

*CATAWBA FOCUS:*  
*ANNUAL PLAN 2019-20*

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*TRANSFORM. INSPIRE. BELONG.*

<p><b>Our Overall 3 Year Goals:</b></p> <p>To grow from 1300 to 1500 students by 9/1/2021 while:</p> <ul style="list-style-type: none"> <li>• <u>Enhancing</u> our capacities to deliver our Mission and Core Values,</li> <li>• <u>Upholding</u> our commitment to access and holistic student development, and</li> <li>• <u>Ensuring</u> the long term financial sustainability of Catawba.</li> </ul>	<p><b>Our Key 3 Year Metrics:</b></p> <ol style="list-style-type: none"> <li>1. Enrolling 200 new day, transfer, graduate, and non-traditional students by 9/1/21.</li> <li>2. No budget deficit by 5/31/22.</li> </ol>
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**Our 2019-20 Key Priorities:**

<p><b>1. Growth Through Compelling Academic Programs:</b></p> <ol style="list-style-type: none"> <li>A. Enhance programs in each of the academic areas of strategic emphasis (Environment, Health Sciences, Business, and Performing Arts).</li> <li>B. Prepare for launch of new Graduate Programs in Data Analytics, Health Care Administration, and Sport Management; obtain all approvals required for Graduate Program in Mental Health Counseling.</li> <li>C. Implement new Distance Learning platforms and new Programs for Non-Traditional Students.</li> </ol>	<p><b>2. Growth Through Engaging Co-Curricular Experiences:</b></p> <ol style="list-style-type: none"> <li>A. Continue to implement the Catawba Impact experiences (Internships, Travel, Service, and Research &amp; Creativity).</li> <li>B. Institute new and enhanced Student Services and Student Activities.</li> <li>C. Launch re-imagined Library as collaborative learning environment.</li> </ol>
<p><b>3. Growth Through Enhancing Facilities and Technology:</b></p> <ol style="list-style-type: none"> <li>A. Launch new and enhanced academic facilities for Business, Performing Arts, Sciences, and Health &amp; Human Performance.</li> <li>B. Complete priority list of improved Athletic and Recreational facilities.</li> <li>C. Fulfill priority list of Information Technology systems enhancements to enable efficiencies and innovation.</li> <li>D. Execute priority list of infrastructure and campus beautification projects.</li> </ol>	<p><b>4. Growth Through Expanding Awareness and Engagement:</b></p> <ol style="list-style-type: none"> <li>A. Implement marketing plan for intentional use of new brand messaging through multiple platforms.</li> <li>B. Continue to refine college website redesigned for Search Engine Optimization and device versatility.</li> <li>C. Adopt Strategic Focus, the next iteration of Catawba’s strategic planning process and document.</li> <li>D. Continue “Mind-Body-Soul: Catawba’s Campaign for Growth” to provide resources for strategic priorities.</li> </ol>

**Our 2019-20 Goals and Tactics:**

<b>1.</b>	<p><b><i>Growth Through Compelling Academic Programs:</i></b></p> <p><b><i>A. Enhance programs in each of the academic areas of strategic emphasis (Environment, Health Sciences, Business, and Performing Arts).</i></b></p> <p><b><i>B. Prepare for launch of new Graduate Programs in Data Analytics, Health Care Administration, and Sport Management; obtain all approvals required for Graduate Program in Mental Health Counseling.</i></b></p> <p><b><i>C. Implement new Distance Learning platforms and new Programs for Non-Traditional Students.</i></b></p>
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ITEM	RESPONSIBLE	PROGRESS REPORT
<b>A.1 - Environment:</b>	Lowery/Dollar/Tice	
a) Implement undergraduate program in GIS.	a) Lowery and Dollar	
b) Feasibility study on graduate program in environmental studies.	b) Lowery and Dollar	
c) Emphasize participation of students in internships, travel, and research (“Catawba Impact”) in the environmental programs to serve as a showcase for campus-wide initiatives.	c) Lowery and Dollar	
d) Growth Goals: 45 First Year and 4 Transfer Students for Fall 2020.	d) Tice, Lowery, and Dollar	

<p><b>A.2 - Health Sciences:</b></p> <ul style="list-style-type: none"> <li>a) Complete Nursing Program accreditations.</li> <li>b) Develop and seek approvals (internal and SACSCOC) for Master’s program in Mental Health Counseling.</li> <li>c) Continue marketing, recruiting, and implementation of RN2BSN 2.0.</li> <li>d) Complete move of key Health Science and Human Performance faculty and facilities into refurbished Ketner Hall. This includes new Nursing Lab, Exercise Science Lab, Health Science classroom/lab, and faculty office spaces.</li> <li>e) Complete feasibility study on new add-on certifications in Health Sciences (strength and conditioning, health coach, cardio-respiratory care).</li> <li>f) Growth Goals for Nursing (pre-licensure) major: 40 First Year and 10 Transfer Students for Fall 2020.</li> </ul>	<p>Lowery/Hand/Tice</p> <ul style="list-style-type: none"> <li>a) Lowery and Hand</li> <li>b) Lowery and Hand</li> <li>c) Tice, Miller-Davis, Lowery, Hand</li> <li>d) Lowery and Hand</li> <li>e) Lowery and Hand</li> <li>f) Tice, Lowery, and Hand</li> </ul>	
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<p>g) Growth Goals for Sport Management major: 35 First Year and 2 Transfer Students for Fall 2020.</p>	<p>g) Tice, Lowery, and Hand</p>	
<p><b>A.3 - Business:</b></p> <p>a) Complete transition of Math and Computer Science into KSOB.</p> <p>b) Prepare to implement new undergraduate minor in Data Analytics by 8/1/2020.</p> <p>c) Hire a faculty member specializing in Data Analytics (MBS supported, gift received).</p> <p>d) Hire a faculty member specializing in computer science (application development in particular) (MBS supported, gift received).</p> <p>e) Plan and install revitalized computer lab on 3<sup>rd</sup> floor of Ketner Hall to support needs of data analytics and computer sciences (MBS support, gift received).</p>	<p>Lowery/Hake/Tice</p> <p>a) Lowery and Hake</p> <p>b) Lowery and Hake</p> <p>c) Lowery and Hake</p> <p>d) Lowery and Hake</p> <p>e) Lowery, Hake, and Jasper</p>	

<p>f) Implementation of “Ketner MBA” with concentrations in data analytics, health care administration, and/or accounting.</p> <p>g) Implement approved BS IT and BS IST.</p> <p>h) Review and revise the BBA program for online implementation.</p> <p>i) Relaunch the CEED lab as an integrative, cross-campus program.</p> <p>j) Complete implementation of CPA-Ready program in Accounting.</p> <p>k) Develop plans for multiple camera studio, including space layout and equipment/technology needs. Develop a plan for raising funds within the context of the MBS campaign.</p>	<p>f) Lowery and Hake</p> <p>g) Lowery and Hake</p> <p>h) Lowery, Hake and Bowe</p> <p>i) Lowery, Hake and Just</p> <p>j) Lowery and Hake</p> <p>k) Lowery, Hake, Taylor, Jasper, Dees</p>	
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<p><b>A.4 - Performing Arts:</b></p> <ul style="list-style-type: none"> <li>a. Develop and implement a marketing and recruitment strategy for Music and Theatre Arts.</li> <li>b. Develop plans for Audio Recording studio, including working with Ms. Taylor and outside experts on space layout and equipment/technology needs. Develop a plan for raising funds within the context of the MBS campaign.</li> </ul>	<ul style="list-style-type: none"> <li>a. Tice, Lowery, Eppers, Homan</li> <li>b. Taylor, Jasper, Lowery, Eppers, Dees</li> </ul>	
<p><b>B - Graduate Programs:</b></p> <ul style="list-style-type: none"> <li>a) Develop and implement a strategy for marketing, recruiting, and matriculating graduate students.</li> <li>b) Develop and implement an academic administrative strategy for our graduate programs (“director of graduate programs”?). Further implement Graduate Council mechanisms (already in process).</li> </ul>	<ul style="list-style-type: none"> <li>a. Tice and Lowery</li> <li>b. Lowery</li> </ul>	

<p>c) Implement new “Ketner MBA” by 8/1/20 with target of 20 students by 9/1/21.</p> <p>d) Implement new Master’s Program in Sports Management by 8/1/20 with target of 20 students by 9/1/21.</p> <p>e) Obtain all approvals to Implement new Master’s in Mental Health Counseling with target of 20 students by 9/1/22.</p>	<p>c.-e. Lead Teams below; Lowery and...</p> <p>Data Analytics Lead Team: Sullivan, Bowe, Thompson</p> <p>Sports Mgmt Lead Team: Hand, Aagard</p> <p>MHC Lead Team: Hand, Brownlow</p>	
<p><b>C - Non-Traditional Programs:</b></p> <p>a) Implement new Division of Distance &amp; Online Education. Hire team of professionals to work with Dean Bowe, to include an administrative assistant, recruitment specialist, and instructional designer.</p> <p>b) Develop and implement a strategy for marketing, recruiting, and matriculating students in a more robust online program.</p>	<p>Lowery/Bowe/Tice</p>	



<ul style="list-style-type: none"> <li>c) Develop and implement strategy for targeting degree-completion students (returners, transfer, etc.)</li> <li>d) Develop and implement a \$199/credit hour strategy for returning students (students that left Catawba without finishing their degree).</li> <li>e) Review general education requirements for online programs.</li> <li>f) Develop a Bachelors in General Studies program for potential launching in Fall 2020.</li> <li>g) Launch online delivery of programs for Non-Traditional Students by 8/1/19 and full implementation for Fall 2020.</li> <li>h) Implement new Programs in BS IT by 8/1/20 and online RN-to-BSN by 8/1/20.</li> </ul>		
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<b>2.</b>	<p><b><i>Growth Through Engaging Co-Curricular Experiences:</i></b></p> <p><b><i>A. Continue to Implement the Catawba Impact experiences (Internships, Travel, Service, and Research &amp; Creativity).</i></b></p> <p><b><i>B. Institute new and enhanced Student Services and Student Activities.</i></b></p> <p><b><i>C. Launch re-imagined Library as collaborative learning environment.</i></b></p>
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ITEM	RESPONSIBLE	MID-YEAR PROGRESS REPORT
<p><b>A.1 - Internships:</b></p> <p>a) Increase number of paid internships by 10% in 2019-20.</p>	Lowery/Tyler-Smith	
<p><b>A.2 - Travel:</b></p> <p>a) Appoint International Center Director by 10/1/2019. Appoint a faculty liaison to work with Director by 10/1/2019.</p> <p>b) Move Travel Center to Student Success area by 1/1/2020.</p> <p>c) Increase outbound travel 10% in 2019-20.</p>	Lowery/Anderson	

<p><b>A.3 - Service:</b></p> <p>a) Work with Lilly Center to develop Service Learning professional development in AY 2019-2020.</p>	<p>Lowery/Clapp</p>	
<p><b>A.4 - Research and Creativity:</b></p> <p>a) Research and Creativity Center to open by 1/1/20.</p>	<p>Lowery/Taylor</p>	
<p><b>B - Student Services and Student Activities:</b></p> <p>a) Implement MyCatawba mobile app by 9/1/19.</p> <p>b) Fully implement Presence co-curricular event and activity tracking system for campus wide use in Fall 2019.</p> <p>c) Implement Student Success Coaches.</p> <p>d) Pilot alternative dining options.</p> <p>e) Expand student wellness and recreation programs and options.</p>	<p>Jasper/Tice</p> <p>Tice/Taylor/Jasper</p> <p>Lowery/Tice</p> <p>Tice</p> <p>Tice</p>	

<p><b>C – Library:</b></p> <p>a) Complete re-calibration of Library to host Collaboratory, Undergraduate Research &amp; Creativity Center, and Center for Engaged Learning &amp; Teaching by 1/1/20.</p>	Lowery/Taylor/Givens	
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<b>3.</b>	<p><b><i>Growth Through Enhancing Facilities and Technology:</i></b></p> <p><b><i>A. Develop new and enhanced academic facilities for Business, Performing Arts, Sciences, and Health &amp; Human Performance.</i></b></p> <p><b><i>B. Complete priority list of improved Athletic and Recreational facilities.</i></b></p> <p><b><i>C. Fulfill priority list of Information Technology systems enhancements to enable efficiencies and innovation.</i></b></p> <p><b><i>D. Execute priority list of infrastructure and campus beautification projects.</i></b></p>
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<b>ITEM</b>	<b>RESPONSIBLE</b>	<b>MID-YEAR PROGRESS REPORT</b>
<p><b>A - Academic Facilities:</b></p> <p>a) Complete (i) refurbishment of Ketner School of Business facilities and (ii) creation of Digital Media Production Studio.</p> <p>b) Design new recording studio facility and experiential Music Hubs by 8/1/20.</p> <p>c) Complete enhancements for Health and Human Performance facilities and Science facilities by refurbishing Shuford Science Building and creating Exercise Science Lab by 8/1/20.</p>	Lowery/Taylor	

<p><b>B - Athletic and Recreational Facilities:</b></p> <ul style="list-style-type: none"> <li>a) Complete construction of artificial turf field in Shuford Stadium by 8/1/20.</li> <li>b) Complete refurbishments and enhancements to Auxiliary Gym by 1/1/20.</li> <li>c) Complete Sand Volleyball facility and launch Varsity program.</li> <li>d) Complete installation of new HVAC systems in Abernethy Physical Education Center.</li> </ul>	<p>Leckonby/Taylor/ Dees/Childress</p>	
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<p><b>C – Information Technology Systems</b></p> <p>a) Wi-fi refresh and expand – will make progress during the academic year on academic/admin buildings and outdoor; for res halls, need the summer of 2020 to install; target completion = August 2020.</p> <p>b) Refresh Ketner AV to match standard elsewhere on campus (laser projectors, wireless projection, support for modern mobile devices); target = Jan. 2020.</p> <p>c) Refresh Ketner 3<sup>rd</sup> floor computer lab; target = January 2020.</p> <p>d) Banner 9 Self-Service:</p> <ul style="list-style-type: none"> <li>- Employee Profile and Student Profile by January 2020.</li> <li>- Student Registration by March 2020.</li> <li>- Work with CatBUG to determine roll-out timeframe for the rest of the self-service functionality.</li> </ul> <p>e) Upgrade DegreeWorks from 4.1.6 to 5.0.2 (major user interface upgrade); starting August, currently targeting January 2020 go-live.</p>	<p>Jasper</p>	
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<p>f) Upgrade Cognos reporting from version 10 to 11; major interface upgrade; start in early 2020; live summer 2020.</p> <p>g) New myCatawba Mobile App (from Unifyed)</p> <ul style="list-style-type: none"> <li>- Phase 1 went live June 2019 for new student orientation.</li> <li>- Phase 2 targeted for August 2019 start of school.</li> <li>- Completion by August 2020 (adding functionality incrementally between 8/2019 and 8/2020).</li> </ul> <p>h) SEGS Online: project starts July 2019 and runs through May 2020:</p> <ul style="list-style-type: none"> <li>- Blackboard LMS migration to SaaS plus Collaborate web-conferencing, ALLY accessibility, faculty professional development from Blackboard.</li> <li>- Integration between Banner and Blackboard via Ellucian ILP.</li> <li>- 24 by 7 IT help desk service from Blackboard (tier 1 remote); tier 2+ and on-campus services still provided by local IT helpdesk personnel.</li> <li>- Identity management in the cloud.</li> <li>- Respondus lockdown browser and webcam monitoring of tests.</li> </ul>		
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<b>D - Infrastructure and Campus Beautification</b>  a) Complete renovations to brick pathways across campus by 8/1/20.	Taylor/Murphy	
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4.	<p><b>Growth Through Expanding Awareness and Engagement:</b></p> <p><i>A. Implement marketing plan for intentional use of new brand messaging through multiple platforms.</i></p> <p><i>B. Continue to refine college website redesigned for Search Engine Optimization and device versatility.</i></p> <p><i>C. Adopt Strategic Focus, the next iteration of Catawba’s strategic planning process and document.</i></p> <p><i>D. Continue “Mind-Body-Soul: Catawba’s Campaign for Growth” to provide resources for strategic priorities.</i></p>
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ITEM	RESPONSIBLE	MID-YEAR PROGRESS REPORT
<p><b>A – Marketing</b></p> <p>Implement targeted marketing plans utilizing distinct elements supported by Miller Davis, Clark and Ruffalo Noe Levitz.</p>	Tice	
<p><b>B - Redesigned College Website</b></p> <p>Implement targeted template pages supporting academic focus areas and other high traffic destinations.</p>	Tice/Worley	
<p><b>C- Strategic Focus Planning and Document</b></p> <p>Finalize Strategic Focus document for recommendation to the President in October 2019.</p>	Lewis	

<p><b>D - Mind-Body-Soul Campaign:</b></p> <p>a) Complete at least 200 donor visits by 5/31/20.</p> <p>b) Deliver 10 alumni and donor engagement events by 5/31/20.</p>	Dees	
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## **APPENDIX A – KEY STATEMENTS**

### **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.

### **Core Values**

Scholarship. Character. Culture. Service.

### **Our “3 Circles”**

1. *We are passionate about:* Personal Attention;
2. *We can be the best at:* Blending Liberal Studies and Career Preparation;
3. *Our economic engine is drive by:* Net Tuition Revenue.

### **Vision Statement**

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

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

## **APPENDIX B – BRANDING/MESSAGING STATEMENTS**

### ***Positioning Statement (Long form)***

Catawba College inspires students to transform their sense of what’s possible – personally and professionally – in a community where they belong. Through mentoring, a well-rounded curriculum, strong academic programs and career-focused experiential education and co-curricular opportunities, Catawba College helps students identify interests and talents and prepare for fulfilling lives.

### ***Positioning Statement (Short form/ “Elevator Speech”)***

Catawba College inspires students to transform their sense of what’s possible and prepare for fulfilling lives in a place where they belong.

### ***Key Messages***

- **True, Engaged Community**  
Offering a deep sense of belonging, Catawba College’s inspiring community encourages all members to transform and be the best versions of themselves.
- **Diverse, Inclusive Student Population**  
Catawba College welcomes and creates a sense of belonging for students of diverse racial, religious, socio-economic and academic backgrounds.
- **Career Discovery and Preparation**  
Catawba College inspires students to discover their passions and vocational directions through internships, service, research and creative work, travel and career guidance, readying them for future employment and graduate school.
- **Challenging Academics**  
Catawba College challenges students to excel in its well-rounded liberal arts curriculum and majors that teach creative, critical-thinking and research skills, as well as in a wide-range of academic programs that help students prepare for careers.
- **Empowered Lives**  
Catawba College empowers graduates to thrive professionally and lead fulfilling lives.
- **Idyllic Location**  
Located in charming, historic Salisbury, North Carolina, Catawba College offers a picture-perfect college campus in a regional hub for internships, jobs and entertainment offerings.