



## **Catawba College Annual Plan 2017-18**

## **Values**

*[The essential and enduring principles that guide The College]*

- Scholarship.
- Character.
- Culture.
- Service.

## Mission Statement

*[The College's reason for being; a consistent identity that transcends all changes related to its relevant environment.]*

Catawba College is committed to providing students an education rich in personal attention that blends the knowledge and competencies of liberal studies with career preparation.

Catawba College draws strength from Judeo-Christian values, sustains a dynamic community of learners and seeks to unite a diverse population of students, faculty and staff as active co-participants in scholarship and service. Catawba College prepares students to reach their highest potential while becoming responsible citizens with a zeal to enrich human life.

## Vision Statement

*[Conveys a concrete, but yet unrealized, future for The College.]*

Catawba College will be, and be known as, the best comprehensive baccalaureate institution in the Southeastern United States. As Catawba enhances its traditional strengths and develops additional capacities for 21<sup>st</sup> century higher education, it will prepare pathways for its future as an outstanding institution that continues to honor its core values.

## **Goal Areas**

*Catawba College will move toward the realization of its vision by accomplishing specific items within broad areas of focus. Each goal area will be accompanied by a set of **Objectives**, which represent key issues affecting Catawba College's ability to achieve the goal.*

*The President of Catawba College, in consultation with the governance structure and members of the College team, will develop an annual **Plan** to accomplish each objective, including designating the appropriate person(s) responsible for each objective as well as appropriate timelines and measurements for each objective.*

### **Goal Area 1. Admission and Retention**

Whereas strong enrollment is key to the health and viability of a tuition dependent institution, Catawba will...

### **Goal Area 2. Academic Initiatives**

Whereas enrollment growth and retention are dependent on having substantive academic offerings, on having excellent facilities, and on having a vibrant student-centered campus, Catawba will...

### **Goal Area 3. Campus and Facility Excellence**

Whereas enrollment growth and retention are dependent on having substantive academic offerings, on having excellent facilities, and on having a vibrant student centered campus, Catawba will...

### **Goal Area 4. Student Centeredness**

Whereas enrollment growth and retention are dependent on having substantive academic offerings, on having excellent facilities, and on having a vibrant student centered campus, Catawba will...

### **Goal Area 5. Financial Focus**

Whereas financial strength is essential for the sustainable development of the institution, Catawba will...

### **Goal Area 6. People and Place**

Whereas an institution is about its people and its place, Catawba will...

## Objectives

### 1. ADMISSION AND RETENTION

*Whereas strong enrollment is key to the health and viability of a tuition dependent institution, Catawba will:*

- 1.1 Develop and implement recruitment strategies to increase freshman and transfer enrollment by at least 40 students per year.
- 1.2 Re-emphasize and re-envision the School of Evening Studies and double its enrollment to 500.
- 1.3 Develop and fund strategies to increase freshman to sophomore retention to 80% and increase the six-year graduation rate to 60%.

### 2. ACADEMIC INITIATIVES

*Whereas enrollment growth and retention are dependent on having substantive academic offerings, on having excellent facilities, and on having a vibrant student centered campus, Catawba will:*

- 2.1 Enhance current degree programs.
- 2.2 Strengthen and initiate programs that will attract students to the day and evening programs.
- 2.3 Strengthen the Experiential Education Initiative by expanding opportunities to develop sustainability, diversity, and citizenship.
- 2.4 Implement Learning Technology Plan to enhance and expand use of technology in pedagogy and information literacy.

### 3. CAMPUS AND FACILITY EXCELLENCE

*Whereas enrollment growth and retention are dependent on having substantive academic offerings, on having excellent facilities, and on having a vibrant student centered campus, Catawba will:*

- 3.1 Implement the Campus Master Plan.
- 3.2 Implement an annual repair and renovation program.
- 3.3 Develop and implement policies and procedures re: sustainability.
- 3.4 Develop and implement policies and procedures re: public art on campus.

#### 4. STUDENT CENTEREDNESS

*Whereas enrollment growth and retention are dependent on having substantive academic offerings, on having excellent facilities, and on having a vibrant student centered campus, Catawba will:*

- 4.1 Provide new and enhanced housing options.
- 4.2 Enhance the Cannon Student Center facilities and programs to support its role as the hub of student activity.
- 4.3 Enhance student recreational facilities and programs.
- 4.4 Enhance student engagement and academic support services and facilities.
- 4.5 Enhance student career support services and programs.
- 4.6 Develop a comprehensive strategic plan for Intercollegiate Athletics to define objectives for individually and collectively for sports and facilities, and to determine appropriate Conference and Division levels.

#### 5. FINANCIAL FOCUS

*Whereas financial strength is essential for the sustainable development of the institution, Catawba will...*

- 5.1 Ensure policies and practices maintain stable and sustainable funding for current and future debt service.
- 5.2 Focus strategic efforts on enhancing net tuition revenue while maintaining access opportunities for meritorious students.
- 5.3 Use funds from enrollment growth, from stronger retention and from increased net revenue to plan and implement an annual budget that sustains the College's strengths and enables enhancements.
- 5.4 Conduct a Comprehensive Fundraising Campaign to support and sustain the Values, Goals and Objectives of the Strategic Plan.

#### 6. PEOPLE AND PLACE

*Whereas an institution is about its people and its place, Catawba will...:*

- 6.1 Implement a comprehensive compensation plan that lifts Catawba into a leadership position compared to peer institutions.
- 6.2 Develop programs and experiences that enhance the campus' sense of community.
- 6.3 Develop programs and experiences that enhance Catawba's ties with the Salisbury community and other regional communities.
- 6.4 Develop programs and experiences that strengthen Catawba's links with its alumni.
- 6.5 Conduct a comprehensive discussion with all constituencies, informed by the Values, Goals, and Objectives of the Strategic Plan, to help Catawba decide its place as a College or University.

**Plans**

**1. ADMISSIONS AND RETENTION**

*Whereas strong enrollment is key to the health and viability of a tuition dependent institution, Catawba will:*

- 1.1 Develop and implement recruitment strategies to increase freshman and transfer enrollment by at least 40 students per year.

1.1.1 Implement and monitor a policy where the SAT or ACT are optional provided applicants meet other academic and leadership criteria.
1.1.2 Review scoring and ranking metrics for US News, Princeton Review, Forbes and set strategic targets accordingly.
1.1.3 Implement a comprehensive marketing plan highlighting Catawba’s distinctive programs, unique facilities, and outstanding location in central North Carolina.
1.1.4 Enhance and support involvement in recruiting activities by all members of the Catawba College community.

<b>2017-18 Plans</b>	<b>Responsible/ Target Date(s)/Resources</b>	<b>Progress Report</b>
1.1.3.A Implement plan to concentrate admissions resources on NC, VA, SC, MD, & DE, utilizing Athletics and Alumni efforts to impact targeted broader geographic diversity.	Elaine Holden August 2017	
	Annual Budget	

1.1.3.B Implement plan to provide more precise blend of need and merit discount aid to prospective students.	Elaine Holden, Kelli Hand August 2017	
	Annual Budget	
1.1.3.C Implement Common Application and meet target of 10% increase in overall applications and 7% increase in completed applications.	Elaine Holden, Steffanie West May 2018	
	Annual Budget	
1.1.3.D Develop and implement plan to market (a) “college of access” for bright students, (b) constituency strategy (Honors, Academics, Co-Curricular), and (c) available EGAP opportunities.	Elaine Holden, Steffanie West August 2017	
	Annual Budget	
1.1.3.E Implement web optimization to enhance recruitment activities.	Elaine Holden, Tonia Black-Gold, Mike Sever October 2017	
	Annual Budget	

<p>1.1.4.A Expand and enhance assistance for EGAP recruiters and develop relevant communication plans for their constituents. Work with non-EGAP academic departments to enhance recruitment efforts.</p> <p>Goals for Fall 2018 new enrolling students to include:</p> <ul style="list-style-type: none"> <li>a) 76 students with intended majors in Ketner School of Business (KSOB);</li> <li>b) 45 students with intended major of Environment and Sustainability;</li> <li>c) <i>[TBD by September 1]</i> students with intended major of Sport Management</li> <li>d) <i>[TBD by September 1]</i> students with intended major of Nursing;</li> <li>e) Each other academic department to set and achieve an enrollment goal of at least the same number of students as their individual “high water mark” since 2013.</li> <li>f) 25 new students engaged in Marching Band;</li> <li>g) 6 students engaged in Developmental Women’s Soccer</li> <li>h) 6 students engaged in Developmental Men’s Basketball</li> <li>i) 12 students engaged in Track and Field</li> </ul>	<p>Elaine Holden, Kaitlin Carlin, Michael Bitzer, Larry Leckonby September 2017</p> <hr/> <p>Annual Budget</p>	
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1.1.4.B Expand Recruit usage; a) Provide access and training for all designated EGAP recruiters; and b) Further develop our use of the Events and Travel portions of the CRM.	Elaine Holden, Joanna Jasper, Kaitlin Carlin, Steffanie West October 2017	
	Annual Budget	
1.1.4.C Implement a robust Alumni Ambassadors program (including Alumni recruitment, training, and related budget) to assist with student recruitment in secondary and tertiary markets.	Elaine Holden, Erin Stringer September 2018	
	Annual Budget	

1.2 Re-emphasize and re-envision the School of Evening Studies and double its enrollment to 500.

1.2.1 Explore and implement additional degree, certificate, and continuing professional education programs to offer at undergraduate and graduate levels in Salisbury as well as at Davidson County and Central Piedmont Community College sites.
1.2.2 Implement multi-year plan that supports different delivery models and formats for different courses, degree programs and student markets.
1.2.3 Implement a comprehensive marketing plan highlighting Catawba’s distinctive evening programs, unique facilities, and outstanding location in central North Carolina.

<b><i>2016-17 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
1.2.1.A Set targets for enrollment growth at CPCC site and address staffing needs accordingly.	Michael Bitzer, Jeff Bowe October 2017	
	Annual Budget	
1.2.1.B Obtain approvals for and begin to implement new programs and curricula in Entrepreneurship, Accounting and Analytics.	Michael Bitzer, Jay Abraham Jeff Bowe December 2017	
	Annual Budget	
1.2.2.A Conduct feasibility studies for two designated programs with significant regional demand.	Michael Bitzer, Jeff Bowe December 2017	
	Annual Budget	
1.2.2.B Finalize articulation agreement with SPCC for offering additional business programs at their campus.	Michael Bitzer, Jay Abraham, Jeff Bowe December 2017	
	Annual Budget	

1.2.3.A Design and begin to implement a comprehensive marketing plan highlighting Catawba’s distinctive evening programs, unique facilities, and outstanding location in central North Carolina.	Michael Bitzer, Jeff Bowe December 2017	
	Annual Budget	

1.3 Develop and fund strategies to increase freshman to sophomore retention to at least 80% and increase the six-year graduation rate to at least 60%.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/ Target Date(s)/ Resources</i></b>	<b><i>Progress Report</i></b>
1.3.A Complete reconstruction of “Gateway” courses.	Michael Bitzer, Forrest Anderson May 2018	
	Restricted Funds	
1.3.B Complete work on Values Proposition proposals for action by Board of Trustees in October and begin implementation by end of fall semester.	Michael Bitzer, Forrest Anderson, Connie Lowery December 2017	
	Restricted Funds	

## **2 ACADEMIC INITIATIVES**

*Whereas enrollment growth and retention are dependent on having substantive academic offerings, on having excellent facilities, and on having a vibrant student centered campus, Catawba will:*

### 2.1 Enhance current degree programs.

2.1.1 Place renewed emphasis on accreditation by determining which national and specialized credentials to pursue and maintain while also determining comparable benchmarks in areas where no national accreditation is available.
2.1.2 Implement and infuse elements of the White Paper on an Institutional Philosophy of Education at Catawba College, with particular attention to its impact on curriculum, pedagogy, assessment, and faculty development.
2.1.3 Increase and enhance Honors Program.
2.1.4 Enhance and highlight opportunities for students and faculty connected to the nearby North Carolina Research Campus.
2.1.5 Continue to emphasize and enhance First Year Experience courses and programs to provide students the strongest possible transition to College level work and expectations.
2.1.6 Place renewed emphasis on faculty development including orientation for faculty new to Catawba, support towards tenure and promotion, and enhanced definitions of faculty roles, responsibilities, and rewards.
2.1.7 Adopt revised academic calendar to reflect Catawba's academic values and to enhance both pedagogical and experiential education.

<b>2017-18 Plans</b>	<b>Responsible/ Target Date(s)/Resources</b>	<b>Progress Report</b>
2.1.1.A Successfully complete accreditation of Ketner School of Business by ACBSP.	Michael Bitzer, Jay Abraham May 2017	
	Annual Budget	
2.1.2.A Continue to infuse White Paper on Institutional Philosophy on Education's elements by requiring any new majors or programs to identify to the faculty how the program uses the White Paper principles.	Michael Bitzer, Curriculum Committee April 2018	
	Annual Budget	
2.1.6 Develop full plans for implementation of a Center for Learning and Teaching in conjunction with re-envisioning of the library.	Michael Bitzer, Earl Givens, Joanna Jasper April 2018	
	Donor Funds, Annual Budget	

2.2 Strengthen and initiate programs that will attract students to the day and evening programs.

2.2.1 Implement plans for new undergraduate and/or graduate degree programs and tracks in the Ketner School of Business.
2.2.2 Implement plans for new undergraduate degree programs and tracks in Communication.
2.2.3 Implement plans for new undergraduate and/or graduate degree programs and tracks in Health Sciences.
2.2.4 Explore appropriate graduate programs to consider for future development.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
2.2.1.A Begin implementation of accelerated accounting program and obtain final approvals for 5 <sup>th</sup> year MACC for implementation in Fall 2018.	Michael Bitzer, Jay Abraham December 2017	
	Donor funds	
2.2.1.B Develop and implement initial offerings in Adult Continuing Education and Professional Development	Michael Bitzer, Jay Abraham December 2017	
	Self-funding	
2.2.2.A Complete plans for Communications Department and revised curricula for implementation in fall 2018.	Michael Bitzer, Jay Abraham November 2017	
	Annual Budget/ TBD	
2.2.3.A Implement first cohort of pre-licensure BSN program and complete SACSCOC submissions for review.	Michael Bitzer, Racquel Ingram October 2017	
	Donor Funds	
2.2.3.B Obtain all required internal approvals for creation of School of Health Sciences and prepare for implementation in AY 2018-19 with specific program and enrollment targets.	Michael Bitzer, Jim Hand, Jim Stringfield October 2017	
	Annual Budget	

2.3 Strengthen the Experiential Education Initiative by expanding opportunities to develop sustainability, diversity, and citizenship.

2.3.1 Expand and enhance opportunities for Service Learning programs and experiences.
2.3.2 Expand and enhance opportunities for International programs and experiences.
2.3.3 Expand and enhance opportunities for Leadership programs and experiences.
2.3.4 Expand and enhance opportunities for students to capture and present their experiential education credentials.

<b>2017-18 Plans</b>	<b>Responsible/ Target Date(s)/Resources</b>	<b>Progress Report</b>
2.3.1.A Finalize, obtain approvals for and begin to implement Catawba Values Proposition proposal to infuse high impact curricular and co-curricular practices structured around Catawba's core values.	Michael Bitzer, Connie Lowery, Forrest Anderson December 2017	
	Annual Budget/ Restricted Funds	
2.3.2.A Increase student participation in newly available international opportunities presented by new consortium agreement.	Michael Bitzer, Steve Coggin December 2017	
	Annual Budget/ Restricted Funds	
2.3.3 Consider proposed Leadership Program for adoption and implementation.	Ken Clapp October 2017	
	TBD	

2.4 Implement Learning Technology Plan to enhance and expand use of technology in pedagogy and information literacy.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
2.4.A Implement new specialized Digital Media lab for business and theatre students in Ketner Hall	Michael Bitzer, Joanna Jasper, Frannie Taylor September 2017	
	Donor Funds	
2.4.B Finish upgrading the presentation technology in all technology-equipped classrooms.	Joanna Jasper, Michael Bitzer Summer 2018	
	Currently Unfunded; Funding Must Be Determined By 12/17.	
2.4.C Upgrade CENV lab hardware to run ArcGIS and library info commons to virtual desktop and thin client.	Joanna Jasper, Michael Bitzer September 2017	
	Donor Funds/Grant Funds	
2.4.D CatLink upgrade (to LifeRay and Luminis 5 portal technology) for mobile-friendly design, search, ongoing viability and support	Joanna Jasper, Shawn Moore May 2018	
	Operating Budget	

2.4.E Implement CatLink Mobile App (powered by Ellucian Mobile).	Joanna Jasper, Shawn Moore November 2017	
	Operating Budget	
2.4.F Upgrade campus firewall technology to 5Gbps.	Joanna Jasper, Rodney Rymer Summer 2017	
	Donor Funds	
2.4.G Complete process to upgrade faculty laptops including hybrid laptop-tablet options (e.g. Surface).	Joanna Jasper, Rich Kolbasowski December 2017	
	Donor Funds	
2.4.H Begin process to upgrade staff laptops	Joanna Jasper, Rich Kolbasowski Summer 2018	
	Lease	
2.4.I Complete transition to Microsoft directory, file, and print services (from Novell)	Joanna Jasper, Rodney Rymer Summer 2018	
	Operating budget	

2.4.J Blackboard Learn Upgrades (cloud, Banner interface, latest version)	Joanna Jasper, Chad Lewis May 2018	
	Operating budget	
2.4.K Implement online student statements and bill payment	Joanna Jasper, Nelson Murphy, Richard Darr November 2017	
	Capital & operating budget	
2.4.L Replace Oracle Forms Banner 8 data entry with Banner 9 Admin Pages	Joanna Jasper, Shawn Moore Summer 2018	

### **3 CAMPUS AND FACILITY EXCELLENCE**

*Whereas enrollment growth and retention are dependent on having substantive academic offerings, on having excellent facilities, and on having a vibrant student centered campus, Catawba will:*

#### 3.1 Implement the Campus Master Plan.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
3.1.A Implement landscaping improvements across campus.	Nelson Murphy, Frannie Taylor November 2017	
	Donor Funds	
3.1.B Finalize decisions on refurbishment of Newman Park; explore other facilities, complete funding plans, and determine construction and occupancy timelines.	Brien Lewis, Nelson Murphy, Larry Leckonby October 2017	
	Donor Funds/TBD	
3.1.C Complete conversion of Heath Hill from residence facility to Alumni House to serve as Development Office and headquarters for visiting alumni.	Brien Lewis, Meg Dees, Frannie Taylor	
	Grant Funds	

3.2 Implement an annual repair and renovation program.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
3.2.A Complete second phase of two phase refurbishment of Salisbury-Rowan Residence Hall roof and HVAC.	Nelson Murphy, Frannie Taylor August 2018	
	Donor Funds/Grant Funds	
3.2.B Complete refurbishment of Ketner Hall roof and HVAC.	Nelson Murphy, Frannie Taylor August 2018	
	Donor Funds/Grant Funds	

3.3 Develop and implement policies and procedures re: sustainability.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
3.3.A Complete comprehensive Sustainability Plan and begin to implement its policies and procedures.	Brien Lewis, John Wear December 2017	
	Annual Budget/ Donor Funds	
3.3.B Complete implementation of new fixtures and bulbs to execute changeover to LED lights across campus.	Nelson Murphy, John Wear October 2017	
	Donor Funds	

3.4: Develop and implement policies and procedures re: public art on campus.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
3.4.A Complete comprehensive Public Art Plan and begin implementing policies and procedures to integrate public art on campus, including internal and external sites and temporary and permanent installations.	Brien Lewis, Tonia Black-Gold, Ashley Pierce, Nelson Murphy October 2017	
	Donor Funds	

#### **4 STUDENT CENTEREDNESS**

*Whereas enrollment growth and retention are dependent on having substantive academic offerings, on having excellent facilities, and on having a vibrant student centered campus, Catawba will:*

4.1 Provide new and enhanced housing options.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/Target Date(s)/ Resources</i></b>	<b><i>Progress Report</i></b>
4.1.A Complete second phase of two phase refurbishment of Salisbury-Rowan Residence Hall roof and HVAC.	Nelson Murphy, Frannie Taylor, August 2018	
	Donor Funds/Grant Funds	

4.2 Enhance the Cannon Student Center facilities and programs to support its role as the hub of student activity.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
4.2.A Informed by Campus Master Plan, begin to implement plans for improving and enhancing spaces within the Cannon Student Center including Leonard Lounge.	Nelson Murphy, Frannie Taylor, Michael Bitzer December 2017	
	Donor Funds	

4.3 Enhance student recreational facilities and programs.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
<p>4.3.A Continue to expand staffing of recreational facilities for general student use.</p>	<p>Michael Bitzer, Nelson Murphy, Emily Schneider, Larry Leckonby September 2017</p>	
	<p>TBD</p>	
<p>4.3.B Continue to pursue initiatives that would provide funding for the installation of an artificial surface in Shuford Stadium for Marching Band practices and additional access for intramural and club sports programs.</p>	<p>Nelson Murphy, Larry Leckonby, Michael Bitzer November 2017</p>	
	<p>TBD</p>	
<p>4.3.C Pursue initiatives that would provide funding for the installation of lights at softball facility to allow for evening games and additional access for intramural and club sports programs.</p>	<p>Larry Leckonby, Jeff Childress, Meg Dees January 2018</p>	
	<p>Donor Funds</p>	

4.4 Enhance student engagement and academic support services and facilities.

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
4.4.A Fully implement new Student Success Center with additional space for academic and student support services including tutoring and testing.	Michael Bitzer, Nelson Murphy, Frannie Taylor August 2017	
	Annual Budget/ Donor Funds	

4.5 Enhance student career support services and programs.

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
4.5.A Implement new Internships Director position and incorporate role and activities (including tracking of job placement outcomes) into new Student Success Center and development of Values Proposition.	Michael Bitzer, Forrest Anderson, Connie Lowery September 2017	
	TBD	

4.6: Develop a comprehensive strategic plan for Intercollegiate Athletics to define objectives individually and collectively for sports and facilities, and to determine appropriate Conference and Division levels.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
4.6.A Complete Intercollegiate Athletics Strategic Plan and outline initial steps for implementation.	Brien Lewis, Larry Leckonby March 2018	
	Annual Budget	

## **5. FINANCIAL FOCUS**

*Whereas financial strength is essential for the sustainable development of the institution, Catawba will...*

5.1 Ensure policies and practices maintain stable and sustainable funding for current and future debt service.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
5.1.A Continue to seek private support for debt reduction as part of the Comprehensive Fundraising Campaign.	Brien Lewis, Meg Dees May 2018	
	Donor Funds	
5.1.B Continue to meet Department of Education financial ratios and all bank covenants related to debt financing.	Nelson Murphy May 2018	
	Annual Budget	

5.2 Focus strategic efforts on enhancing net tuition revenue while maintaining access opportunities for meritorious students.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
5.2.A Conduct detailed review of market factors for tuition and housing costs, scholarship and discounting packaging, and related elements in determining tuition and fees for 2018-19 and 2019-20 by October 2017 Board of Trustees meeting.	Brien Lewis, Elaine Holden, Nelson Murphy September 2017	
	N/A	

5.3 Use funds from enrollment growth, from stronger retention and from increased net revenue to plan and implement an annual budget that sustains the College’s strengths and enables enhancements.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/Target Date(s)/ Resources</i></b>	<b><i>Progress Report</i></b>
5.3.A Establish and achieve balanced budget with priority list for use of any new annualized revenues.	Brien Lewis, Nelson Murphy April 2018	
	Annual Budget	
5.3.B Develop and implement as appropriate Capital and “Year End Budget” items to utilize savings and capital for one-time improvement projects and deferred maintenance.	Brien Lewis, Nelson Murphy January 2018	
	N/A	

5.4 Conduct a Comprehensive Fundraising Campaign to support and sustain the Values, Goals and Objectives of the Strategic Plan.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
5.4.A Complete public phase of Comprehensive Fundraising Campaign in December 2017 and celebrate Campaign Finale event in April 2018.	Brien Lewis, Meg Dees December 2017/ April 2018	
	Annual Budget/ Donor Funds	
5.4.B Complete restructuring of Development Office and complete plans for next major fundraising campaign with specific strategic focal targets.	Brien Lewis, Meg Dees April 2018	
	Annual Budget/ Donor Funds	

<p>5.4.C Develop a specific set of plans and targets for each program within the Division of Development including annual giving, planned giving, major gifts, and alumni &amp; parent relations.</p>	<p>Brien Lewis, Meg Dees October 2017</p>	
	<p>Annual Budget/ Donor Funds</p>	

## 6 PEOPLE AND PLACE

*Whereas an institution is about its people and its place, Catawba will...:*

6.1 Implement a comprehensive compensation plan that lifts Catawba into a leadership position compared to peer institutions.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/ Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
6.1.A Continue as resources permit to move towards benchmark compensation targets for each faculty and staff member as well as implementing increased retirement match.	Brien Lewis, Nelson Murphy October 2017	
	Annual Budget/ TBD	

6.2: Develop programs and experiences that enhance the campus' sense of community.

<b><i>2017-18 Plans</i></b>	<b><i>Responsible/Target Date(s)/Resources</i></b>	<b><i>Progress Report</i></b>
6.2.A Implement new Center for Personnel Engagement and Development with newly established Director and Advisory Board; develop new programs and build on Catawba Compass program.	Brien Lewis, Kimberly Weemhoff August 2017/January 2018	
	Annual Budget	

6.2.B Continue to create and support wellness programs for students, faculty, and staff with special emphases on (a) preventing and addressing sexual violence and (b) preventing and reducing obesity.	Erin Wood, Larry Farmer, Emily Schneider, Wellness Committee April 2018	
	Annual Budget/ Donor Funds	
6.2.C Continue to increase education and training across campus on Title IX issues; finalize and implement new policies and procedures.	Brien Lewis, Erin Wood November 2017	
	Annual Budget	

6.3 Develop programs and experiences that enhance Catawba’s ties with the Salisbury community and other regional communities.

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
6.3.A Explore opportunities to expand programming and other opportunities at new Lee Street Downtown location in Salisbury.	Brien Lewis, Nelson Murphy, Michael Bitzer, Tonia Black-Gold, Jay Abraham October 2017	
	Annual Budget/ TBD	
6.3.B Engage with Growing Rowan County initiatives to ensure connection to and support of these activities.	Brien Lewis, Tonia Black-Gold, Michael Bitzer, Jay Abraham, Nelson Murphy December 2017	
	Annual Budget/TBD	

6.4 Develop programs and experiences that strengthen Catawba’s links with its alumni.

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
6.4.A Continue to enhance capabilities of (and use of) alumni outcomes tracking for assessment, stewardship, and network opportunities for alumni and current students.	Meg Dees, Erin Stringer, Kimberly Weemhoff December 2017	
	Annual Budget/ Donor Funds	

6.5: Conduct a comprehensive discussion with all constituencies, informed by the Values, Goals, and Objectives of the Strategic Plan, to help Catawba decide its place as a College or University.

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
6.5.A Finalize discussions as part of new Strategic Focus process about criteria for pursuing University status endorsed by the Board of Trustees.	Brien Lewis January 2018	
	N/A	

**APPENDIX A: DRAFT SMaC [Specific, Methodical and Consistent] RECIPE (revised):**

1. Remain intimate: no classes over 40 and keep 15:1 student-faculty ratio.
2. Target specific academic programs where we have the opportunity to be distinctive: Environmental, Business, Health Sciences, and Performing Arts.
3. We're proud of our employees. Attract and retain them by meeting or exceeding competitive compensation benchmarks and engage in continuous professional development.
4. Retain North Carolina as our admissions focus and only recruit out of state in specifically targeted markets.
5. Keep student services simple and user-friendly. Deliver as many services as feasible in "one stop shops" and through smart phone applications.
6. Keep the family and people feeling in our campus atmosphere.
7. Apply the "Disney Standard" to the campus: clean, no litter, outstanding landscaping, no deferred maintenance, and no "backstage onstage".
8. Starting and Stopping: Any new degree program or co-curricular activity requiring additional staffing must generate surplus revenue within 36 months; If we are not proud of something we are doing, improve it to the point where we are proud of it within 24 months or stop doing it.
9. Maintain consistent and professional brand standards on all public facing materials.
10. Conduct all activities and implement all initiatives through the lens of sustainability and minimizing environmental impact.