



Catawba College Annual Plan 2016-17
End-of-Year Progress Report

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.

2016-17 Plans	Responsible/ Target Date(s)/Resources	Progress Report
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	Completed.
	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	Athletic EGAP have proven to be very successful. We anticipate exceeding the originally stated goals for Track & Field, Women's Soccer, and Men's Basketball. Marching Band efforts are anticipated to fall short of the 25-member goal due to staffing challenges.
	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	Transfer recruitment plan developed and multiple initiatives underway. Transfer deposits for Fall 2017 up substantially over 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	Complete. Using CMT geodemographic data Admissions has defined our primary, secondary, and tertiary markets for recruiting: <u>Primary market:</u> Rowan and 19 local counties (Alexander, Cabarrus, Catawba, Davidson, Davie, Forsyth, Gaston, Guilford, Iredell, Lincoln, Mecklenburg, Montgomery, Randolph, Stanley, Stokes, Surry, Union, Wilkes, and Yadkin) <u>Secondary Market:</u> the rest of NC, two counties in VA (Henry & Danville City) and two counties on SC (York & Greenville). <u>Tertiary Markets:</u> Select zip codes in VA, SC, MD & DE. Admissions is using the primary, secondary, and tertiary markets above to drive decisions around travel and search investments.
	Annual Budget	

1.1.4.A Successfully launch and support EGAP initiatives across campus.	Cindy Barr, Kaitlin Carlin, Michael Bitzer, Larry Leckonby August 2016	All EGAP recruitment goals are on track with the exception of Marching Band. Multiple initiatives underway including Men's Developmental Basketball, Women's Developmental Soccer, Marching Band and Track & Field.
	Annual Budget	
1.1.4.B Migrate to version 4.2 of Recruiter.	Cindy Barr, Joanna Jasper December 2016	Complete.
	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	Incomplete. Limited IT and Admissions staffing resources for training and support did not permit us to advance this goal. Admissions is searching for a CRM specialist who would support this initiative.
	Annual Budget	
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.	Cindy Barr September 2016	Complete. Admissions Committee deemed that Admissions will have the discretion to admit any student they deem appropriate with a GPA of 2.5 or higher and SAT of 750 or higher. Process developed to allow admissions to move these files more quickly while maintaining the thresholds set forth by Catawba faculty.
	Annual Budget	
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.	Cindy Barr	Ongoing. Elaine Holden and Erin Stringer are conducting weekly meeting to better align the office of Admissions and our Alumni efforts to share resources and recruitment efforts. Alumni Ambassadors have been recruited and a few were able to provide college fair coverage during admissions travel season.
	Annual Budget	

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

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

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	CPCC is holding steady overall, although we have a very large graduating class this spring. We had more business students in the spring capstone at CPCC than in Salisbury. This is more than twice the size of the largest capstone at CPCC since our program began. We do not have a set goal target for that campus; we should. Our enhanced Google campaign is more successful there than Salisbury.
	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	To curriculum in spring 2017: entrepreneurship and a business masters that address SEGS (MACC does not help any SEGS student), have discussed an MS in Analytics with Jay, agrees to go to next step of analysis and design. The Leadership/ HR program is moving down the list due to fewer people inquiring compared to entrepreneurship.
	Annual Budget	

1.2.2.A Assess training for faculty and effectiveness of implementation in 2016-17.	Michael Bitzer, Jeff Bowe December 2016	Assessment done over the year as part of hybrid change, looking at existing course evaluations, SEGS student survey, and a self-reported faculty survey (not part of evaluation process).
	Annual Budget	
1.2.2.B Explore articulation agreement with SPCC for offering programs at their campus	Michael Bitzer, Jeff Bowe December 2016	SPCC business management agreement signed, started active marketing on that campus in spring 2017. SPCC has several other business degrees that they would like to have agreements, and continued discussions are being had on these agreements, both internally and externally.
	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	Search is in process.
	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	Initiated agreement with John N. Gardner Institute to begin analysis of retention plans and programs.
	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.

2016-17 Plans	Responsible/ Target Date(s)/Resources	Progress Report
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	Moved to Spring semester focus due to Segue 61 substantive policy change proposal undertaken in Fall.
	Annual Budget	
2.1.1.B Submit self-study for accreditation of Ketner School of Business by ACBSP.	Michael Bitzer, Jay Abraham December 2016	Final submission July 2017, with January 2018 expected announcement.
	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	Deferred to 2017-18.
	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	Deferred to 2017-18.
	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	Multiple initiatives underway. Nine students graduated with honors this year.
	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	In conjunction with the Gardner Institute work, a Center for Learning and Teaching has been recommended; planning will be underway throughout the summer and into the 2017-18 AY.
	TBD	
2.1.6.B Develop and implement schedule of faculty searches and hires.	Michael Bitzer November 2016	Some searches completed; some are ongoing before the start of the new academic year.
	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	In October 2016 the College entered into an agreement with University Study Abroad Consortium (USAC) which facilitates semester-long programs in dozens of countries around the world.
	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	Two options prepared with formal recommendations for approval: one to develop a student's schedule to achieve the 150 hours within 4 years of study, the second is to offer a 5th year MAcc program. M.Acc. proposal being developed for both curriculum and SACSCOC submission over Summer 2017.
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	Limited progress due to lack of consensus.

2.2.1.C Explore new and revised programs in KSOB including revamping interdisciplinary Sport Management/ Business major.	Michael Bitzer, Jay Abraham December 2016	Limited progress due to focus on other priorities.
	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	Curriculum revisions approved by faculty, but new Digital Media and Productions major will be reviewed in AY17-18.
	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	Launched program in January 2017.
	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	NC Board of Nursing granted approval at May 2017 meeting.
	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	CAATE has made significant changes to the original requirements for transitioning to a master's program in athletic training, causing reconsideration of this as an area of focus. A master's program in Physical Therapy also has prohibitively expensive components.
	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.

2016-17 Plans	Responsible/ Target Date(s)/Resources	Progress Report
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	Chris Gratton and Ken Clapp continue to work to increase the awareness of the importance of volunteerism and to encourage faculty and staff to support these efforts. A part of this will be to encourage faculty to incorporate service learning into courses. Chris and Ken also will target some specific faculty for whom there appears to be a logical connection.
	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	In October 2016 the College entered into an agreement with University Study Abroad Consortium (USAC) which facilitates semester-long programs in dozens of countries around the world.
	Annual Budget/ Donor Funds	
2.3.3 Consider proposed Leadership Program for adoption and implementation.	Michael Bitzer, Ken Clapp February 2017	The proposal for a leadership program is in draft form and should be finalized during the summer months.
	TBD	

2.3.4 Explore models for potential Cultural Events requirement for faculty consideration.	Michael Bitzer, April 2017	Not completed due to other priorities.
	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	IT offered a biweekly Blackboard workshop open to all faculty in the spring of 2017. ISC conducted a survey of faculty regarding technology use and training needs and shared recommendations.
	TBD	
2.4.B Finish upgrading the presentation technology in all technology-equipped classrooms.	Joanna Jasper, Michael Bitzer December 2016	ISC spent a great deal of time this past year discussing the need to keep classroom technology up to date. At a minimum, faculty need modern projectors to work with the high resolution laptops they will be receiving in the fall. They would also like the mobility and interactivity that newer technology could provide. To date, this project has not been funded.
	Annual Budget/ Capital Budget	

<p>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.</p>	<p>Joanna Jasper Summer 2016</p> <p>TBD</p>	<p>Current plan to be completed by August 2017:</p> <ol style="list-style-type: none"> 1. Upgrade CENV lab hardware to run ArcGIS; project financed by donor gift; 2. Create Interdisciplinary Digital Media Lab in Ketner 210; 12 stations; will be heavily used by Theatre Arts and Business Communications, but open to all students; project financed by donor gift and capital budget; <p>Upgrade library info commons to virtual desktop and thin client; project financed by donor gift and library grant.</p>
<p>2.4.D CatLink upgrade (to LifeRay and Luminis 5 portal technology) for mobile-friendly design, search, ongoing viability and support</p>	<p>Joanna Jasper, Shawn Moore February 2017</p>	<p>IT is still working with Ellucian Managed Services to get this software running correctly and fully configured in TEST. Still working through issues with integration to Banner; security permissions and content migration are still outstanding tasks. Now targeting pilot for Fall 2017 and go-live in late 2017 or early 2018.</p>

<p>2.4.E Implement CatLink Mobile App (powered by Ellucian Mobile)</p>	<p>Joanna Jasper, Shawn Moore February 2017</p>	<p>Server portion is up and running in a TEST environment. Need to decide on which services to offer initially, test those services, and then begin a communications campaign to get the campus community to start using the mobile app. Due to all the CRM Recruit upgrades and the issues with Lum5, this project's status has not changed. Now targeting late 2017 release of this app in coordination with release of online student statements and bill payment.</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>Complete. Canon-Uniflow solution allows students to send output to any campus Canon multi-function device, from any device (student-owned computer, smartphone, tablet, etc.) Authenticate and release print securely using Catawba ONE Card.</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>Complete. Fiber upgrades and installation of 10Gbps Fibrant internet service complete. Note that campus firewall technology currently limited to 2Gbps internet, but this bandwidth is more than adequate to meet current demand. Anticipate upgrading the firewalls to 5Gbps technology no later than summer 2018.</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>	<p>Funding for this project was secured in late April. Faculty survey regarding preferred model (Lenovo ThinkPad, Microsoft SurfaceBook, Apple MacBook Pro) is complete. IT has completed development of new imaging methodology for this next generation of hardware. Development of software images, including Active Directory, and training materials, is underway. Expecting deployment to faculty and academic support staff in the July – August timeframe.</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	Terrace and landscaping improvements completed in “heart of campus” including restoration of fountain in Stanback Plaza; additional landscaping underway during Summer 2017.
	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	The design is complete and an estimate has been submitted. We are waiting for approval to submit our plans to the City of Salisbury, and looking forward to working with a new VP of Development & new Athletic Development director on a funding strategy for the ballpark.
	Donor Funds/TBD	

3.2 Implement an annual repair and renovation program.

<i>2016-17 Plans</i>	<i>Responsible/Target Date(s)/Resources</i>	<i>Progress Report</i>
3.2.A Complete second phase of two phase renovation and refurbishment of Barger-Zartman Residence Hall.	Nelson Murphy, Frannie Taylor August 2016	Completed successfully.
	Donor Funds	
3.2.B Develop plans for potential renovation and refurbishment of Heath Hill House.	Nelson Murphy, Frannie Taylor October 2016	Improvements made to interior space. Further renovations underway in Summer 2017 with planned conversion of facility to an Alumni House.
	Donor Funds	

3.3 Develop and implement policies and procedures re: sustainability.

<i>2016-17 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 October 2016	Deferred to 2017-18 to include incoming faculty in Department of Environment & Sustainability and potential involvement in using their classes to help develop the plan.
	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	Detailed plan completed for fit out of all interior lighting and funding secured. Implementation underway and will be completed in September 2017.
	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	Systems implemented. Training underway for key personnel.
	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	Draft of Public Art Plan completed and related activities underway.
	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	Completed successfully.
	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	Not completed due to other priorities.
	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>We did not open Goodman Gym or the Abernethy Weight Room for recreational use this fall. Unable to expand staffing due to budgetary considerations.</p>
	<p>TBD</p>	<p>Two new dumbbell sets were purchased for Wellness Center to replace rusting sets. New seat covers were installed for ripped pads on workout machines. Replacements needed for two treadmills.</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>Marching band initiatives were not completed. New hire is in place for AY17-18.</p>
	<p>TBD</p>	

4.4 Enhance student engagement and academic support services and facilities.

2016-17 Plans	Responsible/ Target Date(s)/Resources	Progress Report
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	With move of Development to Heath Hill, work will be underway for revamp of first floor of Admin building to accommodate expanded testing services and career services by September 2017.
	TBD	

4.5 Enhance student career support services and programs.

2016-17 Plans	Responsible/ Target Date(s)/Resources	Progress Report
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	Continue to strongly suggest FYS professors create intentional and systematic opportunities for C2C and Career Services to speak to FYS courses <ul style="list-style-type: none"> · Career Services/C2C spoke to seven classes this past fall Creation of intentional and systematic opportunities for C2C and Career Services to come and speak to (and do relevant activities during) “FYS Reunions” in spring, 2017 <ul style="list-style-type: none"> · C2C invited to speak at two “FYS Reunions” in spring (Goal is to reach at least half of the
	TBD	

		<p>current first-year class with reunions)</p> <ul style="list-style-type: none">· May also, budget pending, include manners and/or etiquette dinners for a class or two (who did not already have) along with discussions of Career Services· May consider sophomores if 2016 classes wish to have reunion as well <p>Also serves purpose to “reconnect” with students after regular weekly student-faculty interaction in fall semester.</p>
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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	We do not have a formal strategic Plan documented. However, we have added both Indoor and Outdoor Track and Field (M&W) as well as Developmental Men's Basketball and Women's Soccer. We are also in the early stages of installing an artificial turf field and replacing Newman Park.
	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	Debt reduction continues to be a priority shared with donors.
	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	Successfully met all DOE financial ratios and bank covenants.
	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>
<p>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.</p>	<p>Brien Lewis, Cindy Barr, Nelson Murphy September 2016</p>	<p>Complete. Tuition has been set at \$29,920.</p> <p>In Progress: planning and overall discount and pricing strategy for the future:</p> <ul style="list-style-type: none"> • Survey to assess impact of major pricing reset with Enrollment Research has been complete and results shared with cabinet via email on 2016-12-19. • Consultants from Ruffalo Noel Levitz conducted an Enrollment Opportunities Analysis and strongly recommend a more surgical approach to our application of tuition discount and to engage in Strategic Enrollment Planning to support our goals. <p>Prescience research on pricing, retention, and enrollment analytics is helping guide decision making and providing situation analysis and strategic enrollment planning as part of our existing contract.</p>
	<p>N/A</p>	

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	Balanced budget remains a goal but will not be accomplished in 2017-18 fiscal year. Progress has been made and the budget for 2017-18 will be cash generative.
	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	Capital budget items included in 2017-18 budget approved by Board of Trustees.
	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	Implemented as scheduled.
	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	Campaign continues on track for completion of campaign on schedule for December 31, 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	Improvements made to donor stewardship such as revised endowment statements, more digital communications, and more research capacities for identifying prospective donors.
	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	Once fully funded priority will be on implementation of 100% retirement match for employees contributing up to 7% of their salaries (up from current 50% match).
	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	New "Catawba Compass" program launched in Fall 2016 to provide comprehensive orientation for new faculty and staff. Steps being explored for next year's iteration of the program. New position established of Director of Personnel Engagement and Development effective June 2017.
	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>Multiple initiatives and activities undertaken. <i>See Appendix 6.2.B at page 38 for details.</i></p>
<p>6.2.C Led by new Title IX Coordinator, increase education and training across campus on Title IX issues.</p>	<p>Annual Budget/ Donor Funds</p> <p>Brien Lewis November 2016</p> <p>Annual Budget</p>	<p>Dr. Erin Wood appointed as Title IX Coordinator. Dr. Wood has recruited (and enabled training for) a cohort of faculty and staff to serve as Title IX investigators and they have begun work on individual cases. Dr. Wood is also reviewing and revising existing policies and procedures. In addition, Dr. Wood has provided information sessions regarding Title IX to multiple units on campus.</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>Deferred to next year.</p>

6.2.E Implement a series of “College Coffee” campus-wide social events including connections to new Employee Orientation and Development Programs.	Brien Lewis, Monica Farrington, Amy Williams August 2016	Implemented successfully with monthly events funded through donor commitments throughout this academic year and into early Fall 2017.
	Donor Funds	

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	The W. Innes Street Downtown Catawba will close at the end of May 2017. Our presence in downtown Salisbury will be relocated to the old Integro Office Building near Lee Street Theatre. During spring of 2017, a Shakespeare community reading of King Lear was held at the Downtown Catawba space on consecutive Tuesdays evenings in February and March. The reading was facilitated by Dr. Bethany Sinnott and close to 20 community members attended on each evening of the reading. .
	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	Ongoing activities and conversations with numerous local and regional institutions and organizations.
	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	New Alumni Director undertaking review and proposing new initiatives for implementation in 2017-18.
	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	Discussions indicate this is still of interest for further exploration in the near future but not a present priority.
	N/A	

Appendix 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.

Created shared spreadsheet to more easily keep track of this sort of programming, connecting Title IX training, all Wellness efforts, inclusivity/diversity efforts (e.g. LGBTQIA alliances & Safe Zone training), and reporting to Institutional Research tasks.

a) Preventing/addressing sexual violence

1. New students were enrolled in the Consent & Respect course through 3rd millennium to provide information regarding sexual violence that was customized to share Catawba's policies and resources. Resident Assistants (33 total) were to complete a hall program during the month of September with a topic of Sexual Violence information, such as: watched a movie and answered questions residents had about the topic, hung posters in the hall with information/statistics, encouraged/took hall to attend It's On Us activity on campus, did the Clothesline Project.
2. Programs include: Health Fair, consent booth, Family Crisis Council access/info, "It's on Us", OctSober, pledge signing, anti-drunk driving, Safe Zone training for employees (on and off campus), etc.
3. Identified Athletic Training staff as confidential employees (in addition to clergy, healthcare providers, and counselors) to increase likelihood of disclosure and therefore offers of institutional support and remediation and potentially ultimate full disclosure for investigative response
4. Annual Title IX training undertaken for all College employees and select student groups to increase reporting of disclosures and institutional policies and procedures
5. Planning
 - i. Working with FCC on setting up a Healthy Relationships group for monthly meetings in AY2017-18
 - ii. Continuing and expanding alliance and Safe Zone efforts
 - iii. Developing more interactive and Catawba-reflective annual employee Title IX training
 - iv. Climate survey in the works for Spring 2018 – data will be used to identify existing strengths in programming and messaging, as well as locations where we should focus more

- ### b) The Wellness Committee offered a Faculty/Staff step challenge open to all to participate running October through late November. Faculty/Staff were invited to participate in a Walking Group in September and again in November after offering a survey to find the best times for participation. In February the entire campus was invited to the annual Health Fair. Zumba and Yoga classes were offered each semester, open to faculty, staff and students. Intramurals 207 total unique participants (56F/151M). Over 2000 swipes in the Wellness Center.