Western Carolina University

Administration & Finance

Annual Report

2018 – 2019

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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, 2018 – June 30, 2019 as well as a review of FY 2019 goals/initiatives and a summary of key goals/initiatives identified for FY 2020. 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.

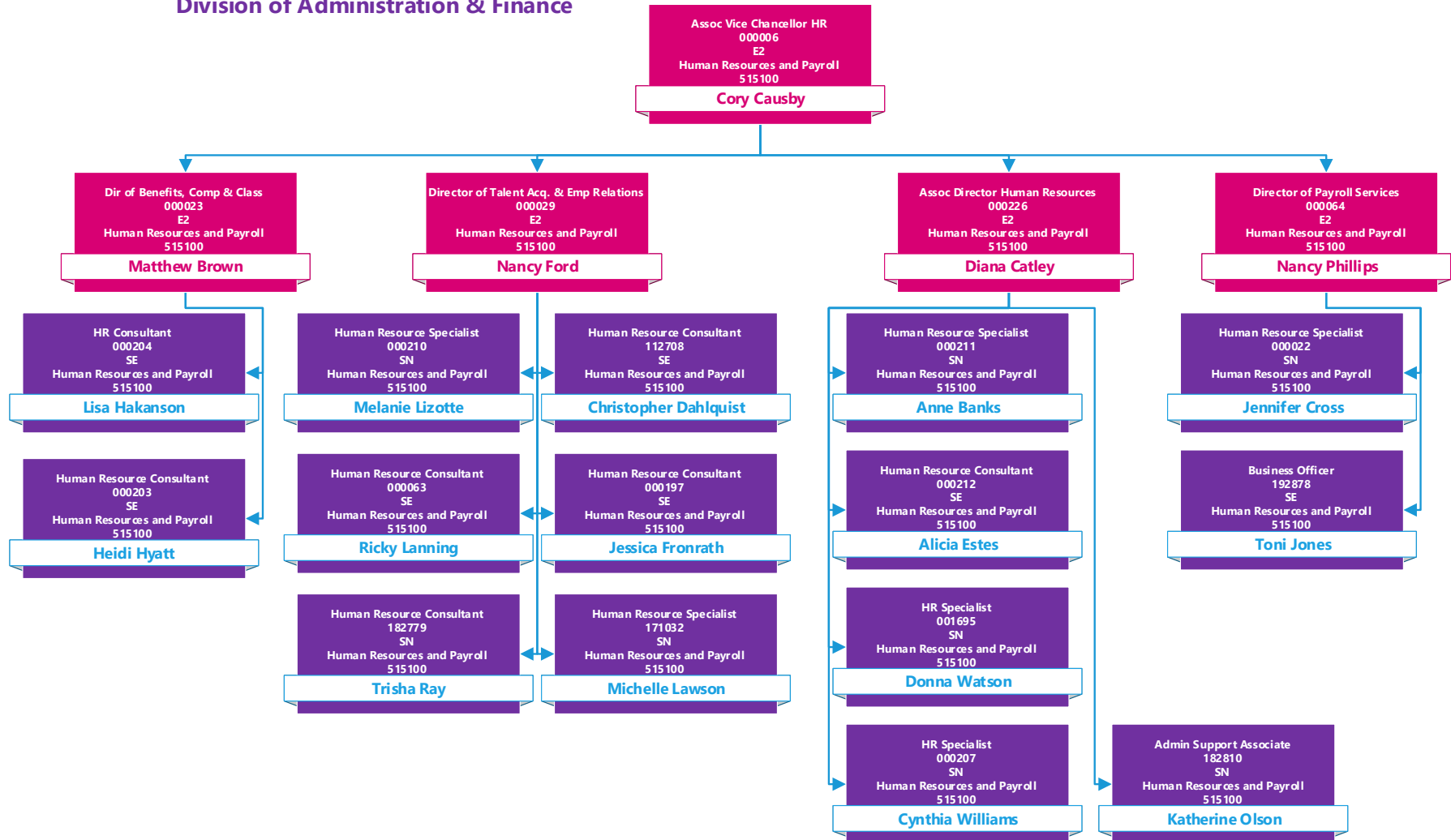## I. *Office of Human Resources & Payroll Departmental Overview*

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.

Human Resources & Payroll

Division of Administration & Finance

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Dir of Benefits, Comp & Class
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Matthew Brown

Director of Talent Acq. & Emp Relations
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Nancy Ford

Assoc Director Human Resources
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Diana Catley

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Human Resources and Payroll
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Nancy Phillips

HR Consultant
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SE
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Lisa Hakanson

Human Resource Specialist
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Melanie Lizotte

Human Resource Consultant
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Human Resources and Payroll
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Christopher Dahlquist

Human Resource Specialist
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Human Resources and Payroll
515100
Anne Banks

Human Resource Specialist
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Human Resources and Payroll
515100
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

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

Business Officer
192878
SE
Human Resources and Payroll
515100
Toni Jones

Human Resource Consultant
182779
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515100
Trisha Ray

Human Resource Specialist
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Michelle Lawson

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Donna Watson

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Cynthia Williams

Admin Support Associate
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SN
Human Resources and Payroll
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Katherine Olson

II. FY 2019 HR/Payroll Related Highlights

1) Increase in total permanent workforce by **1.4%** over FY 2018 and **11.1%** in the last 5 years.

2) The Workforce Minority representation for the plan year was **10.2%**.

3) **18.5%** increase in total hiring activity over FY 2018 and **37.3%** above FY 2017.

4) "Time to Hire" represented as a period of time has decreased by **44%** since FY 2016.

5) The WCU Payroll process has met or exceeded all annual UNC System Key Performance Indicators (KPI's) for 5 consecutive years.

6) The University allocated approximately **$1.5 million** for faculty and staff salaries during FY 2019.

7) **471** university employees (**32%**) participated in at least one formal WCU sponsored professional development offering.

8) Employee Assistance Program utilization by the WCU workforce was **34.1%** (an increase of **7.3%** from the prior year) with a total of **445** employee contacts.

III. Key FY 2019 Accomplishments

1) For FY 2019 the total number of paper transactions processed through HR/Payroll were reduced by 29.1% from FY 2018. Since April 2017, total paper transactions have been reduced by 75.2%.

2) 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.

3) Completed formal Program Review assessing WCU's partnership with the UNC Shared Services Center Payroll Services (SSC). Recommendations and observations from the assessment will be utilized to strategically strengthen current and future processes and relationships.

4) Completion and implementation of formal HR/Payroll Standards of Performance (SOP's) for each functional area. In total, HR/Payroll formalized 125+ SOP's during FY 2019.

5) UNC System Key Performance Indicators (KPI's) for Payroll Services have been within the green (optimal) range for each month of FY 2019.

6) Successful launch of new UNC System-wide EHRA IT Professional Category offering to eligible university employees.

7) Piloted the "Next Element" professional development program to key university work units. The program designed to address a leadership training gap in critical communication and emotional intelligence received very positive results and will be utilized for targeted workforce development issues.

8) Successfully led the transition of a paper-based University business process to an electronic format. During Spring 2019 the Summer School Salary Action process was automated eliminating the previously required manual entry of data into Banner HRIS.

IV.   WCU Workforce

HR/PR services are provided for 1562 permanent full time WCU employees (increase of 21 since 2018 and 40 since 2017) and 88 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:*

|	2019	2018	2017	2016	2015	2013
Total Workforce	1562	1541	1504	1476	1457	1406
Senior Administrators	101 (6.5%)	98 (6.4%)	91 (6.1%)	93 (6.3%)	77 (5.3%)	72 (5%)
EHRA Non-Faculty	223 (14.3%)	223 (14.5%)	212 (14.1%)	209 (14.2%)	212 (14.6%)	183 (13%)
Faculty	542 (34.7%)	540 (35.0%)	531 (35.3%)	521 (35.3%)	516 (35.5%)	491 (35%)
SHRA Staff	696 (44.6%)	680 (44.1%)	670 (44.5%)	653 (44.2%)	652 (44.8%)	660 (47%)

- *WCU's permanent workforce has grown 1.4% since 2018 and 11.1% since 2013.*
- 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** – 48.4 years old with 10.3 years of service and 35% have a terminal degree
    - **EHRA Non-Faculty** – 39.1 years old with 6.5 years of service and 65% have a Master's degree or higher
    - **SHRA Staff** – 43.8 years old with 9.1 years of service and 33% have a bachelor's degree or higher
    - **Faculty** – 48.9 years old with 10.4 years of service and 78% have a terminal degree
- **6.9%** of the WCU workforce is eligible to retire now (3% decrease from 2018)
- **37.1% of the WCU workforce is age 50 or greater (0.7% decrease from 2018)**
- **20.3%** of the workforce has been at WCU less than 2 years (4% decrease from 2018)
    - The average age of this group is 36.3

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

Non-Faculty	2019	2018	2017	2016	2015	2013
Administration & Finance	30.6%	30.9%	30.1%	30.8%	29.7%	31%
Academic Affairs	29.9%	29.3%	30.1%	30.3%	31.2%	29%
Chancellor's Division	11.2%	10.7%	10.5%	12.1%	11.9%	11%
CIO/Information Technology	7.7%	8.3%	8.0%	8.1%	7.9%	8%
Advancement	2.1%	1.6%	1.7%	n/a	n/a	n/a
Student Affairs	18.5%	19.2%	19.6%	18.7%	19.4%	21%

- *Workforce Distribution by Occupational Category:*

Occupational Category (Non-Faculty)	2019	2018	2017	2016	2015	2013
Professional	39.6%	41.0%	44%	45%	42.5%	43%
Administrative Support	17.4%	16.7%	16.3%	18.1%	17.8%	18%
Skilled Trades	9.2%	9.1%	8.5%	8%	8.7%	9%
Technical	13.5%	13.4%	12.4%	11.9%	13.2%	12%
Services/Labor	20.3%	19.6%	18.8%	17%	17.8%	18%

- *Demographic Distribution (By Percentage of Workforce):*
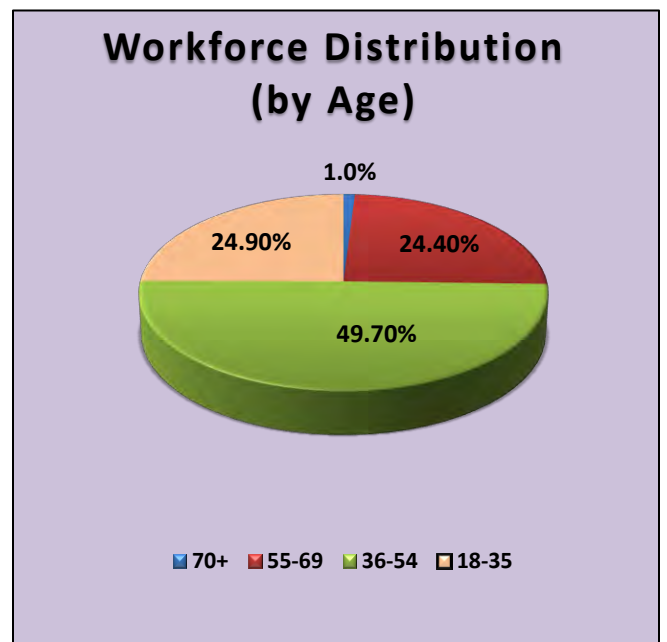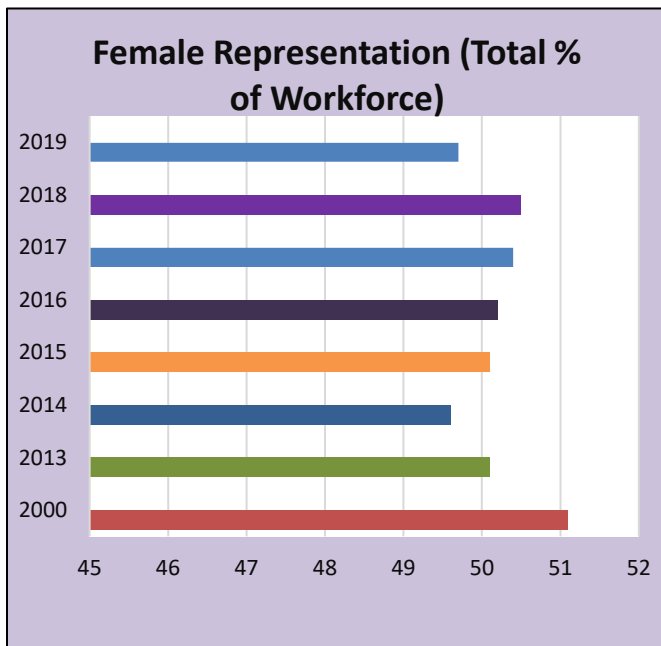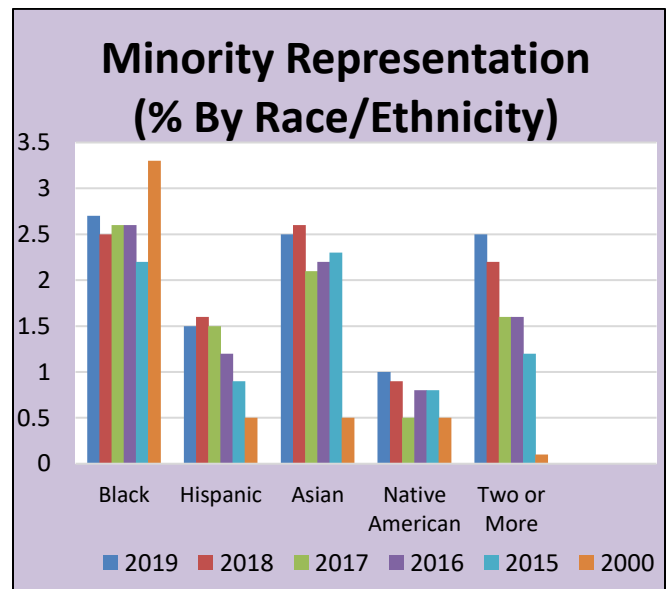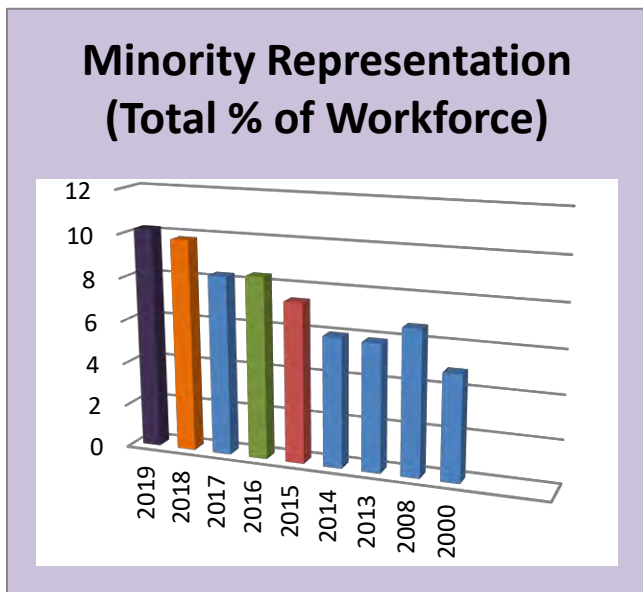
- *Actual vs. Expected Workforce Demographic Availability:*

	Minority		Female		Veteran		Disability	
	2019 Actual	Expected Availability	*2019 Actual*	Expected Availability	*2019 Actual*	Expected Availability	*2019 Actual*	Expected Availability
Faculty	*11.6%*	**20.3%**	*49.6%*	45.9%	1.3%	6.4%	1.5%	7.0%
Staff	*9.4%*	**15.7%**	*49.7%*	49.6%	2.4%	6.4%	2.0%	7.0%
Total	*10.2%*	17.3%	*49.7%*	50.1%	2.0%	6.4%	1.8%	7.0%

- *Availability by College:*

	Minority			Female			Veteran			Disability		
	2019 Actual	2018 Actual	Expected Availability	*2019 Actual*	2018 Actual	Expected Availability	*2019 Actual*	2018 Actual	Expected Availability	*2019 Actual*	2018 Actual	Expected Availability
Engineering & Tech	*38.5%*	40.0%	31.6%	*7.7%*	8.0%	14.9%	*3.9%*	8.0%	6.4%	*0.0%*	4.0%	7.0%
Arts & Sciences	*12.0%*	13.2%	20.9%	*43.3%*	44.6%	40.0%	*0.5%*	0.5%	64%	*0.5%*	1.0%	7.0%
Business	*17.0%*	15.9%	23.9%	*35.6%*	34.9%	38.4%	*5.1%*	6.4%	6.4%	*1.7%*	3.2%	7.0%
Educ & Allied Prof.	*9.0%*	8.1%	20.6%	*62.9%*	66.3%	68.1%	*0.0%*	1.2%	6.4%	*3.4%*	4.7%	7.0%
Fine & Perf Arts	*5.3%*	1.8%	15.4%	*35.1%*	36.8%	51.2%	*0.0%*	0.0%	6.4%	*1.8%*	1.8%	7.0%
H&H Sciences	*6.4%*	6.7%	19.6%	*80.9%*	84.3%	71.4%	*2.1%*	1.1%	6.4%	*2.1%*	2.3%	7.0%
Hunter Library	*0.0%*	5.9%	23.6%	*88.2%*	88.2%	65.6%	*0.0%*	0.0%	6.4%	*17.7%*	17.7%	7.0%

- *Availability by Job Category:*

	Minority			Female			Veteran			Disability		
	2019 Actual	2018 Actual	Expected Availability	*2019 Actual*	2018 Actual	Expected Availability	*2019 Actual*	*2018 Actual*	Expected Availability	*2019 Actual*	2018 Actual	Expected Availability
Executive	*14.3%*	12.7%	19.8%	*37.5%*	30.9%	40.2%	*5.4%*	3.6%	6.4%	*1.8%*	1.8%	7.0%
Athletics	*20.0%*	20.9%	21.8%	*22.2%*	23.3%	44.7%	*0.0%*	0.0%	6.4%	*0.0%*	0.0%	7.0%
Professional	*12.3%*	10.9%	23.4%	*57.1%*	57.9%	61.3%	*1.1%*	1.2%	6.4%	*2.2%*	2.4%	7.0%
Technicians/Paraprof.	*9.1%*	7.2%	13.5%	*33.6%*	34.4%	43.9%	*4.1%*	4.0%	6.4%	*0.8%*	1.6%	7.0%
Office Support	*5.7%*	6.0%	6.0%	*93.0%*	95.4%	72.9%	*0.6%*	0.7%	6.4%	*1.9%*	2.7%	7.0%
Skilled Craft Workers	*3.6%*	3.6%	5.3%	*7.2%*	7.1%	6.9%	*3.6%*	3.6%	6.4%	*2.4%*	2.4%	7.0%
Safety & Security	*5.9%*	8.9%	11.4%	*17.7%*	20.6%	26.4%	*5.9%*	8.9%	6.4%	*0.0%*	2.9%	7.0%
Other Auxiliary Services	*6.7%*	6.7%	10.3%	*38.9%*	42.0%	40.3%	*4.0%*	4.0%	6.4%	*1.3%*	1.3%	7.0%

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

Percentage of Workforce Eligible to Retire Within 5 years

	2019	2018	2017	2016	2015	2013	2010
Total Workforce	*19.8%*	17.8%	21.3%	20.9%	21.4%	22%	20%
Senior Administrators	*26.0%*	24.5%	18.7%	21.5%	25%	28%	23%
EHRA Non-Faculty	*5.3%*	7.2%	10.4%	12.4%	13.7%	14%	10%
Faculty	*22.3%*	23.4%	22.8%	25.3%	25.9%	27%	22%
SHRA Staff	*15.9%*	15.9%	17.5%	19.9%	20.7%	20%	20%

Percentage of Workforce Eligible to Retire Within 10 years

	2019	2018	2017	2016	2015	2013	2010
Total Workforce	*38.8%*	32.0%	40.6%	35%	36%	37%	36.9%
Senior Administrators	*43.8%*	41.8%	40.7%	41.9%	46%	51%	47%
EHRA Non-Faculty	*12.9%*	13.6%	15.6%	18.9%	30%	33%	33%
Faculty	*36.7%*	37.0%	36.2%	38%	40%	41%	38.5%
SHRA Staff	*33.6%*	32.6%	33.3%	36%	36%	35%	36%

- *Workforce Turnover Rates*

	Including Retirements				Retirements/Other				Voluntary (Ex. Retirements)				Involuntary			
	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016
Total Workforce	*11.1%*	11.6%	12.8%	13.9%	*3.1%*	3.8%	2.9%	3.4%	*6.0%*	5.8%	7.2%	7.2%	*2.0%*	2.0%	2.6%	3.5%
EHRA Non-Faculty	*17.2%*	15.6%	18.2%	17.1%	*2.7%*	2.5%	2.0%	1.7%	*10.9%*	10.2%	12.9%	10.8%	*3.6%*	2.9%	3.3%	4.6%
Faculty	*6.0%*	9.6%	11.1%	12.9%	*1.5%*	3.8%	2.8%	3.7%	*2.2%*	3.0%	4.3%	3.9%	*2.4%*	2.8%	3.9%	5.3%
SHRA Staff	*10.8%*	11.1%	11.7%	13.6%	*4.3%*	4.5%	3.4%	4.0%	*5.9%*	5.8%	7.0%	8.3%	*0.6%*	0.8%	1.2%	1.3%

- *Turnover Rate by Race and Gender*

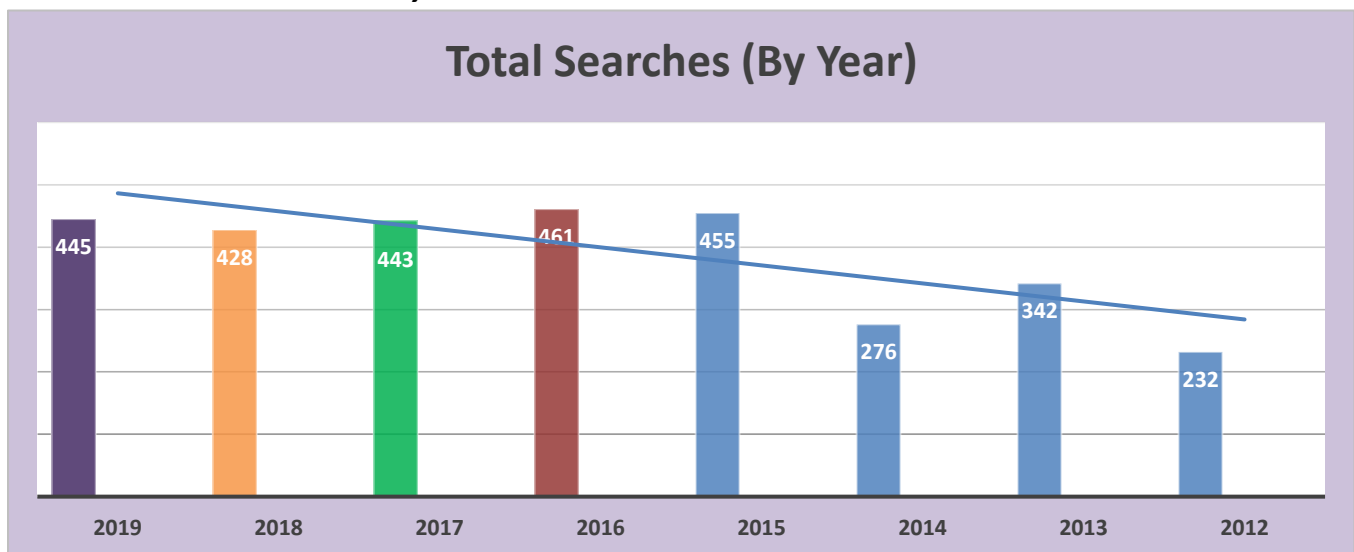|	Total				Retirements/Other				Voluntary (Ex. Retirements)				Involuntary			
	2019	2018	2017	2016	2019	2018	2017	2016	2019	2018	2017	2016	2010	2018	2017	2016
Minority Total	*14.1%*	14.1%	19.3%	17.2%	*0.6%*	4.0%	2.4%	0.8%	*9.8%*	8.1%	14.5%	12.1%	*4.3%*	1.3%	2.4%	4.3%
Asian	*11.1%*	7.0%	12.9%	9.5%	*0.0%*	2.3%	0.0%	0.0%	*2.2%*	4.7%	9.7%	6.3%	*8.9%*	0.0%	3.2%	3.2%
Black	*15.7%*	24.0%	25.6%	31.6%	*0.0%*	2.0%	0.0%	0.0%	*13.7%*	18%	23.1%	23.7%	*2.0%*	4.0%	2.5%	7.9%
Hispanic	*20.0%*	0.0%	17.4%	17.6%	*0.0%*	0.0%	8.7%	5.9%	*13.3%*	0.0%	4.3%	5.9%	*6.7%*	0.0%	4.4%	5.9%
American Indian	*5.9%*	26.3%	57.1%	8.4%	*0.0%*	21.0%	14.3%	0.0%	*5.9%*	5.3%	42.9%	4.2%	*0.0%*	0.0%	0.0%	4.2%
White	*9.8%*	11.4%	12.5%	13.7%	*3.2%*	3.8%	2.8%	3.6%	*5.1%*	5.5%	6.7%	6.8%	*1.5%*	2.1%	2.9%	3.3%
Other	*7.0%*	0.0%	8.3%	8.0%	*0.0%*	0.0%	0.0%	0.0%	*4.7%*	0.0%	8.3%	8.0%	*2.3%*	0.0%	0.0%	0.0%
Female	*11.6%*	13.8%	12.4%	12.9%	*3.2%*	4.4%	3.2%	8.9%	*6.9%*	6.8%	6.6%	3.6%	*1.5%*	2.6%	2.7%	9.3%

V. Employment Activity for FY 2019

- **Total Hires (New & Promotional) – Permanent Positions: 201 (5.4% decrease from FY 2018)**
  - Average Age: 37.5
  - Average Salary: $50,776
  - Minority Representation: 14.5%
  - Female Representation: 48.5%
- **Total Hires – Temporary/Adjunct: 381 (36.1% increase over FY 2018)**
- **Total Hires (All): 582 (18.5% increase over FY 2018)**
- **Total Qualified Applications: 7,173 (1% increase from previous year)**

Total Qualified/Seriously Considered/Interviewed Applicants

By Race	Qualified		Seriously Considered		Interviewed	
White	4,924	68.7%	1,010	74.8%	667	76.2%
Black	629	8.8%	88	6.5%	45	5.1%
Hispanic	293	4.1%	44	3.3%	33	3.8%
Asian	400	5.6%	41	3.0%	17	1.9%
American Indian	69	1.0%	11	0.8%	11	1.3%
Other	141	1.9%	20	1.5%	15	1.7%
Unknown	717	9.9%	136	10.1%	88	10%
Total	7,173	100%	1,350	100%	876	100%
*Total Minority Availability**	*1,532*	*21.4%*	*204*	*15.1%*	*121*	*13.8%*
By Gender						
Male	3,772	54.7%	626	47.6%	413	48.1%
Female	3,128	45.3%	689	52.4%	445	51.9%
Identified as Disabled*	360	5.0%	60	4.4%	35	4.0%
Identified as Qualified Veteran*	222	3.1%	36	2.7%	21	2.4%

- *Total Recruitment Activity:*

Total Searches (By Year)

2019	2018	2017	2016	2015	2014	2013	2012
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	16	17	18	19	16	17	18	19	16	17	18	19	16	17	18	19
SHRA	6.0	2.5	1.0	2.3	7.3	3.3	1.2	2.3	9.6	4.8	2.3	4.7	62.8%	51.8%	42.5%	48.9%	76.6%	68.5%	52.4%	48.9%
EHRA	4.4	4.4	1.1	2.4	5.1	5.9	1.3	3.9	5.9	7.1	1.4	6.1	45.7%	61.3%	78.7%	39.3%	86.0%	82.4%	98.5%	63.9%
Faculty	5.7	2.0	0.9	2.3	9.3	2.8	1.4	2.8	11.9	6.2	3.9	6.2	59.4%	31.6%	22.6%	37.1%	78.5%	46.0%	34.7%	45.2%

*Business Days

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

Position Type	Average Calendar Days to Offer Accepted				% Decrease in Time to Offer Accepted (From FY 16 to FY 19)
	FY 16	FY17	FY18	FY19	
SHRA	74.85	50.86	26.98	59.76	20.16%
EHRA	128	62	21.10	34.69	72.90%
Faculty	120.86	85.07	67.99	87.38	27.70%

- *Failed searches are up by 100% over FY 2018 (40 Total Failed Searches):*
  - *18 Faculty, 14 SHRA, 8 EHRA Non-Faculty*
- *A total of 47 hiring/salary actions required external, off-campus approvals during FY 2019. 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).

- *Total Salary Increase Actions for FY 2019*

	SHRA	EHRA Non-Faculty	Faculty	*Total*
Total Salary Adjustments	134	53	61	*248*
Total Increase amount	$728,041	$396,650	$376,670	*$1,501,361*

- *In addition to the salary adjustments indicated above, eligible SHRA employees received a 2% permanent increase to base salary as part of the FY2018 Legislative Increase process.*

- *Salary Increase Actions (Comparison by Year)*
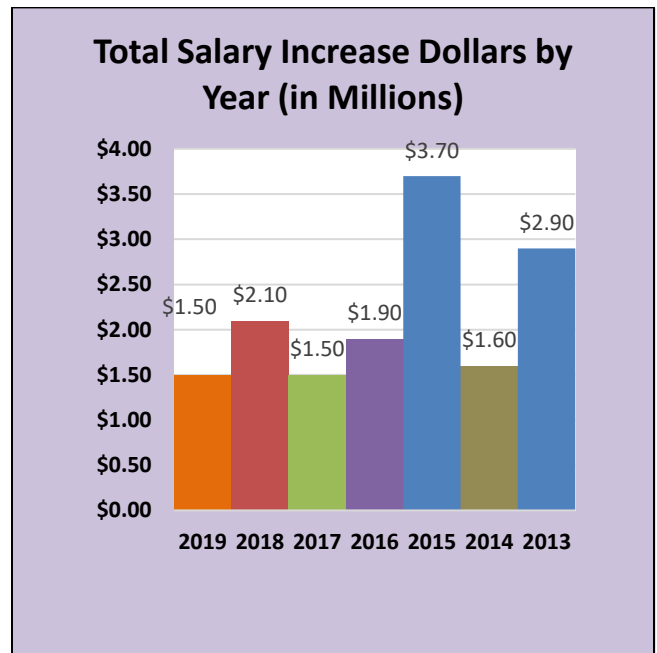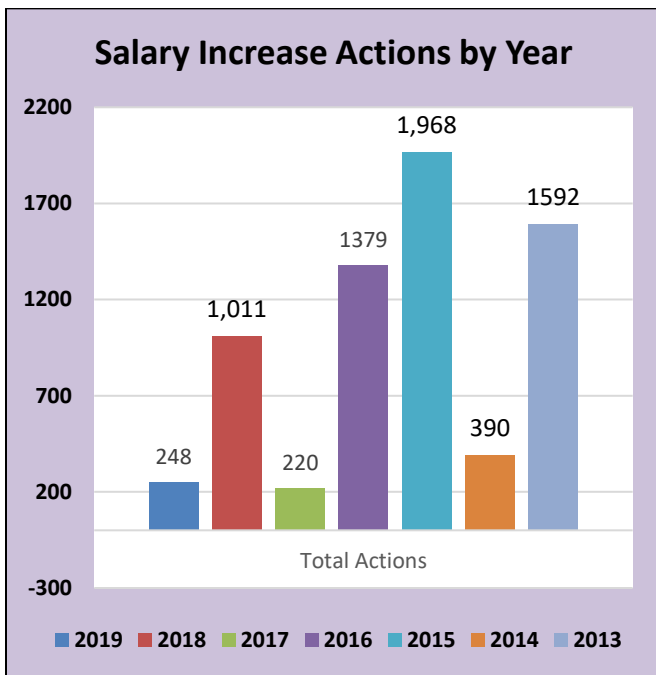
2018 figures do not include the $1,000 Legislative Increase ($1.5 million)

- *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 19, 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	FY19 Results
% Paper timesheets and leave reports processed	5% or Less	0% - 5%	5% - 10%	>10%	1.7%
% Eligible elec. timesheets started but not submitted	1% or less	0% - 1%	1% - 2%	>2%	0.5%
% Eligible elec. timesheets not approved	1% or less	0% - 1%	1% - 2%	>2%	0.1%
% Eligible elect. timesheets not corrected	1% or less	0% - 1%	1% - 2%	>2%	0.4%
% Eligible elec. timesheets approved after the cutoff	1% or less	0% - 1%	1% - 2%	>2%	0.0%
% Eligible elec. timesheets with errors	1% or less	0% - 1%	1% - 2%	>2%	0.0%
% Direct deposit - biweekly	90% or more	90% - 100%	80% - 90 %	< 80%	98.2%
% Direct deposit - monthly	95% or more	95% - 100%	90% - 95%	< 90%	99.7%
Total # of manual corrections for any prior pay period	5% or less	0% - 5%	5%-10%	> 10%	0.0%
Total # of new/rehired employees who did not get paid in the current month	0%	0% - 3%	3%-6%	>6%	0.0%
Total # of adjustments processed on an off-run cycle	1% or less	0% - 1%	1.01% - 2%	>2%	0.3%
% Monthly prior pay adjustments included in current month	5% or less	0% - 5%	5% - 10%	>10%	0.6%
% Number of late vendor payments	0%	0% - 5%	5% - 10%	>10%	0.0%
% of Electronic W-2's issued	40% or more	>40%	35% - 40%	<35%	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 FY2019 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 are provided below.

- **Transition of Paper Transactional Processes to Online:** During the period between 7/1/2018 - 6/30/2019, the Office of Human Resources & Payroll successfully automated key internal (back-end) business processes (Hiring Proposal and Salary Action payroll processing) designed to reduce manual, paper-based processing. As a result of these transitions, a total of 1,289 paper transactions were eliminated. For FY 2019 the total number of paper transactions associated with these business processes were reduced by 100% resulting in a reduction in 4,522 paper documents and freeing up approximately .15 FTE.

  When including all HR/Payroll customer initiated business transactions, HR/Payroll has recognized an overall 11.1% reduction of paper based transactions for FY 2019.

Paper vs. Electronic Transactions By Fiscal Year

A stacked bar chart showing Paper (blue) and Electronic (red) transactions for FY 2017, FY 2018, and FY 2019. The y-axis ranges from 0 to 9,000 in increments of 1,000. FY 2017 shows approximately 4,200 paper and a small electronic amount. FY 2018 shows approximately 1,400 paper and the remainder electronic (total ~4,800). FY 2019 shows approximately 1,400 paper and the remainder electronic (total ~7,800).

- **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 2019 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.

- **Automation of Labor Intensive Manual Transactional Processes:** During FY 2018 HR/Payroll had the opportunity to automate high priority, labor intensive manual business processes resulting in significant time and cost savings. Specific processes include:
    - A second key HR staff member completed the Certified Administrative training program with Onbase. Having two staff with this credential in the department gives HR the benefit of expertise and added functionality (to include backup support for a critical function) to maintain the system for optimum use.

- **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 formal professional development services to 471 participants. Overall, WCU HR/Payroll delivered 314 hours of formal professional development programming. In total, these programs represent an annual investment by the University of approximately $58.00 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 (to include supervisors hired within the past 24 months). During FY19, 19 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 first cohort completing the program in FY 2018. Each participant selected one of three tracks (Leadership, Supervision, and Job and Personal Effectiveness) and completed 30 hours of online and in-person coursework. We are at the mid-point of this WCU Works cohort, so we are not able to report new completions, but of the 58 participants in the program, the sum of all training contact hours is 884 for the group as of July 1, 2019.

- **"EEOI" (Equal Employment Opportunity Institute):** During the FY 2019 Western Carolina University twice hosted the State of North Carolina Equal Employment Opportunity Institute (EEOI). A total of 7 Managers and Supervisors participated in this State mandated compliance training. In the interest of promoting external relationships, these Institutes were extended to other State agencies in the area.

- **Organizational Development Initiative**: In an effort 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 work was started with the WCU Police.

- **Satisfaction Scores:** In reviewing feedback from participants who chose to complete on-line evaluations, the average satisfaction score from participants was 4.41 out of a possible 5 (1 represents least satisfaction and 5 indicates greatest satisfaction). For the new employee orientation program, the score averages 4.11.

- A breakdown of Professional Development activities is as follows:
  - Performance Management Topics: 2
  - Orientation: 11
  - EEODF: 2
  - Personal Effectiveness Topics: 8
  - Campus Safety and Active Shooter: 3
  - ComPsych Topics: 6
  - HR Informational Topics: 5
  - Supervisor/Managerial Topics: 13

- Professional Development Effectiveness Comparison:

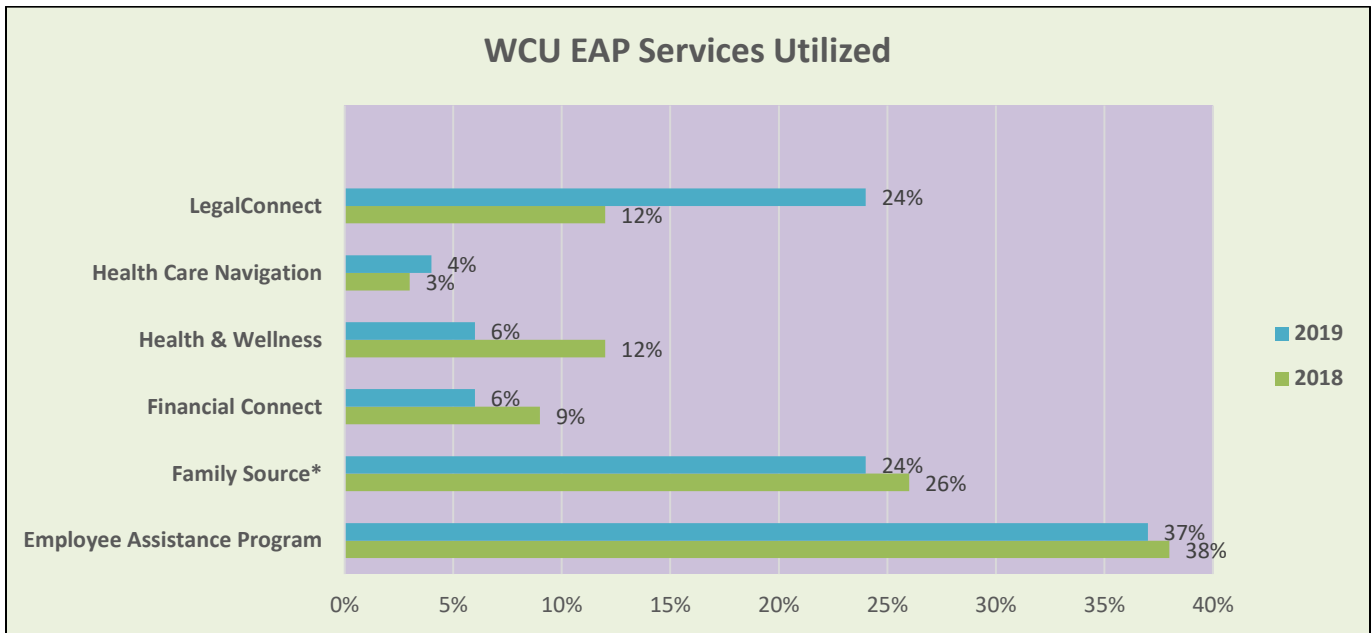| Program	Average PM Rating	Annualized Turnover Rate	Average Salary Inc.
Covey Suite	2.39	**5.1%**	12.7%
"WCU Works"	**2.48**	5.3%	14.2%
"Summer Institute"	2.43	6.4%	**15.6%**
Workforce Average	2.36	11.1%	4.3%

- **Performance Management Programming:** The University performance management program serves as an essential tool for both the supervisor and employee in setting work expectations, ensuring two-way communication and feedback, and providing a formal mechanism for documenting desired outcomes. The Employee Performance Management program is designed to provide each employee with an annual rating based upon a standardized, three-point scale (3 – Exceeds Expectations; 2 – Meets Expectations; 1 – Fails to Meet Expectations). The graph below illustrates the distribution of annual performance scores for FY 2018 and FY 2019.
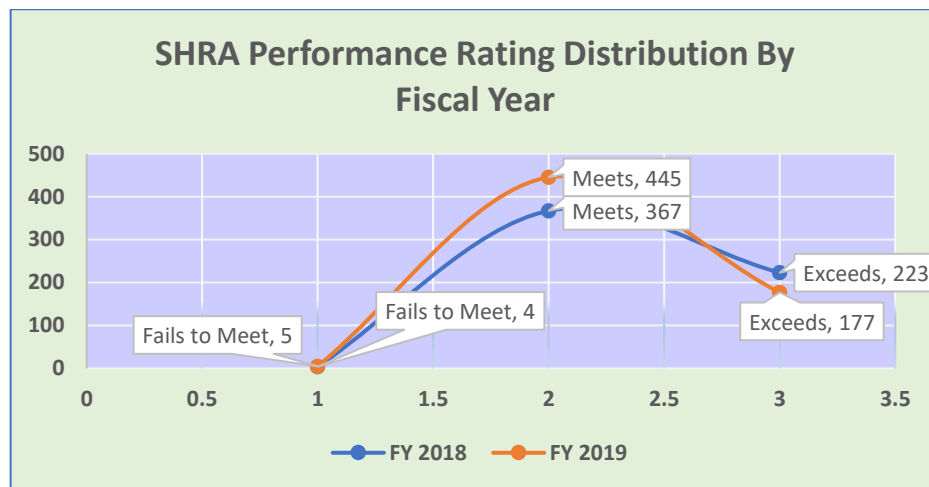
X.   *Work-Life Programs, Employee Relations and Related Services*

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 20th annual Employee Appreciation Day and Service Recognition awards on September 6, 2018. 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 2019 was 34.1% (7.3% increase from the previous year) with a total of 445 employee contacts. The average utilization rate for peer institutions is 22.5%. The highest utilization rates for this period were for Females (63%), 40-49 Age Group (29%), and the Professional Job Category (42%). Primary issues presented were:
  - Partner/Relationship (18%)
  - Occupational (18%)
  - Psychological (30%)
  - Stress (12%)

WCU EAP Services Utilized

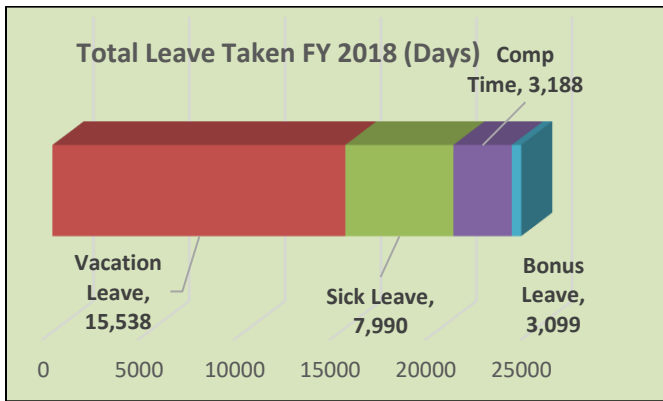| Service	2019	2018
LegalConnect	24%	12%
Health Care Navigation	4%	3%
Health & Wellness	6%	12%
Financial Connect	6%	9%
Family Source*	24%	26%
Employee Assistance Program	37%	38%

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 2019	38
FY 2018	57
FY 2017	52
FY 2016	43
FY 2015	57

Benefits Cost Per Employee ($26,319)

- Leave, $6,160
- Health Insurance, $5,754
- Holidays, $2,310
- Disability, $3,825
- Retirement, $8,270

Total Leave Taken FY 2018 (Days)
Comp Time, 3,188
Vacation Leave, 15,538
Sick Leave, 7,990
Bonus Leave, 3,099

New Benefits Enrollments By Fiscal Year
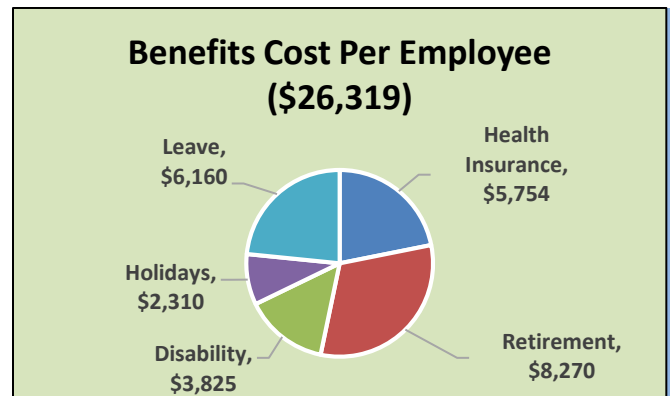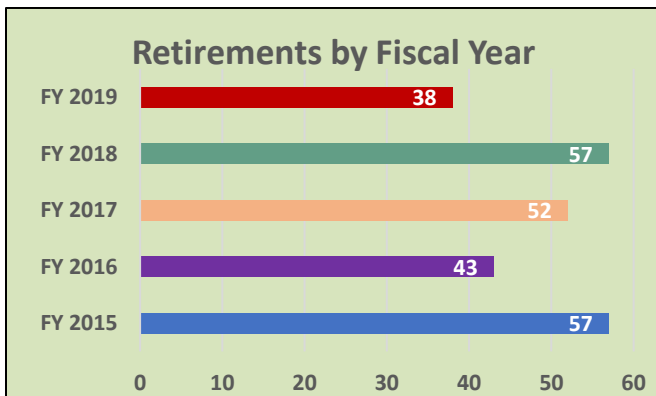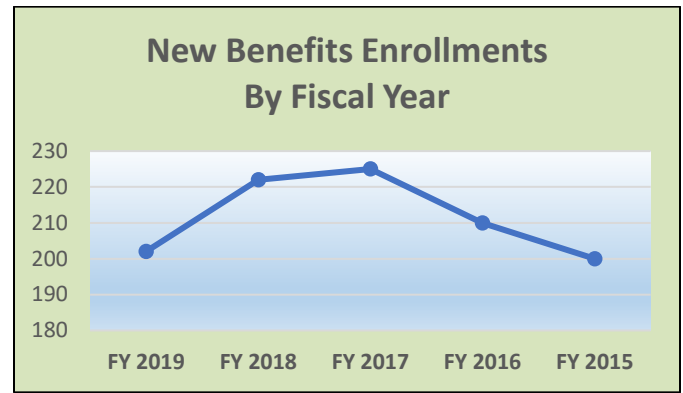
- **Tuition Waiver Program**: WCU processed 249 Tuition Waiver requests during FY 2018 with an approximate value of $284,212.34.

- **Employee Appreciation Day & Benefits Fair**: In conjunction with 2018 Employee Appreciation Day activities, HR/Payroll facilitated the annual WCU Benefits Fair on the Ramsey Center concourse. 30+ 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 2018 fall and 2019 spring semesters, HR/PR provided overviews of WCU's current workforce diversity profile to multiple University leadership groups. These presentations were once again well received will be updated and provided on an ongoing basis. For the Fall 2018 reporting period, the overall minority representation within the University workforce was 10.2% (0.4% increase over Fall 2017 and the highest percentage in University history).

- **Targeted search committee training:** Specific mandatory training designed to communicate the importance of a diverse workforce as well as provide search specific demographic data was provided to each search committee at the beginning of each search. EEO reports are 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.

- **Campus Diversity Training Programs:** HR/PR coordinated a series of training sessions focused upon Diversity and Inclusion in the workforce. These sessions have been offered on a quarterly basis throughout 2018-2019.

XIII. Review of FY 2019 Goals

Strategic Goals/Initiatives

Initiative	Status
Initiative #1: Banner 9.0 Implementation: Self-Service Project work scheduled to begin in FY 2019	**Re-Scheduled:** Due to delays by Ellucian on the roll-out of the new Banner self-service module, the training and projected rollout of this implementation has been pushed back to Spring 2020.
Initiative #2: UNC Employee Engagement Survey Communication Plan Rollout (Fall 2018)	**Complete:** Results of the 2018 UNC Employee Engagement Survey were successfully rolled out to the campus community during Fall 2018. Included in this rollout were two visits by the Survey Developer to provide an overview of institution specific results to key university constituents (Executive Council, Chancellor's Leadership Council, Board of Trustees, Faculty Senate, Staff Senate).
Initiative #3: Launch New EHRA IT Professional Category Offering (Fall 2018)	**Complete:** Eligible employees were offered the option to reclassify as part of the New EHRA IT Professional Classification implementation beginning in December 2018. The open enrollment period was completed in March 2019 with 2 employees choosing to reclassify from SHRA to EHRA. All eligible vacant SHRA positions have been reclassified to EHRA per system guidelines.
Initiative #4: 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)	**Ongoing:** During FY2019 WCU HR/Payroll in conjunction with IT, has developed several automated processes designed to integrate key business platforms (Banner, Talent Management, ONbase, Law Logix) that have effectively transitioned data across systems eliminating the need for manual entry or processing. Key process improvements include: development and rollout of "direct feed: form from Talent Management to Banner Payroll processing; Interface between Banner HRIS and LawLogix (I-9 Compliance System) to automatically terminate employee records.
Initiative #5: Continued transition of essential manual/paper business processes to automated, online workflows with a goal to reduce annual paper based transactions by 10%	**Ongoing:** WCU HR/Payroll continues to transition manual/paper business processes to eliminate both manual steps and paper/hardcopy requirements. Key examples of FY2019 progress include: the digitization of all HR/Payroll archived paper personnel files; implementation of online workflows for Faculty Overload and Extra Compensation processes. These new online processes have enhanced user satisfaction and resulted in a 100% reduction of paper transactions associated with these business processes. This will continue to be a priority initiative for FY2020.
Initiative #6: 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)	**On Schedule:** In January 2018, WCU HR/Payroll successfully began transmitting monthly Employee Turnover and Retention Data to the UNC System Office via UNC DataMart. WCU HR/Payroll is currently partnering with the UNC System Office to develop a process to identify and capture key Professional Development metrics. This project which had a projected implementation date of January 2019, has been pushed back to FY 2020 by the UNC System Office.
Initiative #7: Completion of HR/Payroll Standard Operating Procedures Manual (Spring 2019)	**Complete (expected by June 30, 2019):** HR/Payroll has successfully established a baseline set of Standard Operating Procedures (SOP's) for all critical business processes/functions. A total of # SOP's have been developed and are currently available for review by all HR/Payroll staff in an accessible location.
Initiative #8: Transition and Implementation of dedicated Blackboard online 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.	**On Schedule:** Through partnership with Coulter Faculty Commons, Information Technology, and Human Resources, the University has initiated a project to establish a centralized LMS (via the Blackboard portal) for faculty and staff. A dedicated LMS position was established during the last budget cycle to facilitate this project and initial registration and course offerings were transitioned to the new LMS in March 2019. Next steps will include certifying the system as SCORM compliance; formally rolling 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.).

Initiative	Status
Initiative #9: Expand University Exit Interview data collection process to include metrics that mirror best practice to provide key data to University Leadership that is designed to inform and improve recruitment and retention efforts	**Complete:** HR/Payroll has been able to implement a quarterly review process of exit data to identify trends, specific issues, etc. A summary report of this data will be provide to University leadership on a bi-annual basis.
Initiative #10: Identify and implement targeted training initiatives designed to address leadership communication skills	**Complete:** The targeted training program (Next Element: designed to address a leadership training gap in critical communication and emotional intelligence) was successfully piloted to campus during spring 2019. An assessment of the effectiveness of this program will be completed by no later than Fall 2019 to determine whether to incorporate this program into future leadership development offerings.
Initiative #11: Program Review designed to study the ROI associated with WCU's partnership with the UNC System Shared Services Center (Payroll processing and administration)	**Complete:** A formal program review of WCU's Payroll partnership with the UNC System Shared Services Center was completed during March 2019. The formal report from this review is expected to be completed by no later than May 2019.

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

a) Build and enhance a culture of service – this should be incorporated into everything that we do.
b) Fully develop seamless HR function that focuses on "Talent Management and Development" that leads to attracting, engaging, and retaining key, diverse talent.
c) HR is perceived as providing progressive and consistent workforce solution that enhance overall institutional effectiveness.

HR/Payroll 2019-2020 Goals/Initiatives

Initiative
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).
Initiative #2: UNC Employee Engagement Survey Delivery Phase 2. (Winter 2020)
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).
Initiative #4: 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)
Initiative #5: 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)
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.*
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.*

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).

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.

Note: Italicized language represents a tie to the A&F Divisional Assessment Goals/Outcomes

Metrics Goals

Key measurable business process goals for FY 19-20:

- All Payroll KPI's within "green" parameters for all reporting months
- Reduce employees paid on adjustment payroll cycle to <1%
- Reduce amount of paper timesheets processed each bi-weekly period to <3%
- Increase payroll direct deposit usage to >95% for each pay period
- 100% of Payroll handoffs completed by scheduled date
- Collection of Exit Interview Data for 85% of all voluntary SHRA and EHRA NF separations
- Increase percentage of Talent Management Business Processes that are paperless from 18% to <10%
- 95% of Personnel Action Change form actions processed electronically
- Score a "10 out of 10" on NC State Health Plan Scorecard
- 97.5% of Benefit Actions processed timely, accurately and within prescribed compliance protocols
- 95% of Hiring Proposals approved within 3 business days of submittal
- 100% of classification and salary action requests processed within 30 days of formal submittal

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 18-19, the University had a state budget of approximately $164 million, composed of $132.6 million of appropriation and $31.4 million in tuition and other general fund receipts.   The funding this year was impacted by the NC Promise program. This program reduced the in-state student's tuition component to $500 per semester and the out of state student's tuition component to $2,500 per semester starting in the Fall, 2018.   Therefore, state appropriation was increased this year by approximately $31 million, and the receipts budget was reduced by the same amount.

  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.

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.

In collaboration with the CFO, the Budget Office contracted with North Carolina State University's Industry Expansion Solutions (IES) team to conduct a thorough analysis of the division's strategic planning and assessment processes.   This process led to the formation of the Administration and Finance Improvement Team.   This team is tasked with overseeing the development of standard operating procedures (SOPs) across all of Administration and Finance. The SOPs will be indexed and stored on a site which can be accessed by campus stakeholders.   As an offshoot of this team, a group of A&F employees have volunteered to do process mapping.   The purpose of this group is to help departments analyze a business process with the goal improving the process.

The Budget Office employed a technical support analyst during the year.   The enterprise reporting system (Banner) provides data for users. However, that data is not always organized in a concise fashion.   The analyst has begun building reports which consolidate financial information for the end user. These reports make it easier for the departmental business officers to do their jobs effectively.

The Budget Office continued to assist auxiliary operations in the development of financial models. This year, Campus Activities, the Bookstore, the Print Shop, the Student Health Center and the Campus Recreation Center received assistance in developing the models.   The end product of this process is a recommended budget, a P&L statement, and a 10-year analysis of the auxiliary operation's financial performance.

II.   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 2018-19 fiscal year.

a) 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 FY2019, 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.

The Controller's office provides accounting and reporting services for the mandated Catamount School.

b) 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 October 2018.   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 2019 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, 2018 WCU's Net Position: $227,458,067.07

Work is underway to complete the annual report and calculate the FY 2019 Net Position.

c) 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.

d) 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, 2018, 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.

III.   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 18-19 approximately $59.9 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 2019, the write-off was $15,130.53 (unaudited).

IV. 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 year, the Systems group trained end users of the Chrome River travel reimbursement workflow and eliminated most all paper travel reimbursement requests. Systems worked with the Bookstore to implement the accounts payable module of MBS. MBS integrates with the ERP system to allow payment to Bookstore vendors. The system eliminates a highly manual process that was in place.

The University upgraded to Banner 9 (the ERP system) in August of the fiscal year. Systems was instrumental in testing the financial module and training employees on the upgraded version.

V. Procurement and Accounts Payable

a) 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, 2019:

12,494 Purchase Orders Processed

The total spend on the P-Cards for FY2019 was $1,858,455

There were 8,838 P-Card transactions for FY2019

As of June 30, 2019, WCU has 200 active P-Cards and 57 Travel P-cards

Through the use of an electronic procurement system called Jaegger (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.

b) 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 Jaegger 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.

VI.   Clery Act Compliance

The Cleary Act Coordinator is a member of the Fiscal Affairs team.   The Coordinator will issue a separate annual report, but because of the compliance matters Fiscal Affairs deals with, it is a natural fit for this compliance-oriented program to be located in Fiscal Affairs.

VII.   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.   In considering a succession plan for high level accounting positions, Fiscal Affairs was able to fill the Financial Reporting Manager position with a quality candidate, while the previous well-versed Director of Financial Reporting and Assistant Controller moved into the role of Interim Controller.

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

VIII.   Reduction of Paper

Fiscal Affairs made progress in reducing the use of paper during the year. The Chrome River travel workflow solution has eliminated most need for the use of paper for any type of travel reimbursement.

Fiscal Affairs adopted 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 will be 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.

IX.   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.

Greetings,

Thank you for taking the time to read the Western Carolina University Police Department's 2018-2019 Annual Report. This report is comprised of statistical data, department information and other items that I hope 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.

As I have said time and time again, the cooperation of each member of the community is crucial to having 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.

Our goal is to increase the quality of service that the men and women of the police department provide to the community each day. I have a committed staff that is determined to create a safe place for students, faculty, staff, and visitors to enjoy the beauty of the area while accomplishing their educational goals. We continue to train diligently each year to ensure that we are prepared for any incident that may arise and to also ensure we are serving the campus with the utmost professionalism.

I hope you find this report beneficial as you experience the many services provided daily by a trained staff that cares for each member of our community.   While Western Carolina University enjoys what many would consider a low crime rate, we must remember that we are not immune from criminal activity. 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 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.
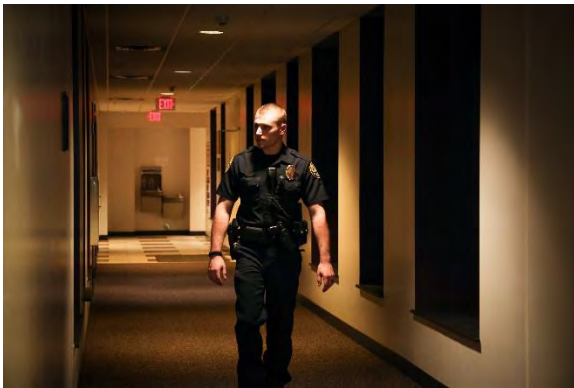
The Western Carolina University Police Department (WCUPD) is comprised of twenty-five (25) fully certified and commissioned law enforcement officers authorized under sections 17C and 116-40.5 of the North Carolina General Statutes. Officers employed by the university are required to complete the same 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.

WCUPD Officers are authorized to carry firearms, investigate criminal activity, enforce laws and make arrests on University property and adjacent roadways. University Police Officers work closely with surrounding local and state law enforcement agencies 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.

The WCUPD is a full-service agency that is available 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 divided into distinct sections which are Administration, Operations, and Support Services/ Investigations.

- The Administration Section primarily consists of the Chief of Police, the Assistant Chief of Police, and the Administrative/Investigative Support Officer. The Administration Section is responsible for the direction, management, and policies of the Department. The Chief and Assistant Chief are considered to be "on call" at all times and are expected to respond to campus during crisis situations. 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 the services that are needed for special coverage and current areas of concern. Patrol officers are also expected to conduct preliminary investigations into criminal acts that are reported or suspicious activity that is observed. Patrol officers also enforce traffic laws, the Student Code of Conduct, and certain University policies. Members of the Patrol Section also participate in a wide variety of community outreach programs, staff numerous athletic & special events each year and take part in a number of University initiatives. When fully staffed, the Patrol Section consists of 1 Lieutenant, 3 Sergeants, and 10 patrol officers. Patrol shifts are scheduled in twelve-hour increments and work a rotating schedule.

- The Support Services Section is comprised of 1 Lieutenant, 2 Sergeants and 1 Investigator. This section is responsible for 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 and works closely with the University's Clery Compliance Officer.

WCU Officers preparing for Spring Commencement

Vice Chancellor Administration and Finance

Chief of Police
Steve Lillard
3007

Asstistant Chief
Brian Thomas
3061

Support Services
Lt. Jerry Adams
3823

Support Services
Sgt. James Moralez
3254

Support Services
Sgt. Jacob Deal
3066

Police Officer
David Southards
3072

Investigator
Brittany Thompson
3257

Patrol Sgt.
Tom Walawender
3063

MPO
Rich Ganung
3067

Police Officer
Aaron Henson
4217

Police Officer
Jon Passow
3260

Patrol Sgt.
Robbie Carter
3070

MPO
Brandon Flesch
3255

Police Officer
Tammy Shuler
170717

Police Officer
Tyler Hance
3065

VACANT

Patrol Sgt.
Chris Holcombe
3250

MPO
Jeff Brookshire
3256

Police Officer
Patricia Norton
124212

Police Officer
James Hall
170715

Patrol Lt.
Martin Anthony
3062

MPO
Charles Reavis
170714

Police Officer
Jordan Beck
114780

Police Officer
Tabitha Houston
170716

Police Officer
Renee Renfroe
3071

I. *Police Core Operations 2018-2019*

a) Patrol

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, 2018 – June 30, 2019	
Computer Aided Dispatch (CAD) Calls for Service	18,282
Arrests	59
Incident Reports	579
Operations Reports	514
State Citations	233
Campus Traffic Citations	77
University Judicial Citations	223
Parking Tickets	181
Special Event Hours	2088.5
Bike/Foot Patrol Hours	1994.5
Area Checks	6532
Traffic Stops	552
Dorm Walking Patrols	1969
Academic/Other Bldg. Walking Patrols	1917
Accident Investigations	121

b) 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.

Officers Assist Sylva PD with Bike Rodeo

Sgt. Walawender Speaks to UMC Youth Program

Homecoming Parade-Downtown Sylva

c) Community Engagement

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

Officers Participate with Special Olympics Torch Run

Sgt. Carter Receives Mothers Against Drunk Drivers Award of Excellence

Brandon Carter Completes His Internship with WCU PD

Community Outreach and Programming Statistical Data

Program:	Number of Presentations:	Total Attendance:	Sexual Assault Component:
Alcohol Risk Awareness	12	484	5
Alcohol/Drug Risk Awareness	7	287	5
Campus Security Authority	9	384	9
Crime Prevention & Services	34	883	33
Dating/Domestic Violence & Stalking	3	60	3
Drug Risk Awareness	4	84	2
Open House	2	5,300	1
Other	34	2,974	31
R.A.D. Class	7	153	7
R.A.D. Express	15	157	15
R.A.D. Full	6	92	6
Run, Hide, Fight	13	533	1
Sexual Assault Risk Awareness	11	761	11
Student Orientation	15	5,173	15
Traffic/DWI	6	524	0
Total:	**178**	**17,849**	**128**

Program Locations:

Residence Halls: 24
Classrooms: 55
Other Campus: 92
Off Campus: 7

d) 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.

The Harlem Globetrotters come to Cullowhee

Special Event Statistical Data

Event	Dates	Total Overtime Hours
Student Move In	8/17/2018 - 8/19/2018	235.5
Lynch Speaking Event	9/18/2018	4
Mountain Heritage Day	9/29/2018	124.5
Tournament of Champions	10/20/2016	56.5
Hall-O-Ween Event	10/30/2018	7
Homecoming Concert	11/1/2018	59
Homecoming Parade	11/2/2018	17
Sylva Holiday Parade	12/2/2018	16
UNC-CH Mutual Aid Assist	12/14/2018	16
Shop With A Cop	12/17/2018	4
All Home Football Games	9/1/2018 - 11/2/2018	654.5
All Home Basketball Games	11/19/2018 - 3/2/2019	183
Winter Graduation	12/15/2018	143.5
All Home Baseball Games	2/15/2019 - 5/18/2019	81.5
Steele Speaking Event	2/12/2019	4.5
Harlem Globetrotters Event	3/25/2019	13.5
Spring Football Scrimmage	4/6/2019	2
Valley of the Lilies 5K	4/16/2019	4
Spring Graduation	5/10/2019 - 5/11/2019	293
Franklin High School Graduation	5/30/2019	16
Smoky Mountain High School Graduation	6/6/2019	20
Pisgah High School Graduation	6/7/2019	20
Tuscola High School Graduation	6/8/2019	19.5
	Total Hours:	1,994.50

Total does not include On Duty Officers or Administrative Officers.

e) **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.

f) Victim Services

The Western Carolina University Police Department continues to employ a certified Victim Service Practitioner. After being the first agency in the System to add this certification, other universities have realized the value in being part of this process and have joined the network. 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.

g) Police Training Events 2018-2019

In addition to the mandatory In-Service Training that is designated by the North Carolina Criminal Justice Training and Standards Commission each year, members of the University Police Department also received training in advanced topics that included Mental Health First Aid, Taser Recertification, and DWI Enforcement.

As a recap, all certified officers must complete approximately 16 weeks of Field Training before being authorized to operate in a patrol capacity alone. During these phases of training, the officer is evaluated to ensure that they can perform at the level of a competent solo officer as established by the standards of the Western Carolina University Police Department.

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

- Master Police Officer Brandon Flesch was certified as Bike Patrol Instructor
- Sgt. Jacob Deal was certified as a Tactical Weapons/Apprehension Instructor
- Multiple Officers attended the Verbal Judo De-Escalation Training Program
- The Department Conducted its first Bike Patrol Certification Course
- Three additional officers completed the General Instructor Course

Officers Attend Patrol Rifle Training   **Officers Attend Bike Patrol Course**

II.   *Police Experience and Professional Development 2018-2019*

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 over 250 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 is able to provide.

In addition to the years of experience and the vast hours of police training that are found at the WCU Police Department, our officers have also developed educationally by obtaining numerous degrees from universities and community colleges. Even beyond the diplomas that officers have already obtained, there are currently five officers working toward their next higher degree. This shows the commitment that each officer has to developing into a better employee as well as their understanding of the role of higher education in today's workforce.

Western Carolina University Police Staff Education Achievements
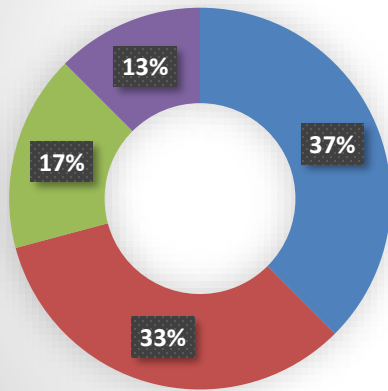
- 37% High School Diploma or Equivalent
- 33% Associate Degree
- 17% Bachelor's Degree
- 13% Master's Degree or Above

Officer Passow Receives Advanced Certificate

Officers Receive Years of Service Awards

III.   Clery Compliance 2018-2019

In 1990, Congress enacted the *Crime Awareness and Campus Security Act*, which amended the *Higher Education Act (HEA) of 1965*. This act was named in memory of Jeanne Clery who was tortured, raped, and murdered in her dorm room at Lehigh University in 1986 and generally referred to as the *Clery Act*. The Clery Act requires all postsecondary institutions participating in *HEA's (Higher Education Act)* Title IV student financial assistance programs to disclose campus crime statistics and security information.

On March 7, 2013, the Violence Against Woman Reauthorization Act of 2013 (VAWA) was signed into law and amends the Clery Act.

The Clery Act requires Western Carolina University to:

- Collect, classify and count crime reports and crime statistics
- Issue campus alerts to provide the campus community with information necessary to make informed decisions about their health and safety
- Submit crime statistics to the Department of Education each year in the fall and participate in a Web-based data collection to disclose crime statistics by type, location and year
- Maintain a daily crime log of alleged criminal incidents that is open to the public
- Disclose missing student notification procedures that pertain to students residing in those facilities
- Keep a fire log that is open to public inspection.
- Publish an annual fire safety report containing policy statements as well as fire statistics associated with each on-campus student housing facility
- Submit fire statistics to the Department of Education each fall in the Web-based data collection
- Implementation by institutions and disclosure of programs to prevent dating violence, domestic violence, sexual assault and stalking
- Disclosure of procedures victims should follow if a crime of dating violence, domestic violence, sexual assault or stalking has occurred
- Publish an annual security report containing safety- and security-related policy statements and crime statistics and distribute it to all current students and employees.

The 2018 Annual Fire Safety and Security Report mentioned above was prepared and submitted by the University Clery Coordinator to comply with the Jeanne Clery Disclosure of Campus Security and Crime Statistics Act using information maintained by the University Police, information provided by other University offices such as Student Affairs, Residence Life, and other Campus Security Authorities and information provided by local law enforcement agencies surrounding the main campus.

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

Clery Compliance Statistical Data

Clery Defined Data	7/1/2018 – 6/30/2019
Criminal Offenses	
a. Murder/Non-negligent manslaughter	0
b. Negligent manslaughter	0
c. Sex offenses*	
• Rape (except Statutory Rape)	13
• Fondling	52 (*40 incidents were encompassed in two reports)
d. Sex offenses-Non-forcible	
• Incest	0
• Statutory Rape	0
e. Robbery	1
f. Aggravated assault	1
g. Burglary	10
h. Motor vehicle theft	3
I. Arson	0
New VAWA (Violence Against Women Act) Offenses	
Dating Violence	4
Domestic Violence	3
Stalking	9
Arrests (Clery Defined)	
Weapons	3
Drugs	51
Liquor	23
Referrals	
Weapons	3
Drugs	69
Liquor	93

UNIVERSITY CLERY MAP

LOCATION

1   ALBRIGHT-BENTON RESIDENCE HALL
2   BUCHANAN RESIDENCE HALL
3   MADISON RESIDENCE HALL
4   MOORE BUILDING
5   REYNOLDS RESIDENCE HALL
6   ROBERTSON RESIDENCE HALL
9   HUNTER LIBRARY
10 STILLWELL BUILDING
12 HOEY AUDITORIUM
13 McKEE BUILDING
14 REID GYM
16 BREEZE GYM
16 BIRD BUILDING
17 GROUNDS MAINTENANCE/PAINT SHOP
19 STEAM PLANT
20 GRAHAM BUILDING
22 CHANCELLORS RESIDENCE
23 BROWN DINING HALL
25 KILLIAN BUILDING
26 CORDELIA CAMP LAB BUILDING CENTER
27 CORDELIA CAMP LAB BUILDING ANNEX (Police Dept)
28 CORDELIA CAMP LAB BUILDING GYMNASIUM
29 OLD STUDENT UNION
30 WATER TREATMENT PLANT
31 TELEPHONE EXCHANGE
34 UNIVERSITY GUEST HOUSE
39 TRIPLEX APARTMENTS 6, 7, & 8
40 YOUNG DRIVE FACULTY APPARTMENTS 9, 12, 13, & 14
41 YOUNG DRIVE FACULTY APPARTMENTS 10 & 11
47 HINDS UNIVERSITY CENTER
48 KILLIAN ANNEX
49 SCOTT RESIDENCE HALL
50 FACULTY APPARTMENTS (5 BLDGS)
54 PRINT SHOP
55 FORSYTH BUILDING
56 BELK BUILDING
57 HARRILL RESIDENCE HALL
58 WALKER RESIDENCE HALL
59 FACILITIES MANAGEMENT
60 NEW FACULTY APPARTMENTS
61 JORDAN-PHILLIPS FIELD HOUSE
62 NATURAL SCIENCES BUILDING
63 COULTER BUILDING
64 BIRD ALUMNI HOUSE
65 BELK ANNEX
67 CHEMICAL STORAGE BUILDING
66 H.F. ROBINSON ADMINISTRATION BUILDING
70 UNIVERSITY BOOKSTORE
71 WATER RESERVOIR
72 MAINTENANCE - AUTO
73 RAMSEY REGIONAL ACTIVITY CENTER
74 BATTLE HOUSE
75 CENTRAL STORES/WAREHOUSE

76 ALUMNI TOWER
77 NORTH CAROLINA CENTER FOR THE ADVANCEMENT OF TEACHING
78 NORTH CAROLINA CENTER FOR THE ADVANCEMENT OF TEACHING - RESIDENTS HALL (A)
79 NORTH CAROLINA CENTER FOR THE ADVANCEMENT OF TEACHING - RESIDENTS HALL (B)
80 WHITMIRE STADIUM AND WATERS FOOTBALL FIELD
83 HENNON STADIUM AND CHILDRESS BASEBALL FIELD
91 PICNIC GROUNDS
93 NURSERY COMPLEX
95 HAYES CABIN
96 INFORMATION CENTER
97 PUMPING STATION
98 CENTER FOR APPLIED TECHNOLOGY
99 BARDO FINE AND PERFORMING ARTS CENTER (CAT)
100 CENTRAL DRIVE RESIDENCE HALL
101/118 THE VILLAGE RESIDENCE HALLS
120 NORTON RESIDENCE HALL
121 TRACK, SOCCER, & TENNIS FACILITY
122 WOMENS SOFTBALL FACILITY
123 CAMPUS RECREATION CENTER
124 COURTYARD DINING HALL
125 BALSAM RESIDENCE HALL
126 BLUERIDGE RESIDENCE HALL
127 ANDREW'S HOUSE
128 BASEBALL BATTING CAGE
129 BAND STORAGE
130 BOAT STORAGE
142 HEALTH AND HUMAN SCIENCES

MILLENIUM PROPERTY

CAMPUS AREA

CAMPUS ROADS

ON CAMPUS HOUSING

PUBLIC PROPERTY ROADS

CAMPUS SITE PLAN

WESTERN CAROLINA UNIVERSITY
PHYSICAL PLANT OFFICE

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 2018-2019. 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 current and future capital projects.
- Began development of standard operating procedures (SOP's) in connection with design and construction standards.
- Performed aerial mapping and started 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.

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

- ➢ Highlands Biological Station Cottage Renovations (complete).
- ➢ Chick-Fil-A relocation (complete).
- ➢ Telecommunications Hut #1 IT Infrastructure (complete).
- ➢ Forsyth Building Roof replacement (complete).
- ➢ New South Baseball Parking lot entry (complete).
- ➢ Art & Design NASAD Requirements (Belk 381, 308B/C, BAC Ventilation, BAC 252) (complete).
- ➢ New Allen Hall (Upper Campus Residence Hall) (in construction).
- ➢ New Apodaca Science Building (in construction).
- ➢ Developer driven Millennial Housing (in construction).
- ➢ WWOO Radio Site (in construction).
- ➢ New Central Drive surface parking lot (in construction).
- ➢ New Parking north of Norton Hall (in construction).
- ➢ HHS Overflow Parking Phase II and III (in construction).
- ➢ HFR Administration Building 1st floor Admissions (in construction).
- ➢ Alumni Tower Rejuvenation (in construction).
- ➢ Telecommunications Hut #2 & IT Infrastructure (in construction).
- ➢ Moore Buildings Site Lighting (in construction).
- ➢ Upper Campus Sewer Bypass (in construction).
- ➢ IT Generator project (in construction).
- ➢ Moore Annex renovation (in construction).
- ➢ Highlands Biological Station Outdoor Teaching Facility (in construction).
- ➢ New Parking Deck at North Baseball lot (in design).
- ➢ New 800+ bed Lower Campus Residence Hall (in design).
- ➢ Camp Lab Roof replacement (in design).
- ➢ Steam Plant Replacement (in design).
- ➢ Ramsey Center Curtain-wall Repair/Replacement (in award phase).
- ➢ HFR Administration Building 2nd floor Student Affairs (in design).
- ➢ East Campus Water and Sewer Improvements (in design).
- ➢ Campus Entrance Signage (in design).
- ➢ Telecommunications Hut #3 & IT Infrastructure (in design).
- ➢ Breese Gymnasium 1st floor renovation (pending assignment).
- ➢ Steam Distribution Improvements (Plant to MH 104) (in design).
- ➢ Ramsey Creek Lot expansion (in design).
- ➢ Highway 107 Crosswalk Lighting (in design).
- ➢ Gender Neutral Restroom Study (in design).
- ➢ Hinds UC 1st floor renovation (in design).
- ➢ Reid Building Renovations-Phase I and II (in design).
- ➢ Athletic Track Resurfacing (in design).

II.   *Operations and Maintenance*

- Created Facilities Management vehicle rental information guide for distribution to campus through new employee (faculty and staff) on-boarding process and orientation.
- Began development of standard operating procedures (SOP's) and a written policy manual for Facilities Management business and finance functions
- Continue 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 standard operating procedures (SOP's), 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 FY17-18 data.
- Warehouse operations performed weekly cycle counts and other identified initiatives and improved inventory accuracy by 5% in this performance management cycle.
- Continued upgrades to existing steam and condensate distribution system to further decrease the amount of condensate lost due to leaks or failing valves.
- Completed Western Carolina Power right-of-way (ROW) standard operating procedure and policy; established an in-house crew and have completed nearly 20% of ROW clearing.
- Performed rebuild of #1 filter at the Water Treatment Plant; All (3) filters have now been rebuilt.
- Provided steam for campus in the summer months solely with the new Emergency Temporary boilers allowing for more in-depth maintenance on the older boilers.
- Completed annual comprehensive deep root fertilization and compaction reduction program for trees on campus.
- For the third year in a row, the Water Treatment Plant received a Turbidity Optimization Award from NC Water Resources for meeting turbidity goals for the year of 2018.
- Facility Management received 19,286 work requests including projects and chargeable work orders and created 6,306 preventive maintenance work orders for 2018-2019. The shops completed 11,776 work requests and completed 6,126 preventive maintenance work orders.

III. *Safety and Risk Management*

- Established a new Fire Marshall position to assist the academic community with recognition of fire hazards and prevention, along with supporting of fire detection and protection systems within university properties. The position will address these issues through campus training and education, code enforcement, and consultations.
- Continued to update the online chemical inventory to include inventories from the College of Arts and Sciences, Engineering and Technology, Residential Living and Facilities Management. This has been completed for Highlands and Health and Human Sciences. The rest of the colleges/departments listed will continue in to the next fiscal year.
- Continuing to update the university SPCC plan with recently constructed building locations and addressing discrepancies to comply with new EPA requirements under 40 CFR Part 112.
- Re-evaluated current fume hood testing methods to align with the ASHRAE-110 standard method for testing laboratory fume hood performance. All 99 fume hoods on campus will be tested to such standard.
- Worked with Information Technology (IT) to establish a secure employee login network portal for the campus chemical inventory. This will help to monitor the use of this information, as required, to ensure its stability, availability, and security.
- Implemented a Hazard Assessment Training Determination for laboratory, clinical, studio, and shop personnel to identify work hazards and assign respective safety training.
- Completed roll-out of Vivid Learning System safety training across campus. Currently enrolled 2,400 employees enrolled.
- Updated Laboratory Safety Program to include:
    - Lab Registration Program to provide a current list of occupied laboratories and responsible parties, a survey of the type of work being conducted in the laboratories, and an accurate list of laboratory emergency contacts.
    - Updated door information signage with potential hazards in the laboratory, along with a list of emergency contacts who are in control of the space.
    - Updated the Laboratory Safety webpage to include safety guidance documents and resources, including: SOP templates, safety signage, lab security awareness, chemical storage guidance, chemical fume hood user guide, nanotechnology safety, biosafety resources, laboratory PPE, and proper laboratory safety best practices.
    - Updated the laboratory inspection program to include each laboratory supervisor or principal investigator during the inspection. This enhances the working relationship and communication in identifying and addressing safety deficiencies.

IV. Office of Sustainability and Energy Management (OSEM)

Energy Management:

- On-going upgrade of all steam condensate meters to ultrasonic meters and where feasible begin integration with building automation system to see real time usage. For FY 18-19, steam meter upgrades recovered $114,162 in previously uncaptured steam usage ($472,728 since installation in FY15/16); 31 of 32 buildings on steam currently upgraded.
- Captured $92,420 in energy related savings for House Bill 1292 Carry Forward in FY18/19 ($422,931 since FY13/14).
- On-going re-tuning at HHS (optimization of building automation system to provide more free/available air-side cooling at the air handlers in-lieu of mechanical cooling from chiller) has saved not only energy but has reduced number of starts on chiller by 77%.
- To further track and reduce energy costs, installed variable frequency drives (VFD's) on 25 air handlers at Ramsey Regional Activity Center, along with electric meter replacement, as part of tiered controls upgrade project.
- Rolled-out Events2HVAC at the Health and Human Science Building (approximately 40 spaces currently reserved through 25Live) which reduces unnecessary run hours by applying schedule controlled by building automation system.
- Developed phase out plan for outdated building automation systems (BAS) that are at end of useful life or no longer serviceable; Prioritized buildings in need of building automation system (BAS) upgrades that no longer have building level controllers available or lack manual over-ride ability.
- Started new controls technician position on alarm management optimization of critical equipment (i.e. chillers, boilers, refrigeration and air-handlers).
- Presented on energy management and building automation systems to multiple construction management and environmental science classes on campus.
- Addressed and corrected humidity concerns at Bardo Arts Center (BAC) Museum.

Sustainability:

- Completed a watershed action plan and feasibility study for Cullowhee Creek Corridor improvements. The plan includes a matrix of potential funding opportunities to seek financial support for implementing plan improvements. Currently, no funding has been allocated for this project.
- Continued implementing recommendations from Recycling Administrative Program Review.

- The tonnage of all recyclables captured from 2016-17 to 2017-18 increased by 50.33% to a total diversion rate of 33%, which now includes estimated yard waste. 2018-19 diversion rates are not available and will be calculated after June 30 2019.
- There was only a 5 ton increase in MWS from FY 2016 – FY 2017 and a 93 ton increase in recycling. The amount sent to the landfill leveled off while recycling captured increased.
- Repurposed 12 existing bins for use in all outdoor spring sports venues. Collection performed by Recycling Coordinator.
- Two (2) new Wausau bins installed at Picnic Shelter.
- Expanded football tailgate recycling program. Installed additional bins, increased student volunteers, and expanded the area of collection.
- Additional three-stream bins were installed in academic and administrative buildings. 117 new bins have been installed.
- Facilitated America Recycles Day, Recyclemania, Adopt A Game, Earth Month activities.
- Joined the Carolina Recycling Association and attended the annual conference and trade show.
- Community service included serving on Jackson County recycling and waste reduction committee, Southwest Community College, Smokey Mountain Elementary, Smokey Mountain High School, Mountain Projects Community Action Agency
- Conducted 2 waste audits to assess the type and weight of waste vs. recycling on campus.

V.   Parking Operations

Permits 2017-2018

Permit Type	Permits Sold
Faculty/Staff	Temp. 205/Perm. 1393
Aramark	92
Business Partners	18
Commuters	3323
Resident	2000
Freshman	1376

Permits 2018/2019

Permit Type	Permits Active
Faculty/Staff	Temp. 157/Perm. 1418
Aramark	65
Business Partners	19
Commuters	3283
Resident	1979
Freshman	1124

- Re-organized Parking department and updated organization chart.
- Coulter lot returned to a faculty/staff designated lot and parking meters where relocated to Memorial Drive and Killian building EAST.

- LPR has been successfully implemented and physical STUDENT permits will be eliminated in Fall 2019.
- Parking deck construction has been rescheduled for May 2020-May 2021
- Tailgate Express was successful for 2018-2019 football season and plans to continue for 2019-2020
- Meter application has been updated to PARKMOBILE with high customer ratings.
- Plans for additional parking at Norton, HHS gravel, and Allen Hall are expected to be completed by Fall 2019

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
  - Harlem Globetrotters
  - 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.

- Completed full staff certification on CPR/First Aid and AED.
- Performed Customer Service training and currently maintain all event staff Crowd Management Certification as required by North Carolina's Department of Insurance.
- Implemented WebTMA Computerized Maintenance Management System (CMMS) to track costs and billing for hosted events and inventory of supplies.

Emergency Services

Annual Report 2018-19

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 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 the service, the ECC receives calls from elev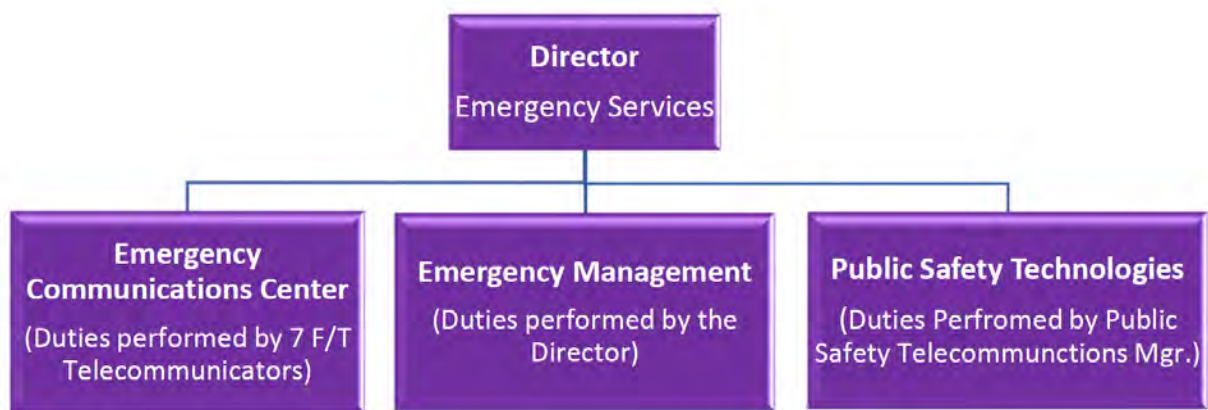ator phones, outdoor emergency call boxes; residence hall emergency calls boxes, and dispatches appropriate resources for each. The ECC also provides call taking and dispatching services to many other campus departments, consistently prioritizing different levels of communications. Aside from WCU PD 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.
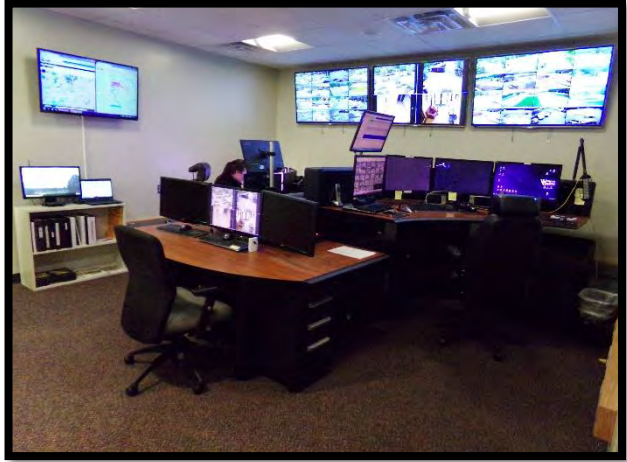
The WCU ECC is the only University to receive accreditation for be an Emergency Medical Dispatch Center of Excellence through the International Academy of Emergency Dispatchers.

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

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Emergency Service's Responsibilities

Emergency Management
• All Hazards Planning
o Emergency Operations
o Continuity of Operations
o Special Event Contingency Planning
o Departmental / Building Emergency Action Planning
o Hazard Mitigation
o 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 2018-19 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 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 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

Western Carolina UNIVERSITY
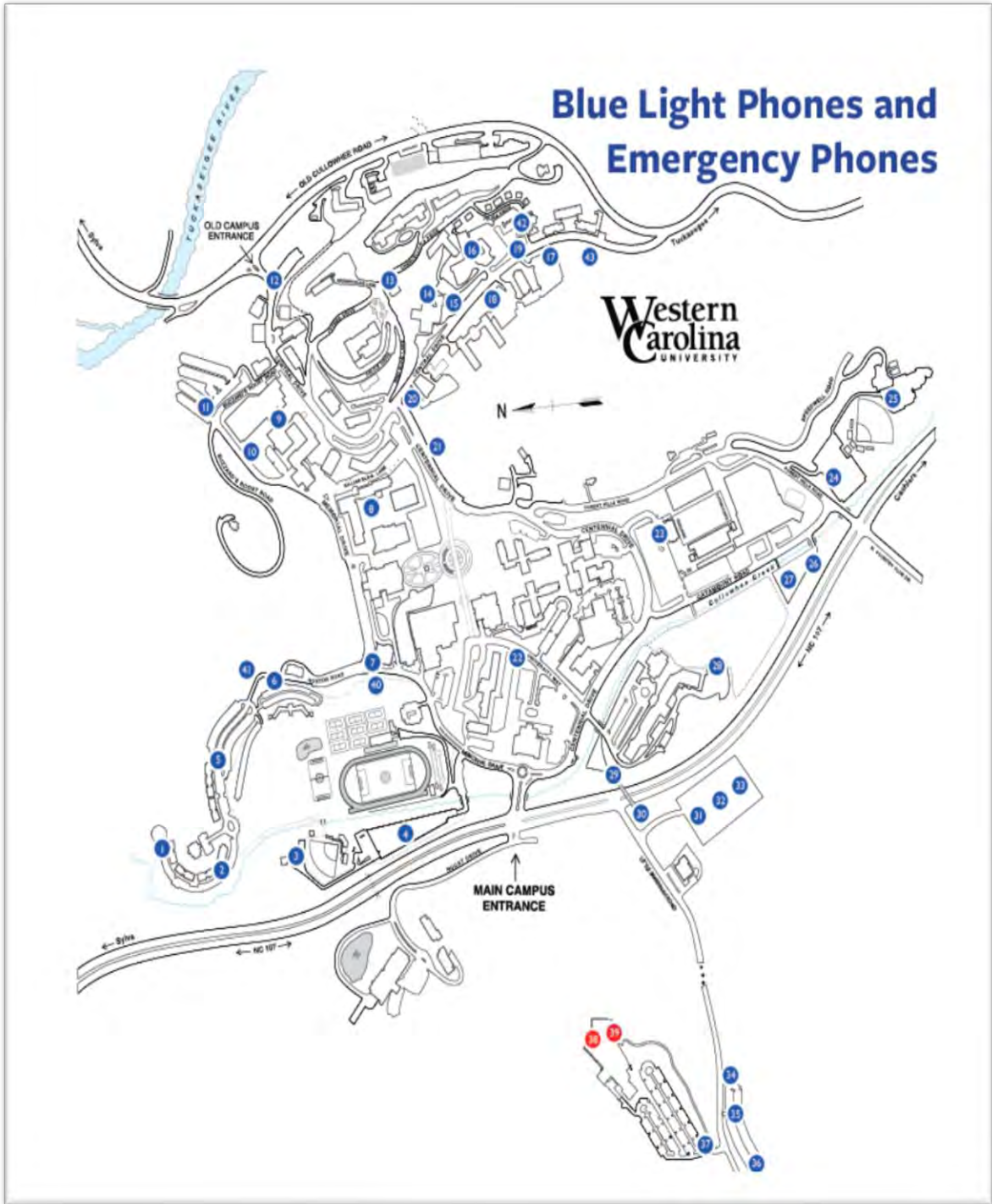
V.   Emergency Services Department Highlights for 2018-19

Administrative

- Updated Department of Emergency Services Five Year Strategic Strategy through 2024.

Emergency Management

- Conducted 12 Mini-Tabletop Exercises with Building Coordinators and Departmental staff covering multiple hazard scenarios.

- Began work with all University academic and administrative/support units to develop Continuity of Operations Plans. This effort will be completed in Fall 2019.

- Completed implementation of the LiveSafe Mobile Safety App. This took several months of development and was rolled out in time for June Orientation. It will also be marketed at the beginning of fall semester for students, staff, faculty, and visitors.

- Develop multiple standard operating procedures, including proceddures related to adverse weather, the installation and location of emergency notification phones, and the usage of emergency notification systems.

- The University became a signatory to the National Intercollegiate Mutual Aid Agreement, which allows for support from colleges and universities outside of the UNC System should a catastrophic event occur at WCU.

VI.   Emergency Communications Center / Public Safety Support Systems

- Coordinated multiple replacements, upgrades, and new projects related to the campus camera systems, blue phones, and radio systems. This includes, but is not limited to, installation of cameras and upgrades to cameras at Ramsey, One Stop, the Track and Field complex, HFR, and the Campus Recreation Center. All projects were completed to either maintain or enhance safety and security at WCU.

- Completed replacement of all emergency notification call boxes.   These phones were switched from phone-based call boxed at the cost of $60 / month per phone to radio-based phones which have no recurring costs.

- All digital recorders for the campus CCTV systems were upgraded to be able to store a minimum of 90 days of data for all cameras. This will aid in investigation of delayed reports of crimes, risk management, and student ethics concerns.

- Upgraded Emergency Communications technologies in the WCU Emergency Communications Center. This includes a replacement of the radio dispatch platform which was becoming obsolete due to advances in technology, replacement of computers and monitors that had been running 24/7 for many years, and the development of a backup dispatch capability at the Ramsey Center (alternate EOC). These projects provide continuity of service and increased capabilities for emergency communications at WCU.

VII.   Emergency Services Department Statistical Information

In 2018-19, the overall calls into the Emergency Communications Center (ECC) have shown a slight decrease in calls put into CAD by Emergency Services Telecommunicators. The following are the highlights of the 2018-19 ECC statistics when compared to the same information from 2015-16, 2016-17, and 2017-18:

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

Note: 7% decrease between FY 17-18 and 18-19

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

Note: 1% increase between FY 17-18 and 18-19

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

Note: 6% decrease in medical, mental health, and welfare check calls between FY 17-18 and 18-19

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

Note: 8% increase in fires, fire alarms, and fire trouble alarms.

As you can see, we have seen increases in some areas and decreases in others. Overall, we have seen a slight decrease in overall calls to the Emergency Communications Center in FY 18-19. It is expected that we will see slight fluctuations (up and down) in call volumes in the upcoming years.

VIII.   2019-20 Departmental Goals

- Conduct one tabletop exercise in FY 2019-20 to test University plans and procedures related to response to and recovery from a hazard. This will be completed no later than December 31, 2019.

- In advance of tabletop exercise, work with all Emergency Operations Plan lead agencies to review roles and responsibilities during emergency and disaster response and recovery. This will be done in advance of the University Tabletop Exercise to be conducted no later than December 31, 2019

- Complete development and review of all University Continuity of Operations Plans. This will be completed by the end of the 2019-20 fiscal year.

- Complete implementation of the WCU Virtual EOC platform no later than March 2020.

- Complete campus safety technologies study(ies) to determine where efficiencies and improvements can be made to enhance campus safety. This is to be completed no later than February 2020.

- Review and conform Emergency Communications protocols and processes to ensure efficiency in the delivery of emergency dispatch services. Ensure that all protocols are consistent with the Administration and Finance Division's Standard Operating Procedure initiatives.

- Enhance and promote inclusion and diversity in Department of Emergency Services public outreach and communications.

  Initiatives:

  - Get public outreach materials translated to Spanish to enable better public education with the University's growing Latin-American demographic.

  - Partner with International Programs and Services to educate International Students on Emergency Notifications Systems at WCU, actions to take in case of emergency, and general personal preparedness efforts.