



Catawba College Annual Plan 2017-18
Mid-Year Progress Report – January 5, 2018

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 21st 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.

2017-18 Plans	Responsible/ Target Date(s)/Resources	Progress Report
<p>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.</p>	<p>Elaine Holden August 2017</p>	<ul style="list-style-type: none"> • RNL—Application Cultivator for fall 2018—phase 1 complete; will be loading non-responders into prospect flow in early January; phase 2 deployed in early Nov; phase 3 will be in Jan 2018 Robust series of mailings, emails, phone calls outside our standard communication flow. Goal of 35,000 records. (Restricted Gift). • RNL-Geo-fencing (Digital Marketing) of 25 top feeder high schools in primary market (Restricted Gift). • RNL-Forecast Plus Predictive Model Scoring to assist in guiding counselors to work with students who have a higher likelihood of enrollment (Restricted Gift). Training for staff occurred in late November. • Robust fall travel plan: 13 weeks of primary market travel, 11 weeks of secondary and tertiary including over 200 private visits and 140 college fairs. Completed 16 On-site admissions opportunities in primary markets and will target additional on-site visits in spring focused on high schools with Carolina Corps presence. (Budget) • Continue alumni outreach to tertiary markets in spring 2018 (current commitment in FL, MA). • Accountability of student callers-Junior Admissions Representatives (JARS) to focus on primary and tertiary markets. Standardized and consistent calling. (Budget) • Monthly goal setting plan at all levels of the funnel. • Use of Forecast Plus Model Score (MS) to guide targeted communication planning.
	<p>Annual Budget</p>	

<p>1.1.3.B Implement plan to provide more precise blend of need and merit discount aid to prospective students.</p>	<p>Elaine Holden, Kelli Hand August 2017</p>	<ul style="list-style-type: none"> • RNL—Advanced Financial Aid Solutions - went from a 3 tiered merit based scholarship program to a 5 tiered merit/need based approach starting fall 2018 entering class. Will continue to offer full tuition scholarship competitions for McCorkle and Spirit of Catawba students. Eliminated different scholarship amounts between commuter/boarders. (Restricted Gift) • Extended deadline for academic departmental scholarships (Dec 15) offered to new students. • Added History Scholarships due to restricted gift into portfolio of departmental scholarships including Environmental Studies and Sustainability, Theatre and Music. • Redesigned the on-line net price calculator to promote easy access and use. Will monitor impact on Test-Optional application option (Restricted Gift). • 29% of all Withdrawn Freshman Deposits fall 2017 indicated “Catawba too Expensive”; pro-active work by our Enrollment Team (admissions and financial aid) to begin reaching out to families once first packages drop in January 2018—to review and discuss.
	<p>Annual Budget</p>	

<p>1.1.3.C Implement Common Application and meet target of 10% increase in overall applications and 7% increase in completed applications.</p>	<p>Elaine Holden, Steffanie West May 2018</p> <hr/> <p>Annual Budget</p>	<ul style="list-style-type: none"> • Common Application utilized as of August 2018. Increased volume of supplemental items to be tracked. • Began accepting self-reported test scores for admissions decisions on December 1st. • Instituted a priority admission deadline of November 1 to increase application submission/completion rate. • Note: Will need to keep an eye on application increase for publication/ mailing costs (Budget/possible additional funding). Using Forecast plus model score to differentiate some marketing materials. • Designed goal strategy for each line of funnel with additional communication to feeder high schools.
<p>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.</p>	<p>Elaine Holden, Steffanie West August 2017</p> <hr/> <p>Annual Budget</p>	<ul style="list-style-type: none"> • Completed 12+ staff “Summer Sip” continuing education sessions about programs/opportunities at Catawba College. • Continue to use the 4 Core Values in our communication. Ongoing training with tour guides for intentionality of messages. • Targeted 3 FM-Radio Markets to encourage fall campus visit opportunities including Sport Health Science Day (Charlotte, Winston-Salem and Wilmington). Spring opportunity in Winston-Salem market and additional funding given for January 2018 radio ad (WFAE). (Restricted Gift) • Targeted counselor event on campus April 11-13. • Adding Transfer Student Workshops/Receptions during spring semester. Conduct Virtual Admission Counseling Appts and On-Site Admissions when possible. • Dedicated staff member as EGAP coordinator and other staff as departmental liaisons • Exploring E-Sports as possible EGAP initiative.

<p>1.1.3.E Implement web optimization to enhance recruitment activities.</p>	<p>Elaine Holden, Tonia Black-Gold, Maegen Worley October 2017</p>	<p>We have held internal meetings and received quotes from Ruffalo Noel Levitz (for SEO work and training), and Hutman (for recoding to implement new templates) to enlist their assistance in reskinning our website to make it more like other higher education sites, truly mobile responsive, and targeted more directly at the prospective student. Maegen Worley will take the lead on guiding the reskinning, working in tandem with Admissions and including suggestions from RNL. RNL will help us rewrite some of our most important website pages to optimize search results and will also train Maegen and Tonia Black-Gold to write with SEO in mind as we move forward. We expect this project to be completed by summer 2018.</p> <p>Contracted with Hutman (December 2017) for a reskinning and update of current website —work in tandem with RNL during spring semester for website optimization/ Google analytics and targeted page development (proposal stage currently). Training/best practices is built into RNL proposal</p>
	<p>Annual Budget</p>	

<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"> a) 76 students with intended majors in Ketner School of Business (KSOB); b) 45 students with intended major of Environment and Sustainability; c) <i>[TBD by September 1]</i> students with intended major of Sport Management d) <i>[TBD by September 1]</i> students with intended major of Nursing; 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. 	<p>Elaine Holden, Kaitlin Carlin, Michael Bitzer, Larry Leckonby September 2017</p> <hr/> <p>Annual Budget</p>	<ul style="list-style-type: none"> • KSOB-50 top FBLA schools located in primary market; communication flow from department to include letter with baseline institutional scholarship to encourage application; visits completed in Rowan Co., VA and Forsyth Co. ; coordination of visit opportunity with spring 2018 CED’s; MD FBLA event in early Jan. • Theatre Arts—alumni trained/packets; coordination of on campus events (Master Classes) to have an admissions presence and campus tour; use of model score to target communication; NC High school festival hosted on campus fall 2017 • Nursing—coordination of visit opportunity with Jan. and/or Feb. CED. • EGAP coordinator created template and communication flow timing for institutional consistency. • Increased social media posting by Sport Mgmt on main Catawba FB page. • Training and designation of Recruit user with all EGAP initiatives (December 2017) • Refined plan for EGAP and Academic Recruiting initiatives—potential for additional monies (draft document forthcoming) • Addition of EGAP—E-sports/Club Sports • Selected Academic departments to showcase during Spring CED’s • Recruitment events with Author’s Symposium • Devo Women’s Soccer recruiting will take place in the spring semester after the February NCAA Soccer signing date.
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<p>f) 25 new students engaged in Marching Band;</p> <p>g) 6 students engaged in Developmental Women's Soccer</p> <p>h) 6 students engaged in Developmental Men's Basketball</p> <p>i) 12 students engaged in Track and Field</p>		<ul style="list-style-type: none"> • Devo Men's Basketball recruiting is ongoing but commitments will take place in the spring semester after the April NCAA Basketball signing date. • CC/Track & Field signed three NLI's in November. Additional recruiting is ongoing but commitments will take place in the spring semester after the April NCAA CC/T&F signing date. • Working to identify and designate faculty to train and support as academic recruiters.
<p>1.1.4.B Expand Recruit usage;</p> <p>a) Provide access and training for all designated EGAP recruiters; and</p> <p>b) Further develop our use of the Events and Travel portions of the CRM.</p>	<p>Elaine Holden, Joanna Jasper, Kaitlin Carlin, Steffanie West October 2017</p> <hr/> <p>Annual Budget</p>	<ul style="list-style-type: none"> • Working priority list coordinated with IT. • Ellucian training conference attended by CRM specialist. • Provided 2 training opportunities for Recruit EGAP/Departmental users • EGAP and departmental access and training is currently in progress.
<p>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.</p>	<p>Elaine Holden, Erin Stringer September 2018</p> <hr/> <p>Annual Budget</p>	<ul style="list-style-type: none"> • Alumni Board—Admissions committee; VP of Enrollment serves as staff liaison. Weekly meetings between VP and Alumni Director. • Alumni Admissions plan implemented Spring 2018 with goal to engage 167 alumni in new student enrollment activities (draft document Appendix 1.1.4.C provided on page 41). • Admissions staff foster relationships on road with alumni who expressed recent interest. • Coordinated alumni/church-relations/prospective student events in MD/NOVA January 2018.

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.

<i>2016-17 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
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	No significant progress here. CPCC had more new students in the fall than Salisbury but we did not set a specific goal. Spring numbers are still shaping up and it looks like more in Salisbury. The most common new spring student at CPCC is a post-bac BK student, which is 15-28 credit hours in 1-3 semesters, which is strong revenue. Staffing: With hiring several new day faculty, we backed off hiring the accounting position which would support the CPCC site. With June McDowell Davis's imminent retirement, we will want to evaluate the best replacement, looking at CPCC, Salisbury, accounting, and more online.

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	Entrepreneurship is approved. Accounting is up and running and we had our first graduates in 2017.
	Annual Budget	Analytics @ Masters level---in progress, have met with SAS in Cary who will partner with us. Have been working on designing program through evaluating about 35 programs across the country. Have financial model done. Will have base curriculum outlined by Jan 15. Plan is to get it to Graduate Council and faculty in Spring 2017.
1.2.2.A Conduct feasibility studies for two designated programs with significant regional demand.	Michael Bitzer, Jeff Bowe December 2017	One of these is the Masters in Analytics. The other is at BS in Data Sciences (Information Technology). We are working with CPCC and RCCC to build a 2+2 degree, to replace the current BBA Information Systems concentration which does not have the right technology structure. We want to capture the more technical associate degrees which are large markets at CPCC; currently they do not transfer well so we are working on how to get to 45-50 credit hours.
	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	This one has roadblocked. They dropped their evening programming, and had some staff changes. We are working on new relationships. In place of it, we are talking with 2 more CPCC campuses (Levine in Matthews and Merancas in Huntersville) about expanding to those campuses as both of those campus deans have asked us to do so.
	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	With no specific budget, it's hard to do this. Currently, we have increased our pay-per-click Google campaign by separating Charlotte and Salisbury targeting using more geographic segmentation variables (meaning, designing ads for each area and then limiting ads to those areas using geographic identifiers), and are trying more Facebook ads again. We are also adding web pages to highlight the free class offer to full time community college students to draw them into our pipeline while they are still community college students, and will use geographic targeting around the community colleges to display those.
	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%.

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/ Resources</i>	<i>Progress Report</i>
1.3.A Complete reconstruction of “Gateway” courses.	Michael Bitzer, Forrest Anderson May 2018	Math classes have been identified and 4 of the 5 faculty have agreed to participate. They will be going to the Gateway Course conference sponsored by JNGI and will work over the summer 2018 to revise and re-conceptualize Math introductory/GenEd courses.
	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	BoT endorsed VPIs at October 2017 meeting. 4 working groups have been formed to develop goals and implementation proposals and strategies.
	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.

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
2.1.1.A Successfully complete accreditation of Ketner School of Business by ACBSP.	Michael Bitzer, Jay Abraham May 2018	We have continued to meet all of ACBSP's reporting requirements including the original application (July 2017), the on-campus visit (October 2017), and the subsequent responses to their formal site visit report including addressing "areas for improvement" (November 2017). We are now awaiting the next formal response from ACBSP. We are on schedule for the target date of May 2018.
	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	Spring semester initiative.
	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	Center for Engaged Learning & Teaching will be incorporated into the re-envisioned library, in conjunction with the consultation work done by Suzanne Bartlets of Guilford College.
	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.

2017-18 Plans	Responsible/ Target Date(s)/Resources	Progress Report
2.2.1.A Begin implementation of accelerated accounting program and obtain final approvals for 5 th year MACC for implementation in Fall 2018.	Michael Bitzer, Jay Abraham December 2017 Donor funds	The opportunity for students to complete the 150-hour requirement within their 4 years of study is now part of the course catalog and being used by advisors to encourage this option. The 5 th year MACC program has been approved by the graduate council and is being prepared for submission to SACSCOC for their approval. Once we gain approval from SACSCOC, we then have to submit to DOE for final approval. Given the approvals needed by third party organizations and the sequential nature of those approvals, our estimate is we will begin offering the graduate degree for the 2019/2020 AY. There is still approximately \$400,000 in the accounting restricted gift that is being used to fund one current faculty. Our estimate is that we will need approximately \$150,000 incrementally per year to support the MACC program (salary for incremental terminally qualified faculty, subscriptions/periodicals, and marketing). The breakeven point to cover the \$150,000 annual cost estimate for the program is 6 students.

2.2.1.B Develop and implement initial offerings in Adult Continuing Education and Professional Development	Michael Bitzer, Jay Abraham December 2017	We have begun offering continuing education classes in November (Notary and E-Notary) and will offer a ten-part Medical Coding Training course starting in January.
	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	The curriculum committee has approved revised BA - Communication major as presented. That will go into effect immediately. The Digital Media Production (DMP) major is being submitted to the curriculum committee by December 1 st as planned. We will have to submit this program to SOCS and the DOE for approval before awarding degrees BUT we will begin offering previously approved classes in DMP starting January.
	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	<p>SACSCOC approval was awarded in December 2015 to begin a Nursing Program with two options:</p> <ol style="list-style-type: none"> 1. RN-BSN Completion option for associate degree prepared RNs or Diploma prepared RNs and 2. BSN pre-licensure option for traditional students or transfer students who are not licensed RNs. <p>RN-BSN Completion option students began taking courses in fall 2016. The first RN-BSN class is scheduled to graduate in May 2018.</p> <p>An inaugural cohort of nine (9) BSN pre-licensure students were admitted to the Upper Division and began taking the junior level nursing concentration courses in August 2017.</p> <p>The next BSN pre-licensure cohort will begin taking nursing concentration courses in August 2018.</p>
	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	Work to create single proposal is being done by Dr. Bitzer and Dr. Lowery. Exploring option of incorporating envisioned development of Environment and Sustainability into this project to create a School of Environment and Health Sciences.
	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.

2017-18 Plans	Responsible/ Target Date(s)/Resources	Progress Report
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	See 1.3.B.
	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	After approval of the USAC consortium agreement in fall 2016 we began recruiting students. This was done at the International Fair, with posters around campus and conversations with students. Steve Coggin attended a training workshop in summer 2017 at the USAC headquarters in Reno, NV to learn about their systems and how to market their programs. This fall two students have been accepted for international study through USAC. One student will begin study in Lyon, France in January 2018 and a second will study in Seoul, South Korea in summer 2018. In addition three students have applications pending for other USAC programs in fall 2018.
	Annual Budget/ Restricted Funds	
2.3.3 Consider proposed Leadership Program for adoption and implementation.	Ken Clapp October 2017	Deferred to spring semester so that work on this initiative can be incorporated as part of the 'service' hub of the Values Proposition.
	TBD	

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

2017-18 Plans	Responsible/ Target Date(s)/Resources	Progress Report
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	IT meeting soon with Business and Theatre to discuss any fine-tuning that may be needed post-implementation, but project is essentially complete.
	Donor Funds	
2.4.B Finish upgrading the presentation technology in all technology-equipped classrooms.	Joanna Jasper, Michael Bitzer Summer 2018	Faculty Instructional Support Committee is conducting survey to determine classroom needs (both facility and technology needs). Project has been funded by donor gift.
	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	Complete.
	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	Given other priorities (online statements, CatLinkGO mobile app, Banner 9, event management and ticketing), this project is delayed. New timeline to be determined.
	Operating Budget	

2.4.E Implement CatLink Mobile App (powered by Ellucian Mobile).	Joanna Jasper, Shawn Moore November 2017	Project well underway. Based on current status, predicting spring 2018 delivery.
	Operating Budget	
2.4.F Upgrade campus firewall technology to 5Gbps.	Joanna Jasper, Rodney Rymer Summer 2017	Complete.
	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	Complete.
	Donor Funds	
2.4.H Begin process to upgrade staff laptops	Joanna Jasper, Rich Kolbasowski Summer 2018	Currently prioritizing this project behind classroom and lab technology upgrades and IT work related to taking Ketner offline this summer. Now predicting December 2018 completion.
	Lease	
2.4.I Complete transition to Microsoft directory, file, and print services (from Novell)	Joanna Jasper, Rodney Rymer Summer 2018	College is live on Microsoft services, running Novell in parallel. College computers are being converted to Microsoft Active Directory as they are replaced by new models. Now predicting December 2018 completion.
	Operating budget	

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

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.

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
3.1.A Implement landscaping improvements across campus.	Nelson Murphy, Frannie Taylor November 2017	Multiple improvements implemented across campus thanks to generous donor gift. Several more planned for spring.
	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	Exploring options for a potential downtown ballpark in partnership with City of Salisbury and others; developed contingent plans for more limited refurbishment of Newman Park; working with City to conduct necessary infrastructure changes to address water runoff by end of January 2018.
	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	Completed fall 2017 and served as central hosting place for alumni during Homecoming.
	Grant Funds	

3.2 Implement an annual repair and renovation program.

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
3.2.A Complete second phase of two phase refurbishment of Salisbury-Rowan Residence Hall roof and HVAC.	Nelson Murphy, Frannie Taylor August 2018	Summer 2018 project; funding secured thanks to generous donor gift.
	Donor Funds/Grant Funds	
3.2.B Complete refurbishment of Ketner Hall roof and HVAC.	Nelson Murphy, Frannie Taylor August 2018	2018-19 project that will require taking the building offline from Summer 2018 through Spring Semester 2019; funding secured thanks to generous donor gifts.
	Donor Funds/Grant Funds	

3.3 Develop and implement policies and procedures re: sustainability.

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
3.3.A Complete comprehensive Sustainability Plan and begin to implement its policies and procedures.	Brien Lewis, John Wear December 2017	We are currently in the process of developing a Sustainability Plan Committee that will be working to refine goals and objectives of the Sustainability Plan. In addition, we are examining ways to engage faculty, staff and students in achieving those goals and objectives.
	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	Project nearing completion.
	Donor Funds	

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

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
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	Plan completed for implementation beginning in 2018. However, due to Ketner Hall going offline in '18-'19 academic year and the focus on the library as the Center for Engaged Learning and Teaching, our internal, display spaces that can be secured and monitored for art installations will be diminished on campus. We still plan to participate in the Salisbury Sculpture Show and hope to have 1-2 sculptures for display on campus beginning in March 2018 through February of 2019.

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.

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/ Resources</i>	<i>Progress Report</i>
4.1.A Complete second phase of two phase refurbishment of Salisbury-Rowan Residence Hall roof and HVAC.	Nelson Murphy, Frannie Taylor, August 2018	Summer 2018 project; funding secured thanks to generous donor gift.
	Donor Funds/Grant Funds	

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

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
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	Project deferred to 2018.
	Donor Funds	

4.3 Enhance student recreational facilities and programs.

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
4.3.A Continue to expand staffing of recreational facilities for general student use.	Michael Bitzer, Nelson Murphy, Emily Schneider, Larry Leckonby September 2017	Deferred to spring 2018.
	TBD	
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.	Nelson Murphy, Larry Leckonby, Michael Bitzer November 2017	Athletics has requested that \$1M be included in the 2018 Capital Campaign for the artificial turf project, in addition to utilizing net tuition revenue from new 2018 marching band students towards any annual debt for the project. To date, 20% of the project has been funded through gifts and pledges.
	TBD	
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.	Larry Leckonby, Jeff Childress, Meg Dees January 2018	Athletics has requested that \$250K be included in the 2018 Capital Campaign for the softball lights project. Major gift solicitation is underway now for the project. To date, 10% of the project has been funded.
	Donor Funds	

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	Completed with full space for tutoring, testing, and student academic support services fully relocated to first floor of Hedrick Administration Building.
	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	Completed with hiring of new internship director, who has already initiated several new projects and opportunities.
	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.

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

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/ Resources</i>	<i>Progress Report</i>
5.1.A Continue to seek private support for debt reduction as part of the Comprehensive Fundraising Campaign.	Brien Lewis, Meg Dees May 2018	Ongoing.
	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	DOE ratio score of 2.8 (goal to score 1.5 or higher); met all bank covenants.
	Annual Budget	

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

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/ Resources</i>	<i>Progress Report</i>
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	Tuition increase of 2% for 2018-19 approved by Board of Trustees at October 2017 meeting.
	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.

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
5.3.A Establish and achieve balanced budget with priority list for use of any new annualized revenues.	Brien Lewis, Nelson Murphy April 2018	Still working toward this goal.
	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	Thanks to generous donor gifts we are in the process of addressing many deferred maintenance and capital projects. New priority list to be developed in spring semester to address this continuing goal.
	N/A	

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

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
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	Campaign on track to conclude at end of December 2017 and will surpass its original goal by a significant margin. Plans underway for Campaign Finale 4/6/18.
	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	Interim VP and new Annual Giving Director came aboard during Fall 2017. Plans for next campaign underway with silent phase in 2018 and likely launch at Homecoming 2018.
	Annual Budget/ Donor Funds	
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 & parent relations.	Brien Lewis, Meg Dees October 2017	Completed and part of regular dashboard review by Cabinet.
	Annual Budget/ Donor Funds	

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.

<i>2017-18 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
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	No progress this fiscal year on improvements to retirement match. Initiated updated benchmark study to be completed during spring semester.
	Annual Budget/ TBD	

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

<i>2017-18 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
<p>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.</p>	<p>Brien Lewis, Kimberly Weemhoff August 2017/January 2018 Annual Budget</p>	<ul style="list-style-type: none"> • Established Advisory Board of CPED (consists of 15 members) • Deployed an engagement survey to all employees, Board used the results of this to move forward with events for employees. These consist of: <ul style="list-style-type: none"> - Roundtable Discussions (have been centered around TED talks) - Lunch and Learns (have had 1 successful one and have several planned for the spring.) - Whatever Makes You Happy Hour (used to showcase departments and those in them, as well as offer an opportunity to engage with one another in a relaxed environment.) • Catawba Compass & Onboarding for new employees: <ul style="list-style-type: none"> - Have continued to offer monthly meetings for new employees for opportunities to learn about different departments on campus.

<p>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.</p>	<p>Erin Wood, Larry Farmer, Emily Schneider, Wellness Committee April 2018</p>	<p>The Wellness Committee continues to function as a source of healthy living habits. The Committee is working on how to get our faculty and staff more involved in the projects proposed and set up by the Committee. Participation is still too low based on our employee numbers.</p> <p>Implemented tracking method to keep Wellness Committee, Student Affairs, Human Resources, and Title IX programming monitored and easily reportable. a) So far this AY we've implemented many training and programming events held in-person and online for all members of campus – faculty, staff, and students – to prevent and address sexual violence, e.g. Student Affairs efforts (It's on Us, Sign Pledge, WALK, etc.) and Title IX programming (A Call to Men speaking event for all campus, consent training requirement for all first-year students, new employee onboarding, etc.). The total number of offerings in this category will continue to grow in Spring.</p>
<p>6.2.C Continue to increase education and training across campus on Title IX issues; finalize and implement new policies and procedures.</p>	<p>Brien Lewis, Erin Wood November 2017</p>	<p>Education and training programs and certifications are continuing for all members of campus. Student consent training and first-year & student athlete programming completed in Fall. Initiating monthly Title IX Team trainings, as well as continuing to send TIX Team members to certification trainings annually, whenever possible. All-employee training to come in Spring, and an on-site TIX certification training for civil rights investigators is scheduled for May.</p>
	<p>Annual Budget/ Donor Funds</p>	

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>
<p>6.3.A Explore opportunities to expand programming and other opportunities at new Lee Street Downtown location in Salisbury.</p>	<p>Brien Lewis, Nelson Murphy, Michael Bitzer, Tonia Black-Gold, Jay Abraham October 2017</p>	<p>Lee Street space currently being used for storage and staging space for LED lighting project.</p> <p>Further discussions on space use planned for spring semester including possible usage for performing arts activities and off-site” book depository for relocating of stacks from the library to make room for activities within the re-envisioned library.</p>
	<p>Annual Budget/ TBD</p>	
<p>6.3.B Engage with Growing Rowan County initiatives to ensure connection to and support of these activities.</p>	<p>Brien Lewis, Tonia Black-Gold, Michael Bitzer, Jay Abraham, Nelson Murphy December 2017</p>	<p>Several cabinet members and academic leaders involved in GroRoCo discussion and planning groups.</p> <p>KSOB exploring West End Plaza space usage in collaboration with Rowan County.</p>
	<p>Annual Budget/TBD</p>	

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	Significantly improved graduate tracking survey results with over 60% response rate from 2016 alumni showing 94% were employed or in graduate/professional school.
	Annual Budget/ Donor Funds	Alumni Office continues to enhance capacities and develop new initiatives to identify and connect 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.

<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	Conducted survey of alumni, faculty, staff and students in fall 2017. Research underway on logistical issues connected to potential renaming with University status.
	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.

Appendix 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.

Alumni Admissions Volunteer Challenge for Spring 2018

Introduction:

Catawba College relies on the involvement of excited, informed, and dedicated alumni to extend the reach of its recruitment efforts and engage prospective students. The Office of Admission currently oversees an Alumni Ambassador Program of approximately 60 alumni who assist professional admissions staff by attending college fairs. As the Office of Admission transitions into yield season and strives to achieve Fall 2018 enrollment goals, a new Alumni Admissions Volunteer Challenge will leverage and engage alumni resources in a number of other strategic ways this spring.

Purpose:

The Alumni Office and the Office of Admissions will collaborate to implement an Alumni Admissions Volunteer Challenge in order to increase new student enrollment and alumni engagement for a minimal cost to the institution.

Goal:

The goal of the challenge will be to engage **167 alumni volunteers** for the Admissions Office in the spring and summer of 2018. The number 167 honors the number of years that Catawba has served its students since it was founded in 1851.

Strategy:

The Alumni Admissions Volunteer Challenge will begin in early January and run through August 18, 2018 to coincide with the arrival of the Class of 2022 on campus.

The Alumni Office and the Alumni Board of Directors will support marketing, engagement, and volunteer outreach efforts for the challenge through social media, newsletters, and the alumni network. The Alumni Board of Directors' Admissions Committee will also engage the Alumni Challenge Volunteers by writing thank you notes to alumni who participate.

In early January, the Office of Admission and the Alumni Ambassador Coordinator will send a recommitment survey to current Alumni Ambassadors to confirm their commitment to the program and engage them in the challenge. The Alumni Ambassador Coordinator will also work with each alumni volunteer to answer questions, assist them with finding meaningful ways to become involved in the challenge, and communicate regularly with the Alumni Director about progress toward meeting the goal.

Alumni Volunteers will have the opportunity to engage with prospective students and participate in the Challenge through the following ways:

- **On-campus recruitment events:** Alumni volunteers will have the opportunity to directly interact with prospective students and their families at 10 on-campus events this spring. These include Catawba Experience Days, Open Houses, scholarship competitions, and Preview Days for deposited students. The dates for these events can be found online at www.catawba.edu/admissions/events. An RSVP to the Alumni Ambassador Coordinator will be requested for meal head counts for each event.
- **College fairs and high school visits:** Alumni volunteers will have the opportunity to visit high schools and attend college fairs in their area with a professional admissions staff member or, if the alumnus is connected to a high school through a coach or teacher, on their own. The Alumni Ambassador Coordinator will assist volunteers in recruitment travel in their area by providing them with a list of programs that admissions staff will attend as well as a list of any programs where the Office of Admissions is seeking alumni coverage. The Office of Admission will supply volunteers with a box of admissions materials if they choose to go to college fairs or visit high schools independently.
- **Community based organizations, churches, and youth groups:** Alumni with connections to community based organizations, churches, youth groups are welcome to coordinate a time to speak about Catawba College with that organization. The Alumni Ambassador coordinator will send a box of informational materials and identity items with the Alumni Volunteer.
- **Calling deposited students:** Under the direction of the Office of Admissions, Alumni Volunteers will have the opportunity to call deposited students to share their enthusiasm with students who have chosen to join the Catawba College family. Alumni volunteers will have the opportunity to answer students' questions and help prevent withdrawn deposits over the summer by remaining engaged with deposited students.

The Alumni Admissions Volunteer Challenge for Spring 2018 will help to identify and engage alumni volunteers, support the Office of Admissions' recruitment efforts, and lay the foundation for further alumni engagement as a strategy for future recruitment cycles.