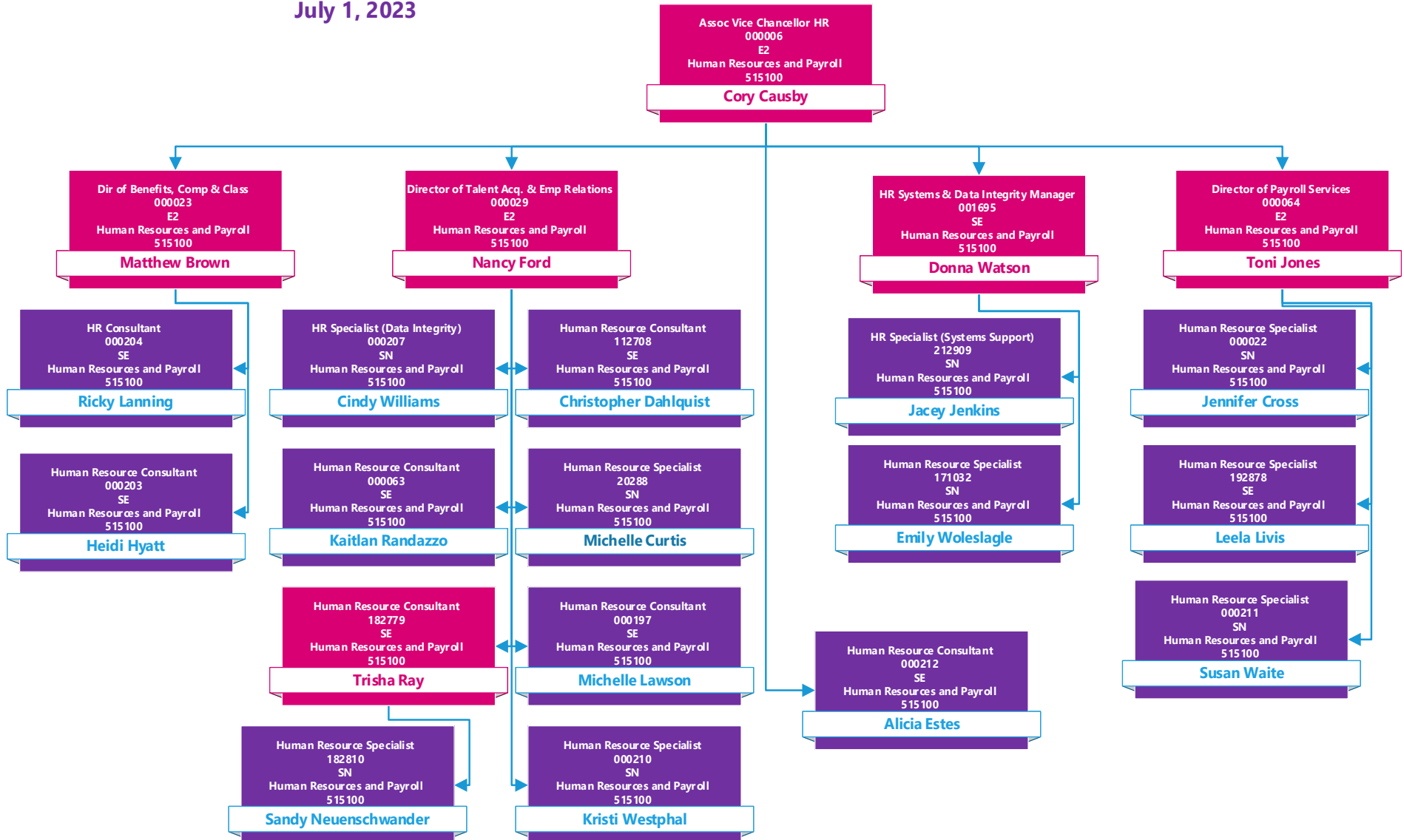
#### ***Primary Role of the Department:***

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, 2023



## **II. FY 2023 HR/Payroll Related Highlights**

- 1) Total hiring actions (all actions) increased by **5.2%** over FY22 and **33%** over FY21 and hiring actions for permanent positions increased by **6.5%** over FY22 and **81.2%** over FY21.
- 2) Approximately **\$5,000,000** was allocated for Faculty and Staff salaries in FY23.
- 3) The WCU Payroll process has met or exceeded all annual UNC System Key Performance Indicators (KPI's) for 9 consecutive years.
- 4) For FY 2023 WCU Benefits staff processed 16,419 benefit actions (27.3% increase over FY 2022) with a 99.7% compliance rating (assesses percentage of actions processed accurately and timely).
- 5) **1,808** individuals completed 7,495 hours of formal WCU sponsored professional development offerings in FY 2023.
- 6) **I-9 Compliance** represents the number of I-9's processed within the regulations. For FY23 a compliance rating of **99%** (14 of 1260 not completed timely) was attained (FY22 rating was 98.3%). 8 of the 14 were non-work study students who began work prior to authorization.
- 7) Search Committee training continues to be well received with **91%** of SHRA, **100%** of EHRA; and **97%** of search committee members receiving training in FY23.
- 8) Monthly Banner/payroll entry audits resulted in an overall accuracy rate of **100%** for all FY23.
- 9) The Workforce Minority representation for the plan year was **10.7% (- 0.7%)**.
- 10) WCU is a multi-generational workforce with seven (7) decades represented (ages 18 – 76).
- 11)  $1/4^{\text{th}}$  of the workforce has been at WCU for 15+ years. Conversely,  $1/5^{\text{th}}$  of WCU faculty and staff have been with the university for less than 2 years.



### **III. Key FY 2023 Accomplishments**

- 1) Successful implementation of the 2023 legislative increase process to include 3.5% recurring adjustment in July 2022 and 1% Labor Market Adjustment Reserve in September 2022. WCU was the only UNC System institution to successfully process the 2023 legislative increase in the July payroll.
- 2) Non-Work-Study Student Employment has completed a third full academic cycle since being reorganized into HR/Payroll. Key highlights include:
  - Processed **2,329** hires.
  - The average number of days in the total workflow that includes onboarding is **5.2** days.
- 3) HR and Payroll successfully converted the monthly manual data entry process of roughly 215 Mobile Communication Device allowances to an automated process. This interface is a huge time saver (eliminating approximately 8 hours per month of manual data entry) and also helps to ensure data accuracy. The new interface was created in a way that allows for the processing of various earn codes into the monthly payroll. This process can replace the manual entry of future Legislative Increase retro payments and across the board bonus payments.
- 4) Successful introduction of targeted Mental Health and Wellbeing resources for WCU Faculty and Staff to include the Ginger On-demand mental health program which was launched in October 2022. Additionally, the university continued to offer the Calm app to all faculty and staff with a total of 508 faculty and staff signing up for this service in FY23.
- 8) Facilitated the implementation of the UNC System EHRA Law Enforcement and Audit, Accounting, and Business Professional (AABP) conversion projects. Through this conversion process, 24 law enforcement officers, and 12 AABP employees/positions were converted from SHRA to EHRA Non-Faculty status.
- 9) Successfully partnered with key university shared governance stakeholders (to include Faculty and Staff Senates and the two University Salary Committees) to build positive working relationships and enhance transparency around HR related initiatives.
- 10) The WCU Benefits Team successfully implemented the new Securian Financial UNC System After-Tax Life Insurance plan effective April 1, 2022. Additionally, the existing VOYA Life plan was folded into the new Securian Life plan effective January 1, 2023. Presently, all employees who enrolled in life insurance have their coverage with Securian Financial. Securian offers employee only life coverage, spouse coverage, dependent child coverage, and accidental death and dismemberment.
- 11) WCU took the lead on building the secure automated web-based file transfer process (SFTP) to capture the demographic and payroll file requirements for the new Empyrean benefits admin system. Since WCU's file transfer process has been so successful, the UNC System Shared Services Center (SSC) is using WCU as a model for all other SSC schools.

#### IV. WCU Workforce

HR/PR services are provided for 1589 permanent full time WCU employees (increase of 3 since 2022) and 113 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:**

	2023	2022	2021	2020	2019	2018
Total Workforce	1589	1586	1603	1582	1562	1541
Senior Administrators	93 (5.9%)	89 (5.6%)	92 (5.7%)	92 (5.8%)	101 (6.5%)	98 (6.4%)
EHRA Non-Faculty	242 (15.2%)	245 (15.5%)	254 (15.9%)	237 (15.0%)	223 (14.3%)	223 (14.5%)
Faculty	572 (36.0%)	572 (36.1%)	565 (35.3%)	559 (35.3%)	542 (34.7%)	540 (35.0%)
SHRA Staff	682 (42.9%)	680 (42.8%)	692 (43.2%)	694 (43.9%)	696 (44.6%)	680 (44.1%)

- **WCU's permanent workforce has grown 3.1% since 2018.**
- The average employee age is 45.4 and the average length of service is 9.5 years. This is slightly below 2022 but relatively unchanged since 2010 (less than 1% differential).
  - **Senior Administrators** – 48.7 years old with 11.8 years of service and 31% have a terminal degree
  - **EHRA Non-Faculty** – 38.7 years old with 7.0 years of service and 70% have a Master's degree or higher
  - **SHRA Staff** – 44.1 years old with 9.4 years of service and 38% have a bachelor's degree or higher
  - **Faculty** – 49.4 years old with 10.3 years of service and 79% have a terminal degree
  - **6.9%** of the WCU workforce is eligible to retire now (0.5% decrease from last year and 2.6% decrease since 2020)
  - **41.2%** of the WCU workforce is age 50 or greater (0.5% increase from 2022 and 2.8% increase from 2020)
  - **13.2%** of the WCU workforce is age 30 or younger
  - **20.1%** of the workforce has been at WCU less than 2 years (1.8% increase from 2022)
    - The average age of this group is 36.5

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

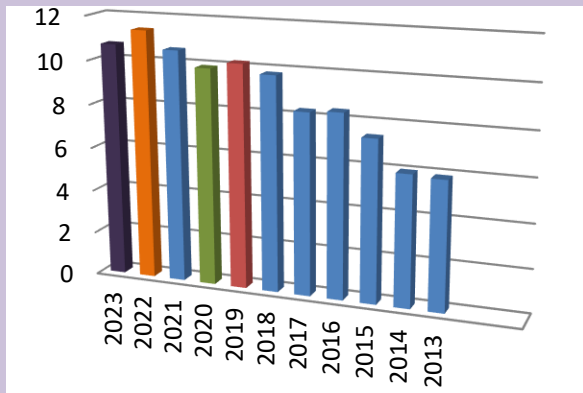
Non-Faculty	2023	2022	2021	2020	2019	2018
Administration & Finance	31.1%	29.9%	29.9%	31.4%	30.6%	30.9%
Academic Affairs	28.8%	29.7%	30.0%	28.7%	29.9%	29.3%
Chancellor's Division	11.2%	11.2%	10.7%	11.3%	11.2%	10.7%
CIO/Information Technology	8.2%	8.2%	8.4%	8.3%	7.7%	8.3%
Advancement	2.0%	2.0%	2.0%	1.8%	2.1%	1.6%
Student Affairs	18.7%	18.8%	19.0%	18.5%	18.5%	19.2%

- **Workforce Distribution by Occupational Category:**

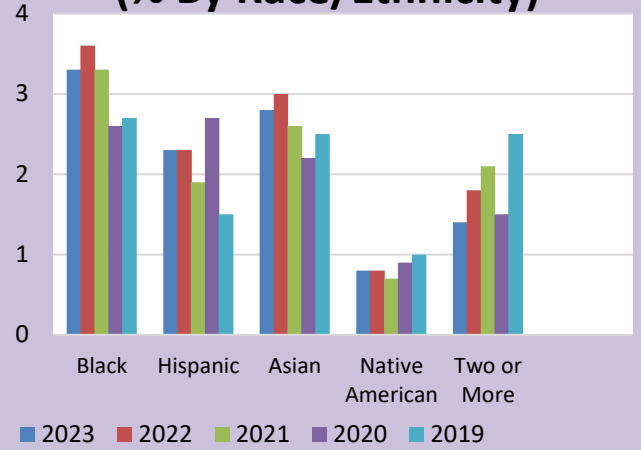
Occupational Category (Non-Faculty)	2023	2022	2021	2020	2019	2018
Professional	45.7%	47.2%	48.6%	46.4%	39.6%	41.0%
Administrative Support	15.2%	14.9%	14.5%	14.7%	17.4%	16.7%
Skilled Trades	11.0%	9.6%	8.9%	8.9%	9.2%	9.1%
Technical	9.7%	11.0%	10.8%	11.9%	13.5%	13.4%
Services/Labor	18.4%	17.3%	17.2%	18.1%	20.3%	19.6%

- Demographic Distribution (By Percentage of Workforce):

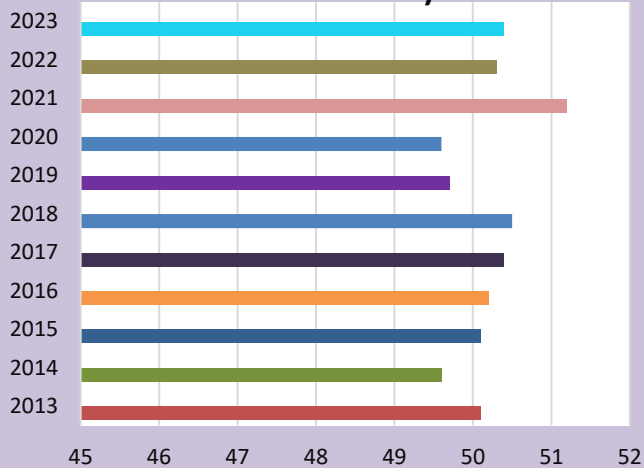
**Minority Representation (Total % of Workforce)**



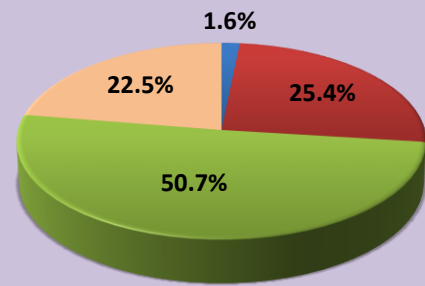
**Minority Representation (% By Race/Ethnicity)**



**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	
	2023 Actual	Expected Availability	2023 Actual	Expected Availability	2023 Actual	Expected Availability	2023 Actual	Expected Availability
Faculty	14.0%	26.9%	50.1%	46.3%	1.6%	5.7%	1.8%	7.0%
Staff	8.9%	18.8%	50.5%	43.4%	3.3%	5.7%	1.9%	7.0%
Total	10.7%	21.7%	50.4%	44.4%	2.7%	5.7%	1.8%	7.0%

- **Availability by College:**

	Minority			Female			Veteran			Disability		
	2023 Actual	2022 Actual	Expected Availability	2023 Actual	2022 Actual	Expected Availability	2023 Actual	2022 Actual	Expected Availability	2023 Actual	2022 Actual	Expected Availability
Engineering & Tech	37.5%	41.9%	28.8%	6.3%	9.7%	19.9%	3.1%	3.2%	5.7%	0.0%	0.0%	7.0%
Arts & Sciences	12.0%	10.4%	27.7%	44.4%	44.8%	49.6%	1.4%	1.4%	5.7%	0.0%	0.9%	7.0%
Business	22.4%	25.0%	31.4%	34.3%	35.3%	43.0%	3.0%	2.9%	5.7%	1.5%	1.5%	7.0%
Educ & Allied Prof.	9.8%	11.8%	26.4%	66.3%	64.5%	68.0%	1.1%	0.0%	5.7%	5.4%	5.4%	7.0%
Fine & Perf Arts	14.8%	13.8%	20.1%	37.0%	36.2%	48.2%	0.0%	0.0%	5.7%	1.9%	3.5%	7.0%
H&H Sciences	8.5%	9.9%	27.4%	77.4%	76.2%	68.8%	1.9%	2.0%	5.7%	5.4%	2.0%	7.0%
Hunter Library	6.7%	0.0%	29.3%	86.7%	81.3%	59.0%	0.0%	0.0%	5.7%	13.3%	12.5%	7.0%

- **Availability by Job Category:**

	Minority			Female			Veteran			Disability		
	2023 Actual	2022 Actual	Expected Availability	2023 Actual	2022 Actual	Expected Availability	2023 Actual	2022 Actual	Expected Availability	2023 Actual	2022 Actual	Expected Availability
Executive	14.8%	14.8%	22.9%	39.3%	40.7%	45.7%	3.3%	3.7%	5.7%	1.6%	1.9%	7.0%
Athletics	16.0%	31.3%	26.1%	34.0%	22.9%	48.2%	0.0%	0.0%	5.7%	0.0%	0.0%	7.0%
Professional	9.7%	10.1%	24.4%	58.8%	58.7%	59.9%	2.4%	2.5%	5.7%	1.8%	2.2%	7.0%
Technicians/Paraprof.	11.4%	10.9%	9.3%	33.3%	31.8%	13.9%	5.7%	2.7%	5.7%	1.0%	0.9%	7.0%
Office Support	5.8%	6.7%	9.7%	89.1%	93.6%	79.8%	0.0%	2.5%	5.7%	1.5%	2.2%	7.0%
Skilled Craft Workers	1.0%	1.0%	4.5%	7.5%	8.3%	9.0%	8.4%	8.3%	5.7%	3.7%	4.2%	7.0%
Safety & Security	11.8%	15.6%	21.6%	44.1%	34.4%	21.2%	5.9%	3.1%	5.7%	0.0%	0.0%	7.0%
Other Auxiliary Services	8.5%	7.8%	21.3%	43.4%	41.8%	35.8%	4.7%	3.6%	5.7%	1.6%	2.1%	7.0%

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

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

	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
<b>Total Workforce</b>	<b>18.8%</b>	<b>18.6%</b>	<b>17.9%</b>	<b>17.9%</b>	<b>19.8%</b>	<b>17.8%</b>	<b>21.3%</b>
<b>Senior Administrators</b>	<b>23.7%</b>	<b>22.0%</b>	<b>20.9%</b>	<b>25.8%</b>	<b>26.0%</b>	<b>24.5%</b>	<b>18.7%</b>
<b>EHRA Non-Faculty</b>	<b>6.2%</b>	<b>7.9%</b>	<b>7.8%</b>	<b>7.6%</b>	<b>5.3%</b>	<b>7.2%</b>	<b>10.4%</b>
<b>Faculty</b>	<b>22.7%</b>	<b>23.0%</b>	<b>22.3%</b>	<b>22.1%</b>	<b>22.3%</b>	<b>23.4%</b>	<b>22.8%</b>
<b>SHRA Staff</b>	<b>19.3%</b>	<b>17.9%</b>	<b>17.3%</b>	<b>17.1%</b>	<b>15.9%</b>	<b>15.9%</b>	<b>17.5%</b>

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

	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
<b>Total Workforce</b>	<b>34.2%</b>	<b>32.5%</b>	<b>33.1%</b>	<b>29.9%</b>	<b>38.8%</b>	<b>32.0%</b>	<b>40.6%</b>
<b>Senior Administrators</b>	<b>47.3%</b>	<b>48.9%</b>	<b>46.2%</b>	<b>41.6%</b>	<b>43.8%</b>	<b>41.8%</b>	<b>40.7%</b>
<b>EHRA Non-Faculty</b>	<b>16.1%</b>	<b>16.2%</b>	<b>16.5%</b>	<b>13.3%</b>	<b>12.9%</b>	<b>13.6%</b>	<b>15.6%</b>
<b>Faculty</b>	<b>40.5%</b>	<b>37.7%</b>	<b>38.0%</b>	<b>34.2%</b>	<b>36.7%</b>	<b>37.0%</b>	<b>36.2%</b>
<b>SHRA Staff</b>	<b>33.5%</b>	<b>31.3%</b>	<b>33.0%</b>	<b>30.9%</b>	<b>33.6%</b>	<b>32.6%</b>	<b>33.3%</b>

- Workforce Turnover Rates by Fiscal Year**

	<b>Including Retirements</b>				<b>Retirements/Other</b>				<b>Voluntary (Ex. Retirements)</b>				<b>Involuntary</b>			
	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Total Workforce</b>	<b>14.9%</b>	<b>17.5%</b>	<b>10.7%</b>	<b>9.4%</b>	<b>2.8%</b>	<b>2.8%</b>	<b>2.7%</b>	<b>2.4%</b>	<b>9.1%</b>	<b>12.6%</b>	<b>6.8%</b>	<b>5.4%</b>	<b>3.0%</b>	<b>2.1%</b>	<b>1.2%</b>	<b>1.6%</b>
<b>EHRA Non-Faculty</b>	<b>18.8%</b>	<b>27.0%</b>	<b>19.3%</b>	<b>14.8%</b>	<b>0.6%</b>	<b>2.8%</b>	<b>4.3%</b>	<b>1.8%</b>	<b>10.7%</b>	<b>21.8%</b>	<b>14.7%</b>	<b>10.3%</b>	<b>7.5%</b>	<b>2.4%</b>	<b>0.3%</b>	<b>2.7%</b>
<b>Faculty</b>	<b>11.6%</b>	<b>11.0%</b>	<b>7.1%</b>	<b>6.6%</b>	<b>3.2%</b>	<b>2.0%</b>	<b>2.1%</b>	<b>2.4%</b>	<b>4.6%</b>	<b>6.5%</b>	<b>2.3%</b>	<b>2.0%</b>	<b>3.8%</b>	<b>2.5%</b>	<b>2.7%</b>	<b>2.2%</b>
<b>SHRA Staff</b>	<b>15.8%</b>	<b>18.3%</b>	<b>9.3%</b>	<b>9.1%</b>	<b>2.9%</b>	<b>3.6%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>10.9%</b>	<b>13.1%</b>	<b>6.5%</b>	<b>5.9%</b>	<b>2.0%</b>	<b>1.6%</b>	<b>0.3%</b>	<b>0.7%</b>

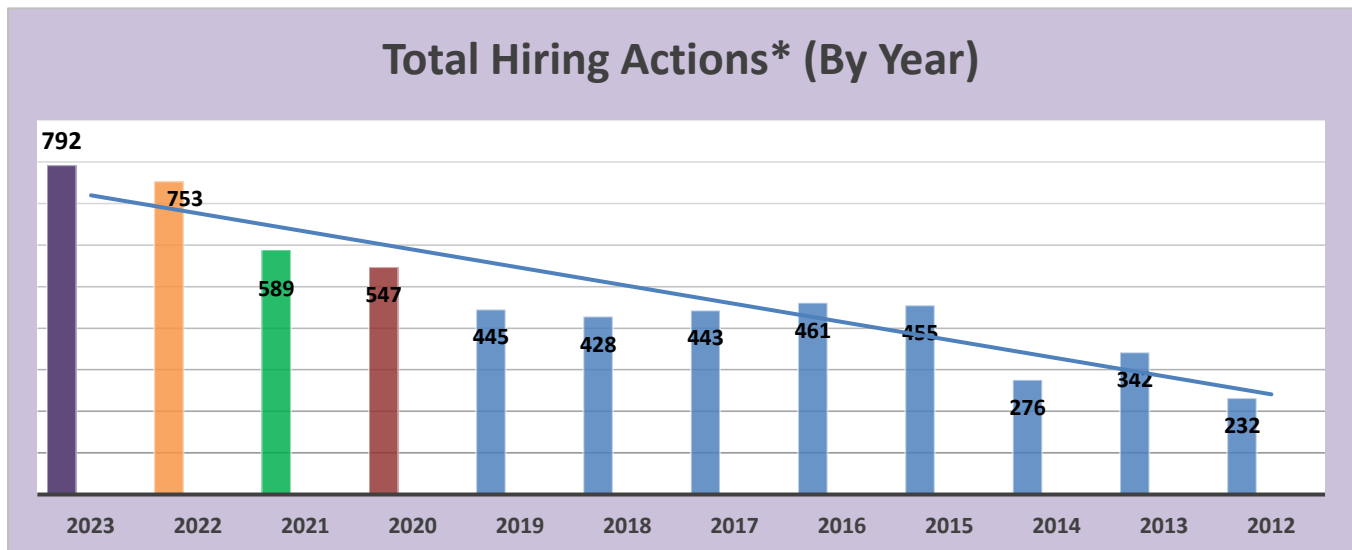
## V. Employment Activity for FY 2023

- **Total Hires (New & Promotional) – Permanent Positions: 411 (6.5% increase from FY 2022)**
  - Average Age: 38
  - Average Salary: \$50,823
  - Minority Representation: 12.6%
  - Female Representation: 55.9%
- **Total Hires – Temporary/Adjunct: 381 (3.8% increase from FY 2022)**
- **Total Hires (All): 792 (5.2% increase from FY 2022)**
- **Total Qualified Applications: 5,639 (-1,378 from previous year)**

### Total Qualified/Seriously Considered/Interviewed Applicants

By Race	Qualified		Seriously Considered		Interviewed	
White	4,142	73.5%	1,481	83.2%	1,177	86.8%
Black	443	7.9%	88	4.9%	54	4.0%
Hispanic	259	4.6%	66	3.7%	50	3.7%
Asian	443	7.9%	59	3.3%	28	2.1%
American Indian	35	0.6%	13	0.7%	9	0.7%
Native Hawaiian or Other	9	0.2%	2	0.1%	1	0.0%
Other	130	2.3%	34	1.9%	23	1.7%
Unknown	178	3.0%	39	2.2%	14	1.0%
<b>Total</b>	<b>5,639</b>	<b>100%</b>	<b>1,782</b>	<b>100%</b>	<b>1,356</b>	<b>100%</b>
<b>Total Minority Availability*</b>	<b>1,319</b>	<b>23.4%</b>	<b>262</b>	<b>14.7%</b>	<b>165</b>	<b>12.2%</b>
<b>By Gender</b>						
Male	3,039	55.7%	853	48.9%	656	48.9%
Female	2,422	44.3%	890	51.1%	686	51.1%
<b>Identified as Disabled*</b>	<b>566</b>	<b>10.0%</b>	<b>160</b>	<b>9.0%</b>	<b>116</b>	<b>8.6%</b>
<b>Identified as Qualified Veteran*</b>	<b>143</b>	<b>2.5%</b>	<b>50</b>	<b>2.8%</b>	<b>36</b>	<b>2.7%</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)					
	23	22	21	20	19	16	23	22	21	20	19	16	23	22	21	20	19	16
<b>FY</b>																		
<b>SHRA</b>	2.9	2.8	2.4	2.7	2.3	9.3	3.1	2.9	2.6	3.0	2.8	10.8	4.5	4.0	3.6	5.4	4.4	12.1
<b>EHRA</b>	3.5	3.9	4.2	4.4	3.3	9.5	3.6	4.0	4.4	4.8	4.4	10.8	3.7	4.3	4.9	5.8	5.4	12.3
<b>Faculty</b>	4.8	2.4	2.5	3.8	3.6	10.9	4.9	2.5	2.6	3.9	4.3	13.5	7.3	4.9	5.7	6.3	7.3	15.2

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

Position Type	Average Calendar Days to Offer Accepted							
	FY23	FY22	FY21	FY20	FY19	FY18	FY17	FY 16
<b>SHRA</b>	43.3	47.1	49.0	51.4	57.0	59.5	67.9	73.2
<b>EHRA</b>	81.4	60.3	54.8	66.7	67.4	68.1	77.0	95.5
<b>Faculty</b>	121.4	97.4	115.9	127.7	112.4	110.6	95.5	161.0

## VI. Compensation/Salary Administration

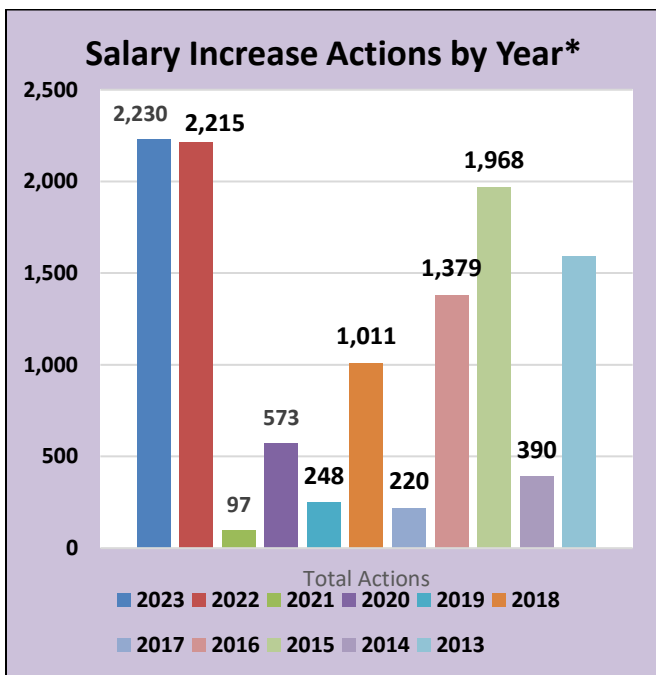
As part of the updated 2021 Strategic Plan (“Honoring our Promise”), the University has continued the commitment to “ensure competitive salary and compensation benefits packages remains an institutional priority to attract, reward, and retain the highest quality employees” (Strategic Goal 5.1).

### Total Non-Promotional Salary Increase Actions for FY 2023

	SHRA	EHRA Non-Faculty	Faculty	Total
Total Salary Adjustments*	374	121	200	695
Total Increase amount	\$839,123	\$472,519	\$605,996	\$1,917,538

\*Excluding 3.5% 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 University Strategic Plan of “improving the effectiveness and efficiency of campus business processes” (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 23, 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	FY23 Results	FY22 Results
% Paper timesheets and leave reports processed	5% or Less	0% - 5%	5% - 10%	>10%	<b>1.8%</b>	<b>1.9%</b>
% Eligible elec. timesheets started but not submitted	1% or less	0% - 1%	1% - 2%	>2%	<b>0.9%</b>	<b>0.6%</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>0.7%</b>	<b>0.3%</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>99.7%</b>	<b>99.6%</b>
% Direct deposit - monthly	95% or more	95% - 100%	90% - 95%	< 90%	<b>99.7%</b>	<b>99.6%</b>
Total # of new/rehired employees who did not get paid in the current month	0%	0% - 3%	3%-6%	>6%	<b>0.00%</b>	<b>0.0%</b>
Total % of adjustments processed on an off-run cycle	1% or less	0% - 1%	1.01% - 2%	>2%	<b>0.4%</b>	<b>0.5%</b>
% of new or rehired employees not paid in current month	5% or less	0% - 5%	5% - 10%	>10%	<b>0.0%</b>	<b>0.0%</b>
% of Electronic W-2's issued	40% or more	>40%	35% - 40%	<35%	<b>40%</b>	<b>44%</b>

## VIII. HR Systems and Related Business Processes

HR/PR has aligned its operational initiatives to the updated 2021 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 2023 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.

- Expansion of EPAF (Electronic Personnel Action Forms) Usage.** HR/Payroll continues to expand its use of EPAF job submissions 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 7/1/2022 and 6/30/2023, 2,553 salary increase EPAFs were processed through the new interface. Salary increase actions include the 2022 Legislative Increase processed in July 2022. For the same date range listed above, 2,140 hourly student non-work study, 544 non-work study student contracts, 434 graduate assistant, and 464 summer school actions were processed. HR/Payroll also has an interface that processes Federal Work Study job records. 262 EPAFs were processed through the FWSHR interface during the past year.

- **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. The University Organizational Chart will go live 7/1/2023.
- **Manual Processes Changing to Automated Processes**. HR continues to convert manual Banner data entry processes into automated processes. HR and Payroll successfully converted the monthly manual data entry process of roughly 215 Mobile Communication Device allowances to an automated process. This interface is a huge time saver and also helps to ensure data accuracy. The new interface was created in a way that allows for the processing of various earn codes into the monthly payroll. This process can replace the manual entry of future Legislative Increase retro payments and across the board bonus payments.
- **Empyrean File Transfer and Shared Service Center (SSC) Best Practices Guidelines**. WCU took the lead on building the secure automated web-based file transfer process (SFTP) to capture the demographic and payroll file requirements for the new Empyrean benefits admin system. Our file transfer process worked seamlessly with the SSC PWREDF interface. The process developed by WCU sends weekly eligibility files to Empyrean. We also have a process which allows us to receive a weekly changes file directly from Empyrean. Currently, the SSC is manually processing the eligibility and changes files for each campus and loading them onto their servers. Since our file transfer process has been so successful, the SSC is using WCU as a model for all other SSC schools. Another process that sets WCU apart from other SSC schools is the way we process our open enrollment files. The previous job aid provided by the SSC recommends the Health Benefits team load and audit all enrollment files received from Benefit Focus and Empyrean. WCU sees the loading of any data directly into the HRIS system as “technical” and therefore we separate these duties. The HRIS team oversees all file loads into Banner. The Health Benefits team then audits the file output for accuracy. WCU’s process is very efficient and ensures accuracy. The SSC has now adopted this process as “Best Practices” for other SSC schools to follow.
- 
- **Banner 9 Self-Service Project**. HR successfully implemented the new Banner 9 Time and Leave in the Self-Service module. Step-by-step guides were created and made available to employees through myWCU. HR/Payroll has fully retired the previous Banner 8 Self-Service module.
- **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. For FY2023, Dynamic Forms was utilized to create Student non-work study change PAFS which are being utilized for hourly rate changes, maximum hours exceptions, educational stipend changes, and accommodation requests. The prior state service form has also been developed and is currently in the testing phase.
- **Legislative Increase Processing**: HR and Payroll successfully processed the 2022 Legislative Increase. The Legislative Increase provided raises effective 7/1/22 for 1,616 eligible permanent employees. These payments were processed and balanced in a little over a week. WCU was the only school to process the Legislative Increase

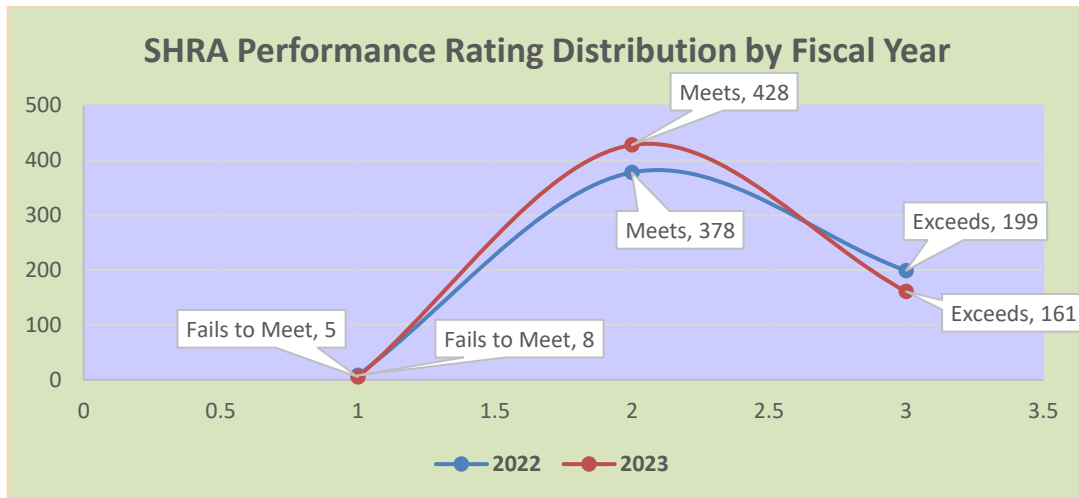
in the month of July. This ensured WCU employees received their increases in their July checks and did not require retroactive payments.

- **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. 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 **1,808** professional development instances representing formal professional development services to **574** unique individuals. Overall, WCU employees completed **7,495** hours of professional development in FY 22-23. In total, these programs represent an annual investment by the University of approximately **\$26.38** 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 2023, **102** supervisors have completed one or more program components with **33** fully completing the program. Since its inception, more than **145** supervisors have completed the on-line components of the compass program and more than **90** 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 fourth cohort starting the program in FY 2023. Each participant selected one of three tracks (Frontline Leadership, Strategic Leadership, and Job and Personal Effectiveness) and is in the process of completing 36 – 50 hours of development (depending on the selected track). **Twenty-seven** participants completed and graduated from the program in 2023 with another **15** expected to complete the new 1-year cohort in August of 2023. With the new 1-year cohort, we are tracking programs completed rather than hours.
- **“EEOI” (Equal Employment Opportunity Institute):** The in-class component of EEOI resumed in FY 2022. As of June 30, **75** supervisors fully completed EEOI in FY 2023. **198** completions are logged for WCU supervisors with an additional **58** 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 5 departments representing approximately 50 individual employees during FY 2023.
  
- **Satisfaction Scores:** In reviewing feedback from participants who chose to complete on-line evaluations, the average satisfaction/program impact score from participants was **4.66 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 is on-line)
  - Orientation: 111 people completing the in-person event
  - EODF: 75 completions logged in FY23.
  - Interpersonal Communication and Personal Effectiveness and Diversity Topics: 7
  - Campus Safety and Active Shooter: 150 completing in-person offerings
  - HR Informational Topics: 6
  - Leadership/Supervisor/Managerial Topics: 18
  
- **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: 86
  - Strengths Finder: 201 participants
  - Crucial Conversations: 13 on-line and in-person participants
  - Calm App – 508 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 2022 and FY 2023.



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

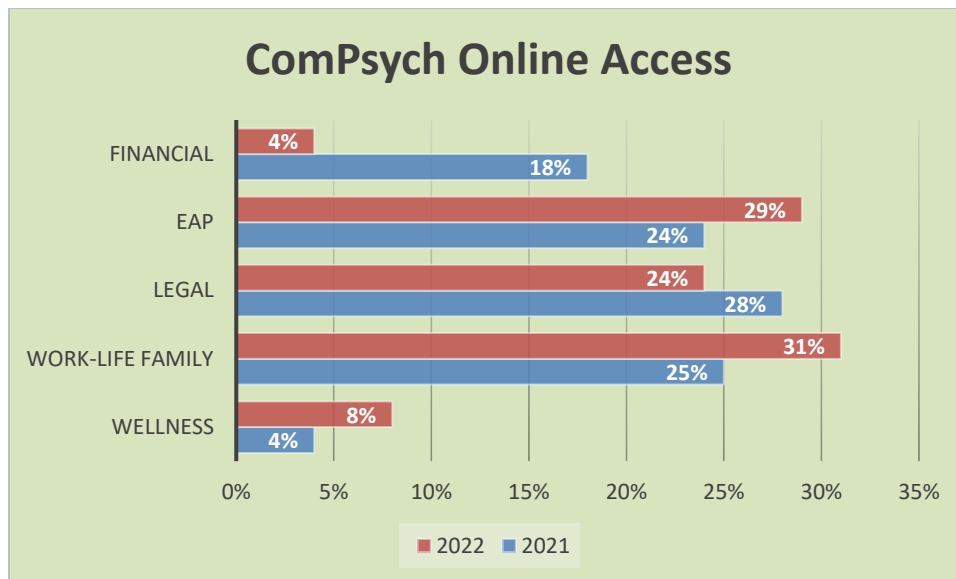
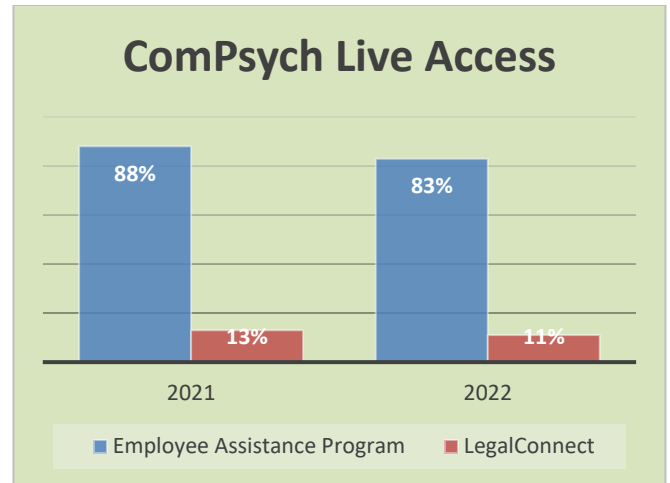
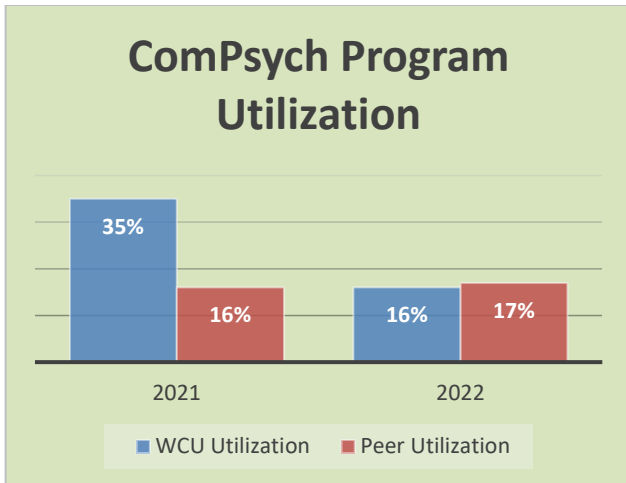
The Honoring Our Promise Strategic Direction No. 5, goal 5.5 commits us to create a campus environment that facilitates a healthy lifestyle for employees. During FY 2023, key initiatives, programs and services centered around our continued response to employee wellbeing.

- Western Carolina University celebrated its 24<sup>th</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 and 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 ComPysch 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 2023 was 16% with a total of 246 total services. Live access – 35 cases (2%), Online Access – 193 actionable items (13%). The highest utilization rates for this period were for Females (66%), 30-39 and 40-49 Age Groups (26% each).

Primary EAP issues presented were:

- Depression
- Anxiety
- Partner/Relationship
- Psychological
- Stress
- Top online topics and searches included:
  - Emotional Well-being
  - Addiction
  - Marriage & Relationships
  - Lawyer & Court

- Child Care
- Certified Financial Planner
- Top OnDemand Training Sessions Accessed included:
  - Communicating Without Conflict With Your Significant Other
  - Are You Financially on Track for Retirement?
  - Difficult Conversations During Times of Unrest

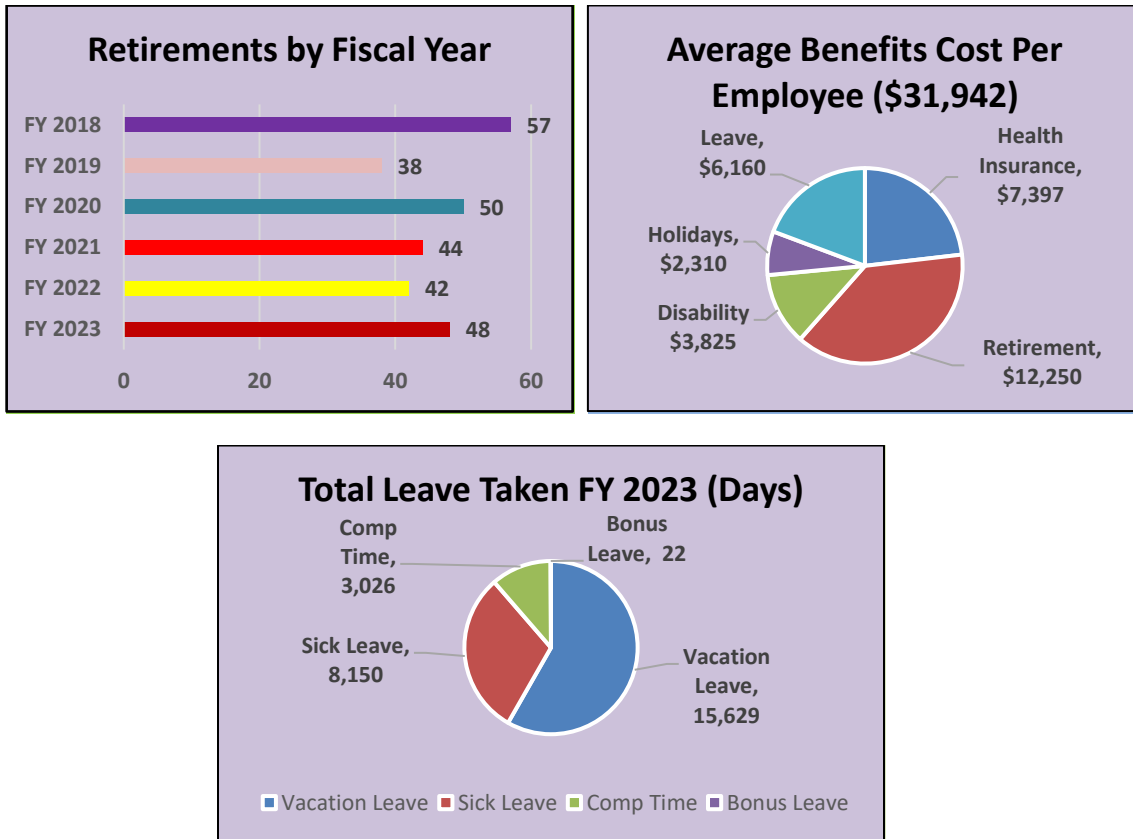


## XI. Benefits Administration

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 2023 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 236 (22.4% decrease from FY 2022) Tuition Waiver requests during FY 2023 with an approximate value of \$260,912 (8.9% increase from FY 2022).
- **Accurate and Timely Processing of All Benefit Actions:** For FY 2023 HR/Payroll processed 16,419 benefit actions (27.3% increase over FY 2022) with a 99.7% 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 2023 HR/PR led the following efforts:

- **Higher Education Recruitment Consortium (HERC)** - The University remains an active member of HERC (Higher Education Resource Consortium) of the Carolinas. Through this partnership, the WCU community has access to a "dual-career" search engine designed to identify career opportunities within a defined geographical location. Advertising on HERC provides access to fifty (50) job sites recognized for their appeal to diverse populations.

- **Faculty Diversity Officer Program:** The Faculty Diversity Officer (FDO) program continues with thirteen trained faculty members serving as peer search committee members, focusing on diversity, equity, inclusion, and attention to implicit bias that may occur in faculty searches. A total of 50 searches have benefited from the addition of an FDO in FY 2023.



### XIII. Review of FY 2023 Goals

#### Strategic Goals/Initiatives

Initiative	Status
<p><b>Initiative #1:</b> Facilitation of successful staff transition due to retirements in mission critical areas of Payroll and Classification/Compensation.</p>	<p><b>Ongoing:</b> Due to retirements of long-term staff, HR/Payroll has successfully facilitated the promotion of new staff into the Director of Payroll Services and Classification/Compensation Consultant positions and backfilled the ensuing vacated positions. Largely due to the ability for promoted staff to train with the exiting employees, HR/Payroll business processes continued to operate at expected levels. Additionally, new staff have already implemented process improvements to increase efficiency and improve accuracy.</p>
<p><b>Initiative #2:</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.</p>	<p><b>Complete:</b> Human Resources met with the Provost’s Office in September of 2022 to begin developing a faculty exit interview form that would closely mirror the staff exit interview form. The new form was implemented in March 2023. It is expected that an integrated report would be possible beginning with the first two quarters of FY24 ending 12/31/2023.</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>Complete:</b> During FY23 WCU HR/Payroll completed the analysis of faculty search pools where a member of an underrepresented group was hired for the period of 2016-2022. During this period 70 faculty from underrepresented minority groups were hired with the highest referral source being “HigherEdJobs.com” (35.7%) followed by “Personal Referral” (21.4%) and “Jobs.WCU.edu” (17.1%).</p>
<p><b>Initiative #4:</b> 100% attainment of all key HR/Payroll Metrics Goals</p>	<p><b>Ongoing:</b> 11/11 metrics goals were obtained for FY23. Note that the North Carolina State Health Plan no longer issues their “Scorecard” so that metric will be dropped for FY24.</p>
<p><b>Initiative #5:</b> Implementation of SHRA to EHRA NF Conversion Projects for Law Enforcement and Business Professional Classifications</p>	<p><b>Complete:</b> HR/Payroll successfully transitioned all Law Enforcement employees currently under the SHRA classification to EHRA Non-Faculty. The Standard Model was updated to accommodate this transition and ensure accurate compensation, grandfathered longevity payments, and leave accruals. As part of this conversion, 21 LEO’s received salary adjustments totaling \$185,000.</p>
<p><b>Initiative #6:</b> UNC Employee Engagement Survey Results Delivery Phase 2. (Fall 2022)</p>	<p><b>Complete:</b> Initial survey results were shared with WCU leadership/Executive Council in October 2022 and the WCU BOT in November 2022. Results presentations were then provided to Staff and Faculty Senates in December 2022. Institution-wide data is published on the University “Engagement Survey” website and division-level results have been shared with each division head.</p>
<p><b>Initiative #7:</b> In conjunction with IT, continue project to transition current paper and Sharepoint business workflow processes to “Dynamic Forms” or other University supported workflow system (to include Sharepoint 2.0).</p>	<p><b>Ongoing:</b> During FY23 several business processes were converted to Dynamic forms to include: Student non-work study change PAFS were created and are being utilized for hourly rate changes, maximum hours exceptions, educational stipend changes, and accommodation requests. The prior state service form has also been developed and is currently in the testing phase. The next step in project is to develop APIs to allow integration between Banner and Dynamic Forms. This step is currently #11 on the IT Project List.</p>
<p><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 <b>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.</b></p>	<p><b>Ongoing:</b> During FY23 process improvements include the following:</p> <ul style="list-style-type: none"> <li>- a new Banner job submission, PWPEVAL, was created to automatically load performance ratings from Talent Management to Banner via a spreadsheet download.</li> <li>- Another Banner job submission, PWPEARNS, was created to load MCD allowances directly into PHPMTIM. Prior to this job submission creation, over 200 MCD allowances were manually entered into Banner each month.</li> <li>- PWGRNGR and PWREEDF were created to process automated employee eligibility files for the new Ginger and Empyrean platforms. This initiative is always ongoing as we continue to strive for automation of processes to ensure accuracy and gain efficiencies.</li> </ul>

#### **XIV. Metrics Goals**

Key measurable business process goals for FY 2023 (Results):

<b>Metric</b>	<b>Outcome</b>
All Payroll KPI's within "green" parameters for the year	<b>YES</b>
Reduce employees paid on adjustment payroll cycle to <1%	<b>YES (.04%)</b>
Reduce amount of paper timesheets processed each bi-weekly period to <3%	<b>YES (1.6%)</b>
Increase payroll direct deposit usage to >95% for each pay period	<b>YES (99.7%)</b>
100% of Payroll handoffs completed by scheduled date	<b>YES (100%)</b>
Collection of Exit Interview Data for 85% of eligible voluntary SHRA and EHRA NF separations	<b>(86% - 101 of 118)</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 "10 out of 10" on North Carolina State Health Plan Scorecard	<b>N/A – No Longer Available</b>
97.5% of Benefit Actions processed timely, accurately and within prescribed compliance protocols	<b>YES (99.4%)</b>
Average Hiring Proposal "approved to offer" of 5 calendar days or less for FY 2023	<b>YES (5.0 days)</b>
100% of classification and salary action requests processed within 30 days of formal submittal	<b>YES (4.0-day Average)</b>