



Catawba Annual Plan 2016-17

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.

<i>2016-17 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
1.1.1 Successfully navigate transition from legacy SAT to revised SAT in all areas of enrollment-including but not limited to educating the college community, analyzing how the new scores will be utilized in admission decisions, and integrating the new scores and how they will be used for admission in all relevant web, print and social media communication.	Cindy Barr August 2016	
	Annual Budget	

1.1.3.A Assess efficacy of the Admissions communication flow and assist EGAP recruiters to develop relevant communication plans for their constituents.	Cindy Barr, Kaitlin Carlin August 2016	
	Annual Budget	
1.1.3.B Develop a comprehensive transfer Recruitment plan and with the assistance of the Registrar and relevant department chairs develop transfer course guidelines and course equivalencies for NC Community College transfers.	Cindy Barr, Susan Agner, Michael Bitzer October 2016	
	Annual Budget	
1.1.3.C Identify and develop strategic secondary and tertiary markets to expand our out of state percentages and reduce reliance on immediate local area.	Cindy Barr August 2016	
	Annual Budget	
1.1.4.A Successfully launch and support EGAP initiatives across campus.	Cindy Barr, Kaitlin Carlin, Michael Bitzer, Larry Leckonby August 2016	
	Annual Budget	
1.1.4.B Migrate to version 4.2 of Recruiter.	Cindy Barr, Joanna Jasper December 2016	
	Annual Budget	
1.1.4.C Expand Recruiter usage and provide recruiter access and training for all designated EGAP recruiters. Further develop our use of the Events and Travel portions of the CRM.	Cindy Barr, Joanna Jasper, Kaitlin Carlin August 2016	
	Annual Budget	

<p>1.1.4.D Create a data driven retention based enrollment model to better align our admission offers with factors that indicate success at Catawba. Work to support the admissions committee who will make curricular and co-curricular recommendations to support borderline students who are statistically less likely to persist.</p>	<p>Cindy Barr September 2016</p>	
	<p>Annual Budget</p>	
<p>1.1.4.E Develop a robust Alumni Ambassadors program (including Alumni recruitment, training, and related budget) to assist with student recruitment in tertiary markets.</p>	<p>Cindy Barr</p>	
	<p>Annual Budget</p>	

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

<p>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.</p>
<p>1.2.2 Implement multi-year plan that supports different delivery models and formats for different courses, degree programs and student markets.</p>
<p>1.2.3 Implement a comprehensive marketing plan highlighting Catawba’s distinctive evening programs, unique facilities, and outstanding location in central North Carolina.</p>

2016-17 Plans	Responsible/ Target Date(s)/Resources	Progress Report
1.2.1.A Set targets for enrollment growth at CPCC site and address staffing needs accordingly.	Michael Bitzer, Jeff Bowe October 2016	
	Annual Budget	
1.2.1.B Determine potential new programs and curricula in Entrepreneurship, Leadership/HR, Accounting (5 th year or master's).	Michael Bitzer, Jay Abraham Jeff Bowe December 2016	
	Annual Budget	
1.2.2.A Assess training for faculty and effectiveness of implementation in 2016-17.	Michael Bitzer, Jeff Bowe December 2016	
	Annual Budget	
1.2.2.B Explore articulation agreement with SPCC for offering programs at their campus	Michael Bitzer, Jeff Bowe December 2016	
	Annual Budget	

1.2.2.C Search for full time accounting position to start in fall 2017, with a search to start in fall 2016.	Michael Bitzer, Jeff Bowe December 2016	
	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>2016-17 Plans</i>	<i>Responsible/ Target Date(s)/ Resources</i>	<i>Progress Report</i>
1.3.A Continue to assess and evaluate conditionally admitted students and their results year-to-year as well as curricular and co-curricular support mechanisms.	Sheila Brownlow, Forrest Anderson February 2017	
	Annual Budget	

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>2016-17 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
2.1.1.A Faculty review and approval of valid and reliable assessment instruments for all activities tied directly to learning goals, outcomes and competencies.	Michael Bitzer, Barry Sang, GEAR and APA Faculty Governance Committees December 2016	
	Annual Budget	
2.1.1.B Submit self-study for accreditation of Ketner School of Business by ACBSP.	Michael Bitzer, Jay Abraham December 2016	
	Annual Budget	
2.1.2.A Continue to infuse White Paper on Institutional Philosophy on Education's elements by having all departments review their majors and seeking revisions to align more with the White Paper in their learning outcomes and objectives.	Michael Bitzer April 2017	
	Annual Budget	
2.1.2.B 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 2017	
	Annual Budget	

2.1.3 Continue to implement strategic plan for enhancing Honors Program with emphasis on increasing the number of students graduating with Honors.	Michael Bitzer, Maria Vandergriff-Avery April 2017	
	Annual Budget/ Donor Funds	
2.1.6.A Evaluate and implement where feasible the recommendations of the committee on the establishment of a Center for Teaching & Learning Technology.	Michael Bitzer, Joanna Jasper, Instructional Support Committee March 2017	
	TBD	
2.1.6.B Develop and implement schedule of faculty searches and hires.	Michael Bitzer November 2016	
	Annual Budget/ TBD	
2.1.7. Develop additional international opportunities, internships and other experiential offerings that may, in time, foster utilization of alternate academic calendar structures.	Michael Bitzer, Steve Coggin	
	Annual Budget/ TBD	

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.

2016-17 Plans	Responsible/ Target Date(s)/Resources	Progress Report
2.2.1.A Focus on planning and submission of curriculum proposal for accelerated accounting program or 5 th year MACC with goal of having plan to implement in 2017-18 academic year.	Michael Bitzer, Jay Abraham December 2016	
	Donor funds	
2.2.1.B Explore new and revised programs in KSOB including Interdisciplinary Music Business major (either BA or BS)	Michael Bitzer, Jay Abraham December 2016	
	TBD	
2.2.1.C Explore new and revised programs in KSOB including revamping interdisciplinary Sport Management/ Business major.	Michael Bitzer, Jay Abraham December 2016	
	TBD	

2.2.1.D Explore new and revised programs in KSOB including Communication Arts production concentration and expansion of Sports Communication concentration.	Michael Bitzer, Jay Abraham December 2016	
	Donor funds	
2.2.2.A Implement first cohort of “Segue 61” post-graduate certificate opportunity for popular music students with significant experiences in Nashville, TN.	Michael Bitzer, David Fish, Bill Armour December 2016	
	Annual Budget/ TBD	
2.2.3.A Present proposal for pre-licensure BSN program before faculty, SACSCOC, and Nursing Board for approvals.	Michael Bitzer, Racquel Ingram January 2017	
	Donor Funds	
2.2.3.B Complete detailed feasibility studies for graduate programs in Athletic Training and Physical Therapy.	Michael Bitzer, Jim Hand, Jim Stringfield December 2016	
	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.

<i>2016-17 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
2.3.1 Expand and enhance opportunities for Service Learning programs and experiences, especially via new Director of Volunteer Catawba and Catawba Theological Institute.	Michael Bitzer. Ken Clapp, Chris Gratton December 2016	
	Annual Budget/ Lilly Grant Funds	
2.3.2.A Explore collaborative agreements for semester-long study abroad opportunities including re-engagement with Harlaxton / University of Evansville program.	Michael Bitzer, Steve Coggin December 2016	
	Annual Budget/ Donor Funds	
2.3.3 Consider proposed Leadership Program for adoption and implementation.	Michael Bitzer, Ken Clapp February 2017	
	TBD	
2.3.4 Explore models for potential Cultural Events requirement for faculty consideration.	Michael Bitzer, April 2017	
	Annual Budgets	

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

<i>2016-17 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
2.4.A Promote faculty-sharing and faculty usage of technologies that have the potential to improve teaching, learning, and student engagement.	Michael Bitzer, Joanna Jasper, Instructional Support Committee December 2016	
	TBD	
2.4.B Finish upgrading the presentation technology in all technology-equipped classrooms.	Joanna Jasper, Michael Bitzer December 2016	
	Annual Budget/ Capital Budget	
2.4.C Procure funding for upgrading or replacing the equipment and software in campus computer labs (with Theatre Arts as priority) with more powerful and current components and/or utilize virtualization options as appropriate.	Joanna Jasper Summer 2016	
	TBD	
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 February 2017	

<p>2.4.E Implement CatLink Mobile App (powered by Ellucian Mobile)</p>	<p>Joanna Jasper, Shawn Moore February 2017</p>	
<p>2.4.F Improve student output (print/ scan/copy) options on campus</p>	<p>Joanna Jasper, Chad Lewis, Rich Kolbasowski August 2016</p>	
<p>2.4.G Upgrade campus fiber and internet service to support significantly faster data transmission speeds.</p>	<p>Joanna Jasper, Rodney Rymer October 2016</p>	
<p>2.4.H Begin process to upgrade faculty laptops; offer hybrid laptop-tablet option (e.g. Surface)</p>	<p>Joanna Jasper, Rich Kolbasowski May 2017</p>	

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>2016-17 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
3.1.A Implement priority items from Campus Master Plan including Hedrick Administration Building Terrace and landscaping improvements to front of campus and King Street entrance.	Brien Lewis, Nelson Murphy September 2016	
	Donor Funds	
3.1.B Finalize all steps needed to undertake refurbishment of Baseball facility; complete funding plan, and determine construction and occupancy timeline.	Brien Lewis, Nelson Murphy, Larry Leckonby September 2016	
	Donor Funds/TBD	

3.2 Implement an annual repair and renovation program.

2016-17 Plans	Responsible/Target Date(s)/Resources	Progress Report
3.2.A Complete second phase of two phase renovation and refurbishment of Barger-Zartman Residence Hall.	Nelson Murphy, Frannie Taylor August 2016	
	Donor Funds	
3.2.B Develop plans for potential renovation and refurbishment of Heath Hill House.	Nelson Murphy, Frannie Taylor October 2016	
	Donor Funds	

3.3 Develop and implement policies and procedures re: sustainability.

2016-17 Plans	Responsible/Target Date(s)/Resources	Progress Report
3.3.A Complete comprehensive Sustainability Plan and begin to implement its policies and procedures.	Brien Lewis, John Wear October 2016	
	Annual Budget/ Donor Funds	
3.3.B Complete plan for, and start to implement, new fixtures and bulbs to execute changeover to LED lights across campus.	Nelson Murphy, John Wear October 2016	
	Donor Funds	

3.3.C Complete implementation of monitoring and tracking systems for new solar energy and related installations.	John Wear, Nelson Murphy September 2016	
	Donor Funds	

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

<i>2016-17 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 2016	
	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.

<i>2016-17 Plans</i>	<i>Responsible/Target Date(s)/ Resources</i>	<i>Progress Report</i>
4.1.A Complete second phase of two phase renovation and refurbishment of Barger-Zartman Residence Hall.	Nelson Murphy, Frannie Taylor, August 2016	
	Donor Funds	

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

<i>2016-17 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 September 2016	
	Donor Funds	

4.3 Enhance student recreational facilities and programs.

<i>2016-17 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
<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 2016</p>	
	<p>TBD</p>	
<p>4.3.B 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, Brien Lewis November 2016</p>	
	<p>TBD</p>	

4.4 Enhance student engagement and academic support services and facilities.

<i>2016-17 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
4.4.A Prepare and occupy additional space for academic and student support services including tutoring and testing.	Michael Bitzer, Nelson Murphy, Frannie Taylor August 2016	
	TBD	

4.5 Enhance student career support services and programs.

<i>2016-17 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
4.5.A Increase opportunities for including Career Services and Catawba To Careers (C2C) in First Year Experience programs.	Robin Perry, Kim Smith, Michael Bitzer, Sheila Brownlow September 2016	
	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>2016-17 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 2016	
	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>2016-17 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 May 2017	
	Donor Funds	
5.1.B Continue to meet Department of Education financial ratios and all bank covenants related to debt financing.	Nelson Murphy May 2017	
	Annual Budget/TBD	

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

<i>2016-17 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 packaging, and related elements in determining tuition and fees for 2017-18 by October 2016 Board of Trustees meeting.	Brien Lewis, Cindy Barr, Nelson Murphy September 2016	
	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>2016-17 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 2017	
	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 2017	
	N/A	
5.3.C Develop and implement revised Budget and Board Meeting schedule and timeline to present budget for 2017-18 to Board of Trustees in April 2017.	Brien Lewis, Nelson Murphy October 2016	
	N/A	

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

<i>2016-17 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
5.4.A Continue public phase of Comprehensive Fundraising Campaign.	Brien Lewis, May 2017	
	Annual Budget/ Donor Funds	
5.4.B Utilize additional capacities from improved database technology and related resources to improve donor communications and stewardship.	Brien Lewis August 2016	
	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.

2016-17 Plans	Responsible/ Target Date(s)/Resources	Progress Report
6.1.A Continue as resources permit to move towards benchmark compensation targets for each faculty and staff member as well as implementing recommendations from Benefits Task Force.	Brien Lewis, Nelson Murphy October 2016	
	Annual Budget/ TBD	

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

2016-17 Plans	Responsible/Target Date(s)/Resources	Progress Report
6.2.A Implement new Employee Orientation and Development programs based on Benefits Task Force recommendations and national best practices.	Brien Lewis, Amy Williams August 2016	
	Annual Budget	

<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>Michael Bitzer, Larry Farmer, Emily Schneider, Wellness Committee November 2016</p>	
	<p>Annual Budget/ Donor Funds</p>	
<p>6.2.C Led by new Title IX Coordinator, increase education and training across campus on Title IX issues.</p>	<p>Brien Lewis November 2016</p>	
	<p>Annual Budget</p>	
<p>6.2.D Undertake planning for a “Founder’s Day” that would engage the campus community in thinking about and acting on the mission of the College from the perspective of the faith tradition which in turn drives the emphasis upon service and caring.</p>	<p>Brien Lewis August 2016</p>	
	<p>TBD</p>	
<p>6.2.E Implement a series of “College Coffee” campus-wide social events including connections to new Employee Orientation and Development Programs.</p>	<p>Brien Lewis, Monica Farrington, Amy Williams August 2016</p>	
	<p>Donor Funds</p>	

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

<i>2016-17 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 Downtown locations in Salisbury.	Brien Lewis, Bill Armour, Nelson Murphy, Michael Bitzer, Tonia Black-Gold, Jay Abraham August 2016 Annual Budget/ TBD	
6.3.B Continue to seek and implement opportunities to expand and enhance collaborations with local and regional educational and arts institutions.	Brien Lewis, Bill Armour, Michael Bitzer, Nelson Murphy December 2016 Annual Budget/TBD	

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

<i>2016-17 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 tracking for assessment, stewardship, and network opportunities for alumni and current students.	Brien Lewis, Tim Kennedy, Robin Perry December 2016	
	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>2016-17 Plans</i>	<i>Responsible/ Target Date(s)/Resources</i>	<i>Progress Report</i>
6.5.A Continue discussions as part of new Strategic Planning process about criteria for pursuing University status endorsed by the Board of Trustees.	Brien Lewis April 2017	
	N/A	