

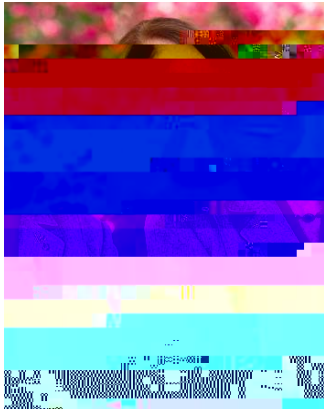


2020 VISION 2.0: Sharpening our focus on our future

Progress Report 2019/20

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From the Chancellor

Since its inception in 2012, the 2020 Vision Strategic Plan has guided Western Carolina University, with strong support by our faculty, staff and students. The revised 2020 Vision 2.0 plan was approved by the WCU Board of Trustees in June 2018, and implemented in September 2018. This is the second report detailing progress towards achievement of the revised strategic plan initiatives. Despite the unexpected challenges WCU continues to face, we celebrate strong progress made, with 8 completed initiatives, and 55 of the 72 strategic initiatives at least 50% completed.

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

This year's highlights include:

- μ Record enrollment of 12,167, and the second straight year first time freshmen enrollment has exceeded 2,000 students.
- μ An additional \$6,295,022 raised for scholarship support.
- μ Fulfillment of the final \$16.5 million installment for replacement of the university steam plant.
- μ Allocation of \$1.29 million to address critical salary compression and inversion issues for faculty and staff.
- μ Establishment of the new African American Studies minor, with the hiring of program director, Dr. David Walton.
- μ Inclusion of diverse content in more than 30 liberal studies courses.
- μ Participation of over 6,500 students in DegreePlus events featuring Cultural Responsiveness or Professionalism.
- μ Sixtythree percent growth in student internships.
- μ Growth in servicelearning opportunities, including 102 servicelearning courses and 50 cocurricular service programs.
- μ Mountain Heritage Center cultural programs featuring the Latinx community in North Carolina, and the African American experience in Western North Carolina.
- μ Significant regional business support through the Small Business Technology and Development Center, which assisted 373 clients, providing 3,398 hours of service.
- μ The second annual Outdoor Economy Conference, with 530 participants from 14 states, more than doubling the attendance of the first conference.
- μ A 122% increase in professional development and continuing education programs, and a 45% increase in Life@WCU membership, for adults over the age of 50.
- μ A total of 19,838 recorded community engagement activities by university faculty.

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

Sincerely yours,

Kelli R. Brown
Chancellor

Strategic Direction 1: Academic Excellence

Accomplishment Highlights

- μ **Mountain Heritage Center Cultural Exhibits** The Mountain Heritage Center (MHC) expanded programming by hosting events and exhibits on and off campus including the AI Norte AI Norte exhibit on the Latinx community, All God's Children: the African American Experience in WNC. In addition, the MHC spearheaded an upper level Biology class' research and exhibit on regional butterflies installed in the local public library in Sylva, NC.
- μ **Small Business Technology and Development Center assistancer** In fiscal year 2020, the Small Business Technology and Development Center (SBTDC) of the College of Business assisted 373 clients, spending 3,398 hours in the 14county region. The SBTDC also helped clients gain access to \$24.02 million in capital to start, sustain, or grow their businesses.
- μ **Growth in service learning opportunities** In 2019 the Center for Community Engagement and Service Learning (CCESL) facilitated significant service learning opportunities, including 102 offered servicerlearning courses, enrolled by approximately 1,700 students across 86% of the academic departments, and corcurricular service programming, involving approximately 50 programs and 6,000 students. An additional 602 students conducted independent volunteer projects.
- μ **Strong internship growth** Student internships managed by the Career and Professional Development Center grew 63% across summer, fall, and spring internships, which includes participation by 27 different academic departments.
- μ **New** involving installed county

STRATEGIC DIRECTION: Academic Excellence

Initiative	Contributors	Progress	Summary of Results to Date
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Initiative 1.1.1

Provost;
Deans;
Assistant Vice Chancellor for
Institutional Planning and
Effectiveness





25%

2018r19

While this initiative was scheduled to begin during the summer of



STRATEGIC DIRECTION: Academic Excellence				
Initiative	Contributors	Progress	Summary of Results to Date	
GOAL 1.2: Fully integrate into the liberal studies program and into each major and minor at both undergraduate and graduate levels an emphasis on those core abilities expected of all WCU students: integrate information from a variety of contexts; solve complex problems; communicate effectively and responsibly; practice civic engagement; and clarify and act on purpose and values.				
Initiative 1.2.1 Create and implement a new assessment plan for the revised Liberal Studies student learning outcomes.	Director of Liberal Studies Assessment; Liberal Studies Committee	 100% 2018r19 2019r20	<p>Measurable Indicator #1r In October 2018, the LS Assessment Director developed a new assessment plan for the LS curriculum. This plan articulated the rationale for assessing the eight student learning outcomes in the LS program and also presented a threeyear cyclical assessment schedule, to begin formally in the Fall of 2019. Each summer, the LS Assessment Director will hold a workshop in which LS student artifacts will be scored by WCU faculty. Each fall, the LS Assessment Director will review that data and write an annual assessment report to be shared with relevant stakeholders. The report will also be posted on the WCU website for public dissemination.</p> <p>Measurable Indicator #2r The LS Assessment Director produced an annual assessment report in Fall 2018, which analyzed the results from the July 2018 summer scoring workshop. It is important to note that these results were based upon the original list of LS student learning outcomes. All future reports will instead reference the eight newly created SLOs. The LS Assessment Director is currently collecting artifacts from faculty members teaching in the P4 and P6 LS categories for this summer's scoring and assessment.</p> <p>Measurable Indicator #1r The Liberal Studies assessment process adhered closely to the program's assessment plan for AY 2019r2020, and this was the first year of the current plan's implementation. The LS assessment Director collected over 2,600 student artifacts from faculty over the course of the academic year covering the three SLOs indicated by the assessment planr Means of Expression, Information Literacy, and Awareness of Impact. Additionally, the LS Director held a twoday summer workshop in which 14 WCU faculty from a variety of departments scored a sample of student artifacts against the relevant rubrics.</p> <p>Measurable Indicator #2r The LS Assessment Director produced an annual assessment report in Fall 2019, which analyzed the results from last year's summer workshop. Please note that the June 2019 data aligned with the previous LS assessment plan, which called for artifacts to be scored by curriculum category, rather than by outcome.</p>	
GOAL 1.3: Embed and support realization of WCU's areas of distinction: A. Cultural and environmental immersion; B. Service and outreach; and C. Experience based learning.				
Initiative 1.3.1 Expand opportunities to engage students directly with the natural landscape and cultural heritage of the campus community and the Southern Appalachian region.	Associate Provost for Academic Affairs; Associate Provost for Undergraduate Studies; Assistant Vice Chancellor for Student Success	 30% 2018r19	<p>The 2018r19 academic year's campus theme of Defining America included an emphasis on rural and Appalachian America. The installation and celebration of the Cherokee sculpture in Killian courtyard by an art student last fall highlighted the opportunity to engage students (and faculty, staff, and community, particularly members of the Eastern Band of the Cherokee Indian), in the cultural heritage of our region. Academic majors in geosciences (natural resources conservation management, geology, environmental science), biology, and parks and recreation management, to name a few, as well as minors and special offerings in southern Appalachian culture and region, e.g., English and history, continue to grow and increase in student interest. Numerous opportunities for student learning and engagement with the Mountain Heritage Center and Fine Arts Museum exist and are increasing.</p>	

STRATEGIC DIRECTION: Academic Excellence

Initiative	Contributors	Progress	Summary of Results to Date
		2019r20	<p>We continue to introduce students and enhance their awareness of natural and cultural landscape of WNC and include these themes in our recruiting and marketing efforts. The 2019r2020 Campus Theme focused on Sustainability and the Environment and included multiple and myriad opportunities for students to connect with our region through the sustainability lens. The Mountain Heritage Center expanded our programming by hosting events and exhibits on and off campus including the Al Norte Al Norte exhibit on the Latinx community, All</p>



STRATEGIC DIRECTION: Academic Excellence

Initiative	Contributors	Progress	Summary of Results to Date
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Initiative 1.3.3

Increase participation in high impact practices such as student research, projectbased learning in upper level courses, and onr and offr campus internships.

Associate Provost for Academic Affairs;
 Associate Provost for Undergraduate Studies;
 Assistant Vice Chancellor for Student Success



2018r19

Progress toward 1.3.3 is continuing steadily. The highimpact common read program continues to gain popularity and usage of the material is increasing as books for the past two years have complemented the campus theme. An increase in the number of available internships due to partnerships with Moutain Area Health Education Center and the Baptist Children's Homes of North Carolina create more opportunities for WCU students to participate in internships. Of all students who graduated from WCU in 2018 (fall and spring), 50.88% participated in an internship, externship, or capstone course. Measuring participation in research at graduate and undergraduate levels continues to be a challenge; a subcommittee of the Research Council is actively addressing this issue. Currently, this group is reviewing the Faculty Activity Database report and working toward clarifying their raw data which currently has some limitations due to discrepancies in dates and definitions.

2019r20

Given this initiative falls into two different functional areas, the response is complex and progress is measured differently by the different departments responsible. In general terms, WCU is making great strides with this initiative, but has more work to do. Internships have increased in departments over the last three years, with an overall growth of 63% across departments in 2019. In spring internships for those managed by CCPD (which includes 27 different departments).

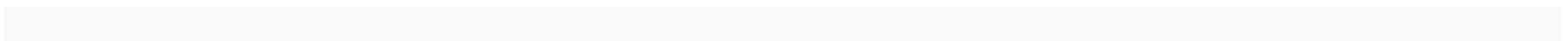


Strategic

STRATEGIC DIRECTION: Academic Excellence

	Initiative	Contributors	Progress	Summary of Results to Date
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	Initiative 1.4.3		35%	
	Provide international professional development opportunities to faculty.	Faculty; Director of Coulter Faculty Commons; Director of International Programs and Services	2018-19	WCU networks within regional, state, national, and international services so that faculty can provide services to international students and faculty. WCU networks within regional, state, national, and international services so that faculty can provide services to international students and faculty. WCU networks within regional, state, national, and international services so that faculty can provide services to international students and faculty.



STRATEGIC DIRECTION: Academic Excellence

Initiative	Contributors	Progress	Summary of Results to Date
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STRATEGIC DIRECTION: Academic Excellence

Initiative	Contributors	Progress	Summary of Results to Date
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2019r20

The Office of the Provost and the Office of Educational Outreach have worked tirelessly to



STRATEGIC DIRECTION: Academic Excellence

Initiative	Contributors	Progress	Summary of Results to Date
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2019r20

The Division of Education Outreach, the Office of Conference Services, and WCU Programs in Asheville at Biltmore Park continued their broadbased efforts to market and grow the Cullowhee Campus and Asheville Instructional site as conference destinations. The 2019r20 conference marketing plans were developed and executed individually by each unit, but in coordination with each other and other campus partners. Unfortunately, the Covidr19 pandemic, and the cancellation of dozens of conferences (whether hosted or executed by WCU), has dramatically skewed the data for 2019r20. Covidr19 continues to undermine Cullowhee and Asheville as conference destinations but plans continue for a postrCovidr19 conference model, whenever that is. New leadership in Education Outreach and Marketing will support continued creative thinking and planning as WCU works to restart its conference programming, when appropriate.

Initiative 1.7.1

Establish headcount targets consistent with institutional priorities.

Executive Council;
 Enrollment Planning Committee;
 Provost’s Council;
 Faculty Senate;
 Assistant Vice Chancellor for Undergraduate Enrollment;
 Director of Admissions;
 Dean of Graduate School and Research;
 Executive Director of Educational Outreach



100%

2018r19

A strategic focus on enrollment with an emphasis on data driven admissions strategies, student access, student success, and higher admission standards was an important theme of the original Vision 2020 Strategic Plan (Initiatives 1.6.1; 6.3.1). This new initiative in the updated 2020 plan focuses on the specific requirement to identify headcount targets. Each year the WCU Enrollment Planning Committee (EPC) is charged with developing enrollment targets. During the fall 2018 term, utilizing two distinctive modeling techniques, the EPC reviewed the census data and identified the following targets for fall 2019. The fall 2018 census reported total enrollment for WCU at 11,639 students. The EPC biennial model projects a fall 2019 headcount of 12,051 and a fall 2020 target of 12,344. EPC’s trends model projects a fall 2019 range of 11,670 to 12,276 headcount with a midpoint of 11,937 and for fall 2020 a range of 12,004 to 12,628 headcount with a midpoint of 12,316 students. The estimates included target ranges for the freshman and transfer cohorts that are essentially even with fall 2018’s census results. Targets for graduate and distance student cohorts are also even with fall 2018.

2019r20

A strategic focus on enrollment with an emphasis on data driven admissions strategies, student access, student success, and higher admission standards was an important theme of the original Vision 2020 Strategic Plan (Initiatives 1.6.1; 6.3.1). This new initiative in the updated 2020 plan focuses on the specific requirement to identify headcount targets. Each year the WCU Enrollment Planning Committee (EPC) is charged with developing enrollment targets. During the fall 2019 term, utilizing multiple modeling techniques, the EPC reviewed census enrollment data and identified the following targets with ranges for fall 2020: For First Year students, the target was 2,100 (with a range of 2,075r2,125); Honors FY 375 (350r400); ASP 175 (150r200); International 25 students. For Transfer students, the target was 1,100 (1,075r1125) includmultiple

STRATEGIC DIRECTION: Academic Excellence

Initiative	Contributors	Progress	Summary of Results to Date
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Initiative 1.7.2

Refine and adapt the strategic enrollment plan to meet student enrollment targets including a focus on academic rigor.

Enrollment Planning Committee;
 Director of Admissions;
 Dean of Graduate School and Research;
 Executive Director of Educational Outreach;
 Assistant Vice



100%



STRATEGIC DIRECTION: Academic Excellence				
Initiative	Contributors	Progress	Summary of Results to Date	
		2019r20	Despite the negative impact of COVID on undergraduate recruitment and class yielding initiatives this spring (e.g., disruption of Spring Blitz, cancellation of the open house, and discontinuation of campus tours), current comparative numbers lead to the expectation of a more diverse entering new firstyear student and new transfer cohort (as measured by the percentage of active commitments post orientation). Commitment indicators also bode well for a more diverse Honors College cohort. Modifications this spring to the state's Minimum Admission Requirements (MAR) will provide WCU greater flexibility in the coming recruitment cycle to try to proactively impact diversity.	
Initiative 1.7.4 Develop and implement rigorous tracking at the individual level using GradesFirst to clearly determine noncompleted and reasonforrexit for each student.	Assistant Vice Chancellor for Student Success; Director of Advising; Registrar	85% 2018r19	A note reason of "not returning" was added to Navigate, WCU's Student Success platform. The "not returning" note reason can be used to save time when communicating with nonregistered students. Student tags of Registration and Registration MIA were created and applied to first time, fulltime freshmen (FTTF). These tags assist with outreach and tracking the impact of professional advisor outreach to nonregistered FTTF. Explored with Education Advisory Board (EAB) the possibility of connecting directly to their data to identify discrepancies between data in Navigate and Banner data. EAB does not allow this type of access. Progress regarding tracking of students in Navigate platform has been completed for FTTF. The Registrar has developed a dashboard that compares Change of Academic Plan emails sent with historical data. The Registrar has requested an Oracle table to house data so that the dashboard can be published in Catalytics or the Report Portal.	
		2019r20	Professional advisors, faculty advisors, and student support staff use Navigate (previously GradesFirst) to document noncompletion and reasonforrexit for each student, via the Notes feature. This allows for inputting text about the reason for exit and selecting a Note Reason, such as "Not returning" or "Plans to return Spring 2021". Other staff and faculty supporting the student are then able to access this information as needed. The Office of Student Retention and professional advisors run reports of these note reasons to conduct email, SMS, and phone outreach to students, such as those not enrolled for the upcoming semester or those intending to return the next semester, increasing student retention and connection with WCU. This data is analyzed to determine institutional trends and inform proactive initiatives to support students and increase retention, persistence, and graduation. Through monitoring and documentation of the Change of Academic Plans survey, reason for exit and noncompletion are input into Navigate, as well.	

STRATEGIC DIRECTION: Academic Excellence

Initiative	Contributors	Progress	Summary of Results to Date
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Initiative 1.7.5

Develop innovative datadriven methods of monitoring and enhancing student success at the individual level.

Assistant Vice Chancellor for Student Success
Director of Advising
Registrar



2018r19

WCU Registrar's Office creates reports on student populations to assist advisors in their impact on student retention by providing accurate lists of students for which advisors provide outreach and assistance. Reports consist of studentrathletes, nonregistered, poor 5th and 8thweek grades, nonregistered, undecided, FTFTF attribute, major, professional and faculty advisor assignments, and academic standing. Using the tagging and search functions of the Navigate platform, advisors are able to apply distinct tags to assigned students which can be customized to allow for focused, customized tracking. The advanced search featured in Navigate assists advisors to search for populations for outreach. The results can then be applied to the appointment/campaign function of Navigate. Ex.: initial meeting, nonregistered, not returning, 5thweek grades, prerprofessional, and undeclared. Work plans for the Registrar Staff for 2018/2019 included a KPI goal. WCU's Banner Report Portal allows advisors to pull specific student populations as needed and are not dependent on report generation by another office. Professional advisors were invited to participate in a webinar on targeted advising.

2019r20

Professional advisors, faculty advisors, and student support staff use Navigate (previously GradesFirst) to document student communication, service delivery, and academic concerns. Staff and faculty then leverage this shared information t(advicaff)2076932.314400019T/TT31TF702702510 GradesFirst)delired, commu(Registrar)T/T0TDTf4 9aTcrage

2019

Strategic Direction 2: Student Experience

Accomplishment Highlights

μ DegreePlus Cultural Responsivenessr

STRATEGIC DIRECTION: Student Experience

Initiative

Contributors

Progress

Summary of Results to Date


GOAL 2.1: Foster a student centered campus culture that enhances the student experience, promotes active citizenship and inclusion, and celebrates institutional traditions.

STRATEGIC DIRECTION: Student Experience

	Initiative	Contributors	Progress	Summary of Results to Date
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STRATEGIC DIRECTION: Student Experience

Initiative	Contributors	Progress	Summary of Results to Date
<p>Initiative 2.2.2 Build and sustain educational programs and celebrations of Cherokee history, culture, and traditions.</p>	<p>Vice Chancellor for Student Affairs; Director of the Cherokee Center</p>	<p>2018r19 </p>	<p>This past year the Cherokee Center worked to establish a list of events and activities on campus to celebrate Native American Heritage Month. This month included an array of activities some of which included a Native American Heritage Festival, Rock your Mocs Awareness walk, Reel Injun Film Night, outdoor Blowgun and Atlatl Experience and Bridging the Gaps between Technology and Native People workshop. These events were open to all students, faculty, staff and the general public so that native people would be seen as a thriving culture both in the past and present. We tracked attendance at each of these events and partnered with many departments to make these happen and more attractive. Our 2018 attendance was approximately 634 (November). We wanted to impact as many people as possible both</p>



STRATEGIC DIRECTION: Student Experience

Initiative	Contributors	Progress	Summary of Results to Date
		2019r20	<p>During 2019r20, six DegreePlus Mentors (four faculty and two EHRA staff) facilitated students participating in Level 2 and Level 3. In Fall 2019, a DegreePlus Mentor orientation was held to reconnect, provide an overview of minor changes in the program, and acclimate two new mentors to their roles. In January 2020, the mentors were consulted on a proposal to revise Levels 2 and 3 to deepen the learning of the skills. Because of their and other stakeholder's input, a revised version of Level 2 and Level 3 will be implemented in Fall 2020. When DegreePlus Day transitioned to an online format in March, the DegreePlus Mentors pivoted quickly, with the support of DegreePlus Student Ambassadors; For the first time in DegreePlus' history, 100% of the students completed Level 2 by the deadline. In 2019r20 a total of 49 students completed Level 2 and 9 completed Level 3. The DegreePlus Mentors were essential to these successes.</p>

GOAL 2.4: Create a campus environment that facilitates a healthy lifestyle for students.

Initiative 2.4.1

Develop a cross functional collaborative wellness model to meet student needs.

Assistant Vice Chancellor for Student Affairsr Wellness;
 Director of Campus Recreation and Wellness;
 Director of Counseling and Psychological Services;
 Director of Health Services;
 Assistant Director, Health and Wellness



2018r19

As an important first step of this new strategic direction, we have been exploring various frameworks that will best reflect our campus. In the mean time, we have continued our own wellness initiatives between the departments of campus recreation and wellness, counseling and psychological services (CAPS), health services, and health and wellness education. Based on our student needs this academic year, we have focused mainly on student mental health. Completing a wellness video series of various collegerrelated stressors, these videos have been promoted across campus, on websites, presentations, digital signage, and any other way we can share with students. In addition, a new counseling module called Cope Series, which teaches students skills in the way of managing stress for their overall wellness, has assisted CAPS with the growing need of mental health services on campus. We continue to evaluate this years programs and services so that we can ensure their effectiic7campCsmptsh w6143050 ca3with edatateh

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Strategic Direction 3: Inclusive Excellence

Accomplishment Highlights

- μ **Diversity component in liberal studies courses** Liberal studies courses with a significant diversity component are now identified and marketed to students. More than 30 liberal studies courses have this indication.
- μ **Latin American Studies first year seminar established** The new U.S. Latinx Studies minor has expanded to offer a first-year seminar.
- μ **Director hired for new African American Studies minor** David Walton, an assistant professor of history at the University of North Carolina at Pembroke, has been named the director of WCU's African American Studies minor. Walton began his new role, which includes being an assistant professor in the Department of History, Aug. 1. The first course in the program is offered in the Fall 2020 term.
- μ **Staff training in diversity, equity, and inclusion** Staff of the Center for Career and Professional Development Center, and the Center for Community Engagement and Service Learning completed significant training in diversity, equity and inclusion, in preparation for working with an increasingly diverse student body. In addition, over 300 university faculty and

STRATEGIC DIRECTION: Inclusive Excellence

Initiative	Contributors	Progress	Summary of Results to Date
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GOAL 3.1: Broaden our commitment to diversity and inclusion by recruiting, retaining, and developing a diverse community.

Initiative 3.1.1

Build a more diverse and inclusive student, faculty and



51%



STRATEGIC DIRECTION: Inclusive Excellence



Initiative	Contributors	Progress	Summary of Results to Date
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2019r20

Building support and understanding for WCU's policies on equity, nonr



STRATEGIC DIRECTION: Inclusive Excellence

Initiative	Contributors	Progress	Summary of Results to Date
Initiative 3.2.2			
Provide ongoing, appropriate diversity professional development for faculty and staff.	Chief Diversity Officer; Provost; Vice Chancellor for Student Affairs; Director of Intercultural Affairs; Associate Vice Chancellor for Human Resources	 50% 2018r19 2019r20	Through Human Resources and the Chief Diversity Office, various programs were implemented during the year 2018. Human Resources offered eleven different trainings covering several aspects of Diversity and Inclusion. At least 319 employees participated in these trainings. The NCBI team engaged 407 faculty and staff members during the year. Various departments across campus engaged in staff and faculty development activities, including conference attendance with a focus on the LGBTQ+ community. Faculty and staff participated in the campus and participating in GreenZone and CareZone programs.
GOAL 3.3: Foster an inclusive University community.			
Initiative 3.3.1			
Administer a campus climate survey biannually and develop an action plan to address the results. Implement the recommendations of the Taskforce on Racism and report progress annually.	Associate Vice Chancellor for Human Resources; Executive Council	 60% 2018r19	During Spring 2017, the University administered a campuswide survey on campus climate. The results were disseminated to University leadership groups. Based upon feedback from these groups, this survey instrument is currently being redesigned. The University is a member of the Council on Diversity and Inclusive Excellence) with the goal to improve campus climate. Additionally, in January 2018, the University participated in the National Diversity and Inclusion Engagement Survey which included

Strategic Direction 4: Regional and Community Engagement

Accomplishment Highlights


μ **Faculty community engagement activities** The faculty activity database, a self-reported platform for faculty activities, recorded 19,838 events and activities in the current year, including faculty initiated clinical practices, field

STRATEGIC DIRECTION: Regional and Community Engagement				
Initiative	Contributors	Progress	Summary of Results to Date	
		2019r20	To learn about engagement activities at WCU and improve communication across campus, Dr. Arthur Salido convenes the Academic Engagement Council and the Academic Support Engagement Council. Council members share activities and discuss opportunities to collaborate with each other and with external partners. Minutes are recorded and compiled in a report that is shared with council members and the Provost Council. The Academic Engagement Council consists of representatives from each college, WCU Programs in Asheville, Educational Outreach Programs, the Graduate School, and the Honor's College. The Academic Support Engagement Council consists of representatives from the following centers: Career and Professional Development, Community Engagement and Service Learning, Study of Free Enterprise, Bardo Arts, Cherokee, Mountain Heritage, Small Business Technology Development, the Office of Equal Opportunity and Diversity Programs, Communications and Public Relations, the Corporation for Entrepreneurship and Innovation, Development and Alumni Engagement, External Affairs, Public	
		Initiative 4.1.3	90%	
in Cullowhee, Jackson County, and surrounding counties, through community leadership initiatives, collaborative research and development efforts, and regional development conferences.	Executive Director for Community and Economic Engagement and Innovation; Director of Sponsored Research; Director of Entrepreneurship and Innovation Programs and Activities (CEI); Director of Special Events	Engage external partners to facilitate economic and community development. 2018r19	The Outdoor Economy Conference was held October 5, 2018 with 250 attendees, 50 represented small businesses and 60 represented support organizations, nonprofits and economic development offices, and came from about 40 cities and towns in three states. The Outdoor Gear Design and Manufacturing Summit was held February 21, 2019 as a follow up to the Outdoor Economy Conference. This summit focused on the gear manufacturing and design industry. More than twenty companies were present, including representatives from regional community and economic development organizations, WCU faculty, and students. The day kicked off with tours of the Rapid Center followed by a Hackathon. ScaleUp WNCr Mountain BizWorks is hosting their small business growth development program on WCU's Cullowhee and Biltmore Park campuses throughout March, April, and May 2019. Having the event at WCU has allowed small businesses in Western North Carolina to become more familiar with WCU and learn about WCU's resources.	
		2019r20	Dr. Arthur Salido was awarded \$134,000 by the USDA Rural Business Development Grant Program and obtained a \$56,000 grant for Steve Ha to work with the French Broad River Fellowship, managing an economic impact study involving several students, faculty, and numerous volunteers. The 2019 Outdoor Economy Conference was held on October 10 in Asheville and attracted 530 participants from 14 states and included two business pitch competitions for WCU students and entrepreneurs in Asheville hosted by the Small Business Technology Development Center and Waypoint Accelerator. The Mtn Heritage Day festival brought over 15,000 visitors to experience a oneofrarkind event featuring three stages of live entertainment, along with performances and demonstrations celebrating the Southern Appalachian mountain culture. WCU hosts one major alumni event annually in each of our key areas in the state and region including Asheville, Greensboro, Raleigh, Charlotte, Atlanta as well as smaller events in smaller regional locations. The Division of Educational Outreach (EO) offered 41 different professional development programs in 116 events and served 4952 participants throughout the year.	

Institute, S

STRATEGIC DIRECTION: Regional and Community Engagement

Initiative	Contributors	Progress	Summary of Results to Date
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<p>Initiative 4.1.4 Develop the West Campus, with its Millennial Initiative designation, as a national model for rural, public, private partnerships that are integrated into the academic enterprise and which support communitybased economic development with a focus on improving the health of the region.</p>	<p>Vice Chancellor for Administration and Finance; Dean of Health and Human Sciences; Executive Director for Community and Economic Engagement and Innovation</p>	<p> 55% 2018r19</p>	<p>In summer of 2018, WCU issued a REquest for Quotation to seek a public private partnership with a student housing developer to develop 500 beds on the West Campus. Zimmer Development Company was selected, a ground lease entered and construction is scheduled to begin in Spring 2019. The iniŶaŶve to develop a medical o8 ce building adjacent to the Health and human</p>
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STRATEGIC DIRECTION: Regional and Community Engagement

	Initiative	Contributors	Progress	Summary of Results to Date
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STRATEGIC DIRECTION: Regional and Community Engagement

Initiative	Contributors	Progress	Summary of Results to Date
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2019r20

Faculty and Staff have been actively engaged in community service (CS) during the past year. For FY 2020, University employees utilized 3,220 hours of community service leave (CSL). The Center for Community Engagement and Service Learning collaborated to support 30 service activities in partnership with Staff Senate and the Division of Development to organize days of service to engage their members. CSL initiatives in the form of I Love WCU Month & Staff Senate partnership increased staff engagement substantially. Additionally, a trackTj/TT3178201y10TD(initiatives)Tj/TT31TF3.93260T

Strategic Direction 5: Employee Excellence

STRATEGIC DIRECTION: Employee Excellence			
Initiative	Contributors	Progress	Summary of Results to Date

STRATEGIC DIRECTION: Employee Excellence

Initiative	Contributors	Progress	Summary of Results to Date
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2019r20

Our second year of activity in 2019r2020 of the WCU Research Council included four birmonthly meetings with faculty representation from all six academic colleges as well as staff representation from the Office of Research Administration, Coulter Faculty Center, and Undergraduate Research. Our Research Council has developed three subcommittees with foci on faculty research mentoring, undergraduate research, and assessment and benchmarking. Faculty research resources include the Provost Scholarship Development Award, a program that funded 17 internal awards to faculty members for a total of \$170,737 in academic year 2019r2020. The goal of the program is to initiate research leading to future submission of externally funded proposals. New graduate programs include the Doctorate of Psychology which has admitted its second cohort of graduate students for Fall 2020, and the M.S. in Experiential and Outdoor Education, and the M.S. in Athletic Training which have admitted their first cohorts of graduate students for Fall 2020.

Initiative 5.3.2



30%

Associate Provost for Academic Affairs;
 Dean of Graduate School and Research;
 Deans;
 Director of Sponsored Research

2018r19

There has been limited progress in in the past few months in this area beyond what is currently in place. Indirect funds for faculty seed money for research has continued this year from the Provost's allocation. The revenue sharing model with the colleges implemented for summer session several years ago continues to be a source of funding for faculty summer research, equipment replacement, and faculty travel.

2019r20

While the overall number of research grant proposals and awards declined from 94 to 89 and 82 to 71, there was a significant increase in amount of actual funding received from \$5.5M to \$6.2M, which included support for graduate research assistantships. Additionally, there was a significant increase in the dollar amount of proposals being submitted (increase from \$13M to \$2054c7j/TT41Tf.22610TD&0 support faculty






STRATEGIC DIRECTION: Employee Excellence

Initiative	Contributors	Progress	Summary of Results to Date
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GOAL 5.5: Create a campus environment that facilitates a healthy lifestyle for campus constituents and visitors.

<p>Initiative 5.5.1 Design and offer programming that supports and models a healthy campus, as well as recruits and retains our workforce.</p>	<p>Employee Wellness Team; Associate Vice Chancellor for Human Resources</p>	<p>2018r19</p> 	<p>The 2018 UNC Employee Engagement Survey asked employees to rate their overall satisfaction with University sponsored wellness programs. Overall 61% of the WCU workforce reported being “satisfied” or “very satisfied” with current wellness programs. 31.2% were neutral with 7.8% expressing some level of dissatisfaction. As this survey will be reradministered in 2020 and 2022 we can utilize the 2018 results as a baseline for future assessment of University wellness programs. In partnership with our Employee Assistance Program provider (ComPsych), the University provided a series of 8 personal development workshops to faculty and staff (key topics included: “Personal Development – Laughter, Humor and Play to Reduce Stress and Solve Problems”; Behavioral Health and Wellness – Health Food Choices on the Go”; “Healthy Lifestyles: Changing the Way you Think about Diet and Exercise”; “Resilience: The Impact of Attitude on Work and Life”). The Employee Wellness Team offers different events throughout the year for employees, such as, GRIT, Yoga, Zumba, Employee Wellness Bingo Challenge, and many others. In addition, a monthly newsletter is sent employees regarding different wellness topics and resources. A website is maintained promoting both campus and community wellness opportunities. Staff Senate added a wellness initiative this year: Advocate and model the way to build a healthy, positive and thriving WCU campus environment. Empower staff by providing educational opportunities to take ownership for their own wellness. We are meeting the intent of the initiative and will continue to refine our assessment methods.</p>
		<p>2019r20</p>	<p>The UNC Employee Engagement Survey, which employees can rate their overall satisfaction with University wellness programs, was administered January 2020 with results expected in Fall 2020. Future updates will include comparisons between the 2018 and 2020 surveys. In partnership with ComPsych, we provided 5 workshops to employees: Emotional Eating; Hobbies for Mental and Physical Health; Impact of a Difficult Childhood; The Successful Single Parent; and Emotional Intelligence. In March,</p>

Strategic Direction 6: Infrastructure Investment


Accomplishment Highlights

- μ **Electronic forms and workflows** Several conversions from paper forms and approvals have been completed, including Faculty Overload Request/Approval; Campus Budget Request; Student Change of Major; and Student University Withdrawal.
- μ **Raiser's Edge NXT software conversion completed** The conversion to Raiser's Edge NXT fundraising and donor management software has been completed. The conversion has resulted in cost savings in gift processing, donor management, digital file storage, and reporting.
- μ **Continuity of Operations plans completed** Emergency Services worked with academic and administrative departments in FY 2019r20 to develop Continuity of Operations Plans (COOPs). This effort resulted in the completion of 65 COOPs.
- μ **Improvements to student hiring process** An existing enterprise solution (Talent Management) was utilized to transition the processing of nonwork study student employment from the Center for Career and Professional Development to Human Resources. Improvements included moving a paper business process online, and eliminating redundant hiring and onboarding processes.

STRATEGIC DIRECTION: Infrastructure Investment

Initiative	Contributors	Progress	Summary of Results to Date
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GOAL 6.1: Implement sustainable funding models to ensure fiscal stability.

Initiative 6.1.1 Reduce operational dependence on onetime funding		 90%	
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STRATEGIC DIRECTION: Infrastructure Investment

Initiative	Contributors	Progress	Summary of Results to Date
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GOAL 6.4: Sustain and increase information technology capabilities and capacity required to meet University goals and needs.

<p>Initiative 6.4.1 Establish and systematize a sustainable funding model for information technology that accommodates operational support, replacement and upgrades, University growth, and strategic initiatives.</p>	<p>Chief Information Officer; IT Manager; Vice Chancellor for Administration and Finance</p>	<p> 65% 2018r19</p>	<p><u>Learning Spaces</u>. Received \$50,000 in recurring funds, reducing funding level deficit by 25%. New learning space standards were approved that should yield more cost effective maintenance, consistency, refresh, and support costs. Required mandates and contractual cost increases. For the second year in a row, WCU allocated a portion of enrollment growth year year.</p>
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STRATEGIC DIRECTION: Infrastructure Investment

Initiative	Contributors	Progress	Summary of Results to Date
<p>2019r20</p> <p>Faculty based</p>		<p>2019r20</p>	<p><u>Learning Spaces</u>: Two new learning space standards proposed to the Academic Space Advisory Board: Collaborative and Slim Lecture standards. Not yet taken up by ASAB. Core classroom system upgrades largely complete.</p> <p><u>IT Security</u>: IT Security Office and Cybersecurity Analyst now in place. System to aid monitoring and detection put into production with onetime funding.</p> <p><u>Applications</u>: Began migration to fully implement Banner 9 Self Service. Implemented several poweruser level form development tools; decreased time to develop, reduced customizations, and lowered support costs. Initiated ITwide cloud strategy team to identify workloads that can be moved to the cloud.</p> <p><u>Client and Endpoint Technology</u>: VCAT proved to be an exceptional capability during COVID; refreshed infrastructure. Endpoint Management engaged with professional services to prepare for capability improvements. Completed asset management services changes to improve efficiency and data logging.</p> <p><u>Vendor Management</u>: Implemented new "ClickrWrap" process (software with nonformal contracts) using assessed risk. Implemented IT Contract repository using currently available university system and dashboard reporting.</p>

GOAL 6.5: Maintain and improve systems, capabilities, and infrastructure in support of the University's strategic priorities.

Initiative 6.5.1	Progress
<p>Develop and maintain University allhazards prevention, mitigation, preparedness, response, and recovery efforts through comprehensive emergency and disaster planning, training, and exercise programs.</p>	<p>90%</p> <p>2018r19</p>

This is an ongoing initiative. All Building Coordinators coordinated annual training with staff and faculty occupants of each University building. In many cases, this was facilitated by Emergency Services, and included scenariobased discussions relating to buildingspecific needs. Campus Safety Training was delivered multiple times i0003Tj/TT31Tf2.2520i2610TD(t1Rrn1Tf.2

STRATEGIC DIRECTION: Infrastructure Investment

Initiative	Contributors	Progress	Summary of Results to Date
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Initiative 6.5.2		 91%	
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Implement efficient and sustainable funding

Strategic Direction 7: Vision Advancement

Accomplishment Highlights

μ Chancellor's Welcome Tourr The

STRATEGIC DIRECTION: Vision Advancement


Initiative	Contributors	Progress	Summary of Results to Date
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GOAL 7.1: Promote the institutional vision of quality and excellence in academic and administrative programs and activities.

<p>Initiative 7.1.1</p>		<p>90%</p>	
<p>Regularly review and enhance messages for new faculty, staff, and students to ensure early introduction to and understanding of, the University's strategic vision, history, and culture.</p>		<p>2018r19</p>	<p>Building support and understanding for WCU's strategic vision through orientation experiences for new members of the WCU campus community was in the original Vision 2020 Strategic Plan (Initiative 6.1.1). Multiple offices share this responsibility. Working with hiring departments, Human Resources assists with messaging for new staff. The Provost Office coordinates onr boarding new faculty. Graduate students are oriented by the Graduate School, Biltmore Park Leadership, and by leaders of campus services regarding online learning software, student support services, librampus</p>



STRATEGIC DIRECTION: Vision Advancement

Initiative	Contributors	Progress	Summary of Results to Date
<p>Initiative 7.2.2 Implement a process to review periodically the University brand and tailor the marketing message accordingly.</p>	<p>Chief of Staff; Chief Marketing Officer; Chief Communications Officer</p>	<p>2018r19  100%</p>	<p>This past year, we used the results of a freshman survey and campus interviews to update the university</p>



STRATEGIC DIRECTION: Vision Advancement

Initiative	Contributors	Progress	Summary of Results to Date
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2019r20

Progress continues to be made on Strategic Initiative 7.3.2. Although a budget was not passed for FY 2019r21, we were able to secure onetime funding for NC Promise, enrollment growth funding, and repair and renovation. Most significantly, we received the last installment of funding for the Steam Plant in the midst of statewide budgetary challenges.



STRATEGIC DIRECTION: Vision Advancement

Initiative	Contributors	Progress	Summary of Results to Date
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2019r20

Total Sponsored Research Awards for FY 2020 (2019r2020 academic year) were \$6.2