



2020 VISION: *Focusing our Future*

Progress Report
2016-17



From the Chancellor

Western Carolina University has now completed its fifth year under the guidance of our 2020 Vision strategic plan. Thanks to the sharp focus and strong effort of many, much progress has been made towards our goals. One hundred of the 116 strategic initiatives are at least 50% completed.

I've commissioned a revision to the strategic plan to ensure its currency and relevancy, and to keep WCU focused on key and emergent priorities. The revision process will be led by Dr. Carol Burton, Associate Provost for Undergraduate Studies, and will be completed by December 2017.

In this report, you will find information on the status of each goal and initiative including progress made over the most recent three years. 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 10,805 in Fall 2016, with record freshmen enrollment of 1,913 and a 7.6% increase in graduate enrollment.
- A second consecutive year achieving the 2020 Plan goal of 80% retention for the freshman class.
- Establishment of thirty-one new scholarships, and a total of 188 new scholarships since my installation as chancellor.
- Completion and occupancy of the 120,000 square foot mixed use facility, Noble Hall, in August 2016, including five commercial tenants.
- Renovation and expansion of Brown Hall, providing 55,000 square feet of dining and office space for residential living and campus services.
- The third annual LEAD:WNC Regional Leaders Summit was held in October 2016, along with two follow-up conferences, LEAD: Tourism in February 2017 and and LEAD: Arts in March 2017.
- Catamount baseball won the 2016 Southern Conference baseball tournament, and the men's track team won their 4th consecutive SoCon indoor track championship. Both the men's and women's track team won the 2016 SoCon outdoor track championships.
- Strengthened connections with the Eastern Band of Cherokee Indians (EBCI) through establishment of the EBCI Alumni Club, partnership on the Cherokee Cultural Eclipse Celebration, the naming of Judaculla Hall, and selection of Cherokee culture and community as WCU's 2017-18 campus learning theme.
- A total of \$6 million in sponsored research awards representing a 5.7% increase over the previous year.
- Initiation of WCU WORKS professional certification program to provide professional skill development for WCU employees.
- Enhancement of alumni relationships with forty-four alumni activities and initiatives during the year, and establishment of a new legacy pinning ceremony for current students.

I'm very proud of what has been accomplished over the past five years. We celebrate our progress and look forward to the opportunities ahead.

Sincerely yours,

David O. Belcher
Chancellor

Strategic Direction 1: Fulfill the Educational Needs of our State and Region

Accomplishment Highlights

- **Retention goal attained** - The 20/20 Strategic Plan retention goal of 80% was reached for the second year in a row, with 80% of the 2015 freshman cohort returning to WCU in the Fall 2016 semester.
- **Marketing partnership produces increased graduate school enrollment** - a focused marketing initiative involving eight Masters-level programs resulted in an additional 141 Master's level students recruited to WCU at a cost of \$175,000.
- **Online MS program in Sports Management** - The MS degree in Sports Management was reactivated as an online program, enrolling 37 students in its first semester.
- **New degree programs in development** - Programs under development include a B.S. in Integrated Health Sciences, an M.S. in Athletic Training, and a Doctor of Psychology.
- **Scholarships continue to grow** - Thirty-one new scholarships were established this year. A total of 188 new endowed scholarships have been created since Chancellor Belcher made scholarship development an institutional priority.
- **Hunter Library provides information literacy sessions** - Librarians taught 276 information literacy sessions this year, reaching 6288 students. Many sessions are devoted to general information literacy, critical thinking, and writing skills.
- **New middle grades lab school being planned** - WCU and Jackson County Public Schools will open a Lab School in Fall 2017 for students in grades six through eight.
- **Diversity efforts strengthened** - Over 40 programs and events were held this year to discuss and advance diversity and inclusion on campus.

STRATEGIC DIRECTION: Supports the Academic Mission				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
GOAL 1.1: Deliver high-quality academic programs (undergraduate, graduate, and professional) designed to promote regional economic and community development.				
Initiative 1.1.1 Undertake a rigorous and inclusive process to prioritize all undergraduate and graduate programs based on universally applied criteria, including quality, regional need, demand, enrollment trends, retention and graduation rates, and alignment with the University mission and the following integrated curricular focus areas: creative arts, education, environment, health, innovation and technology, and recreation and tourism.	Provost	Associate Provost for Undergraduate Studies	80%	
			2014-15	All programs that developed teach out plans have completed or almost completed teach out. The Program prioritization process has been superseded by the Program Review process and the timeline for each review is on the Program review website. David Onder and Carol Burton have developed a highly successful review plan and process for each program to use. This year 11 programs were reviewed using this process. All but one were high quality reports. Recommendations have been reviewed by the departments and deans and will be incorporated into the program strategic plan and movements on the recommendations will be reported in annual departmental reports. General Administration has been informed of those programs that are completed. Budgetary investment in several programs has been achieved this year.
			2015-16	The data gathering and analysis stages of the academic program prioritization process was concluded in the summer of 2013. Implementation of the results, including creation and execution of action plans, was conducted in 2013-14 academic year. Teach-out plans for students enrolled in programs that were being discontinued were in place by the end of the fall semester, 2013. Departmental actions arising from the program prioritization process are ongoing in some departments, e.g., World Languages revitalization; discussions with certificate programs in Educational Outreach regarding teaching English to speakers of other languages to address the needs from discontinuing the TESOL program.
			2016-17	The program prioritization process concluded in 2012 with an in-depth analysis of all 130 programs and recommendations for re-investment, maintenance, or action plan/elimination. Following that process, steps are under way to merge data sets and analysis around enrollment, academic quality, demographics, etc. The development of Catalytics (institutional analytics software) and, most recently, exploration into Tableau, a data visualization software, continue to help us grow in this area. Alignment of appropriate, program level data that are available to stakeholders continues.
Initiative 1.1.2 Develop visionary strategic plans for each of the curricular focus areas through inclusive processes to accomplish the following: 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 teacher 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	Chancellor	Provost, Deans	90%	
			2014-15	November 12 '14 the inaugural WNC LEAD conference was held with significant success. Leaders (200+) from across the region joined faculty and staff in the Ramsey Center to discuss topics around Education, Creative Arts, HealthCare, Innovation and Technology, Natural Products and Tourism. The regional outlook report was distributed as well as a preconference workshop on 'Working together to expand our Broadband' and panel discussions and a lunch presentation by two time WCU Alum, Clifton Lambreth. The outcomes of the first WNC conference is the development of two conferences in the '15 spring on 'LEAD Tourism' and ' LEAD Innovation', both sold out events. The P-16 Education Summit is planned for Fall '15. Deans: hired Jeff Ray, Dean of the Kimmel School; George Brown, Dean of Fine and Performing Arts; Kevan Frazier, Executive Director of WCU at Biltmore Park and Ling LeBeau, Director of International Programs and Services. Continued to deepen and strengthen the curriculum. Completed the Biltmore Park strategic plan and began implimentation strategies such as development of an internal and external advisory board. Draft integrated marketing and communications plan completed in April 2015.

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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.			2015-16	WNC LEAD conferences continued this year with focus areas that included Healthcare, Education, the Environment, Innovation and Technology, the Creative Arts, and Hospitality and Tourism. WNC LEAD events brought in leaders from across the region to join faculty and staff in discussion and action planning. New hires included Jill Granger as Dean of the Honors College and Farzaneh Razzaghi as Dean of Hunter Library. Almost 50 new faculty members were hired across the university. We continued to deepen and strengthen the curriculum with a revitalized online M.S. in Sport Management and efforts to offer a degree completion program in Hospitality and Tourism at our Biltmore Park instructional site. Strategic planning is underway in the College of Fine and Performing Arts and International Programs and Services. The new WCU website has greatly improved our online presence and increased the marketing of our programs.	
			2016-17	The LEAD:WNC Advancing Our Economy:Preserving Our Environment conference was held October 2016 bringing together leaders from across the region to join faculty and staff in discussion and action planning. The 2017 LEAD:Tourism Conference focused on outdoor tourism in the region. Nearly 60 new faculty were hired across the university and a new Director for the School of Music was selected. A new Executive Director for Community and Economic Engagement and Innovation and a new Dean of the College of Education and Allied Professions have been selected. The B.S. in Hospitality and Tourism was expanded to Biltmore Park as a degree completion program and a new articulation agreement with Isothermal Community College was signed. New programs under development with UNC General Administration include a B.S. in Integrated Health Sciences, M.S. in Athletic Training and a Psy.D. degree.	
Initiative 1.1.3 Position WCU as a preferred provider of graduate and professional programs in the greater Asheville-Hendersonville area in fulfillment of its historic commitment to this vital part of the Western North Carolina region.	Provost	Executive Director of Programs at Biltmore Park, Deans	 50% 2014-15 2015-16	All renovations are complete. The Biltmore Park (BP) Strategic Plan was completed this year and handed over to the new Executive Director of BP, Dr. Kevan Frazier. Growth of the Engineering program and further development of space on the first floor of BP facility is complete. All programs continue to attract excellent students. Professional certificates are being considered to promote more regional educational opportunities to meet the needs of the businesses and industries in the area. With the assistance of the Graduate School, WCU Biltmore Park significantly increased its marketing reach for its monthly open houses increasing attendance five-fold. Several of the WCU BP programs have also reached accreditor-imposed capacity limits. Two new programs were approved to be added to WCU BP in the fall of 2016 including an extension of the Hospitality & Tourism program in a degree-completion model as well as the addition of an arts management certificate program. Additionally, the Division of Educational Outreach began a significant increase in its professional development class offerings in Asheville, doubling what has been offered in years past.	

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			2016-17	WCU continues to evaluate market trends and competition in graduate education in the Asheville Metro Region. This year's evaluation is leading to the expansion of Social Work's Fall 2017 Cohort with the addition of tele-video classrooms which will allow the program to offer an Asheville-only option for students. Similarly, planning is underway to expand Physical Therapy's Fall 2018 cohort to also have an Asheville-only option. Additionally, the Division of Educational Outreach has significantly expanded professional development offerings at WCU Biltmore Park from 6 programs/year to nearly 40 programs/year in a variety of fields. Last, work is underway to explore the addition of a graduate certificate in Data Analytics for possible implementation for Fall 2017.	
Initiative 1.1.4 Provide access to academic programs at off-campus sites in Western North Carolina within available resources and as dictated by data-based needs analyses.	Provost	Deans	 75% 2014-15 2015-16 2016-17	Biltmore Park Instructional site provides access to a wide variety of courses and programs including the MBA, Nursing, Engineering and Counseling. The recent development of Catalytics allows for space and needs assessment and space utilization analysis. Educational Outreach continues to search and implement new opportunities for academic programs. There is an outreach coordinator in the NC Foothills region. The coordinator visits each community college in the region once per semester. Educational Outreach meets with leaders from community colleges each semester to discuss new programs, existing programs, transfer policies and to hear concerns of out community college partners. These programs have increased understanding of the process by the community colleges and WCU. These programs lead to communication at a institutional level with one community college about transfer. Educational Outreach continues to look for new opportunities at off-campus sites. Four proposals for off campus programs were submitted in 2015-2016. Two of these proposals have been implemented. Educational Outreach has increased the communication and interaction with the community colleges in the Piedmont. Also, we began meeting with community colleges beyond the Piedmont to recruit students for distance programs. A goal of increased activity with military bases was set and achieved. A goal to increase military student enrollment by 10% was exceeded (15% enrollment growth).	
Initiative 1.1.5 Align departments, colleges, and divisions, as appropriate, to support the strategic vision of the University.	Chancellor	Executive Council	 70% 2014-15	Office of Creative Services and the Print Shop have been reorganized/consolidated as Marketing Services headed by Director of Marketing. Office of Communications and Public Relations have been reorganized into two offices, News Services and Photography/Video Services. Legal Services has consolidated responsibility for Title IX coordination under the auspices of the Associate General Counsel and additional compliance activities under the new position of Chief Compliance Officer. The Office of Development consolidated internal management responsibilities under the Assistant Vice Chancellor for Development.	

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			2015-16	<p>The College of Business consolidated from four departments in to three schools and reduced the number of directors from four to three.</p> <p>Development and Alumni Affairs and Academic Affairs have been working more closely together to ensure that we are meeting the needs of the institution in development and alumni affairs and the Colleges and units in academic Affairs. As a result there has been in increase in endowed scholarships, outreach and reengagement of alumni and an increase in internship and shadowing opportunities for our students.</p> <p>The offices within Student Success have been working on a strategic planning process to better align departments with a focus on programmatic changes that lead to better student success and support.</p> <p>Tony Johnson, Exec. Director of Millennial Initiatives, has been working closely with graduate program directors and the graduate school to bring graduate programs to the attention of regional businesses who support professional development for their employers. this will increase community workforce development and graduate students at WCU.</p> <p>Biltmore Park instructional Site Exec. Director Kevan Frazier and Educational Outreach Exec. Director Susan Fouts have worked with many departments to develop certificates and day and weekend long workshops for our region on topics to support workforce development.</p> <p>Ricardo Nazario-Colon was hired as WCU's first Chief Diversity officer and who will work collaboratively with the whole campus on diversity and inclusion.</p>
			2016-17	<p>Student Success Strategic plan: development and completion of the written document was approved (100% complete) and implementation of the plan is underway. An increased focus on Student Success through the deepening and strengthening of existing programs and the development of new programs to enhance advising (updating Grades First etc.) are underway. The open positions for the Executive Director of Community Engagement, Economic Development and Innovation and for the Dean of the College of Education and Allied Professions have recently been filled. Increase in Certificate and Workforce Development Workshops increased from 5 (2015-16) to 30 (2016-17) at the Biltmore Park Instructional Site. Collaboration with Marketing and External Relations has increased the recruitment of students in 8 Graduate Masters level programs across disciplines within Academic Affairs: Health Sciences, Construction Management, Sport Management, Entrepreneurship, Public Affairs, English, History and Higher Ed Student Affairs. This collaborative effort resulted in an additional 141 Master's level students recruited to WCU at a cost of \$175,000.</p> <p>Academic Affairs Website Launch: 60% complete overall. Academic Departments within AA are complete in their transition to the new web interface (100% complete) Other units within AA are still in transition (60% complete).</p>
<p>Initiative 1.1.6 Identify and develop integrated, cross-disciplinary centers/institutes of study and outreach, where appropriate, based on the curricular focus areas.</p>	Provost	Deans	<div style="display: flex; align-items: center;"> <div style="width: 45%; height: 10px; background: linear-gradient(to right, #4b0082, #c4a034);"></div> 45% </div> <p>2014-15</p>	<p>Deans of HHS, Arts and Sciences and the Kimmel School are working together to develop integrated, cross-disciplinary areas of study. Similarly, the Deans of Fine and Performing Arts and Kimmel School are developing a curricular focus within an existing program of study. The Deans of Business and Fine and Performing arts are developing a certificate in Arts Administration to meet the needs of the Arts community in the area.</p>

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			2015-16	The Dean of the College of Business has completed reactivation of the M.S. in Sport Management to an online degree program that incorporates Master of Project Management (MPM) courses into the MS in Sport Management curriculum. The Dean of the College of Health and Human Sciences is overseeing the beginning transition of the B.S. in Athletic Training program to a M.S. in Athletic Training that will include a broader curriculum likely to be taught in year-round course offerings. The Dean of the College of Education and Allied Professions is pursuing the development of a Doctorate in Psychology (Psy. D.) that will include a broader curriculum.
			2016-17	The Dean of the College of Business has completed reactivation of the M.S. in Sport Management to an online degree program that incorporates Master of Project Management (MPM) courses into the MS in Sport Management curriculum. There were 37 graduate students enrolled on census day in the MS Sport Management program in the Spring 2017 semester. The Dean of the College of Health and Human Sciences is overseeing the transition of the B.S. in Athletic Training program to a M.S. in Athletic Training that will include a broader curriculum likely to be taught in year-round course offerings. In the Spring 2017 semester, the Request Proposal to Plan has been approved by UNC General Administration and the development of the Request to Establish document is underway with a due date of June 2017. The Dean of the College of Education and Allied Professions is pursuing the development of a Doctorate in Psychology (Psy. D.) that will include a broader curriculum. In the Spring 2017 semester, the Psy. D. Request Proposal to Plan has been approved by UNC General Administration and the development of the Request to Establish document is underway with a due date of May 2017.
Initiative 1.1.7 Increase the total number of WCU graduates by 25 percent by 2020 to meet the regional need for an educated work force.	Provost	Assistant Vice Chancellor for Student Success, Deans	 10% 2014-15 2015-16 2016-17	As our retention rate has increased, we expect to see an increased graduation rate as well. Western Carolina University continues to ensure students are supported from admission until graduation. WCU has seen an increase in its six-year graduation rate and it feels it is on target to increase the number of WCU graduates.
GOAL 1.2: Fully integrate into the curriculum an emphasis on those core abilities expected of all WCU students:				
Initiative 1.2.1 Hire faculty and staff who understand and will contribute to WCU's core educational values, its holistic academic mission, its commitment to outreach and engagement, and the achievement of the institution's strategic priorities.	Provost, Vice Chancellors	Associate Vice Chancellor for Human Resources, Deans, Provost, Vice Chancellor for Student Affairs, Vice Chancellor for Administration and Finance	 85% 2014-15 2015-16	All position advertisements incorporate the 2020 Vision as well as diversity statements. Sixty five faculty were hired in a variety of disciplines, the Deans of Kimmel School and the Fine and Performing Arts, the VC for Administration and Finance, and several staff were hired across the campus. Student Affairs units continue to emphasize the 20/20 plan in recruitment/hiring of new staff. A new Associate Vice Chancellor for Student Affairs/Dean of Students was successfully hired this year. Key hires in 2015-16 included the Dean, Honors College; Dean, Fine & Performing Arts; Chief Compliance Officer; Associate Vice Chancellor for Human Resources & Payroll; Chief Diversity Officer; and the Vice Chancellor for Development & Alumni Engagement. In addition, several faculty positions have been filled with outstanding professionals to include the hiring of two Distinguished Professors.

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			2016-17	Key hires in 2016-17 included the Dean, Graduate School and Research; Director of Cherokee Center; Director of Academic Resources & Business Operations; and the inaugural Gimelstob/Landry Distinguished Professor in Regional Economic Development. In addition, multiple faculty positions have been filled with highly qualified professionals.	
Initiative 1.2.2 Develop and implement effective, faculty-led mentoring programs for students, aided and reinforced by advising and course scheduling in the support units and designed to reinforce the University's core values.	Provost	Assistant Vice Chancellor for Student Success, Deans, Associate Provost for Academic Affairs	10% 2014-15 2015-16 2016-17	A considerable focus on mentoring resulted this year in the office of Student Success under the leadership of Dr. Lowell Davis. A new director of advising was hired. Advising effectiveness and efficiency is being reviewed. Departments and Colleges have developed student support processes. The Office of First Year Experience created a program for first generation faculty to be paired with first generation students in a mentoring program. The MAPS office is in the beginning stages of developing a faculty/staff - student mentoring program for first-generation college students.	
Initiative 1.2.3 Incorporate writing and research into all levels of the curricula.	Provost	Deans	100% 2014-15 2015-16	Two faculty members have brought forward (with the support of faculty senate) a proposal to provide exemplars of writing in all disciplines. The Anthology will be available for all students in ENG 101 and 102 and be useful to students in the Liberal Studies curriculum. Over the academic year 2015-16, librarians have taught 299 information literacy sessions to 6588 students. A couple of those were general workshops such as a Zotero workshop available to all students. All others are requested by course instructors across campus and librarians work closely with those instructors to tie the library sessions with the course's information literacy objectives and the course curriculum. Students are usually working on a project such as a research paper or presentation and need to find, evaluate, and use information effectively and understand information literacy concepts. Many of our sessions are devoted to undergraduate courses that build general information literacy and critical thinking and writing skills. 111 sessions were for English 101/202, the Writing, Rhetoric, and Critical Studies courses. All sessions are tailored to the course objectives and assignments. 19 sessions for University Studies (USI) and Counseling 140. The purpose is to introduce students to university life, study skills, etc. Our Undergraduate Experience Librarian provides a class and tour to introduce students to the library. 4 sessions for International Students. There were a total of 165 classes for upper level, subject specific courses in college of Education and Allied Professions, College of Business, Health and Human Sciences, Arts and Science, and College of Fine and Performing Arts.	

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			2016-17	So far this academic year 2016-17 (July 1, 2016 to February 28, 2017), librarians have taught 276 information literacy sessions to approximately 6288 students. All others are requested by course instructors across campus and librarians work closely with those instructors to tie the library sessions with the course's information literacy objectives and the course curriculum. Students are usually working on a project such as a research paper or presentation and need to find, evaluate, and use information effectively and understand information literacy concepts. Many of our sessions are devoted to undergraduate courses that build general information literacy and critical thinking and writing skills. In addition to our face-to-face sessions, librarians provide online tutorials and learning objects for instructors to use in class and to link to from their blackboard courses. Librarians work closely with faculty to design these tutorials around the writing and research outcomes of their courses. Most tutorials are also available via our Research Guides (and often YouTube) platforms in order to provide access to all students and faculty. Librarians also identify cross-curricular opportunities and provide workshops and tutorials accordingly. Examples from the past year include a guide to spotting fake news, a drop-in workshop about citation management software, a research guide for the campus theme, Africa! More than a Continent, and an interactive guide to finding quality news sources.	
Initiative 1.2.4 Ensure that all academic programs incorporate the core abilities detailed in Goal 1.2.	Provost	Associate Provost for Undergraduate Studies	85%		
			2014-15	Upon further review, it has been determined only undergraduate degree programs submitted and implemented comprehensive plans incorporating the five institutional learning outcomes as described in Goal 1.2 in response to the 2007 WCU Quality Enhancement Plan. This expectation was not extended to graduate degree programs or to stand-alone minors. Also, in aligning with the expectations of SACS-COC accreditation standards, all stand-alone certificate programs should also incorporate these learning outcomes. A plan will be set forth during the summer of 2015 to address these deficiencies in the upcoming 2015-2016 academic year.	
			2015-16	As we continue to assess our liberal studies program, results demonstrate that our students are meeting our core learning objectives.	
			2016-17	Annual assessment plan templates include the five global learning outcomes/core abilities for academic departments to address as part of their curriculum.	
Initiative 1.2.5 Incorporate into the formal evaluation of faculty work a consideration of how curricula, pedagogies, and scholarship successfully advance the University learning outcomes.	Provost	Associate Provost for Academic Affairs, Associate Provost for Undergraduate Studies, Deans	95%		
			2014-15	Continued to clarify faculty handbook language for clarity and support of faculty success. Department Heads provided workshops on formative assessment to support all faculty and staff professional development.	
			2015-16	Faculty handbook language modified for clarity and support of faculty success. Formative assessment in collegial review process is more robust and recognized. Modifications to DCRDs for post-tenure review with five-year directional goals are underway.	
			2016-17	Faculty handbook language modified for clarity and support of faculty success. Formative assessment in collegial review process is more robust. Revised post-tenure review (PTR) with five-year directional goals reflected in DCRDs. Revised PTR process implemented this year.	
GOAL 1.3: Ensure that all programs include cross-curricular, experiential, applied, and international/global awareness opportunities for all students.					
Initiative 1.3.1			40%		

STRATEGIC DIRECTION: Supports the Academic Mission				
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Reduce, and where possible eliminate, bureaucratic and financial barriers to cross-curricular design and team-teaching.	Provost	Associate Provost for Academic Affairs, Associate Provost for Undergraduate Studies, Deans	2014-15	Under review.
			2015-16	The Curriculog system has improved the collaborative review process for cross-curricular program development. For example, a proposed undergraduate certificate in Arts and Entrepreneurship is under review that will connect arts and business curriculum to support working and aspiring artisans in the area. A new Health Sciences degree that includes collaboration across the institution is under development and will be put forward for campus and General Administration approval this semester. Development of the curriculum has included broad discussions across colleges and will provide alternative pathways for students interested in a range of Health Science professions.
			2016-17	The Curriculog system has improved the collaborative review process for cross-curricular program development. A new undergraduate certificate in Arts and Entrepreneurship has been created. A Request to Plan a new Integrated Health Sciences degree that includes collaboration across the institution has been submitted to UNC General Administration. The Department of Social Work is growing to meet regional demand by leveraging technology and developing teaching opportunities to deliver course content simultaneously at Biltmore Park and Cullowhee. Coulter Faculty Commons conducted a preliminary study of team teaching at peer institutions and identified that significant barriers exist in the development of practice and policies. The study suggests that additional research and analysis is required to overcome those barriers.
Initiative 1.3.2			90%	
Incorporate expectations for experiential and applied learning opportunities, including undergraduate research opportunities, in the curricular review process.	Provost	Associate Provost for Academic Affairs, Associate Provost for Undergraduate Studies	2014-15	Continue to improve the process and implementation of applied learning pedagogies and assessment in the curricular review process.
			2015-16	Continue to improve the process and implementation of applied learning pedagogies and assessment in the curricular review process. Service Learning and other engagement pedagogies are considered in curriculum review. Activities like the Research and Scholarly Activity Celebration (RASC) was developed as a partnership between the Provost's Office, Honors College, and Graduate School to highlight undergraduate research. A faculty committee looking at ways to enhance undergraduate research across campus has been reconstituted, with a subgroup attending a workshop on building and sustaining undergraduate research programs.
			2016-17	Continue to improve the process and implementation of applied learning pedagogies and assessment in the curricular review process. Service Learning and other engagement pedagogies are considered in curriculum review. Activities like the Research and Scholarly Activity Celebration (RASC) highlight undergraduate research. A request was submitted through the 2016-2017 budget process to fund the establishment of an office of undergraduate research to further increase student research opportunities.
Initiative 1.3.3			75%	

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Ensure that meaningful international/global experience opportunities are available to every student, regardless of major, including options to study with international scholars on WCU's faculty, to participate in faculty-led international travel courses, and to study abroad.	Provost	Director of International Programs and Services	2014-15	Director of International programs and services hired. Some restructuring of the IPS office has resulted in more defined position duties and allowed a more focused approach in IEP. Visa preparation and legal issues have been move to General Administration to ensure compliance with regulations and the success of international faculty coming to WCU. Processes and procedures have been put in place to facilitate better the faculty led international travel and study abroad outreach.	
			2015-16	The total number of study abroad students in 2015-2016 is 231, increased by 38% from 167 in 2014-2015. Regardless of study abroad staffing cut occurring in 2014 (currently only 1 study abroad staff serving 10,000 students), Office of International Programs and Services maneuvers any possible resources to increase study abroad enrollment as a collective team. IPS has finalized or is in the process of finalizing bilateral agreements with 7 international higher education institutions: China, Spain, Austria, Netherlands, Aruba, Turkey, Sweden, Brazil. Those bilateral programs not only provide cost-effective study abroad opportunities to students and but also collaborative avenues to faculty and staff.	
			2016-17	The number of study abroad students for 2016-2017 remains the same as for 2015-2016, after the surge in 2015-2016 when International Programs and Services (IPS) took over the faculty-led responsibilities from the Provost's Office. During 2016-2017, IPS has made fundamental changes on WCU's study abroad protocols and procedures, innovated website, and developed a robust system for study abroad management. IPS' newly sponsored student organizations (IPAL and ICAT) in 2016-2017 have engaged over 100 domestic students on a routine basis into international learning opportunities on campus. IPS co-founded WCU's Global Learning Academy in 2016-2017 and successfully implemented the program with other units. Six faculty participated in the Global Learning Academy and highly recommended continuity of the program. IPS has finalized or is in the process of finalizing bilateral agreements with 7 international higher education institutions in 2016-2017: Japan, Korea, India, Belgium, Denmark, Germany, and Chile. Those bilateral programs not only provide cost-effective study abroad opportunities to students and but also collaborative avenues to faculty and staff.	
GOAL 1.4: Eliminate barriers to student access through coordinated endeavors with Birth-12 (B-12) and community college partners.					
Initiative 1.4.1 Establish a network of regional advisory committees to enhance communication and collaboration among B-12, community college, and WCU faculty and administrators in the areas of: 1) curriculum goals and transferability; 2) the benefits of higher education and the best strategies for marketing and recruiting; and 3) admissions and financial aid.	Provost, Vice Chancellor for Student Affairs	Associate Provost for Academic Affairs, Associate Provost for Undergraduate Affairs, Registrar, Director of Student Recruitment &	<div style="background-color: #4a4a8a; width: 100%; height: 10px; margin-bottom: 5px;"></div> <div style="background-color: #d4c08e; width: 90%; height: 10px;"></div> 90% 2014-15	The P-16 initiative has been formed and have plans for a conference in fall 2015. Leaders from the region have come together to generate collaborations across the institutions, such as advising, program planning, 8 semester plans for transfer students, etc. With the hire of a new marketing director, increased marketing and recruiting/advising is occurring to support student success. The Undergraduate Admissions Office continued collaborative relationships with regional community colleges and worked with Jackson County, Macon County and Swain County K-12 school districts on New Century Scholars programs. The Financial Aid Office worked with local high schools (SMHS, FHS) to facilitate FAFSA Day programs to assist graduating seniors with federal financial aid applications.	

STRATEGIC DIRECTION: Supports the Academic Mission					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
		Transitions, Director of New Student Orientation, Director of Financial Aid, Director of Marketing	2015-16	<ol style="list-style-type: none"> 1. Financial Aid facilitated FAFSA Day at Smoky Mountain High School and continued partnership and support of Admission, Advising, Orientation, Project Discovery—Talent Search and GEAR UP programs to offer training assistance, provide financial aid information and assist with programming. 2. Orientation collaborated with TRACS, the Advising Center, Admissions, Financial Aid, and the Honors College to communicate with students in the region. 3. Admission representatives participated in numerous advisory capacities, including New Century Scholars, the Mountain Alliance for Transfer Education (MATE), the Transfer Advisory Committee (TAC), an Early College work group. 4. Admission hosted and/or offered programming to numerous regional and state partners, including GEAR UP, Project Discovery—Talent Search, College Corp Advisors, regional and state school counselor workshops. 5. Academic Advising completed 13 visits to regional community colleges. These visits enhanced awareness of WCU and aided in collaboration. Community Colleges visited were Isothermal, Tri-County, Haywood, and Southwestern. 6. Academic Advising coordinated an event called Western Day at both Southwestern campuses. This event provided timely information about WCU’s requirements for admission and provided information about offices and support services at WCU that assist students in their transition to WCU. In addition, this event educated SCC faculty and staff about WCU and its programs. WCU offices who attended included: Admissions, Advising Center, Suite 201, The Honors College, College of Business, Student Support Services, Office of Disability Services, the Career Center, Financial Aid, Tutoring, and Student Affairs. 	
			2016-17	<p>Academic Advising, Admission, Orientation, and Financial Aid often collaborate to provide opportunities for students to learn about the benefits of higher education and attend recruiting events.</p> <ol style="list-style-type: none"> 1. Financial Aid facilitated FAFSA Day at Smoky Mountain High School and continued partnership and support of Admission, Advising, Orientation, Project Discovery—Talent Search, and GEAR UP programs to offer training assistance, provide financial aid information, and assist with programming. 2. Orientation collaborated with Suite 201, the Advising Center, Admissions, Financial Aid, and the Honors College to communicate with students in the region. 3. Admission representatives participated in numerous advisory capacities, including New Century Scholars, and the Transfer Advisory Committee (TAC), an Early College work group. 4. Admission and Academic Advising hosted a Catamount Transfer Drive-In Retreat to promote transfer students in attending WCU. These informational sessions were geared to Community College Transfer Advisors and Early College Coordinators. 	

STRATEGIC DIRECTION: Supports the Academic Mission					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
				<p>5. Academic Advising visited regional community colleges. These visits enhanced awareness of WCU and aided in collaboration. Community Colleges visited were Isothermal, TriCounty, Haywood, and Southwestern.</p> <p>6. Academic Advising coordinated an event called Western Day at Southwestern Community College. This event provided timely information about WCU's requirements for admission and provided information about offices and support services at WCU that assists students in their transition to WCU. Also, this event educated SCC faculty and staff about WCU and its programs. WCU offices who attended included: Admissions, Advising Center, Suite 201, Honors College, College of Business, Mentoring and Persistence to Success (MAPS), Military Services, Campus Services, Educational Outreach, Tutoring (Math Tutoring Center and the Writing and Learning Commons), Financial Aid, and the Office of Accessibility Resources.</p>	
<p>Initiative 1.4.2 Review, revise where appropriate, and electronically automate all articulation agreements between WCU and community colleges in the WCU service area with the goal of: maintaining high academic standards and facilitating curricular transfer; develop a standard review protocol and timeline.</p>	Provost	Associate Provost for Academic Affairs, Registrar, Director of Undergraduate Advising	<p>80%</p> <p>2014-15</p> <p>2015-16</p> <p>2016-17</p>	<p>All MOUs will go through an approved process and reviewed on a regular basis.</p> <p>Articulation Agreements are constantly being reviewed and revised as needed by departments and submitted to the Office of the Provost. This process has not moved to an electronically automated process at this time.</p> <p>The review and revision process of articulation agreements between WCU and community colleges is effective based on the level of communication and execution relating to review and approval process. Academic Departments, the Director of Advising, and the Associate Provost of Academic Affairs effectively relay needed information to update and prepare new agreements. The departments within WCU have open communication and a strong working relationship with community colleges; this communication allows for the creation of new agreements and updating current agreements between both parties. Strategic Initiative 1.4.2 is currently ongoing until this process is fully electronic.</p>	
<p>Initiative 1.4.3 Expand opportunities for staff, faculty, and students to visit with B-12 students and community college students (on and off campus) to share information regarding the importance of higher education and the pathways, processes, and programs at WCU.</p>	Provost, Vice Chancellor for Student Affairs	Director of Student Recruitment and Transitions, Deans, Director of Undergraduate Advising, Registrar, Executive Director, Educational Outreach, Director of New Student Orientation, Director of Financial Aid, Director, Project	<p>85%</p> <p>2014-15</p> <p>2015-16</p>	<p>WCU advisors have been placed at open house and orientation. Curriculum has been aligned with community college curriculum to ensure seamless pathways for transfer students. Marketing of appropriate programs at community colleges has been established to ensure community college students are aware of program offerings. Undergraduate Admission and Intercultural Affairs collaborated to sponsor the WCU Inspirational Choir's spring break trip to NC high schools. Undergraduate Admission also collaborated on a pilot program reaching out to Hispanic students in Wake County.</p> <p>Orientation and Financial Aid serve as a resource to transfer counselors, transfer ambassadors, the Advising Center transfer coordinator, Writing and Learning Commons, First Year Experience, peer academic leaders and Admissions to promote WCU. Outreach recruitment events occur at Biltmore Park and off-campus regional sites. WCU representatives serve in numerous capacities (e.g., Transfer Advisory Committee, Mountain Alliance for Transfer Education, New Century Scholars Advisory Board, SCC Administrative Luncheon, WCU/SCC Day) to support outreach and educational efforts. Academic divisions have increased invitations to host school groups on campus to tour facilities, meet faculty and learn about programs.</p>	

STRATEGIC DIRECTION: Supports the Academic Mission				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
		Discovery	2016-17	Educational Outreach (EO) meets with community colleges in our region quarterly and stations a regional staff member who provides support through campus visits, Facebook, and electronic communications. EO increased the number of military base visits for educational fairs by 10%. WCU hosted a Transfer Counselor Drive-In Workshop in March 2017. The EBCI-WCU Advisory Board is actively involved in updating an MOU and collaborating on outreach and recruitment efforts. WCU and Jackson County Public Schools are collaborating to open a lab school in Fall 2017 for students in grades six through eight. Project Discovery-Talent Search continues its extensive outreach to students and school systems in the region. Numerous departments or units host on- and off-site programs to engage B-12 and community college students (e.g., Tournament of Champions, Fall 2016 STEM-E High School Conference, Math Day, Prospective Teacher Day). Hospitality and Tourism faculty generated and distributed the "NC Tourism Jeopardy Game" to over 250 teachers through the NC Career and Technical Education Conference. Numerous faculty and staff serve as presenters and judges or on advisory boards with area schools or school systems.
<p>Initiative 1.4.4 Expand coordinated communications and recruiting efforts among B-12, community colleges, and WCU regarding the value of education and affordable avenues for all individuals to access and benefit from it.</p>	Provost, Vice Chancellor for Student Affairs	Director of Student Recruitment and Transitions, Director of Undergraduate Advising, Director of New Student Orientation, Director of Financial Aid, Deans	<p style="background-color: #4b0082; color: white; text-align: center;">90%</p> <p>2014-15</p> <p>2015-16</p>	<p>Continuing expanded efforts to coordinate communication and recruitment efforts. The Financial Aid Office sponsored FAFSA events in local high schools and debuted new presentations at Open House events detailing for families how to pay for college. The Scholarships Office continued implementation of the ScholarCat system and debuted new brochures for students and prospective students.</p> <p>Financial Aid facilitated FAFSA Day at Smoky Mountain High School and participated outreach initiatives such as WCU on Tour, open houses, financial aid night at Franklin High School, WCU/SCC Day, etc. Units continue to partner and support Project Discovery--Talent Search and GEAR Up programs to offer help in training staff, providing admission and financial aid information and other assistance as needed. Key recruitment literature was translated into Spanish this recruitment cycle. Financial aid an scholarship communications were enhanced and woven into the communication flows of admitted students. A pilot program was implemented regarding summer stipends and communications associated with those funds occurred. The educational value message is a key component of open house presentations and communications that go to admitted students to encourage deposit submission. Talent Search and GEAR UP serves approximately 2,800 students in 15 schools in the western region, encouraging them to complete high school and enroll in post-secondary educational programs, and assisting them with the application and financial aid processes. Grants were submitted to continue this service and to add four more schools and another 500 students to these totals.</p>

STRATEGIC DIRECTION: Supports the Academic Mission				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2016-17	Much of the communication and outreach focus this year revolved around educating new and continuing students as to the major shift in the FAFSA application timeline. The Office of Financial Aid shared these changes through numerous means (e.g., open house and regional presentations, post cards, letters, emails, social media, sidewalk stickers). A new flyer that provides more information on Admission and Aid was created. All newly admitted students received printed information on Financial Aid upon acceptance. Outreach presentations and participation in events such as FAFSA day continued, but timelines were tweaked to better align with the early FAFSA timeframe. Project Discovery-Talent Search continued its extensive outreach in WNC offering particular educational support related to financial aid and college affordability. Information regarding NC Promise and the impact it will beginning in Fall 2018 was a significant focus in 2016-17.
GOAL 1.5: Make WCU (the Cullowhee campus and the off-campus site at Biltmore Park in the Asheville-Hendersonville area) a destination for:				
Initiative 1.5.1 Pursue a cohesive, consistent, and efficient organizational and policy structure to facilitate short-term, educationally based programs, activities, and events, including review of: facilities use policies, University organization, and virtual format possibilities.	Vice Chancellor for Administration and Finance	General Counsel, Director of Budgets and Resource Planning	 45%	The Camps and Conferences Task Force was disbanded and its work and relationships were used to start a new Camps and Conferences Task Force moderated by Provost Alison Morrison-Shetlar. The task force is currently re-drafting Policy 110-Events Policy. The Division of Student Affairs has also created a new Office of Events to support activities. Since 2010, the university initiated a comprehensive review of its policy structure to ensure that institutional and unit specific policies are in line with organizational structure and best support operations. The university developed its first institutional policy on policy development, approval, and periodic review, with legal counsel's office managing the administration and interpretation of policies. Legal counsel's office is in the process of assisting policy administrators with the review and revision of all institutional policies, with special attention to compliance with University of North Carolina policies and compliance with state and federal laws and regulations. This initial review is approximately 40% complete, and will be a continuous, on-going activity. Since 2010, the university initiated a comprehensive review of its policy structure to ensure that institutional and unit specific policies are in line with organizational structure and best support operations. The university developed its first institutional policy on policy development, approval, and periodic review, with legal counsel's office managing the administration and interpretation of policies. Legal counsel's office is in the process of assisting policy administrators with the review and revision of all institutional policies, with special attention to compliance with University of North Carolina policies and compliance with state and federal laws and regulations. This initial review is approximately 45% complete, and will be a continuous, on-going activity.
			2014-15	
			2015-16	
Initiative 1.5.2			 10%	

STRATEGIC DIRECTION: Supports the Academic Mission				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Expand the number of resident and distance summer school offerings for a wide variety of learners, including WCU students, guest students, senior citizens, B-12 students, and the general public; expand summer school enrollment by 25 percent by 2020.	Provost	Assistant Vice Chancellor for Student Success, Executive Director, Educational Outreach, Deans	2014-15	The committee on summer school met and developed criteria and processes for summer school development. Focus is on supporting students success toward graduation, retention and increased time to graduation. The policy was reviewed by campus leadership, Faculty Senate and is being implemented in summer 2015. New Student Orientation adapted schedules to support summer school. Financial aid revised award timing to support more summer financial aid awards.
			2015-16	We continue to offer a variety of courses to residential and distance students in the summer. We will explore ways to engage the community in Summer Session at WCU and encourage more visiting students to take advantage of WCU in the summer.
			2016-17	In summer 2016, Western Carolina University exceeded \$3,000,000 in summer session revenue. The number of students enrolled in summer decreased. However, we saw an increase in student credit hour production.
Initiative 1.5.3 Expand the number of camps and conferences that WCU offers by 50 percent by 2020.	Vice Chancellor for Administration and Finance	Executive Director, Educational Outreach, Director of Budgets and Resource Planning	100%	
2014-15			The Camps and Conferences Task Force was disbanded and its work and relationships used to start a new Camps and Conferences Task Force moderated by Provost Alison Morrison-Shetlar. The task force is currently re-drafting Policy 110-Events Policy. The Director of Conference Services position was revised and a successful search was completed for a new director. Campus Services staff completed a comprehensive review of summer charges and related pricing.	
2015-16			The number of camps and conferences increased in 2015-2016. New conferences were added and attendance at established conferences was up slightly from 2014-2015. Conference Services housed in Residential Living has partial responsibility for increasing conferences. Educational Outreach is responsible for increasing conference and camps by partnering with an academic department or those with an educational program created in partnership with Educational Outreach.	
			2016-17	Educational Outreach has increased the number of camps and conferences by 50%. Additional goals were set to offer one new content-based camp in 2016-2017. A new science-based camp was added in summer 2016. Changes to Policy 100 have proved challenging for academic departments. The policy has been interpreted by some academic departments as working with WCU Residential Living to plan and produce conferences. Communication continues to clarify that policy. Liability issues have raised concerns about minors on campus and resulted in a pause to plans for residential camps. Plans include creating a camp manual that can be endorsed by parties involved in summer camps.
Initiative 1.5.4			60%	

STRATEGIC DIRECTION: Supports the Academic Mission				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Develop and implement a coordinated marketing plan to promote WCU's Cullowhee campus and its programs in Asheville at Biltmore Park as conference destinations. (See Initiative 6.2.1)	Chief of Staff	Director of Marketing, Executive Director of Programs at Biltmore Park, Director of Conference Services	2014-15	Launched targeted campaigns to increase summer school enrollment and to drive up registrants to summer arts programming for high school students. Also provided marketing support to new LEAD conferences. An overhaul of WCU at Biltmore Park's visual branding was implemented in 2014-15 to align WCUBP more consistently with WCU's overall visual brand. A competitive analysis of area event and conference venues was also conducted and is currently being reviewed. WCUBP welcomed some 200 community businesses and organizations who used the Biltmore Park facilities in 2014-15.
			2015-16	Continued efforts to market summer programs, the LEAD:WNC Conference and professional development opportunities. Updated the Biltmore Park website, adding content to highlight the facility as a destination for meetings and conferences. A more comprehensive effort is still needed, and this year we will bring together stakeholders from across the university to make further progress.
			2016-17	We continued efforts to market summer programs, LEAD: WNC and Biltmore Park. However, no additional steps were taken this year to expand our marketing WCU as a conference destination.
GOAL 1.6: Attain a student population that balances the University's commitment to access, its responsibility for student success, and ensures the sustainability of University funding. (See Initiative 6.3.2)				
Initiative 1.6.1 Develop data-driven admission strategies (for first-time freshmen, transfer, graduate, and distance students) that balance the University's aim to: increase the academic profile of entering students while continuing to serve the educational role of access as a regional comprehensive university.	Provost, Vice Chancellor for Student Affairs	Director of Student Recruitment and Transitions, Deans	80%	
2014-15			The Enrollment Planning Committee established a subcommittee on enrollment modeling. Academic Affairs and IT established Catalytics to create business intelligence systems in support of academic enrollment decision-making. Undergraduate Admission facilitated an annual review of the recruitment partnership with Royall & Co. in May 2014.	
2015-16			A new source of funding has been identified to support academic scholarships for high-achieving students in the classroom who graduate from high schools in underrepresented counties in North Carolina. New Student Orientation actively recruits bi-lingual students for orientation counselor positions and has garnered support for translating materials and sessions for the Latino populations and has partnered with community members to provide assistance to all students and families. The Office of Admission continues to move to a more holistic review of applicants and to promote admission policies that aid in diversity efforts (e.g., Great Grades Guarantee). A new Chief Diversity Officer has just been hired. Key admission materials were translated into Spanish for this recruitment cycle. Enhancements were made to admission reports, deposit reports, and diversity reports to aid in strategic admission decisions. The CRM that undergraduate admission uses will sunset in October 2017 so a replacement system will need to be implemented for use in the 2017-18 cycle.	

STRATEGIC DIRECTION: Supports the Academic Mission					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2016-17	A new customer relations management (CRM) system was identified, has been acquired and is being implemented that will greatly enhance recruitment, communication flow, tracking, data management, strategic planning, and assessment. Recruitment efforts resulted in a record entering first-year class, strong gains in graduate enrollment, strong distance enrollment and record total enrollment. Headcount and academic indicators point to another potential record enrollment for Fall 2017. First-year retention remained above 80%, which is the 2020 target. Additional emphasis was placed on holistic review for Fall 2017, and further planning and discussions are occurring to plan for the added attention that NC Promise may bring in the upcoming year. The Enrollment Planning Committee created a university Strategic Enrollment Plan, and four-subgroups have been meeting to advance initiatives within the plan. A survey of current distance students was completed in December 2016. Results have been disseminated and are being used to streamline the distance learning student process and experience. The Office of Admission is scheduled to undergo program review in May 2017.	
Initiative 1.6.2 Conduct ongoing program assessment and prioritization and allocate resources to positively affect enrollment.	Provost	Associate Provost for Undergraduate Studies, Deans	75%	2014-15	A working group was established and began meeting monthly in November 2014 to determine actions to be taken for the Summer 2015 term. The committee on summer school met and developed criteria and processes for summer school development. Focus is on supporting students success toward graduation, retention and increased time to graduation. The policy was reviewed by campus leadership, Faculty Senate and is being implemented in summer 2015.
				2015-16	The program review process is currently on track following a year's delay because of the intensity of academic program prioritization. Program review is an ongoing process, taking place every five to seven years, depending on academic schedules, changes in leadership, etc. The process for accommodating growth out of the results of program review is in development stages. The program development plan (which is composed of the recommendations from the review) details actions related to resources, including additional faculty and staff necessary to execute the mission of the department/unit or to increase the functions of the unit. The provost and respective dean/unit supervisor and department head/director are responsible for incorporating the requests for additional resources into the annual budget proposal process.
				2016-17	Annual program assessments and five to seven year academic program reviews incorporate mechanisms for programs and departments to request funding and resources for enrollment growth. Results of each program review are discussed and prioritized during the Program Development Plan meeting that follows each academic program review. Accredited programs are subject to a similar process with requests being forwarded directly from Deans through the budget process.
Initiative 1.6.3 Expand efforts to recruit students in programs associated with the curricular focus areas.	Provost, Vice Chancellor for Student Affairs	Deans, Director of Student Recruitment and Transitions	75%	2014-15	The Camps and Conferences Task Force began meeting monthly in November 2014. The Office of the Provost brought a new group of task force members together to review and finalize policy 110 completed spring semester 2015. The policy has been transferred to the Space Utilization Committee to develop procedures for effective and efficient space utilization.

STRATEGIC DIRECTION: Supports the Academic Mission				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	Academic divisions participate in key recruitment opportunities to highlight program offerings (e.g., WCU on Tour, open houses, Honors Day). Enhancements were made to the admitted student communication flow so that every admitted first-year student receives a letter from an academic dean or the Provost upon admission. Lists of admitted and deposited students are shared with academic units for outreach and conversion efforts. Academic divisions expanded programming to invite school groups to campus to showcase faculty, programs and facilities. Academic program emphasis was a focal point of Web redesign and development this year. Updates to recruitment literature particularly tried to focus on academic areas identified as priority within the 2020 Vision. An example of a specific initiative is the customized pathways that Hospitality Tourism created with Isothermal Community College and collaborations that are underway with AB Tech and Blue Ridge.
			2016-17	Faculty and staff participate in recruitment events such as Open House, WCU on Tour, and Honors Day. Numerous programs host academically themed events on campus that attract potential students. Letters are sent to all newly admitted students upon their acceptance from the corresponding college/school of the admitted students expressed interest. Admitted and deposited student contact information is shared with academic units for use in departmental outreach. Recruitment lists and information are reviewed and updated annually to accurately reflect and convey academic program offerings. Academically themed posters were produced and mailed to high schools in North Carolina. Enhanced marketing efforts occurred related to graduate programs with capacity for enrollment growth. Graduate program open house opportunities were expanded.
Initiative 1.6.4 Make the securing of endowed merit and need-based financial aid an institutional fundraising priority. (See Initiative 6.3.6)	Associate Vice Chancellor for Development	Associate Vice Chancellor for Development	100%	2014-15 The Director of the Scholarships Office completed a review and cataloging of donor agreements, loading relevant information into ScholarCat. The newly revised university Scholarships Policy was published and the first meeting of the Scholarship Resource Allocation Committee was conducted. Development officers continue to present endowed scholarships as the top institutional fundraising priority in every conversation with donors and prospects. Since the Chancellor's articulation of this priority at his installation, 114 new scholarships have been established, with 42 created this fiscal year through March 31. Also, the securing of endowed scholarships emerged as the top priority in WCU's fundraising campaign feasibility study conducted in Spring 2014.

STRATEGIC DIRECTION: Supports the Academic Mission					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2015-16	The procurement of endowed scholarships continues to be a high priority. The Chancellor has spent a considerable amount of the last year reaching out to new and existing donors to increase our endowed scholarships. Deans in all of the colleges were provided a series of four development training sessions. Each Dean has taken on a significant role in development of friends and donors and endowed scholarships. Due to the efforts of the Chancellor, Deans and Development officers, as of March 30, 2016 WCU has received 147 endowed scholarships since Dr. Belcher’s installation, 27 of those attained this year.	
			2016-17	<p>Many processes and procedures have been put in place to make giving to WCU easier and more accessible. Gift agreements have been streamlined and made more transparent and clear. A new website has been implemented and more information about giving to WCU is available. A clear directory of Development and Alumni Staff responsibilities has been developed as well as a tool kit is now available to help with letting our community, alumni and friends know more about the needs of WCU now and into the future.</p> <p>Make the securing of endowed merit and need-based financial aid an institutional fundraising priority. (See Initiative 6.3.6)</p> <p>At the conclusion of fiscal year 2016, 37 new endowed scholarships were created with \$1,968,061 in gifts and pledges. As of March 20, 2017, 31 additional endowed scholarships have been created towards our fiscal year 2017 goal of 45 new endowed scholarships, which will be a 21% increase over last year’s total. Since Chancellor Belcher’s installation, 188 new endowed scholarships have been created as of March 20, 2017 with many more donors increasing the dollars in their previously established endowments. Endowed scholarships remain the number one priority in WCU’s comprehensive campaign, and new scholarships in this fiscal year represent support for the Honors College, College of Fine and Performing Arts, College of Education and Allied Professions, College of Arts and Sciences, College of Business, College of Health and Human Sciences, university wide merit and need based, and athletics. Vacancies in front line development staff are being filled in Spring 2017 to assist with securing additional endowed scholarship support in the next fiscal year.</p>	
Initiative 1.6.5 Enhance support for scholarships, graduate assistantships, and student research to attract and retain students who are prepared for the rigors of a Western Carolina educational experience.	Provost	Associate Provost for Academic Affairs, Director of University Scholarships, Deans	85%	2014-15	There has been a concentrated effort to reach out and develop contacts for additional scholarships across the university. Provost Council including the college deans have received training in advancement and have been successful in bringing in new scholarships to WCU. Through the scholarships committee and the work of Brenda Holcomb there has been increased visibility of current scholarships through a web interface available to all students. Student Affairs departments continued to support graduate students with graduate employment opportunities and internships. Student Affairs funds the Graduate Student Association. Student Affairs actively collaborated with the CEAP on the College Student Personnel masters program, including providing funding, recruitment assistance, advisory committee support, and adjunct faculty.

STRATEGIC DIRECTION: Supports the Academic Mission				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
rate to 80 percent by 2020.	Chancellors	Chancellor for Student Success, Deans	2015-16 2016-17	Accomplished. The official registration rate for the Fall 2014 freshman cohort was 80.1%. We met this goal in 2015, five years ahead of schedule, and maintained an 80% retention rate for the Fall 2015 Freshman cohort.
Initiative 1.6.8 Increase WCU's six-year graduation rate to 60 percent by 2020.	Provost, Vice Chancellors	Assistant Vice Chancellor for Student Success, Deans	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: #4b0082; margin-right: 5px;"></div> 20% </div> 2014-15 2015-16 2016-17	The estimated 2015 6-yr graduation rate (2009 first-time full-time freshman cohort) is 57%. As our retention rates have increased over the past few years, there is a direct correlation to increasing graduation rates. On a 3-year average, our six-year graduation rate has increased from 50% (2004, 2005, 2006) to 55% (2007, 2008, 2009). WCU is continuously working to improve its six-year graduation rates. We are currently between 50-60%.

Strategic Direction 2: Enrich the Total Student Experience

Accomplishment Highlights

- **International learning opportunities expanded** - Bilateral agreements have been finalized with 7 additional international higher education institutions covering Japan, Korea, India, Belgium, Denmark, Germany, and Chile. These programs provide cost-effective study abroad opportunities to students and collaborative avenues to faculty and staff.
- **International student enrollment increases** - International student enrollment (excluding online and Jamaican students) increased by 20% in 2016-17.
- **Student voter engagement improves** - The Center for Service Learning and the Student Democracy Coalition continues to work on student voter registration, education, and voting participation. The rate of student voting increased from 52% on 2012 to 75% in 2016.
- **Athletics success** - Catamount baseball won the 2016 Southern Conference baseball tournament, and the men's track team won their 4th consecutive SoCon indoor track championship. Both the men's and women's track team won the 2016 SoCon outdoor track championships. Donor support continues to increase exceeding \$2.1 million in fiscal year 2016.
- **Legacy Pinning Tradition initiated** - The Legacy Pinning event is a new tradition that launched on Family Weekend in Fall 2016. At this event, WCU alumni were invited to "pin" their family members in the freshman class in order to recognize each family's long-standing connection to WCU. Over 200 were in attendance of the inaugural event.
- **Strengthened Cherokee partnership** - WCU's Cherokee Center continues to build connections with the Eastern Band of Cherokee Indians (ECBI) through establishment of the EBCI Alumni Club, and partnership on the Cherokee Cultural Eclipse Celebration coming in August 2017. The WCU selected Cherokee culture and community as WCU's 2017-18 campus learning theme.

STRATEGIC DIRECTION: Enrich the Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
GOAL 2.1: Foster a student-centered campus culture that emphasizes academic excellence, personal growth, networking opportunities, and global and social awareness.				
Initiative 2.1.1 Ensure that the mission of every academic support and student services unit espouses academic excellence as a primary emphasis.	Provost, Vice Chancellor for Student Affairs	Assistant Vice Chancellor for Student Success, Assistant Vice Chancellor for Student Affairs, Deans	 10% 2014-15 2015-16 2016-17	Through continuous improvement process, reviews are done annually to ensure academic excellence is maintained. Student Affairs departments worked to review student worker positions to adopt GPA requirements where appropriate. The Department of Student Community Ethics collaborated with the Provost Office to revise the Academic Integrity Policy. The Office of Leadership and Student Involvement expanded student leadership training programs. Every unit on campus will be asked to share their mission statement by end of 2016 for a comprehensive review by a team of campus stakeholders. We continue to monitor mission statements in all academic units. Starting in fall 2017 in conjunction with the Associate Provost for Academic Affairs, OIPE and other administrators, we will complete a comprehensive review of mission statements.
Initiative 2.1.2 Review, and where necessary modify, all student recruitment and promotional materials to include expectations related to academic rigor and standards.	Provost, Vice Chancellor for Student Affairs	Deans, Director of Student Recruitment and Transitions, Director of Marketing	 95% 2014-15 2015-16	Working in collaboration with the Director of Marketing, all academic programs have and continue to review their marketing materials. Through a collaborative process all colleges support and market each other at Open House, Admissions and other external and internal events. All undergraduate Admissions materials have been updated. Many graduate materials have been updated. Program-specific marketing materials are in the process of being reviewed and updated, including providing new templates and content direction. Working in collaboration with the Director of Marketing, all academic programs continue to review their marketing materials (all undergraduate materials were completed last year and will be ongoing). All colleges continue to support and market each other at Open House and Admissions events, and this year a new emphasis on Career Fairs expanded these (ongoing) efforts. The Graduate School completely migrated their web pages to the new WCU design and implemented numerous changes to make the pages and program inquiry for prospects, applicants, and current graduate students more user friendly. The Graduate School has completely cataloged all hard copy and PDF recruiting materials and continues to support Programs with allocated funds for recruiting materials based on the number of applications. Student recruitment and promotional materials in the Hunter Library include 141 online guides which promote programs and departments at the university. The Honors College completed a review of all print materials used for recruitment and promotion and updated content on all in-house print materials. In collaboration with the Director of Marketing and her staff, the College's web pages have been reviewed and remapped, and all Honors College web materials are in transition to the new web design.

STRATEGIC DIRECTION: Enrich the Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2016-17	<p>The College of Education and Allied Professions has implemented many changes to program and unit web pages in order to better serve the needs and questions of potential and current students. In consultation with the Director of Marketing, a host of student recruitment and promotional materials have been updated or developed: fact sheets, booklets, video, photography, banners, instagram frames, and banners. Additional on-site videos and video postcards are being developed as a way to bring to life current students, and our academic programs, to potential ones. Even further, use of social media as a way to promote academic programs and student organizations has continually increased. The university also participated in a UNC system-wide teacher recruitment plan development process during the fall of 2015. This process involved faculty and staff representing three colleges as well as other stakeholders such as current students and P-12 partners. The plan is now being fully implemented and includes a Teacher Education Recruiter and an emphasis on tracking inquiries through enrollment and beyond program completion.</p> <p>In 2016-17, University Marketing created videos featuring students in a broad array of disciplines showcasing their academic success and how they are applying what they are learning in research and community engagement. Those videos were used as part of the advertising campaign and are now featured as the Admissions video shown to all students who come for a campus tour. Also in 2016-17, University Marketing completed the migration of ALL College websites and The Honors College to the new website format. Each of those sites strive to showcase academic quality within our colleges, departments and programs.</p> <p>The Graduate School updated the electronic communication plans through our Customer Relations Management (CRM) system. These include the 'prospect' communications plan as well as the 'accepted applicant' communication plan with letters to the audiences ranging from the Recruiter to the Provost. Four brochures were completed this year in the College of Business (Accounting, Sport Management, Management and Hospitality Tourism Management) and they have 4 more to go: Entrepreneurship, Marketing, Computer Information Systems and Business Administration & Law. The next two are in preparation.</p> <p>The College of Engineering and Technology reviewed all print materials for both undergraduate and graduate programs and developed new printed brochures and flyers. The College and School websites were completely overhauled and each program includes Student Learning Outcomes for that respective program, including any programmatic accreditation, such as ABET and ACCE. Websites in the College of Fine and Performing Arts have been updated. The college is beginning a branding development process with Marketing that will lead to the redesign of collateral promotional materials. The College of Health and Human Sciences has revised marketing materials with the following goals: Increase awareness of the profession-get people interested; identify key advantages about WCU/CHHS program; and direct interested individuals to our web site for more information. The new Honors College website developed this year. A new flyer was developed for prospective students on Honors College Scholarships, including required academic standards. The university catalog was also updated, which includes the new, higher academic standards for good-standing in The Honors College.</p>
Initiative 2.1.3			50%	

STRATEGIC DIRECTION: Enrich the Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Align, and where appropriate consolidate, academic support and experiential learning services to ensure consistent, interconnected, and efficiently provided assistance to students.	Provost	Associate Provost for Undergraduate Studies, Director, Center for Service Learning	2014-15	Under the purview of Dr. Carol Burton, Associate Provost for Undergraduate Studies, an enhancement plan was forwarded to General Administration from WCU to emphasize the importance and urgency for developing a Center for Student Career and Professional development. The center will bring together all aspects of career and professional development to ensure the success of our students during their careers at Western Carolina University, past graduation, to graduate school, into the workforce and beyond. Space for that center is currently being reviewed by the Space Management Committee.
			2015-16	Undergraduate Studies has implemented an intentional learning plan that helps students to connect the disparate aspects of their undergraduate experiences. Through the work of the Centers for Service Learning and Career and Professional Development, as well as the Mountain Heritage Center, students are able to access highly experiential and engaged learning opportunities, including internships, on-the-job (work study and non-work study) relevant experiences, alternative breaks, project development, professional networking and preparation events. This goal will perpetually be in progress because of the nature of its implementation. A new Quality Enhancement Plan is under development in anticipation of the SACSCOC reaffirmation in 2017. For the current academic year, Chancellor Belcher allocated \$50k (\$25k allocated for undergraduate and \$25k for graduate students) in indirect funds to support student presentation at, and participation in, professional conferences. Students (and their faculty sponsors) apply for the funds in support of the established intentional learning goals. This funding is in addition to the funding currently available through Undergraduate Studies which has been in place since 2008.
			2016-17	While the on-stop shop in Student Support Services provides the necessary support for students' academic support, the Center for Service Learning and the Center for Career and Professional Development offer experiential education opportunities for all students. New approaches to serving students, including distance and graduate students are under development.
Initiative 2.1.4 Develop and/or formalize mentoring program(s) that help students develop a sense of personal, intellectual, and professional identity.	Provost, Vice Chancellor for Student Affairs	Assistant Vice Chancellor for Student Success, Director of Career Services, Director of Undergraduate Advising	<div style="background-color: #4b0082; width: 50%; height: 10px; margin-bottom: 5px;"></div> 50% 2014-15	Programs such as ASP and Catamount Gap have increased in numbers since inception indicating a need for these programs. The mentoring programs that were piloted with the Office of First Year Experience were launched successfully. However, we will not continue to offer mentors for USI courses. We will continue to offer mentors for transfer students, first-generation students and other special populations. Staff from the ICA, Residential Living, the Career Center and DSCE have initiatives in support of peer mentoring. Project CARE is a long-standing peer mentoring program for minority students.

STRATEGIC DIRECTION: Enrich the Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	First Generation College Students: In the fall of 2015, FYE implemented a pilot program assigning Peer Academic Leaders to three sections of USI 130 (the university new student transition to college course). One section was designated to first generation college students. The pilot has informed a second phase of the pilot to move ahead with four sections for fall 2016, all for First Generation College Students. This phase will include enhanced attention to academic skills development using a success coaching model, via partnership with the Writing and learning Commons. Summer Learning Communities/Academic Success Program (ASP): Based on evaluative feedback, the current Peer Mentor model for the ASP has been re-visioned and will be implemented summer 2016. Combining the most successful elements of an academic skills consultant and a peer mentor, these Peer Academic Leaders will be assigned to summer learning community students in both ASP and Catamount GAP. They will continue to serve ASP students throughout their first year, consistent with our commitment to a full-year of academic support for conditionally admitted students. New Transfer Students: Transfer Ambassadors are assigned to new transfer students. A partnership with FYE, Admissions, and New Student Orientation, the Ambassadors have been successful in helping new transfer students navigate their new environment and to learn about the many opportunities available to them as WCU students. The Advising Center will work in conjunction with Student Success offices to train and be a resource for mentors so they can provide guidance regarding academic support and institutional policies and procedures. Mentors will be knowledgeable of support services and institutional offices that will aid mentees' transition to college life.
			2016-17	Many offices under Student Success work together to support student learning through mentoring. The WALC, Office of Student Transitions, and MAPS have all created programs that allow mentoring to take place.
Initiative 2.1.5 Create leadership and experiential opportunities at the local, regional, national, and international levels, ensuring that: all students participate in such opportunities and can document how these learning	Provost	Deans, Director of Service Learning, Director of	 55% 2014-15 2015-16 2016-17	This initiative continues to be a high priority as we increase the numbers of integrated experiences into our curriculum. WCU successfully achieved Carnegie Engagement classification. Program assessment on an annual basis documents the impact of experiential learning within and across the curriculum. While multiple opportunities for experiential and leadership experiences exist for all students, they are not mandatory at this time. The Center for Service Learning and the Center for Career and Professional Development will continue to build those opportunities working with academic and co-curricular units. Ongoing opportunities for primarily undergraduate students' professional development to: present research, participate in professional organizations, and attend local, regional, and state government meetings, are continuing to be funded from the Intentional Learning Plan that was created in 2007. Additionally, students' opportunities to be involved in community engagement and service learning are increasing with new Service Learning Designated courses being added to the course catalog. WCU's latest QEP, DegreePlus, is under development and will afford students additional opportunities to meet learning outcomes in leadership, teamwork, cultural competence, and professionalism.
Initiative 2.1.6			 60%	

STRATEGIC DIRECTION: Enrich the Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Expand international experiences for all Western Carolina University students through such strategies as: increasing study abroad opportunities, developing exchange programs with international universities, recruiting a sizable international student population to WCU, and enhancing global awareness components of existing curricula. (See Initiative 1.3.3)	Provost	Director of International Programs and Services, Associate Provost for Academic Affairs	2014-15	With the hiring and arrival Dr. Ling LeBeau as Director of International Programs and Services, study abroad and international student recruitment goals and objectives have been developed. Dr. Ling has overseen the establishment of policies and procedures of international partnership, J-1 visiting faculty, B-1 visitor, and Delegation visit., the re-launch of the International Program Advisory Council with new infrastructure and updated commitments, and delivered inaugural international training programs for faculty and staff.
			2015-16	IPS has finalized or is finalizing bilateral agreements with 7 international higher education institutions: China, Spain, Austria, Netherland (Aruba), Turkey, Sweden, Brazil. Those bilateral programs not only provide cost-effective study abroad opportunities to students and but also collaborative avenues to faculty and staff. The total number of international students in 2015-2016 is 257 (with 96 students estimated for Jamaican program as shown in 2014-2015), increased by 2% from 252 in 2014-2015. Student enrollment in WCU's Intensive English Program has reduced due to the change of scholarship policy at the Saudi government. IPS attended overseas Education Fairs in Asia and South America in fall 2015, to recruit international students.
			2016-17	IPS has finalized or is in the process of finalizing bilateral agreements with 7 international higher education institutions in 2016-2017: Japan, Korea, India, Belgium, Denmark, Germany, and Chile. Those bilateral programs not only provide cost-effective study abroad opportunities to students but also provide collaborative avenues to faculty and staff. The number of international students for 2016-2017 (excluding online international students and Jamaican students) is 165, increased by 20% from 137 from 2015-2016. This growth is contributed to improved admissions efficiency as well as strong academic and social supports provided to international students by IPS staff. With limited recruitment funding, IPS continues to utilize social media and other economic methods to attract students.
GOAL 2.2: Foster active citizenship among WCU students.				
Initiative 2.2.1 Integrate the elements of the Western Carolina University "Community Creed" into institutionally affiliated programs and services.	Vice Chancellor for Student Affairs	Dean of Students	<div style="background-color: #4a4a8a; color: white; text-align: center; padding: 2px;">100%</div> 2014-15	In conjunction with the WCU 125 Celebration, the Community Creed was updated by the Department of Student Community Ethics and the Student Government Association passed a resolution renewing support of the student body for the Community Creed. Posters and promotional materials are being updated accordingly.

STRATEGIC DIRECTION: Enrich the Student Experience					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2015-16	<p>The Western Carolina University Community Creed (Creed) is comprehensively incorporated in all aspects of the University. The following serve as examples of how the Creed is ingrained into the culture of the institution:</p> <ol style="list-style-type: none"> 1) Prospective students and visitors are provided with information about the importance of the Creed when they are on campus for Open House sessions. 2) The associate vice chancellor/dean of students (as well as other professionals) educates students and parents (in separate sessions) about the Creed and the importance of adhering to the tenants explicitly outlined in the Creed. 3) The Creed has a specific section in the on-line version of the code of student conduct (Code), and all students are responsible for the information contained within the Code. 4) The Creed is displayed via posters and murals throughout the campus. Examples include, but are not limited to, Campus Recreation and Wellness Building, classrooms, residence halls, University Center, etc. 5) The Creed is sent as an attachment to all students who are asked to meet with the department of student community ethics (DSCE). 6) The Creed is discussed in every conduct matter that involves students, and is a specific component of the DSCE Initial Meeting Student Confirmation of Understanding. 7) Members of the DSCE, department of residential living, and division of student affairs conduct programs in classrooms, residence halls, club and organization meetings, etc. related to the Creed. 	
			2016-17	<p>The Community Creed (Creed) is an integral part of the campus. The Creed has been edited by members of the Student Government Association, and has developed into an essential part of the University culture. We begin the process of educating individuals about the Creed during Open House presentations before they enroll as WCU students. In addition, we educate students and parents about the Creed during their Orientation Sessions.</p> <p>The Creed is highly visible on campus as a result of significant signage (ex: in Campus Recreation Center, University Center, Residence Halls, etc.), posters, and a dedicated section of the Code of Student Conduct.</p> <p>The Creed is a point of discussion in every conduct hearing, utilized in classroom discussions, a means to help educate members of the student organizations (i.e. Greeks), and an essential component of the residential living education model.</p> <p>The Creed has a long history at WCU, and has become an essential, known, natural part of the campus community.</p>	
<p>Initiative 2.2.2 As appropriate, include students as full, voting members on campus decision-making committees.</p>	Chancellor	Executive Council	<div style="background-color: #4b0082; width: 100%; height: 10px; margin-bottom: 5px;"></div> <p>90%</p> <p>2014-15</p>	<p>Academic Affairs includes undergraduate and graduate students in major searches and other decision making committees. Student Affairs departments continue to include students on search committees and programming boards. The university's Tuition and Fee Committee is co-chaired by the President of the Student Government Association and students comprise half of the membership. The Biltmore Park Strategic Planning committee included students.</p>	

STRATEGIC DIRECTION: Enrich the Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Provide every student with an opportunity to participate in student-led outreach projects that focus on civic engagement. (See Initiative 2.1.5)	Provost	Director, Center for Service Learning, Associate Provost for Undergraduate Studies,	2014-15	WCU has documented a significant increase in student led research projects around civic engagement. A number of new initiatives are to be implemented this year, for example, with Samaritan's Feet. Student Affairs departments continued collaborations with Service Learning and LEAD programs also facilitated civic outreach programs and service projects. Intercultural Affairs facilitated social justice projects.
			2015-16	The Center for Service Learning (CSL) provides student-led outreach opportunities in two macro ways (curricular and co-curricular). Within the co-curricular space the CSL focuses on the following university-wide initiatives developed in collaboration with student leadership: 10-12 distinct Days of Service (e.g., 9/11 Day of Service, Women's History Month Day of Service, MLK Day(s) of Service, etc.), 4-5 distinct alternative break/alternative weekend experiences (e.g., Columbia, SC, Chattanooga, TN, Birmingham, AL, etc.), and 10-12 distinct awareness/advocacy programs (e.g., Hunger & Homelessness Awareness Week, International Volunteer Week, Make a Difference Week, etc.). Each of these areas have graduate and undergraduate student leadership at the helm. Additionally, the Lily Community Engagement Award has two levels. Level 1 (LCEA) and Level 2 (LCEA with distinction). The "with distinction level" includes a co-curricular CAPSTONE project that students complete after they have engaged in 12-16 other co-curricular community engagement activities through the CSL. The CAPSTONE project primarily focuses on the individual student leader identifying a community opportunity/challenge, meeting/collaborating with community partner, organize a program/project, soliciting volunteers, implementing the program/project, and evaluating it upon implementation. All this is done in conjunction with the CSL staff. An estimate on the permeation of these initiatives through our campus student body is roughly 60-65%. Within the curricular space there are ~60 SLC designations, ~250 community-engaged learning courses, and an additional ~800 community-based learning courses. A majority of these courses are facilitated with a "group-based" engagement project. In these spaces student organize themselves around a community-based challenge or opportunity and apply their respective course content(s) accordingly.
			2016-17	The Center for Service Learning provides student-led outreach opportunities in two spaces (curricular/co-curricular). Co-curricular space within the CSL focuses on the following university-wide initiatives developed in collaboration with student leadership: 12 Days of Service, 5 alternative break experiences and 12 advocacy programs. Each of these areas have G & UG student leadership. The permeation of these initiatives through our student body is 65-70%. The establishment of the Student Democracy Coalition, a CSL student-led initiative that focuses on civic engagement through voter registration, education, activation, & celebration has had far-reaching impacts on campus. Curricular space includes 70 student learning community designations, 250 community-engaged learning courses, and an additional 800 community-based learning courses. A majority of these courses are facilitated with a group-based project. In these spaces student organize themselves around a community-based opportunity and apply their course contents.
Initiative 2.2.5			75%	

STRATEGIC DIRECTION: Enrich the Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	The Center for Service Learning provides and supports programming that generates space for exploring various points of view on various issues and perspectives. This type of programming is framed as "awareness/advocacy" initiatives and is underpinned by the perspective that in order to intentionally ACT in an informed way a student (or person) must be educated or introduced to new (sometimes different) ideas, perspectives, and positions. The types of programming that the CSL has been responsible for (or as a support unit for) includes: (1) Hunger and Homelessness Awareness Week - seeks to frame poverty in a way that might challenged some of the typical stereotypes or preconceived notions about poverty and how it comes to be in our communities, (2)MLK Week & Black History Month initiatives (service, Moral March, educational program) - seeks to address the issue of racism and discrimination that is still deeply embedded and rooted within our society and our communities, (3) Themed alternative breaks - each alternative break is themed based on the community the CSL partners with and this typically includes an issue related to the marginalized populations of our society (e.g., disaster recovery - Columbia, SC, New York, NY & Moore, OK; race and discrimination - Birmingham, AL; poverty - Cincinnati, OH), and (4) Social Justice Institute (w/ Intercultural Affairs) - addresses the various ISM's within our society and how they shape and influence our understanding of others and ourselves.
			2016-17	CSL provides programming that generates space for exploring points of view on issues and perspectives. This programming is framed by the Lily Award as awareness/advocacy initiatives and is underpinned by the idea that action must be informed through the introduction to new/different ideas, perspectives. CSL programming includes: Hunger & Homelessness Awareness Week - seeks to frame poverty in a way that might challenge some of the typical stereotypes/preconceived notions about poverty and how it manifests; MLK Week & Black History Month - seeks to address the issues of racism and discrimination that is still deeply embedded and rooted within our society and our communities; themed alt. breaks - each break is themed based on the community the CSL partners with and this typically includes an issue related to the marginalized populations of society; and the Student Democracy Coalition - includes issue-based campaigns, rallies, and writing/calling congress people.
GOAL 2.3: Instill pride in the University through more visible recognition and celebration of institutional achievements and traditions.				
Initiative 2.3.1			 75%	

STRATEGIC DIRECTION: Enrich the Student Experience					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
Build and sustain a high-quality athletics program that excites and instills pride among students, faculty, staff, alumni, and friends of the University.	Athletic Director	Athletic Coaches	2014-15	Catamount football finished with its first winning season since 2005 and the 7 victories matched the most since the '01 season. Junior RB Darius Ramsey was named to the Capital One Academic All-America team. Head football coach Mark Speir was a national finalists for the 2014 Eddie Robinson Award given to honor the national Coach of the Year at the NCAA FCS level. Western Carolina's indoor Track & Field teams swept both the men's and women's Southern Conference titles for a second-straight year. Men's Golfer J.T. Poston was again listed on the Palmer Cup Rankings for a second-straight year. WCU had 28 student-athletes on the 2014 Fall Academic All-Southern Conference team – and 26 on the 2014-15 Winter Academic All-Southern Conference team, WCU's most since the league began compiling the lists back in 2002-03. Athletics has continued its progress in strengthening the relationship with the WCU alumni and fan base through a series of winter and spring events in the major alumni markets. Through these relationships, scholarship fund donations to the Catamount Club were increased by over 15% from the previous year with a special new donor focus targeted at Fraternity and Sorority alumni. The Catamount Club's 1st annual Greek Challenge helped to engage over 470 new donors to WCU.	
			2015-16	Catamount Football finished with its first back to back 7 win seasons since 1983 and 1984 seasons and averaged over 10,000 fans per home contest. Men's Track & Field won the Southern Conference Indoor Conference Championship. Women's Tennis has already won 10 matches this year, the most in program history. The Catamounts continue to excel in the classroom with 29 student-athletes making the 2015 Fall Academic All-Southern Conference team. Donor support continues to increase topping a record breaking \$1M annual-fund donations in 2014-15 and the 2015-16 giving pace is out-stripping the prior year. Athletic Director Randy Eaton signed a contract extension, taking his contract through June 30, 2020.	
			2016-17	2016-17 Catamount sports highlights include: Baseball winning the 2016 Southern Conference Baseball Tournament and participating in the NCAA regionals, men's and women's Track & Field winning the 2016 outdoor SoCon championships, and men's track won the 2016 indoor SoCon Championship. Individually, football student-athlete Detrez Newsome led the NCAA in all-purpose yardage and was named first team AP All-American. Quarterback Tyrie Adams was named the Southern Conference Freshman of the Year. Academically, women's soccer earned the NSCAA College Team Academic Award for the 11th-straight season. Softball was named to the Easton All-Academic Top 10 list with the 5th highest national team GPA of 3.607 and Taylor Sigmon was a second team Academic All-America selection and garnered the Dorothy Hicks Graduate Scholarship. Department wide metrics improved with a significant jump in the Federal Graduation Rate to 64%, up from 48% in the prior reporting cohort. Athletic fundraising for FY 16 exceeded \$2.1M with the Catamount Club annual scholarship fund generating a record of \$1.34M.	
Initiative 2.3.2 Create and sustain campus traditions that strengthen students' connection to their University and its surrounding communities.	Provost, Vice Chancellor for Student Affairs	Vice Chancellor for Student Affairs, Assistant Vice Chancellor for Student Success,	2014-15	95%	Participation in events such as the International Festival, Study Away, and Study Abroad help strengthen students connections to the university and our global society. Student Affairs departments continue to provide support for existing traditions. From Week of Welcome events like the Freshman Class Photo to the "WCU Bucket List" and the Valley of the Lillies road race, an array of collaborations are successfully supported.

STRATEGIC DIRECTION: Enrich the Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
		Director, Center for Service Learning	<p>2015-16</p> <p>2016-17</p>	<p>WCU continues to focus on facilitating meaningful campus traditions for students. For over 30 years, the Tuck River Clean Up is a spring tradition at WCU. The Tuck River Clean Up is the nation's largest single day river cleanup with hundreds of volunteers uniting to pick up trash over miles of the Tuckasegee River. Hundreds of students and community members volunteer for this event, which ends back on campus at the UC Lawn with a cookout, live music, and yard games.</p> <p>The Center for Service Learning is in the second year of creating a new recognition tradition called the Lily Community Engagement Award (LCEA) program. Since its inception in 2014, over 1,000 students have participated and 50 have been recognized as LCEA recipients at graduation. These graduates have successfully engaged in three categories of service around Direct Impact, Philanthropy, and Awareness/Advocacy. LCEA graduates receive a set of green honors cords for graduation, a certificate, recognition at an awards banquet, honorary membership in the Cullowhee Lily Society, and a Cullowhee lily planted in their graduating class' name.</p> <p>WCU continues to support established traditions and tweak these programs with improvements. For example, enhancements were made to the following traditions and programs: Convocation was tweaked with the inclusion of student leaders and the symbolic lighting of candles; the Freshman Run at the first home football game was tweaked to accomplish the run in a shorter amount of time; Campus Recreation and Wellness updated the courses for road races to reflect changes required by the bridge construction. The Legacy Pinning event was a new tradition that launched on Family Weekend in Fall 2016. At this event, WCU alumni were invited to "pin" their family members in the freshman class in order to recognize each family's long-standing connection to WCU.</p>
<p>Initiative 2.3.3 Build and sustain consistent celebrations of Cherokee history, culture, and traditions.</p>	Provost, Vice Chancellor for Student Affairs	Director of the Cherokee Center, Executive Director, Educational Outreach, Director of Intercultural Affairs,	<p>90%</p> <p>2014-15</p>	<p>This year we have strengthened and deepened the relationship between the EBCI and WCU through history, art, exhibitions, readings, and celebrations of traditions. After the passing of Sequoyah Distinguished professor, Dr. Robert Conley, a search is underway for the Sequoyah Distinguished professor position. This position will build on an existing strong relationship and be a conduit between the EBCI and WCU. Intercultural Affairs continues to support Native American Expo Week in collaboration with the Cherokee Studies program.</p>

STRATEGIC DIRECTION: Enrich the Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
		Director of the Cherokee Studies Program	<p>2015-16</p> <p>2016-17</p>	<p>Western Carolina University (WCU) continues its efforts to recognize and celebrate Cherokee people through the development and support of its Cherokee programs. Cherokee Studies, for example, promotes awareness and understanding of Cherokee and Indigenous issues. Our students, faculty and staff engage in long term partnerships with the Eastern Band of Cherokee Indians (EBCI) for our mutual benefit in the spirit of Gadugi, working together. To further this connection, the search for a new Sequoyah Professor was successful with the hiring of Dr. Brett Riggs who has already established a close relationship with the tribe and is offering programs, including fieldtrips to sacred and historical Cherokee sites, to teachers at Cherokee Schools and to interested community members. We have established an annual game day recognition of the Cherokee Community with the WCU Athletics Football program which includes a program for the football team by the Cherokee language program. The history of Cherokee Stickball is presented and each player is given a Cherokee name. A logo of Cherokee ball sticks is worn by each team member on their helmets during that game. This year's 2015 Miss Cherokee is a student at WCU and she and the other Cherokee royalty performed the coin toss for the game. Intercultural Affairs continues to support the November Native American Expo and other annual events.</p> <p>The Cherokee Center staff have begun planning, participating and partnering with a number of outreach programming and educational events to preserve Cherokee culture and history in the Cullowhee area and on the Qualla Boundary. Some of the events highlighted include a partnership with the Eastern Band of Cherokee Indians(EBCI) and Western Carolina University, on the Cherokee Cultural Eclipse Celebration to be held in August. This event includes traditional stories of the frog swallowing the sun and some of the astronomy based around an eclipse. The Cherokee Center is also working to make relationships within the community by participating in local events such as the Children's Fair, and Health Fair at Cherokee Central Schools. We have coordinated the Judaculla Art Competition to ensure that students on campus and off are aware and can become educated about the history of the Cherokee at Western Carolina University. The center staff are assisting with the WCU Annual Theme in the creation of several events to be held on campus in 2017-2018 year. These cultural events include concerts, community educational events, demonstrations, performances, speakers, conferences, and much more. Aside from our highlighted events we have established a WCU discounted rate for our local educational attractions such as the Oconaluftee Indian Village and the Unto These Hills Outdoor Drama. There will be free entry into the Museum of the Cherokee Indian with a cat card. We have encouraged all communication and coordination of visits to Cherokee to be filtered through the Cherokee Center for more exposure as well. The center staff are working towards the creation of the Native Student Organization on campus which can give our current students a sense of belonging to help assist them during their time at WCU. We have recently established the EBCI Western Alumni Club to celebrate the tribe's significant accomplishments at WCU and to celebrate the hundreds whom have graduated from the institution. Our hope is to carry on these events each year as a part of our programming and development within the community both on campus and off. Educating WCU students and staff about EBCI is key to our success and educating the EBCI community about WCU will help us establish a permanent relationship for the future.</p>

STRATEGIC DIRECTION: Enrich the Student Experience				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Initiative 2.3.4 Include in the University's comprehensive communications plan a focused strategy to celebrate with the institution's internal and external audiences the accomplishments and achievements of students, faculty, and staff. (See Initiative 6.2.1)	Chief of Staff	Director of Marketing	 95%	The Integrated Marketing and Communications Plan draft has been reviewed by leadership and includes new strategies for ensuring events are well-advertised. This includes new strategies related to university website, social media and paid media. That plan will move into implementation in 15-16. As part of the implementation of the Integrated Marketing and Communications Plan, in 2015-16 we launched several initiatives to support this goal. This includes the launch of a new, story-driven, completely redesigned university website; the simultaneous launch of a new university news website where our communication's department can better display and optimize for search the stories of faculty and staff. We have also overhauled newsletters being sent from various parts of the university to make them more visually interesting and trackable. We have plans for further development of our email communications in the coming year as well as a story-driven integrated marketing campaign. This year we launched an integrated content marketing campaign focused around the student experience and highlighting stories of faculty and student accomplishments. This campaign has been integrated into our Admissions recruitment effort, our social media strategy and our paid advertising campaign for the university.
			2014-15	
			2015-16	
Initiative 2.3.5 Ensure that University events are consistently well-advertised to external audiences.	Chief of Staff	Director of Marketing, Director of Communications	 50%	The Integrated Marketing and Communications Plan draft has been reviewed by leadership and includes new strategies for ensuring events are well-advertised. This includes new strategies related to university website, social media and paid media. That plan will move into implementation in 15-16. Through a mix of news releases to external media, use of the university's website, items in the faculty/staff newsletter, and advertising and sponsorships with external news media, the Office of Communications and Public Relations and the Office of University Marketing are consistently informing external and internal audiences about university events. Through a mix of news releases to external media, use of the university's website, items in the faculty/staff newsletter, and advertising and sponsorships with external news media, the Office of Communications and Public Relations and the Office of University Marketing continue to inform external and internal audiences about university events.
			2014-15	
			2015-16	
			2016-17	

Strategic Direction 3: Enhance Our External Partnerships

Accomplishment Highlights

- **LEAD: WNC Conferences** - The third annual LEAD:WNC Regional Leaders Summit was held in October 2016, along with two follow-up conferences, LEAD: Tourism in February 2017 and and LEAD: Arts in March 2017.
- **Noble Hall retail tenants in operation** - Five commercial tenants have begun operations in Noble Hall, including Chili's Bar and Grill, Subway sandwich shop, Bob's Mini-mart, Madstone Café and Catching Light Books, and Blackrock Outdoor Company's Gear and Beer store.
- **Community outreach** - Extensive community outreach efforts were made this year. Specific examples are: working with Mountain Projects, Dillsboro Green Energy Park strategic plan development, working with Mission, MAHEC and Cherokee Hospitals to improved health care in the region, Sylva/Dillsboro tourism development. Also over 150 students in capstone courses in both the Rapid Center (Engineering), and in Business are supporting the region. The Millennial Director partners with WNC economic developers through the MountainWest Partnership and the regional Economic Developers Advisory Council, particularly in efforts to market the region. The VC for Administration and Finance attends all Asheville Economic Development Coalition Meetings, and has had discussions with Senator Burr's Director of Economic Development and other developers in the region. This year's LEAD: WNC conference and two follow-up conferences, LEAD: Tourism and LEAD: Arts, attracted regional leaders to campus to discuss economic development and other issues facing the region. Board of Directors/Trustee appointments include: Asheville Chamber of Commerce, NC Best, North Carolina Arboretum, Harris Hospital-Duke Lifepoint, NCAA, WCQS Radio/Blue Ridge Public Radio, Entegra Bank, Tuckaseigee Water and Sewer Authority, Southwestern Commission - Regional Transportation Council. Civic Organization participation includes: Rotary Club, Highlands-Cashiers Chamber Music, Parent Teacher Organizations, Leadership Asheville, Cullowhee Planning Council, Mountain West Partnership, Jackson County Comprehensive Plan Steering Committee, Comprehensive Economic Development Strategy Steering Committee (Region A). Advisory Panel participation includes: John M. Belk Endowment, NCAA, CuRvE, Harris Regional Hospital Business Roundtable.
- **Community service** - In 2016, university employees engaged in 4000 hours of community service. Full-time employees earn 24 hours of community service leave each year.

STRATEGIC DIRECTION: Services, Programs, Events and Community Engagement				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
GOAL 3.1: Strengthen relationships and communication between the University and its external partners.				
Initiative 3.1.1 Senior campus leadership will model the institution’s commitment to community outreach and involvement.	Chancellor	Executive Council	 100% 2014-15	Chancellor serves on boards of Harris Hospital, Arboretum, Asheville Chamber of Commerce. Chief of Staff joined Board of Directors for WCQS Public Radio in Asheville. Chancellor appointed campus representation to Cullowhee Community Planning committee (Mark Lord, dept head of Geosciences), County Comprehensive Planning Committee (AVC Facilities Management), and DOT Rural Planning Organization Technical Advisory Committee (AVC Facilities Management). Vice Chancellor for Administration and Finance serves on Tuckaseegee Water and Sewer Authority.
			2015-16	Senior campus leaders engage in a number of outreach efforts including, but not limited to, membership and participation in civic organizations, boards of directors/trustees, non-profits, professional organizations and community service entities. A few selected current examples include: Board of Directors/Trustees: Asheville Chamber of Commerce, North Carolina Arboretum, Harris Hospital-Duke Lifepoint, NCAA, WCQS Public Radio, Tuckaseegee Water and Sewer Authority, Southwestern Commission - Regional Transportation Council Civic Organizations: Rotary Club, Highlands-Cashiers Chamber Music, Parent Teacher Organizations, Leadership Asheville Advisory Panels: John M. Belk Endowment, NCAA, CuRvE, Harris Regional Hospital Business Roundtable
			2016-17	Outreach efforts include: Board of Directors/Trustees: Asheville Chamber of Commerce, NC Best, North Carolina Arboretum, Harris Hospital-Duke Lifepoint, NCAA, WCQS Radio/Blue Ridge Public Radio, Entegra Bank, Tuckaseegee Water and Sewer Authority, Southwestern Commission - Regional Transportation Council. Civic Organizations: Rotary Club, Highlands-Cashiers Chamber Music, Parent Teacher Organizations, Leadership Asheville, Cullowhee Planning Council, Mountain West Partnership, Jackson County Comprehensive Plan Steering Committee, Comprehensive Economic Development Strategy Steering Committee (Region A). Advisory Panels: John M. Belk Endowment, CuRvE, Harris Regional Hospital Business Roundtable
Initiative 3.1.2 Establish an annual leadership tour of the Western North Carolina region designed to reinforce WCU’s connection with its external constituents and to update University leadership consistently about regional and local priorities.	Chief of Staff	Chief of Staff, Director of Coulter Faculty Commons	 100% 2014-15	The second annual leadership tour is set for May 11-15, 2015.
			2015-16	Established in 2014 and is now held annually each May.
			2016-17	Established in 2014 and is now held annually each May.
Initiative 3.1.3 Establish the appropriate leadership and organizational structure at WCU to support, coordinate, and facilitate external partnerships and collaborations.	Provost	Executive Director, Millennial Initiatives	 50% 2014-15	During 2014-15, the Executive Director focused on 1) locating a privately developed medical office building on the West Campus, 2), collaborating with both campus and external partners involved in regional economic development, and 3) coordinating the first annual LEAD:WNC conference and the LEAD:Tourism and LEAD:Innovation follow-up conferences.

STRATEGIC DIRECTION: Services, Programs, Events and Community Engagement					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2015-16	The Executive Director 1) worked closely with private developers interested in building a medical office building on the Millennial Campus, 2) collaborated with campus and external partners involved in regional economic development, 3) coordinated the LEAD: WNC conference and the LEAD: Tourism and LEAD: Arts follow-up conferences, and 4) reached out to private, government and nonprofit leaders in the region, especially those interested in working with and partnering with WCU programs, faculty, and staff.	
			2016-17	The Executive Director 1) worked closely with private developers interested in building a medical office building on the Millennial Campus, 2) collaborated with campus and external partners involved in regional economic development, 3) coordinated the LEAD: WNC conference and follow-up conferences, and 4) reached out to private, government and nonprofit leaders in the region, especially those interested in working with and partnering with WCU programs, faculty, and staff.	
Initiative 3.1.4 Create an institutional council with representatives from each division and college to enhance internal communication about external partnerships and engagement, including the sponsorship of an annual inventory of such activities.	Chancellor	Executive Director, Millennial Initiatives, Director of External Relations	 65% 2014-15 2015-16 2016-17	Chief of Staff and Director of External Relations met with Provost fellow to discuss need for campus-wide inventory. Institutional council has yet to be convened. Convened a taskforce on corporate and foundation relations with representatives from across WCU that resulted in recommendations on enhancing communication through the formalization and organization of current engagement activities. An ad hoc group of various divisional reps with responsibility for some corporate or foundation relations met a few times to offer some recommendations for how this could be accomplished, in response to feedback from a few corporate sponsors that WCU needed a better overall strategy for engagement. There was a general consensus that most divisions on campus are engaged in these efforts and a general, high-level model was proposed and discussed. The addition of an Assistant VC in Development with responsibilities for Corporate and Foundations, a new VC for Development and Alumni Affairs and a new Executive Director for Community Engagement and Economic Development and Innovation will support further clear communication about external partnerships and engagement.	
Initiative 3.1.5 Develop and implement a communications plan that informs Western Carolina University's external community about University resources (inventoried annually), such as: programs, services, facilities, and faculty/staff expertise that are available to the public. (See Initiative 6.2.1)	Chief of Staff	Director of Marketing	 60% 2014-15 2015-16 2016-17	Chief of Staff and Director of External Relations met with Provost fellow to discuss need for campus-wide inventory. As part of the redesign of the university website, we created a home for community content in the "Engage" section of the site and began using that section in locally-focused promotional efforts. We partnered with our local hospital, Harris Regional, on an effort to drive awareness of our combined efforts to support community health and wellness. We partnered with the College of Fine and Performing Arts to dramatically improve our community outreach about events via email marketing. We also launched new social media software that enables us to collaborate on disseminating the news about events and services to the community via all WCU social accounts. Accomplishments this year include launching a new Bardo Arts Center website to support the restructuring of the unit and partnering with Ed Outreach for a social media campaign to support summer camps and kids programs.	
GOAL 3.2: Position the University as a key leader in regional economic and community development efforts.					

STRATEGIC DIRECTION: Services, Programs, Events and Community Engagement					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
<p>Initiative 3.2.1</p> <p>Facilitate an annual conference for regional government, nonprofit, community, education, and business leaders to focus attention and action on regional strategies for economic and community development.</p>	Chancellor	Executive Director, Millennial Initiatives	 50% 2014-15 2015-16 2016-17	<p>The first annual LEAD:WNC Regional Leaders Summit was held November 12, 2014 and attracted over 250 regional leaders to the campus to discuss healthcare, education, tourism, creative arts, the environment, and technology/innovation. Two follow-up conferences, LEAD:Toursim and LEAD: Innovation, were held April 21 and 22 respectively. The second annual LEAD:WNC conference is scheduled for October 24, 2015.</p> <p>The second annual LEAD: WNC Regional Leaders Summit was held October 20, 2015 and attracted over 150 regional leaders to discuss healthcare, education, tourism, creative arts, the environment, and technology/innovation. Two follow-up conferences, LEAD: Tourism and LEAD: Arts were held November 10, 2015 and March 17, 2016 respectively. The third annual LEAD: WNC conference is planned for October 2016.</p> <p>The second annual LEAD: WNC Regional Leaders Summit was held October 7, 2016 and attracted over 100 regional leaders to discuss transportation, manufacturing, health, creative arts, and education. There were facilitated breakout sessions on social entrepreneurship, creative placemaking, and getting around. A panel discussed the outdoor tourism economy and its impact on the environment. Two follow-up conferences, LEAD: Tourism and LEAD: Arts were held February 27-28, 2017 and March 16, 2017 respectively.</p>	
<p>Initiative 3.2.2</p> <p>Develop the West Campus, with its Millennial Initiative designation, as a national model for building, in a rural context, public-private partnerships that are integrated into the academic enterprise and which support community and economic development.</p>	Provost	Executive Director, Millennial Initiatives	 50% 2014-15 2015-16 2016-17	<p>The Board of Trustees of the Endowment Fund of WCU issued a Request for Qualifications for a "Project Involving a Medical Office Building (MOB) on the WCU Millennial Campus" in February 2015. It is expected that a MOB developer will be selected by June 5, 2015 to enter into a public-private partnership agreement to be executed by December 14, 2015. The building will be the first privately developed building on campus.</p> <p>A Letter of Intent (LOI) was executed with a private developer on July 13, 2015 to develop a Medical Office Building (MOB) on the Millennial Campus. The developer was unable to proceed to a lease agreement by the anticipated date and the LOI was terminated. A second LOI was signed with a different private developer on December 15, 2015. The intent of this document is to enter into a ground lease with the developer by July 31, 2016.</p> <p>A Letter of Intent (LOI) was executed with a private developer on December 15, 2015 to develop a Medical Office Building (MOB) on the Millennial Campus. A ground lease to the developer has been approved by the UNC Board of Governors, and the developer is currently pre-leasing the building.</p>	
<p>Initiative 3.2.3</p> <p>Develop the programs at Biltmore Park to position WCU as a key provider of graduate and professional programs in the greater Asheville-Hendersonville area along the I-26 growth corridor.</p>	Provost	Executive Director of Programs at Biltmore Park, Deans	 50% 2014-15	<p>In 2014-15, the University completed a new Strategic Plan for WCU Biltmore Park and hired a new executive director to execute its implementation. As part of the WCUBP Strategic Plan, a competitive analysis of regional graduate programs has been completed and is currently being reviewed. A program-by-program assessment is also underway of all degrees offered at the WCUBP instructional site including delivery method.</p>	

STRATEGIC DIRECTION: Services, Programs, Events and Community Engagement					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2015-16	Work continued on the implementation of the 2015 WCU Biltmore Park Strategic Plan resulting in a refinement of degree program offerings at the Biltmore Park instructional site. In 2015-16 the University offered 2 doctoral, 10 masters and 2 undergraduate residential programs as well as 3 certificate programs. Two additional degree programs were added in 2015-16 and will commence in the Fall of 2016. These include a baccalaureate completion program in Hospitality and Tourism and a certificate program in Arts Management. The Division of Educational Outreach also began the first phase of a three-year plan to significantly increase professional development programs (in a wide variety of disciplines), more than doubling the last-year's offerings.	
			2016-17	WCU continues to evaluate market trends and competition in graduate education in the Asheville Metro Region. This year's evaluation is leading to the expansion of Social Work's Fall 2017 Cohort with the addition of tele-video classrooms which will allow the program to offer an Asheville-only option for students. Similarly, planning is underway to expand Physical Therapy's Fall 2018 cohort to also have an Asheville-only option. Additionally, the Division of Educational Outreach has significantly expanded professional development offerings at WCU Biltmore Park from 6 programs/year to nearly 40 programs/year in a variety of fields. Last, work is underway to explore the addition of a graduate certificate in Data Analytics for possible implementation for Fall 2017.	
Initiative 3.2.4 Work with external partners to facilitate economic and community development in Cullowhee and Jackson County, which form the University's backyard, and participate in the formation of formalized community leadership for Cullowhee that can serve as the voice of the community as it anticipates growth and development. (See Initiative 4.3.2)	Chancellor	Chief of Staff, Provost, Vice Chancellor for Student Affairs, Vice Chancellor for Administration and Finance	 60% 2014-15 2015-16 2016-17	The chancellor appointed campus representation to Cullowhee Planning Council, Jackson County Master Planning Committee, and advisory group to CuRvE to address proposed Cullowhee River Park. Most tenants for the mixed use facility, Noble Hall, have been finalized with a construction completion date of August 2016. RFQ is active for Medical Office Building Development on WCU's Millennial Campus and work on identification of tenants is underway. The Vice Chancellor for Administration and Finance serves on the Tuckasegee Water and Sewer Authority (TWSA), the Cullowhee Revitalization Endeavor (CuRvE), and the Jackson County Comprehensive Planning Committee. He attends the Village of Forest Hills Town Meetings, and convened a series of meetings with broadband providers to discuss ways the WCU Electric Resale Distribution Network might be leveraged to improve broadband access in the Cullowhee region and beyond. There has been extensive outreach this year from multiple campus stakeholders to determine the role of WCU in this ED Specific examples are: working with Mountain Projects (provost a board member), Dillsboro Green Energy Park strategic plan development, Dean of HHS working with Mission, MAHEC and Cherokee Hospitals to improved health care in the region, Sylva/Dillsboro Edu Tourism development. Of note is the final stages of the Medical Office Building development on the Millennial Campus, which should break ground in 2017-18. Also over 150 students in capstone courses in both the Rapid Center (Engineering), and in Business are supporting the region.	
Initiative 3.2.5			 50%		

STRATEGIC DIRECTION: Services, Programs, Events and Community Engagement				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
<p>Seek out and implement internal synergies among outreach efforts and potential partnerships that are focused on economic and community development and consistent with the curricular focus areas identified by the 2020 Commission.</p>	<p>Provost</p>	<p>Executive Director, Millennial Initiatives</p>	<p>2014-15</p> <p>2015-16</p> <p>2016-17</p>	<p>The Regional Conference LEAD:WNC Regional Leaders Summit held November 12 attracted over 250 regional leaders to the campus to discuss healthcare, education, tourism, creative arts, the environment, and innovation/technology. Two follow-up conferences LEAD:Toursim and LEAD: Innovation were held April 21 and 22 respectively. The Executive Director continues to partner with regional economic developers in the MountainWest Alliance and the AdvantageWest Economic Developers Advisory Council to market the region.</p> <p>The Millennial Director partners with WNC economic developers through the MountainWest Partnership and the regional Economic Developers Advisory Council, particularly in efforts to market the region. The VC for Administration and Finance attends all Asheville Economic Development Coalition Meetings, and has had discussions with Senator Burr's Director of Economic Development and other developers in the region. This year's LEAD: WNC conference and two follow-up conferences, LEAD: Tourism and LEAD: Arts, attracted regional leaders to campus to discuss economic development and other issues facing the region.</p> <p>The Millennial Director partners with WNC economic developers through the MountainWest Partnership and the regional Economic Developers Advisory Council, particularly in efforts to market the region. The VC for Administration and Finance attends all Asheville Economic Development Coalition Meetings, and has had discussions with Senator Burr's Director of Economic Development and other developers in the region. This year's LEAD: WNC conference and two follow-up conferences, LEAD: Tourism and LEAD: Arts, attracted regional leaders to campus to discuss economic development and other issues facing the region.</p>
<p>Initiative 3.2.6 Facilitate collaborative research and development efforts between WCU and external partners.</p>	<p>Provost</p>	<p>Executive Director, Millennial Initiatives, Deans</p>	<p style="background-color: #4b0082; color: white; text-align: center;">50%</p> <p>2014-15</p> <p>2015-16</p> <p>2016-17</p>	<p>Working with the Dean of the College of Health and Human Sciences, all 5,000 square feet of available clinic space in the HHS Building is filled. There are ongoing conversations with partners interested in locating in the proposed adjacent medical office building once it is completed. The Executive Director and the Dean of the Graduate School continue to meet regularly to discuss research and other grant opportunities.</p> <p>The Millennial Director and the HHS Dean regularly collaborate in efforts to attract private medical practices to locate on the Millennial Campus and partner with WCU students and faculty. The Millennial Director, GS Dean, and Sponsored Research Director meet regularly to discuss research and grant opportunities.</p> <p>Outreach to the community has increased significantly this year to foster research and development partners with: Mountain Projects, Green Energy Park/Dillsboro, the continued development of the Center for Entrepreneurship and Innovation (CEI) and the RAPID center to provide research and development opportunities for small businesses.</p>
<p>GOAL 3.3: Align internal processes and reward systems to foster external engagement.</p>				
<p>Initiative 3.3.1</p>			<p style="background-color: #4b0082; color: white; text-align: center;">90%</p>	

STRATEGIC DIRECTION: Services, Programs, Events and Community Engagement				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Develop models and strategies to formally recognize and reward faculty and staff participation in educationally-based external engagement.	Chancellor	Executive Council, Deans, Associate Vice Chancellor for Human Resources	2014-15	An electronic process for nominations for internal and external awards has been established. Each College recognizes their faculty and staff for their engagement participation. The development of an Engagement Faculty Fellow position has enhanced our data collection to allow recognition based on data collected. An engagement survey was sent out in April to garner the work that faculty and staff are involved in so that we can celebrate the achievements and impact of the work.
			2015-16	Administration of a recently developed annual faculty survey on engagement has allowed us to collect information and provide recognition (website highlights, articles, emails to department heads and deans) and rewards (creation and publicity of STAR Engagement Awards to 10 faculty with remuneration for professional development of their choice). This is an ongoing initiative. The data collected are analyzed and reported in various venues, including the annual UNC General Administration Community and Economic Engagement Metrics Report, formerly for the Carnegie Community Engagement Classification Reapplication, annual reports to the respective colleges as well as to the WCU Board of Trustees, etc. Opportunities to recognize and reward staff who are involved in external engagement are currently in development.
			2016-17	The Provost's Academic Community Engagement (ACE) Advisory Board has formalized the process for recognizing faculty community engagement by selection of 10 Star Awards annually. Faculty who complete the faculty survey on Community-Based Learning have an opportunity to submit entries that will be considered for one of the Star awards. If selected, they each receive \$500 in professional development funding related to community engagement, are highlighted on WCU Web site, and are featured in numerous WCU publications. Additionally, the ACE Board has created a formal process for selection on the University's nominee to the State for the Holshouser Public Service Award for Faculty. This process was implemented successfully for the first time this academic year. Finally, staff and full time administrators earn 24 hours of community service leave and the Center for Service Learning has created a proactive approach to supporting this initiative by an email campaign encouraging participation in community service and providing easy access to service sites and information on Service Days.
Initiative 3.3.2 Ensure that all division and departmental personnel processes, including those related to AFE and TPR, provide faculty and staff the formal opportunity to detail and describe educationally-based external engagement activities.	Provost, Vice Chancellor for Administration and Finance	Associate Provost for Academic Affairs, Associate Vice Chancellor for Human Resources, Deans	<div style="background-color: #4b0082; width: 60%; height: 15px; margin-bottom: 5px;"></div> 60% 2014-15	Initial design of the new online employment suite (to include the annual performance evaluation and appraisal rating) began in December 2014. Testing of the position description and applicant tracking components of this platform began in February 2015 with an expected campus roll out set for summer 2015. Design of the performance appraisal platform began in March 2015. HR/Payroll is working collaboratively with representation from the Provost's Office, Institutional Planning and Effectiveness, and other key areas of campus to capture and develop evaluation tools that can effectively be maintained in one system/location. Many departments in Academic Affairs are revising the Department Collegial review documents to reflect educationally based external engagement activities.

STRATEGIC DIRECTION: Services, Programs, Events and Community Engagement				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	Initial design of the new online employment suite (to include the annual performance evaluation and appraisal rating) began in December 2014. Testing of the position description and applicant tracking components of this platform occurred in spring 2015 and a campus roll out took place in summer 2015. Design of the performance appraisal platform began in March 2015. HR/Payroll continues to work collaboratively with representation from the Provost's Office, Institutional Planning and Effectiveness, and other key areas of campus to capture and develop evaluation tools that can effectively be maintained in one system/location. Performance evaluation will roll into the new system Summer 2016. Many departments in Academic Affairs are revising the department collegial review documents to reflect educationally based external engagement activities. Changes are being made to the Faculty Activities Database to allow identification of external engagement activities of faculty.
			2016-17	Expansion and use of the online employment suite continues across campus and includes SHRA performance evaluation and appraisal rating this year. HR/Payroll continues to work collaboratively with representation from the Provost's Office, Institutional Planning and Effectiveness, and other key areas of campus to capture and develop evaluation tools that can effectively be maintained in one system/location. Many departmental collegial review documents now reflect external engagement activities and the Faculty Activities Database allows for systematic recording of those activities of faculty.
Initiative 3.3.3 Promote the University's support of staff-initiated community service.	Vice Chancellor for Administration and Finance	Director, Center for Service Learning, Associate Vice Chancellor for Human Resources	<div style="display: flex; align-items: center;"> <div style="width: 20px; height: 20px; background-color: #4b0082; margin-right: 5px;"></div> 20% </div> 2014-15 2015-16 2016-17	As was highlighted in 2013-2014, Staff Senate continues to urge employees to utilize their hours of community service leave and have successfully held and will continue to coordinate an annual day of service. To highlight the institution's commitment to community service, the University was chosen to receive the 2015 Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching. To help facilitate this process, HR/Payroll works with employees earning community service hours to ensure they are kept aware of the number of community service hours they have available for these efforts. For the 2015 calendar year, 4,000 hours of the 25,000 available community service hours were used. For the 2016 calendar year, 4,000 hours of the 25,000 available community service hours were used.

Strategic Direction 4: Invest in Our People

Accomplishment Highlights

- **Professional development opportunities expanded** - In addition to continuing professional development initiatives, such as Covey's *7 habits of Highly Effective People* program, the WCU Works professional certification program was launched in 2016. The program, designed with WCU's 2020 plan and UNC's Strategic Plan in mind, provides high-quality development in skills and competencies vital to organizational and professional success.
- **New strategic onboarding program launched** - Started in Spring 2017, this program enhances the initial onboarding process for new faculty and staff and is designed to best facilitate the employees transition to the University workforce. This program will allow the institution to provide a dashboard of key orientation, refresher updates, and professional development activities for each faculty and staff member as may be necessary.
- **Research grant funding strengthened** - The Chancellor and the Provost continued to support the Provost's Internal Grant's program at \$150,000 annually, with 12 proposals funded this year and a total of 26 funded proposals since the program was initiated in 2014. The Summer Undergraduate Research Program (SURP) was established by the Honors College and nine faculty-student teams were supported in 2016. SURP will continue in 2017.
- **Spouse and partner hiring** - In 2016, WCU became a founding member of the Higher Education Regional Consortium of the Carolinas (HERC of the Carolinas). A key component and focus of the HERC (in addition to the sourcing of recruitment resources) is dual career partnership opportunities. Specifically, HERC facilitates the support of dual-career couples by connecting WCU with dual-career programs and leaders from neighboring institutions, to include dual-career search options through the HERC website.

STRATEGIC DIRECTION: Student Affairs Support for Employees				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
GOAL 4.1: Make salary and total compensation packages an institutional priority in order to attract, reward, and retain the highest quality employees.				
Initiative 4.1.1 Advocate for the financial resources necessary to offer competitive salaries and compensation packages.	Chancellor	Provost, Associate Vice Chancellor for Human Resources	90%	
			2014-15	The recommendation put forth in 2013-2014 to establish a standing committee to review, analyze, and make recommendations for salary adjustments was formally implemented. In conjunction with the work of this committee, the University successfully implemented Steps 2 and 3 of a strategic 5 step plan to address salaries on campus. The implementation of these two steps increased the average market index of the workforce by nearly 2% and increased the overall average salary by nearly \$3,000.
			2015-16	The University continues to strongly advocate for and identify resources and processes to provide competitive salaries and compensation packages. As part of the recurring budget process each year. To help facilitate this process, the recommendation put forth in 2013-2014 to establish a standing committee to review, analyze, and make recommendations for salary adjustments was formally implemented during the previous plan year. Through information provided through this review process, the University is able to strategically make budget allocations that will best address salary competitiveness issues. Through this intentional, planned process, the University has been able to increase overall market competitiveness for faculty and staff positions and has a roadmap in place for assessing on a recurring basis.
2016-17	The University continues to strongly advocate for and identify resources and processes to provide competitive salaries and compensation packages. As part of the recurring budget process each year University salaries are analyzed to determine current market position across the institution. To help facilitate this process, the recommendation put forth in 2013-2014 to establish a standing committee to review, analyze, and make recommendations for salary adjustments has been formally implemented. Through information provided through this review process, the University is able to strategically make budget allocations that will best address salary competitiveness issues. Through this intentional, planned process, the University has been able to increase overall market competitiveness for faculty and staff positions and has a roadmap in place for assessing on a recurring basis.			
Initiative 4.1.2 Develop a regular and recurring process for employee salary review.	Vice Chancellor for Administration and Finance	Associate Vice Chancellor for Human Resources	100%	
			2014-15	The University successfully implemented Steps 1 (April 2014) and 2 (October 2014) of the University five Step Salary plan that was finalized during 2013-2014. The implementation of these steps resulted in establishing a baseline annual salary of \$25,000 and/or 75% of the designated labor market. The Salary Task Force that was created has evolved into a standing committee. The committee has met and will continue to meet on a regular basis to review and study workforce salary information provided by the Office of Human Resources and provide further recommendations regarding the Five Step Plan to campus leadership.

STRATEGIC DIRECTION: Student Affairs Support for Employees					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2015-16	In line with Goal 4.1 in the Vision 2020, Focusing our Future, strategic plan, WCU is committed to making salary and total compensation packages an institutional priority in order to attract, reward, and retain the highest quality employees. To that end, we have developed a regular and recurring process for employee salary review. On a bi-annual basis the University will conduct an equity/labor market review of all permanent faculty and staff salaries to include their comparison to appropriate, designated labor market rates. The results of the analysis will be reported to the Chancellor and the Executive Council. Additionally, Division and College specific data will be provided to the Division Head and/or Dean of each area. Dependent on the ability to identify resources, these results will be used to determine potential salary adjustment actions. To help facilitate this process, a University-wide Salary Committee for SHRA and EHRA Non-Faculty positions was formed in 2013. This committee continues to meet on a regular basis to review and study workforce salary information provided by the Office of Human Resources and provide recommendations regarding future campus wide salary initiatives to leadership.	
			2016-17	In line with Goal 4.1 in the Vision 2020, Focusing our Future, strategic plan, WCU is committed to making salary and total compensation packages an institutional priority in order to attract, reward, and retain the highest quality employees. To that end, we have developed a regular and recurring process for employee salary review. On a bi-annual basis the University conducts an equity/labor market review of all permanent faculty and staff salaries to include their comparison to appropriate, designated labor market rates. The results of the analysis is reported to the Chancellor and the Executive Council. Additionally, Division and College specific data is provided to the Division Head and/or Dean of each area. Dependent on the ability to identify resources, these results are used to determine potential salary adjustment actions. To help facilitate this process, a University-wide Salary Committee for SHRA and EHRA Non-Faculty positions was formed in 2013. This committee continues to meet on a regular basis to review and study workforce salary information provided by the Office of Human Resources and provide recommendations regarding future campus wide salary initiatives to leadership.	
Initiative 4.1.3 Develop and implement strategies for retaining high-performing employees with competitive salary adjustments and compensation packages within existing policies.	Vice Chancellors	Executive Council, Associate Vice Chancellor for Human Resources	90%	2014-15	The Salary Task Force initially established in March 2013 was transitioned to a standing committee. The role of the committee is to review and analyze institutional standing in regards to salaries across campus and make recommendations to leadership on the appropriate course of action. The committee will assess university salaries and report back to the Chancellor on a regular, recurring basis. Out of recommendations of the committee, the University was able to implement Step 1 (April 2014) and Step 2 (October 2014) of the University Five Step Strategic Salary plan.
			2015-16	Through the work of campus leadership and the University Salary Committee, a formal compensation strategy has been developed that 1) provides a formal mechanism for setting and establishing salaries on campus based upon market, business need, and the overall qualifications/contributions of the employee/candidate; 2) provides for a bi-annual review process for all campus positions to identify and address any potential salary inequities; and 3) provides the flexibility within existing UNC system and State of North Carolina policies for hiring managers to retain when possible mission critical faculty and staff.	

STRATEGIC DIRECTION: Student Affairs Support for Employees					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
			2016-17	Through the work of campus leadership and the University Salary Committee, a formal compensation strategy has been developed that 1) provides a formal mechanism for setting and establishing salaries on campus based upon a combination of factors to include: market, business need, and the overall qualifications/contributions of the employee/candidate; 2) provides for a bi-annual review process for all campus positions to identify and address any potential salary inequities; and 3) provides the flexibility within existing UNC system and State of North Carolina policies for hiring managers to retain when possible mission critical faculty and staff. The salary committee meets regularly throughout the year to assess current workforce salaries and identify strategies designed to retain high-performing faculty and staff. During the past plan year for example, the University was able to request and secure funds from the UNC Faculty Retention fund to retain one of our top faculty.	
Initiative 4.1.4 Develop and implement a program of competitive summer grants to support innovative faculty pursuits within the context of Western Carolina's mission and values.	Provost	Associate Provost for Academic Affairs	 50% 2014-15 2015-16 2016-17	The Chancellor and the Provost continued to support the Provost's Internal Grant's program, allocating an additional \$100,000 to support the FY15 competitions. 41 applications from faculty and staff were submitted; 10 were funded. The Provost and Chancellor have increased their commitment for FY16 to \$150,000, and the Office of Research Administration will continue to administer a competitive funding program, monitor and track results of internal awards leading to external funding proposal submissions. The Chancellor and the Provost continued to support the Provost's Internal Grant's program, increasing the allocation of funding to \$150,000 in the current fiscal year. Fall and spring competitions were held with 38 applications submitted and 14 proposals funded. The seeding funding has resulted in four external grant proposals submitted and one funded, to date. The Office of Research Administration continue to monitor and track results of how these seed grants result in external awards and scholarly outcomes. The Chancellor and the Provost continued to support the Provost's Internal Grant's program at \$150,000 annually. Fall and spring competitions were held with 32 applications submitted and 12 proposals funded. The seed funding has resulted in a total of 26 funded external proposals since the program was initiated in 2014. The Office of Research Administration continue to monitor and track results of how these seed grants result in external awards and scholarly outcomes.	
Initiative 4.1.5 Advocate with other UNC system institutions for a competitive and attractive health benefits plan that is cost-effective for employees and their families.	Chancellor	Chief of Staff, Director of External Relations	 50% 2014-15	Discussion ongoing with UNC-General Administration and North Carolina legislature. In wake of proposed changes to the State Health Plan this spring, UNC System legislative liaisons have stepped up efforts to educate members of General Assembly on the role of a competitive benefits package in retention and recruitment of top talent. Also, UNC General Administration has recently published a comprehensive review of the UNC benefits package, which will help in advocating for increased benefits.	

STRATEGIC DIRECTION: Student Affairs Support for Employees				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16	WCU continues to advocate through appropriate channels the ongoing need for health and related benefits that are both attractive and cost-effective to the WCU workforce. Increasing costs associated with health care along with reduced levels of benefits has a direct impact on both new hire and faculty and staff retention efforts. WCU has actively participated with other UNC system institutions to provide a system-wide view of the issue to both the North Carolina State Health Plan and the North Carolina General Assembly.
			2016-17	WCU continues to advocate through appropriate channels the ongoing need for health and related benefits that are both attractive and cost-effective to the WCU workforce. Increasing costs associated with health care along with reduced levels of benefits has a direct impact on both new hire and faculty and staff retention efforts. WCU has actively participated with other UNC system institutions to provide a system-wide view of the issue to both the North Carolina State Health Plan and the North Carolina General Assembly. Affordable employee and family health care options continue to be a top priority of UNC General Administration and WCU will continue to advocate and support this effort.
GOAL 4.2: Ensure professional development opportunities for all employees.				
Initiative 4.2.1 Make support for professional development for all employees a fiscal priority at WCU.	Chancellor	Associate Vice Chancellor for Human Resources, Associate Provost for Academic Affairs	80%	
			2014-15	Initial design of the new online employment suite (to include the annual performance evaluation and appraisal rating) began in December 2014. Testing of the position description and applicant tracking components of this platform began in February 2015 with an expected campus roll out set for summer 2015. Design of the performance appraisal platform began in March 2015. HR/Payroll is working collaboratively with representation from the Provost's Office, Institutional Planning and Effectiveness, and other key areas of campus to capture and develop evaluation tools that can effectively be maintained in one system/location. The first of the Franklin-Covey products, 7 Habits of Highly Effective People, was rolled out to university faculty and staff in the spring of 2015. The general rollout had strong response. With 50 slots available, 57 employees applied for registration. To continue to enhance these efforts, a steering committee was formed comprised of members representing the Provost's Office, Student Affairs, Coulter Faculty Commons and Human Resources & Payroll, and a member of the student body. Due to the strong response with the initial rollout, plans were made to offer the program in the summer of 2015 to accommodate the interest of the employee population. In the Chancellor's Division, all units offered professional development opportunities this year. Student Affairs departments made commitments to providing professional development opportunities for all staff, as well as providing support for the professional development of faculty partners in the College Student Personnel program. The annual Valley of the Lillies road race generates funds for the Campus Recreation and Wellness staff and student workers' professional development funds.
			2015-16	This initiative remains ongoing with the university continuing to invest resources into professional development opportunities for faculty and staff. Key initiatives in the past year include the development of a campus wide certification program to be launched in Fall 2016 and continued investment in key offerings such as Covey's "7 habits" , "5 Choices" and "Crucial Conversations".

STRATEGIC DIRECTION: Student Affairs Support for Employees				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2016-17	This initiative remains ongoing with the university continuing to invest resources into professional development opportunities for faculty and staff. Key initiatives in the past year include the launch of the "WCU Works" professional certification program. The program, designed with WCU's 2020 plan and UNC's Strategic Plan in mind, provides high-quality development in skills and competencies vital to organizational and professional success. Additionally, the institution continued to invest in key development offerings such as Covey's "7 Habits", "5 Choices", and "Crucial Conversations". Programs of this nature represent a substantial investment by the university into the overall development and growth of the university workforce.
Initiative 4.2.2 Include in each supervisor's performance evaluation an assessment of his/her support for and his/her unit's progress in professional development.	Chancellor	Executive Council	100% 2014-15 2015-16 2016-17	Ongoing Professional Development (to include the identification of resources and availability for faculty and staff) is a key institutional quality or characteristic that has been incorporated into each supervisor's annual performance evaluation. Additionally, the importance of identifying and encouraging professional development opportunities through formative feedback is included in supervisory performance management training sessions. Professional Development (to include the identification of resources and availability for faculty and staff) is a key institutional quality or characteristic that has been incorporated into each supervisor's annual performance evaluation. Additionally, the importance of identifying and encouraging professional development opportunities through formative feedback is included in supervisory performance management training sessions.
Initiative 4.2.3 Ensure appropriate orientation and annual refresher updates for all staff and faculty, as appropriate.	General Counsel, Vice Chancellor for Administration	Associate Vice Chancellor for Human Resources,	90% 2014-15	Student Affairs staff in Financial Aid, Counseling and Psychological Services, Health Services, Campus Recreation and Wellness, and the Kneedler Child Care Center all receive annual professional development and continuing education.

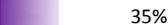
STRATEGIC DIRECTION: Student Affairs Support for Employees				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
	and Finance	General Counsel	2015-16	Through collaboration with General Counsel, the Office of the Provost, University Compliance, the Office of Human Resources, and other key stakeholders, all new faculty and staff attend formal orientation programming that provides essential information on University policies, procedures, and required business processes. Additionally, the orientation sessions are designed to help new faculty and staff best identify with WCU by providing an overview of the University (to include campus tours, welcome meal in campus dining, etc.). To further incorporate new faculty and staff into the fabric of the University, this past year the Provost's Office sponsored a welcome luncheon for all faculty and staff hired during 2015. For existing faculty and staff, a combination of online, in person, and written communication training is provided to ensure policy updates and other important information is provided in a timely and efficient fashion. To further the offerings to new and existing faculty and staff, two collaborative work groups representing members from Academic Affairs, Student Affairs, and Administration and Finance have been formed. The first group is developing a strategic onboarding program for new employees that is designed to best facilitate the employees transition to the University workforce. The second group is preparing to roll out a Leadership Development Certification program. The primary goal of the program will be to provide essential training and professional development for the WCU workforce and to address key issues such as retention and succession planning.
			2016-17	Through collaboration with General Counsel, the Office of the Provost, University Compliance, the Office of Human Resources, and other key stakeholders, all new faculty and staff attend formal orientation programming that provides essential information on University policies, procedures, and required business processes. Additionally, the orientation sessions are designed to help new faculty and staff best identify with WCU by providing an overview of the University (to include campus tours, welcome meal in campus dining, etc.). For existing faculty and staff, a combination of online, in person, and written communication training is provided to ensure policy updates and other important information is provided in a timely and efficient fashion. During Spring 2017, an online, strategic onboarding program for new employees is being implemented. This program will enhance the initial onboarding process for new faculty and staff and is designed to best facilitate the employees transition to the University workforce. This program will allow the institution to provide a dashboard of key orientation, refresher updates, and professional development activities for each faculty and staff member as may be necessary. Additionally, the University will launch during Summer 2017 the "Compass" Supervisory training program designed to provide critical training and development for supervisors. While designed to initially target new supervisors, the program will also provide "refresher" and update
Initiative 4.2.4 Ensure that all faculty and staff understand performance evaluation processes and criteria.	Vice Chancellor for Administration and Finance	Associate Vice Chancellor for Human Resources	100% 2014-15	HR continues to provide ongoing communications, both in in-person educational sessions and through numerous written campus communications, on the performance evaluation process and related requirements. In addition to formal group educational sessions, HR staff provide one on one guidance and assistance as requested. The in-person training offered to managers and supervisors has been refined in the past year to emphasize the formative component of the annual evaluation, ensuring that it is a tool for growth and professional development.

STRATEGIC DIRECTION: Student Affairs Support for Employees				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16 2016-17	The Office of Human Resources and the Office of the Provost provide both formal and informal recurring communication on the importance of University performance evaluation processes and criteria. This is accomplished through both in-person educational sessions, through campus communications, and through one-on-one discussions. Over the past two years, performance evaluation training has been refined to emphasize the formative component of the annual evaluation and the importance of formative feedback. The Office of Human Resources and the Office of the Provost provide both formal and informal recurring communication on the importance of University performance evaluation processes and criteria. This is accomplished through both in-person educational sessions, through campus communications, and through one-on-one discussions. Over the past two years, performance evaluation training has been refined to emphasize the formative component of the annual evaluation and the importance of formative feedback. On July 1, 2017 the North Carolina Office of State Human Resources implemented a new Performance Evaluation policy for SHRA employees. As part of the implementation of this new policy, WCU provided training and information sessions to SHRA employees and supervisors during both Fall 2016 and Spring 2017.
Initiative 4.2.5 Establish a campus leadership academy to cultivate faculty and staff leaders.	Provost	Director of Coulter Faculty Commons	80% 2014-15 2015-16 2016-17	The second cohort of the WCU Leadership Academy has been active throughout the 2014-15 academic year and will participate in the second regional tour beginning on May 11. Selected members of the second cohort presented a report to the Board of Trustees in the Spring of 2015. A call for nominations for the 2015-16 cohort is currently underway. The Leadership Academy has now run for three years. Leadership Academy stakeholders collectively set program and participant outcomes. Assessment is formalized for the Leadership Tour, and will be formalized for the Academy as a whole by the end of this year. Completion of the assessment cycle will occur in the next academic year. By the 5th iteration, the Leadership Academy should be well established. Stakeholders indicated that Leadership Tour last year met expectations. Participants have chosen their projects and will present them to the academy for comment on 4/31/17. Post-academy survey will be designed and administered by 6/30/17. Results will be compiled and used in design of 17-18 academy.
GOAL 4.3: Work to develop a work-life environment for Western Carolina University employees that enhances their personal and professional lives.				
Initiative 4.3.1 Develop a network within the University and with regional businesses and institutions to enhance employment opportunities for spousal and partner	Vice Chancellor for Administration and Finance	Associate Vice Chancellor for Human Resources	50% 2014-15	This initiative is still in the initial review/development stages. Initial meetings between the Office of Human Resources and the Provost's Office to form a campus working group and identify potential partners began in March 2015.

STRATEGIC DIRECTION: Student Affairs Support for Employees					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
hiring.			2015-16	A campus-wide work group comprised of representation from both faculty and staff was formed during the Fall 2015 semester. The group, which is headed by the new Director of Employment which began work with WCU in December 2015, has begun exploring opportunities to further develop resources for dual career partners that have expressed interest in WCU. In addition to internal resources, the group will look to potentially partner with local, state, and regional entities to best leverage and maximize our resources. One example of this is WCU's recent commitment to become a founding member of the Higher Education Regional Consortium of the Carolinas (HERC of the Carolinas). A key component and focus of the HERC (in addition to the sourcing of recruitment resources) is dual career partnership opportunities. Through involvement with the HERC, WCU will have access to resources in this area that otherwise would not be available to us.	
			2016-17	On September 1, 2016 WCU became a founding member of the Higher Education Regional Consortium of the Carolinas (HERC of the Carolinas). A key component and focus of the HERC (in addition to the sourcing of recruitment resources) is dual career partnership opportunities. Through involvement with the HERC, WCU will have access to resources in this area that otherwise would not be available to us. Specifically, HERC facilitates the support of dual-career couples by connecting WCU with dual-career programs and leaders from neighboring institutions, to include dual-career search options through the HERC website.	
<p>Initiative 4.3.2</p> <p>Partner with appropriate civic leaders in the development and revitalization of Cullowhee and Jackson County, with specific emphasis on: developing a community core around the campus aimed at improving the quality of life for faculty, staff, students, and the community. (See Initiative 3.2.4)</p>	Chancellor	Chief of Staff, Vice Chancellor for Student Affairs	<p>90%</p> <p>2014-15</p> <p>2015-16</p> <p>2016-17</p>	<p>WCU has current representation on TW&SA, County Comprehensive Planning Council, Cullowhee Community Planning Council, and DOT Rural Planning Organization Technical Advisory Committee.</p> <p>WCU has current representation on TW&SA, County Comprehensive Planning Council, Cullowhee Community Planning Council, and DOT Rural Planning Organization Technical Advisory Committee. In addition, WCU will have membership on an advisory panel for the Cullowhee Revitalization Effort organization regarding the viability of a proposed River Park on the Tuckasegee River downriver from the Cullowhee dam and the Lena Davis Landing.</p> <p>WCU has current representation on TW&SA, County Comprehensive Planning Council, Cullowhee Community Planning Council, and DOT Rural Planning Organization Technical Advisory Committee. In addition, WCU also has membership on an advisory panel for the Cullowhee Revitalization Effort organization regarding the viability of a proposed River Park on the Tuckasegee River downriver from the Cullowhee dam and the Lena Davis Landing. In Fall 2016, WCU, in partnership with Collegiate Housing Foundation, opened a multi-story mixed-use development project that includes student housing and a mix of retail including food services, an outdoors outfitter, and a convenience store. Also in 2016, WCU hosted and remains active with the regional economic development initiative known as the Mountain West Partnership.</p>	
<p>Initiative 4.3.3</p> <p>Accommodate flexible work arrangements for staff, where appropriate and possible.</p>	Chancellor	Executive Council	<p>100%</p> <p>2014-15</p> <p>2015-16</p>	<p>Undergraduate Admission staff piloted a 4-day summer schedule in 2014. Select University Center staff are scheduled on flexible work schedules.</p> <p>WCU encourages the accommodation of flexible work arrangements where feasible. Determination of flexible work schedules is left to the discretion of divisional leadership with consultation provided by the Office of Human Resources.</p>	

STRATEGIC DIRECTION: Student Affairs Support for Employees				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2016-17	WCU encourages the accommodation of flexible work arrangements where feasible. Determination of flexible work schedules is left to the discretion of divisional leadership with consultation provided by the Office of Human Resources.
Initiative 4.3.4 Facilitate a network of opportunities, where possible, for affordable child care, health care, and housing options for faculty, staff, and students.	Chancellor	Associate Vice Chancellor for Human Resources	 10% 2014-15 2015-16 2016-17	Under review. Under review The ability to offer affordable child care, health care, and housing options continues to be a high priority for the University. Competitive benefits packages and affordable cost of living options are critical in order to attract and retain high quality faculty, staff, and students. The University continues to work with local and regional entities to identify long term, cost-effective housing and child care options and with state-wide entities to advocate for increasingly competitive benefit packages.
Initiative 4.3.5 Increase diversity among faculty and staff.	Chancellor	Chief Diversity Officer, Provost	 55% 2014-15 2015-16 2016-17	The university established a new position, the Chief Diversity Officer, to advance diversity and inclusion programs and activities. The search for this position is drawing to a close and it is anticipated that the successful candidate will start by the first of the 2015-2016 academic year. Several ongoing initiatives are: continued semi-annual review of salaries for equity, compression and inversion. Each Dean reviews their faculty and staff and makes adjustments as monies become available. Deans also report out at their faculty meetings any adjustments they have made and why. HR provides regular salary data and Deans adjustments are displayed on the Provost Office website. Data is brought to faculty senate twice a year. Ricardo Nazario-Colon was hired as Chief Diversity Officer, starting June 1, 2016. All searches for faculty include an initial meeting with HR on process and posting of the position to reach as diverse a pool as possible. Searches document diversity of applicants. A survey of all activities around diversity was conducted by the Provost this year. A full list of groups, activities and student and faculty initiatives is on the Provost Office website. Campus Dialogues have increased over the year with several addressing current areas of interest and This updated summary data reflects the WCU workforce as of October 1, 2016. All searches for faculty include an initial meeting with HR on process and posting of the position to reach as diverse a pool as possible. Searches document diversity of applicants. Beginning with the fiscal year 16-17 our overall minority representation was 8.3% (-1% from FY 15-16). Minority Faculty representation is 8.9% (.6% increase over FY 15-16). Minority Staff representation is 7.9% (-.6% decrease over FY 15-16). Historically since FY 00-01 our minority population has increased from 4.9% to 8.3%. Overall Female representation was 50.4 for FY 15-16. Female representation in the faculty ranks was 50.5% (2.5% increase over FY15-16). Staff female representation was 50.4% (1.0% increase over FY 15-16). Five of six Academic Colleges showed increases in minority representation from the FY 15-16.
GOAL 4.4: Adequately support for scholarship and creative activities in support of Western Carolina University's mission as a regional comprehensive university.				
Initiative 4.4.1				

STRATEGIC DIRECTION: Student Affairs Support for Employees					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
Establish an organizational structure to accommodate the research, Graduate School, and Millennial Initiative ambitions of the University.	Provost	Executive Director, Millennial Initiatives, Dean of the Graduate School	2014-15	GS Dean and Millennial Director working with HHS Dean and Provost to establish Millennial Fellow to help facilitate research opportunities and initiatives for Millennial campus. Continued conversations and advocacy for graduate student research experiences with new and developing business partnerships.	
			2015-16	Continued conversations between Graduate School Dean, Millennial Director, and the Health and Human Sciences Dean to facilitate opportunities and initiatives for the Millennial Campus, especially graduate student research experiences with new and developing business partnerships on the Campus.	
			2016-17	The Chief Research Officer and Dean of the Graduate School meets regularly with the College Deans and Executive Director of the Millennial Initiatives to communicate on possible research opportunities to meet the goal of the university. These focus on undergraduate and graduate student research experiences with new and developing business partnerships on the Campus. The development of the Medical Office Building in 2018-19 will also support faculty and student scholarship.	
Initiative 4.4.2 Ensure appropriate institutional infrastructure to support scholarship and research.	Provost	Associate Provost for Academic Affairs, Deans	50%		
2014-15			The Office of Research Administration has continued to monitor and adjust business practices to ensure support for faculty & staff seeking external grants. The ORA developed and leads a newly formed Sponsored Research Council which provides recommendations for implementing initiatives, processes, and procedures to meet the needs of the university		
2015-16			The Office of Research Administration (ORA) continues to monitor and adjust business practices to ensure support for faculty & staff seeking external grants. The ORA developed and leads the Sponsored Research Council which provides recommendations for implementing initiatives, processes, and procedures to meet the needs of the university research community. The ORA also works with Post-Award Grants & Contracts Office located in Administration and Finance in a continuous effort to create a seamless experience for Principal Investigators, from proposal submission to award administration.		
Initiative 4.4.3 Increase support for scholarship and creative activities, including funding for: reassigned time for scholarship, library support, graduate research assistantships, summer research grants, seed funding, start-up support where appropriate, equipment replacement, and travel for conference	Provost	Deans	50%		
			2014-15	Using indirect cost funds from external grants, Provost seed grants (up to \$10K per award) were developed. This year \$100K was made available. A required criteria for the funding is to apply for external funding for the proposal. Highly competitive process.	
			2015-16	Using indirect cost funds from external grants, Provost seed grants (up to \$10K per award) were supported at a level of \$150K this year. A required criteria for the funding is to apply for external funding for the proposal. The program is highly competitive and has resulted in 14	

STRATEGIC DIRECTION: Student Affairs Support for Employees				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
presentations.			2016-17	The Summer Undergraduate Research Program (SURP) was established by the Honors College and 9 faculty-student teams were supported in 2016. SURP will continue in 2017. Hunter Scholar Award and Faculty Research and Creative Activities Awards continued, along with the Provost Internal Grant Awards. Additional one-time funds were identified to supplement Chancellor's Travel Fund (CTF) in 2016 and 2017. A formal budget request to increase CTF was submitted through the university budget request process.
GOAL 4.5: Create an environment in which the primary role of faculty as teacher-scholars is recognized and valued.				
Initiative 4.5.1 Develop and implement integrated faculty workload expectations and policies that facilitate exemplary teaching, scholarly productivity, and public service in alignment with Western Carolina's commitment to external engagement.	Provost	Associate Provost for Academic Affairs, Deans	 50% 2014-15 2015-16 2016-17	Provost Fellow for Faculty Affairs presented faculty workload document to faculty senate. Several colleges are developing a consistent DCR recommendations for workload. Music Department completed their internal workload study. Provost Fellow for Faculty Affairs presented faculty workload document to faculty senate. Several colleges are developing consistent DCRD recommendations for workload. Music Department completed their internal workload study. Modifications to Faculty Workload policies in the Faculty Handbook were accepted by UNC General Administration. Faculty workload policies accepted by UNC General Administration. Office of Provost initiating a project to improve workload reporting and tracking across the university.
Initiative 4.5.2 Provide deans and department heads flexibility within the parameters of fiscal realities in assigning workload to faculty to accommodate: significant contributions for such out-of-classroom responsibilities as advising, undergraduate and graduate research supervision and mentoring, and student career development.	Provost	Deans	 30% 2014-15 2015-16 2016-17	Deans, working with their department heads have the authority and flexibility to assign Data (Catalytics) has been provided to the Deans and Department Heads to help with data driven decisions around workload. A workload report was developed at the request of General Administration. The Deans maintain the flexibility in assigning workload to faculty to best meet the needs of the institution and the students. A Faculty Senate Workload Task Force was convened (included the Associate Provost for Faculty Affairs). Their task is to review and develop a workload plan/metric that would best reflect the workload of the faculty in different disciplines across campus (30% complete). WCU Catalytics has continued to be developed to support data driven decision making for the Department Heads, Directors, Deans, Assistant VCs, Associate Provosts and the Provost. The Office of Institutional Planning and Effectiveness has implemented Data Dashboards to support these decisions, that are detailed, informative and interactive (ongoing). A task force on scheduling was implemented and completed their recommendations for presentation to Provost Council and Faculty Senate. Outcomes (using Catalytics data) included: Re-set targets/goals for course efficiencies (ongoing); communicate upcoming changes to dining (opening of Brown Hall) to build interest (completed); review senior survey data for insights on scheduling issues and share with Provost Council (completed); revise policy on course scheduling guidelines and implement (ongoing). Analysis of issues with parking determined there is sufficient parking currently on campus (just not right next to buildings where parking is preferred).
Initiative 4.5.3 Eliminate redundant and ineffective service obligations and committees across campus.	Chancellor	Executive Council	 35% 2014-15	Continued to expand and streamline integrated awards process. Transition of several paper-based processes underway including curriculum approval, travel reimbursements.

STRATEGIC DIRECTION: Student Affairs Support for Employees				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2015-16 2016-17	Formal processes pending. Implemented electronic travel reimbursement and in process of implementing travel options for P-card. Also eliminated multiple university awards committees and worked with Staff Senate to assume responsibility for selecting those winners from their awards committee.
GOAL 4.6: Foster an inclusive University community where the contributions of all employees are recognized and valued.				
Initiative 4.6.1 Establish opportunities that give University staff access to University administration in the governance process.	Chancellor	Executive Council	65% 2014-15 2015-16 2016-17	Staff served in key roles on Biltmore Park Strategic Planning process. Open forums held for input on summer school, salary equity, diversity, website redesign, the strategic plan, the University staff are included in the governance process in a number of ways including: - Staff Senate has an official role in meetings of the Board of Trustees where they provide an update in the same manner as Faculty Senate. - Staff are included in membership on the University Budget Advisory Council, which provides a formal channel for staff input into developing campus budget priorities. - Staff Senate sponsors an open campus forum between staff and Chancellor and Provost to solicit feedback for consideration by the administration and for the Staff Senate to incorporate into their annual agenda. - Staff led and participated in a number of campus conversations in fall and spring semesters organized around 4 campus priorities: Enhance Campus Diversity, Support Scholarships (The Comprehensive Campaign), Invest in our People, and Improve the Total Experience. University staff are included in the governance process in a number of ways including: Staff Senate continues to have an official role in meetings of the Board of Trustees where they provide an update in the same manner as Faculty Senate; Staff Senate also has an informal luncheon with the Board of Trustees each year; Staff Senate also has a formal speaking role at the campus opening assembly; staff are included in membership on the University Budget Advisory Council, which provides a formal channel for staff input into developing campus budget priorities; Staff Senate sponsors an open campus forum between staff and Chancellor and Provost to solicit feedback for consideration by the administration and for the Staff Senate to incorporate into their annual agenda; staff are also included extensively in the overall budget process and the process for setting tuition and fee rates.
Initiative 4.6.2 Develop a forum that facilitates collaboration among members of the Faculty Senate, Staff Senate, and the Student Government Association on university wide issues and projects.	Chancellor	Chief of Staff	100% 2014-15 2015-16 2016-17	Faculty Senate invites SGA and staff senators to present at Senate meetings. Chancellor's Faculty Senate invites SGA and staff senators to present at Senate meetings. Staff Senate has options for SGA and Faculty Senate to present at Staff Senate meetings. Chancellor's Leadership Council engages all stakeholders in discussion of university wide issues. Academic Affairs Council (faculty, staff and administrators) meets monthly to discuss issues of university importance. Members of SGA, Faculty Senate, and Staff Senate participate in the annual Budget Process. Representatives from the three campus governance entities are formally included on the Chancellor's Leadership Council and the Budget Advisory Committee. In addition, the three groups have informally collaborated on projects such as University awards, joint task force on racism, the UNC Strategic Plan response, etc.

Strategic Direction 5: Invest in Our Core Resources

Accomplishment Highlights

- **VoIP system implemented** - VoIP system will be completed June 2017, operationalizing phone system costs with a new sustainable finance model.
- **Talent Management System Implementation Phase 2 completed** - In August 2016, WCU completed the Phase 2 implementation of the New Talent Management System. With this implementation, the University has been able to fully transition many paper personnel action forms (PAF's) for temporary, time-limited, and hourly new hires, adjunct and fixed term reappointments.
- **Electronic workflow implemented** - In March 2017, WCU successfully implemented a new "SharePoint" based electronic workflow/form process system. Through this system, manual, paper processes such as budget revisions, faculty salary changes, tuition waiver requests, address change, name change, etc. have been automated and can now be completed electronically.
- **Travel Reimbursement automation** - The Controller's Office began implementation of Chrome River, a module that automates the travel reimbursement process, and expects roll-out to the campus to be complete by summer 2017.
- **Reorganization of print and web services** - WCU's managed print program (Paw Print) as well as External Web Services were reorganized from the Chancellor's Division (Marketing) to Information Technology, taking advantage of the fit between the need for technology support and contract administration for this service and the ability of ITS to provide it. Negotiated restructuring of contract, with focus on long term sustainability and risk reduction.
- **Emergency preparedness enhancements** - All Building Emergency Action Plans have been completed and approved. The Newly-revised campus Emergency Operations Plan has been drafted, and is currently under review by all University stakeholders.

STRATEGIC DIRECTION: Effective Stewardship of Resources				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
GOAL 5.1: Implement sustainable funding models to ensure fiscal stability.				
Initiative 5.1.1 Eliminate operational dependence on one-time funding for core functions and services.	Chancellor	Director of Budgets and Resource Planning, Executive Council	 75% 2014-15 2015-16 2016-17	There are no current structural deficits. The 2014-15 budget and the planned 2015-16 budget include funding for internal mandates. These mandates must be funded before funding is allocated for any expansion items. University functions such as parking and telecomm have been revised to act as sustainable auxiliary models with long term forecasting. Additional functions will be examined in 2015-16. There continue to be no unfunded mandates in 2015-2016. Due to slight decrease in enrollment, there could be initiatives in 2016-2017 that are launched with one-time funds, with the expectation that growth will allow for permanent funding. When demand outpaces resources, the university stretches its purchasing power by funding new mission critical recurring expenses with non-recurring fund sources as a stopgap. To complete strategic initiative 5.1.1, the university must replace the non-recurring allocation with permanent funding by identifying existing resources to reallocate to the new expense or by allocating new recurring funding through the annual budget process. While this initiative is ongoing, WCU has made significant progress towards reducing its reliance on non-recurring funding for core functions and services. The university's budget hearing and prioritization processes are central to its achievements in this area. The budget hearing process uncovers items that constitute non-recurring funding of core functions and services (internal mandates) and the prioritization process ensures these items receive highest priority in the new budget.
Initiative 5.1.2 Maintain a favorable bond rating.	Vice Chancellor for Administration and Finance	Vice Chancellor for Administration and Finance, University Controller	 100% 2014-15 2015-16 2016-17	In March 2015 as a component of refinancing existing debt for savings, Standard and Poor's reaffirmed the A rating with a stable outlook for the WCU Research and Development Corp. LLC, NC and WCU Auxiliaries – Stand Alone. In Fall 2015, as a component of financing the renovation and addition to Brown Building and the refinancing of existing debt for savings, Moody's affirmed WCU's Aa3, stable rating. WCU is considering the possibility of a strategic downgrade to A1 in the future to reflect a more appropriate "A" category for our enrollment level and to create debt capacity for future renovations. In March 2016, Standard and Poor's reaffirmed the A rating with a stable outlook for the WCU Research and Development Corp. LLC, NC and WCU Auxiliaries - Stand Alone. WCU continues to hold Aa3, stable rating from Moody's. WCU developed a Debt Strategy document which was approved in December 2016 by the Board of Trustees. This Strategy targets benchmark metrics that could imply the possibility of a strategic downgrade to A1 in the future to reflect a more appropriate "A" category for our enrollment level and to create debt capacity for future renovations. The next rating opportunity will be in the fall of 2017.
Initiative 5.1.3			 100%	

STRATEGIC DIRECTION: Effective Stewardship of Resources				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Develop and implement processes to identify resources for reallocation and reallocate such resources to areas with demonstrated/potential growth, capacity for revenue generation, and critical strategic need.	Chancellor	Executive Council	2014-15	Student Affairs supported the efforts of the Bookstore Task Force which focused on reviewing the book rental program and other bookstore related services. Campus Services collaborated with Aramark to refresh food service options in the Courtyard Dining Hall facility. In the Chancellor's Division, funds to support Chief Diversity Officer were the result of budget neutral reorganization in Legal Services. Resources in Marketing and Communications/PR were reallocated to more fully support social media management and visual services.
			2015-16	The Corporation for Entrepreneurship and Innovation, LLC (formed in 2015) and Educational Outreach are two examples of revenue generating operations. Program capacity and growth is being evaluated and faculty and staff position control has been implemented in Academic Affairs (AA). This year over 10 positions in AA were reallocated to higher impact areas to ensure increased student credit hour generation and capacity building. Strategic focus was on Health related fields, Hospitality and Tourism and Sciences. In early 2016, Administration and Finance began implementation of e-payables via Bank of America. This program, if successful, will generate rebates to WCU for expedited payment of invoices to vendors. WCU's annual Budget Process engages all units of the University in determining the priorities for spending/investment of funds made available from growth. In 2016, WCU began utilizing the Budget Process to identify strategic needs for 2016-17 (recurring and non-recurring) that may be candidates for reallocation of resources. This process is still ongoing.
			2016-17	WCU's annual Budget Process engages all units of the University in determining the priorities for spending/investment of funds made available from growth. In 2017, WCU began utilizing the Budget Process to identify successful examples of the reallocation of resources in each division. These examples were (and will continue to be) reported in the annual public presentation of each Division's Budget Priorities.
GOAL 5.2: Develop a comprehensive University master plan.				
Initiative 5.2.1 Charge a task force consisting of representatives of internal and external constituents and supported by an external consultant to develop a comprehensive campus master plan that takes into account such factors as: anticipated enrollment growth, the environment, sustainability, energy efficiency, core infrastructure needs, building priority needs, departmental/unit consolidation, technology infrastructure, campus safety and security, green space, transportation, campus design standards, and the integration of the campus with the surrounding community.	Chief of Staff, Vice Chancellor for Administration and Finance	Chief of Staff, Vice Chancellor for Administration and Finance	<div style="background-color: #4a4a8a; width: 100%; height: 10px; margin-bottom: 5px;"></div> 100% 2014-15 2015-16 2016-17	The strategic plan, 2020 Vision: Focusing Our Future, was approved by the Board of Trustees in December 2013. The Comprehensive Master Plan was approved by the BOT in December 2013 and fully published in April 2014. Completed in June 2013 The original master plan was completed in June 2013. Ongoing planning activities continue in several specialized areas such as parking and residence halls. In addition, the Master Plan Implementation Committee meets regularly to ensure that progress toward the Master Plan is monitored and recorded. An update is provided to the campus annually in April.
GOAL 5.3: Improve the effectiveness and efficiency of campus business processes to ensure continuous improvement and to realize financial savings.				
Initiative 5.3.1			<div style="background-color: #4a4a8a; width: 75%; height: 10px; margin-bottom: 5px;"></div> 75%	

STRATEGIC DIRECTION: Effective Stewardship of Resources				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Review the use of expendables, including printed documentation, and where reasonable, reduce such usage and transition to digital alternatives.	Vice Chancellors	Associate Vice Chancellor for Human Resources, Director of Student Recruitment and Transitions, Associate CIO, Registrar	2014-15	Advances in further automation of: online application submission; electronic record submission; online event registration; online surveys and assessment. Development and usage of SharePoint sites for improvement of internal communication, efficiencies, and reduction of print materials. Registrar and Admission working toward enhanced usage of OnBase for course credit articulation evaluation. Incorporation of Data Transfer for electronic delivery of standardized test scores. Use of CFNC, Parchment, and Send.edu for electronic submission of official transcripts. Numerous offices (i.e., Financial Aid, Admission) have expanded the use of electronic newsletters and communications and access of information through online portals to further reduce printing and postage costs.
			2015-16	In October 2015, WCU completed the Phase 1 implementation of the New Talent Management System. As part of this implementation, the University has begun transitioning paper personnel action forms (PAF's) for temporary, time-limited, and hourly new hires, adjunct and fixed term reappointments, and salary increase actions to online workflows within the system thus eliminating these paper documents and the associated manual routing processes. Additionally, the Office of Human Resources has utilized the new system to revise internal business processes which has allowed for the elimination of many printed documents (to include hiring proposals, employment applications, etc.).
			2016-17	The following efforts to reduce paper and manual processes and recognize work efficiencies have been implemented during the current review period: - In August 2016, WCU completed the Phase 2 implementation of the New Talent Management System. With this implementation, the University has been able to fully transition many paper personnel action forms (PAF's) for temporary, time-limited, and hourly new hires, adjunct and fixed term reappointments. - In March 2017, WCU successfully implemented a new "SharePoint" based electronic workflow/form process system. Through this system, manual, paper processes such as budget revisions, faculty salary changes, tuition waiver requests, address change, name change, etc. have been automated and can now be completed electronically. - In April 2017, WCU was the first institution within the UNC system to gain approval from the NC Dept. of Cultural Resources to implement a formal "Electronic Records Retention" protocol and policy for personnel files. With this policy now formally in place, WCU will be able to maintain all related personnel documents electronically eliminating the need to maintain paper documents (and their related processes). - In April 2017, WCU launched a pilot for it's new online "Employee Onboarding Portal". Through this portal new employees will be able to complete new hire documentation remotely and electronically eliminating the need to complete and retain multiple paper documents.
Initiative 5.3.2 Conduct business-flow analyses of all key functions and revise or eliminate unnecessary or redundant business processes and leverage existing enterprise solutions (Banner, Blackboard, R25, SharePoint, etc.).	Executive Council	Vice Chancellor for Administration and Finance, Director of Student	 60% 2014-15	Residential Living collaborated with Facilities Management to implement a new maintenance work order system (TMA). Financial Aid implemented new workflows for greater productivity and efficiency. Residential Living staff completed a LED lighting project.

STRATEGIC DIRECTION: Effective Stewardship of Resources				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
		Recruitment and Transitions, Director of Academic Resources & Business Operations, Registrar, Deans	<p>2015-16</p> <p>2016-17</p>	<p>In Fall 2015, Workflow processes were implemented to support human resources with the implementation of upgrades in talent management system (People Admin 7). Academic Affairs focused this year on streamlining processes to help with Faculty credentials and documentation. WCU engaged Ellucian (our ERM provider) to provide us with an analysis of our use of the system, where we could be more effective and efficient and how to best leverage our use. Ellucian has returned to work specifically with Financial Aid. Implemented R25 Live this year to ensure better use of our space. OIPE performed considerable analysis on space utilization and capacity analysis and provided that data to the Deans and Registrar. Catalytics continues to be built out to support data driven decision making. This program is now used on a daily basis by the Provost's office, Deans, Dept Heads and others to ensure</p> <p>WCU engaged Ellucian (our ERM provider) to work specifically with Finance and Human Resources. Catalytics continues to be built out to support data driven decision making. The Controller's Office began implementation of Chrome River, a module that automates the travel reimbursement process, and expects roll-out to the campus to be complete by summer 2017.</p>
<p>Initiative 5.3.3 Consolidate and centralize similar operations across campus.</p>	Chancellor	Executive Council	<p>60%</p> <p>2014-15</p> <p>2015-16</p> <p>2016-17</p>	<p>The telecom aux function was moved from Administration and Finance to IT and as a result of the network synergies, this is now enabling the development of a phone system replacement using VoIP based on the data network and WCU's internet connectivity. This also resulted in a new business and funding model for telecom and a partial network refresh.</p> <p>2016 Administrative Program Review of Recycling and Surplus Operations suggests that synergy and efficiency may be attained by merging these two areas. WCU intends to explore this possibility in 2016-17.</p> <p>WCU's managed print program (Paw Print) as well as External Web Services were reorganized from the Chancellor's Division (Marketing) to Information Technology, taking advantage of the fit between the need for technology support and contract administration for this service and the ability of ITS to provide it.</p>
GOAL 5.4: Sustain and increase information technology capabilities and capacity required to meet the goals of the University.				
<p>Initiative 5.4.1 Establish and systematize a sustainable funding model for information technology that accommodates operational support, replacements and upgrades, University growth, and strategic initiatives.</p>	CIO	CIO	<p>55%</p> <p>2014-15</p>	<p>The Executive Council approved the proposed Telecom funding model and partial (50%) network refresh model. This is a major step forward and will enable VoIP implementation in calendar year 2016. WCU Board of Trustees approved a new Residential Living Technology Fee that provides ongoing networking/bandwidth operations funding for residential living students as well as provides a life cycle based refresh of network equipment in the residence halls. Working jointly with the Office of the Provost to develop 1) a more sustainable model for Education & Technology (E&T) fee usage via cash flow modeling and strategic allocations; 2) an ongoing/systematic PC refresh process; and 3) an Instructional Technology 5yr rolling plan. Within IT, reallocated/realigned some internal funding toward ongoing refresh in the data center, network, and instructional areas. Proposed via the university budget hearing process initial recurring and sustained funding for refresh, especially in instructional technology. With Banner Hosting and Office 365 email will start next fiscal year with these two systems' cost being operationalize and refresh included in the subscription/hosting fees.</p>

STRATEGIC DIRECTION: Effective Stewardship of Resources					
	Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
				2015-16	Completed two key deliverables: 1) a 5yr roadmap for Instructional Technology and 2) a computer refresh lifecycle process for faculty/staff and labs – both received IT Council, Provost and CIO approvals. The hurdle has been securing the funding stream to enable execution on these plans. Implemented the Residential Technology Fee which places the residence hall network infrastructure on a sustainable funding model and enables a life cycle based refresh plan. Implemented a High Computing Platform service for computing intensive research using Amazon Web Services. This provides a very flexible, cost effective approach for providing this needed capability without the need for specific capital equipment on campus. Moved the university R25 calendaring system into a hosted environment which now operationalizes its cost, support, and technology refresh into the subscription fee. Continued progress for the phone system replacement project; moving the University to a Voice over IP (VoIP) hosted service next fiscal year.
				2016-17	Key results: 1) Renegotiated Blackboard contract for 5 years encompassing projected enrollment growth over the renewal period with no annual cost increases. 2) VoIP system will be completed June 2017, operationalizing phone system costs with a new sustainable finance model. 3) PAWPrint moved to IT. Negotiated restructuring of contract, with focus on long term sustainability and risk reduction. Worked together with Administration & Finance to propose to the Executive Council a sustainable finance model to be implemented in two stages during FY18 and FY19. 4) Initiated discussions with Administration & Finance on sustainable funding models. For FY18, significant budget focus and discussion on addressing internal mandate funding needs (sustaining continuing current commitments) before launching new efforts and costs. 5) Implemented initial IT Vendor Management function. This will enable better contract/service oversight and more effective cost management.
	Initiative 5.4.2 Establish capacity planning, management, and implementation processes to ensure accommodation of mandatory and anticipated information technology needs, including both human resources and technologies. E.g.: bandwidth, storage, servers, digital media, software licenses, wireless networking, wired networking, cloud services, etc.).	CIO	Associate CIO	80% 2014-15 2015-16	Data Center ongoing capacity processes firmly in place and repeatable. Instructional Technology, Student Application Delivery (roadmap currently in work) and Networking (tools and procedures already in place) will be main effort for next FY. Other processes needed include: HR, HW/SW licenses (currently partially in place). During year completed internet bandwidth increase to 1.5Gb and implemented new virtual server capacity management reducing growth rate by 50%. Network “2016 End-of-Life Issue”. By end of FY expect to have all buildings but two residence halls upgraded. Wireless capacity. By end of year expect to have all capacity additions complete. Instructional Technology: roadmap complete, capacity plan to be completed this year. Application Delivery: roadmap complete, capacity plan in progress. Networking: capacity plan to be developed 2016-17, residence halls upgrades to be done this year. HR: each opening/annual training plans/budget asks are viewed from a strategic skills and capacity plan perspective. HW/SW - consolidated view is available, additional actions to be led by vendor management position.

STRATEGIC DIRECTION: Effective Stewardship of Resources				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2016-17	Networking: Draft of capacity planning process in review. Funding in place to address 100% of residential networking refresh needs and 50% of academic/administrative refresh needs. Instructional Technology: Roadmap and capacity planning complete. Budget request submitted to seek funding of 30% of roadmap. Student Application Delivery: Roadmap complete. A Technical Account Specialist (TAS) consultant was brought in to compare our capacity to what WCU needs going forward as we grow. Budget request submitted to seek funding to continue to grow the VCAT environment based on TAS report.
Initiative 5.4.3 Establish a multiyear technology capability planning process that is revisited annually.	CIO	Associate CIO	 85% 2014-15 2015-16 2016-17	Completed technology capability planning process and executed the process during the summer/fall of 2014. Will repeat the process during summer/fall of 2015. Need to refine content and use of outcomes. Completed technology capability planning process during the fall of 2015. Added concept of IT technology ownership domains to planning process. Still needing to integrate the process into campus strategic decision-making. Added strategic domain terminology in all IT Governance meetings and project reporting. Refined the strategic domain model and received feedback from IT Governance Council.
Initiative 5.4.4 Assess periodically and revise, where necessary, the information technology disaster recovery plan.	CIO	Associate CIO	 80% 2014-15 2015-16 2016-17	Disaster Recovery Plan and annual review/update firmly in place and repeatable. Working multiyear DR technology roadmap and tracking progress. Banner Hosting being implemented April 2015 and Office 365 email hosting for faculty and staff will be complete by May 2015. Network multipath in process. Key deliverable for next FY is DR Detailed Architecture. Budget request submitted for offsite hosting of the wcu.edu website to enhance disaster recovery and business continuity, the next major deliverable in the DR technology roadmap. 2015-16: during past year to hosted environments - Banner, R25, Office365. Second budget request made to host WCU.edu. Detailed technical architecture plan to complete this year. Making progress moving from an annual "table top" drill to a "live" disaster scenario. Banner testing is in progress, and myWCU will be live-tested this year. Networking - multi-path implementation is in progress. Networking – Upper campus aerial fiber being replaced (phase 1) with underground fiber in concrete encased conduit. Multi-path implementation on hold while campus fiber replaced in critical locations. Data Center – GA Banner production failover test scheduled Fall 2017. In 2016 we moved from a "table-top" drill to a "live" disaster scenario utilizing the business continuity built into the myWCU environment. This allowed us to failover the production system to our secondary site, in order to prove continued operations. Our May of 2017 scenario will be another "live" test, this time with emergency management systems.
GOAL 5.5: Maintain and improve campus safety systems, capabilities, and infrastructure in support of the University's strategic priorities.				
Initiative 5.5.1 Complete and maintain updated emergency response plans and business continuity plans for	Vice Chancellor for Administration	Director of Emergency Services	 55% 2014-15	Complete and maintain updated emergency response plans and business continuity plans for critical functions of the University.

STRATEGIC DIRECTION: Effective Stewardship of Resources					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
critical functions of the University.	and Finance		2015-16 2016-17	The current campus wide emergency operations plans are currently under review for potential revision. Building Emergency Action Plans are to be completed for all campus buildings as of the end of the academic year. All Building Emergency Action Plans have been completed and approved. The Newly-revised campus Emergency Operations Plan has been drafted, and is currently under review by all University stakeholders.	
Initiative 5.5.2 Implement sustainable funding models in support of campus safety systems and infrastructure.	Vice Chancellor for Administration and Finance	Director of Emergency Services	 65% 2014-15 2015-16 2016-17	The campus wide emergency operation plans were updated in August of 2014. Business continuity plans were updated in January of 2015. Emergency Services was able to identify budget efficiencies to come up with partial recurring funding for an additional Telecommunicator position. Additional funding was provided to fully fund this position. Adding this position will drastically reduce the accrual of overtime by Emergency Communications Center staff. Additional recurring funding is being sought for the campus camera system and radio system. This funding will allow for ongoing maintenance and upgrades to these campus safety systems and technologies. Identifying budget efficiency is ongoing. A five-year budget forecast has been developed to identify future funding needs, and determine where additional recurring funding will be required to cover currently unfunded mandates relating to Emergency Services.	
Initiative 5.5.3 Enhance campus wide emergency preparedness with ongoing communication and training.	Vice Chancellor for Administration and Finance	Director of Emergency Services	 60% 2014-15 2015-16 2016-17	Recurring funding for the emergency phones has been established. Older blue phones are being replaced or retired. Blue phones are being added as part of this initiative. CAD system and Clery software were procured. Funding has been awarded for Emergency Medical dispatching, a portable mobile safety application for students, and lightning detection system. Emergency Services, along with University Police, continue to provide Campus Safety Training throughout the year to students, faculty, and staff. A full-scale exercise is to be completed in May 2016 that tests University systems against an active shooter scenario. Additional training opportunities are being reviewed for potential future implementation. Emergency Services, along with University Police, continue to provide Campus Safety Training throughout the year to students, faculty, and staff. With the revision of the Emergency Operations Plan, it is expected that many small tabletop exercises with all University stakeholders will be held to confirm that there is an overall understanding of Emergency Operations at the University in various crises.	
Initiative 5.5.4 Sustain and enhance partnerships (e.g., mutual aid agreements, EMS service provision, etc.) with local governments, regional public safety agencies, and	Vice Chancellor for Administration and Finance	Director of Emergency Services	 95% 2014-15	All mutual aid agreements are current as of Summer 2015. The Public Safety Department is in the process of revising the mutual aid agreement with Jackson County Sheriffs Office.	

STRATEGIC DIRECTION: Effective Stewardship of Resources					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
health organizations in support of campus and community safety priorities.			2015-16	Emergency Services is currently in the process of reviewing and revising mutual aid agreements with the Jackson County Office of Emergency Management, along with other pertinent mutual aid agreements. Emergency Services continues planning, training, and exercise efforts with volunteer fire departments, local police departments, county and regional public safety and health agencies. These activities with these partners ensures consistent communications and expectations for preparedness, response, and recovery from all hazards.	
			2016-17	Emergency Services continues planning, training, and exercise efforts with Jackson County, other UNC System Universities, volunteer fire departments, local police departments, county and regional public safety and health agencies. This is an ongoing effort. These activities with the indicated partners ensures consistent communications and expectations for preparedness, response, and recovery from all hazards.	
Initiative 5.5.5 Systematically assess and upgrade technologies (e.g., radio systems, access controls, cameras, etc.) in support of campus safety objectives.	Vice Chancellor for Administration and Finance	Director of Emergency Services	70%		
			2014-15	Blue light phone replacement program and expansion is ongoing. We have procured a mobile safety application. Preparation is underway for dispatch to transition to an Emergency Medical Dispatch program. Funding has been awarded for procurement of lightning detection system.	
			2015-16	Upgrades and maintenance of the campus camera systems, radio systems, and blue light phones is ongoing due to aging equipment and the development of new projects to improve campus safety. Once funding is identified to support recurring maintenance, an annual maintenance program will be instituted to assess, repair, and upgrade campus technologies as needed. The Emergency Communication Center has implemented the Emergency Medical Dispatch (EMD) program that allows for more comprehensive and consistent handling of medical calls on campus. They are the only campus 911 Center in the State of North Carolina that has achieved this certification.	
			2016-17	Upgrades and maintenance of the campus camera systems, radio systems, and blue light phones are ongoing due to aging equipment and the development of new projects to improve campus safety. The Emergency Communication Center has further implemented the Emergency Medical Dispatch (EMD) program that allows for more comprehensive and consistent handling of medical calls on campus. They are the only campus 911 Center in the state of North Carolina that has achieved this accreditation.	

Strategic Direction 6: Garner Support for Our Vision

Accomplishment Highlights

- **Marketing operations restructuring** - Changes this year included bringing two IT employees focused on the external website into marketing to streamline our website maintenance, adding a web content manager, promoting an existing employee to oversee media buying and research and adding a Marketing Services Manager to assist with service to campus clients.
- **Consistent branding initiative** - a new website (branding.wcu.edu) was developed, providing resources for internal and external audiences to help understanding of brand and to support consistency among marketing messages.
- **Expanding alumni connections** - During the 2016-2017 fiscal year, the alumni office offered forty-four alumni activities and initiatives for alumni. Approximately thirty-three (75%) of these engagement opportunities were held away from campus.
- **Strategic Enrollment Plan adopted** - In August 2016, a draft Strategic Enrollment Plan (SEP) was adopted by the EPC. The SEP identified a series of initiatives organized under four sub-committees: Recruit New Students; Retain & Graduate; Compliance; and, Data Systems and Infrastructure. Each of these teams will be providing reports that will be compiled into a SEP Annual Report for this year.
- **Sponsored Research Awards increase** - Total Sponsored Research Awards for the 2015-2016 fiscal year were \$6.0 million, a \$327,833 increase (5.7%) over 2014-2015. For the 2016-2017 fiscal year, proposal submissions have increased from 55 to 59, a 7.3% increase from the previous year.
- **Homebase College Ministry partnership** - The Division of Student Success facilitated a new partnership with Baptist Children's Homes of North Carolina to open the Homebase College Ministry in the Baptist Student Union facility adjacent to campus. This partnership focuses on aiding students who have aged out of the foster care system, formerly resided in congregate care, or are orphans or emancipated.

STRATEGIC DIRECTION: Align Resources to Support Strategic Priorities				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
GOAL 6.1: Facilitate a shared understanding of and commitment to the institution's strategic vision among WCU faculty, staff and students.				
Initiative 6.1.1 Create or modify existing orientation messages for new faculty, staff, and students to ensure early introduction to and understanding of the University's strategic vision.	Vice Chancellor for Student Affairs	Associate Provost for Academic Affairs, Director of New Student Orientation, Associate Vice Chancellor for Human Resources	95% 2014-15	The Orientation Counselor class and training incorporate the WCU mission. In addition, new student orientation continues to work with Creative Services to increase the WCU brand marketing and provide the same messaging to students and their families about WCU. Orientation counselors have developed their use of social media to engage incoming students in telling the WCU story.
			2015-16	The Orientation Counselor class and training incorporate the WCU mission. In addition, new student orientation continues to work with Creative Services to increase the WCU brand marketing and provide the same messaging to students and their families about WCU. Orientation counselors have developed their use of social media to engage incoming students in telling the WCU story. Collaboration between Human Resources, Creative Services, and Office of the Provost has resulted in increased collaboration in the on-boarding process for all new employees. This includes development of a professionally-produced Welcome Guide and new employee welcome lunch this year. A campus on-boarding committee continues to refine efforts to help build the campus community and ensure understanding of the strategic vision.
			2016-17	The Orientation Counselor class and training incorporate the WCU mission and increased use of social media. In addition, new student orientation continues to work with Creative Services to increase the WCU brand marketing and provide the same messaging to students and their families about WCU. The Welcome Guide for new employees was updated. New Faculty Orientation (NFO) was reformatted to include a NFO Information Fair. A stronger connection between NFO and New Student Convocation is being planned for 2017.
Initiative 6.1.2 Align all internal budgeting and annual reporting processes to reflect and reinforce the strategic vision and priorities of the University.	Chancellor	Chief of Staff	100% 2014-15	Completed in 2013.
			2015-16	Completed in 2013.
			2016-17	The strategic priorities as outlined in the 2020 Strategic Plan have been part of the formal budgeting process since 2013.
Initiative 6.1.3 Ensure consistency among vision messages from all internal sources.	Chief of Staff	Director of Marketing	90% 2014-15	Following the 2014 brand study, the Director of Marketing conducted a series of student focus groups connected to the website redesign project and will present a new institutional brand message to leadership this summer. It will be shared with campus in fall of 2015 as part of the roll out of a new website, new style guide, and new branded campaign. Student Affairs created and filled a graphic designer position. This staff member coordinates marketing and graphics work consistent with WCU branding.
			2015-16	A refreshed brand identity and "look" has been defined. This year we launched new templates for stationary and basic marketing collateral, including a consistent approach to messaging across all departments. We are now working on a comprehensive online guide for the university to help stakeholders understand, embrace and utilize appropriate messaging and branding in all marketing efforts as well as a 2016-18 marketing campaign that will bring the brand vision to life.

STRATEGIC DIRECTION: Align Resources to Support Strategic Priorities				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
			2016-17	This year we launched a new website (branding.wcu.edu) with resources for internal and external audiences to help them understand our brand and to support consistency among marketing messages. We also launched a new TV campaign consistent with the updated brand look and integrated that campaign into our social outreach, our PR storytelling and our Admissions materials.
GOAL 6.2: Facilitate a shared understanding of the institution’s strategic vision among the University’s external communities.				
Initiative 6.2.1 Develop and implement comprehensive and consistent communications and marketing plans designed to fulfill the University’s strategic priorities. (See Initiatives 1.5.4, 2.3.4, and 3.1.5)	Chief of Staff	Director of marketing	100%	
			2014-15	The Integrated Marketing and Communications Plan draft has been presented to leadership and will go into implementation beginning in 2015-16.
			2015-16	The Integrated Marketing and Communications Plan (IMCP) has been finalized and several pieces are already in implementation. In addition, we are nearing completion on a Crisis Communications Plan and a Strategic Social Media Plan to support and accompany the IMCP.
			2016-17	The Integrated Marketing and Communications Plan has been launched and put into practice. Implementation continues, but a great deal of the goals of the plan have already been tackled.
Initiative 6.2.2 Ensure the appropriate leadership and organizational structure necessary to develop and implement comprehensive communication and marketing plans designed to communicate WCU’s strategic vision effectively, concisely, and consistently to all stakeholders.	Chief of Staff	Director of Marketing, Director of Communications	100%	
			2014-15	The Office of Communications and Public Relations completed a restructuring of the office and the reclassification of two existing positions to establish a revamped News Services unit and a combined Photography/Videography Services unit. The office is now moving forward to fill an unexpected vacancy and is using the vacancy as an opportunity to further fine-tune the structure. The Office of Marketing completed a restructuring process in August of 2014 to establish positions responsible for sponsorship implementation, brand experience design, social media marketing and digital design. Those positions have all been filled.
			2015-16	Last year's restructuring efforts have been extremely successful. This year, University Marketing added auxiliary services in design and web content to further support university needs in marketing support. We are also exploring the edition of a Web Content Specialized to oversee ongoing website management for our new site.
			2016-17	We have completed a full restructuring of the Marketing unit. Changes this year included bringing two IT employees focused on the external website into marketing to streamline our website maintenance, adding a web content manager, promoting an existing employee to oversee media buying and research and adding a Marketing Services Manager to assist with service to campus clients.
Initiative 6.2.3			80%	

STRATEGIC DIRECTION: Align Resources to Support Strategic Priorities				
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date
Create a network for regional engagement and statewide advocacy through a mobilized and informed alumni base.	Associate Vice Chancellor for Development	Director of Alumni Affairs	2014-15	Efforts from fiscal year 2013-14 continue with nine regional Chancellor's receptions held or planned for 2014-15, accompanied by individual meetings with targeted current and potential WCU supporters and advocates. New initiatives include: the distribution of an electronic survey to more than 35,000 WCU alumni to assess current alumni programming that will help determine opportunities to enhance and expand engagement efforts; collaboration with WCU's Director of External Affairs to identify and involve targeted alumni in key legislative districts to help advance the university's legislative priorities; strengthening and expansion of the regional and affinity alumni club program, with 3 new clubs established and 4 additional potential clubs in discussion with regional alumni leaders; exploration of the establishment of a Greek alumni reunion to strengthen and expand connections between Greek organizations and the broader university and to take advantage of the strength of the Greek-to-Greek networks; and review and revision in process regarding the Alumni Association bylaws and constitution to expand and deepen opportunities for the Board, individually and collectively, to actively advocate on behalf of university.
			2015-16	During 2015-2016, the alumni office hosted 12 regional Chancellor alumni receptions to engage the university with alumni, friends, and elected officials. In conjunction with these receptions, the Chancellor and other university staff often meet with select alumni and donors in the area. The WCU Alumni Club Network continues to be an extremely important aspect of connecting alumni with their university. This club network has expanded to include Columbia, SC; Tampa and Orlando, Florida, and internationally with four clubs in Jamaica. The alumni clubs played a key role in advocating for the state bond referendum as well as raising additional funds for the Alumni Scholarship. The alumni clubs are also collaborating with a variety of programs/departments across campus: Degreed and affinity based clubs (eg. EMC, Nursing, and Recreational Therapy), assisting athletics in establishing C.A.T.S. chapters under the auspices of the clubs, working with the graduate school to promote their programs and grow enrollment, increased collaboration with Career Services for mentoring opportunities with alumni and students. Lastly, approved revisions of the Alumni Association by-laws and constitution along with the addition of several committees has offered increased engagement opportunities for the Alumni Board and members of the Alumni Association.
			2016-17	During the 2016-2017 fiscal year, the alumni office offered forty-four alumni activities and initiatives for alumni. Approximately thirty-three (75%) of these engagement opportunities were held away from campus while eleven (25%) were held in Cullowhee. These activities offered collaborative opportunities with athletics, admissions, career and professional development, greek life, development, and all academic colleges. Alumni Clubs continue to play a key role in engaging our alumni across the region, state, and nation. Many clubs meeting on a regular monthly basis--and the club network expanded into Iowa, Arizona, and the Eastern Band of Cherokee Indians(EBCI). Also, alumni clubs were key in communicating and clarifying WCU's role and position with NC Promise. Also, there was an increased emphasis to better engage our students and young alumni. To better connect with current students, The Office of Alumni Engagement held WCU's first Legacy Pinning Ceremony with over 200 in attendance. To better engage young alumni, the alumni office made personal connections with over 2,000 WCU graduates with a graduation pin and handshake. The WCU Alumni Board continues to play a key role in their community, across the state, and

STRATEGIC DIRECTION: Align Resources to Support Strategic Priorities					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
				around the country with their political advocacy and generous gifts to the university. In addition, over the last three years, the WCU Board of Visitors has been established with 72% of the thirty member board being alumni in the three initial classes. The BOV serves as an advisory board to the Chancellor. Their main purpose is to serve as advocates and ambassadors for WCU strongly advocating for the mission, vision, and strategic plan of WCU, making WCU a philanthropic priority, and providing the Chancellor and BOT with advice and counsel of issues that are critical to the university's strategic interests. They accomplish this through biannual meetings, year-round work with four organized committees (advocacy, fundraising, innovation, and marketing), and through events related to their purpose like legislative engagements in Raleigh.	
Initiative 6.2.4 Develop a process to review periodically the University brand and tailor the marketing message accordingly.	Chief of Staff	Director of marketing	95% 2014-15 2015-16 2016-17	The Director of Marketing has completed a review of the current brand marks and style guide with assistance from a university review community. Updates resulting from that process are near completion. A new style guide to include messaging points is underway with plans to update that guide every three years. As part of the Integrated Marketing and Communications Plan (IMCP), we have set a goal of reviewing the brand every other year with a full audit every five years. We are also working to launch a comprehensive online brand guide for the university ahead of the fall semester. As part of IMCP implementation, we need to clarify roles as it relates to the ongoing brand We have established a process within Marketing that includes a refresh of the marketing campaign every 2 years and a review and audit of branding guidelines every 5 years. We have also launched a branding website that provides insight into our brand guidelines to campus stakeholders (branding.wcu.edu). We need to formalize our brand review process and make it known to others in the university community.	
GOAL 6.3: Maximize and target a balanced and diverse mix of financial resources that will enable achievement of Western Carolina University's strategic vision.					
Initiative 6.3.1 Develop and implement a comprehensive enrollment management process that: maximizes state appropriations per the formula funding system in a	Provost	Vice Chancellor for Student Affairs, Assistant Vice	80% 2014-15	The Enrollment Planning Committee created a subcommittee to begin work on developing enhanced enrollment modeling. New personnel in the Office of Institutional Planning and Effectiveness have been delving into alternative enrollment planning models for discussion.	

STRATEGIC DIRECTION: Align Resources to Support Strategic Priorities				
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		Director of New Student Orientation, Director of Financial Aid	<p>2015-16</p> <p>2016-17</p>	<p>Within the area of Student Recruitment and Transitions, there has been on-going position review and restructuring activities. In the Undergraduate Admission Office five positions have been restructured as vacancies occurred and a search for a Director of Undergraduate Admission is currently underway. In the Financial Aid and Scholarships areas, vacant positions have been restructured to share staffing between these functions. WCU staff continue working to implement UNC system shared services for financial aid document verification and residency verification planning. New projects are beginning around replacement software for admission application processing, as well as, on-boarding new undergraduates with the MyWCU portal in replacement of the Gateway and CatWalk systems.</p> <p>The Interim Dean of Graduate School has been working on process improvements to facilitate graduate enrollment; for example, increased efforts to recruit graduating WCU seniors to pursue graduate studies, developing new marketing materials, etc.</p> <p>Finally, on-going enhancements have been made to support enrollment at Biltmore Park; including, but not limited to, enhanced student services provision, admission events and partnerships with area community colleges.</p> <p>This year the Division of Student Success updated several department names and titles while retaining the organizational structure. The Division of Student Success facilitated a new partnership with Baptist Children's Homes of North Carolina to open the Homebase College Ministry in the Baptist Student Union facility adjacent to campus. This partnership focuses on aiding students who have aged out of the foster care system, formerly resided in congregational care, or are orphans or emancipated. Student Affairs facilitated restructuring several positions in Financial Aid to facilitate more support for the Scholarships Office. A new staff position was requested during the university's budget process for Orientation Office but no decision has been made yet. Phil Cauley's position was reviewed and his position was successfully retitled Assistant Vice Chancellor for Undergraduate Enrollment. Also Mike Langford was hired as Director for the Undergraduate Admission Office.</p>
<p>Initiative 6.3.3</p> <p>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>	Provost, Vice Chancellor for Administration and Finance	Assistant Vice Chancellor for Student Success, Executive Director, Educational Outreach	<p>10%</p> <p>2014-15</p> <p>2015-16</p> <p>2016-17</p>	<p>Student Affairs staff participated in the Camps and Conferences Task Force. The Director of Conference Services position was revised and a successful search was completed for a new director. Campus Services staff completed a comprehensive review of summer charges and related pricing.</p> <p>Summer Session in collaboration with the Office of First Year Experience, created Catamount Gap two years ago. This program has increased summer enrollment by approximately 175 students over the past two years. We will continue to explore opportunities and partner with Student Affairs to expand our offerings.</p> <p>We created Summer Learning Communities to generate additional revenue in the summer. Additionally, we are exploring partnerships with Cherokee.</p>
<p>Initiative 6.3.4</p>			75%	

STRATEGIC DIRECTION: Align Resources to Support Strategic Priorities					
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Develop and implement a comprehensive plan to increase significantly WCU's advocacy efforts among elected officials on behalf of University and system priorities.	Chief of Staff	Director of External Relations, Chief of Staff, Assistant Vice Chancellor for Development	2014-15 2015-16 2016-17	<p>In addition to hosting key legislators in Cullowhee and Biltmore Park and visits to Raleigh to advocate on the University's behalf, a new Board of Visitors was formed in 2014-4015 to help in this effort. The Board of Visitors met in Raleigh in March 2015 and participated in both a reception with legislators and the University Day event hosted by the UNC-General Administration. The Director of External Relations is also developing an advocacy website to help recruit alumni, parent, student, faculty/staff and friend advocates for the University. Work on this initiative is ongoing.</p> <p>An advocacy website (advocate.wcu.edu) was created to communicate with potential University advocates (faculty, staff, students, alumni and the community). The website was advertised via targeted social media and we have over 100 individuals who signed up to advocate on behalf of the University. We are now working on a plan to engage these individuals.</p> <p>An advocacy subcommittee of the Board of Visitors was also created this spring. The subcommittee met for the first time on March 31 and is developing actions to increase advocacy efforts on behalf of the University.</p> <p>A plan to engage elected officials has been developed and implementation is ongoing. Assessed on an annual basis based on changes to political climate, issues and changes to those holding elected office.</p>	
<p>Initiative 6.3.5</p> <p>Develop and implement an advocacy plan for state/system action on three key market-based issues:</p> <ul style="list-style-type: none"> -tuition policy flexibility (in-state or surcharge) for students in bordering states - differential tuition in high-demand/high-expense programs - modification/elimination of differential treatment of distance education in the UNC formula funding 	Provost	Director of External Relations	 75% 2014-15 2015-16 2016-17	<p>Undergraduate Admission provided data to evaluate proposals for out-of-state reciprocity initiatives under review by UNC General Administration. After a proposal was presented to the UNC Board of Governors, the WCU Executive Council determined that it would not be advantageous to participate in the proposed pilot programs.</p> <p>Research and discussions are ongoing on how to successfully implement all three market-based policy items. All three will be discussed with appropriate policy-makers in the upcoming short session and action items are being developed.</p> <p>NC Promise has established that out-of-state students, and consequently students from border states, will see their tuition decrease to \$2,500 per semester. Differential tuition has been established.</p>	
<p>Initiative 6.3.6</p> <p>Pursue a comprehensive development campaign targeting (See Initiative 1.6.4):</p> <ul style="list-style-type: none"> - gifts at all levels in support of WCU's strategic goals and initiatives - particular philanthropic support for endowed merit- and need-based scholarships to enable WCU to recruit and retain the best academically qualified students and to support WCU's commitments to student access and student success -an increase in the participation and engagement of WCU alumni in University activities and in the 	Chancellor	Vice Chancellor for Development & Alumni Relations	 43% 2014-15	<p>Efforts are underway to implement recommendations from the campaign feasibility study final report, which reaffirmed the establishment of endowed scholarships as the top university philanthropic priority. Engaged Bentz Whaley Flessner as ongoing campaign consultant and have initiated leadership phase of campaign. Reorganized department to better align with campaign implementation needs. Initial campaign gift solicitations are underway with top prospects and other individuals interviewed in the feasibility study, and the responses have been encouraging. Enhanced and strengthened collaborative efforts between Development and Alumni Affairs and the Academic Affairs Division with the encouragement and support of the Provost, including providing fundraising training and operational support for Deans. Initiated comprehensive volunteer engagement strategy to enhance campaign success. This Leadership Summit will be held in October 2015 and is envisioned to represent the "soft (non-public) launch" of the campaign.</p>	

STRATEGIC DIRECTION: Align Resources to Support Strategic Priorities				
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number of alumni donors by 50 percent by 2020 -adequate development and alumni staffing to ensure the campaign's success			2015-16	The Leadership Summit held in October 2015 was a huge success with over 200 participants. Several endowed scholarships resulted. 'I will' statements that were collected either at the Leadership Summit or at other Board meetings are being stewarded by the Development and Alumni Affairs staff. Most boards are at 100% commitment. Jim Miller resigned in October 2015. The Provost and VC for Academic Affairs became the Interim VC for Development and Alumni Affairs and continues to lead the Division until Lori Lewis starts June 1, 2016. As of March 30, 2016 Foundation gift receipts are tracking 22% ahead of last year. Alumni participation continues to be a priority for fundraising. The alumni participation target for FY 2015 - 16 is 4,030 donors and 6.75% participation rate, and to date 2,562 alumni had contributed for a 4.29% participation rate as of March 30. The number of new donors is 808 with a goal of 1,587 for year end. Whee Lead Alumni Giving Challenge goal is to receive 400 new or returning alumni donors. To date, we have received \$59,014 in challenge commitments from WCU leadership wheelead.wcu.edu. 27 new endowed scholarships have been established this year so far with a goal of 50. The 'I will' statements that have been collected either at the Leadership Summit or at other Board meetings are being stewarded by the Development and Alumni Affairs staff. Most boards are at 100%
			2016-17	The comprehensive campaign is in the third year of a seven-year effort. As of the close of the second quarter of FY17 on December 31, 2016 the campaign total was \$28,107,148 reflecting 56.2% of the goal. Soon after the new Vice Chancellor joined the division in June 2016, the university contracted with Washburn and McGoldrick, Inc. to complete a program assessment designed to evaluate the current organizational structure and program strengths and challenges. The key recommendation from the assessment was to re-energize the campaign, recommending by the end of the 2017 academic year to rearticulate and develop strategies, timeline and budget to launch and successfully complete this campaign. The assessment stressed that in order to realize the potential and opportunities a comprehensive campaign can generate, it will take organizational changes, additional investments, full support from the WCU administration, campus community, and hard work and commitment by the development and alumni engagement team. As of March 28, 2017 a campaign plan, timeline, and budget have been drafted with of goal finalizing the drafts by August 2017.
Initiative 6.3.7 Develop infrastructure for research and sponsored programs, technology transfer, and commercialization consistent with strategic priorities to achieve the following by 2020:	Provost	Dean of the Graduate School	 45% 2014-15	Grant proposal submission dollars increased by 61%; grant proposal increased in number by 11%. The Provost Internal Grant program dedicated \$50K from year-end funds for seed grants funded 9 grants; \$100K from Provost/Chancellor's IDCs yield 47 applications for 11 awards from \$10K-\$15K each. Research Methodologist/Designer and Post-Awards Non-Financial Grants Manager positions added.

STRATEGIC DIRECTION: Align Resources to Support Strategic Priorities					
Initiative	Accountable Executives	Accountable Staff	Progress	Summary of Results to Date	
- increase in the number of research grant and contract applications by 100 percent - increase in the number of grants and contracts received by 50 percent - increase in the total annual amount of awards received by 25 percent			2015-16	Total Sponsored Research Awards for the 2014-2015 fiscal year were \$5.7 million. For the 2015-2016 fiscal year, proposal submission dollars have increased from \$13,734,814 to \$17,556,702 point in time as of 01 April 2016 compared to 01 April 2015 (a 27.8% increase) while the number of submitted proposals has decreased from 66 to 54 point in time during the same time period (an 18% decrease). Award dollars has increased from \$3,562,878 to \$4,224,589 point in time as of 01 April 2016 compared to 01 April 2015 (a 18.6% increase) while the number of awards has decreased from 45 to 43 point in time during the same time period (an 4.4% decrease). In addition, the Provost's Internal Grants Program has funded 15 of 40 faculty proposals 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.	
			2016-17	Total Sponsored Research Awards for the 2015-2016 fiscal year were \$6.0 million, a \$327,833 increase (5.7%) over 2014-2015. For the 2016-2017 fiscal year, proposal submissions have increased from 55 to 59, a 7.3% increase point in time as of March 2017 compared to March 2016 while the value of those proposals has decreased from \$17,558,005 to \$13,403,787 during the same time period (a 24% decrease). In addition, the Provost's Internal Grants Program has funded 15 of 34 faculty proposals 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. The Office of Research Administration has also undergone a restructuring as of July 2017 to better serve our Principal Investigators and their staff. The post award staff joined the pre award staff and after reformulation of existing positions, a Grants Manager Accountant and Grants Officer will be starting in April 2017.	
Initiative 6.3.8 Pursue funding resources for development of the West Campus/Millennial Initiative.	Provost	Executive Director, Millennial Initiatives	90% 2014-15 2015-16 2016-17	Developed a 'Request for Qualification' with General Council. Eight Developers submitted proposals for review. Recommendations of top three developers will go to the Chancellor and the foundation board. Developers will present to the group and a Developer will be chosen to proceed with their proposal. Tony Johnson, Millennial Campus Executive Director has worked with Joe Walker and Mike Buyers to develop grant proposals to garner infrastructure costs (roads, drainage, electricity etc) for the first medical office building. To aid private development of the West Campus, the Executive Director is seeking grant funding for infrastructure and road planning from the Appalachian Regional Commission as well as other In addition to Letters of Intent executed with developers to build a privately financed Medical Office Building (MOB) on the Millennial Campus, grant opportunities were pursued with state and federal sources to assist with infrastructure needs associated with the campus development. These opportunities will continue to be pursued as the MOB plans progress and lease agreements are executed. In addition to Letters of Intent executed with developers to build a privately financed Medical Office Building (MOB) on the Millennial Campus, grant opportunities were pursued with state and federal sources to assist with infrastructure needs associated with the campus development. These opportunities will continue to be pursued as the MOB plans progress and lease agreements are executed. The MOB will break ground in 2017-18.	