Western Carolina University

Administration & Finance

Annual Report

2019 – 2020

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The following report provides an overview of key activities and initiatives completed by the Office of Human Resources & Payroll (HR/PR) during the period of July 1, 2019 – June 30, 2020 as well as a review of FY 2020 goals/initiatives and a summary of key goals/initiatives identified for FY 2021. In addition, this report provides a snapshot of the University workforce during this period. A primary focus of HR/PR has been to align current and future goals and initiatives to the updated WCU Strategic Plan 2020 (Vision 2.0). Specifically, Strategic Directions #3 (Inclusive Excellence), #5 (Employee Excellence) and #6 (Infrastructure Investment) form the framework for completed and ongoing initiatives.

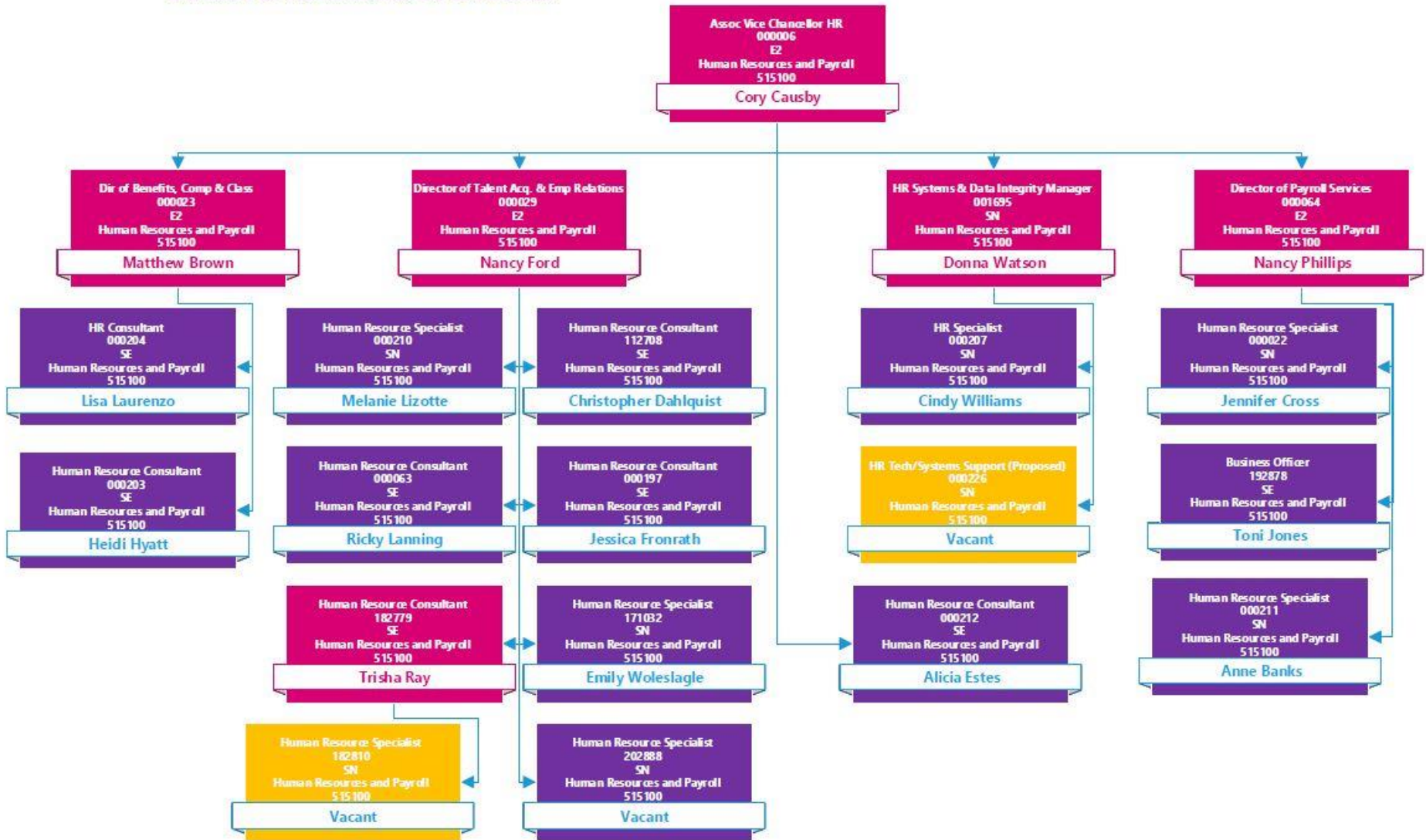## I. Office of Human Resources & Payroll Departmental Overview

Mission:

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

Primary Role of the Department:

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

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Division of Administration & Finance

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Human Resources and Payroll
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Cory Causby

Dir of Benefits, Comp & Class
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Director of Talent Acq. & Emp Relations
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HR Consultant
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112708
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Cindy Williams

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Jennifer Cross

Human Resource Consultant
000203
SE
Human Resources and Payroll
515100
Heidi Hyatt

Human Resource Consultant
000063
SE
Human Resources and Payroll
515100
Ricky Lanning

Human Resource Consultant
000197
SE
Human Resources and Payroll
515100
Jessica Fronrath

HR Tech/Systems Support (Proposed)
000226
SN
Human Resources and Payroll
515100
Vacant

Business Officer
192878
SE
Human Resources and Payroll
515100
Toni Jones

Human Resource Consultant
182779
SE
Human Resources and Payroll
515100
Trisha Ray

Human Resource Specialist
171032
SN
Human Resources and Payroll
515100
Emily Woleslagle

Human Resource Consultant
000212
SE
Human Resources and Payroll
515100
Alicia Estes

Human Resource Specialist
000211
SN
Human Resources and Payroll
515100
Anne Banks

Human Resource Specialist
182810
SN
Human Resources and Payroll
515100
Vacant

Human Resource Specialist
202888
SN
Human Resources and Payroll
515100
Vacant

II. FY 2020 HR/Payroll Related Highlights

1) *Increase in total permanent workforce by **1.3%** over FY 2019 and **8.6%** in the last 5 years.*

2) *The Workforce Minority representation for the plan year was **9.9% (- .03%).***

3) *Increases in the following employment related activities:*
   - ***15.4%** increase in permanent hires over FY 2018*
   - ***17.1%** increase in total qualified applicants over FY 2018*
   - ***22.9%** increase in total searches over FY 2018*

4) *"Time to Hire" represented as a period of time has decreased by **30%** since FY 2016.*

5) *Average Days to "Approved to Offer" step of the Hiring Process decreased **60%** from FY 2019 (5.7 business days to 2.3 business days) and **75%** since FY 2016.*

6) *The WCU Payroll process has met or exceeded all annual UNC System Key Performance Indicators (KPI's) for 6 consecutive years.*

7) *The University allocated approximately **$1.3 million** for targeted compression and inversion salary adjustments for faculty and staff during March 2020.*

8) ***1,034** individuals (493 in-person; 541 online) participated in formal WCU sponsored professional development offerings in FY 2020.*

9) *Employee Assistance Program utilization by the WCU workforce was **25%** (unchanged from the prior year) with a total of **373** employee contacts.*

III. *Key FY 2020 Accomplishments*

1) Successful transition of Non-Work-Study Student Employment from the Center for Career and Professional Development to Human Resources & Payroll. Key highlights include:
   i. Official transition date: March 1, 2020
   ii. Hiring and Onboarding process fully transitioned from 100% paper process to online resulting in a projected 78% reduction in paper processes.

2) Successful transition of the Graduate Assistantship appointment process from 100% paper to 100% online (via the University Talent Management system). The process improvement project served as an excellent collaborative effort between the Graduate School (who is the process owner) and Human Resources and Payroll. Through this partnership, existing university resources and expertise were leveraged to provide a cross-divisional work solution.

3) Full integration of WCU's Onboarding/Hiring System with the Electronic Records Management System. The integration of these two business systems has allowed HR/Payroll to eliminate the need to manually transition records from one system to the other resulting in significant reduction in labor and fully eliminating the use of paper in the new employee hiring process.

4) Implementation of the "Virtual Print Driver" to move completed personnel actions (benefits documents, hiring documents, onboarding documents, contracts, etc.) directly from Talent Management into the Onbase electronic personnel file. Prior to implementation, this was a multi-step process that required manual steps to move documents from one system to another. This implementation has resulted in significant time a cost savings essentially accounting for .4 FTE in manual scanning/indexing work. Since WCU HR/Payroll's implementation, the Virtual Print Driver has been launched campus-wide creating significant efficiencies well beyond HR/Payroll.

5) Maintenance and updating of formal HR/Payroll Standards of Performance (SOP's) for each functional area. In total, HR/Payroll maintained 125+ SOP's during FY 2020.

6) UNC System Key Performance Indicators (KPI's) for Payroll Services are all within the green (optimal) range for FY 2020.

7) In response to COVID-19, fully transitioned many professional development and training opportunities to an online format. Key highlights included: launch of fully online "New Hire Onboarding" program; partnership with Covey Learning to provide an additional 50 "All-Access Passes" to faculty and staff which allows for one year of unlimited access to the Franklin Covey professional development library; development of online program for supervisors on how to effectively manage in a remote work environment.

8) Facilitated transition of university workforce from largely onsite to remote work arrangements in response to COVID-19 event. This included the communication and management of several new work and leave programs directly related to COVID-19 requirements.

IV. WCU Workforce

HR/PR services are provided for 1582 permanent full time WCU employees (increase of 20 since 2019 and 41 since 2017) and 91 employees at the North Carolina Arboretum. In addition to the permanent workforce, WCU HR/Payroll provided services for an additional 1,800 temporary employees including hourly, adjunct faculty, students, and graduate assistants during the academic year.

- *Workforce Profile:*

	2020	2019	2018	2017	2016	2015
Total Workforce	**1582**	1562	1541	1504	1476	1457
Senior Administrators	**92 (5.8%)**	101 (6.5%)	98 (6.4%)	91 (6.1%)	93 (6.3%)	77 (5.3%)
EHRA Non-Faculty	**237 (15.0%)**	223 (14.3%)	223 (14.5%)	212 (14.1%)	209 (14.2%)	212 (14.6%)
Faculty	**559 (35.3%)**	542 (34.7%)	540 (35.0%)	531 (35.3%)	521 (35.3%)	516 (35.5%)
SHRA Staff	**694 (43.9%)**	696 (44.6%)	680 (44.1%)	670 (44.5%)	653 (44.2%)	652 (44.8%)

- ***WCU's permanent workforce has grown 1.3% since 2019 and 8.6% since 2015.***
- The average employee age is 45.1 and the average length of service is 9.2 years. This is relatively unchanged since 2010.
    - **Senior Administrators** – 48.1 years old with 11.8 years of service and 36% have a terminal degree
    - **EHRA Non-Faculty** – 39.3 years old with 6.4 years of service and 71% have a master's degree or higher
    - **SHRA Staff** – 44.4 years old with 9.5 years of service and 37% have a bachelor's degree or higher
    - **Faculty** – 48.7 years old with 10.3 years of service and 77.2% have a terminal degree
- **9.5%** of the WCU workforce is eligible to retire now (2.6% increase from 2019)
- **38.4%** of the WCU workforce is age 50 or greater (1.3% increase from 2019)
- **22%** of the workforce has been at WCU less than 2 years (1.7% increase from 2019)
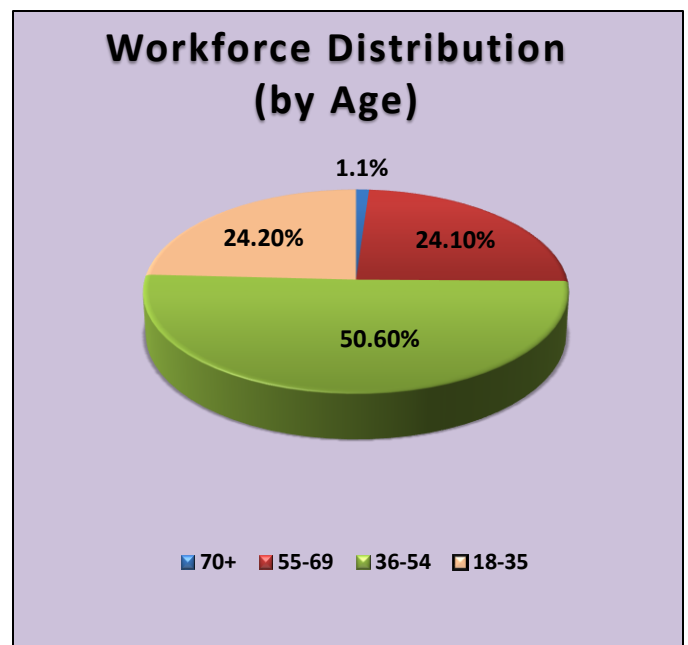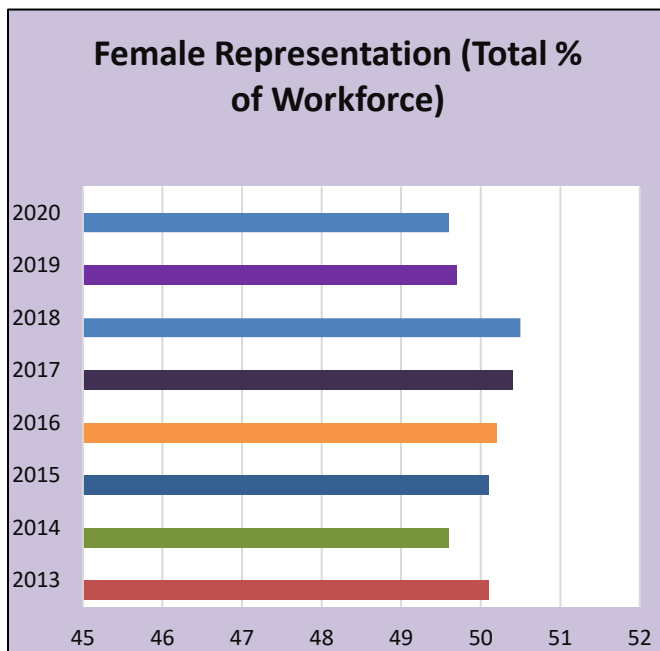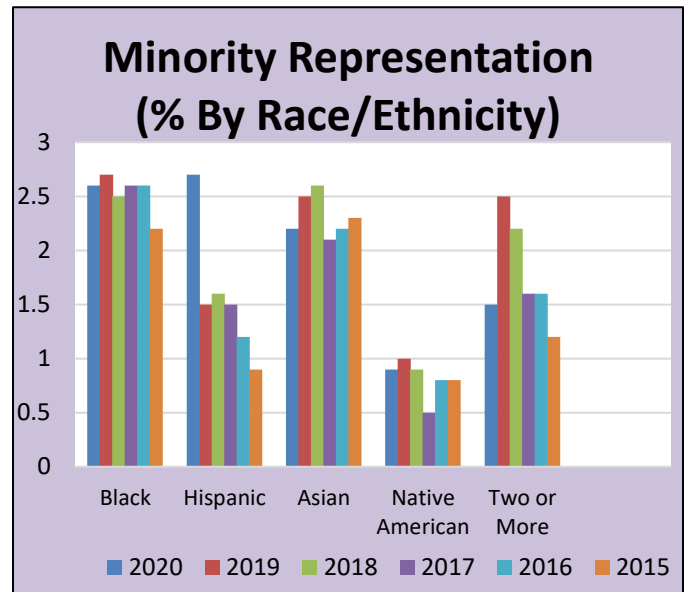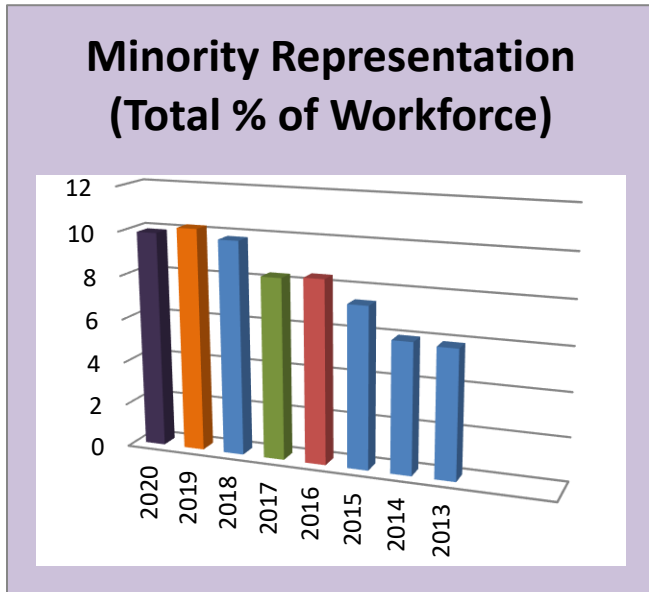   - The average age of this group is 38.2

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

Non-Faculty	2020	2019	2018	2017	2016	2015
Administration & Finance	**31.4%**	30.6%	30.9%	30.1%	30.8%	29.7%
Academic Affairs	**28.7%**	29.9%	29.3%	30.1%	30.3%	31.2%
Chancellor's Division	**11.3%**	11.2%	10.7%	10.5%	12.1%	11.9%
CIO/Information Technology	**8.3%**	7.7%	8.3%	8.0%	8.1%	7.9%
Advancement	**1.8%**	2.1%	1.6%	1.7%	n/a	n/a
Student Affairs	**18.5%**	18.5%	19.2%	19.6%	18.7%	19.4%

- *Workforce Distribution by Occupational Category:*

Occupational Category (Non-Faculty)	2020	2019	2018	2017	2016	2015
Professional	46.4%	39.6%	41.0%	44%	45%	42.5%
Administrative Support	14.7%	17.4%	16.7%	16.3%	18.1%	17.8%
Skilled Trades	8.9%	9.2%	9.1%	8.5%	8%	8.7%
Technical	11.9%	13.5%	13.4%	12.4%	11.9%	13.2%
Services/Labor	18.1%	20.3%	19.6%	18.8%	17%	17.8%

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

Minority Representation (Total % of Workforce)

Minority Representation (% By Race/Ethnicity)

Female Representation (Total % of Workforce)

Workforce Distribution (by Age)

- *Actual vs. Expected Workforce Demographic Availability:*

	Minority		Female		Veteran		Disability	
	2020 Actual	Expected Availability	*2020 Actual*	Expected Availability	*2020 Actual*	Expected Availability	*2020 Actual*	Expected Availability
Faculty	*11.5%*	20.3%	*50.5%*	45.9%	2.2%	6.4%	2.5%	7.0%
Staff	*8.8%*	15.7%	*49.2%*	49.6%	2.4%	6.4%	2.8%	7.0%
Total	*9.9%*	17.3%	*49.6%*	50.1%	2.3%	6.4%	2.7%	7.0%

- *Availability by College:*

	Minority			Female			Veteran			Disability		
	2020 Actual	2019 Actual	Expected Availability	*2020 Actual*	2019 Actual	Expected Availability	*2020 Actual*	2019 Actual	Expected Availability	*2020 Actual*	2019 Actual	Expected Availability
Engineering & Tech	*41.4%*	38.5%	31.6%	*6.9%*	7.7%	14.9%	*3.5%*	3.9%	6.4%	*0.0%*	0.0%	7.0%
Arts & Sciences	*12.3%*	12.0%	20.9%	*45.0%*	43.3%	40.0%	*1.4%*	0.5%	64%	*0.9%*	0.5%	7.0%
Business	*14.1%*	17.0%	23.9%	*35.9%*	35.6%	38.4%	*4.7%*	5.1%	6.4%	*1.6%*	1.7%	7.0%
Educ & Allied Prof.	*6.5%*	9.0%	20.6%	*66.3%*	62.9%	68.1%	*0.0%*	0.0%	6.4%	*6.5%*	3.4%	7.0%
Fine & Perf Arts	*3.5%*	5.3%	15.4%	*36.8%*	35.1%	51.2%	*0.0%*	0.0%	6.4%	*5.3%*	1.8%	7.0%
H&H Sciences	*8.3%*	6.4%	19.6%	*78.4%*	80.9%	71.4%	*3.1%*	2.1%	6.4%	*2.1%*	2.1%	7.0%
Hunter Library	*5.9%*	0.0%	23.6%	*82.4%*	88.2%	65.6%	*2.9%*	0.0%	6.4%	*11.8%*	17.7%	7.0%

- *Availability by Job Category:*

	Minority			Female			Veteran			Disability		
	2020 Actual	2019 Actual	Expected Availability	*2020 Actual*	2019 Actual	Expected Availability	*2020 Actual*	*2019 Actual*	Expected Availability	*2020 Actual*	2019 Actual	Expected Availability
Executive	*17.5%*	14.3%	19.8%	*38.6%*	37.5%	40.2%	*3.5%*	5.4%	6.4%	*1.8%*	1.8%	7.0%
Athletics	*24.4%*	20.0%	21.8%	*24.4%*	22.2%	44.7%	*0.0%*	0.0%	6.4%	*0.0%*	0.0%	7.0%
Professional	*9.3%*	12.3%	23.4%	*54.1%*	57.1%	61.3%	*2.0%*	1.1%	6.4%	*3.5%*	2.2%	7.0%
Technicians/Paraprof.	*10.3%*	9.1%	13.5%	*33.3%*	33.6%	43.9%	*3.4%*	4.1%	6.4%	*0.9%*	0.8%	7.0%
Office Support	*7.3%*	5.7%	6.0%	*94.7%*	93.0%	72.9%	*0.7%*	0.6%	6.4%	*3.3%*	1.9%	7.0%
Skilled Craft Workers	*2.2%*	3.6%	5.3%	*7.7%*	7.2%	6.9%	*4.4%*	3.6%	6.4%	*3.3%*	2.4%	7.0%
Safety & Security	*5.6%*	5.9%	11.4%	*25.0%*	17.7%	26.4%	*8.3%*	5.9%	6.4%	*0.0%*	0.0%	7.0%
Other Auxiliary Services	*6.7%*	6.7%	10.3%	*39.6%*	38.9%	40.3%	*2.7%*	4.0%	6.4%	*2.0%*	1.3%	7.0%

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

Percentage of Workforce Eligible to Retire Within 5 years

	2020	2019	2018	2017	2016	2015	2013
Total Workforce	*17.9%*	19.8%	17.8%	21.3%	20.9%	21.4%	22%
Senior Administrators	*25.8%*	26.0%	24.5%	18.7%	21.5%	25%	28%
EHRA Non-Faculty	*7.6%*	5.3%	7.2%	10.4%	12.4%	13.7%	14%
Faculty	*22.1%*	22.3%	23.4%	22.8%	25.3%	25.9%	27%
SHRA Staff	*17.1%*	15.9%	15.9%	17.5%	19.9%	20.7%	20%

Percentage of Workforce Eligible to Retire Within 10 years

	2020	2019	2018	2017	2016	2015	2013
Total Workforce	*29.9%*	38.8%	32.0%	40.6%	35%	36%	37%
Senior Administrators	*41.6%*	43.8%	41.8%	40.7%	41.9%	46%	51%
EHRA Non-Faculty	*13.3%*	12.9%	13.6%	15.6%	18.9%	30%	33%
Faculty	*34.2%*	36.7%	37.0%	36.2%	38%	40%	41%
SHRA Staff	*30.9%*	33.6%	32.6%	33.3%	36%	36%	35%

- *Workforce Turnover Rates*

	Including Retirements				Retirements/Other				Voluntary (Ex. Retirements)				Involuntary			
	2020	2019	2018	2017	2020	2019	2018	2017	2020	2019	2018	2017	2020	2019	2018	2017
Total Workforce	*11.6%*	11.1%	11.6%	12.8%	*2.4%*	3.1%	3.8%	2.9%	*6.9%*	6.0%	5.8%	7.2%	*2.3%*	2.0%	2.0%	2.6%
EHRA Non-Faculty	*18.5%*	17.2%	15.6%	18.2%	*2.0%*	2.7%	2.5%	2.0%	*13.0%*	10.9%	10.2%	12.9%	*3.7%*	3.6%	2.9%	3.3%
Faculty	*8.9%*	6.0%	9.6%	11.1%	*3.7%*	1.5%	3.8%	2.8%	*2.9%*	2.2%	3.0%	4.3%	*2.3%*	2.4%	2.8%	3.9%
SHRA Staff	*10.8%*	10.8%	11.1%	11.7%	*2.5%*	4.3%	4.5%	3.4%	*6.7%*	5.9%	5.8%	7.0%	*1.6%*	0.6%	0.8%	1.2%

- *Turnover Rate by Race and Gender*

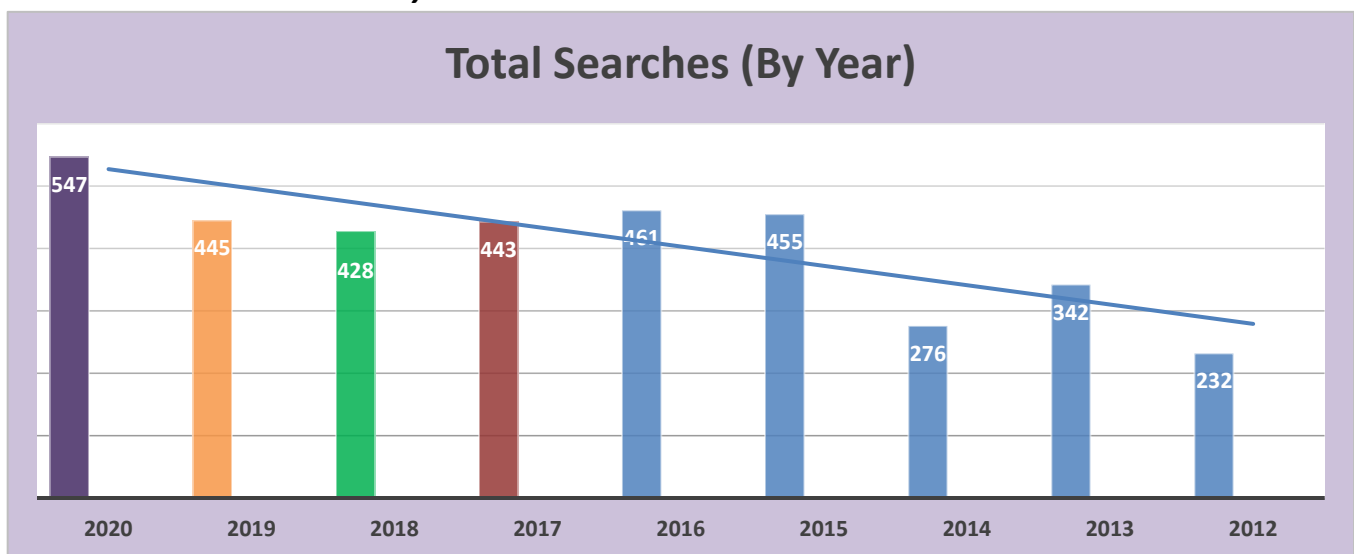|	Total				Retirements/Other				Voluntary (Ex. Retirements)				Involuntary			
	2020	2019	2018	2017	2020	2019	2018	2017	2020	2019	2018	2017	2020	2019	2018	2017
Minority Total	*15.4%*	14.1%	14.1%	19.3%	*1.9%*	0.6%	4.0%	2.4%	*9.0%*	9.8%	8.1%	14.5%	*4.5%*	4.3%	1.3%	2.4%
Asian	*17.7%*	11.1%	7.0%	12.9%	*5.9%*	0.0%	2.3%	0.0%	*5.9%*	2.2%	4.7%	9.7%	*5.9%*	8.9%	0.0%	3.2%
Black	*19.5%*	15.7%	24.0%	25.6%	*0.0%*	0.0%	2.0%	0.0%	*12.2%*	13.7%	18%	23.1%	*7.3%*	2.0%	4.0%	2.5%
Hispanic	*16.3%*	20.0%	0.0%	17.4%	*0.0%*	0.0%	0.0%	8.7%	*11.6%*	13.3%	0.0%	4.3%	*4.7%*	6.7%	0.0%	4.4%
American Indian	*21.4%*	5.9%	26.3%	57.1%	*7.1%*	0.0%	21.0%	14.3%	*14.3%*	5.9%	5.3%	42.9%	*0.0%*	0.0%	0.0%	0.0%
White	*11.3%*	9.8%	11.4%	12.5%	*2.5%*	3.2%	3.8%	2.8%	*6.9%*	5.1%	5.5%	6.7%	*1.9%*	1.5%	2.1%	2.9%
Other	*0.0%*	7.0%	0.0%	8.3%	*0.0%*	0.0%	0.0%	0.0%	*0.0%*	4.7%	0.0%	8.3%	*0.0%*	2.3%	0.0%	0.0%
Female	*12.4%*	11.6%	13.8%	12.4%	*3.1%*	3.2%	4.4%	3.2%	*7.0%*	6.9%	6.8%	6.6%	*2.3%*	1.5%	2.6%	2.7%

V. Employment Activity for FY 2020

- **Total Hires (New & Promotional) – Permanent Positions: 232 (15.4% increase from FY 2019)**
  - Average Age: 37.4
  - Average Salary: $53,418
  - Minority Representation: 13.4%
  - Female Representation: 56.7%
- **Total Hires – Temporary/Adjunct: 351 (8.6% decrease from FY 2018)**
- **Total Hires (All): 545 (6.8% decrease from FY 2019)**
- **Total Qualified Applications: 8,400 (17.1% increase from previous year)**

Total Qualified/Seriously Considered/Interviewed Applicants

By Race	Qualified		Seriously Considered		Interviewed	
White	6,340	75.4%	1,370	83.2%	818	83.9%
Black	726	8.6%	97	5.9%	53	5.3%
Hispanic	353	4.2%	60	3.6%	40	4.2%
Asian	552	6.6%	49	3.0%	18	1.9%
American Indian	74	0.9%	20	1.2%	16	1.6%
Native Hawaiian or Other	5	0.1%	0	0.0%	0	0.0%
Other	182	2.2%	18	1.1%	10	1.1%
Unknown	168	2.0%	33	2%	19	2.0%
Total	8,400	100%	1,647	100%	974	100%
Total Minority Availability*	*1,892*	*22.6%*	*244*	*14.8%*	*137*	*14.1%*
By Gender						
Male	4,317	53.4%	748	46.8%	441	45.9%
Female	3,775	46.6%	850	53.2%	519	54.1%
Identified as Disabled*	454	5.4%	77	4.7%	41	4.2%
Identified as Qualified Veteran*	252	3.0%	34	2.1%	26	2.7%

- *Total Recruitment Activity:*

Total Searches (By Year)

2020	2019	2018	2017	2016	2015	2014	2013	2012
547	445	428	443	461	455	276	342	232

The following metrics demonstrate the average amount of time to process a hire from the initiation of a job posting to the actual step of an Approval for Offer and then an Acceptance of Offer. This includes time in HR and time in Budget, the two final stages of the recruitment process. Preliminary Performance Standards have been established as follows to test reasonable response times:

Postings to Offer Accepted:

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

Hiring Proposals Days to Approved for Offer - From Receipt in HR		
	5 Business Days or Less	
	6-8 Business Days	
	8+ Business Days	

Hiring Proposals Days to Approved for Offer - From Initiation		
	7 Business Days or Less	
	8-10 Business Days	
	10+ Business Days	

Hiring Proposals:

Position Type	Average of BD* in HR					Average BD in HR & Budget					Average BD to Approved for Offer					% of time in HR					% of time in HR & Budget				
FY	16	17	18	19	20	16	17	18	19	20	16	17	18	19	20	16	17	18	19	20	16	17	18	19	20
SHRA	6.0	2.5	1.0	2.3	0.9	7.3	3.3	1.2	2.3	1.0	9.6	4.8	2.3	4.7	1.8	62.8%	51.8%	42.5%	48.9%	52.5%	76.6%	68.5%	52.4%	48.9%	57.6%
EHRA	4.4	4.4	1.1	2.4	1.1	5.1	5.9	1.3	3.9	1.2	5.9	7.1	1.4	6.1	1.3	45.7%	61.3%	78.7%	39.3%	84.1%	86.0%	82.4%	98.5%	63.9%	89.4%
Faculty	5.7	2.0	0.9	2.3	2.0	9.3	2.8	1.4	2.8	2.0	11.9	6.2	3.9	6.2	4.0	59.4%	31.6%	22.6%	37.1%	50.5%	78.5%	46.0%	34.7%	45.2%	50.5%

*Business Days

Posting to Offer Accepted (Includes Individual department search time, HR and Budget):

Position Type	Average Calendar Days to Offer Accepted					
	FY 16	FY17	FY18	FY19	FY20	% Decrease in Time to Offer Accepted (From FY 16 to FY20)
SHRA	74.85	50.86	26.98	59.76	50.84	-32.08%
EHRA	128	62	21.10	34.69	70.46	-44.95%
Faculty	120.86	85.07	67.99	87.38	105.92	-12.36%

- *Failed searches remain fixed in comparison to FY 2019 (40 Total Failed Searches): 16 Faculty; 14 SHRA; 10 EHRA Non-Faculty*
- *A total of 44 hiring/salary actions required external, off-campus approvals during FY 2020. On average these actions required an additional 12 business days to complete*

VI. Compensation/Salary Administration

As part of the updated 2020 Strategic Plan, the University has continued the commitment to "ensure competitive salary and compensation benefits packages remains an institutional priority to attract, reward, and retain the highest quality employees" (Strategic Goal 5.1). Specifically, in March 2020, the University implemented targeted compression/inversion adjustments for WCU faculty and staff. A breakdown of the distribution is provided below.

- *Total Salary Increase Actions for FY 2020*

	SHRA	EHRA Non-Faculty	Faculty	Total
Total Salary Adjustments	305	90	178	573
Total Increase amount	$595,515	$560,529	$938,926	$2,194,970

- *Salary Increase Actions (Comparison by Year)*
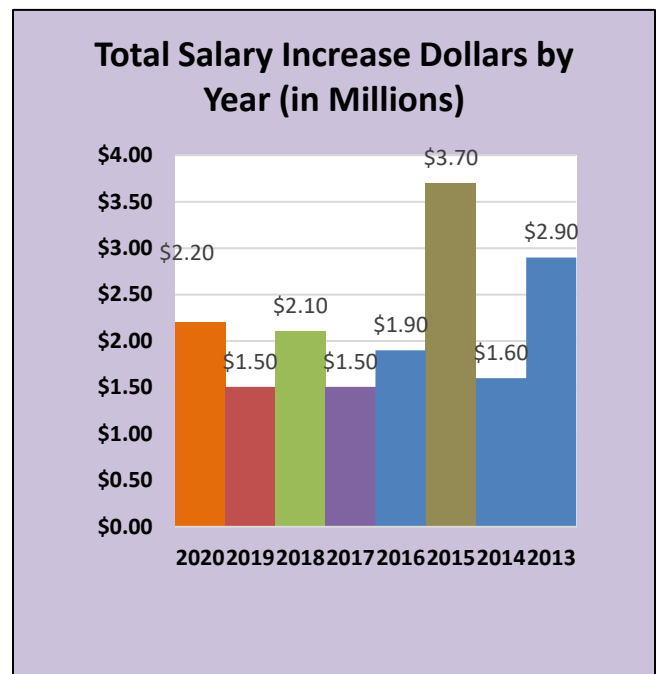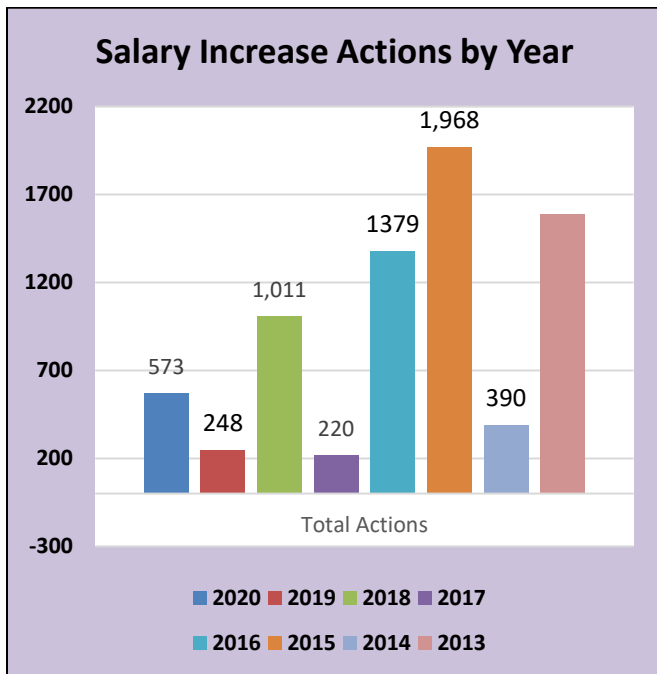
- *Total Compensation*

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

VII. Payroll and Related Services

- HR/PR provides core university business functions at the most fundamental of levels that are essential to the overall success of the University. HR/PR has targeted its operational initiatives to align to the updated 2020 Plan of "improving the effectiveness and efficiency of campus business processes to ensure continuous improvement and to realize financial savings" (Goal 6.3). To measure progress towards this goal, Human Resources/Payroll utilizes a series of Key Performance Indicators (KPI's) to measure overall payroll accuracy and effectiveness. For FY 20, all target goals and key performance indicators (KPI's and results are shown below) were met for both the bi-weekly and monthly payrolls.

Metric	KPI Goal	Green Range	Yellow Range	Red Range	FY20 Results	FY19 Results
% Paper timesheets and leave reports processed	5% or Less	0% - 5%	5% - 10%	>10%	2.8%	1.7%
% Eligible elec. timesheets started but not submitted	1% or less	0% - 1%	1% - 2%	>2%	0.4%	0.5%
% Eligible elec. timesheets not approved	1% or less	0% - 1%	1% - 2%	>2%	0.0%	0.1%
% Eligible elect. timesheets not corrected	1% or less	0% - 1%	1% - 2%	>2%	0.5%	0.4%
% Eligible elec. timesheets approved after the cutoff	1% or less	0% - 1%	1% - 2%	>2%	0.0%	0.0%
% Eligible elec. timesheets with errors	1% or less	0% - 1%	1% - 2%	>2%	0.0%	0.0%
% Direct deposit - biweekly	90% or more	90% - 100%	80% - 90 %	< 80%	98.8%	98.2%
% Direct deposit - monthly	95% or more	95% - 100%	90% - 95%	< 90%	99.6%	99.7%
Total # of manual corrections for any prior pay period	5% or less	0% - 5%	5%-10%	> 10%	0.0%	0.0%
Total # of new/rehired employees who did not get paid in the current month	0%	0% - 3%	3%-6%	>6%	0.0%	0.0%
Total # of adjustments processed on an off-run cycle	1% or less	0% - 1%	1.01% - 2%	>2%	0.3%	0.3%
% Monthly prior pay adjustments included in current month	5% or less	0% - 5%	5% - 10%	>10%	0.4%	0.6%
% Number of late vendor payments	0%	0% - 5%	5% - 10%	>10%	0.0%	0.0%
% of Electronic W-2's issued	40% or more	>40%	35% - 40%	<35%	40%	45%

VIII. HR Systems and Related Business Processes

HR/PR has aligned its operational initiatives to the updated 2020 Plan of "improving the effectiveness and efficiency of campus business processes to ensure continuous improvement and to realize financial savings" (Goal 6.3). Specifically, during FY2020 HR/PR continued the implementation and upgrading of key business processes designed to either update older, less efficient technology or to transition paper processes into an electronic format. A summary of these activities is provided below.

- **Transition of Paper Transactional Processes to Online:** During the period between 7/1/2019 - 6/30/2020, the Office of Human Resources & Payroll successfully transitioned Non-Work Study Student Employment and the Graduate Assistantship hiring process from manual paper-based processes to an online format via Talent Management. These process modifications have resulted in the ability to capture hiring and onboarding documents electronically for an average of 1,300 non-work study students and 275 graduate assistants (approximate annual reduction of 12,600 hardcopy documents).

- **Enhanced Electronic Scanning and Storage Capabilities**: The upgrade to the current Onbase Electronic document imaging software and scanning system has provided HR/PR with additional functionality to enhance electronic storage and scanning capabilities and make the process more efficient. WCU HR/Payroll received formal approval from the State of NC in February 2017 to implement the first University-wide electronic records retention and imaging policy and procedures for personnel file management. As a result, HR/Payroll has officially transitioned the hardcopy retention of personnel files to an electronic format. This successful transition has resulted in significant reductions in paper, space and time requirements, and overall cost savings. For FY 2020 HR/Payroll successfully integrated the online Talent Management module with Onbase allowing hiring and salary action documentation to be exported directly into the appropriate electronic personnel file.

- **Implementation of the "Virtual Print Driver"**: The installation of the Virtual Print Driver has created the ability for HR staff to move completed personnel actions (benefits documents, hiring documents, onboarding documents, contracts, etc.) directly from virtually any business system into the Onbase electronic personnel file. Prior to implementation, this was a multi-step process that required manual steps to move documents from one system to another. This implementation has resulted in significant time a cost savings essentially accounting for .4 FTE in manual scanning/indexing work. Since WCU HR/Payroll's implementation, the Virtual Print Driver has been launched campus-wide creating significant efficiencies well beyond HR/Payroll.

- **University of North Carolina Human Resources (UNCHR) DataMart:** HR/PR continues to collaborate with staff from Information Technology and the Office of Institutional Research on further enhancements to the UNC system's data warehouse known as DataMart. The UNC GA Personnel Data File (PDF) (used for Integrated Postsecondary Education Data System (IPEDS) reporting) is now generated from the DataMart in an effort to centralize and maximize reporting accuracy and efficiency. During the past year, HR/PR continues to implement additional changes required annually by the University of North Carolina that have allowed the University system to pull comparison data from all system-wide schools. These additional changes include standardizing separation reason codes across the platform to provide turnover metrics. WCU continues to collaborate closely with the UNC System Office in sharing expertise and knowledge of coding and data maintained in the Banner HR/PR System.

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

IX. Professional Development and Training

- A primary tenet of the updated 2020 Plan is to ensure professional development opportunities for all employees (Goal 5.2). With this understanding, HR/PR delivered **1034** professional development encounters (493 in-person, 541 on-line) representing formal professional development services to **354** unique individuals. Overall, WCU HR/Payroll delivered **225 hours** of in-person professional development programming. Individuals completed **467 hours** of on-line training via the Franklin Covey All Access Pass. Ramifications of the Covid-19 pandemic reduced the number of in-person workshops and training hours delivered to faculty and staff. Meanwhile, the number of on-line courses completed increased substantially. In total, these programs represent an annual investment by the University of approximately $60.00 per permanent university employee. These efforts included coordination, management, and direct facilitation of workshops, seminars, new employee orientation sessions, and other programmatic activities. Key offerings included:

- **"COMPASS" (Competencies for Achieving Supervisory Success) Mandatory Supervisory Training program**: During FY 2018 this mandatory 18-hour program was rolled out to all newly hired supervisors. During FY20, **37** have successfully completed the on-line program. This program, designed to enhance overall supervisor effectiveness, will continue to be offered to all new supervisors.
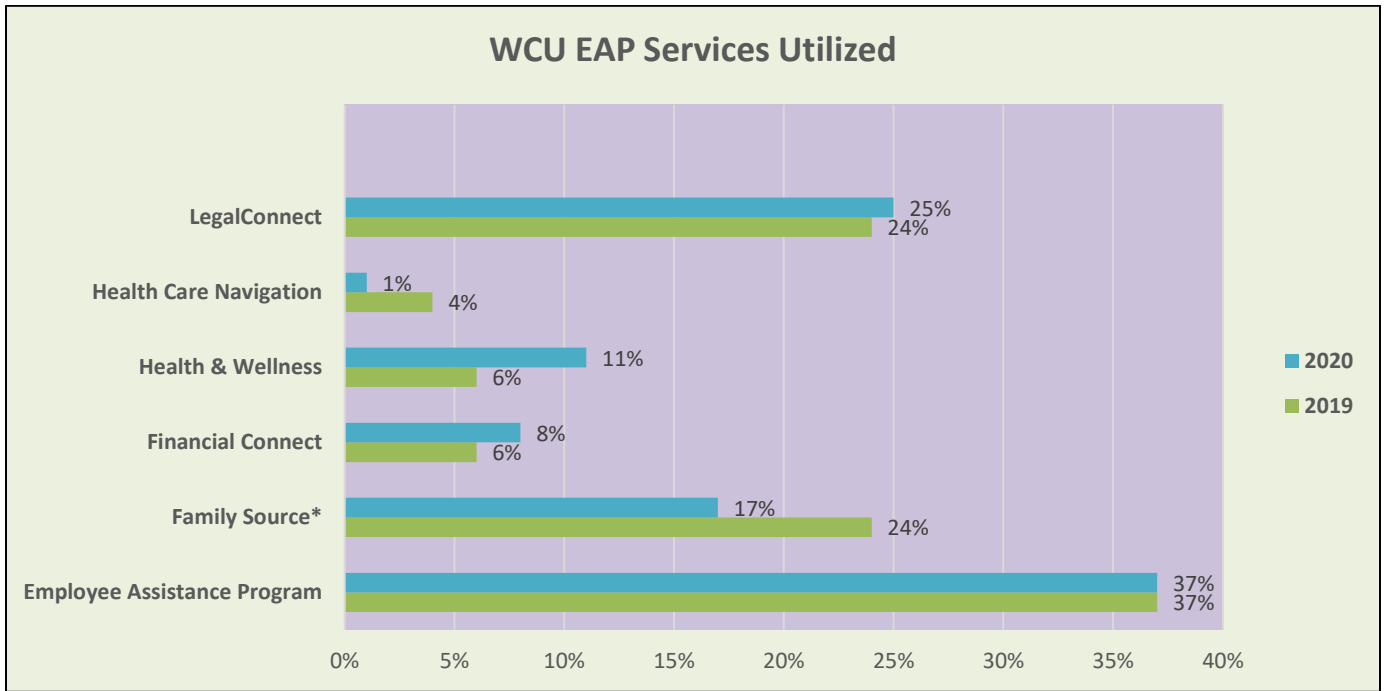
- **"WCU Works" Professional Certification Program**: The "WCU Works program was initially launched in the Fall semester of 2016 with the second cohort completing the program in FY 2020. Each participant selected one of three tracks (Frontline Leadership, Strategic Leadership, and Job and Personal Effectiveness) and completed 40 hours of online and in-person coursework. **Twenty-five** participants have successfully completed the program this summer. The sum of all training contact hours is **1871** for the group as of July 1, 2020.

- **"EEOI" (Equal Employment Opportunity Institute):** During the FY 2020 Western Carolina University planned to host the State of North Carolina Equal Employment Opportunity and Diversity Fundamentals (EEDF) two times. One program was conducted in the fall of 2019 and the second event cancelled due to the ramifications of the Covid-19 pandemic. A total of **6** Managers and Supervisors completed both the on-line and in-person training requirement. To bring WCU into better compliance with State statutes, **88** supervisors were identified as eligible to complete EEODF. As of June 30, **43 of the 88** identified supervisors are either in-progress or have completed the on-line EEODF requirement. When social distancing guidelines allow, the in-class component of EEODF will be scheduled.

- **Organizational Development Initiative**: To improve employee relations and overall intra-group effectiveness within teams, the Talent Development team has developed and launched an Organizational Development initiative. This initiative now offers individual and group assessments, management consultation and training for intact teams. Chris Dahlquist became certified in Leading out of Drama and Process Communication model, and he has worked with four departments representing approximately 40 individual employees. A study of program impact indicated a statistically significant improvement in skill efficacy when comparing pre and post program self-assessments.

- **Satisfaction Scores:** In reviewing feedback from participants who chose to complete on-line evaluations, the average satisfaction score from participants was **4.43 out of a possible 5** (1 represents least satisfaction and 5 indicates greatest satisfaction). For the new employee orientation program, the score averages **4.36**.

- A breakdown of Professional Development activities is as follows:

  - Performance Management Topics: 3 (2 of which are on-line)
  - Orientation: 8 in-person before converting to on-line
  - EEODF: 1 offering with the second offering cancelled due to Covid 19
  - Job Skills: 5
  - Interpersonal Communication and Personal Effectiveness and Diversity Topics: 7
  - Campus Safety and Active Shooter: 4 conducted with 2 cancelled due to Covid 19
  - ComPsych Topics: 5
  - HR Informational Topics: 2
  - Leadership/Supervisor/Managerial Topics: 5

- **Performance Management Programming:** The University performance management program serves as an essential tool for both the supervisor and employee in setting work expectations, ensuring two-way communication and feedback, and providing a formal mechanism for documenting desired outcomes. The Employee Performance Management program is designed to provide each employee with an annual rating based upon a standardized, three-point scale (3 – Exceeds Expectations; 2 – Meets Expectations; 1 – Fails to Meet Expectations). Please note that the SHRA performance management cycle was extended from March 31, 2020 to June 30, 2020 due to COVID-19. As a result, 2020 results will be reflected in the 2021 annual report. The graph below illustrates the distribution of annual performance scores for FY 2018 and FY 2019.

SHRA Performance Rating Distribution By Fiscal Year

Meets, 445

Meets, 367

Exceeds, 223

Fails to Meet, 4

Fails to Meet, 5

Exceeds, 177

FY 2018   FY 2019
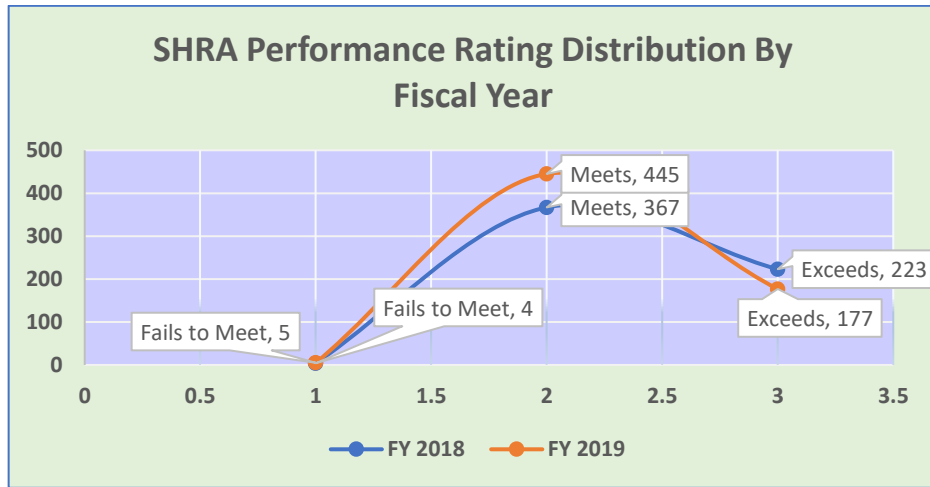
X. *Work-Life Programs, Employee Relations and Related Services*

The updated 2020 Plan Goal 5.5 commits us to create a campus environment that facilitates a healthy lifestyle for campus constituents and visitors. During FY 2019, key initiatives, programs and services provided included:
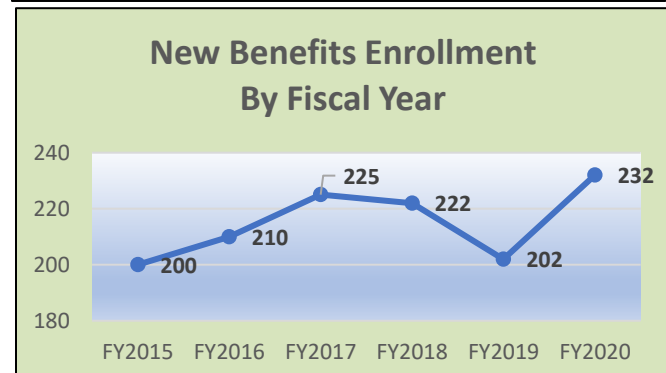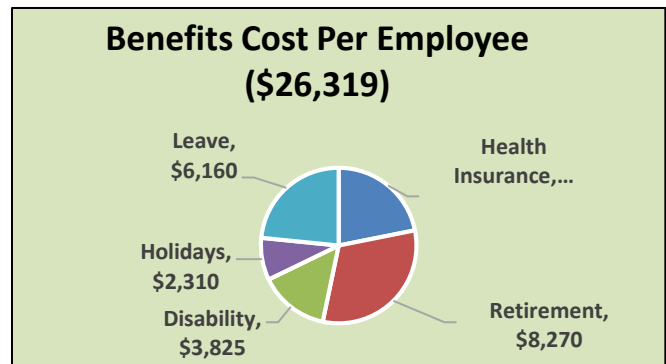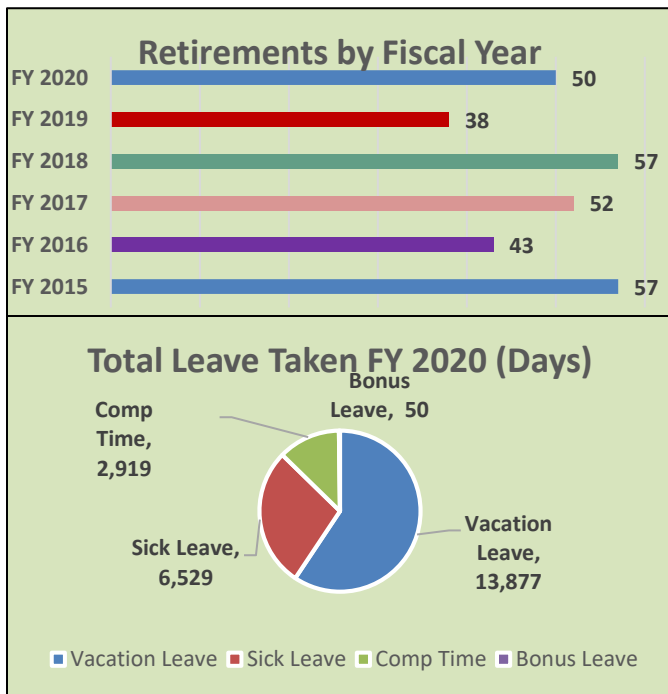
- Western Carolina University celebrated its 21st annual Employee Appreciation Day and Service Recognition awards on September 5, 2019. The event, held in the main arena and concourse areas of the Ramsey Center and attended by the University Board of Trustees, included a buffet lunch, a Benefits/Wellness Fair, and music and door prizes. Over 1,100 employees attended the event.

- Our partnership with ComPysch to provide Employee Assistance services (EAP) to the University continues to be successful. The range of services includes traditional EAP, financial, health, wellness, and legal resource and referral services. The annualized rate of utilization for FY 2020 was 24.9% with a total of 373 unique employee contacts. The highest utilization rates for this period were for Females (78%), 50-59 Age Group (22%), and the Professional Job Category (33%). Primary issues presented were:

  - Partner/Relationship (18%)
  - Occupational (18%)
  - Psychological (15%)
  - Stress (12%)

WCU EAP Services Utilized

Service	2020	2019
LegalConnect	25%	24%
Health Care Navigation	1%	4%
Health & Wellness	11%	6%
Financial Connect	8%	6%
Family Source*	17%	24%
Employee Assistance Program	37%	37%

XI. Benefits Administration

The ability to provide competitive benefits offerings for the University workforce remains a primary institutional priority (Strategic Goal 5.1). For FY 2017-2018 HR/PR administered a wide array of benefits offerings to include health insurance, primary and supplemental retirement programs, supplemental insurance offerings (Life, AD&D, Dental, Vision, etc.), Disability, Tuition Waiver & Reimbursements, and a variety of special leave programs. Additionally, Benefits staff provided a wide variety of services to include retirement and insurance consultation and education, new employee orientation programming, prospective employee visits, and ADA Accommodation Program management.

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

Retirements by Fiscal Year

Fiscal Year	Retirements
FY 2020	50
FY 2019	38
FY 2018	57
FY 2017	52
FY 2016	43
FY 2015	57

Total Leave Taken FY 2020 (Days)

- Vacation Leave, 13,877
- Sick Leave, 6,529
- Comp Time, 2,919
- Bonus Leave, 50

Benefits Cost Per Employee ($26,319)

- Leave, $6,160
- Health Insurance,…
- Holidays, $2,310
- Disability, $3,825
- Retirement, $8,270

New Benefits Enrollment By Fiscal Year

Fiscal Year	Enrollment
FY2015	200
FY2016	210
FY2017	225
FY2018	222
FY2019	202
FY2020	232

- **Tuition Waiver Program**: WCU processed 368 (48% increase over FY 2019) Tuition Waiver requests during FY 2019 with an approximate value of $270,008.

- **Employee Appreciation Day & Benefits Fair**: In conjunction with 2019 Employee Appreciation Day activities, HR/Payroll facilitated the annual WCU Benefits Fair on the Ramsey Center concourse. 36 vendors participated in this years events with 1,100+ faculty and staff in attendance.

XII.   *Diversity Programming*

A specific initiative of the updated 2020 Strategic Plan is to "Broaden our commitment to diversity and inclusion by recruiting, retaining, and developing a diverse community (Goal 3.1). HR/PR is committed to partnering with University leadership to continuously identify ways to enhance the overall diversity of the University workforce. In FY 17-18 HR/PR led the following efforts:

- **Efforts to Enhance Campus Awareness:** During the 2019 spring semester, HR/PR worked with Communications & Marketing to develop a video that would impact talent management and create a culture of inclusion by assisting in building a talent pipeline and increasing employee retention and engagement through success stories from the diverse population of employees within WCU. The emphasis is on personal stories that demonstrate a successful integration into the community and Western Carolina University as an employer. The Overall Theme: We Want You To Find Your Place at WCU. The video was published on the https://jobs.wcu web page in July 2019. For the Fall 2019 reporting period, the overall minority representation within the University workforce was 9.9% (0.3% decrease overall for Fall 2018).   Hispanic representation increased 1.2% over Fall 2018, Disability and Veteran representation increased by 0.9% and 0.3% respectively.

- **Targeted Search Committee Training:** Specific mandatory training designed to communicate the importance of a diverse workforce as well as provide search specific demographic data continues to be provided to each search committee at the beginning of each search. EEO reports continue to be provided to all Search Committee Chairs, with additional language that has prompted more dialogue with HR on current diversity within departments and strategies to diversify going forward as positions are searched.

- **Annual EEO Plan Summary Presentations:** During 2019 fall and 2020 spring semesters, HR/PR provided overviews of WCU's current workforce diversity profile to multiple University leadership groups. These annual presentations to university leadership groups is critical for promoting awareness.

- **Campus Diversity Training Programs:** HR/PR continues to offer a series of training sessions focused upon Diversity and Inclusion in the workforce. These sessions have been offered on a quarterly basis throughout 2019-2020.

    HR/PR continues to provide representation on the LGBTQ Working group, Council on Inclusive Excellence and the National Coalition Building Institute campus initiative.

XIII. Review of FY 2019 Goals

Strategic Goals/Initiatives

Initiative	Status
Initiative #1: Banner 9.0 Implementation: Self-Service Project Training and Implementation May 2020. Implementation of this project is intended to provide increased *efficiency in university business processes and provide employees with online tools designed to benefit the overall user experience* (delayed on IT Project Calendar from May 2019).	**On-Schedule:** Phase One of Banner 9 SSB implementation consisted of Employee Profile. This phase will be complete with go-live the week of 7/6/20. Second phase will consist of leave reports and timesheets. This phase has been put on hold pending testing from the SSC. Once SSC testing is complete, HR will begin Banner 9 SSB Phase Two. Phase Two will consist of development and testing of the Banner 9 Leave Report and Timesheet modules. This phase will also review viability of using the time in/out timesheet feature.
Initiative #2: UNC Employee Engagement Survey Delivery Phase 2. (Winter 2020)	**Complete:** The UNC Employee Engagement Survey was successfully rolled out to the WCU campus community during January 2020. WCU's overall response rate of 62% exceeded the 2018 rate of 55% and the UNC System average of 51%. Results have been compiled and will be shared with campus constituents during FY 2021.
Initiative #3: Transition of Student Employment Business Process from CCPD/Academic Affairs to HR (Admin & Finance). The primary goals of this project will be to reduce duplication of services, reduce University related risk/liability, enhance *efficiency in business operations, reduce paper/manual processes,* and *provide an improved customer experience because of process automation* (Spring 2020).	**Complete:** HR/PR began the transition of Student Employment from CCPD January 1, 2020, and completed the transition by March 1. To improve overall I-9 compliance for student employment, an I-9 education campaign was initiated that included a rework of the New Student Orientation Quick Guide and PowerPoint presentation, and the Information Fair flyer in cooperation with the Admissions Department. HR/PR also conducted multiple departmental trainings along with a website update. All aspects of the business process (posting of positions, hiring action and onboarding) was transitioned to the online Talent Management system, resulting in an estimated 78% reduction in paper processes for student hires for the 2020 Academic year.
Initiative #4: Transition of Graduate Assistantship hiring process from paper to online. The implementation of this project will result in a more *efficient business process,* transition a current manual paper process to electronic resulting in *reduced paper consumption, an improved customer experience as a result of process automation,* and an overall *standardization of key business processes*. (Fall 2019)	**Complete:** HR/PR began the transition of graduate assistant hiring (at the request of the graduate school) during the fall of 2019 for hires to be accomplished in August 2020. HR/PR conducted multiple training sessions with the graduate program directors and hiring managers for I-9 compliance education and for training on utilizing the software. Approximately 256 GA hiring actions + GA contracts (eAA15) are in the software for the fall. Additional training/guidance/access was provided to the graduate school (Elizabeth) regarding completion of the I-9 via the remote process resulting in better compliance rates with reduced dependence on completing multiple intakes in a short time frame at the beginning of the Fall semester. Additionally, data will be extracted and reviewed, then records will be created in BANNER via the ePAF process – saving time and reducing the chances of errors over manual hand-entry of that information into the payroll system.
Initiative #5: Develop and promote a University "Workforce Diversity" video designed to highlight the institutional diversity focus and serve as a recruitment tool for potential WCU faculty and staff (Fall 2020)	**Complete:** HR/PR worked with Communications & Marketing to develop a video that would impact talent management and create a culture of inclusion by assisting in building a talent pipeline and increasing employee retention and engagement through success stories from the diverse population of employees within WCU. The emphasis is on personal stories that demonstrate a successful integration into the community and Western Carolina University as an employer. The Overall Theme: We Want You To Find Your Place at WCU. The video was published on the https://jobs.wcu web page in July 2019.

Initiative	Status
Initiative #6: Alignment and integration of internal business processes to include the development of automated processes designed to integrate key business platforms (Banner, Talent Management, OnBase, Law Logix, Benefit Focus). Key processes include: Benefits Enrollment Single Sign-On functionality; Onboarding; Degree Verify; Job Applications; Hiring Proposals. This initiative is designed to create greater *efficiency in the outlined business processes, ensure the standardization and documentation of these processes, reduce paper consumption, and improve overall customer experience via process automation.*	**Ongoing:** During FY2020 WCU HR/Payroll successfully transitioned the following business processes into an automated/online format: • Benefits Enrollment Single Sign-On allowing WCU users to access the North Carolina Health Insurance/Benefits platform with their WCU credentials. • Online Retirement Application Process • Implementation of the "Virtual Print Driver" to move completed personnel actions (benefits documents, hiring documents, onboarding documents, contracts, etc.) directly from Talent Management into the Onbase electronic personnel file. Prior to implementation, this was a multi-step process that required manual steps to move documents from one system to another. This implementation has resulted in significant time a cost savings essentially accounting for .4 FTE in manual scanning/indexing work. Since WCU HR/Payroll's implementation, the Virtual Print Driver has been launched campus-wide creating significant efficiencies well beyond HR/Payroll. • User integration between BANNER HRIS and Talent Management to allow for synchronization of user access/records (name changes, position type, etc.) between the systems resulting in time/effort savings vs. the previous process of manually updating and maintain these records.
Initiative #7: Continued transition of essential manual/paper business processes to automated, online workflows where applicable. Targeted processes include: Salary Change Process; Exit Interview Process; Retirement Application Process; Summer School EPAF process. Implementation of this initiative will create *overall efficiencies in business processes and reduction in paper consumption that will improve overall customer experience.*	**Ongoing:** WCU HR/Payroll continues to transition manual/paper business processes to eliminate both manual steps and paper/hardcopy requirements. Key examples of FY2020 progress include: • Non-Work Study Student Employment onboarding process transitioned from 100% paper to online/electronic. This transition has proven essential during COVID-19 when the majority of student hire onboarding has had to be completed remotely. • Graduate Assistantship Hiring Process transitioned from 100% paper-based process to online via Talent Management. As a result of this transition, Graduate Assistantship contracts are now automatically uploaded directly from Talent Management to Banner HRIS eliminating the manual entry/processing step and reducing time to process and potential errors. These new online processes have enhanced user satisfaction and resulted in a 100% reduction of paper transactions associated with the above business processes. This will continue to be a priority initiative for FY2021.
Initiative #8: Identification of efficient and sustainable methods for capturing key human capital metrics as defined within the UNC Strategic Plan (Employee Turnover, Retention, Succession Planning, Investment in Professional Development). Implementation of these key metrics will enhance the ability to assess performance in these key areas and will lead to *improved communication with key stakeholders* (January 2020).	**Ongoing:** Each functional work unit has successfully identified a set of key metrics/benchmarks to assess performance. Defined metrics are reviewed at minimum on a monthly basis to monitor against standardized benchmarks to ensure consistency in service delivery.
Initiative #9: Full Implementation of dedicated Blackboard on-line Learning Management System (LMS). The purpose of the system will be to maximize training delivery and outcome metrics that will inform the direction of professional development initiatives for faculty and staff.	**Complete:** Through partnership with Coulter Faculty Commons, Information Technology, and Human Resources, the University has successfully completed the project to establish a centralized LMS (via the Blackboard portal) for faculty and staff. Key implementation components include: formal roll out the registration tool for both on-line and in-person training events; tracking of grades, certifications, etc.; robust and flexible reporting capability that allows a mixing of variables (supervisor, department, job category, classification, hire date, etc.); Automatic interface with Banner on a daily basis to update employee profiles within the LMS; ability to group training offerings into categories, curriculum groups/programs, tracks, etc.; ability to automatically assign curriculum groups, programs, etc. to groupings of employees; ability to monitor training requirements and automatically assign programs when training becomes due; employee self-service (review of training progress and training records); assignment of roles that correspond to differing levels of system access (administrator, supervisor, facilitator, etc.).

XIV. Continued Priorities for FY 2020 (and beyond)

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

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

XV. Metrics Goals

Key measurable business process goals for FY 19-20 (Results):

Metric	Outcome
All Payroll KPI's within "green" parameters for the year	YES
Reduce employees paid on adjustment payroll cycle to <1%	YES (.03%)
Reduce amount of paper timesheets processed each bi-weekly period to <3%	YES (2.8%)
Increase payroll direct deposit usage to >95% for each pay period	YES (99.2%)
100% of Payroll handoffs completed by scheduled date	NO – (11 of 12 months on time). June handoff delayed due to COVID leave modifications
Collection of Exit Interview Data for 85% of all voluntary SHRA and EHRA NF separations	YES (90%)
Increase % of Talent Management Business Processes that are paperless from 18% to <10%	YES
95% of remaining paper Personnel Action Change form actions processed electronically	NO – (Project delayed due to Sharepoint stability concerns). See Initiative #5 for future plan.
Score a "10 out of 10" on NC State Health Plan Scorecard	YES
97.5% of Benefit Actions processed timely, accurately and within prescribed compliance	YES (99.6%)
Average Hiring Proposal "approved to offer" of 3 business days or less for FY 2020	YES (2.3 days)
100% of classification and salary action requests processed within 30 days of formal	YES (5-day Average)

Office of Fiscal Affairs

Annual Report 2019-2020

The Office of Fiscal Affairs consists of the Budget Office, the Controller's Office, The Bursar, Systems and Procedures, Purchasing and Accounts Payable. In addition to managing day-to-day financial functions, Fiscal Affairs staff offer training in areas related to budgeting, procurement, P-Card, payment, processing of financial data, review and reconciliation of funds, Banner Finance, and new systems.   Fiscal Affairs continued to offer the Business Officers Forum on campus during the fiscal year to share relevant information with employees who handle the business functions on campus.

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

I.   Budget Office

The Budget Office is responsible for managing the state budget allocation to the University.   For fiscal year 19-20, the University had a state budget of approximately $165.8 million, composed of $133.5 million of appropriation and $32.3 million in tuition and other general fund receipts.   This budget was a continuation of the prior fiscal year's budget because a final budget was never passed by the state. The increases resulted from a series of mini-budget bills that funded such things as increased benefit costs for employees. Additionally, funding was received from the System Office for efforts to mitigate the COVID-19 virus.

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

Annual Budget Process –

- The annual budget request process, and associated submission form, was completely re-vamped this year, improving the user experience, and ensuring collection of more relevant data for decision-makers.
- Data generated from this process are now available on a published University dashboard, with future plans to continue expanding the transparency and utility of this key data source. An example of the dashboard is below.
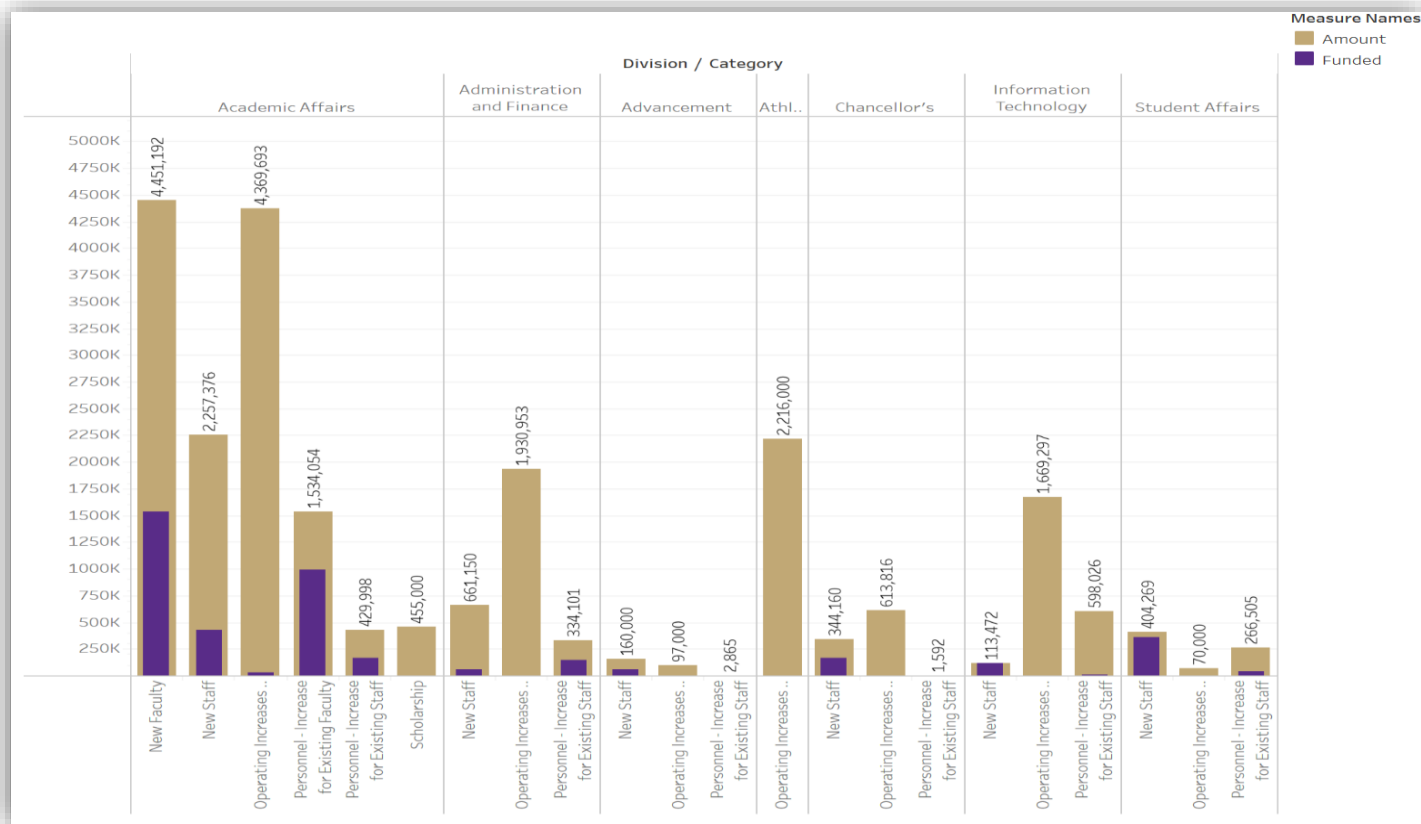
The Budget Office also serves as the University's position control gatekeeper. Position control is responsible for ensuring position budgets comply with University policies and state regulations. Position control is an integral part of each hiring and job change action processed by WCU.

Through financial modeling, data analysis and working with financial advisors, the Budget Office provided support for the process of financing of capital projects. This effort also includes preparation for annual bond ratings from Moody's and Standard & Poor's rating agencies in conjunction with the Controller's Office. The University issued bonds for building a parking deck near the baseball field. The University continues to work toward a bond issuance for the Lower Campus Residence Hall project.

Administration and Finance Report Development –

- The Budget Office has produced a suite of financial reports this year, including
    - Operational reports intended for reconciliation and departmental budget management,
    - Campus-facing reports about the Budget Process, as well as high-level University financial reporting (including overall expenditures and revenues by type and net position), and
    - Internal audit reports about purchasing and grant management.
    - Reports are currently in development about auxiliary funding, parking and transportation, and COVID-19 response.

Process Improvement

Administration and Finance has been engaged in continuous improvement efforts including training, process mapping (and the associated standardization and streamlining of processes), and development and documentation of standard operating procedures across the division. The Budget Office has been instrumental in leading these activities.

Controller's Office

The Controller's office is responsible for general accounting, cashiering, travel reimbursement and financial reporting.   The Controller's Office must follow regulations of the UNC System Office, the State of North Carolina, the Federal government, and the Governmental Accounting Standards Board. Here are some of the functions, achievements, and statistics from the Controller's office during the 2019-2020 fiscal year.

II.   Accounting Services

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

The Controller's Office adds new fund, organization, account and program codes as needed to keep the chart of accounts current.   The office processes all journal entries to distribute charges between funds, allocate earnings and charges to funds, and make corrections. At year-end, journal entries are also processed to record accrual entries for financial reporting The Controller's office staff also answers questions about appropriate charges and reviews charges to ensure appropriate use of funds, compliance with University spending guidelines, and compliance with grant spending guidelines for grant funds.

The Controller's office staff reconciles bank statements, accounts with state and federal agencies and processes requests for funds from state and federal agencies as needed. During FY2020, allotment requests were processed with the Office of State Treasurer and state and federal funds were requested to support student financial aid programs and grants.

The Controller's office staff maintains records for the WCU Power department. WCU Power is a University owned power utility company that provides electricity service to the Cullowhee area.   The electricity is purchased from a wholesaler and resold to the University customers. The utility maintains its lines, bills customers monthly, and follows the rules and regulations of the North Carolina Utilities Commission.   During the fiscal year, WCU Power initiated a rate case with the North Carolina Utilities Commission, seeking to increase rates customers are charged.

The Controller's office provides accounting and reporting services for the mandated Catamount School.   This process is performed monthly in collaboration with the University's IT department to provide the format reporting required by the North Carolina Department of Public Instruction.

III.   Reporting Services

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

Controller's Office staff prepares monthly, quarterly and annual reports for Office of State Controller, Office of the State Auditors, bond agencies, UNC Office of Compliance and Audit Services and other interested parties, including completing Fiscal Research requests. Fiscal Affairs staff work with bond rating agencies, financial advisors and others in preparation for bond issues and to timely complete reporting requirements related to bond issues. During the fiscal year, Moody's Investor Services reaffirmed the University's bond rating of Aa3 stable in February 2020. The corona virus pandemic caused Moody's to change all higher education rating outlooks to negative during the spring.   The University must report key performance

indicators to the UNC Office of Compliance and Audit Services in six areas: general accounting, contracts and grants, student accounts, student financial aid, capital assets, and payroll.   The University has received predominately high ratings on the quarterly reports issued by the UNC Office of Compliance and Audit Services for these indicators in the 2020 year.

Controller's Office staff complete the annual reports required for the Office of State Controller to complete the North Carolina CAFR (Comprehensive Annual Financial Report) and for the Office of State Auditor to prepare the WCU audit report. Other annual reporting requirements include the Federal Financial Assistance report and the financial portion of the Integrated Postsecondary Education Data System (IPEDS) report. For the 2019 reporting year, the University and all affiliated organizations received clean audit opinions.

- At June 30, 2019 WCU's Net Position: $293,833,131. Revenues for 2019 were $301.1 million and expenditures were $234 million, resulting in an increase in net position of $67.1 million.

Work is underway to complete the annual report and calculate the FY 2020 Net Position.

IV.   Travel

The Controller's office is responsible for travel reimbursement.   The travel auditor reviews all requests for travel reimbursement to ensure the request has adequate supporting documentation and that the expenses are allowable by the University travel policy.   Employee ACH direct deposit travel reimbursement continues to be a popular option for employees to timely receive reimbursement.

V.   Other Services

Other services include providing information to state, federal, University and other agencies as requested and providing training to University departments. The Controller's office is responsible for designing, implementing and reviewing the internal control system of the University financial systems.   The internal control system is designed to protect the assets of the University. For the fiscal year ended June 30, 2019, no deficiencies in internal control were reported by the University auditors.   Processes are continuously improved to review access to financial systems and to evaluate the security needed for each position in Fiscal Affairs.   Fiscal Affairs works collaboratively with IT to improve processes concerning cybersecurity of financial matters.

VI. Bursar (Student Accounts) and Cashiering Services

The Bursar's Office is responsible for billing students for tuition, fees and other charges incurred, and collecting the same. Activity includes processing receipts by cash, credit card, check and financial aid, and processing refunds of excess payments or excess financial aid received.   For fiscal year 19-20, approximately $55.9 million (unaudited) in gross tuition and fees were collected by the Bursar's Office.

The Bursar's Office uses Banner Cashiering to process student payments. Students can log in through a portal any time the system is available to view all activity on their financial account. The Bursar answers questions for students and assists them with any processing problems. WCU also offers a payment plan through TMS (Tuition Management Systems) at a nominal cost to the students. This payment plan allows students to spread the cost of their education over the several months in the semester. TMS bills students, collects funds and submits payment to WCU.   The Bursar writes off uncollectible student accounts annually. For 2020, the write-off was $5,505 (unaudited).

The University converted the Spring 2020 semester from in-person instruction to online instruction in March as a result of the corona virus pandemic.   Students living on campus were told to vacate campus unless there were extenuating circumstances that prevented them from safely doing so.   The University provided pro-rata refunds for housing and dining charges to the affected students.   The refunds were approximately $8.8 million dollars and were processed by the Bursar's office.   Part of these refunds, $4.4 million, were supplemented by the federal CARES act.

The Bursar's office underwent a review of its cash receipting process by Internal Audit during the year. As a result of this review, cash receipting processes were improved on campus.

VII.   Systems and Procedures

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

During the fiscal year, the University went live with the Financial Datamart project required by the University System Office. This project allows the System Office to have a database of financial data that is reported uniformly by all 17 campuses of the UNC. The intent is to reduce the burden on individual campuses to provide ad hoc reports required by the System Office.

VIII.   Procurement and Accounts Payable

i.   Procurement Services

The Purchasing Office manages the procurement activities for the University. The Purchasing Office assists the departments with special procurement needs, issues P-Cards, issues purchase orders, issues requests for proposals and manages bids for items required to be bid. Here are some transactional highlights for the year ending June 30, 2020:

Metric	FY 2020	FY2019
Purchase orders processed	12,484	12,494
P-Card Spend	$1,415,206	$1,858,455
P- Card Transactions	7,083	8,838
Active P-Cards/Travel Cards	216/82	200/57

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

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

During the fiscal year, the Purchasing Department was audited by the North Carolina Department of Administration Division of Purchasing and Contract. Some minor deficiencies were noted during the audit.   The University hired an outside party with higher education expertise to review the processes and to assist with implementing changes to cure the deficiencies.

ii.   Accounts Payable

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

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

X. Staffing and Training

Accounting requirements have become more stringent over the past two decades. It takes a significant amount of training to get an accountant's skill set to the level necessary to understand college and university accounting.

All Fiscal Affairs employees are encouraged to attend relevant training.   Other training opportunities attended by various employees include national ERP and purchasing conferences, P-card updates, and accounting updates.

XI. Reduction of Paper

Fiscal Affairs began the use of On Base as an electronic storage medium for items such as check copies and invoices. Records required to be kept by the records retention act were scanned to On Base.   A project is being developed to scan check copies directly to On Base from Banner as checks are printed, thus eliminating the need to print a check copy on paper.

XII.   Summary

The Office of Fiscal Affairs is dedicated to excellent customer service to internal and external customers. The 39 dedicated employees of the office produce quality work as reflected by excellent budget management, clean audit opinions, serving as mentors to sister institution departments, serving internal customers, and serving on various committees across campus. During the pandemic, the Office of Fiscal Affairs has been able to maintain operations, while having a goal of minimal impact on customer service.

Police Department

Annual Report 2019-2020

Greetings,

Once again, the Western Carolina University Police Department has compiled an Annual Report to capture many of our activities and service projects for the past year. This document describes essential statistical data, personal achievements, and our outreach to the community. My goal is that this information will give you a glimpse into the service that is provided by the officers that work within our community. We remain committed to ensuring that the campus community is a safe and secure learning environment for our faculty, staff, students and guests.

Community cooperation continues to be a critical piece of our operations and we would not be as successful as we are without each member of the community contributing to a safe campus. It is up to each one of us to help foster a secure and supportive environment at Western Carolina University. Your commitment to the WCU community is to be commended and I look forward to continuing to partner with you in the future as we strive to make Western Carolina University a safe learning environment for all.

This year we have faced many unusual challenges and we have been asked to perform in manners that have not previously existed but together we have continued to support our campus community and implement new procedures to ensure the safety of our team. Again, this year my staff has demonstrated that they are committed to creating a safe place for students, faculty, staff, and visitors to enjoy regardless of what concerns exist within our community. The years that we have spent training and preparing for any situation paid off this year as we adjusted our duties to meet a new crisis that has not been experienced before. I am proud of the work that my staff has done this year and I hope that you continue to know that we will face any situation to ensure the safety of our campus.

The Police Department is currently working through some organizational changes where job descriptions and duties may be reflected a little different than what is shown on the current organizational chart, but these changes will provide a more efficient service to our community and allow us to maintain the highest standards of accountability.

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

Sincerely,

Steven D. Lillard

Steven D. Lillard
Chief of Police

Western Carolina University Police Department

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

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

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

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The Western Carolina University Police Department (WCUPD) is comprised of twenty-six (26) fully certified and commissioned law enforcement officers authorized under sections 17C and 116-40.5 of the North Carolina General Statutes. Officers employed by the university are required to complete the same training as other agencies that serve a county or municipal population. The initial training process requires completion of the certification course, passage of the state exam and completing the physical assessment within the prescribed time limits.

The Police Department is a full-service agency that performs the same duties with the same authority as other agencies within the region. University Police Officers work closely with surrounding local and state law enforcement units to address concerns that may not occur on campus but that have an impact on the university community. University Police Officers also work closely with the Department of Student Community Ethics and the staff of Residential Living when addressing violations of the Student Code of Conduct.
Officers are available to assist the community 24 hours a day, 7 days a week. The department strives toward building partnerships with the university community to provide a safe environment.
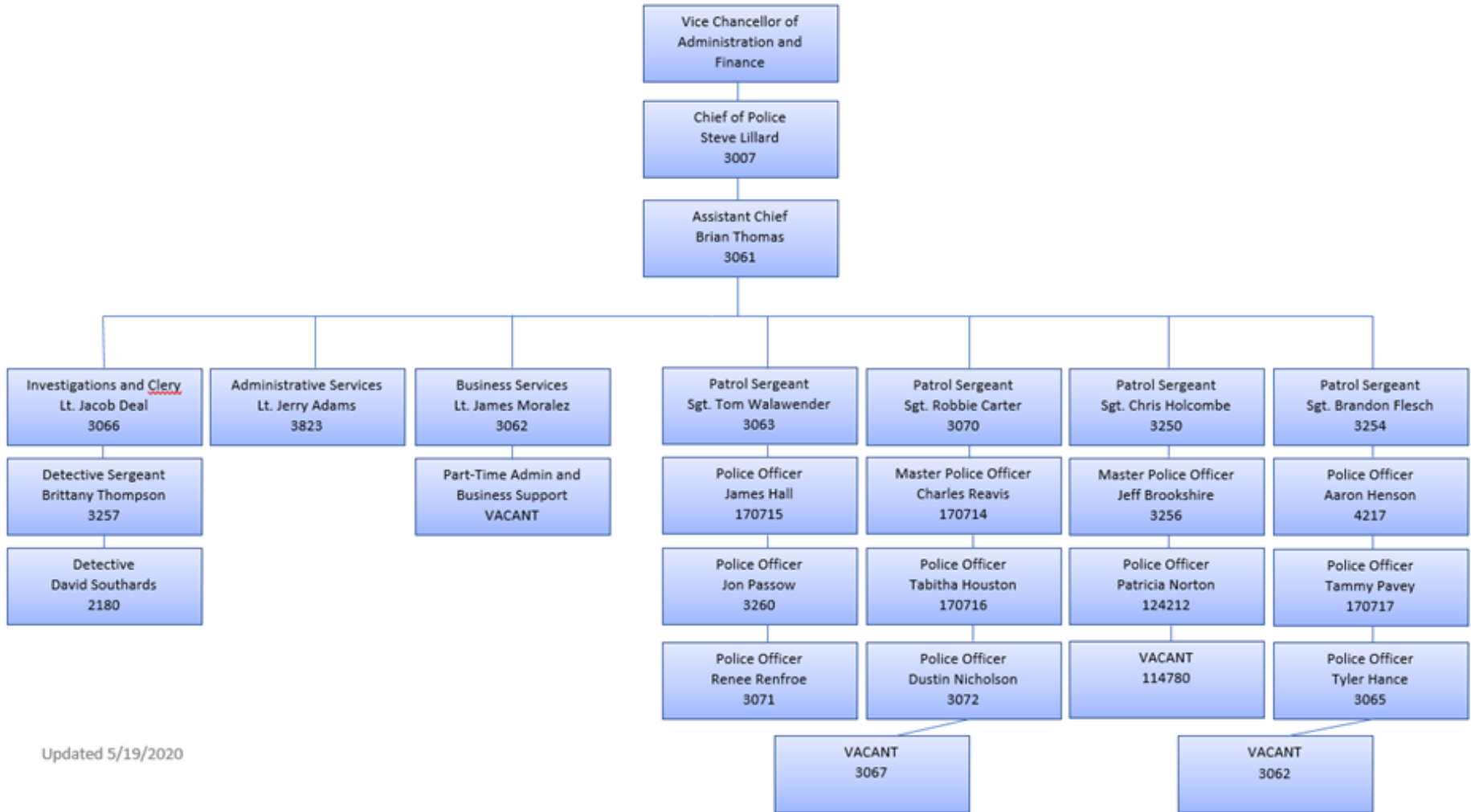
The police department is currently divided into three (3) distinct sections. Those areas include Administration, Investigation/Clery Compliance, and Operations.

- The Administration Section primarily consists of the Chief of Police, the Assistant Chief of Police, and the Administrative/Investigative Support Officer. There is also one (1) Lieutenant assigned to the Administration Section that serves as the Business Support Officer for the department. This section is responsible for the direction, management, and policies of the Department. The Chief and Assistant Chief are typically available for consultation and assistance at all times. Careful coordination takes place to ensure that an Executive level officer is always available to aid the Operations and Investigation sections with any emergent situation. In addition, the Chief and Assistant Chief are standing members on several committees and teams including the Behavioral Assessment Team and the Student Concern Response Team. The Chief and Assistant Chief act as the primary Incident Commanders for law enforcement emergencies and most campus special events.

- The Operations Section represents the uniformed police staff who are responsible for campus patrol and responding to calls for police services. Patrol operations consist of vehicle patrol, foot patrol and bicycle patrol depending upon staffing levels, special concerns and the needs of the community. Patrol officers are also expected to conduct preliminary investigations into criminal acts that are reported or suspicious activity that is observed. In addition, Patrol officers enforce traffic laws, the Student Code of Conduct, and certain University policies. Members of the Patrol Section also participate in a wide variety of community outreach programs, staff numerous athletic & special events each year and take part in several University initiatives. When fully staffed, the Patrol Section consists of 1 Lieutenant, 4 Sergeants, and 14 patrol officers. Patrol shifts are scheduled in twelve-hour increments with fixed day and night shift assignments.

- The Investigation/Clery Compliance Section is comprised of 1 Lieutenant, 1 Sergeant and 1 Investigator. This section is responsible for the overall duties associated with Clery Compliance, Victim's Services, Evidence Room Management, Community Outreach and Records Retention. This section is also responsible for investigating criminal behavior that has been reported. These investigations are comprised of crime scene processing, conducting interviews of persons involved and compiling evidence for prosecution. In addition to these duties, the Support Services Section must comply with several federally mandated statistical recording requirements regarding criminal activity on campus.

WCU Officers preparing for Fall Commencement

Western Carolina University Police Department
Organizational Chart

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                    Vice Chancellor of
                    Administration and
                         Finance

                     Chief of Police
                      Steve Lillard
                          3007

                     Assistant Chief
                      Brian Thomas
                          3061
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Investigations and Clery Lt. Jacob Deal 3066	Administrative Services Lt. Jerry Adams 3823	Business Services Lt. James Moralez 3062	Patrol Sergeant Sgt. Tom Walawender 3063	Patrol Sergeant Sgt. Robbie Carter 3070	Patrol Sergeant Sgt. Chris Holcombe 3250	Patrol Sergeant Sgt. Brandon Flesch 3254
Detective Sergeant Brittany Thompson 3257		Part-Time Admin and Business Support VACANT	Police Officer James Hall 170715	Master Police Officer Charles Reavis 170714	Master Police Officer Jeff Brookshire 3256	Police Officer Aaron Henson 4217
Detective David Southards 2180			Police Officer Jon Passow 3260	Police Officer Tabitha Houston 170716	Police Officer Patricia Norton 124212	Police Officer Tammy Pavey 170717
			Police Officer Renee Renfroe 3071	Police Officer Dustin Nicholson 3072	VACANT 114780	Police Officer Tyler Hance 3065

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                              VACANT                          VACANT
                               3067                            3062
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Updated 5/19/2020

I. *Police Core Operations 2019-2020*

i. Patrol Section

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

Statistical Data

WCU Police Statistics	
July 1, 2019 – June 30, 2020	
Computer Aided Dispatch (CAD) Calls for Service	14,365
Arrests	87
Incident Reports	579
Operations Reports	390
State Citations	81
Campus Traffic Citations	38
University Judicial Citations	123
Parking Tickets	77
Special Event Hours	1,744.75
Bike/Foot Patrol Hours	767.25
Area Checks	5,567
Traffic Stops	426
Dorm Walking Patrols	1,512
Academic/Other Bldg. Walking Patrols	1,325
Accident Investigations	77

ii.   Community Outreach

The WCU Police Department participates in a wide variety of outreach activities both on and off campus.   Police Officers give presentations that benefit the students and provide them with critical information that can assist them in their endeavor to be successful at WCU. Many of the topics that are covered address issues that are common among college students and helps keep the community informed on the dangers of certain behaviors.

| UCM Youth Program Presentation | "No-Shave" event for Staff Senate Scholarship Fund |

iii.   Community Engagement

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

Officers joined forces with other law enforcement agencies in the first ever "Battle of the Badges" flag football game versus members of the local fire departments.

The event raised money for the Fire and Live Safety Program of Jackson County.

Community Outreach and Programming Statistical Data

Program:	Number of Presentations:	Total Attendance:	Sexual Assault Component:
Alcohol Risk Awareness	14	418	2
Alcohol/Drug Risk Awareness	7	355	5
Campus Security Authority	9	333	9
Crime Prevention & Services	27	755	25
Dating/Domestic Violence & Stalking	3	57	3
Drug Risk Awareness	0	0	0
Open House	3	5,568	3
Other	25	11082	12
R.A.D. Class	2	44	2
R.A.D. Express	9	259	9
R.A.D. Full	2	14	2
Report IT	8	251	0
Run, Hide, Fight	17	551	0
Sexual Assault Risk Awareness	4	425	4
Traffic/DWI	10	365	0
Total:	**140**	**20477**	**76**

iv.   **Special Events**

Western Carolina University is an active campus that is engaged with not only the local community but with regional partners and national organizations. Visitors are constantly present at the University for sporting events, conferences, meetings, and educational field trips.   Many of these events require police involvement and the creation of an Incident Action Plan that would be used should a crisis occur while our guests are on campus. Off-duty officers are routinely required to report for work to assist with the safety and security of these events and it is considered a normal part of the department's operations.
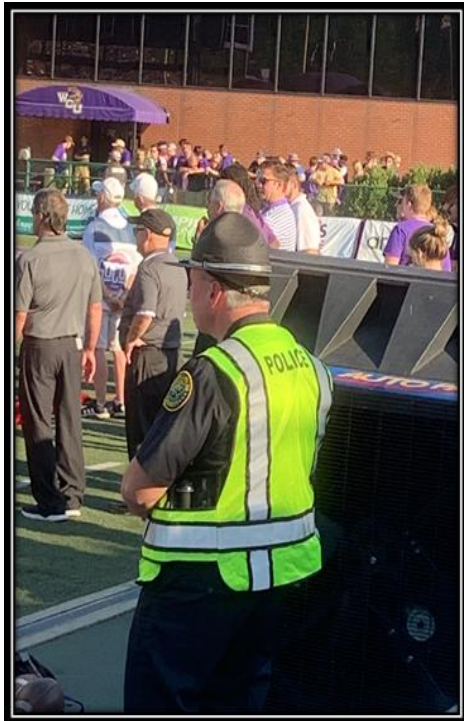
Officers providing security at athletic events.

Special Event Statistical Data

Event	Date	Total Overtime Hours
Student Move In	8/16/19 – 8/18/19	214
Speaking Event	9/11/19	4
Drag Show	9/27/19	12
All Home Football Games (6)	8/31/19 – 11/16/19	900.5
Mountain Heritage Day	9/28/19	81
Opioid Town Hall Event	10/3/19	5.5
Tournament of Champions	10/19/19	24
Homecoming Concert	10/24/19	50.5
Halloween Event	10/29/19	6
All Men's Home Basketball Games (13)	11/9/19 – 2/26/20	113.25
All Women's Home Basketball Games (16)	11/5/19 – 2/22/20	108.5
Sylva Christmas Parade	12/1/19	15
Winter Graduation Ceremony	12/14/19	177.5
Shop with a Cop	12/17/19	4.5
All Home Baseball Games (8)	2/14/20 – 3/11/20	28.5
*Total Events: 54		Total Hours: 1,744.75

Total Hours do not include on duty Officers or Administrative Officers

*26 Spring Semester Events Cancelled Due to Covid-19

v.   Criminal Investigations

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

vi.   Victim Services

The Western Carolina University Police Department sent an additional staff member to the NC Victim Service Practitioner training program and we now have two certified practitioners within the department. This allows students and employees more access to a trained professional when dealing with the aftermath of criminal activity. This certification is sponsored through the NC Victim Assistance Network and allows the police department to understand and utilize the most up to date best practices for dealing with victims of crimes. In addition, the department has developed a consistent process of providing victims with multiple resources in a convenient packet that will allow them to process the information over time as they recover from the incident.

II. *Police Experience and Professional Development 2019-2020*

The Western Carolina University Police Department is proud to be an experienced and developed agency capable of meeting the needs of our community members. The officers maintain a high level of professionalism and a true commitment to serving the campus in a manner that is conducive to the learning environment while also being a safe and secure area for our students, faculty, staff and guests. Currently, the members of the WCU Police represent hundreds of years of combined service in Law Enforcement. In addition, many of those years came from officers working in large metropolitan areas which helps to diversify the overall services that the police department can provide.

In addition to the vast hours of police training that are found at the WCU Police Department, our officers constantly strive to become better educated so that we can continue to grow our relationship with the campus community by understanding the needs of the students.

Staff Educational Achievments

■ Master's Degree or Above ■ Bachlor's Degree ■ Associates Degree ■ High School Diploma
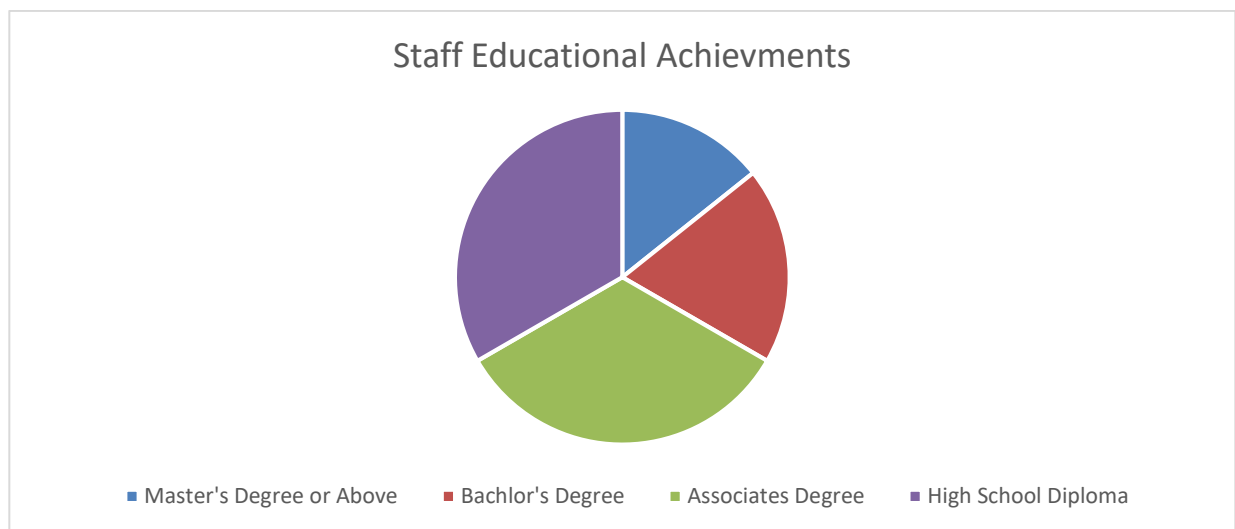
Pictured from left to right - Top: Officer Southards promoted to Detective, Officer Norton receives her Intermediate Certificate, and Officer Flesch is promoted to Sergeant. Bottom: Retiring Officer Passow is recognized for his service, Sgt. Thompson receives her master's degree, and Sgt. Holcombe receive his bachelor's degree.

III. Clery Compliance 2019-2020

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

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

The statistics listed below are police department only statistics that make up a portion of the full report which is submitted in October of each year. The upcoming report will contain all police and university statistics for calendar year 2019 and will be used to help direct and modify our operations in order to address specific concerns.

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

Clery Compliance Statistical Data

Clery Defined Data	FY 19-20	FY 18-19	FY 17-18
Criminal Offenses			
a. Murder/Non-negligent manslaughter	0	0	1
b. Negligent manslaughter	0	0	0
c. Sex offenses*:			
Rape (except Statutory Rape)	17	13	14
Fondling	47 (*40 incidents were encompassed in two reports)	52 (*40 incidents were encompassed in two reports)	6
d. Sex offenses-Non forcible:			
Incest	0	0	0
Statutory Rape	0	0	0
e. Robbery	0	1	0
f. Aggravated assault	2	1	3
g. Burglary	12	10	20
h. Motor vehicle theft	7	3	2
i. Arson	0	0	0
New VAWA (Violence Against Women Act) Offenses			
Dating Violence	6	4	5
Domestic Violence	1	3	0
Stalking	9	9	4
Arrests (Clery Defined)			
Weapons	2	3	1
Drugs	28	51	70
Liquor	14	23	25
Referrals			
Weapons	2	3	0
Drugs	39	69	67
Liquor	52	93	91

UNIVERSITY CLERY MAP

CAMPUS AREA

CAMPUS ROADS

ON CAMPUS HOUSING

PUBLIC PROPERTY ROADS

MILLENIUM PROPERTY
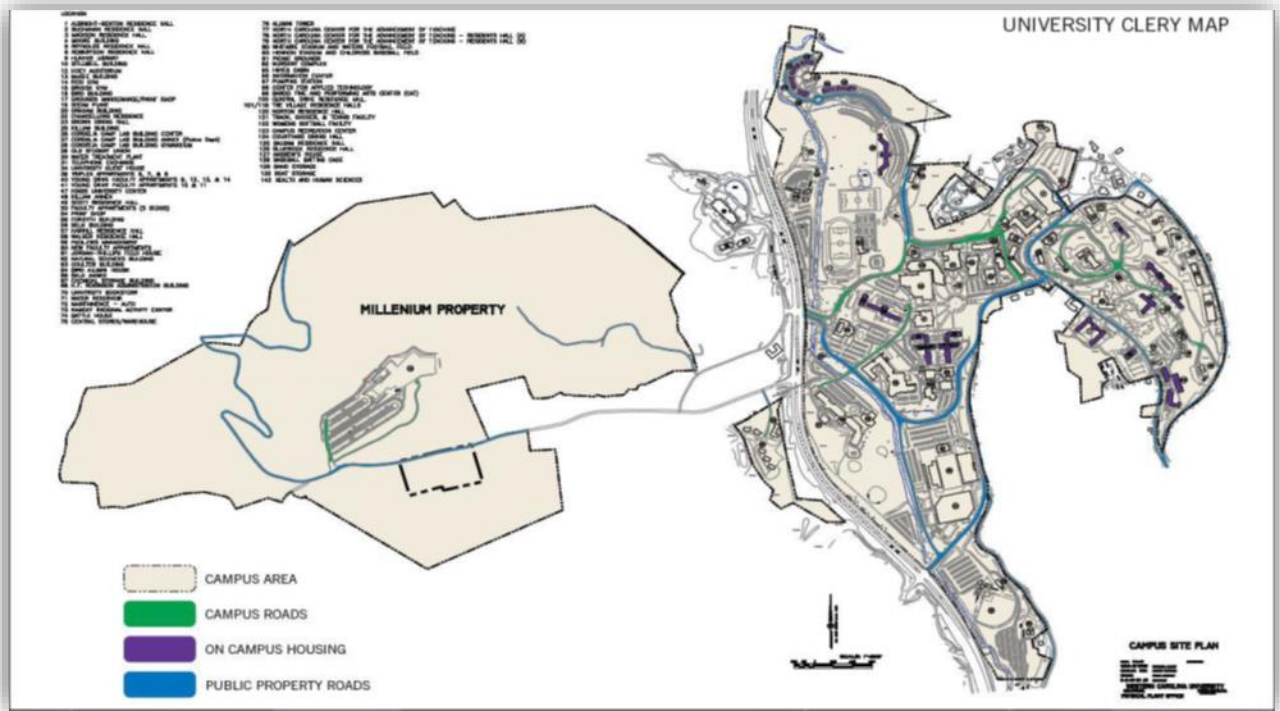
Facilities Management

Annual Report 2019-2020

The first impression of any university is how it looks and feels. Through proactive support, Facilities Management strives to maintain a positive and lasting impression, from the exterior landscape to the building interiors. We are proud of our people and our organization. Our number one goal is to provide the best possible support to the students, faculty, staff and visitors to our campus. Facilities Management is comprised of six key areas: 1) Planning, Design and Construction; 2) Operations and Maintenance; 3) Safety & Risk Management; 4) Sustainability and Energy Management; 5) Parking Operations; and 6) Ramsey Regional Activities Center. The following is a summary of activities and achievements for Facilities Management during FY 2019-2020. These actions are in addition to the continued standard operation, maintenance, planning, design, construction and safety of the university campus:

I.   *Planning, Design, and Construction*

- Continue to update Departmental website highlighting major current and future capital projects.
- Continued development of Facilities Management Standard Practice (FMSP) manual in connection with design and construction standards.
- Continued development of campus Geographical Information System (GIS) for utility mapping and other data.
- Assist in planning and implementation of cell coverage to allow for demolition of existing antennas located on Scott Residence Hall. Includes new cell tower at Lot 73 and relocation to Campus Recreation Center roof.

Performed project design, construction and/or closeout of Appropriated, Non-appropriated (Self-Liquidating), Repair & Renovation and other internally funded capital projects. The projects include:

1. New Allen Hall (Upper Campus Residence Hall) (complete).
2. New Central Drive surface parking lot (complete).
3. New Parking north of Norton Hall (complete).
4. HFR Administration Building 1st floor Admissions (complete).
5. Alumni Tower Rejuvenation (complete).
6. Telecommunications Hut #2 & IT Infrastructure (complete).
7. Moore Buildings Site Lighting (complete).
8. Upper Campus Sewer Bypass (complete).
9. IT Generator project (complete).
10. Moore Annex renovation (complete).
11. HFR Administration Building 2nd floor Student Affairs (complete).
12. Telecommunications Hut #3 & IT Infrastructure (complete).
13. Gender Neutral Restroom Study (complete).
14. Reid Building Renovations-Phase I (complete).
15. Athletic Track Resurfacing (complete).
16. Chancellors Residence front porch entry (complete).
17. Forsyth 240 and 241 Office renovation (complete).
18. Belk 207 Suite Refresh (complete).
19. Reid Pool Upgrade (complete).
20. Ramsey Center Hospitality Room Upgrade (complete).
21. New sidewalk from Bookstore to Print Shop (complete).
22. Courtyard Dining (Panda Express and Freshens Renovation) (complete).
23. Football Stadium Chancellor's Box revised seating with tables (complete).
24. Hunter Elevator Replacement (complete).
25. North Entrance to Campus Study (complete).
26. New Apodaca Science Building (in construction).
27. Developer driven Millennial Housing (in construction).
28. WWOO Radio Site (in construction).
29. HHS Overflow Parking Phase II and III (in construction).
30. Highlands Biological Station Outdoor Teaching Facility (in construction).
31. New Parking Deck at North Baseball lot (in construction).
32. New 932 bed Lower Campus Residence Hall (in construction).
33. Camp Lab Roof replacement (in construction).
34. Ramsey Center Curtain-wall Repair/Replacement (in construction).
35. Campus Entrance Signage (in construction).
36. Hinds UC 1st floor renovation (in construction).
37. Reid Building Renovations-Phase II (in construction).
38. Whitmire Stadium Turf replacement (in construction).
39. Steam Plant Replacement (ready to bid).
40. Highway 107 Crosswalk Lighting (ready to bid).
41. East Campus Water and Sewer Improvements (in design).
42. Steam Distribution Improvements (Plant to MH 104) (in design).
43. Killian Elevator Replacement (in design).
44. Ramsey Creek Lot expansion (in design).
45. Buchanan Roof Replacement (in design).

46. Facilities Management Parking Lot Repair and Replacement (in design).
47. Episcopal House HHS Sim Lab (in design).
48. HFR 401 and 420 Renovation (in design).
49. NPHC Plots and Garden (in design).
50. Moore Building Renovation (in planning).
51. NCDOT Highway 107 pedestrian bridge lighting enhancements (in planning).
52. Site development at former Graham Building location (in planning).
53. South Baseball area and Grounds relocation, etc. (in planning).
54. Breese Gymnasium 1st floor renovation (pending assignment).

II.   *Operations and Maintenance*

- Continued development of Facilities Management Standard Practices (FMSPs) for Facilities Management business and finance functions.
- Continued to define process for an internal review of WebTMA Computerized Maintenance Management System (CMMS) to verify proper usage of application, verify data input is correct, develop Facilities Management Standard Practices (FMSPs), and confirm correct report/dashboards are generated; confirm and improve closeout times for completed work orders; Verify correct preventative maintenance tasks and schedules are generated appropriately.
- Completed annual APPA facility survey for continued benchmarking and comparative analysis with peer institutions. Survey submission is for FY18-19 data.
- Performed in-house construction for several projects across campus, including but not limited to HFR 1st Floor Renovation, Ramsey scoreboard replacement, Highway 107 bridge lighting, WWOO radio tower electrical service, power and lighting for new Campus Entrance Signage, Hunter Elevator replacement electrical work.
- Installed new steam trap station assembly's in 3 lower campus manholes for testing and evaluation.
- Implemented backflow preventer testing program (currently have tested 25% of backflow preventers and have replaced 12-3 inch and over backflow preventers.
- Completed right-of-way (ROW) clearing on approximately 20% of Western Carolina Power electrical distribution system.
- Completed annual comprehensive deep root fertilization and compaction reduction program for trees on campus.
- Facilities Management received 6,199 work requests including projects and chargeable work orders and created 6,095 preventive maintenance work orders for 2019-2020. The shops completed 5,792 work requests and completed 5,656 preventive maintenance work orders.

III. Safety and Risk Management

- Continue to update the online chemical inventory to include inventories from the College of Arts and Sciences, Engineering and Technology, Residential Living and Facilities Management.
- Updated two campus programs, Respiratory Protection and Personal Protection Equipment to align with OSHA requirements.
- Received certification to offer onsite fit testing of N95 Respirators as a service to the campus community as part of the campus Respiratory Protection Program.
- Established a Hearing Conservation Program to provide guidance and procedures for employees that are exposure to high levels of noise as required by OSHA
- Established a Radiation Safety Program to provide guidance and procedures for activities involving the use of radiation producing equipment on campus as required by the NC Regulation for Protection Against Radiation.

IV. Office of Sustainability and Energy Management (OSEM)

Energy Management:

- Captured $136,000 in HB1292 energy savings (up from $91,000 previous fiscal year); for FY19/20 HB1292 energy savings along with steam meter upgrades surpassed $1,000,000 in total avoided costs since 2013.
- Completed HVAC controls upgrade at HFR; commissioned and tested, adjusted, and balanced (TAB) control and HVAC systems in-house, saving approximately $30,000 in contractor costs.
- Completed Phase 2 of HVAC controls at Ramsey Arena (Hospitality Room, Arena Smoke Evacuation System, Chiller, and Boiler). Project is currently at roughly 50% completion based on total cost of project.

- Reviewed and confirmed existing sequence of operations for Hunter Chiller Plant controls upgrade which will be performed in FY20/21.
- Completed the University of Wisconsin's course on testing, adjustment, and balancing; cost of training was less than having a TAB contractor on-site for a week.
- Presented on energy management and building automation systems to multiple construction management and environmental classes on campus.
- Provided on-going support and review of controls systems for Allen Residential Hall and the Apodaca Science Building.

Sustainability:

- Campus Dining partnership established including: Bi-weekly meetings with new Director and leadership team. Shared ideas and best practices for waste minimization and began soft implementation (i.e. paper straws, compostable cups, etc.). Started collaborating with Empowering Mountain Food Systems grant to help identify local farms and products. Planning food waste collection and recycling support at catered events. Implemented metal can recycling at Brown Dining Hall and collected weekly.
- Advised Eco CATS and Sustainable Energy Initiative (SEI). Attended 15+ meetings.
- Oversaw completion/launch of several SEI funded projects including: Campus Theme Personal Engagement Program (PEP), Solar Kiosk, Tree Campus Inventory Phase 3, waste reduction gift (reusable sling bags) for first year students attending Orientation, mobile solar generator, Wildlife Conclave, RASC Undergraduate Expo and LatinX Conference waste reduction supplies to enable zero waste event (these were cancelled due to COVID-19, supplies will be used for rescheduled events in 2021).
- Member of Campus Theme (CT) Committee themed Sustainability and the Environment. Assisted with planning, participation tracking and organization of several events including "A Legacy of Leadership" signature event with speakers Gifford Pinchot, III, wife Dr. Libba Pinchot and Mrs. Sabrina Watkins, former Global Director of Sustainability for Conoco-Phillips.
- Organized historic meeting with Gifford Pinchot, III and William Cecil, owner/CEO of Biltmore Estate, to discuss legacy of their grandfathers (George Vanderbilt and Gifford Pinchot Sr.) and their contributions to the "Birthplace of Forestry", natural resource management and sustainability in the U.S. New historical information and photos were exchanged at this meeting that will be incorporated into the historical body of knowledge at Grey Towers National Historical Site, the homeplace of Gifford Pinchot Sr., former governor of Pennsylvania and the first head of the U.S. Forest Service.
- Partnered with Interfraternity Council (IFC) president to implement fraternity involvement during WCU Tailgate Recycling. Resulted in fraternities participating at last football game. Planned participation in spring athletic events (cancelled due to COVID-19). Developed transition with new IFC president to maintain momentum we gained through our partnership.
- Coordinated WCU Tailgate Recycling program at all home football games. Including partnerships with Eco CATS, service-learning volunteers and OSEM student interns.
- Implemented a process to track Construction and Demolition (C&D) salvage materials and destinations, consolidated metal recycling from two locations to one at the landfill, Coordinated pickup of approximately two box truckloads of universal waste and scrap electronics for recycling.
- Planned and executed WCU's first Zero Waste event with approximately 60 attendees. Total waste produced was a ½ five-gallon bucket of compostable material.
- Coordinated waste diversion among multiple WCU partners (Surplus, Residential Living, FM Shops, IT, etc.) for demolition locations using new tracking system including: Removal of salvage items from Scott and Walker Halls to be reused by the University (i.e. furniture, evacuation sign-holders, HVAC

equipment, etc.). Worked with contractors and Habitat for Humanity to remove items contractor would not use or recycle at UC Theater, Scott and Walker Halls. Coordinated pickup and recycle of generator from steam plant

- Prepared and submitted North Carolina Public Community College and University Recycling Report to NCDENR FY2018-19. Electronics ($20,892 revenue) and cardboard ($10,941 revenue/$10,381 disposal cost avoidance) yielding the highest return to date. Food waste diversion yielded $13,200 in disposal & trash can liner cost avoidance.
- Prepared application and received WCU Tree Campus USA annual re-certification. Facilitated completion of requirements including committee meetings, service projects, meeting/exceeding campus tree standards, implementation and training for new operations and maintenance tool for WCU Arborist, etc.
- Launched and facilitated inaugural HIGHTS-WCU abandoned bike donation program. 29 bikes were transferred to HIGHTS. To be facilitated on an annual basis.

V.   Parking Operations

Permits 2018-19:   Permits 2019-20:

Permit Type	Permit Sold	Permit Type	Permit Sold
Faculty/Staff	Temp 157/Perm 1418	Faculty/Staff	Temp 218/Perm1413
Aramark	65	Aramark	129
Business Partner	19	Business Partner	17
Commuter	3283	Commuter	3371
Resident	1979	Resident	2018
Freshman	1124	Freshman	1236

- Print Shop lot# 27E was completed and successfully used as an overflow lot during peak parking hours.
- Barnacle enforcement devices launched with high customer ratings for ease of use and self-release.
- Parking deck started with completion date of Fall 2021
- First EV was researched and procured by Parking Operations for use as an enforcement vehicle on campus, moving us towards the University's goal of a clean "GREEN" environment.
- Student virtual parking permits were a success with the ease of online registration, eliminating large mail outs and long waiting lines.

VI.   *Ramsey Regional Activity Center (RRAC)*

- Hosted over 800 university, regional, athletic and competition events, including, but not limited to:

  ➢ Six Western Carolina University Commencement Ceremonies
  ➢ The annual Employee Appreciation luncheon
  ➢ Football Pre-& Post game receptions, including Chancellor's office, Alumni Affairs, and Catamount Club Purple Zone
  ➢ "Lead the Way" Campaign Celebration
  ➢ Legacy Pinning Ceremony
  ➢ Four Open Houses
  ➢ 21 WCU New Student Orientation sessions/8 WCU Athletic Orientation Sessions
  ➢ Two Career fairs
  ➢ The annual WNC Regional Science Fair
  ➢ WNC High School Modern Foreign Language
  ➢ Hosted annual Pride of the Mountains Summer Symposium band clinic with Carolina Crown nationally touring drum corps organization
  ➢ Hosted annual Cullowhee Native Plants Conference
  ➢ The annual Regional Foreign Language Competition
  ➢ WNC Regional Math Competition
  ➢ Arts and Craft show in June and November
  ➢ National touring artist concert
  ➢ Hosted Undergraduate Expo event with WCU Honor's College
  ➢ Four local High School graduations
  ➢ Numerous Athletic competitions
  ➢ Numerous local and regional meetings and conferences

    o Completed full staff certification on CPR/First Aid and AED.
    o Performed Customer Service training and currently maintain all event staff Crowd Management Certification as required by North Carolina's Department of Insurance.
    o Implemented WebTMA Computerized Maintenance Management System (CMMS) to track costs and billing for hosted events and inventory of supplies.
    o Updated electronic door locks to all locker room doors.
    o Increased security camera inventory to "blind spots" in Ramsey.

Emergency Services

Annual Report 2018-19

Emergency Services Department Overview

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

I.   *Emergency Management*

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

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

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

II.   *Emergency Communications Center (ECC)*

The Department of Emergency Services oversees the administration, planning, and training for the campus Emergency Communications Center (ECC).   The ECC is responsible for answering emergency and non-emergency calls for service, dispatching these calls, initiating Police and EMS responses, and coordinating with the Jackson County 911 Center for fire department and advanced life support EMS services.   In addition to traditional emergency and non-emergency calls for service, the ECC receives calls from elevator phones and outdoor emergency call boxes and dispatches appropriate resources for each. The ECC also provides call taking and dispatching services to many other campus departments, consistently prioritizing different levels of communications. Aside from WCU PD and EMS, the Emergency Communications Center processes after-hours calls for service for Counseling and Psychological Services, Parking Services, Facilities, and Cat Tran. These services are provided 24 hours a day, 7 days a week, each day of the year.
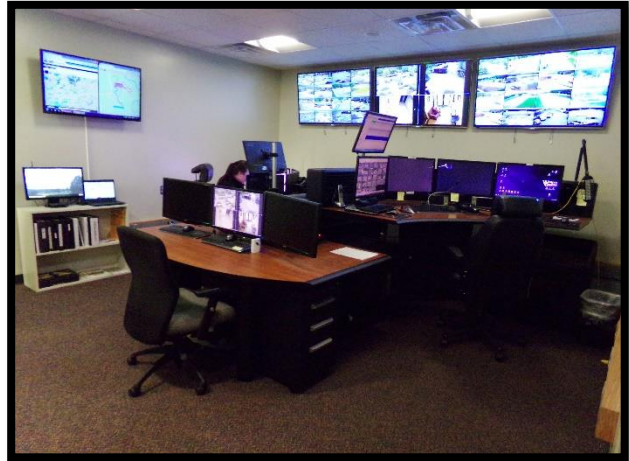
III.   *Public Safety Systems Support*

The WCU Department of Emergency Services oversees the administration, planning, and maintenance of various public safety technologies at WCU. These technologies include the campus-wide CCTV system, emergency notification systems (outdoor siren, texting, computer desktop emergency pop-up, campus mobile safety app, etc.), emergency callboxes, the campus-wide two-way radio system, and computer-aided dispatch (CAD), and public safety records management systems.

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

Director
Emergency Services

Emergency Communications Center
(Duties performed by 7 F/T Telecommunicators)

Emergency Management
(Duties performed by the Director)

Public Safety Technologies
(Duties Perfromed by Public Safety Telecommunctions Mgr.)

Department of Emergency Services Responsibilities

Emergency Management
• All Hazards Planning
○ Emergency Operations
○ Continuity of Operations
○ Special Event Contingency Planning
○ Departmental / Building Emergency Action Planning
○ Hazard Mitigation
○ Sheltering and Points of Distribution
• Departmental and organizational hazard mitigation, preparedness, response, and recovery coordination
• Emergency Operations Center Management
• Emergency Preparedness and Response Drills and Exercises
• Local, Regional, State, and Federal Coordination
• All Hazards Preparedness and Response Training
• Outreach and Education
• Field Operations / Crisis Management
Emergency Communications Center / Public Safety Support Systems
• Campus Dispatch (Police and EMS)
• University - County Dispatch Coordination (Law Enforcement, Fire, and EMS)
• Emergency Notification System Management, Maintenance, and Operations (text and computer pop up)
• Field Operations / Crisis Management
• After Hours Access Control System Administration (Limited)
• Campus Camera System Management, Maintenance, and Monitoring
• Outdoor Warning System Design, Maintenance, and Administration
• Management and Operations of Criminal Justice and Campus Information Systems
• Radio and Dispatch Systems Design, Management, and Maintenance
• After-hours campus information and Student Crisis Call-Out Notification
• Computer Aided Dispatch (CAD) and Records Management System Administration
• Clery Software Module Administration and Maintenance
• LiveSafe Safety App

During the 2019-20 fiscal year, the Department of Emergency Services completed many activities and projects that have better prepared the campus community and visitors for emergencies and disasters. Emergency Services personnel coordinate regularly with local, regional, and state partners to improve plans, collaborate on projects, sponsor training and exercise opportunities that enhance skills and strengthen relationships. We are fortunate to have this extensive network of expert professionals to enhance campus preparedness, mitigate crisis and disaster impacts, and plan for recovery when an emergency or disaster happens.

IV. *Emergency Notifications to the Campus Community*

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

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

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

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

The following systems make-up the WCU Alert System:

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

➢ **LiveSafe Campus Mobile Safety App**

- This app pushes emergency notifications to students, staff, and faculty from the Rave system.

- The app provides emergency action guidelines for multiple hazards, as well as a mechanism for students to communicate suspicious activity or other crisis-related information directly to the Emergency Communications Center using text, voice, and photos.

- **LiveSafe for Western Carolina University can be downloaded from the App Store or the Google Play Store.**

➢ **Outdoor Siren System**

- The outdoor siren system alert means there is an emergency on campus, a potentially dangerous condition or an impending threat (i.e. severe weather, hazardous materials spill, or a person with a gun).

- When the siren sounds, everyone on the WCU campus should take shelter indoors immediately. Close all windows and doors, if possible, and remain sheltered until an "all clear" is given. Check the University Emergency Information Web Page for updates. http://news-prod.wcu.edu/

➢ **Alertus Computer Pop-up Emergency Notification**

- The Alertus computer desktop emergency notification system allows WCU Public Safety to send emergency notifications and updates directly to staff, faculty, and classroom computers during an emergency.

➢ **Campus Email**

- This system will send an email to the entire campus community – every student, faculty or staff member through their WCU mailbox.

➢ **Emergency Information Web Page**

- In the event of an emergency, this page will provide the most current information on the nature of the emergency and the university's response to the situation. http://news-prod.wcu.edu/emergency-information/

➢ **Blue Light Phones**

- Western Carolina University has blue light emergency phones throughout the University campus. Emergency phones provide direct voice communications to the Emergency Communications Center (ECC).

Blue Light Phones and Emergency Phones
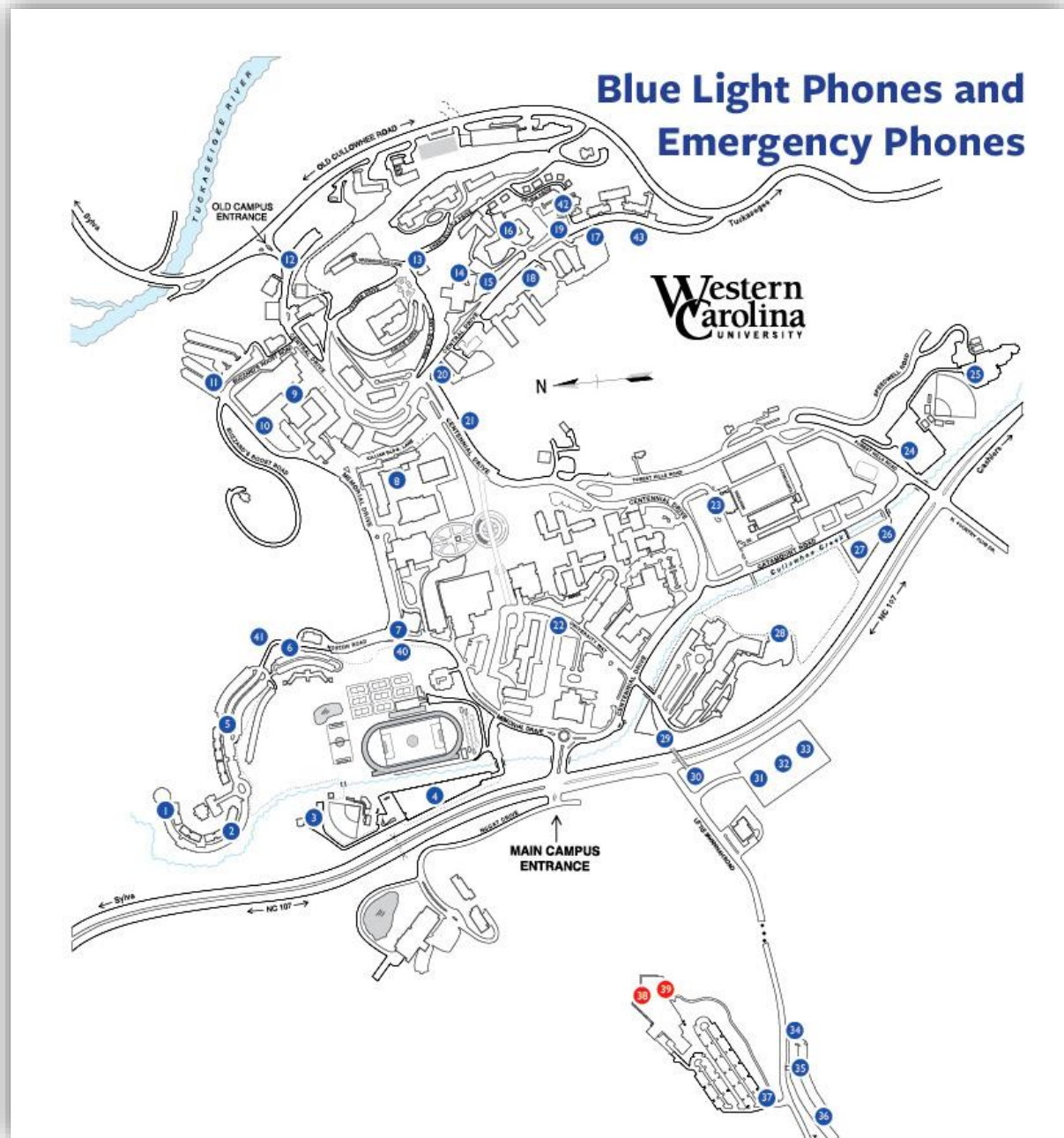
V. *Emergency Services Department Highlights for 2019-2020*

Emergency Management

- Worked with administrative and academic departments to complete 65 Continuity of Operations Plans (COOPs).

- Conducted 6 mini-tabletop exercises with Building Coordinators and Departmental staff covering multiple hazard scenarios.

- Conducted one campus-wide tabletop exercise with campus leadership and department heads covering severe weather events.

- Coordinated response to HHS suspicious release incident in February 2020 and led after-action meetings to capture lessons learned from the incident.

- Led or been a participant on numerous COVID-19 working groups (i.e., Isolation and Quarantine Working Group, Sanitization Working Group, Personal Protective Equipment (PPE) Working Group, Transportation Services Working Group, Sanitization Working Group).

- Provided COVID-19 planning technical assistance to numerous departments.

- Worked with Purchasing to initiate procurement of PPE and community protection supplies starting in March 2020.

- Coordinate and distributed PPE and community protection supplies during the summer of 2020 to ensure that returning staff and faculty had PPE, hand sanitizer, and disinfecting wipes available to mitigate the spread of COVID-19 in their workspaces.

Emergency Communications Center / Public Safety Support Systems

- Completed initial study of the campus CCTV camera system to determine where proactive repairs and improvements can be made to ensure the consistent functionality of the system and to ensure comprehensive coverage of the campus CCTV system.

- Coordinated multiple replacements, upgrades, and new projects related to the campus camera systems, blue phones, and radio systems. This included new camera installs in Allen Hall, upper campus (Moore and Chancellor's residence), the center of campus, and the campus impound lot. Emergency Services has also been involved in planning for cameras at the new parking deck, the Apodaca Science Building, and the lower campus residence halls. All projects are completed (or will be completed) to either maintain or enhance safety and security at WCU.

- Completed upgrades to Ramsey alternate dispatch center to ensure consistency in the case the use of the backup dispatch center is needed. This includes the installation of a backup voice recorder and installation of backup phone lines to allow for better call capacity during EOC activations and cases where the backup dispatch center is needed.

VI.   *Emergency Services Department Statistical Information*

In 2019-20, the overall calls into the Emergency Communications Center (ECC) have shown a decrease primarily due to COVID-19 and the move out of residential students and the teleworking of staff and faculty. The following are the highlights of the 2019-20 ECC statistics when compared to the same information from 2015-16, 2016-17, 2017-18, and 2018-19.

Total CAD Calls for Police, Fire, and Emergency Medical Services				
15-16	**16-17**	**17-18**	**18-19**	**19-20**
10,846	17,248	19,663	18,282	14,365*

Note: Due to COVID-19, total calls for service decreased by 21% for FY 19-20.

Total CAD Calls Without Police Area, Zone, and Building Checks				
15-16	**16-17**	**17-18**	**18-19**	**19-20**
6,908	8,078	9,227	9,310	7,145*

Note: Due to COVID-19, total calls for service without police area, zone, and building checks decreased by 23% for FY 19-20.

Total Medical, Mental Health, and Welfare Check Calls				
15-16	**16-17**	**17-18**	**18-19**	**19-20**
412	490	520	488	560

Note: Increase of 13% for FY 19-20.

Fire, Fire Alarms, and Fire Trouble Alarms				
15-16	**16-17**	**17-18**	**18-19**	**19-20**
766	1149	1043	1131	919

Note: Decrease of 19% for FY 19-20

As can be seen, most areas showed an increase, which can be attributed to the shift to teleworking and the sending of students home due to COVID-19 requirements. Despite the decrease in most call types, we did see in the category for medical, mental health, and welfare check calls. It is expected that we will see continued fluctuations (up and down) in call volumes in the upcoming years.