



2020 VISION 2.0:

Sharpening our focus on our future

Progress Report

2018-19

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From the Chancellor

Since its inception in 2012, the 2020 Vision Strategic Plan has guided Western Carolina University, with strong support by our faculty, staff and students. The revised 2020 Vision 2.0 plan was approved by the WCU Board of Trustees in June 2018, and implemented in September 2018. This is the first report detailing progress towards achievement of the revised plan's strategic initiatives. While only 8 months into plan implementation, we celebrate strong progress made, with 5 completed initiatives, and 46 of the 72 strategic initiatives at least 50% completed.

In this report, you will find information on the status of each goal and initiative including progress made since August 2018. My gratitude goes out to the entire WCU community, who are the driving force behind the achievements described herein.

This year's highlights include:

- Record enrollment of 11,639, with record freshmen enrollment of 2,189, the first time freshmen enrollment has exceeded 2,000 students.
- An all-time high average weighted GPA for incoming freshmen (3.92).
- Successful conclusion of the \$60 million *Lead the Way: A Campaign Inspired by the Belcher Years*.
- Establishment of inclusive excellence as a university strategic direction, along with three goals and seven initiatives.
- Approval of a new Ph.D. program in psychology, starting in Fall 2019.
- Significant investment in faculty and staff training, with over 120 professional development events, involving over 1000 participants.
- Increases in student internship and international experience opportunities.
- Enhancements to campus safety, including implementation of the LiveSafe mobile campus safety app.
- Significant community engagement efforts, including 4,519 community service hours completed by employees, 115 faculty-related events, 50 student service learning programs involving 5500 students, 450 meetings with community partners, and host to the Outdoor Economy Conference and the Outdoor Gear Design and Manufacturing Summit.
- Celebration of Cherokee history and culture, with the installation of the Cherokee sculpture in the Killian courtyard, and strong community participation in events associated with Native American heritage month.
- Continued paper-to-digital workflow conversions and electronic automation of business processes.
- Ongoing construction of the Allen Residence Hall (opening Fall 2019), and Apodaca Science Building (opening Fall 2021), as well as ground-breaking on a 496 bed student residence community on the millennial campus.
- Strong increase in alumni engagement activities.
- Continued athletic success, with the men's track team winning their 6th consecutive SoCon indoor track championship.

I'm very proud of what has been accomplished this year. We celebrate our progress and look forward to the opportunities ahead.



Sincerely yours,

Alison Morrison-Shetlar
Interim Chancellor




Strategic Direction 1: Academic Excellence




Accomplishment Highlights




- **Defining America** - The 2018-19 campus theme, *Defining America*, included an emphasis on rural and Appalachian America, and was anchored with the One Book selection, *The Book of Unknown Americans*, by Christina Henríquez. Theme-related events included lectures on multicultural communities, capitalism, Latino influence on American life, voting and democracy, and immigration. Other events included a screening and discussion of the documentary *Hillbilly*, an art exhibition hosted by the Fine Art Museum, an ancestry workshop, and a Mountain Heritage Center exhibition on the role of western North Carolina in supporting the World War I effort.
- **Cherokee sculpture installed** - a sculpture created by a WCU student in response to the university's 2017-18 learning theme, *Cherokee: Community, Culture, Connections*, was installed in the courtyard adjacent to the Killian Building.
- **Service Learning Experiences** - Community engagement efforts included over 50 co-curricular programs involving approximately 5,500 students, and 105 service-learning designated course sections, involving over 1,900 students.
- **New Internship partnerships** - New partnerships with Mountain Area Health Education Center and the Baptist Children's Home of North Carolina have created additional internship opportunities for students. Over 50% of 2018 graduates participated in an internship, externship, or capstone course.
- **Global Learning Academy** - Five faculty participated in the 2nd Global Learning Academy. The WCU Global Learning Academy exists to develop a team of WCU faculty who work with professionals to internationalize their curriculum, such as integrating global dimensions into academic courses.
- **Community College President's Visit** - Educational Outreach hosted a discussion with leaders of six community colleges from across the state, who gathered with colleagues at Western Carolina University to discuss ways that two- and four-year institutions can work better together to provide a more seamless transition for students seeking additional higher education opportunities.
- **Relocation of Undergraduate Admissions** - In order to expand and enhance visitation experiences for prospective students and families, a major renovation of the first floor of the H. F. Robinson Administration Building is underway, and scheduled for completion in August 2019.
- **Record freshman cohort GPA** - In addition to surpassing the 2,000 headcount mark for the first time in university history, the incoming full-time freshman class posted a new institutional record average weighted GPA of 3.92.
- **Retention and graduation rates maintained** - The first-year student retention rate remains strong at 80% and the six-year graduate rate is over 60%.




STRATEGIC DIRECTION: Academic Excellence			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 1.1: Deliver high-quality academic programs (undergraduate, graduate, and professional) designed to fulfill the educational needs of the State and region, and promote regional, economic and community development.			
<p>Initiative 1.1.1</p> <p>Undertake a rigorous and inclusive process to prioritize all academic programs in alignment with the university mission based on the following criteria: Program History and Development, and Expectations of the Program; External Demand for the Program; Internal Demand for the Program; Quality of Program Inputs and Processes; Quality of Program Outcomes; Equipment, Facilities, and Other Resources; Size, Scope, and Productivity of the Program; Revenue and Other Resources Generated by the Program; Costs and Other Expenses Associated with the Program; and Impact, Justification, and</p>	<p>Provost; Deans; Assistant Vice Chancellor for Institutional Planning and Effectiveness</p>	<p> 10%</p> <p>2018-19</p>	<p>While this initiative was scheduled to begin during the summer of 2019, preliminary conversations have begun between the Office of Institutional Planning and Effectiveness and the Provost's Office. An evaluation of data products from Chmura Economics and EMSI was conducted in the Spring of 2019. Licensing of Chmura Economics JobsEQ data platform is underway, and will become available in June 2019. The JobsEQ platform will allow program-level evaluation and future projection of external demand, a key component to establishing program viability. A review and revision of academic program review is planned for the 2019-2020 academic year.</p>
<p>Initiative 1.1.2</p> <p>Develop visionary academic strategic plans through an inclusive process to:</p> <ol style="list-style-type: none"> 1) Position and market WCU as the cultural heart of Western North Carolina in the creative arts. 2) Fulfill WCU's historic and continuing commitment to be the regional leader in education. 3) Assume regional leadership in the study of the environment and environmental policy. 4) Position WCU as the premier regional provider of baccalaureate and graduate education in the health professions with an emphasis on culturally sensitive, integrative, and intergenerational health care. 5) Establish WCU as a hub of innovation, facilitating interdisciplinary connections among academic programs in such disciplines as business, the sciences, engineering, technology, and entrepreneurship and external collaboration with industry, start-up companies, research institutes, nonprofit organizations, and government agencies. 6) Advance the recreation and tourism industries of Western North Carolina. 	<p>Provost; Deans; Assistant Vice Chancellor for Institutional Planning and Effectiveness; Executive Director for Community and Economic Engagement and Innovation</p>	<p> 20%</p> <p>2018-19</p>	<p>Five of six colleges plan to review and update their strategic plans during the 2019-2020 academic year. The College of Education and Allied Professions conducted a review and update of their strategic plan in the Fall of 2018.</p>
GOAL 1.2: Fully integrate into the liberal studies program and into each major and minor at both undergraduate and graduate levels an emphasis on those core abilities expected of all WCU students: integrate information from a variety of contexts; solve complex problems; communicate effectively and responsibly; practice civic engagement; and clarify and act on purpose and values.			



STRATEGIC DIRECTION: Academic Excellence				
Initiative	Contributors	Progress	Summary of Results to Date	
<p>Initiative 1.2.1 Create and implement a new assessment plan for the revised Liberal Studies student learning outcomes.</p>	<p>Director of Liberal Studies Assessment; Liberal Studies Committee</p>	<p>100% 2018-19</p>	<p>Measurable Indicator #1 - In October 2018, the LS Assessment Director developed a new assessment plan for the LS curriculum. This plan articulated the rationale for assessing the eight student learning outcomes in the LS program and also presented a three-year cyclical assessment schedule, to begin formally in the Fall of 2019. Each summer, the LS Assessment Director will hold a workshop in which LS student artifacts will be scored by WCU faculty. Each fall, the LS Assessment Director will review that data and write an annual assessment report to be shared with relevant stakeholders. The report will also be posted on the WCU website for public dissemination.</p> <p>Measurable Indicator #2 - The LS Assessment Director produced an annual assessment report in Fall 2018, which analyzed the results from the July 2018 summer scoring workshop. It is important to note that these results were based upon the original list of LS student learning outcomes. All future reports will instead reference the eight newly created SLOs. The LS Assessment Director is currently collecting artifacts from faculty members teaching in the P4 and P6 LS categories for this summer's scoring and assessment.</p>	
<p>GOAL 1.3: Embed and support realization of WCU's areas of distinction: A. Cultural and environmental immersion; B. Service and outreach; and C. Experience-based learning.</p>				
<p>Initiative 1.3.1 Expand opportunities to engage students directly with the natural landscape and cultural heritage of the campus community and the Southern Appalachian region.</p>	<p>Associate Provost for Academic Affairs; Associate Provost for Undergraduate Studies; Assistant Vice Chancellor for Student Success</p>	<p>11% 2018-19</p>	<p>The 2018-19 academic year's campus theme of Defining America included an emphasis on rural and Appalachian America. The installation and celebration of the Cherokee sculpture in Killian courtyard by an art student last fall highlighted the opportunity to engage students (and faculty, staff, and community, particularly members of the Eastern Band of the Cherokee Indian), in the cultural heritage of our region. Academic majors in geosciences (natural resources conservation management, geology, environmental science), biology, and parks and recreation management, to name a few, as well as minors and special offerings in southern Appalachian culture and region, e.g., English and history, continue to grow and increase in student interest. Numerous opportunities for student learning and engagement with the Mountain Heritage Center and Fine Arts Museum exist and are increasing.</p>	
<p>Initiative 1.3.2 Increase availability and participation in service opportunities and community partnerships.</p>	<p>Associate Provost for Undergraduate Studies; Executive Director for Community and Economic Engagement and Innovation; Director of the Center for Service Learning</p>	<p>80% 2018-19</p>	<p>Growth in service opportunities and community partnerships continues. In 2018 the Center for Service Learning adopted a new name and added a new position to demonstrate more encompassing responsibilities. This position supports greater efforts to develop partnerships across our region (see 4.1.6). The Center serves as a programming/tracking entity on campus for regional community engagement efforts. Co-curricular programming efforts led to ~50 documented programs with over 5,500 students (duplicated headcount) engaging in formalized service-learning experiences (indicators show positive impacts on Community Engagement and Personal Growth=4.36/5.00). Academically, curricular service-learning designated courses led to 105 course sections with ~1,900 enrolled students (indicators show positive impacts on Academic Enhancement, Personal Growth, and Civic Engagement=3.37/4.00). Many times, these experiences are facilitated with local community partners. CCESL currently manages 130 partnerships across our region. In 2018, WCU was recognized by American Association of State Colleges and Universities and the Engagement Scholarship Consortium with national awards for work in student civic development.</p>	

STRATEGIC DIRECTION: Academic Excellence				
Initiative	Contributors	Progress	Summary of Results to Date	
<p>Initiative 1.3.3</p> <p>Increase participation in high impact practices such as student research, project-based learning in upper-level courses, and on- and off- campus internships.</p>	<p>Associate Provost for Academic Affairs;</p> <p>Associate Provost for Undergraduate Studies;</p> <p>Assistant Vice Chancellor for Student Success</p>	 50% 2018-19	<p>Progress toward 1.3.3 is continuing steadily. The high-impact common read program continues to gain popularity and usage of the material is increasing as books for the past two years have complemented the campus theme. An increase in the number of available internships due to partnerships with Mountain Area Health Education Center and the Baptist Children's Homes of North Carolina create more opportunities for WCU students to participate in internships. Of all students who graduated from WCU in 2018 (fall and spring), 50.88% participated in an internship, externship, or capstone course. Measuring participation in research at graduate and undergraduate levels continues to be a challenge; a subcommittee of the Research Council is actively addressing this issue. Currently, this group is reviewing the Faculty Activity Database report and working toward clarifying their raw data which currently has some limitations due to discrepancies in dates and definitions.</p>	
<p>GOAL 1.4: Enhance programs that include cross-curricular, applied, and international/global awareness opportunities for all students.</p>				
<p>Initiative 1.4.1</p> <p>Reduce, and where possible eliminate, bureaucratic and financial barriers to cross-curricular design, team-teaching, and international/global curricula.</p>	<p>Associate Provost for Undergraduate Studies;</p> <p>Associate Provost for Academic Affairs;</p> <p>Director of International Programs and Services</p>	 5% 2018-19	<p>From an Academic Affairs division perspective, we identified and tested a few areas for implementation of this initiative, e.g., travel approval (1, reducing need for Provost's Office level approval of hotel overage within a higher range than currently in place; 2, completing Provost's approval by paper process), but they were unsuccessful. However, Provost's approval for faculty international travel was strengthened (e.g., firm adherence to current policy requiring detailed itinerary) and signature authority delegated to the Associate Provost for Faculty and Academic Affairs. Two interdisciplinary programs currently in early or development stages of the curriculum are underway with collaboration with the Provost (Latin American and African American Studies minors). In the Summer of 2019, the Associate Provost for Undergraduate Studies will formalize support for that office for these programs and others, as appropriate.</p>	
<p>Initiative 1.4.2</p> <p>Expand international experiences to enhance a wider cultural/global understanding for all WCU students and enhance integration of international components into existing and new curricula.</p>	<p>Director of International Programs and Services;</p> <p>Director of Intercultural Affairs;</p> <p>Director of Coulter Faculty Commons;</p> <p>Director of Advising</p>	 61% 2018-19	<p>1. Existing Actions for WCU Students International Learning</p> <p>Curricular - Study abroad for a semester, summer, or up to 1.5 year in over 60 countries to earn transferrable credits, by paying WCU tuition and fees; Study abroad from one week to six weeks with WCU faculty to earn WCU credits, by only paying travel costs.</p> <p>Co-curricular - Student engagement : I-PAL, I-CATS, Coffee Hour; Educational events; International Festival, Study Abroad Fair, International Education Fair</p> <p>Faculty training - The annual Global Learning Academy provides training and tools to facilitate faculty to internationalize curriculum, for the purpose of enhancing student global learning.</p> <p>Assessment - Semiannual surveys focus on: factors that influence student's study abroad decision; study abroad service satisfaction; post study abroad reflection; faculty-led feedback</p> <p>2. New Initiatives Underway</p> <p>In process - curriculum integration with study abroad for each academic major</p> <p>Starting soon - Internationalization at Home strategic plan; develop course designation for international themed courses</p>	

STRATEGIC DIRECTION: Academic Excellence			
Initiative	Contributors	Progress	Summary of Results to Date
<p>Initiative 1.4.3 Provide international professional development opportunities to faculty.</p>	<p>Faculty; Director of Coulter Faculty Commons; Director of International Programs and Services</p>	 20% 2018-19	<p>WCU networks within regional, state and national educational circles to serve its mission and its region. Samples include the Cherokee Center Advisory Board, the Honor College Advisory Board, the Catamount School Advisory Board, the Service Learning Advisory Board, etc. Many academic programs maintain networks to facilitate articulation agreements. WCU representatives serve on the New Century Scholars Steering Committee. Educational Outreach hosted a program that brought numerous NCCCS presidents to campus this spring. One of the four UNC representatives on the state Transfer Advisory Committee is from WCU, and WCU is an active participant in the Math Pathways Project. The Leadership Academy embarks upon a Leadership Tour each spring. WCU hosts numerous conferences (e.g., Outdoor Economy Conference), and numerous faculty and staff serve in advisory capacities (e.g., Jackson County Schools CTE Advisory Board). WCU actively partners with the Educational Advisory Board (EAB) and professional organizations (CACRAO, NACAC, CASE) for marketing and recruiting strategies.</p>
<p>GOAL 1.5: Eliminate barriers to student access through coordinated endeavors with Birth-12 (B-12) and community college partners.</p>			
<p>Initiative 1.5.1 Expand networks of regional advisory committees to enhance communication and collaboration among B-12, community college, and WCU in the areas of 1) curriculum goals and transferability; 2) the benefits of higher education and the best strategies for marketing and recruiting; and 3) admissions and financial aid.</p>	<p>Assistant Vice Chancellor for Undergraduate Enrollment; Dean of the College of Education and Allied Professions; Director of Admissions; Director of Financial Aid</p>	 95% 2018-19	<p>WCU networks within regional, state and national educational circles to serve its mission and its region. Samples include the Cherokee Center Advisory Board, the Honor College Advisory Board, the Catamount School Advisory Board, the Service Learning Advisory Board, etc. Many academic programs maintain networks to facilitate articulation agreements. WCU representatives serve on the New Century Scholars Steering Committee. Educational Outreach hosted a program that brought numerous NCCCS presidents to campus this spring. One of the four UNC representatives on the state Transfer Advisory Committee is from WCU, and WCU is an active participant in the Math Pathways Project. The Leadership Academy embarks upon a Leadership Tour each spring. WCU hosts numerous conferences (e.g., Outdoor Economy Conference), and numerous faculty and staff serve in advisory capacities (e.g., Jackson County Schools CTE Advisory Board). WCU actively partners with the Educational Advisory Board (EAB) and professional organizations (CACRAO, NACAC, CASE) for marketing and recruiting strategies.</p>
<p>Initiative 1.5.2 Expand opportunities for WCU staff, faculty, and students to communicate with B-12 and community college students regarding the importance and value of higher education; the affordable avenues for individuals to access and benefit from higher education; and the processes and programs at WCU.</p>	<p>Assistant Vice Chancellor for Undergraduate Enrollment; Deans; Director of Admissions; Director of Financial Aid</p>	 98% 2018-19	<p>Renovations are underway for the relocation of Undergraduate Admissions to the first floor of the H.F. Robinson Administration Building to expand and enhance visitation experiences. Admissions received approval for a position that will help coordinate and facilitate campus and group tours. Educational Outreach continued programming and hosted community college campus presidents to discuss enhanced collaborations. Advising continued outreach to community college ACA courses. Faculty and staff continued to host events and opportunities for student interaction (e.g., Tournament of Champions, Teacher Education Day, etc.). Spring Blitz expanded to a fourth venue to reach out to prospective students and families. Project Discovery-Talent Search continued outreach within its service area. Faculty members and advisors continue active involvement in enrollment-related events (e.g., open houses, Honors Day, orientation, WCU on Tour, etc.). Development of an MOU between A-B Tech and WCU is underway that will expand outreach efforts to transfer students. The Graduate School expanded open house opportunities on campus and at Biltmore Park and has experienced increased attendance.</p>

STRATEGIC DIRECTION: Academic Excellence			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 1.6: Make WCU (the Cullowhee campus and the Biltmore Park Instructional Site) a destination for short-term, educationally based programs, activities, and events, including summer session, continuing education, camps, conferences, and personal enrichment opportunities.			
Initiative 1.6.1 Expand the number of resident and distance summer session offerings for a wide variety of learners, including college level, B-12 students, and life-long learners; expand summer school enrollment by 25 percent by 2020.	Provost; Assistant Vice Chancellor for Student Success; Executive Director of Educational Outreach; Executive Director of Biltmore Park; Deans	 60% 2018-19	The summer of 2018 was uncertain. With the implementation of NC Promise tuition rates set for the Fall of 2018, there was significant concern that we would note a dip in enrollment for summer term courses, which have not been subsidized. After some targeted advertising and distribution of state-funded completion grants, total student credit hours increased for both graduate and undergraduates in the summer of 2018. Undergraduate growth was on-trend at 2.3%; graduate enrollment grew just .85% from the previous summer term. With overall headcount growth at just over .75%, we can conclude that individual students took a higher number of credit hours during 2018. Total number of sections has increased by 8% since 2015, with a significant focus on bottleneck and high DFWI-rate courses, and upper-level coursework.
Initiative 1.6.2 Assess the campus climate on expansion of camps and conferences including identifying types of appropriate programs.	Executive Council; Acting Provost; Executive Director of Educational Outreach; Executive Director of Biltmore Park; Director of Conference Services; Assistant Vice Chancellor, Student Affairs Director of Special Events	 25% 2018-19	Assessment of camps and conferences is underway, and expected to be completed by the Fall 2019 deadline. Reports from Event Services and Educational Outreach, the two primary units responsible for the facilitation of camps and conferences at Western Carolina University, are being reviewed. These reports provide the name of the camp or conference along with the total number of attendees and dates of attendance, etc. The Conference Services report also allows assessment of facility utilization since it provides the total number of beds (bed nights) available during the summer and the total number of those beds (bed nights) that were used each summer.
Initiative 1.6.3 Develop and implement a coordinated marketing plan to promote WCU's Cullowhee campus and its programs in Asheville at Biltmore Park as conference destinations.	Executive Director of Educational Outreach; Executive Director of Biltmore Park; Director of Conference Services; Executive Director of Residence Life; Chief Marketing Officer; Director of Special Events	 30% 2018-19	Preliminary work was begun in the Fall of 2018 and the Spring of 2019 with the ExploreAsheville.com Convention and Visitor's Bureau, the Asheville Independent Restaurant Association (AIR), and the Biltmore Farms Hotel Group to assess conference needs in the Asheville area. Likewise, an assessment is underway at the main campus in Cullowhee to better understand what campus facilities available for conference use. An essential part of these evaluations is to develop a better understanding of what conferences will be executed by the University and what are being executed by outside entities. When this work is complete in Fall 2019, the University will move forward with developing and implementing a coordinated marketing plan to promote conferences at both locations.



STRATEGIC DIRECTION: Academic Excellence			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 1.7: Refine WCU's student enrollment strategy to ensure continuing balance of access, diversity and student success, mission and sustainable revenue sources.			
Initiative 1.7.1 Establish headcount targets consistent with institutional priorities.	Executive Council; Enrollment Planning Committee; Provost's Council; Faculty Senate; Assistant Vice Chancellor for Undergraduate Enrollment; Director of Admissions; Dean of Graduate School and Research; Executive Director of Educational Outreach	 100% 2018-19	A strategic focus on enrollment with an emphasis on data driven admissions strategies, student access, student success, and higher admission standards was an important theme of the original Vision 2020 Strategic Plan (Initiatives 1.6.1; 6.3.1). This new initiative in the updated 2020 plan focuses on the specific requirement to identify headcount targets. Each year the WCU Enrollment Planning Committee (EPC) is charged with developing enrollment targets. During the fall 2018 term, utilizing two distinctive modeling techniques, the EPC reviewed the census data and identified the following targets for fall 2019. The fall 2018 census reported total enrollment for WCU at 11,639 students. The EPC biennial model projects a fall 2019 headcount of 12,051 and a fall 2020 target of 12,344. EPC's trends model projects a fall 2019 range of 11,670 to 12,276 headcount with a mid-point of 11,937 and for fall 2020 a range of 12,004 to 12,628 headcount with a mid-point of 12,316 students. The estimates included target ranges for the freshman and transfer cohorts that are essentially even with fall 2018's census results. Targets for graduate and distance student cohorts are also even with fall 2018.
Initiative 1.7.2 Refine and adapt the strategic enrollment plan to meet student enrollment targets including a focus on academic rigor.	Enrollment Planning Committee; Director of Admissions; Dean of Graduate School and Research; Executive Director of Educational Outreach; Assistant Vice Chancellor for Undergraduate Enrollment Deans	 100% 2018-19	A strategic focus on enrollment with an emphasis on data driven admissions strategies, student access, student success, and higher admission standards was an important theme of the original Vision 2020 Strategic Plan (Initiatives 1.6.1; 6.3.1). This new initiative in the updated 2020 plan focuses on updates to the strategic enrollment plan consistent with enrollment modeling and enhancing WCU's academic rigor. WCU undergraduate admission staff have long relied on holistic review of prospective undergraduate students applying for admission, including factors such as the academic strength reflected on students' high school transcripts, honors or AP-credit, and other indicators of strong academic performance. In addition, the admission staff consult with the deans and other academic leaders on program capacity, specific standards, and/or other requirements for transfer student applicants. The Enrollment Planning Committee's annual modeling of enrollment helps inform the updates made to admission decisioning procedures. Accordingly, the entering freshman cohort in fall 2018 posted a new institutional record with an increase on the high school weighted GPA (3.92) and other increases.
Initiative 1.7.3 Increase and track student diversity, ensuring that support services are in place to enroll and meet the needs of a diverse student body that reflects state, national, and international demographic trends.	Chief Diversity Officer; Assistant Vice Chancellor for Student Success; Assistant Vice Chancellor for Undergraduate Enrollment; Director of Admissions; Associate Vice Chancellor for Student Affairs/Dean of Students	 60% 2018-19	WCU focus on low-income and rural students continues as demonstrated by increases in enrollment of low-income and rural students. Along with these increases, we are also focusing on the completion rates well. We are seeing increases in the quality of our students as evidenced by their entering high school grade point average and test scores. Also, the enrollment of women remains very robust. We continue to experience growth in Latinx, Native American, Bi/Multiracial populations and our international representations. Our first-year student retention rate remains a very strong 80% and our six-year graduation rate is over 60%. Our student success offices are reporting greater numbers of student participation and engagement.




STRATEGIC DIRECTION: Academic Excellence				
Initiative	Contributors	Progress	Summary of Results to Date	
<p>Initiative 1.7.4 Develop and implement rigorous tracking at the individual level using GradesFirst to clearly determine non-completed and reason-for-exit for each student.</p>	<p>Assistant Vice Chancellor for Student Success; Director of Advising; Registrar</p>	<p>2018-19</p>  71%	<p>A note reason of "not returning" was added to Navigate, WCU's Student Success platform. The "not returning" note reason can be used to save time when communicating with non-registered students. Student tags of Registration and Registration MIA were created and applied to first-time, full-time freshmen (FTTF). These tags assist with outreach and tracking the impact of professional advisor outreach to non-registered FTTF. Explored with Education Advisory Board (EAB) the possibility of connecting directly to their data to identify discrepancies between data in Navigate and Banner data. EAB does not allow this type of access. Progress regarding tracking of students in Navigate platform has been completed for FTTF. The Registrar has developed a dashboard that compares Change of Academic Plan emails sent with historical data. The Registrar has requested an Oracle table to house data so that the dashboard can be published in Catalytics or the Report Portal.</p>	
<p>Initiative 1.7.5 Develop innovative data-driven methods of monitoring and enhancing student success at the individual level.</p>	<p>Assistant Vice Chancellor for Student Success Director of Advising Registrar</p>	<p>2018-19</p>  75%	<p>WCU Registrar's Office creates reports on student populations to assist advisors in their impact on student retention by providing accurate lists of students for which advisors provide outreach and assistance. Reports consist of student-athletes, nonregistered, poor 5th and 8th-week grades, nonregistered, undecided, FTTF attribute, major, professional and faculty advisor assignments, and academic standing. Using the tagging and search functions of the Navigate platform, advisors are able to apply distinct tags to assigned students which can be customized to allow for focused, customized tracking. The advanced search featured in Navigate assists advisors to search for populations for outreach. The results can then be applied to the appointment/campaign function of Navigate. Ex.: initial meeting, non-registered, not returning, 5th-week grades, pre-professional, and undeclared. Work plans for the Registrar Staff for 2018/2019 included a KPI goal. WCU's Banner Report Portal allows advisors to pull specific student populations as needed and are not dependent on report generation by another office. Professional advisors were invited to participate in a webinar on targeted advising.</p>	



Strategic Direction 2: Student Experience



Accomplishment Highlights

- **DegreePlus Cultural Responsiveness** - 170 events were “tagged” for the Cultural Responsiveness skill during 2018-19 academic year. This skill aligns with WCU’s commitment to motivate students to explore ideas and cultures different than their own. Skill areas include: Awareness of Key Issues; One’s Own Beliefs; Cultural Sensitivity and Respect; Unfamiliar Cultural Spaces and Experiences; and Resources and Forms of Advocacy.
- **Native American Heritage Month events** - Events during the month of November, included a Native American Heritage Festival, Rock your Mocs Awareness walk, Reel Injun Film Night, outdoor Blowgun and Atlatl Experience and Bridging the Gaps between Technology and Native People workshop. Total attendance at the month’s events was approximately 630.
- **Wellness video series** - With a focus on student mental health, the departments of campus recreation and wellness, counseling and psychological services, health services, and health and wellness education completed a wellness video series of various college-related stressors. These videos have been promoted across campus, on websites, presentations, and digital signage.
- **Cope Series counseling module** - a new counseling module called *Cope Series*, which teaches students skills in the way of managing stress for their overall wellness, has assisted the department of counseling and psychological services with the growing need of mental health services on
- **Continued athletics success** - The men's track team won their 6th consecutive Southern Conference indoor track championship. Football’s Tyrie Adams was a finalist for the Walter Payton Award, finishing 19th in the national vote and became just one of 11 NCAA FCS football players all-time to pass for over 2,000 yards and rush for over 1,000 yards.

STRATEGIC DIRECTION: Student Experience			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 2.1: Foster a student-centered campus culture that enhances the student experience, promotes active citizenship and inclusion, and celebrates institutional traditions.			
Initiative 2.1.1 Create opportunities through DegreePlus for students to explore points of view on different issues and to understand the perspectives of others through civil and informed discourse and debate.	Associate Director of DegreePlus; Assistant Vice Chancellor for Student Success; Associate Vice Chancellor for Student Affairs/Dean of Students; Director of Center for Career and Professional Development; Chief Diversity Officer Council on Inclusive Excellence; Assistant Director for Clubs and Student Orgs; Director of Campus Activities	 40% 2018-19	The DegreePlus Cultural Responsiveness (CR) Skill aligns with WCU’s commitment to motivate students to explore ideas and cultures different than their own. The CR areas include: Awareness of Key Issues; One’s Own Beliefs; Cultural Sensitivity and Respect; Unfamiliar Cultural Spaces and Experiences; and Resources and Forms of Advocacy. 170 events were “tagged” for the CR skill during 2018-19 academic year. Colleges, schools, departments, student organizations, and town-gown partnerships hosted the events. The activities addressed one or more issues of race, ethnicity, gender, differing abilities, country of origin, religion, Appalachia, power and privilege, etc. The formats included immersive experiences, formal lectures, panel discussions, workshops, conferences, exhibits, and festivals. Students who completed DegreePlus-Level 1 (attended 5 events in one skill) were encouraged to “level up” to DegreePlus-Level 2 and attend DegreePlus Day in the Fall and Spring semesters. There they discussed the events with faculty and staff mentors. Through the dialogue and a reflection paper, students examined the CR skill and its relevance to their academic, professional, and/or personal development. In March, the first student to complete DegreePlus-Level 3 in the Cultural Responsiveness Skill presented on her capstone project to Level 2 students on DegreePlus Day.
Initiative 2.1.2 Promote a culture of student academic honesty, expanding educational programming around academic integrity and truth seeking.	Provost; Associate Vice Chancellor for Student Affairs/Dean of Students; Assistant Vice Chancellor for Student Success; Faculty Senate; Student Government Association Taskforce on Academic Integrity; Director of Campus Activities	 70% 2018-19	During the 2017-18 academic year, a task force of faculty and staff was convened and charged with completing a comprehensive review of WCU Academic Integrity Policies. In March of 2019, the task force completed their responsibilities and presented a report to Faculty Senate and the Acting Provost. The current, and recommended, protocol encourages the involvement of students in addressing violations of the Academic Integrity Policy. The online version of the policy notes that an "Academic Integrity Board shall consist of a minimum of two (2) currently enrolled students and/or faculty members (with a minimum of one faculty member). A faculty member will serve as chair of the board. Students and faculty members serving on boards for each college will be selected by each college Dean". The task force has recommended that the minimum board size increase to three (3). Other recommended additions to the Academic Integrity Policy are an annual review of the process and the submission of an annual report regarding violations.

STRATEGIC DIRECTION: Student Experience				
Initiative	Contributors	Progress	Summary of Results to Date	
<p>Initiative 2.1.3 Create and track opportunities for student membership/leadership on institutional decision-making committees and organizations.</p>	<p>Associate Director of DegreePlus; Associate Vice Chancellor for Student Affairs/Dean of Students; Director of Campus Activities; Assistant Vice Chancellor for Student Success</p>	 60% 2018-19	<p>There are several opportunities for students to be involved with sharing input for University decision-making. DegreePlus provides opportunities to get involved in extracurricular activities that provide the transferable skills for employment, graduate school, professional school, and other post-graduate plans. Engage is an online platform which allows students to research opportunities for involvement in student organizations which impact daily and strategic opportunities for students and the University. The Student Government Association (SGA) provides students with the opportunity to serve on committees and represent the "voice" of their constituents. The SGA president serves as a voting member of the WCU Board of Trustees. In addition to these examples, many University divisions and departments have opportunities for students to participate in opportunities to voice their thoughts. Examples include, but are not limited to, committees, focus groups, and participation in surveys. We will continue to develop a collaborative, comprehensive process for creating and implementing a University-wide database for student involvement in leadership and decision-making bodies.</p>	
<p>Initiative 2.1.4 Implement diversity and inclusion initiatives to enhance students' understanding of other ethnicities and cultures.</p>	<p>Chief Diversity Officer; Council on Inclusive Excellence; Faculty Senate; Staff Senate; Student Government Association; Associate Director of DegreePlus; Director, Intercultural Affairs</p>	 70% 2018-19	<p>Through a series of campus activities, partnerships, and collaborations the university ensures that every year, there are a variety of opportunities for our students to engage in the understanding of other ethnicities and cultures. The campus aligns itself with national cultural celebrations such as Hispanic, LGBT, Native American, African American, and Asian Pacific Islander Heritage month celebrations. In addition, the Mountain Heritage Festival is a major opportunity not only for our students but for all members of the community to explore, learn, and celebrate the culture of the region. Other major opportunities for exploration include our civil discourse speaker, our MLK, Jr. Celebration, the Literary Festival, and our Distinguished Lecture Series. We also offer a series of ZONE trainings designed to enhance the awareness of our campus community.</p>	
<p>Initiative 2.1.5 Sustain a thriving athletics program that instills pride among students, faculty, staff, alumni, and friends of the University.</p>	<p>Athletics Director; Coaches; Assistant Athletics Director for Academics/Senior Woman Administration</p>	 50% 2018-19	<p>Football's Tyrie Adams was a finalist for the Walter Payton Award, finishing 19th in the national vote and became just one of 11 NCAA FCS football players all-time to pass for over 2,000 yards and rush for over 1,000 yards in the same season. The Catamounts lead the Southern Conference in home attendance. Former Catamounts Keion Crossen went on to win Super Bowl LIII with the New England Patriots, the fifth WCU player to ever play in the NFL's biggest game. Catamount men's indoor track and field team won its sixth-straight Southern Conference title while the women's squad finished in the runner-up spot for the third-straight season. First-year head coach Jesse Norman garnered SoCon Coach of the Year plaudits. Women's soccer posted a top four finish in the regular season, earning the right to host a quarterfinal Southern Conference tournament match in Cullowhee. Men's basketball freshman Kameron Gibson was named to the SoCon All-Freshman team. Women's basketball freshman Jewel Smalls was the media's Southern Conference Freshman of the Year. Softball's Hunter Gibbons broke the school record for career home runs and RBI's. Senior Madison Armstrong was named one of 30 national finalists for the Senior CLASS Award. Athletic fundraising continued to excel closing the FY 2017-18 with \$1.55M raised in the annual fund, (an all-time record), and are on pace to exceed the FY2019-19 goal of \$1.62M. Additionally, donor support provided the funding for new strength and conditioning equipment plus an indoor golf practice facility.</p>	



STRATEGIC DIRECTION: Student Experience			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 2.2: Instill institutional pride through more visible recognition and celebration of university achievements and traditions.			
Initiative 2.2.1 Create and sustain campus traditions and experiences that strengthen students' connection to their University and its surrounding communities.	Vice Chancellor for Student Affairs; Director of the Center for Service Learning; Director of Special Events; Associate Vice Chancellor for Student Affairs/Dean of Students	 85% 2018-19	Creating and sustaining campus traditions is a continuing strategic initiative from the original Vision 2020 Strategic Plan (Initiative 2.3.2). Past reports have included descriptions of longstanding traditions like the Tuck River Clean Up as well as new efforts like the Chancellor's List celebrations of students achieving academic excellence. Past documentation of this initiative described enhancements to Convocation, the Freshman Run, the Legacy Pinning event on Family Weekend, and other select programs. Additionally, traditions cultivating the spirit of civic engagement through voter registration, education, and voting have also continued to increase over the past six years (e.g., in 2016 ~ 70% of WCU's registered student body voted in the general election). Finally, the solidifying of the annual campus-wide interdisciplinary theme and the annual first-year One Book, traditions have started to not only shape our campus culture, but educate and engage our students in and with our local community. WCU faculty and staff continue to look for opportunities to initiate new traditions as well as enhance those long-standing programs with proven track records for success.
Initiative 2.2.2 Build and sustain educational programs and celebrations of Cherokee history, culture, and traditions.	Vice Chancellor for Student Affairs; Director of the Cherokee Center	 57% 2018-19	This past year the Cherokee Center worked to establish a list of events and activities on campus to celebrate Native American Heritage Month. This month included an array of activities some of which included a Native American Heritage Festival, Rock your Mocs Awareness walk, Reel Injun Film Night, outdoor Blowgun and Atlatl Experience and Bridging the Gaps between Technology and Native People workshop. These events were open to all students, faculty, staff and the general public so that native people would be seen as a thriving culture both in the past and present. We tracked attendance at each of these events and partnered with many departments to make these happen and more attractive. Our 2018 attendance was approximately 634 (November). We wanted to impact as many people as possible both visually, physically and through food. In addition to these planned events we also wanted to work to give honor to our closest in proximity tribal partner by hosting an array of events in Cherokee, NC. Our recommendations for 2019 is to fall in line with providing activities on campus that will sustain a celebration of Cherokee history specifically in November and all throughout the year.




STRATEGIC DIRECTION: Student Experience			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 2.3: Implement DegreePlus.			
Initiative 2.3.1 Actively recruit and prepare faculty and appropriate staff to successfully facilitate student participation in DegreePlus.	Associate Director of DegreePlus; Director of Coulter Faculty Commons	 50% 2018-19	In 2018-19, DegreePlus strengthened relationships with colleges, schools, Hunter Library, and academic departments and programs by presenting to multiple faculty groups, creating a DegreePlus information card customized for faculty, presenting in classrooms, and consulting with individual faculty members. Mutually beneficial partnerships continued to expand. DegreePlus tracked student attendance at multiple events held by academic programs and shared the rosters with the hosts. DegreePlus provided exposure for faculty-sponsored events in WCUEngage and web calendars. It partnered with Campus Theme and One Book. In turn, many faculty and academic programs encouraged and incentivized students to participate in DegreePlus-tagged events. In 2019-20, DegreePlus will work with faculty to create a clear path for their majors to "double-dip" discipline capstone projects with the DegreePlus-Level 3 capstone. DegreePlus will designate significant academic experiences, such as professional conferences, science fairs, entrepreneurial pitch parties, student arts exhibits, diversity initiatives, etc. as DegreePlus capstone experiences.
GOAL 2.4: Create a campus environment that facilitates a healthy lifestyle for students.			
Initiative 2.4.1 Develop a cross functional collaborative wellness model to meet student needs.	Assistant Vice Chancellor for Student Affairs - Wellness; Director of Campus Recreation and Wellness; Director of Counseling and Psychological Services; Director of Health Services; Assistant Director, Health and Wellness	 25% 2018-19	As an important first step of this new strategic direction, we have been exploring various frameworks that will best reflect our campus. In the mean time, we have continued our own wellness initiatives between the departments of campus recreation and wellness, counseling and psychological services (CAPS), health services, and health and wellness education. Based on our student needs this academic year, we have focused mainly on student mental health. Completing a wellness video series of various college-related stressors, these videos have been promoted across campus, on websites, presentations, digital signage, and any other way we can share with students. In addition, a new counseling module called Cope Series, which teaches students skills in the way of managing stress for their overall wellness, has assisted CAPS with the growing need of mental health services on campus. We continue to evaluate this years programs and services so that we can ensure their effectiveness and gain knowledge in where we can enhance or add resources. Another addition this year was our new assistant director for health and wellness education position to focus on alcohol and other drugs, and other education.



Strategic Direction 3: Inclusive Excellence

Accomplishment Highlights

- **Campus Climate Survey redesign** - A campus-wide climate survey was conducted in Spring 2017. The Council on Diversity and Inclusive Excellence is redesigning the survey with plans to administer it during the 2019-2020 academic year.
- **Latin American Studies minor established** - A U.S. Latinx Studies minor will be offered to WCU students beginning with the 2019-20 academic year. Also, a committee has been formed to explore plans to implement a form of an African-American Studies minor. Latinx students now make up the largest minority on campus.
- **Community Vision Statement** - The Council on Diversity and Inclusive Excellence fulfilled recommendation #1 of the Joint Taskforce on Racism, by creating and publishing a community vision statement on diversity and inclusion.
- **Calendar of diversity-related events** - The Council on Diversity and Inclusive Excellence fulfilled recommendation #4 of the Joint Taskforce on Racism, by creating and publishing a diversity calendar of events.

STRATEGIC DIRECTION: Inclusive Excellence			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 3.1: Broaden our commitment to diversity and inclusion by recruiting, retaining, and developing a diverse community.			
<p>Initiative 3.1.1 Build a more diverse and inclusive student, faculty and staff community to provide an environment in which all can be successful academically and professionally.</p>	<p>Chief Diversity Officer; Provost; Vice Chancellor for Student Affairs; Vice Chancellor for Administration and Finance; Associate Vice Chancellor for Human Resources; Assistant Vice Chancellor for Undergraduate Enrollment; Director of Admissions; Dean of Graduate School and Research; Director, International Programs and Services; Executive Director, Educational Outreach; Assistant Athletics Director for Academics/Senior Woman Administration</p>	<p> 40% 2018-19</p>	<p>During Spring 2017, the University administered a campus-wide climate survey with results disseminated to University leadership groups. Based upon feedback from key campus constituents, this survey instrument is currently being redesigned (through the work of the Council on Diversity and Inclusive Excellence) with the goal to re-administer in Spring 2020. Additionally, in January 2018, the University participated in the UNC System Employee Engagement Survey which included components designed to assess overall institutional climate. The results of this survey were disseminated broadly to campus leadership and shared governance groups and will be utilized as a baseline for comparison with future (2020, 2022) survey offerings. Staff Senate and the Council on Inclusive Excellence have worked to align various initiatives with Strategic Initiative 3.1.1. Among these are the implementation of three of the recommendations from the Joint Taskforce on Racism, cross-promotion of diversity and inclusion initiatives through their websites and the promotion, awareness and understanding of policy 53.</p>
<p>Initiative 3.1.2 Ensure that units comply with University policies on equity, non-discrimination, compliance, and equal employment opportunity to reflect our commitment to diversity and inclusion.</p>	<p>Legal Counsel; Vice Chancellor for Student Affairs; Vice Chancellor for Administration and Finance; Associate Vice Chancellor for Human Resources; Chief Diversity Officer; Council on Inclusive Excellence; Assistant Athletics Director for Academics/Senior Woman Administration</p>	<p> 75% 2018-19</p>	<p>Building support and understanding for WCU's policies on equity, non-discrimination, compliance, and equal employment opportunity to reflect our commitment on diversity and inclusion to members of the WCU campus community continues to be a primary focus of institutional strategic planning initiatives. To promote compliance, the University currently has the following communication processes in place: New Faculty and Staff Orientation (Policy 10, 53, Title IX); Annual Policy Communication to Campus Community (Policy 10, 53); Search Committee training to include compliance/EEO and diversity obligations (342 faculty and staff during 2018); COMPASS Supervisory training (mandatory for all new supervisors and includes workshops on EEO Compliance, Harassment Awareness and Prevention, and Hiring for Diversity (27 supervisors have completed since 7/1/2017)); College/Division/Unit level Title IX training by request. To assess effectiveness, satisfaction results from the UNC System Employee Engagement Survey (specifically questions related directly to policy compliance and diversity/inclusion) are reviewed to identify perception towards compliance.</p>




STRATEGIC DIRECTION: Inclusive Excellence			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 3.2: Support innovative and inclusive scholarship and teaching.			
Initiative 3.2.1 Ensure that diversity, equity, and inclusion are foundational aspects of educational offerings.	Provost; Provost's Council; Associate Provost for Undergraduate Studies; Vice Chancellor for Student Affairs; Student Affairs Leadership Team; Chief Diversity Officer	 29% 2018-19	WCU has been advancing in this arena recently. 1) The Liberal Studies Committee (LSC) spent several months exploring the current status of educational offerings that include a diversity, equity, and inclusion aspect, with an outcome to address any gaps in these areas. The LSC passed a resolution supporting the initiatives. Exhaustive work was completed and in the 2019 summer, the Office for Undergraduate studies will update and highlight these offerings for students' awareness. 2) The Latin American Studies Minor has been launched, effective Fall 2018, and accompanied by the Josephina Niggli Guest Speaker Series. 3) The campus theme, Defining America, offered a plethora of learning opportunities in diversity, equity, and inclusion, among other topics. 4) An interdisciplinary committee was established to explore development of an African American Studies minor and has submitted its report to the Dean of the College of Arts and Sciences and the Provost. 5) Various leadership groups, e.g., the Provost's Council, participated in extensive professional development in programs such as Safe Zone (LGBTQI populations) to enhance our knowledge base for working with our students.
Initiative 3.2.2 Provide ongoing, appropriate diversity professional development for faculty and staff.	Chief Diversity Officer; Provost; Vice Chancellor for Student Affairs; Director of Intercultural Affairs; Associate Vice Chancellor for Human Resources	 20% 2018-19	Through Human Resources and the Chief Diversity Office, various training workshops were offered during the year 2018. Human Resources offered eleven different workshops that covered one or several aspects of Diversity and Inclusion. At least 319 employees participated in these workshops. The NCBI team engaged 407 faculty and staff members during the 2018-19 year. Various departments across campus engaged in staff and faculty development by sponsoring webinars, conference attendance with a focus on the LGBTQ+ community, providing safe zone training to the campus and participating in GreenZone and CareZone programs.
GOAL 3.3: Foster an inclusive University community.			
Initiative 3.3.1 Administer a campus climate survey biannually and develop an action plan to address the results. Implement the recommendations of the Taskforce on Racism and report progress annually.	Associate Vice Chancellor for Human Resources; Executive Council	 50% 2018-19	During Spring 2017, the University administered a campus-wide climate survey with results disseminated to University leadership groups. Based upon feedback from key campus constituents, this survey instrument is currently being redesigned (through the work of the Council on Diversity and Inclusive Excellence) with the goal to re-administer in Spring 2020. Additionally, in January 2018, the University participated in the UNC System Employee Engagement Survey which included components designed to assess overall institutional climate. The results of this survey were disseminated broadly to campus leadership and shared governance groups and will be utilized as a base line for comparison with future (2020, 2022) survey offerings. During the past year the university, led by the CDIE, has implemented the following recommendations of the Joint Task Force for Racism: 1. April 2019: adopted the Community Vision Statement to address Recommendation #1. 2. July 2018: Created diversity calendar of events centralize all diversity related activities at one site to address Recommendation #4.




STRATEGIC DIRECTION: Inclusive Excellence				
	Initiative	Contributors	Progress	Summary of Results to Date
	<p>Initiative 3.3.2 Develop and implement a robust university diversity and inclusion plan.</p>	<p>Chief Diversity Officer; Council on Inclusive Excellence; Director of Intercultural Affairs; Faculty Senate</p>	 40% 2018-19	<p>During the Spring of 2018, the Council on Inclusive Excellence established a subcommittee to work on developing a diversity plan for WCU. The subcommittee met multiple times during the course of the year. On February of 2019, the first draft of the Diversity Plan was shared with the Council on Inclusive Excellence. During the March 2019 meeting of the Council on Inclusive Excellence, a second draft of the Diversity Plan was brought forward for discussion. The subcommittee continues to gather feedback and will be bringing the third draft forward, at the April 2019 meeting of the Council on Inclusive Excellence.</p>
	<p>Initiative 3.3.3 Establish unit diversity initiatives that align to the university diversity plan.</p>	<p>Chief Diversity Officer; Council on Inclusive Excellence; Director of Intercultural Affairs; Faculty Senate</p>	 10% 2018-19	<p>Every unit in the Academic Affairs division has diversity plans that were established between the fall of 2017 and the spring of 2018. The development of the University Diversity Plan is not complete. We anticipate that the Diversity Plan will be ready with the start of the Fall 2019 semester.</p>




Strategic Direction 4: Regional and Community Engagement

Accomplishment Highlights

- **EDCEEI establishes external engagement groups** - The Executive Director of Community and Economic Engagement and Innovation has established two stakeholder groups which meet once per semester to discuss regional engagement activities. The Academic Group represents the colleges and other educational programs, and the Academic Support Group represents departments and offices from across the university which are involved in external engagement activities.
- **Outdoor Economy Conference draws 250** - The inaugural Outdoor Economy Conference was held October 5, 2018 with 250 attendees, including 50 represented small businesses and 60 represented support organizations, nonprofits and economic development offices. Participants came from 40 cities and towns in three states.
- **Outdoor Gear and Manufacturing Summit** - The Outdoor Gear Design and Manufacturing Summit was held February 21, 2019 as a follow up to the Outdoor Economy Conference. This summit focused on the gear manufacturing and design industry. More than twenty companies were present, including representatives from regional community and economic development organizations, WCU faculty, and students.
- **Public-private partnership brings student housing to Millennial Campus** - In September, the board of trustees approved the concept of a ground lease with Wilmington-based Zimmer Development Company as well as the general design for a planned 500-bed student housing complex. The project is underway, and expected to be completed by fall 2020.
- **Professional and continuing education at Biltmore Park** - In 2018, fifty-two public educational offerings were held at the Biltmore Park site. Average enrollment increased from 8 individuals to 10 individuals per offering. These offerings led to four customized training programs held at other locations.
- **Employee community service efforts** - For 2018, University employees utilized 4,519 hours of community service leave (up from 490 when tracking was initiated in 2009). Additionally, the University through the Center for Service Learning set up 25 service activities with the College of Fine and Performing Arts, the Advising Center, Staff Senate, WCU Leadership Tour, and the Leadership Academy to organize days of service to engage their members.

STRATEGIC DIRECTION: Regional and Community Engagement			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 4.1: Strengthen relationships and communication between the University and our external partners.			
Initiative 4.1.1 Provide the appropriate level of institutional support necessary to ensure success with external partnerships and collaborations, including creation of transparent, easy-to-navigate structures.	Provost; Executive Director for Community and Economic Engagement and Innovation; Dean of College of Business	 60% 2018-19	WCU has many offices and employees dedicated to community engagement, including: Office of Community and Economic Engagement and Innovation, Center for Career and Professional Development, Center for Community Engagement and Service Learning, Center for the Study of Free Enterprise, Cherokee Center, Office of Equal Opportunity and Diversity, Corporation for Entrepreneurship and Innovation, Development and Alumni Engagement, Public Policy Institute, Sponsored Research, The Rapid Center, Educational Outreach, Graduate School, WCU Programs in Asheville, and the Small Business Technology and Development Center. More information can be found at https://www.wcu.edu/engage/regional-development/
Initiative 4.1.2 Create an institutional council with representatives from each division and college to provide direction and enhance internal communication about external partnerships and engagement.	Executive Director for Community and Economic Engagement and Innovation; Chief Marketing Officer; Director External Relations	 85% 2018-19	In Spring 2018, Dr. Arthur Salido established 2 groups, Academic and Academic Support, who meet once a semester to discuss their departments' and units' external engagement activities. The Academic group consists of representatives from each college, Asheville Programs, Educational Outreach Programs, the Graduate School, and Health and Human Sciences. The Academic Support group consists of representatives from Career and Professional Development, Community Engagement and Service Learning, Study of Free Enterprise, Bardo Arts, Cherokee, Mountain Heritage, Small Business Technology Development, the Office of Equal Opportunity and Diversity Programs, Communications and Public Relations, the Corporation for Entrepreneurship and Innovation, Development and Alumni Engagement, External Affairs, Public Policy Institute, Sponsored Research, Rapid Center. Dr. Salido chairs both groups and provides updates on his work as the Executive Director for Community and Economic Engagement and Innovation. Minutes are taken at every meeting for both groups to generate reports that are sent to the Executive Council and the Provost Council.
Initiative 4.1.3 Engage external partners to facilitate economic and community development in Cullowhee, Jackson County, and surrounding counties, through community leadership initiatives, collaborative research and development efforts, and regional development conferences.	Executive Director for Community and Economic Engagement and Innovation; Director of Sponsored Research; Director of Entrepreneurship and Innovation Programs and Activities (CEI); Director of Special Events	 50% 2018-19	The Outdoor Economy Conference was held October 5, 2018 with 250 attendees, 50 represented small businesses and 60 represented support organizations, nonprofits and economic development offices, and came from about 40 cities and towns in three states. The Outdoor Gear Design and Manufacturing Summit was held February 21, 2019 as a follow up to the Outdoor Economy Conference. This summit focused on the gear manufacturing and design industry. More than twenty companies were present, including representatives from regional community and economic development organizations, WCU faculty, and students. The day kicked off with tours of the Rapid Center followed by a Hackathon. ScaleUp WNC- Mountain BizWorks is hosting their small business growth development program on WCU's Cullowhee and Biltmore Park campuses throughout March, April, and May 2019. Having the event at WCU has allowed small businesses in Western North Carolina to become more familiar with WCU and learn about WCU's resources.




STRATEGIC DIRECTION: Regional and Community Engagement			
Initiative	Contributors	Progress	Summary of Results to Date
<p>Initiative 4.1.4 Develop the West Campus, with its Millennial Initiative designation, as a national model for rural, public, private partnerships that are integrated into the academic enterprise and which support community-based economic development with a focus on improving the health of the region.</p>	<p>Vice Chancellor for Administration and Finance; Dean of Health and Human Sciences; Executive Director for Community and Economic Engagement and Innovation</p>	<p> 55% 2018-19</p>	<p>In summer of 2018, WCU issued a RRequest for Quotation to seek a public private partnership with a student housing developer to develop 500 beds on the West Campus. Zimmer Development Company was selected, a ground lease entered and construction is scheduled to begin in Spring 2019. The initiative to develop a medical office building adjacent to the Health and Human Sciences building continues to be on "hold" as the chosen developer seeks an anchor tenant. Discussion has begun to consider the possibility of developing a University Based Retirement Community on the West Campus. Further study and broader campus involvement is expected.</p>
<p>Initiative 4.1.5 Enhance existing and develop new curricular, continuing education, and professional development programs at Biltmore Park to prepare skilled employees to serve growth in the greater Asheville-Hendersonville area (e.g., professional and business services, educational and health services, leisure and hospitality, retail trade, and advanced manufacturing technology).</p>	<p>Executive Director of Educational Outreach; Executive Director of Biltmore Park; Chief Marketing Officer; Executive Director for Community and Economic Engagement and Innovation</p>	<p> 57% 2018-19</p>	<p>Western Carolina University continues to grow the number of continuing and professional education programs at Biltmore Park. In 2018, fifty-two public offerings were held at the Biltmore Park site. There were 50 events in 2017 with an increase of 2 events. However, average enrollment increased from 8 individuals to 10 individuals. There were also four customized training programs held at other locations. These training resulted from the public offerings. LIFE@WesternCarolina had level membership with 24 programs per year for this target group and those events are not included in the numbers above. Connections continue to be made with each sector including non-profits, small business, manufacturing, education and government. Biltmore Park continues to be a meeting place for many organizations in Asheville. There were more than 200 contacts made by the Executive Director of Economic Development. There contacts resulted in dozens of referral to campus individuals and services.</p>
<p>Initiative 4.1.6 Expand and enhance interdisciplinary outreach efforts and potential partnerships focused on economic and community development to support curricular and co-curricular foci.</p>	<p>Executive Director for Community and Economic Engagement and Innovation; Director of the Center for Service Learning</p>	<p> 65% 2018-19</p>	<p>The Executive Director of Community and Economic Engagement and Innovation (ED) attended over 450 meetings with regional and statewide partners, including over 100 organizations, and hundreds of individuals to promote community and economic transformation. The office was a collaborator on a \$1.5 million Appalachian Regional Commission POWER Initiative proposal to support the regional outdoor economy and co-organized WCU's first outdoor industry conference to support regional businesses and organizations. The ED was recently appointed to the inaugural Outdoor Recreation Industry Office Advisory Council for the state of NC. This will leverage this position for further opportunities that benefit WCU. In addition, the work of the office has been recognized nationally. For example, Cullowhee was recently ranked #13 most dynamic micropolitan by the Walton Family Foundation. The ED also serves on two UNC system councils that promote engagement across NC, the UNC Engagement and UNC Economic Transformation councils. The ED is very active in developing regional conferences like an outdoor gear design and manufacturing summit and one focused on advanced manufacturing.</p>





STRATEGIC DIRECTION: Regional and Community Engagement			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 4.2: Develop and implement a plan to communicate the University's regional and community engagement activities.			
Initiative 4.2.1 Develop and monitor (annually) university resource inventory of programs, services, facilities, and faculty/staff expertise that are available to the public.	Executive Director for Community and Economic Engagement and Innovation; Staff Senate; Coulter Faculty Commons;	 33% 2018-19	There were 115 unique events listed in a 2016-2019 report from the Faculty Activities Database which contained instances of faculty-initiated clinical practice, field trips, partnerships, speaking opportunities, and related community engagement. The report is not comprehensive and faculty activities are self-reported. The Executive Director of Community and Economic Engagement and Innovation will be coordinating with the Provost's Office to develop an effective inventory resource during the remainder of 2018-2019.
Initiative 4.2.2 Develop a network within the University and with regional businesses and institutions to enhance employment opportunities for spousal and partner hiring and facilitate a network of opportunities, where possible, for affordable child care, health care, and housing options for faculty, staff, and students.	Executive Director for Community and Economic Engagement and Innovation; Associate Vice Chancellor of Human Resources	 60% 2018-19	As of August 2018 the University has partnered with several major WNC employers (to include Mission Health and Asheville Chamber of Commerce) to develop a formal network to help facilitate the job search experience for trailing partners. Information on the program (titled "WNC Trailing Partners") is provided to all new hires during the hiring and/or orientation process. The partnership consists of an active group of WNC businesses and industries focused on hiring and retaining great talent from among those moving to our area due to partner relocation. The purpose of the program is to provide participants with an avenue for advice, connections, and potentially employment. Additionally, the University is 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.
Initiative 4.2.3 Promote, publish, reward, and celebrate staff and faculty community engagement.	Director of Center for Service Learning; Associate Vice Chancellor for Human Resources; Faculty Senate	 70% 2018-19	Faculty and Staff have been actively engaged in community service and related activities during the past year. For 2018, University employees utilized 4,519 hours of community service leave (up from 490 when tracking was initiated in 2009). Additionally, the University through the Department of Service Learning set up 25 service activities with the College of Fine and Performing Arts, the Advising Center, Staff Senate, WCU Leadership Tour, and the Leadership Academy to organize days of service to engage their members. Additionally, Staff Senate has made Community Service a top initiative for the 2018-2019 academic year sponsoring several community activities designed to promote staff volunteerism by giving back to the community. The Staff Senate has set as a goal for 2018-2019 for all Senators to have participated in at least one activity. Through the leadership of Service Learning, the University provides several awards that are directly focused on recognizing and rewarding faculty/staff engagement. Specifically, there are five distinct awards with one campus level excellence in community engagement award, and 10 Faculty Institute on Community Engagement "graduates" per year.

Strategic Direction 5: Employee Excellence

Accomplishment Highlights

- **Human Resource sponsored training events** - In 2018-19, Human Resources facilitated a total of 68 in-person and on-line events providing development delivery to 614 participants. Key professional development topics included Job and Personal Effectiveness; Leadership and Supervisory Development; New Supervisor Orientation; and Policy/Compliance.
- **Coulter Faculty Commons sponsored training events** - In 2018-19, The Coulter Faculty Commons facilitated 48 professional development events with delivery to 354 participants. Key topics included Team-Based Learning and Peer Assessment; Cooperative Learning; Blackboard 101; and Teaching Online with Impact.
- **LMS for faculty and staff under development** - Through partnership with Coulter Faculty Commons, Information Technology, and Human Resources, the University has initiated a project to establish a centralized Learning Management System (LMS), via the Blackboard portal, for faculty and staff training.
- **Personal development workshops offered to faculty and staff** - In partnership with our Employee Assistance Program provider (ComPsych), the University provided a series of 8 personal development workshops to faculty and staff. Key topics included Personal Development – Laughter, Humor and Play to Reduce Stress and Solve Problems; Behavioral Health and Wellness – Health Food Choices on the Go; Healthy Lifestyles: Changing the Way you Think about Diet and Exercise; and Resilience: The Impact of Attitude on Work and Life.

STRATEGIC DIRECTION: Employee Excellence			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 5.1: Ensure salary and compensation benefits package remains an institutional priority to attract, reward, and retain the highest quality employees.			
Initiative 5.1.1 Advocate for the financial resources and structural framework necessary to offer competitive, attractive, and cost-effective total compensation (salary and benefits) packages. As part of this initiative and through partnership with the UNC system, WCU will strategically develop and implement best practices designed to attract, reward, and retain high performing faculty and staff.	Chancellor; Executive Council; Associate Vice Chancellor of Human Resources	 90% 2018-19	The University continues to identify salaries as a top institutional priority during the annual budget process. During academic year 2017-2018 the University strategically allocated \$1.3 million to address existing staff and faculty salaries. On July 1, 2018 the State of NC implemented a minimum salary floor of \$31,200. This resulted in significant increases for many of WCU's lowest paid staff. To assess overall salary competitiveness and equity the University conducts an annual salary review process which is utilized to assess potential market, equity, compression, and inversion issues. The data from this review is shared with each respective Division Head and Dean to help provide for an informed decision-making process when allocating salary adjustments.
GOAL 5.2: Ensure professional development opportunities for all employees.			
Initiative 5.2.1 Continue support for professional development for all employees as a fiscal priority.	Unit Supervisors; Associate Vice Chancellor for Human Resources; Director of Coulter Faculty Commons	 50% 2018-19	During 2018 the University facilitated a multitude of internal professional development opportunities for faculty and staff. Primary service providers for these offerings were Human Resources and Coulter Faculty Commons. Specifically, HR facilitated a total of 68 in-person and on-line events providing development delivery to 614 participants . Key professional development topics included: Job and Personal Effectiveness; Leadership and Supervisory Development; New Supervisor Orientation; Policy/Compliance. CFC facilitated 48 professional development events with delivery to 354 participants. Key topics included Team-Based Learning and Peer Assessment; Cooperative Learning Workshops; Blackboard 101; and Teaching Online with Impact.
Initiative 5.2.2 Develop a process to report and document the impact of professional development for faculty and staff.	Director of Coulter Faculty Commons; Associate Vice Chancellor for Human Resources	 25% 2018-19	Through partnership with Coulter Faculty Commons, Information Technology, and HR, the University has initiated a project to establish a centralized Learning Management System (LMS), via the Blackboard portal, for faculty and staff. To support this initiative, a dedicated LMS position was established to facilitate this project and initial registration and course offerings were transitioned to the new LMS in March 2019. Next steps will include certifying the system as SCORM (Shareable Content Object Reference Model) compliant; launching the registration tool for both on-line and in-person training events; tracking of grades, certifications, etc.; robust and flexible reporting capabilities that allows a mixing of variables (supervisor, department, job category, classification, hire date, etc.); automatic interface with Banner on a daily basis to update employee profiles within the LMS; ability to group training offerings into categories, curriculum groups, programs, tracks, etc.; ability to automatically assign curriculum groups, programs, etc. to groupings of employees; ability to monitor training requirements and assign when training becomes due; employee self-service to training records; and assignment of roles that correspond to different org levels.





STRATEGIC DIRECTION: Employee Excellence			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 5.3: Support scholarship and creative activities to foster our mission as a regional comprehensive university.			
Initiative 5.3.1 Strengthen the organizational structure to better integrate research and the Graduate School at the University.	Dean of Graduate School and Research	 20% 2018-19	Faculty research resources including the current Provost Internal Grants along with the Faculty Research and Creative Activities Awards are in discussion for integration to better facilitate faculty research resource needs for new faculty, new research projects for continuing faculty, and creative scholarship for all faculty. The integration will help to increase resource visibility with the goal of increased applications to facilitate more scholarship and research, funded by external and internal sources, across a broader range of academic fields at Western Carolina University. Proposals for new graduate certificates and programs are currently working through both the WCU and UNC Systems of review and consideration. The Master of Social Work program expanded to Biltmore Park in Asheville in Fall 2017, the Doctorate of the Physical Therapy program will expand to Biltmore Park in Asheville in Fall 2019, the Doctorate of Psychology program is starting in Cullowhee in Fall 2019, and the Master of Athletic Training program is starting in Cullowhee in Fall 2020.
Initiative 5.3.2 Strengthen institutional infrastructure to support scholarship and creative activities, including funding for reassigned time for scholarship, library support, graduate research assistantships, undergraduate research, summer research grants, seed funding, equipment replacement, and travel for conference presentations.	Associate Provost for Academic Affairs; Dean of Graduate School and Research; Deans; Director of Sponsored Research	 5% 2018-19	There has been limited progress in in the past few months in this area beyond what is currently in place. Indirect funds for faculty seed money for research has continued this year from the Provost's allocation. The revenue sharing model with the colleges implemented for summer session several years ago continues to be a source of funding for faculty summer research, equipment replacement, and faculty travel.
GOAL 5.4: Create an environment in which the primary role of faculty as teacher-scholars is recognized and valued.			
Initiative 5.4.1 Develop and implement integrated faculty workload expectations and policies that facilitate exemplary teaching, scholarly productivity, and public service.	Faculty Senate; Provost; Associate Provost for Academic Affairs; Deans; Assistant Vice Chancellor for Institutional Planning and Effectiveness; Director, Academic Resources and Business Operations	 20% 2018-19	The Associate Provost for Academic Affairs (APAA) and Registrar creating guidelines for classifying course types, contact and credit hour definitions. The APAA, Director of Academic Resources and Budgeting, the Office of Institutional Planning and Effectiveness, and Registrar are developing definition and classification system of Weighted Teaching Units and system to better quantify instructional work load. Exploring alternative options available through external vendors/consultants. Faculty Database used to document faculty teaching, scholarship, and service for Annual Faculty Evaluations and TPR/PTR actions (on-going).
Initiative 5.4.2 Assess and support the needs of non tenure track faculty.	Faculty Senate; Provost; Associate Provost for Academic Affairs	 30% 2018-19	Implementing recommendations of Non-Tenure Track Task Force and Faculty Senate. Submitted budget request through university budget process for recurring funds to establish professional development fund for non-tenure track faculty. Draft Faculty Handbook language under review by Faculty Senate establishes promotion path structure for non-tenure track faculty. Salary Task force making recommendation to consider promotional salary increases for non-tenure track faculty.




STRATEGIC DIRECTION: Employee Excellence				
Initiative	Contributors	Progress		Summary of Results to Date
<p>Initiative 5.4.3</p> <p>Provide department heads and deans flexibility within the parameters of fiscal realities in assigning faculty workload to accommodate significant contributions for responsibilities such as advising, undergraduate and graduate research supervision and mentoring, and student career development.</p>	<p>Faculty Senate; Provost; Associate Provost for Academic Affairs; Provost's Council</p>	<p>2018-19</p>	<p>5%</p>	<p>The Associate Provost for Academic Affairs, Director of Academic Resources and Budgeting, the Office of Institutional Planning and Effectiveness, and Registrar are developing classification and documentation system to better quantify instructional work load. Exploring alternative options available through external vendors/consultants. Faculty Database used to document faculty teaching, scholarship, and service.</p>
<p>Initiative 5.4.4</p> <p>Eliminate redundant and ineffective service obligations and committees across campus.</p>	<p>Faculty Senate; Staff Senate; Provost's Council Provost; Associate Provost for Academic Affairs Committee on Nominations, Elections, and Committees; Director, Academic Resources and Business Operations; Director of Special Events</p>	<p>2018-19</p>	<p>5%</p>	<p>Revisiting existing Sharepoint site for university committees. Task force has not been reestablished in the current academic year.</p>
<p>GOAL 5.5: Create a campus environment that facilitates a healthy lifestyle for campus constituents and visitors.</p>				
<p>Initiative 5.5.1</p> <p>Design and offer programming that supports and models a healthy campus, as well as recruits and retains our workforce.</p>	<p>Employee Wellness Team; Associate Vice Chancellor for Human Resources</p>	<p>2018-19</p>	<p>80%</p>	<p>The 2018 UNC Employee Engagement Survey asked employees to rate their overall satisfaction with University sponsored wellness programs. Overall 61% of the WCU workforce reported being "satisfied" or "very satisfied" with current wellness programs. 31.2% were neutral with 7.8% expressing some level of dissatisfaction. As this survey will be re-administered in 2020 and 2022 we can utilize the 2018 results as a baseline for future assessment of University wellness programs. In partnership with our Employee Assistance Program provider (ComPsych), the University provided a series of 8 personal development workshops to faculty and staff (key topics included: "Personal Development – Laughter, Humor and Play to Reduce Stress and Solve Problems"; Behavioral Health and Wellness – Health Food Choices on the Go"; "Healthy Lifestyles: Changing the Way you Think about Diet and Exercise"; "Resilience: The Impact of Attitude on Work and Life"). The Employee Wellness Team offers different events throughout the year for employees, such as, GRIT, Yoga, Zumba, Employee Wellness Bingo Challenge, and many others. In addition, a monthly newsletter is sent employees regarding different wellness topics and resources. A website is maintained promoting both campus and community wellness opportunities. Staff Senate added a wellness initiative this year: Advocate and model the way to build a healthy, positive and thriving WCU campus environment. Empower staff by providing educational opportunities to take ownership for their own wellness. We are meeting the intent of the initiative and will continue to refine our assessment methods.</p>

Strategic Direction 6: Infrastructure Investment

Accomplishment Highlights

- **Facility construction continues** - Major ongoing construction projects include the Allen Residence Hall (opening Fall 2019), and Apodaca Science Building (opening Fall 2021). Ground-breaking for a 496 bed student residence community on the millennial campus (opening Fall 2020) began in spring 2019, as part of a public-private partnership agreement approved by the WCU Board of Trustees in September 2018.
- **Improved processing of employee hiring** - A range of efficiency improvements have been made to hiring processes, involving transitions from paper to electronic processes, and process automations. These include Extra Compensation Requests, Adjunct Faculty Contracts, Adjunct Faculty Reappointment, Adjunct Faculty New Hires, Remote I-9 Hiring Process, New Employee Onboarding, Graduate Assistant Hiring Process, and automation of the Summer School electronic personnel action forms process.
- **Sustainable model for PawPrint established** - The tiered pricing model for copying and printing has resulted in at least break-even revenue stream and appears to be sustainable. A new PawPrint contract is being implemented in spring 2019, using the current pricing model to continue the sustained funding model.
- **LiveSafe campus safety app implemented** - LiveSafe, a mobile two-way safety communications platform and risk-mitigation tool (smartphone app), was implemented in August 2018 and has been well received by campus community members.
- **Security maintenance program developed** - Maintenance programs implemented for security cameras, the two-way radio system, and blue emergency phones are reducing service and replacement costs, and reducing the risk of system failures.

STRATEGIC DIRECTION: Infrastructure Investment			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 6.1: Implement sustainable funding models to ensure fiscal stability.			
Initiative 6.1.1 Reduce operational dependence on one-time funding for core functions and services.	Executive Council; Vice Chancellor for Administration and Finance	 90% 2018-19	For the second year in a row, WCU allocated a portion of enrollment growth funding to fund "internal mandates", a term used to describe initiatives that have arisen that must be implemented, but that have no permanent funding.
Initiative 6.1.2 Through process and/or program assessment, identify resources at the department and/or unit level for reallocation and direct such resources to areas with demonstrated/potential growth, capacity for revenue generation, and critical strategic need.	Executive Council; Assistant Vice Chancellor for Institutional Planning and Effectiveness; Director of Special Events	 5% 2018-19	Initial conversations resulted in deferred action, until a review and revision of program assessment and review is accomplished in 2019-2020.
GOAL 6.2: Refine and implement the comprehensive Campus Master Plan.			
Initiative 6.2.1 Maintain the Campus Master Plan as a guiding document by monitoring implementation and adjusting priorities to changes to ensure its continued relevance.	Provost; Vice Chancellor for Administration and Finance	 100% 2018-19	The 2014 Campus Master Plan continues to provide guidance in the physical development of the campus. Projects including Noble Hall (a mixed-use facility), Brown Dining Hall, Allen Residence Hall and Apodaca Science Building have been completed or are in progress as prescribed by the 2014 Master Plan. Other projects, like the Steam Plant and the North Baseball Parking Deck, were well informed by the Master Plan, as it provided the basis for decision making that ultimately lead to a variation from the Master Plan. Over the next 2-5 years, it will be desirable to update the plan to consider changes that have occurred in the University's trajectory since 2013.
GOAL 6.3: Improve the effectiveness and efficiency of campus business processes to ensure continuous improvement and to realize financial savings.			
Initiative 6.3.1 Review the use of expendables, including printed documentation, and where reasonable, reduce such usage and transition to digital alternatives.	Vice Chancellor for Administration and Finance; Associate Chief Information Officer	 33% 2018-19	Extra Compensation Request: May 2019, transition to online process. Adjunct Faculty Contracts: Automated creation of contracts; electronic approval and signatures. Adjunct Faculty Reappointment: Effective 1/2019. Process resulted in the elimination of 400 manual entries/year. Adjunct Faculty New Hire: Automation of process from the University Talent Mgt system to Banner HRIS. EPAFs are now pulled into Banner/HRIS Payroll. Remote I-9 Hiring Process Automated. New Employee Onboarding Automated: Completed online Onboarding documents, now transferred to OnBase. New Hire Hiring Proposal Payroll Data: Pulled directly into an online form for monthly processing. Hourly and Student Employment Automated Termination: Automated business process auto terminates students and hourly employee records in Banner/HRIS. Advancement - digital vault (DiVault): created a digital file cabinet to hold constituent info-gift agreements, prospect research, bequest intentions, etc. OnBase electronic storage solution: Scanning required records for record retention. Records uploaded electronically. Paper-to-digital workflow conversions: Auto approvals and workflow for-Faculty Overload Request/Approval, Budget Requisitions.

STRATEGIC DIRECTION: Infrastructure Investment				
Initiative	Contributors	Progress	Summary of Results to Date	
<p>Initiative 6.3.2</p> <p>Conduct business-flow analyses of all key functions and redundant business processes, consolidate and centralize similar operations across campus, leverage existing enterprise solutions (Banner, Blackboard, R25, SharePoint, etc.), and transition to digital alternatives where possible.</p>	<p>Vice Chancellor for Administration and Finance; Assistant Vice Chancellor for Institutional Planning and Effectiveness; Chief Information Officer</p>	 70% 2018-19	<p>Centralized University Learning Management System (LMS) Project: Development of the first centralized LMS system to maintain employee training programming, registrations, and records. Registration and course offerings were transitioned to the new LMS in March 2019. Graduate Assistant Hiring Process: The redesign has included the transition from a paper-based process to completely online (University Talent Management system), also eliminating and/or automating several steps in the process. Automation of Summer School EPAF process: This redesigned process will result in the elimination of approximately 300 paper, manually keyed Summer Personnel Action forms per year reducing the change of error and allowing for the realignment of resources. Raiser's Edge: This conversion will allow the division and the university to realize cost savings in the areas of gift processing, donor management, digital file storage, reporting, and recurring HR expenditures. This also allow for easier export/import functionality. Academic Engagement and IT Governance The focus will be on existing processes. Due to increased pop, changes in tech, and/or mods in workflows, may no longer be optimized.</p>	
<p>Initiative 6.3.3</p> <p>Through an ongoing process of assessment and periodic administrative unit reviews, improve the effectiveness and efficiency of operations while delivering excellent service experiences.</p>	<p>Vice Chancellor for Administration and Finance; Assistant Vice Chancellor for Institutional Planning and Effectiveness; Executive Council</p>	 33% 2018-19	<p>Unit reviews accomplished during 2018-19 include: Instructional Technology and Desktop Services Department (March 2018); Undergraduate Admissions (June 2018); Student Transitions (October 2018); Writing and Learning Commons (October 2018); Mentoring and Persisting to Success (November 2018); External Relations (December 2018); Human Resources Shared Service Center Partnership (February 2019); Inter-Cultural Affairs (March 2019); Greek Student Engagement and Development (April 2019); Residential Living (April 2019).</p>	
<p>GOAL 6.4: Sustain and increase information technology capabilities and capacity required to meet University goals and needs.</p>				
<p>Initiative 6.4.1</p> <p>Establish and systematize a sustainable funding model for information technology that accomodates operational support, replacement and upgrades, University growth, and strategic initiatives.</p>	<p>Chief Information Officer; IT Manager; Vice Chancellor for Administration and Finance</p>	 65% 2018-19	<p><u>Learning Spaces</u>. Received \$50,000 in recurring funds, reducing funding level deficit by 25%. New learning space standards were approved that should yield more cost effective maintenance, consistency, refresh, and support costs. Required mandates and contractual cost increases. For the second year in a row, WCU allocated a portion of enrollment growth funding to fund "internal mandates", a term used to describe initiatives that have arisen that must be implemented, but that have no permanent funding. Also, for the second year in a row, WCU allocated a portion of enrollment growth funding to fund inflationary increases in supplies and services. <u>PawPrint</u>. Tiered pricing model has resulted in at least break-even revenue stream and appears to be sustainable. New PawPrint contract being implemented spring 2019 with current model at this point forecasting continued sustainability.</p>	

STRATEGIC DIRECTION: Infrastructure Investment			
Initiative	Contributors	Progress	Summary of Results to Date
<p>Initiative 6.4.2</p> <p>Ensure accommodation of mandatory and anticipated information technology needs, including both human resources and technologies through annual capacity planning, management, and implementation processes. Incorporate a review of current technologies, evaluating any redundant, obsolete, or underused products into this planning process.</p>	<p>Chief Information Officer; Associate Chief Information Officer; Director, Academic Engagement & IT Governance; IT Manager - Networking; Director, Instructional Technologies; Director, IT Chief Technology and Security</p>	<p>80%</p> <p>2018-19</p>	<p><u>Learning Spaces</u>. New learning space standards approved for Lecture spaces. Collaboration standard in process. Simpler, true standards without customizations. Should yield more cost effective maintenance, consistency, refresh, and support costs. Instituting a specific versioning approach. Continuing to address funding deficit.</p> <p><u>Networking</u>. Fully implemented capacity planning approach.</p> <p><u>Security</u>. Analysis has demonstrated the need for 1) moving the IT Security Office to an IT Director level and 2) establishing an Operational Security Analyst position. Both being implemented.</p> <p><u>Data Center</u>. On-going process indicated the backup environment was reaching end-of-life. Funding was allocated and environment refresh project is in process. Capacity and funding process functioned as designed.</p> <p><u>Vendor Management</u>. Implemented defined processes for software adoption and contract review.</p> <p><u>Client and Endpoint Technology</u>. Expanded VCAT environment to accommodate additional programs, added Vault student storage. Increased reliability/scalability through re-architecture. Continue to enhance staff training and focus on endpoint device management, including management tools.</p>
<p>GOAL 6.5: Maintain and improve systems, capabilities, and infrastructure in support of the University's strategic priorities.</p>			
<p>Initiative 6.5.1</p> <p>Develop and maintain University all-hazards prevention, mitigation, preparedness, response, and recovery efforts through comprehensive emergency and disaster planning, training, and exercise programs.</p>	<p>Director of Emergency Services; Director of Special Events</p>	<p>65%</p> <p>2018-19</p>	<p>This is an ongoing initiative. All Building Coordinators coordinated annual training with staff and faculty occupants of each University building. In many cases, this was facilitated by Emergency Services, and included scenario-based discussions relating to building-specific needs. Campus Safety Training was delivered multiple times in conjunction with University Police and Student Affairs for all new WCU staff and faculty. The Campus All-Hazards Emergency Operations Plan was reviewed and updates to the University's Lines of Succession were made to be consistent with University Operations. Efforts were begun on updating existing Continuity of Operations Plans, and developing new Continuity of Operations Plans as needed. This effort is ongoing, and inclusive of all University academic and administrative departments. LiveSafe, a mobile campus safety app was implemented in August 2018 and has been well received by campus members.</p>
<p>Initiative 6.5.2</p> <p>Implement efficient and sustainable funding models to develop the systematic maintenance, assessment, repair, and enhancement of all safety technologies in support of campus safety.</p>	<p>Vice Chancellor for Administration and Finance; Chief Information Officer; Director of Emergency Services; Chief of Police; Director of Environmental Health and Safety; IT Manager - Networking</p>	<p>80%</p> <p>2018-19</p>	<p>The Department of Emergency Services has maintenance contracts for the campus two-way radio system, blue phones, and closed-circuit TV system. Contracts are reviewed annually for added efficiencies (costs of the contract vs. service needed and delivered). The contract for camera system maintenance has been negotiated down in the last two years. The ability to decrease contract costs is due to the establishment of a camera maintenance program. This ensures PMs are taking place and issues are dealt with beforehand, which is less expensive than dealing with camera system failures. A maintenance program has also been developed for the two-way radio system and emergency blue phones. Like the camera system, this allows for most problems to be identified and dealt with before mass failure of the system. Identification and remedying of potential issues before they occur decreases downtime of the public-safety systems and increased cost due to having to expedite repairs. Both maintenance programs are conducted in partnership with Emergency Services, Facilities Management, Information Technologies, and University Police to ensure that needs are met, and infrastructure is available for public safety needs.</p>



Strategic Direction 7: Vision Advancement

Accomplishment Highlights

- **Marketing NC Promise** - Updated NC Promise language about attendance costs was updated on the website to ensure prospective students and parents had the information they needed about the program. NC Promise was also included in distance education marketing. All accepted students received NC Promise information in sent materials, and were invited to participate in a live NC Promise Q&A session. In addition, WCU partnered with the UNC System on a press conference about NC Promise this past October. The event featured students telling their stories about the impact of the program.
- **Expanding alumni connections** - The Office of Alumni Engagement offered seventy-one alumni events during 2018-19, representing an increase of 22% over the previous year. A biannual event, WCU today, has been established and held at WCU's Biltmore Park site, to bring WCU alumni and friends together and provide updates on the university's programs and achievements.
- **Sponsored research activity increases** - Total Sponsored Research awards for the 2017-2018 fiscal year were \$5.1 million, an 11% increase over 2016-2017. This included an increase in the number of awards from 56 to 76, and an increase in the number of proposals from 82 to 92. For the 2018-2019 fiscal year, award dollars have increased from \$2,918,455 to \$3,294,774, as of March 2019 compared to March 2018 (a 12.9% increase).
- **Successful Lead the Way Campaign concludes** - The *Lead the Way: A Campaign Inspired by the Belcher Years* concluded with a celebration event on May 2nd, 2019, where the final total of \$61,883,018 in donations from 12,368 donors was revealed. The campaign was initiated by former Chancellor David Belcher, on July 1, 2014, and concluded on April 15, 2019, more than two years ahead of its original timeline and \$11.8 million more than its initial goal of \$50 million. The majority of funds raised, \$42,835,932, will support student scholarships.

STRATEGIC DIRECTION: Vision Advancement			
Initiative	Contributors	Progress	Summary of Results to Date
GOAL 7.1: Promote the institutional vision of quality and excellence in academic and administrative programs and activities.			
<p>Initiative 7.1.1 Regularly review and enhance messages for new faculty, staff, and students to ensure early introduction to and understanding of, the University's strategic vision, history, and culture.</p>	<p>Vice Chancellor for Student Affairs; Associate Provost for Academic Affairs; Director of Orientation Programs; Associate Vice Chancellor for Human Resources; Director of Cherokee Center; Assistant Vice Chancellor for Undergraduate Enrollment; Director of Orientation Programs; Associate Vice Chancellor for Student Affairs/Dean of Students</p>	<p style="background-color: #4b0082; color: white; padding: 2px;">85%</p> <p>2018-19</p>	<p>Building support and understanding for WCU's strategic vision through orientation experiences for new members of the WCU campus community was in the original Vision 2020 Strategic Plan (Initiative 6.1.1). Multiple offices share this responsibility. Working with hiring departments, Human Resources assists with messaging for new staff. The Provost Office coordinates on-boarding new faculty. Graduate students are oriented by the Graduate School, Biltmore Park Leadership, and by leaders of campus services regarding online learning software, student support services, library resources, etc. In addition, graduate program faculty orient new graduate students specific to the enrolling academic programs. New Student Orientation plans the comprehensive on-boarding for new freshmen and transfer students. In each case, introductory messaging is reviewed and updated annually as part of the enrollment and hiring cycles. For example, last year new information was included in undergraduate admission and orientation events to reflect the new 2020 2.0 Strategic Direction on Inclusive Excellence and to include more information on WCU's connection to the Cherokee people and the history of Cullowhee.</p>
<p>Initiative 7.1.2 Ensure consistency among vision messages from all internal sources to include reinforcement of WCU's role as a regional institution through its involvement in the NC Promise tuition plan and emphasis of UNC approved institutional areas of distinction.</p>	<p>Chief of Staff; Chief Marketing Officer; Chief Communications Officer</p>	<p style="background-color: #4b0082; color: white; padding: 2px;">85%</p> <p>2018-19</p>	<p>As NC Promise and the institutional areas of distinction are new this year, we have done several things to support each. NC Promise messaging was included in all accepted student materials and held a live Q&A section with accepted students. NC Promise was marketed to distance students and updated language about cost was updated across the website to ensure prospective students and parents had the information they needed about the program. In addition, WCU partnered with the UNC System on a press conference about NC Promise this past October. The event featured students telling their stories about the impact of the program. Content was updated in the Academic sections of the website to reflect WCU's institutional areas of distinction. Areas of distinction were included in content published on social media and the university home page. While strong progress has been made, additional work is needed to educate students about both NC Promise and the areas of distinction.</p>

GOAL 7.2: Facilitate a shared understanding of the institution’s strategic vision among the University’s external communities.			
<p>Initiative 7.2.1 Increase the number of WCU alumni and friends participating in regional and statewide engagement opportunities, and University activities through their service on volunteer boards and interaction with students.</p>	<p>Vice Chancellor for Advancement; Director of Alumni Engagement; Executive Director of Advancement Services; Assistant Vice Chancellor for Development</p>	<p>90% 2018-19</p>	<p>(1) Increased engagement opportunities for our African American alumni base with the establishment of the WCU African American Alumni Society (WCUAAS). (2) Increased student engagement with the creation of the WCU Student Alumni Association (WCUSAA). The WCUSAA is being mentored by the WCU Alumni Association Board of Directors. (3) In collaboration with the Center for Career and Professional Development, increased student engagement through offering educational/informational sessions regarding the Alumni/Student Job Shadowing Program. (4) Enhance engagement with both students and young alumni with the recent addition of a Student Engagement and Young Alumni Coordinator position within the Office of Alumni Engagement. (5) Increase regional engagement with the introduction of WCU Today. This biannual event is held at Biltmore Park and serves to bring WCU alumni and friends up to date on the university’s academic programs, achievements, and student life. (6) Another area of emphasis is increased alumni social media engagement. In collaboration with university marketing, the WCU Alumni Association Facebook site continues to out-perform many of our UNC system sister institutions. WCU ranks #1 in regards to the percentage of engagements (15%) based on the number of followers. (7) The Office of Alumni Engagement offered seventy-one alumni events, activities, and initiatives during the 2018-2019 fiscal year—an increase of 22% over 2017-2018.</p>
<p>Initiative 7.2.2 Implement a process to review periodically the University brand and tailor the marketing message accordingly.</p>	<p>Chief of Staff; Chief Marketing Officer; Chief Communications Officer</p>	<p>95% 2018-19</p>	<p>This past year, we used the results of a freshman survey and campus interviews to update the university marketing campaign based on research findings. This is part of the process developed to review marketing messages every two years and brand collateral every five years. We launched our newest marketing campaign in August of 2018 and plan to continue it through August 2020.</p>
GOAL 7.3: Maximize and target a balanced and diverse mix of financial resources that will enable achievement of the University’s strategic vision.			
<p>Initiative 7.3.1 Explore innovative possibilities for revenue generation such as summer revenue opportunities, the initiation of certificate/executive programs, and cooperative education opportunities to reduce dependency on state funding and tuition and fee increases.</p>	<p>Provost; Vice Chancellor for Administration and Finance; Assistant Vice Chancellor for Student Success; Executive Director of Educational Outreach; Executive Director of Biltmore Park</p>	<p>9% 2018-19</p>	<p>Limited progress to report on this initiative, with new or pending leadership in the College of Business, Health and Human Sciences, and Educational Outreach, and transitional leadership in place at the Provost’s level. WCU is exploring options around summer given the Board of Governors’ and UNC System Office directives. Educational Outreach has increased targets and achievements in this area. Community and Economic Engagement and Innovation is engaged with local entities regarding a WNC Education Consortium that would facilitate this initiative.</p>
<p>Initiative 7.3.2 Implement a comprehensive plan to increase significantly advocacy efforts among elected officials on behalf of University and system priorities, such as the NC Promise tuition plan, and adjustments to the enrollment funding model, and adjust this plan as necessary because of shifts in the external or political landscapes.</p>	<p>Chief of Staff; Director of External Relations</p>	<p>75% 2018-19</p>	<p>The Director of External Relations has worked with key partners on campus to continue to plan and implement advocacy efforts related to WCU’s legislative agenda items including those specifically mentioned in 7.3.2. The Director has worked with the Interim Chancellor, Chief of Staff, Vice Chancellor for Administration and Business Affairs and others to make significant progress on these areas.</p>

<p>Initiative 7.3.3 Engage in a comprehensive campaign focused on endowed scholarships, increasing the baseline of philanthropic support.</p>	<p>Chancellor; Vice Chancellor for Advancement; Assistant Vice Chancellor for Development; Executive Director of Advancement Services</p>	 100% 2018-19	<p>In January 2018, the Campaign Steering Committee voted to increase the original \$50 million campaign to \$60 million while reducing the campaign timeline by two years. During fiscal year 2017-18 we recorded the largest gift in the institution’s history documenting a \$5 million estate gift that will one day name the School of Teaching and Learning in memory of Leone Hughes Ray ‘41. We also more than doubled total year giving year-over-year documenting more than \$21.5 million in gifts and pledges of which \$9.5 million were designated to existing or new scholarships. Based on the successful conclusion of the \$60 million Lead The Way: A Campaign Inspired By the Belcher Years, two campaign celebration events are in the planning stage. The May 2, 2019 celebration is designed to include and thank the campus community and beyond. At this event the final campaign total will be revealed. The second celebration on June 8, 2019 is intended to recognize and thank the major campaign donors and university stakeholders during an evening celebration at the University Center. A full campaign report will be made available to the campus community following the close of fiscal year 2018-19.</p>
<p>Initiative 7.3.4 Increase the number and value of sponsored research proposals while increasing research support and productivity.</p>	<p>Provost; Dean of Graduate School and Research; Director of Sponsored Research</p>	 55% 2018-19	<p>Total Sponsored Research awards for the 2017-2018 fiscal year were \$5.1 million, an 11% increase over 2016-2017. This included an increase in the number of awards from 56 to 76 and an increase in the number of proposals from 82 to 92. For the 2018-2019 fiscal year, award dollars have increased from \$2,918,455 to \$3,294,774 point in time as of March 2019 compared to March 2018 (a 12.9% increase), while the number of awards is unchanged at 57, point in time during the same time period. Proposal submission dollars have decreased from \$10,545,025 to \$7,964,823 point in time as of March 2019 compared to March 2018 (a 24.5% decrease), while the number of submitted proposals has decreased from 69 to 68 point in time during the same time period (a 1.4% decrease). In addition, the Provost Internal Grants Program has funded 7 of 14 faculty proposals in 2017-2018 with a budget range from \$10,000 to \$15,000. The goal of these projects is to initiate research leading to future submission of externally funded proposals.</p>