CATAWBA STRATEGIC FOCUS PLAN – ENDORSED BY BOARD OF TRUSTEES – 10/26/2019

The Catawba Strategic Focus Plan provides a three year set of strategic investments for enrollment growth and financial sustainability. This plan was undertaken and developed in order to assist Catawba in the following ways:

- To know who we are and where we are by understanding current student populations and how we serve them, as well as by understanding developing trends in student populations and how we may respond to those developments;
- To examine what opportunities, programs, and initiatives can be pursued as a function of strategic decisions as well as donor support;
- To embrace/grapple with 21st century learning (including technology and experiential opportunities) while being willing and able to experiment and providing time for novel approaches to bear fruit;
- To be honest and authentic about what we will be able to offer and support with those faculty, students, and staff who are joining our community;
- To become more aligned in our direction, purpose, and priorities for the College while retaining our core values.

Our overall 3-Year Guiding Objectives:	*Our Key 3-Year Metrics:*
➢ **Enhancing our capacities to deliver our enduring Mission and Core Values;** ➢ **Upholding our commitments to access and individual development "from applicant to alumni";** ➢ **Enabling our long term financial sustainability through enrollment growth; and** ➢ **Undertaking a feasibility study and determining if we should transition from Catawba College to Catawba University.**	➢ **Enrolling 200 new day, transfer, graduate, and non-traditional students by 1/1/22.** ➢ **No budget deficit by 5/31/22.**

The Strategic Focus elements on the following pages are color-coded:

Blue boxes reflect the main themes and objectives of our 3-year (2019-20, 2020-21, 2021-22) strategy.

Green boxes include items and tactics we believe at the present time will be used to accomplish the objectives.

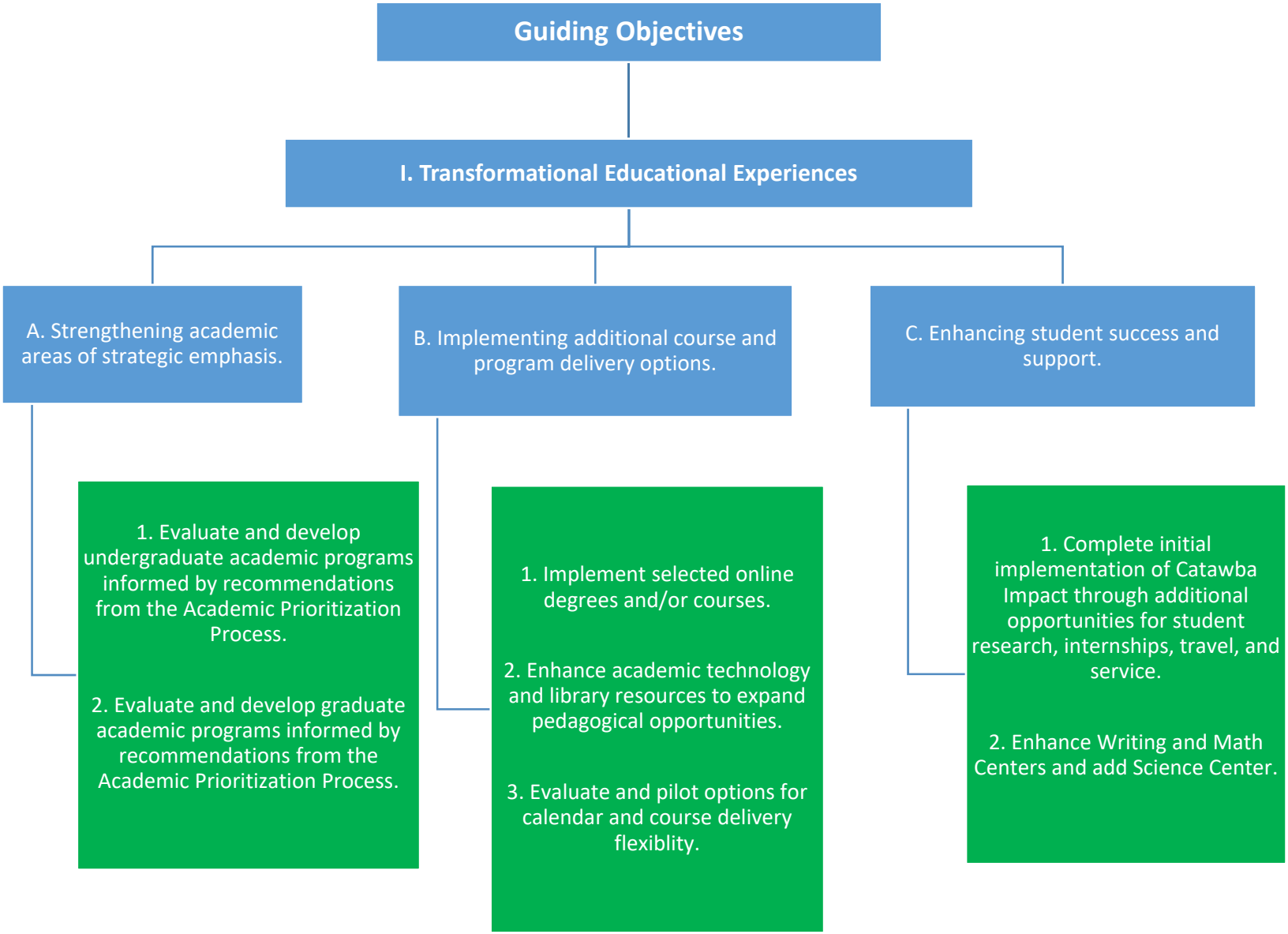
Strategic Focus Overview Summary

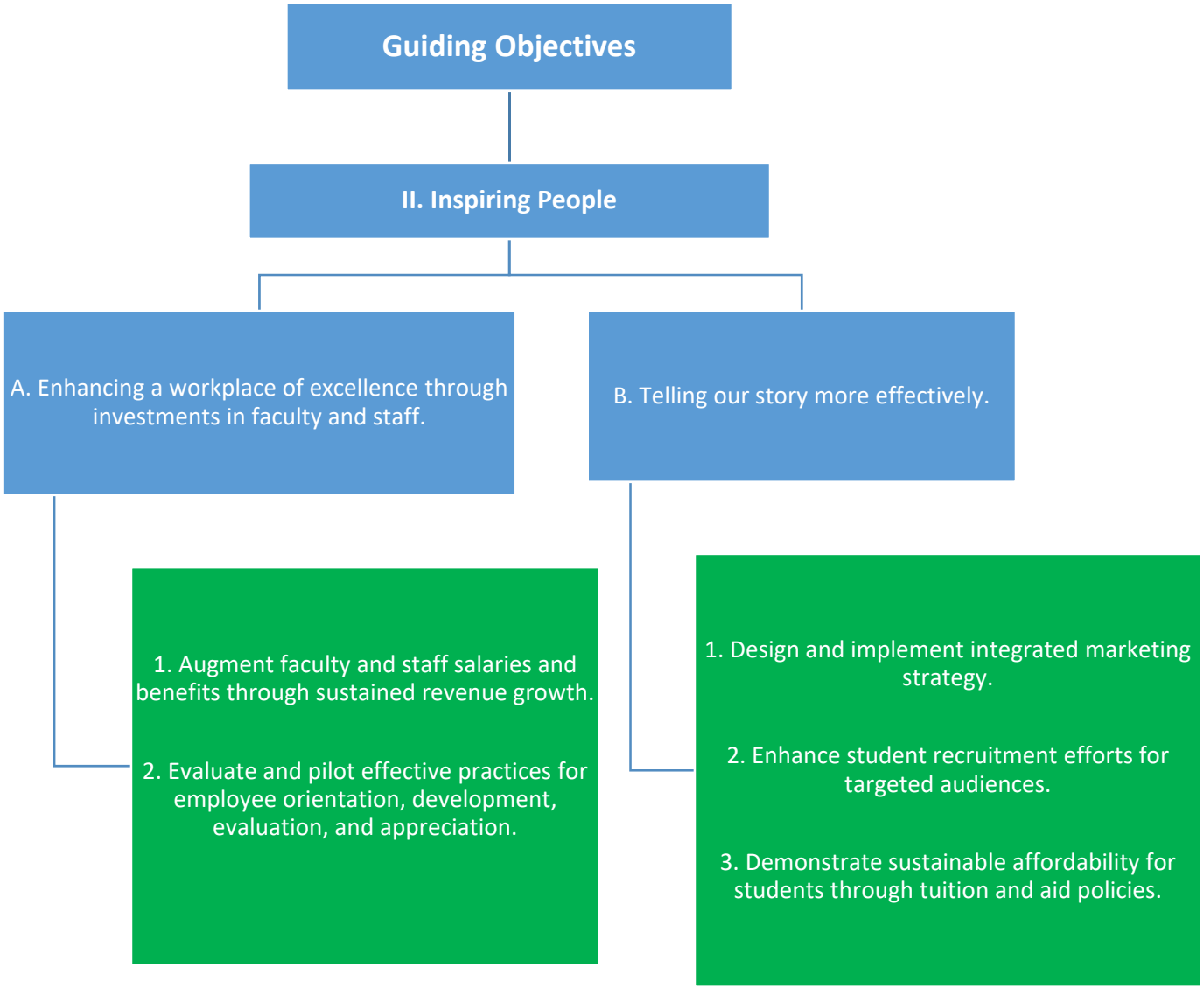
Our overall 3-Year Guiding Objectives:

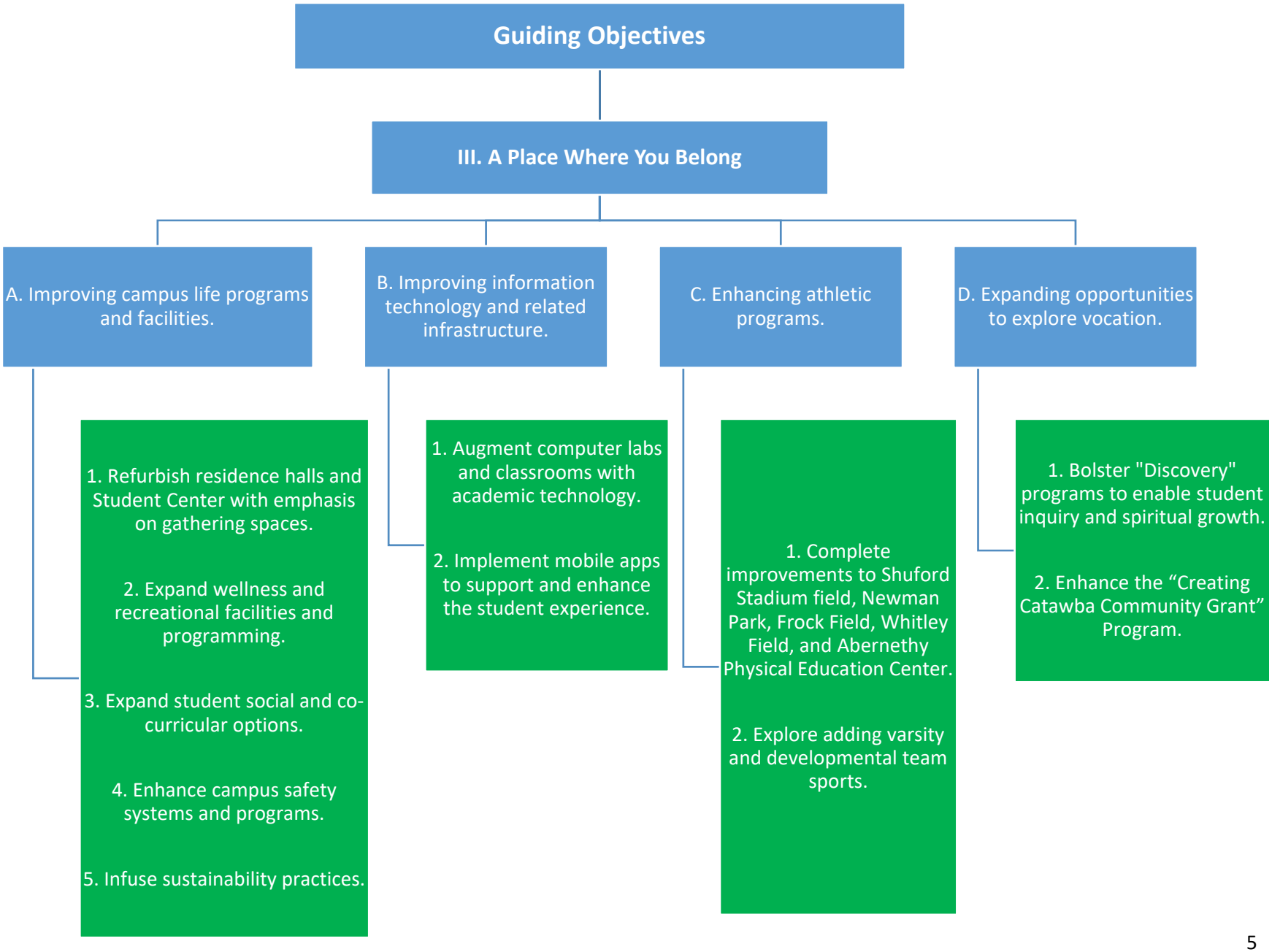
- **Enhancing our capacities to deliver our enduring Mission and Core Values;**
- **Upholding our commitments to access and individual development "from applicant to alumni";**
- **Enabling our long term financial sustainability through enrollment growth; and**
- **Undertaking a feasibility study and determining if we should transition from Catawba College to Catawba University.**

A three year set of strategic investments for meeting our Guiding Objectives through:

Transformational Educational Experiences	• Strengthening academic areas of strategic emphasis. • Implementing additional course and program delivery options. • Enhancing student success and support.
Inspiring People	• Enhancing a workplace of excellence through investments in faculty and staff. • Telling our story more effectively.
A Place Where You Belong	• Improving campus life programs and facilities. • Improving information technology and related infrastructure. • Enhancing athletic programs. • Expanding opportunities to explore vocation.


Guiding Objectives
I. Transformational Educational Experiences
A. Strengthening academic areas of strategic emphasis.
B. Implementing additional course and program delivery options.
C. Enhancing student success and support.
1. Evaluate and develop undergraduate academic programs informed by recommendations from the Academic Prioritization Process.
2. Evaluate and develop graduate academic programs informed by recommendations from the Academic Prioritization Process.
1. Implement selected online degrees and/or courses.
2. Enhance academic technology and library resources to expand pedagogical opportunities.
3. Evaluate and pilot options for calendar and course delivery flexiblity.
1. Complete initial implementation of Catawba Impact through additional opportunities for student research, internships, travel, and service.
2. Enhance Writing and Math Centers and add Science Center.


Guiding Objectives
II. Inspiring People
A. Enhancing a workplace of excellence through investments in faculty and staff.
B. Telling our story more effectively.
1. Augment faculty and staff salaries and benefits through sustained revenue growth.
2. Evaluate and pilot effective practices for employee orientation, development, evaluation, and appreciation.
1. Design and implement integrated marketing strategy.
2. Enhance student recruitment efforts for targeted audiences.
3. Demonstrate sustainable affordability for students through tuition and aid policies.


Guiding Objectives
III. A Place Where You Belong
A. Improving campus life programs and facilities.
B. Improving information technology and related infrastructure.
C. Enhancing athletic programs.
D. Expanding opportunities to explore vocation.
1. Refurbish residence halls and Student Center with emphasis on gathering spaces.
2. Expand wellness and recreational facilities and programming.
3. Expand student social and co-curricular options.
4. Enhance campus safety systems and programs.
5. Infuse sustainability practices.
1. Augment computer labs and classrooms with academic technology.
2. Implement mobile apps to support and enhance the student experience.
1. Complete improvements to Shuford Stadium field, Newman Park, Frock Field, Whitley Field, and Abernethy Physical Education Center.
2. Explore adding varsity and developmental team sports.
1. Bolster "Discovery" programs to enable student inquiry and spiritual growth.
2. Enhance the “Creating Catawba Community Grant” Program.

MEMBERS OF THE STRATEGIC FOCUS ADVISORY TEAM

- Forrest Anderson - Provost's Office/English
- Shannon Axtell Martin – Lilly Center
- Pam Barber - Athletics
- Terrence Baxter - Athletics
- Jeff Bostian - IT
- Jeff Bowe - SEGS
- Sheila Brownlow – Psychology/FYE
- Julie Chamberlain – Music
- Sarah Hurley – Financial Aid
- Kim Creamer – Education
- Deep Dave - Admissions
- Laura Gilland - Student Affairs
- Earl Givens – Library
- Carrie Graham – Athletic Training
- Eric Hake - Business
- Jim Hand – Health Sciences
- Mahsa Khoushnoud – Business
- Brien Lewis - President
- Jeff Little - Music
- Shawn Moore – IT
- Scott Morton – Communications
- Kimberly Newton - SEGS
- ChaMarra Saner – Chemistry
- Barry Sang – Religion & Philosophy
- Kimberly Smith – Exercise Science
- Brad Stephenson – Theatre Arts
- Erin Stringer – Development
- Jim Stringfield – Education
- Rick Thibodeau – Public Safety
- Shelley Tyler Smith – Internships
- Marcus Washington – Student Affairs